

**SENECA HEALTHCARE DISTRICT
FINANCE COMMITTEE MEETING AGENDA
Lake Almanor Clinic (LAC) Conference Room, 199 Reynolds Road, Chester, CA
October 12th, 2023 - at 2:00 p.m.**

Our Mission: Seneca Healthcare District's mission is to provide our community members and visitors with outstanding health care services and quality care through dedicated and compassionate staff, providers, and innovative technology.

Seneca Healthcare District Finance Committee meeting scheduled for October 12th, 2023, will be held at the LAC-Conference Room, 199 Reynolds Road, Chester, CA. Questions and comments may be submitted at the physical meeting location, via the virtual Zoom platform, or sent to board@senecahospital.org.

If you would like to watch the meeting or speak on an agenda item, you can also access the meeting remotely. Please use the web link below to join the Zoom webinar:

<https://us06web.zoom.us/j/81053989657?pwd=9kbOg0xpaW2zEHeDBcRhI6XwZaZp8h.1>

Meeting ID: 810 5398 9657

Passcode: 337308

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Public comments will also be accepted by email to info@senecahospital.org. Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

In compliance with the Americans with Disabilities Act, if you require special accommodations to participate in a board meeting, please contact Seneca Healthcare District at: (833) 227-3743 Ext. 1500, at least 72 hours prior to the meeting.

Finance Committee Members:

- Rich Rydell, Board Treasurer
- Jerri Nielsen, Board President
- Shawn McKenzie, Chief Executive Officer
- Steve Boline, Chief Financial Officer
- Judith Cline, Chief Nursing Officer

1) Call to Order.

Treasurer Rich Rydell will call the Finance Committee meeting to order.

2) Committee Members Roll Call.

The Treasurer will acknowledge Finance Committee Members present/absent.

3) Pledge of Allegiance.

4) Additions or Modifications to, or Deletions from the Agenda.

5) Approval of the Agenda.

6) Public Comment(s) Period.

This is an opportunity for public attendees to address the Board regarding items which are not on the agenda. Please state your name for the record. Comments are limited to three (3) minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot act on any item that is not listed on the agenda. The Board Chair may choose to acknowledge the comment. When appropriate, the Board Chair may briefly answer a question; refer the matter to staff; or move to set the item for discussion at a future meeting.

7) The Board Responds to Public Comment(s).

Agenda items – Information only:

8) FY2023/2024 Budget.

Presented by Steve Boline, CFO.
Discussion.

TAB A

9) Cash Flows Related to the New Hospital Project.

Presented by Steve Boline, CFO.
Discussion.

TAB B

10) Board Investment Policy.

Presented by Rich Rydell, Treasurer, and Steve Boline, CFO.
Discussion.

TAB C

11) Next Special Board Meeting Announcement.

- Date: October 24th, 2023
- Time: 10:00 a.m.
- Location: LAC-Conference Room

12) Next Regular Board Meeting Announcement.

- Date: October 26th, 2023
- Time: 3:00 p.m.
- Location: LAC-Conference Room

This agenda has been electronically mailed to the following newspaper publishers:

Plumas Sun
Intermountain News

This agenda has been posted at the following public places:

Seneca Healthcare District Hospital's Bulletin Board
U.S. Post Office – Chester Branch
Chester Public Utilities District
Hamilton Branch Fire District
Peninsula Fire District
Lake Almanor West Fire District

This agenda has been mailed to the following radio station:

KSUE/JDX

Certificate of Posting:

I, *Deborah Housen*, hereby certify, I posted the foregoing Agenda on the bulletin board, located at the front door entrance of Seneca Healthcare District Hospital, and the Lake Almanor Clinic Walk-In bulletin board at front entrance on: **October 5th, 2023.**

By: *Deborah Housen, 10/05/2023*

Deborah Housen, Board Clerk


Seneca Healthcare District
Fiscal Year 2023-2024
Operating Budget
Presentation to
Finance Committee

STEVE BOLINE, CFO
OCTOBER 12, 2023

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Seneca Healthcare District
Historical Gross Patient Revenue

- ▶ FYE 6/30/18= \$26,351,211
- ▶ FYE 6/30/19= \$28,000,785
- ▶ FYE 6/30/20= \$22,566,063
- ▶ FYE 6/30/21= \$21,559,185
- ▶ FYE 6/30/22= \$23,110,342
- ▶ FYE 6/30/23= \$24,363,004



SENECA
HEALTHCARE DISTRICT

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**Seneca Healthcare District
Historical Net Patient Revenue
(excl. supplemental payments)**

- ▶ FYE 6/30/18= \$13,805,696
- ▶ FYE 6/30/19= \$14,705,747
- ▶ FYE 6/30/20= \$14,320,811
- ▶ FYE 6/30/21= \$13,469,084
- ▶ FYE 6/30/22= \$14,745,314
- ▶ FYE 6/30/23= \$15,123,064



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**Seneca Healthcare District
Historical Operating Expenses
(including Interest expense)**

- ▶ FYE 6/30/18= \$16,377,483
- ▶ FYE 6/30/19= \$17,758,336
- ▶ FYE 6/30/20= \$17,647,773
- ▶ FYE 6/30/21= \$18,409,294
- ▶ FYE 6/30/22= \$18,952,277
- ▶ FYE 6/30/23= \$20,940,126



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**Seneca Healthcare District
Historical Salaries & Wages
(excluding benefits)**

- ▶ FYE 6/30/18= \$6,253,979
- ▶ FYE 6/30/19= \$6,953,041
- ▶ FYE 6/30/20= \$7,216,281
- ▶ FYE 6/30/21= \$7,641,364
- ▶ FYE 6/30/22= \$7,892,086
- ▶ FYE 6/30/23= \$8,571,568



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**Seneca Healthcare District
Historical Professional Fees
(including contract labor)**

- ▶ FYE 6/30/18= \$4,597,489
- ▶ FYE 6/30/19= \$4,796,962
- ▶ FYE 6/30/20= \$4,481,430
- ▶ FYE 6/30/21= \$4,210,875
- ▶ FYE 6/30/22= \$4,483,225
- ▶ FYE 6/30/23= \$4,760,653



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Seneca Healthcare District Historical Other Expenses (excluding depreciation)

- ▶ FYE 6/30/18= \$5,211,831
- ▶ FYE 6/30/19= \$5,626,509
- ▶ FYE 6/30/20= \$5,519,830
- ▶ FYE 6/30/21= \$6,069,823
- ▶ FYE 6/30/22= \$6,128,630
- ▶ FYE 6/30/23= \$7,179,318



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Seneca Healthcare District Historical Operating Income/(Loss)

- ▶ FYE 6/30/18= -\$1,924,803
- ▶ FYE 6/30/19= -\$2,541,369
- ▶ FYE 6/30/20= -\$2,900,160
- ▶ FYE 6/30/21= -\$1,999,218
- ▶ FYE 6/30/22= -\$1,889,230
- ▶ FYE 6/30/23= -\$5,795,405



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Seneca Healthcare District Historical Operating Margin

- ▶ FYE 6/30/18= -13.32%
- ▶ FYE 6/30/19= -16.64%
- ▶ FYE 6/30/20= -19.67%
- ▶ FYE 6/30/21= -12.19%
- ▶ FYE 6/30/22= -11.07%
- ▶ FYE 6/30/23= -38.27%



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Seneca Healthcare District Historical Non-Operating Revenue

- ▶ FYE 6/30/18= \$ 706,893
- ▶ FYE 6/30/19= \$1,071,230
- ▶ FYE 6/30/20= \$ 744,146
- ▶ FYE 6/30/21= \$ 883,299
- ▶ FYE 6/30/22= \$ 745,550
- ▶ FYE 6/30/23= \$1,439,000



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Seneca Healthcare District Supplemental Payments

- ▶ FYE 6/30/18= \$6,785,222
- ▶ FYE 6/30/19= \$6,857,839
- ▶ FYE 6/30/20= \$4,686,585
- ▶ FYE 6/30/21= \$6,028,339
- ▶ FYE 6/30/22= \$2,527,208
- ▶ FYE 6/30/23= \$4,678,959



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Seneca Healthcare District Historical Net Income/(Loss)

- ▶ FYE 6/30/18= \$5,567,313
- ▶ FYE 6/30/19= \$5,387,700
- ▶ FYE 6/30/20= \$2,530,571
- ▶ FYE 6/30/21= \$4,912,420
- ▶ FYE 6/30/22= \$1,383,528
- ▶ FYE 6/30/23= \$ 322,554



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Seneca Healthcare District Inter-Governmental Transfers (IGT)

- ▶ FYE 6/30/18= \$3,120,910
- ▶ FYE 6/30/19= \$2,451,102
- ▶ FYE 6/30/20= \$1,674,329
- ▶ FYE 6/30/21= \$2,172,389
- ▶ FYE 6/30/22= \$ 840,518
- ▶ FYE 6/30/23= \$1,432,505




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Seneca Healthcare District Net Income/(Loss), with IGT

- ▶ FYE 6/30/18= \$2,446,402
- ▶ FYE 6/30/19= \$2,936,598
- ▶ FYE 6/30/20= \$ 856,242
- ▶ FYE 6/30/21= \$2,740,031
- ▶ FYE 6/30/22= \$ 543,010
- ▶ FYE 6/30/23= -\$1,109,951




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FY 2023-2024
Operating Budget




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Seneca Healthcare District
Operating Budget FYE 6/30/24

- ▶ Net Patient Revenue= \$16,963,326
- ▶ Other Operating Revenue= \$21,656
- ▶ Salaries and Wages= \$8,978,419
- ▶ Other Operating Expenses= \$12,422,760
- ▶ Operating Loss= -\$4,416,197
- ▶ Non-Operating Revenue= \$973,000
- ▶ Supplemental Payments, net= \$3,476,744
- ▶ Net Income, with IGT= \$33,547



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Seneca Healthcare District Operating Loss FYE 6/30/24

- ▶ \$1,379,209 decrease over FYE 6/30/23
- ▶ \$1,840,262 increase in net patient revenue
(\$1,860,100 increase in gross revenue and
\$19,838 increase in contractual adjustments)
- ▶ \$622,987 increase in salaries and wages
(including benefits)
- ▶ \$99,910 increase in professional fees (medical)
- ▶ \$144,760 increase in contract labor
- ▶ \$406,604 decrease in other operating expenses



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Seneca Healthcare District Net Patient Revenue FYE 6/30/24

- ▶ \$1,840,262 increase over FYE 6/30/23
- ▶ \$1,860,100 increase in gross revenue. Increase in LTC average daily census (ADC) from 13.29 to 14.50 and annual clinic visits from 6,732 to 8,112. Increase in swing ADC from .21 to .50.
- ▶ Increase in swing bed ancillary service revenue and outpatient revenue for surgery, MRI, and physical therapy
- ▶ All rates and utilization (except as noted above) same as 6/30/23
- ▶ \$19,838 increase in contractual adjustments. Adjustment % of 35.31 versus FYE 6/30/23 of 37.93



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Clinic Visits FYE 6/30/18-6/30/22

Clinic Visits-	Actual 6/30/2018	Actual 6/30/2019	Actual 6/30/2020	Actual 6/30/2021	Actual 6/30/2022
Ware	2,460	2,330	1,963	1,932	1,769
Walls	1,966	1,965	1,594	1,529	1,219
Nielsen/Locum/Salehi/Cooper	2,285	2,389	1,483	1,690	1,431
Ward/ Suarez/AHP	1,645	1,501	2,337	530	47
Walk-in	1,942	2,073	1,531	1,693	1,885
Specialty	848	1,232	1,050	924	853
Totals	11,146	11,490	9,958	8,300	7,204



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Clinic Visits FYE 6/30/23-6/30/24

Clinic Visits-	Budget 6/30/2023	Actual 6/30/2023	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Ware	1,932	1,161	(771)	1,200	39
Walls/Smith	1,529	880	(749)	1,800	920
Locum Phy	1,690	1,600	(90)	2,160	560
Open Office	0	133	133	0	(133)
Walk-in	1,695	2,166	471	2,160	(6)
Specialty	924	792	(132)	792	0
Totals	7,770	6,732	(1,138)	8,112	1,380



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Seneca Healthcare District Labor Costs FYE 6/30/24

- ▶ \$406,851 increase in salaries and \$216,136 increase in benefits over FYE 6/30/23
- ▶ Step increases (4%) throughout the year as earned and 3% ATB increase and \$18/hr. minimum wage (SB 525) effective 1/1/24.
- ▶ Average hourly wage of \$42.31 versus \$40.28 for 6/30/23
- ▶ 102.02 FTEs versus 102.30 for FYE 6/30/23
- ▶ FTE increases, from FYE 6/30/23, for Surgery (.97), Fiscal (.41), Housekeeping (.21), Dietary (.25), and Personnel (1.19) and decreases for Med-Surg/ED/LTC (.63) and Lake Almanor Clinic (.63), HIM/Admitting (1.31), and Nursing Admin (.84).
- ▶ 9.30 contract FTEs (Acute and ER Nursing 3.8, Lab 1.0, and LTC 4.5) in 6/30/24 budget



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Seneca Healthcare District Non-Labor Expenses FYE 6/30/24

- ▶ Increase of \$144,760 in contract labor (temporary vacancies in Lab and open mandatory positions in hospital and LTC nursing)
- ▶ Increase of \$99,910 in professional fees (medical)
- ▶ Decrease of \$295,340 in supplies (IT replacement of all workstations/laptops and associated peripherals in FYE 6/30/23)
- ▶ Decrease of \$125,555 in repairs and maintenance (exterior painting of campus buildings, SNF sewer line, and completion of SNF patio in FYE 6/30/23)



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**Seneca Healthcare District
Net Income/(Loss), with IGT
FYE 6/30/24**

- ▶ \$1,143,498 increase over FYE 6/30/23
- ▶ \$1,840,262 increase in net patient revenue
- ▶ \$461,053 increase in total operating expenses
- ▶ \$466,000 decrease in non-operating income (COVID- SHIP Grant in FYE 6/30/23 and no budgeting for new hospital build donations in FYE 6/30/24)
- ▶ \$230,290 increase in net supplemental payments (no HQAF grant in FYE 6/30/23)



Seneca Healthcare District
Operating Budget- DRAFT as of 10/12/23
FYE 6/30/24

	Budget	Actual	Budget	Change From
Revenue	06/30/23	06/30/23	FYE 6/30/24	6/30/2023
I/P Revenue	2,312,460	2,099,508	2,108,388	
Swing Bed Revenue	1,105,924	326,804	786,237	
O/P Revenue	15,680,240	16,465,237	16,993,713	
LTC Revenue	3,402,118	3,277,268	3,704,750	
RHC Revenue	2,079,590	2,194,186	2,630,016	
Total Revenue	24,580,331	24,363,004	26,223,104	1,860,100
			108%	
Contractual Allowance	9,155,549	9,239,939	9,259,778	19,838
	37.25%	37.93%	35.31%	
Net Patient Revenue	15,424,782	15,123,064	16,963,326	1,840,262
Other Operating Revenue	884,929	21,656	21,656	0
Operating Expenses				
Salaries	7,980,648	8,571,568	8,978,419	406,851
Benefits	1,719,019	1,682,437	1,898,573	216,136
Contract Labor	1,635,000	1,604,520	1,749,280	144,760
Pro Fees- Medical	3,166,916	3,156,133	3,256,044	99,910
Pro Fees- Other	193,200	268,733	234,200	(34,533)
Supplies	1,426,225	1,359,486	1,064,146	(295,340)
Purchased Services	2,615,730	2,210,092	2,288,962	78,870
Insurance	195,102	252,979	191,865	(61,115)
Rentals and Leasing	182,300	172,133	185,300	13,167
Repairs and Maint	229,420	335,200	209,645	(125,555)
Utilities and Telephone	391,322	351,479	333,549	(17,931)
Depreciation/Amort	443,593	428,587	443,593	15,006
Other Expenses	434,960	540,987	564,004	23,017
Interest Expense	3,734	5,791	3,600	(2,191)
Total Operating Expenses	20,617,170	20,940,126	21,401,179	461,053
Net Operating Income (Loss)	-4,307,459	-5,795,405	-4,416,197	1,379,209
	-26.41%	-38.27%	-26.00%	
Interest Income	60,000	242,398	240,000	
Non-Capital Grants & Donations	308,367	553,057	33,000	
Tax Revenue	600,000	643,544	700,000	(466,000)
QIP Revenue	1,500,000	1,169,611	1,200,000	
Rate Range Supplemental Pmts	2,927,614	3,509,348	3,500,000	
Other Supplemental Pmts	512,713	0	512,713	533,753
Non Operating Rev/Exp	5,908,694	6,117,960	6,185,713	
Net Income (Loss)	1,601,235	322,554	1,769,516	1,446,962
Less:				
QIP IGT made by SHD	750,000	309,491	400,000	303,464
Rate Range IGT made by SHD	932,127	1,123,014	1,150,000	
Other IGT made by SHD	185,969	0	185,969	230,290
Net Income (Loss), less IGT	-266,861	-1,109,951	33,547	1,143,498
FTEs	104.05	102.30	102.02	

**Seneca Healthcare District
 Departmental Revenue
 Budget FY23 and Actual 6/30/23**

	Budget 6/30/2023	Actual 6/30/2022	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Med Surg	883,939	875,059	(8,880)	883,939	8,880
Swing	870,251	241,604	(628,647)	581,757	340,153
OBS	520,381	649,310	128,929	649,310	-
ER	3,088,898	3,418,015	329,117	3,418,015	-
ER Phy	1,123,618	1,265,294	141,676	1,265,294	-
Surgery	853,000	812,619	(40,381)	974,473	161,854
Anesth	52,614	52,329	(285)	62,795	10,466
CSR	169,402	176,267	6,865	176,267	-
Clinic	2,151,796	2,130,607	(21,189)	2,566,437	435,830
Lab	3,234,140	2,965,920	(268,220)	2,965,481	(439)
Blood Bank	15,786	10,524	(5,262)	10,524	-
SNF	3,175,500	3,276,829	101,329	3,704,750	427,921
Cardiac	358,596	442,015	83,419	442,015	-
Radiology	943,345	968,731	25,386	968,731	-
Mammo	-	-	-	-	-
MRI	319,099	179,745	(139,354)	245,432	65,687
Ultrasound	0	83,870	83,870	83,870	-
CT	1,872,346	2,421,266	548,920	2,421,266	-
Pharmacy	2,668,011	2,407,200	(260,811)	2,407,200	-
Respiratory	623,510	577,560	(45,950)	641,595	64,035
PT	1,532,008	1,340,148	(191,860)	1,685,862	345,714
Telemed	124,091	68,092	(55,999)	68,092	-
Gross Pt. Rev	24,580,331	24,363,004	(217,328)	26,223,104	1,860,099
Adj to Rev	9,155,549	9,239,939	84,390	9,259,778	19,838
Bad Debt	-	-	-	-	-
Net Pt. Rev	15,424,782	15,123,064	(301,718)	16,963,326	1,840,262

**Seneca Healthcare District
 Departmental Statistics
 Budget FY23 and Actual 6/30/23**

Department	Stat	Budget 6/30/2023	Actual 6/30/2023	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Med Surg	Days	274	272	(2)	274	2
Swing	Days	274	76	(198)	183	107
OBS	Patients	148	188	40	188	-
ER	Visits	2,733	2,865	132	2,865	-
ER Phy	Visits	2,733	2,865	132	2,865	-
Surgery	Procedures	245	225	(20)	270	45
Anesth			0	0		-
CSR			0	0		-
Clinic	Visits	7,955	6,732	(1,223)	8,112	1,380
Lab	Tests	30,100	27,652	(2,448)	27,652	-
Blood Bank			0	0		-
SNF	Days	5,293	4,852	(441)	5,293	441
Cardiac	Tests	548	726	178	726	-
Radiology	Tests	2,017	2,020	3	2,020	-
Mammo	Tests	0		-	0	-
MRI	Tests	96	50	(46)	68	18
Ultrasound	Tests	0	92	92	92	-
CT	Tests	1,053	1,331	278	1,331	-
Pharmacy		0		0	0	-
Respiratory	Tests	1,174	1,428	254	1,428	-
PT	Patients	3,614	3,508	(106)	4,385	877

Clinic Visits-	Budget 6/30/2023	Actual 6/30/2023	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Ware	1,932	1,161	(771)	1200	39
Walls/Smith	1,529	880	(649)	1800	920
Locum Physician	1,690	1,600	(90)	2160	560
Open Office	-	133	133	0	(133)
Walk-in	1,695	2,166	471	2160	(6)
Specialty	924	792	(132)	792	-
	7,770	6,732	(1,038)	8,112	1,380

Seneca Healthcare District
 Operating Expenses
 FYE 2022 (actual) through 2024 (budget)

	Actual FYE 6/30/22	Budget FYE 6/30/23	Actual FYE 6/30/23	Incr/(Decr) FY 22 to FY 23	Budget FYE 6/30/24	Incr/(Decr) FY 23 to FY 24
Salaries and Wages	7,892,086	7,980,648	8,571,568	679,482	8,978,419	406,851
Employee Benefits	1,533,368	1,719,019	1,682,437	149,069	1,898,573	216,136
Contract Labor	1,260,350	1,635,000	1,604,520	344,170	1,749,280	144,760
Pro Fees- Medical	2,769,263	3,166,916	3,156,133	386,870	3,256,044	99,910
Pro Fees- Other	453,612	193,200	268,733	(184,879)	234,200	(34,533)
Supplies	1,274,559	1,426,225	1,359,486	84,927	1,064,146	(295,340)
Purchased Services	1,829,350	2,615,730	2,210,092	380,742	2,288,962	78,870
Insurance	148,641	195,102	252,979	104,338	191,865	(61,115)
Rentals and Leasing	267,336	182,300	172,133	(95,203)	185,300	13,167
Repairs and Maint	220,125	229,420	335,200	115,075	209,645	(125,555)
Utilities and Telephone	267,336	391,322	351,479	84,143	333,549	(17,931)
Depreciation/Amort	448,336	443,593	428,587	(19,749)	443,593	15,006
Other Expenses	482,097	434,960	540,987	58,890	564,004	23,017
Interest Expense	12,356	3,734	5,791	(6,565)	3,600	(2,191)
Totals	18,858,815	20,617,170	20,940,126	2,081,311	21,401,179	461,053

**Seneca Healthcare District
Labor Comparison- Dollars
Budget FY23 and Actual 6/30/23**

	Budget 6/30/2023	Actual 6/30/2023	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Med Surg	637,648	873,202	235,554	941,100	67,898
ER	624,774	663,539	38,765	727,701	64,162
Surgery	139,593	66,303	(73,289)	200,868	134,565
Anesth	-	-	-	-	-
CSR	36,497	17,860	(18,638)	11,140	(6,720)
Clinic	659,507	613,422	(46,085)	760,541	147,119
Lab	584,933	614,208	29,275	590,949	(23,258)
Blood Bank	-	-	-	-	-
SNF	857,908	1,001,086	143,178	908,256	(92,830)
Cardiac	49,914	54,605	4,690	25,661	(28,944)
Radiology	337,975	419,950	81,975	452,570	32,620
Mammo	-	-	0	-	0
MRI	-	-	-	-	-
Ultrasound	0	18,463	18,463	34,645	16,182
CT	-	-	0	-	0
Pharmacy	61,346	80,091	18,744	55,562	(24,529)
RT	208,126	261,482	53,356	294,698	33,216
PT	91,520	91,713	193	91,520	(193)
Telemed	-	-	-	-	-
Duplication	-	-	-	-	-
Dietary	316,675	334,993	18,319	360,259	25,265
Laundry	-	-	-	-	-
Purchasing	83,441	105,696	22,255	108,586	2,890
Grounds	24,035	31,054	7,019	25,116	(5,938)
Hskpg	227,828	230,929	3,100	258,703	27,775
Plant Ops	-	-	-	-	-
Maint	338,304	294,545	(43,759)	321,812	27,268
Comm	-	-	-	-	-
Data Proc	38,622	40,248	1,626	43,880	3,632
IT	262,828	278,361	15,534	308,473	30,112
Fiscal	352,102	356,744	4,642	414,605	57,861
Pt Acctg	55,029	68,876	13,847	65,921	(2,956)
Admitting	193,358	195,480	2,122	197,440	1,960
Admin	321,858	327,682	5,824	335,220	7,538
PR	79,483	80,904	1,420	85,552	4,649
Personnel	135,341	85,002	(50,338)	161,851	76,849
Med Rec	459,377	471,220	11,842	445,122	(26,098)
Med Staff	67,218	67,607	389	72,354	4,747
Nsg Admin	508,372	593,157	84,785	456,341	(136,816)
Inservice	0	0	0	0	0
QM	227,035	233,145	6,111	221,973	(11,172)
Totals	7,980,648	8,571,568	590,920	8,978,419	406,851

**Seneca Healthcare District
Labor Comparison- FTEs
Budget FY23 and Actual 6/30/23**

	Budget 6/30/2023	Actual 6/30/2023	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Med Surg	7.10	8.15	1.05	8.40	0.25
ER	5.85	6.01	0.16	6.37	0.36
Surgery	1.40	0.68	(0.72)	1.65	0.97
Anesth	-	-	-	-	-
CSR	0.45	0.23	(0.22)	0.15	(0.08)
Clinic	11.40	11.63	0.23	11.00	(0.63)
Lab	5.80	5.49	(0.31)	5.30	(0.19)
Blood Bank	-	-	-	-	-
SNF	13.80	15.40	1.60	14.16	(1.24)
Cardiac	0.50	0.50	-	0.25	(0.25)
Radiology	2.70	3.19	0.49	3.36	0.17
Mammo	-	-	-	-	-
MRI	-	-	-	-	-
Ultrasound	-	0.13	0.13	0.25	0.12
CT	-	-	-	-	-
Pharmacy	0.80	1.02	0.22	0.70	(0.32)
RT	1.90	2.35	0.45	2.78	0.43
PT	0.80	0.79	(0.01)	0.80	-
Telemed	-	-	-	-	-
Duplication	-	-	-	-	-
Dietary	6.50	6.63	0.13	6.89	0.26
Laundry	-	-	-	-	-
Purchasing	1.00	1.42	0.42	1.50	0.08
Grounds	0.25	0.26	0.01	0.25	(0.01)
Hskpg	5.05	4.79	(0.26)	5.00	0.21
Plant Ops	-	-	-	-	-
Maint	4.75	3.85	(0.90)	3.91	0.06
Comm	-	-	-	-	-
Data Proc	0.75	0.76	0.01	0.80	0.04
IT	2.75	2.81	0.06	2.80	(0.01)
Fiscal	2.75	2.79	0.04	3.20	0.41
Pt Acctg	1.00	1.19	0.19	1.25	0.06
Admitting	4.70	4.56	(0.14)	4.20	(0.36)
Admin	2.00	2.00	(0.00)	2.00	0.00
PR	1.00	1.00	-	1.00	-
Personnel	1.75	0.81	(0.94)	2.00	1.19
Med Rec	7.60	7.55	(0.05)	6.60	(0.95)
Med Staff	1.00	1.00	-	1.00	-
Nsg Admin	3.00	3.34	0.34	2.50	(0.84)
Inservice	-	-	-	-	-
QM	2.40	1.98	(0.42)	1.95	(0.03)
Totals	100.75	102.30	1.55	102.02	(0.29)

Seneca Healthcare District
Labor Comparison- Average Hourly Wage
Budget FY23 and Actual 6/30/23

	Budget 6/30/2023	Actual 6/30/2023	Increase/ (Decrease)	Budget 6/30/2024	Increase/ (Decrease)
Med Surg	43.18	51.54	8.36	53.86	2.33
ER	51.35	53.07	1.73	54.92	1.85
Surgery	47.94	46.66	(1.28)	58.53	11.87
Anesth			-		-
CSR	38.99	38.10	(0.89)	35.70	(2.40)
Clinic	27.81	25.36	(2.45)	33.24	7.88
Lab	48.49	53.79	5.31	53.61	(0.19)
Blood Bank			-		-
SNF	29.89	31.26	1.37	30.84	(0.42)
Cardiac	47.99	52.50	4.51	49.35	(3.16)
Radiology	60.18	63.22	3.04	64.76	1.54
Mammo					-
MRI					-
Ultrasound		65.78	65.78	-	(65.78)
CT			-	-	-
Pharmacy	36.87	37.87	1.00	38.16	0.29
RT	52.66	53.44	0.77	50.96	(2.47)
PT	55.00	55.86	-	55.00	-
Telemed			-		-
Duplication			-		-
Dietary	23.42	24.31	0.88	25.14	0.83
Laundry			-		-
Purchasing	40.12	35.88	(4.23)	34.80	(1.08)
Grounds	46.22	58.34	12.12	48.30	(10.04)
Hskpg	21.69	23.18	1.49	24.88	1.69
Plant Ops			-		-
Maint	34.24	36.74	2.50	39.57	2.83
Comm			-		-
Data Proc	24.76	25.39	0.63	26.37	0.98
IT	45.95	47.54	1.59	52.97	5.42
Fiscal	61.56	61.47	(0.09)	62.29	0.82
Pt Acctg	26.46	27.89	1.43	25.35	(2.53)
Admitting	19.78	20.60	0.82	22.60	2.00
Admin	77.37	78.78	1.41	80.58	1.80
PR	38.21	38.90	0.68	41.13	2.24
Personnel	37.18	50.62	13.44	38.91	(11.72)
Med Rec	29.06	30.00	0.94	32.42	2.43
Med Staff	32.32	32.50	0.19	34.79	2.28
Nsg Admin	81.47	85.48	4.01	87.76	2.28
Inservice	-	-	-	-	-
QM	45.48	56.72	11.24	54.73	(1.99)
Totals	38.08	40.28	2.20	42.31	2.03



Interim Construction Loan, Series 2023 Tax-Exempt Private Placement

Preliminary Timetable – October 11, 2023

OCTOBER 2023						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

NOVEMBER 2023						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

DECEMBER 2023						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JANUARY 2024						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Week of	Task	Participants
10/9/2023	<ul style="list-style-type: none"> Finalize Request for Terms (10/13/2023) 	SHD, PSC, FR
10/16/2023	<ul style="list-style-type: none"> Send Request for Terms to prospective interim lenders (10/16/2023) Reach out to USDA to discuss equity timing and detail Have BBK begin work on base loan documents 	PSC USDA, SHD, Wipfli BBK
10/23/2023	<ul style="list-style-type: none"> Continue work on required Letter of Conditions (LOC) items Resolve equity timing and feasibility with USDA 	SHD All
10/30/2023	<ul style="list-style-type: none"> Receipt of Term Sheets from Interested Lenders (11/3/2023) 	PSC
11/6/2023	<ul style="list-style-type: none"> Evaluate Term Sheets received. Decision to recommend a private placement or public offering made (11/6/2023) Send materials related to loan proposals to District for Board evaluation and approvals (11/7/2023) Board approves moving forward with Term Sheet Send recommended Term Sheet to USDA (11/8/2023) Conference call with financing team (11/10/2023) First draft of Bond Documents distributed (11/10/2023) 	PSC, FR, SHD PSC, FR, SHD SHD, FR SHD, FR All BBK
11/13/2023	<ul style="list-style-type: none"> Conference call to discuss documents and approvals 	All
11/20/2023	<ul style="list-style-type: none"> Thanksgiving (11/23/2023) 	All

SHD: Borrower: Seneca Healthcare District
PSC: Placement Agent – Piper Sandler
DC: District's Counsel – TBD
PC: Purchaser's Counsel - TBD

BBK: Bond Counsel – Best, Best, and Krieger
FR: Municipal Advisor – Fieldman, Rolapp
P: Purchaser – TBD



**Interim Construction Loan, Series 2023
Tax-Exempt Private Placement
Preliminary Timetable – October 11, 2023**

OCTOBER 2023							NOVEMBER 2023							DECEMBER 2023							JANUARY 2024							
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	
1	2	3	4	5	6	7				1	2	3	4							1	2		1	2	3	4	5	6
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13	
15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20	
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27	
29	30	31					26	27	28	29	30			24	25	26	27	28	29	30	28	29	30	31				
														31														

11/27/2023	<ul style="list-style-type: none"> Second Draft of Bond Documents distributed Complete Section I requirements to the Letter of Conditions (LOC) and submit documentation and information to USDA as one complete package, if possible. Conference call with financing team 	BBK SHD All
12/4/2023	<ul style="list-style-type: none"> Preconstruction meeting with USDA at District Interim Loan Documents finalized for Board approval 	SHD, USDA BBK
12/11/2023	<ul style="list-style-type: none"> Board approval of Interim Loan Documents 	SHD, FR
12/18/2023	<ul style="list-style-type: none"> USDA approves final plans and indicates District can issue Notice to Proceed to Contractor. USDA issues written concurrence to proceed with construction and closing of the interim loan. 	USDA USDA
12/25/2023	<ul style="list-style-type: none"> Pre-closing (12/27) Closing (12/28) 	All All

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PC: Purchaser's Counsel - TBD

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P: Purchaser – TBD

Seneca Healthcare District
 New Build Projected Cash Flow
 10/1/23-3/31/24

Category	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	Total	USDA Reimburse	SHD Contrib
Design Through Permit	332,500	360,300	360,315	147,000			1,200,115	1,200,115	
CA				107,054			107,054	107,054	
Foundations / Superstructure / Exterior Envelope				400,000	400,000	400,000	1,200,000	1,200,000	
Interiors	300,000	300,000	400,000	150,000			1,150,000	1,150,000	
Design Build- Reimbs	10,713	10,714	10,714	9,824	9,824	9,825	61,614	61,614	
Support Services Bldg.						20,000	20,000		20,000
FF&E			20,000				20,000		20,000
Signage			26,000				26,000		26,000
Medical Equip Plan- Fee			2,000				2,000		2,000
Medical Equip Plan- Reimb			1,500				1,500		1,500
It Consulting- Apex			16,500			16,500	33,000		33,000
HCAI Fee			503,008				503,008		503,008
IOR			12,000				12,000		12,000
Geotech Report		11,625					11,625		11,625
Harvest Plan Consultant		3,250					3,250		3,250
Tribal Monitoring			9,460	9,460			18,920		18,920
Legal fees		5,000	5,000	5,000	5,000		20,000		20,000
BRx Fees	15,000	15,000	10,000	10,000	15,000	20,000	85,000		85,000
BRx Expenses	1,089	1,089	1,089	1,089	1,089	1,089	6,534		6,534
Commissioning			31,000				31,000		31,000
Audits			5,400				5,400		5,400
Harvest Plan		158,000					158,000		158,000
Totals	659,302.00	864,978.00	1,413,986.00	839,427.00	430,913.00	467,414.00	4,676,020.00	3,718,783.00	957,237.00
Quarter Subtotals			2,938,266.00			1,737,754.00			