



December 11, 2025

TO: Legal Counsel

News Media

Salinas Californian

El Sol

Monterey County Herald

Monterey County Weekly

KION-TV

KSBW-TV/ABC Central Coast

KSMS/Entravision-TV

The next regular meeting of the **FINANCE COMMITTEE - COMMITTEE OF THE WHOLE of SALINAS VALLEY HEALTH<sup>1</sup>** will be held **MONDAY, DECEMBER 15, 2025, AT 4:00 P.M., DOWNING RESOURCE CENTER, CONFERENCE ROOMS A, B, & C, SALINAS VALLEY HEALTH MEDICAL CENTER, 450 E. ROMIE LANE, SALINAS, CALIFORNIA.**

(For Public Access Information Visit <https://www.salinasvalleyhealth.com/about-us/healthcare-district-information-reports/board-of-directors/board-committee-meetings-virtual-link/>.)

A handwritten signature in black ink, appearing to read "Allen Radner", is positioned above the printed name.

Allen Radner, MD  
President/Chief Executive Officer

Committee Voting Members: **Victor Rey, Jr.**, Chair, **Joel Hernandez Laguna**, Vice-Chair, **Allen Radner, MD**, President/CEO, **Iftikhar Hussain**, Chief Financial Officer; and **Steven Regwan, DO**, Medical Staff Member.

Advisory Non-Voting Members: Sanjeev Tandon, Community Members, Administrative Executive Team.

**FINANCE COMMITTEE  
COMMITTEE OF THE WHOLE  
SALINAS VALLEY HEALTH<sup>1</sup>**

**MONDAY, DECEMBER 15, 2025, 4:00 P.M.  
DOWNING RESOURCE CENTER, ROOMS A, B & C**

**Salinas Valley Health Medical Center  
450 E. Romie Lane, Salinas, California**

**(Visit [SalinasValleyHealth.com/virtualboardmeeting](https://SalinasValleyHealth.com/virtualboardmeeting) for Public Access Information)**

**AGENDA**

1. Call to Order / Roll Call

2. Public Comment

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on issues or concerns within the jurisdiction of this District Board, which are not otherwise covered under an item on this agenda.

3. Approve Minutes of the Finance Committee Meeting of November 17, 2025 (REY)

- Motion/Second
- Public Comment
- Action by Committee/Roll Call Vote

4. Consider Recommendation for Board approval of Overall Project Funding and Award Construction Contract to American Chiller Service, Inc for the Salinas Valley Health DRC Chiller & Cooling Tower Replacement Project (MILLER/MCCOY)

- Staff Report
- Committee Questions to Staff
- Public Comment
- Committee Discussion/Deliberation
- Motion/Second
- Action by Committee/Roll Call Vote

5. Financial and Statistical Review (HUSSAIN)

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

6. Review Balanced Scorecard (HUSSAIN)

7. Adjournment

The next Finance Committee Meeting is scheduled for **Monday, January 19, 2026** at 4:00 p.m.

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

This Committee meeting may be attended by Board Members who do not sit on this Committee. In the event that a quorum of the entire Board is present, this Committee shall act as a Committee of the Whole. In either case, any item acted upon by the Committee or the Committee of the Whole will require consideration and action by the full Board of Directors as a prerequisite to its legal enactment.

The Salinas Valley Health (SVH) Committee packet is available at the Committee Meeting, electronically at <https://www.salinasvalleyhealth.com/about-/healthcare-district-information-reports/board-of-directors/meeting-agendas-packets/2025/>, and in the SVH Human Resources Department located at 611 Abbott Street, Suite 201, Salinas, California, 93901. All items appearing on the agenda are subject to action by the SVH Board.

Requests for a disability related modification or accommodation, including auxiliary aids or Spanish translation services, in order to attend or participate in-person at a meeting, need to be made to the Board Clerk during regular business hours at 831-759-3208 at least forty-eight (48) hours prior to the posted time for the meeting in order to enable the District to make reasonable accommodations.

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

*CALL TO ORDER*  
*ROLL CALL*

*(Chair to call the meeting to order)*

*PUBLIC COMMENT*

**DRAFT SALINAS VALLEY HEALTH<sup>1</sup>**  
**FINANCE COMMITTEE**  
**COMMITTEE OF THE WHOLE**  
**MEETING MINUTES NOVEMBER 17, 2025**

Committee Member Attendance:

Voting Members Present: **Victor Rey, Jr.**, Chair, **Joel Hernandez Laguna**, Vice-Chair, **Allen Radner, M.D.**, President/CEO, **Iftikhar Hussain**, CFO, and **Steven Regwan, D.O.**, Medical Staff Secretary/Treasurer;

Voting Members Absent: None;

Advisory Non-Voting Members Present:

In person: Clement Miller, COO, Gary Ray, CLO; Carla Spencer, CNO, Alysha Hyland, CAO

Other Board Members Present, Constituting Committee of the Whole:

In Person: Catherine Carson

Via teleconference: Rolando Cabrera, M.D, joined the meeting at 4:09p.m.

**1. CALL TO ORDER/ROLL CALL**

A quorum was present and Chair Victor Rey, Jr., called the meeting to order at 4:02 p.m. in the Heart Center Teleconference Room.

**2. PUBLIC COMMENT:** None.

**3. MINUTES OF THE FINANCE COMMITTEE OCTOBER 20, 2025**

Approve the minutes of the October 20, 2025 Finance Committee meeting. The information was included in the Committee packet.

**PUBLIC COMMENT:** None.

**COMMITTEE MEMBER DISCUSSION:** None.

**MOTION:**

Upon motion by Vice Chair Hernandez Laguna, and second by Committee Member Dr. Radner, the minutes of the October 20, 2025 Finance Committee are approved as presented.

**ROLL CALL VOTE:**

Ayes: Chair Rey, Vice Chair Hernandez Laguna, Hussain, Dr. Radner, and Dr. Regwan;

Nays: None;

Abstentions: None;

Absent: None.

**Motion Carried**

<sup>1</sup>Salinas Valley Memorial Healthcare System operating as Salinas Valley Health

#### **4. FINANCIAL AND STATISTICAL REVIEW**

A Financial Performance and Statistical review for the month of September was given by Iftikhar Hussain, Chief Financial Officer. Highlights included Consolidated Financial Results, Key Financial Indicators, Volume Summary for the month, Consolidated Revenues and Expenses, overtime and contract labor costs.

A full report and attachments were included in the packet.

**COMMITTEE MEMBER DISCUSSION:** Board members discussed Accounts Receivables numbers, commercial revenue and contract labor. Director Carson was pleased to receive and review the Patient Statistical Report.

#### **5. EPIC STATUS UPDATE**

Dr. Radner stated the first week of go-live went very well with some obstacles which is to be expected. Dr. Radner acknowledged and thanked Alysha Hyland, Carla Spencer, and Clement Miller from the Executive Team and Josh Rivera for their leadership, commitment and 24-hour on-site support to the organization.

An Epic update was received from Alysha Hyland, Chief Administrative Officer. The Epic system went live November 8, 2025 at 4:10am. Alysha noted the team received great operational feedback from staff. There was a low reduction in patient schedules. The ATE (At The Elbow) and Super Users were a huge source of support coordinated by our Epic Team. Alysha reviewed the top issues the Epic team was able to resolve, the open and pending items the team is working on and the revenue baselines.

**COMMITTEE MEMBER DISCUSSION:** The Epic performance will be measured and monitored through our Governance committees, benchmarks and baselines supplied by Epic.

MyChart outreach will continue through rounding with patients when they are on-site along with a marketing campaign and communication sent out to the community.

#### **ADJOURNMENT**

There being no other business, the meeting was adjourned at 4:35 p.m. The next Finance Committee Meeting is scheduled for **Monday, December 15, 2025.**

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Victor Rey, Jr., Chair

**Agenda Item:** Consider Recommendation for Board Approval of Overall Project Funding and Award Construction Contract to American Chiller Service, Inc for the Salinas Valley Health DRC Chiller & Cooling Tower Replacement Project

**Executive Sponsor:** Clement Miller, Chief Operating Officer  
Brad McCoy, Vice President of Facilities, Construction and Real Estate

**Date:** December 15, 2025

## Executive Summary:

Facilities Management is pursuing activities to replace the existing 70-ton chiller and cooling tower assembly in the Downing Resource Center (DRC) at 450 E. Romie Lane with a new 80-ton chiller and cooling tower assembly. Approval for comprehensive project funding in the total estimated amount of **\$1,169,000** and award of construction contract to American Chiller Service in the amount of **\$838,258** is being requested.

## Background/Situation/Rationale:

The existing cooling tower and chiller, installed in 1993, were originally scheduled to be repaired in place, mitigating the need for board approval. To carry out this work, the engineering team partnered with Val's Plumbing to expedite the repair process. However, after multiple additional service calls, the team decided it was more effective to replace—and upsize—the equipment to meet both current and future demands. This led to a request to the finance committee in September for approval of the replacement project. After receiving questions from the committee, the team recognized that the request had been submitted without completing the required competitive bidding process. As a result, the item was withdrawn from the September agenda, and the project was resubmitted through the competitive bidding process, ultimately generating three timely competitive bids from qualified contractors.

Proposed upgrades to the chiller and cooling tower assembly include: (A) new 80-ton nominal chiller, (B) new cooling tower and discharge plenum, (C) two new chilled water pumps, (D) two new condenser water pumps, (E) new air and dirt separator connection to the existing expansion tank, (F) new chilled water supply piping, chilled water return piping, condenser water supply piping, condenser water return piping, treated water supply piping, and treated water return piping to points of connection, (G) new refrigerant leak detection system, (H) modification of existing housekeeping pads and new code-required seismic connections, and (I) integration of new equipment into the existing Siemens Building Management System.

Bidding documents and specifications were prepared by Cole Breit Engineering. The bid was advertised in the Salinas Californian, plans and specs were made available to the Central Coast Builder's exchange, 5 prospective bidders showed interest, 4 bidders made site visits, and 3 qualified bids were received in a timely fashion. The apparent lowest qualified bid was received by American Chiller Service, San Leandro CA, a firm that is also engaged to perform service/repair work at another area of the Salinas Valley Health Medical Center. Electrical work shall be bid separately but performed at the same time as the equipment replacement.

## Timeline/Review Process to Date:

December 2025: Anticipated Award of Construction and Project Funding

April 2026: Commence with construction activities.

May 2026: Project and administrative closeout.

## Pillar/Goal Alignment:

☒ Service ☐ People ☒ Quality ☐ Finance ☐ Growth ☐ Community



## Financial/Quality/Safety/Regulatory Implications

Key Contract Terms	Contractor: American Chiller Service
1. Proposed effective date	Issuance of Notice to Proceed anticipated on January 5, 2026.
2. Term of agreement	131 calendar days
3. Renewal terms	Not Applicable
4. Termination provision(s)	Provided in Bid Specifications-Part 12 of General Conditions- Section 007000
5. Payment Terms	Lump Sum
6. Compensation	<b>\$838,258.00</b>
7. Cost over life of agreement	Not Applicable
8. Budgeted (indicate y/n)	Yes, FY 26 capital budget was for \$936,955, the outstanding \$232,045 will be paid through capital project funding that was previously approved but later pulled from the FY26 capital plan.

### Recommendation:

**Consider recommendation to Board of Directors (i) to approve the total estimated project cost for the SVH DRC Chiller & Cooling Tower Replacement Project in the amount of \$1,169,000.00 and (ii) award construction contract to American Chiller Service for the SVH DRC Chiller & Cooling Tower Replacement Project in the amount \$838,258.00.**

### Attachments:

- (1) Project Budget - prepared December 15, 2025 at procurement phase.
- (2) Bid Summary
- (3) Bid Package – American Chiller Service

# Salinas Valley Health

Project Cost Summary: SVH DRC 80-Ton Chiller & Cooling Tower Replacement

Architect/Engineering: WRD Architects/Cole-Breit/Aurum

Budget Generated at Procurement Phase

Budget Date: 12/10/2025

Print Date: 12/10/2025

Attachment 1

BUDGET SUMMARY				
Line Item		Description	Original Budget	Notes
	<b>1</b>	<b>Construction</b>		
0100		Construction Contract - Mechanical	\$838,258	American Chiller - Public Bid Process
		Construction Contract - Electrical	\$75,000	RFP Process
	<b>2</b>	<b>Design</b>		
0201		Professional Fees - T&M	\$94,000	Architectural & Consulting Engineers
	<b>3</b>	<b>Inspections and Consultation</b>		
0301		Special Inspections	\$10,000	allow
0303		Testing and Monitoring(Hazardous Materials)	\$10,000	allow
	<b>4</b>	<b>Agency Fees</b>		
0400		City of Salinas + MBARD	\$15,000	Agency Fees - allow
	<b>5</b>	<b>Soft Costs</b>		
0502		Construction Management - PM/CM	\$50,000	Program Management
		Subtotal	\$1,092,258	
	<b>99</b>	<b>Contingency</b>		
9900		General Project Contingency: +/- 7%	\$76,742	Owner Held Contingency
<b>Totals</b>			<b>\$1,169,000</b>	

Attachment 2

**\*\*DRAFT\*\* BID RESULT SUMMARY**  
DATE: December 09, 2025  
BID TIME: 2:00 PM  
BID OPENING: 535 E Romie Lane, Suite 6, Salinas, CA 93901

	Contractor	Contact	Email Address	Phone Number	Base Bid + Allowances	Comments
1	America Chiller Service - San Leandro**				\$838,258.00	
2	Val's - Salinas				\$926,427.00	
3	Mesa Energy Systems - San Leandro				\$927,036.00	
4	FM Booth				no bid	
	** Apparent Low Bidder	Notes: All bidders correctly listed, and all listed Siemens for controls. All bidders visited site.				
	SVMHS reserves the right to reject any or all bids and to waive any informalities in the bidding, or in any bid received.					

	Documents Accompanying Bid	Contractor 1	Contractor 2**	Contractor 3	Contractor 4
A	Bid Letter	X	X	X	
B	Addenda 1 & 2	X	X	X	
C	List of Subcontractors	X	X	X	
D	Disqualification Questionnaire	X	X	X	
E	Insurance Requirements	X	X	X	
F	Bid Bond	X	X	X	
G	Non-Collusion Affidavit	X	X	X	

**SECTION 00 40 00****BID FORMS****PART 1 - GENERAL****1.01 INSTRUCTIONS TO BIDDERS**

- A. Bid Forms shall be completed in accordance with the directions herein and the directions indicated in Section 00 10 00, "Notice Inviting Bids"; Section 00 20 00, "Instructions to Bidders"; and Section 00 41 00, "Schedule of Bid Prices," of the Contract Documents.

**1.02 BID FORMS**

- A. Due on or before the date of Bid Opening

Each of the following Bid Forms must be completed as part of each Bidder's bid and shall be submitted before the specified time and date of the Bid Opening as identified in Section 00 10 00, "Notice Inviting Bids", of the Contract Documents.

1. Bid Letter (including acknowledgement of receipt of Addenda)
2. List of Subcontractors
3. Disqualification Questionnaire
4. Acknowledgement of Insurance Requirements
5. Bidder's Guaranty: Bidder's Bond or Irrevocable Standby Letter of Credit
6. Non-Collusion Certification
7. Bidder's Request for Information

**BID LETTER  
FOR SALINAS VALLEY HEALTH**

**SVH DRC 80-TON CHILLER & COOLING TOWER REPLACEMENT**

Pursuant to the Notice Inviting Bids, the undersigned bidder herewith submits a bid on the Bid Forms attached hereto and made a part hereof, and binds itself on award by Salinas Valley Health under this bid to execute a Contract in accordance with its bid and the Contract Documents.

The Notice Inviting Bids, Instructions to Bidders, General Requirements, Supplementary Conditions, Technical Specifications, Appendices, Contract Drawings, and Addenda, if any, are made part of this bid and all provisions thereof are hereby accepted, and all representations and warranties required thereby are hereby affirmed.

This offer shall be irrevocable for a period of ninety (90) days after the date on which bids are opened.

The undersigned bidder understands that any clarification made to the above or any new and different conditions or information submitted on or with its Bid Forms, other than that requested, may render the bid non-responsive.

The undersigned, as bidder, declares that the only persons or parties interested in this bid as principals are those named herein; that this bid is made without collusion with any other person, firm or corporation and in submitting this bid, that it has carefully examined the location of the proposed work, the attached proposed form of contract, and the plans, specifications and the other Contract Documents; and agrees if this bid is accepted, that it will contract with SVH, on the form of contract included with these specifications, to provide all necessary labor, materials, equipment, machinery, apparatus and other means of construction, and to do all the work specified in the Contract Documents, in the manner and time therein prescribed, and according to the requirements of the Owner's Designated Representative as therein set forth, and that he will accept all full payment therefore based on the item prices set forth in its Schedule of Bid Prices.

The prices included within the Schedule of Bid Prices include all costs for labor, materials, tools, equipment, services, subcontractors, suppliers, taxes, insurance, shipment, delivery, overhead, profit and all other costs necessary to perform the work in accordance with the Contract Documents.

The undersigned bidder acknowledges receipt, understanding, and full consideration of the following addenda to the Contract Documents:

ADDENDA NOS. (if none, so state): 1 and 2

Name of Bidder: American Chiller Service

Business Address: 743 Thornton St  
San Leandro CA 94577

Phone: 510-686-1111 Fax: 510-686-1234

Contractor's License No. 605046

License Expiration Date 10/31/2026

Classification Type

If SOLE OWNER, sign here:

ISSUED FOR BID  
11-14-2025  
PROJECT ID 2026-905

BID LETTER  
Section 00 40 00  
Page 2

SALINAS VALLEY HEALTH  
DRC CHILLER & COOLING TOWER REPLACEMENT  
1774147.6

I sign as sole owner of the business named above:

If PARTNERSHIP, one or more partners sign here:

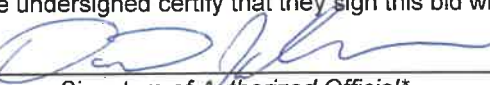
The undersigned certify that we are partners in the business named above and that we sign this bid with the full authority to do so:

If CORPORATION, execute here:

Corporate Name: AMERICAN CHILLER SERVICE, INC.

Incorporated under the laws of the State of CALIFORNIA

The undersigned certify that they sign this bid with the full and proper authorization so to do:

By   
*Signature of Authorized Official\**

PRESIDENT / CEO

*Title*

DANIEL JOHNSON

*Typewritten or Printed Name*

By   
*Signature of Authorized Official\**

VICE PRESIDENT

*Title*

KEVIN JOHNSON

*Typewritten or Printed Name*

If JOINT VENTURE, execute here:

Joint Venture name composed of: \_\_\_\_\_

The undersigned certify that they sign this bid with the full and proper authorization so to do:

\_\_\_\_\_  
*Signature of Authorized Official\**

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Typewritten or Printed Name*

\_\_\_\_\_  
*Signature of Authorized Official\**

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Typewritten or Printed Name*

\*If bidder is a partnership or Joint Venture, give the full names of all partners and/or Joint Ventures in the space provided (use additional sheet if required). If bidder is a corporation, two signatures are required as follows: (1) the Chairman, President, or Vice-President and (2) the Secretary, Assistant Secretary, Chief Financial Officer or Assistant Treasurer. In the alternative, this Agreement may be executed by a single officer or a person other than an officer provided that evidence satisfactory to SVH is provided demonstrating that such individual is authorized to bind the corporation (example, a copy of a certified resolution from the corporation's board or a copy of the corporation's bylaws)

**END OF BID LETTER**

ISSUED FOR BID  
11-14-2025  
PROJECT ID 2026-905

BID LETTER  
Section 00 40 00  
Page 3

SALINAS VALLEY HEALTH  
DRC CHILLER & COOLING TOWER REPLACEMENT  
1774147.6

## LIST OF SUBCONTRACTORS

The Bidder is required to furnish the following information in accordance with the provisions of Sections 4100 to 4114, inclusive, of the Public Contract Code of the State of California. This list and information shall include all subcontractors that will perform work, provide labor or render services to the Bidder in connection with the project in an amount in excess of one-half of one percent of the total amount of Bidder's Grand Total Bid Price.

Do not list alternative subcontractors for the same work. Use additional sheets if necessary.

NAME OF SUBCONTRACTOR	LICENSE NUMBER AND DIR REG NO.	LOCATION OF/ PLACE OF BUSINESS	PORTION OF WORK
1. THERMAL SYSTEMS MECHANICAL INSULATION INC	CLSB 85398 DIR 1000040298	Sheridan CA	Insulation
2. Hatton Crane and Rigging	CLSB 683819 DIR 1000019666	Hayward CA	Crane
3. Electrical Services Company	CLSB 410561 DIR 1000033814	Oakland CA	Electrical
4. Siemens	CLSB 758796 DIR 1000002447	Fremont CA	Controls
5. Carter Air Balance	CLSB 725518 DIR 1000025683	Napa CA	Test and Balance
6.			
7.			
8.			
9.			
10.			

## END LIST OF SUBCONTRACTORS

## DISQUALIFICATION QUESTIONNAIRE

The Bidder shall complete, under penalty of perjury, the following questionnaire:

Has the Bidder, any officer of the Bidder, or any employee of the Bidder who has proprietary interest in the Bidder, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or a safety regulation?

Yes \_\_\_\_\_ No   X  

If the answer is yes, explain the circumstances in the following space.

NAME OF BIDDER: American Chiller Service

NOTE: This questionnaire constitutes a part of the Bid, and signature on the portion of this Bid shall constitute signature on this questionnaire.

**END OF DISQUALIFICATION QUESTIONNAIRE**



## ACKNOWLEDGEMENT OF INSURANCE REQUIREMENTS

Included in the Bid Price is full compensation for the requirements set forth in Section 00 86 00, INSURANCE REQUIREMENTS of the Contract Documents, including:

- a) Workers' Compensation (per statutory requirement).

Policy shall include a waiver of subrogation.

- b) Employer's Liability coverage.

Two Million Dollars (\$2,000,000) per accident; and

Two Million Dollars (\$2,000,000) each employee by disease.

- c) Commercial General Liability coverage (including but not limited to premises and operations; contractual liability; personal and advertising injury; explosion, collapse, and underground coverage; products and completed operations, and; broad form property damage) of not less than:

Two Million Dollars (\$2,000,000) combined single limit per occurrence or claim; and

Two Million Dollars (\$2,000,000) general aggregate.

Policy shall include a Waiver of Subrogation and Additional Insured endorsement. Policy will also contain either a Cross Liability endorsement or Severability of Interests Clause.

- d) Business Automobile Liability Insurance coverage of not less than:

Two Million Dollars (\$2,000,000) combined single limit occurrence.

Policy shall include a Waiver of Subrogation and Additional Insured endorsement.

Signature of Bidder/Title  
KEVIN JOHNSON, VICE PRESIDENT

12/8/2025

Date

**END OF ACKNOWLEDGEMENT OF INSURANCE REQUIREMENTS**

## BIDDER'S BOND

KNOW ALL PERSONS BY THESE PRESENTS:

That American Chiller Service, Inc. \_\_\_\_\_, as Principal, and Western Surety Company \_\_\_\_\_, as Surety, are held and firmly bound unto Salinas Valley Health, hereinafter called SVH, in the sum of (\$ Ten Percent of Total Amount Bid (10% of Total Amount Bid)), being at least ten percent (10%) of the total amount of the bid, for the payment of which sum in lawful money of the United States of America to SVH we bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

The condition of the above obligation is such that, whereas the Principal has submitted said bid to SVH;

NOW, THEREFORE, if the principal is awarded a Contract by SVH and, within the time and in the manner required by the Specifications, enters into a written Contract with SVH and furnishes the requisite bond or bonds and insurance certificates, then this obligation shall become null and void, otherwise to remain in full force and effect.

In the event suit is brought upon this bond by SVH and judgment is recovered, the Surety shall pay all costs incurred by SVH in such suit, including a reasonable attorneys fee to be fixed by the Court.

Dated December 4, 2025.

TO BE CONSIDERED COMPLETE, BOTH THE PRINCIPAL AND SURETY MUST SIGN THIS BIDDER'S BOND. IN ADDITION, THE SURETY'S SIGNATURE MUST BE NOTARIZED AND A COPY OF THE SURETY'S POWER OF ATTORNEY MUST BE ATTACHED.

American Chiller Service, Inc.

Principal

By: \_\_\_\_\_

Western Surety Company

Surety

By: \_\_\_\_\_

Susan Fournier, Attorney-in-Fact

151 N. Franklin Street, CHICAGO, IL 60606

Address of Surety

END OF BIDDERS BOND

## ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California  
County of Sacramento

On DEC 04 2025 before me, Victoria Catherine Madore, Notary Public  
(insert name and title of the officer)

personally appeared Susan Fournier,  
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are  
subscribed to the within instrument and acknowledged to me that he/she/they executed the same in  
his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the  
person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

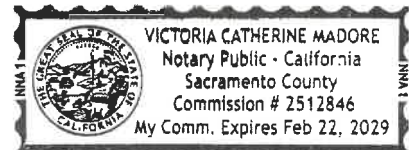
I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing  
paragraph is true and correct.

WITNESS my hand and official seal.

Signature



(Seal)



# Western Surety Company

## POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

**Know All Men By These Presents**, That WESTERN SURETY COMPANY, a South Dakota corporation, is a duly organized and existing corporation having its principal office in the City of Sioux Falls, and State of South Dakota, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

**Susan Fournier, John T Page, Ryan Tash, Individually**

of Rancho Cordova, CA, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

### - In Unlimited Amounts -

and to bind it thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the corporation and all the acts of said Attorney, pursuant to the authority hereby given, are hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law printed on the reverse hereof, duly adopted, as indicated, by the shareholders of the corporation.

**In Witness Whereof**, WESTERN SURETY COMPANY has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 18th day of April, 2021.



WESTERN SURETY COMPANY

*Paul T. Bruflat*

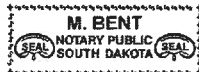
Paul T. Bruflat, Vice President

State of South Dakota }  
County of Minnehaha } ss

On this 18th day of April, 2021, before me personally came Paul T. Bruflat, to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is the Vice President of WESTERN SURETY COMPANY described in and which executed the above instrument; that he knows the seal of said corporation; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said corporation and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said corporation.

My commission expires

March 2, 2026



*M. Bent*

M. Bent, Notary Public

### CERTIFICATE

I, L. Nelson, Assistant Secretary of WESTERN SURETY COMPANY do hereby certify that the Power of Attorney hereinabove set forth is still in force, and further certify that the By-Law of the corporation printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said corporation this 4th day of December, 2025



WESTERN SURETY COMPANY

*L. Nelson*

L. Nelson, Assistant Secretary

Form F4280-7-2012

Go to [www.cnasurety.com](http://www.cnasurety.com) > Owner / Obligee Services > Validate Bond Coverage, if you want to verify bond authenticity.

**NONCOLLUSION AFFIDAVIT TO BE EXECUTED  
BY BIDDER AND SUBMITTED WITH BID**


The undersigned declares:

I am the VICE PRESIDENT of AMERICAN CHILLER SERVICE, INC., the party making the foregoing bid.

The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on 12/8/2025 [date], at San Leandro [city], California [state]."

  
Signature of Bidder KEVIN JOHNSON

VICE PRESIDENT

Title

12/8/2025

Date

**END OF NON-COLLUSION AFFIDAVIT**

### BIDDER'S REQUEST FOR INFORMATION

Type in all required blanks. Include additional information on separate sheets as necessary.  
*Please email Word document to Owner's Representative.*

Project Name: SVH DRC Chiller & Cooling Tower Replacement

SVH Project ID: 2026-905      BRFI Number \_\_\_\_\_      Bidder's Tracking Number \_\_\_\_\_

Title of Issue: \_\_\_\_\_

Contract Document Reference Pertaining to Issue:

Drawing Sheet \_\_\_\_\_ Detail \_\_\_\_\_ Specification Section \_\_\_\_\_ Article/Paragraph \_\_\_\_\_

Description of Issue:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Contractor's Proposed Solution:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Contractor \_\_\_\_\_

\_\_\_\_\_  
Name/Company of party originating BRFI and  
Relationship to Contractor

\_\_\_\_\_  
Signature and printed name of Contractor's representative

\_\_\_\_\_  
Date

☐ Additional \_\_\_\_\_ sheets are attached.

Architect's Response:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
For Architect & Engineer of Record

\_\_\_\_\_  
Date

Additional \_\_\_\_\_ sheets are attached.

**END OF BIDDER'S REQUEST FOR INFORMATION**

ISSUED FOR BID  
11-14-2025  
PROJECT ID 2026-905

BIDDER'S REQUEST FOR INFORMATION  
Section 00 40 00  
Page 1

SALINAS VALLEY HEALTH  
DRC CHILLER & COOLING TOWER REPLACEMENT  
1774147.6

**SALINAS VALLEY HEALTH  
SVH DRC 80-TON CHILLER & COOLING TOWER REPLACEMENT  
SCHEDULE OF BID PRICES**

**BASE BID:**

Contractor shall provide all materials, labor, tools, equipment and superintendence necessary to complete this project for the following amount. Contractor shall provide Contractor's profit and overhead for all allowance items identified below in the Base Bid item "A". If costs incurred exceed allowance item, Contractor shall be allowed to markup the difference between the allowance and actual by a maximum of 5%. If the actual cost is less than the allowance item, Contractor shall credit the Owner the difference, including profit and overhead added to item "A".

**"A" \$ 768,258.00**

**ALLOWANCE ITEM B:**

Contractor shall include an allowance of \$35,000 in their bid to provide all labor, equipment, transportation and superintendence necessary to provide a modular, temporary chiller of equal capacity to connect to the existing system for ten (10) working days while the chiller replacement is occurring. Contractor shall submit complete documentation of costs incurred for this work during the project and any remaining balance will be adjusted by deductive change order credited back to the Owner. All profit and overhead for this allowance item shall be provided for in item "A".

**"B" \$ 35,000.00**

**ALLOWANCE ITEM C:**

Contractor shall include an allowance of \$20,000 in their bid to provide all labor, equipment, transportation and superintendence necessary to provide an exhaust fan to maintain ventilation of the room due to design-build refrigeration monitoring and alarm system. Only provide if required by code. Contractor shall submit complete documentation of costs incurred for this work during the project and any remaining balance will be adjusted by deductive change order credited back to the Owner. All profit and overhead for this allowance item shall be provided for in item "A".

**"C" \$ 20,000.00**

**COMPENSABLE DELAY AMOUNT:**

Contractor shall provide all materials, labor, tools, equipment and superintendence necessary to complete any additional work required as a result of non-Contractor caused delays for the following amount:

**"D" \$ 15,000.00**

\$ 1500 per day x 10 days delay (est.) =

**GRAND TOTAL BID PRICE:**

Base bid plus total (A + B + C + D)

**\$ 838,258.00**

ISSUED FOR BID  
11-14-2025  
PROJECT ID 2026-905

SCHEDULE OF BID PRICES  
Section 00 41 00, Page 2

SALINAS VALLEY HEALTH  
DRC CHILLER & COOLING TOWER REPLACEMENT  
1774147.6

**SALINAS VALLEY HEALTH**  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM  
Salinas, California

ADDENDUM 1  
TO THE  
BID DOCUMENTS FOR SVH DRC CHILLER & COOLING TOWER REPLACEMENT PROJECT

ISSUED: DECEMBER 3, 2025

This Addendum 1 must be signed by the bidder and included in the bid documents submitted for this Project. Salinas Valley Health reserves the right to disregard any bid, which does not include this Addendum 1. Salinas Valley Health may waive this requirement at its sole discretion.

**SEE ATTACHED ADDENDUM ITEM**

Prepared By:

\_\_\_\_\_  
Brianna Jesse  
SVH Designated Representative

**BIDDER'S CERTIFICATION**

I acknowledge receipt of this Addendum A and accept all conditions contained herein.

  
\_\_\_\_\_  
Bidder's Signature KEVIN JOHNSON, VP

12/8/2025

\_\_\_\_\_  
Date

AMERICAN CHILLER SERVICE, INC.

\_\_\_\_\_  
Name of Company

**Please return this signed page to Brianna Jesse at SVH as soon as possible and include with Bid Forms to confirm receipt of this addendum. Please email as a PDF to [bjesse@bogardconstruction.com](mailto:bjesse@bogardconstruction.com).**



BID DOCUMENTS FOR SVH DRC CHILLER & COOLING TOWER REPLACEMENT PROJECT  
ISSUED: DECEMBER 3, 2025

**I. Drawings**

Changes to the drawings include the following:

1. Replace Sheet MP001 LEGENDS & NOTES - MECHANICAL & PLUMBING with attached Sheet MP001 LEGENDS & NOTES - MECHANICAL & PLUMBING Addendum 1.
2. Replace Sheet MP101 OVERALL SITE PLAN - MECHANICAL & PLUMBING with attached Sheet MP101 OVERALL SITE PLAN - MECHANICAL & PLUMBING Addendum 1.
3. Replace Sheet MP201 FLOOR PLAN - MECHANICAL & PLUMBING - DEMO with attached Sheet MP201 FLOOR PLAN - MECHANICAL & PLUMBING - DEMO Addendum 1.
4. Replace Sheet MP202 FLOOR PLAN - MECHANICAL & PLUMBING – NEW with attached Sheet MP202 FLOOR PLAN - MECHANICAL & PLUMBING – NEW Addendum 1.
5. Replace Sheet MP401 PIPING DIAGRAM & SCHEDULES - MECHANICAL & PLUMBING with attached Sheet MP401 PIPING DIAGRAM & SCHEDULES - MECHANICAL & PLUMBING Addendum 1.
6. Replace Sheet MP601 DETAILS - MECHANICAL & PLUMBING with attached Sheet MP601 DETAILS - MECHANICAL & PLUMBING Addendum 1.

**II. Specifications - Not Applicable**

**III. Clarifications - Not Applicable**

**SALINAS VALLEY HEALTH**  
SALINAS VALLEY MEMORIAL HEALTHCARE SYSTEM  
Salinas, California

ADDENDUM 2  
TO THE  
BID DOCUMENTS FOR SVH DRC CHILLER & COOLING TOWER REPLACEMENT PROJECT

ISSUED: DECEMBER 4, 2025

This Addendum 2 must be signed by the bidder and included in the bid documents submitted for this Project. Salinas Valley Health reserves the right to disregard any bid, which does not include this Addendum 2. Salinas Valley Health may waive this requirement at its sole discretion.

**SEE ATTACHED ADDENDUM ITEM**

Prepared By:

\_\_\_\_\_  
Brianna Jesse  
SVH Designated Representative

**BIDDER'S CERTIFICATION**

I acknowledge receipt of this Addendum A and accept all conditions contained herein.

  
\_\_\_\_\_  
Bidder's Signature KEVIN JOHNSON, VP

12/8/2025

\_\_\_\_\_  
Date

\_\_\_\_\_  
AMERICAN CHILLER SERVICE, INC.  
Name of Company

**Please return this signed page to Brianna Jesse at SVH as soon as possible and include with Bid Forms to confirm receipt of this addendum. Please email as a PDF to [bjesse@bogardconstruction.com](mailto:bjesse@bogardconstruction.com).**

BID DOCUMENTS FOR SVH DRC CHILLER & COOLING TOWER REPLACEMENT PROJECT  
ISSUED: DECEMBER 4, 2025

**I. Drawings**

Changes to the drawings include the following:

1. Replace Sheet MP401 PIPING DIAGRAM & SCHEDULES - MECHANICAL & PLUMBING with attached Sheet MP401 PIPING DIAGRAM & SCHEDULES - MECHANICAL & PLUMBING Addendum 2.

**II. Specifications - Not Applicable**

**III. Clarifications - Not Applicable**

# Financial Performance Review

## October 2025

### Finance Committee

Iftikhar Hussain  
Chief Financial Officer

## Consolidated Financial Results October 2025

Month				\$ in Millions	YTD			
		Variance fav (unfav)					Variance fav (unfav)	
Actual	Budget	\$	%		Actual	Budget	\$	%
\$ 78.0	\$ 70.5	\$ 7.5	10.6%	Operating Revenue	\$ 293.5	\$ 278.8	\$ 14.7	5.3%
74.5	68.6	(5.9)	-8.6%	Operating Expense	281.5	272.2	(9.3)	-3.4%
3.5	1.9	1.6	84.2%	Income from Operations	12.0	6.6	5.4	81.8%
4.5%	2.7%	1.8%	66.67%	Operating Margin %	4.1%	2.4%	1.7%	70.8%
				Op. margin % full year target		3.0%		
1.5	2.5	(1.0)	-40.0%	Non Operating Income	10.0	9.9	0.1	1.0%
5.0	4.4	0.6	13.6%	Net Income	22.0	16.5	5.5	33.3%
6.4%	6.2%	0.2%	3.2%	Net Income Margin %	7.5%	5.9%	1.6%	27.1%

October results include \$7.8 million in supplemental payments

# Key Financial Indicators

Indicator Metric		YTD 10/31/2025	Budget	S&P A+ Rated	YTD Prior Year
Operating Margin*		4.1%	0.4%	4.0%	3.6%
Total Margin*		7.5%	4.0%	6.6%	9.3%
EBITDA Margin**		8.1%	5.4%	13.6%	8.0%
Days of Cash*		376	317	249	365
Days of Accounts Payable*		47	45	-	45
Days of Net Accounts Receivable***		68	60	49	61
Supply Expense as % NPR		15.3%	14.6%	-	14.3%
SWB Expense as % NPR		52.9%	54.1%	53.7%	53.0%
Operating Expense per APD*		7,477	7,205	-	6,778

All metrics above are consolidated for SVH except Operating Expense per APD

\*These metrics have **not** been adjusted for normalizing items

\*\*Metric based on Operating Income (consistent with industry standard)

\*\*\*Metric based on 365 days average net revenue (consistent with industry standard)

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## Volume Summary – October 2025

Oct Act	Oct Bud	Variance	Key Statistics	YTD Oct	YTD Oct Bud	Variance YTD
Inpatient						
109	114	↓ -4%	ADC	103	114	↓ -10%
965	931	↑ 4%	Admissions	3,696	3,695	↑ 0%
105	130	↓ -19%	Deliveries	429	518	↓ -17%
2.1	2.3	↑ -9%	Medicare Traditional ALOS CMI Adjusted	2.1	2.3	↑ -9%
1.69	1.75	↓ -3%	Medicare Traditional Case Mix	1.75	1.75	↑ 0%
Emergency Room						
4,688	4,653	↑ 1%	ER OP Visits	18,190	18,464	↓ -1%
756	719	↑ 5%	ER IP Admissions	2,866	2,851	↑ 1%
Procedures						
161	146	↑ 10%	IP Surgeries	634	579	↑ 9%
348	293	↑ 19%	OP Surgeries	1,326	1,162	↑ 14%
341	333	↑ 2%	Cath Lab	1,308	1,323	↓ -1%
1,333	1,158	↑ 15%	OP Infusion Cases	5,219	4,595	↑ 14%
265	405	↓ -35%	MRI Procedures	1,209	1,606	↓ -25%
2,198	2,168	↑ 1%	CT Scans	8,646	8,602	↑ 1%
Observation Cases						
212	152	↑ 39%	Obs Cases	828	605	↑ 37%

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# Executive Summary: October Financial Performance

*Salinas Valley Health's Income from Operations was \$3.5 million for the month which was favorable to budget by \$1.6M due to strong payor mix and outpatient volume*

## Volume and Acuity:

- **Admissions and Census**
  - **Admissions** over budget by 4% (34 cases)
  - **ADC** was 4% below budget due to lower length of stay
  - **Average Length of Stay** was 8% favorable to budget at 3.5 days
  - **Medicare Case Mix Adjusted Average Length of Stay** was favorable by 10% at 2.1 days
- **All Payor Case Mix** of 1.54 was 1% under budget
- **Surgeries** were over budget by 10% (15 cases)
- **Deliveries** were under budget by 20% (25 cases)
- **Cath Lab** – cases were over budget by 2% (8 cases)
- **Outpatient Revenues** - favorable to budget by \$20M (12%), Key services driving this variance were:
  - **OP Infusion Program** - cases were over budget by 15% (175 cases)
  - **OP Surgeries** – cases were over budget by 19% (55 cases)
  - **Observation cases** were over budget by 39% (60 cases)
- **MRI Procedures** were under budget by 35% (140 cases) but higher than prior year

5

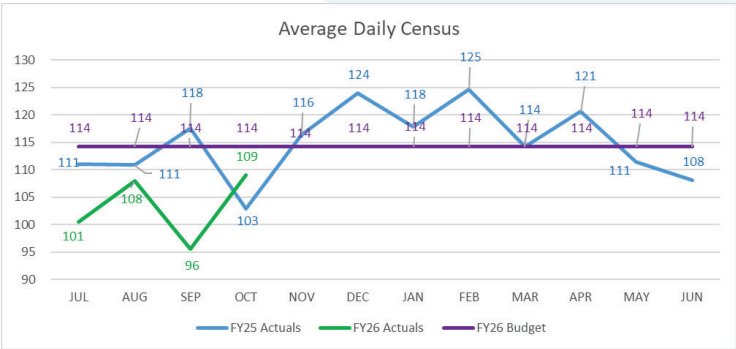
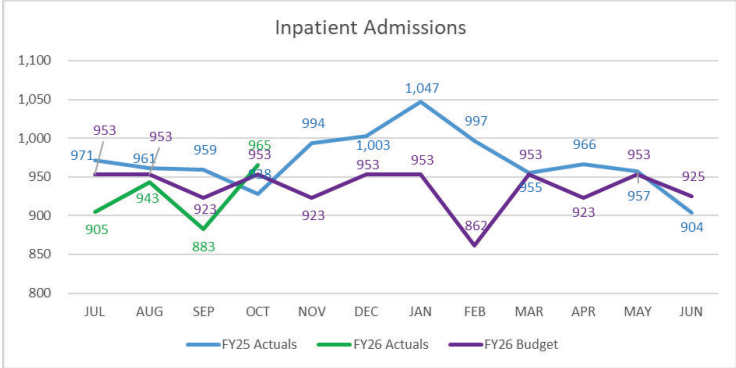
# Executive Summary: October Financial Performance – Continued

## Cost and Utilization:

- **Worked FTEs** on a per Adjusted ADC basis were 1% unfavorable at **6.6** - compared to a target of **6.5**
- **Payor Mix** was favorable with higher than expected Commercial revenue, up 15%. Medi-Cal was up 6%; While Medicare was flat to target
- **Non-Operating Income** was under budget \$1.0 Million driven by lower interest rates and light donation income
- **Days in AR** at 68 is trending over target due to slow paying insurance providers
- **Days Cash on Hand** at 376 is up 3% from Oct 2024 due to favorable operating margin
- **Operating Expenses per APD** for the month were over budget by 5.8% due to higher labor costs including SWB and contract labor attributed to the Epic and Workday Projects

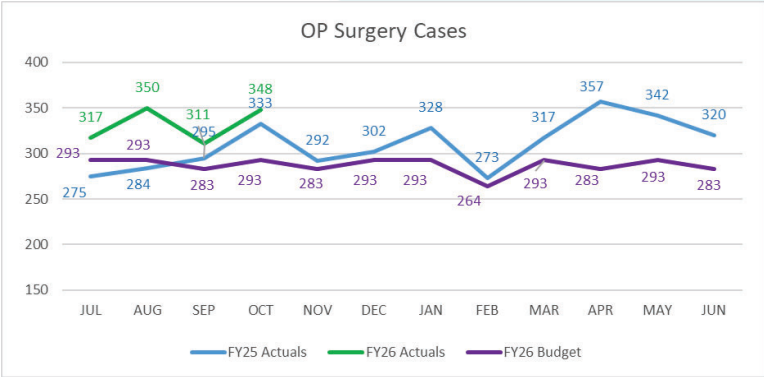
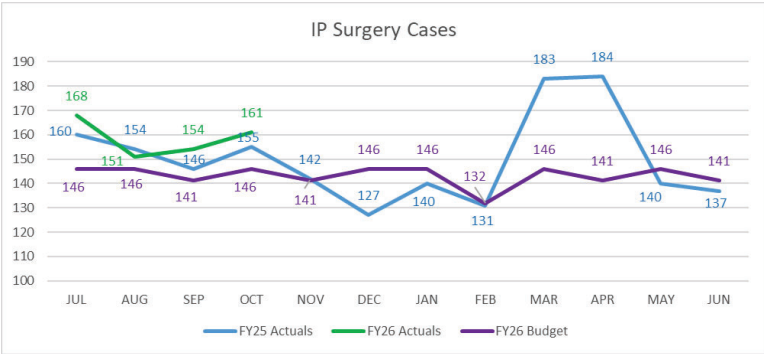
6

# Volume Trends – Admissions & ADC



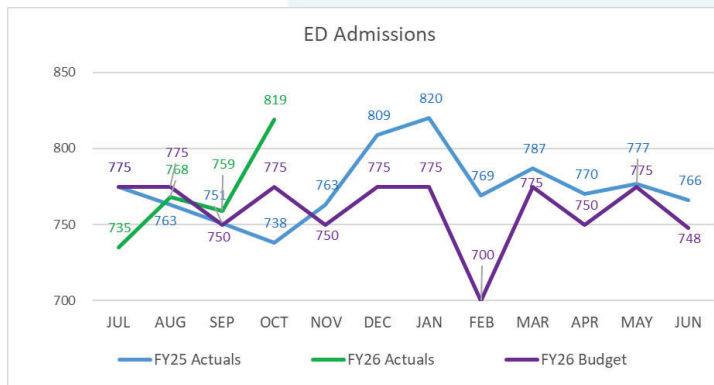
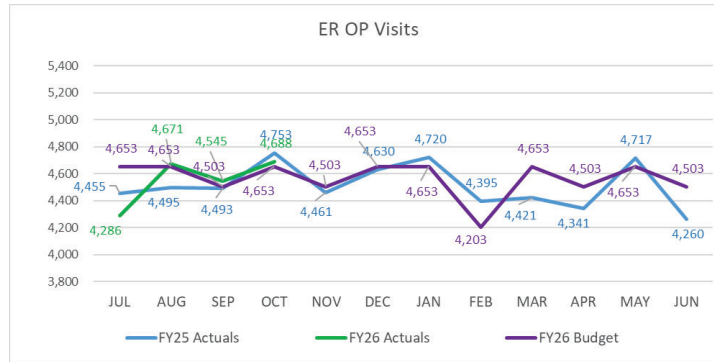
7

# Volume Trends - Surgery Cases



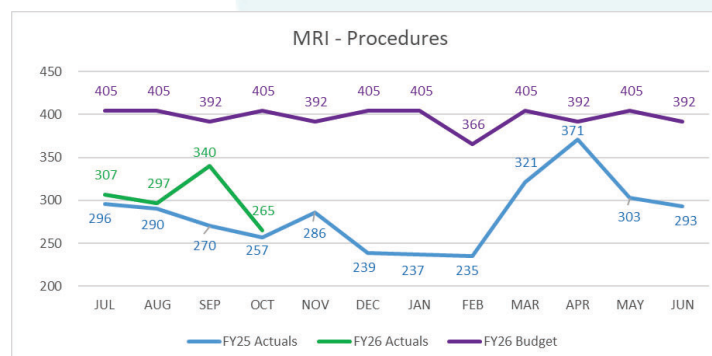
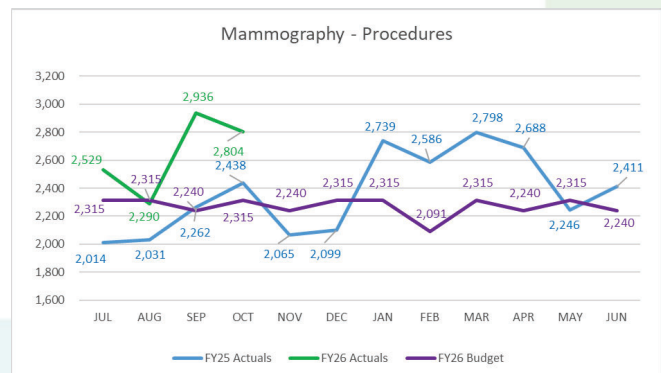
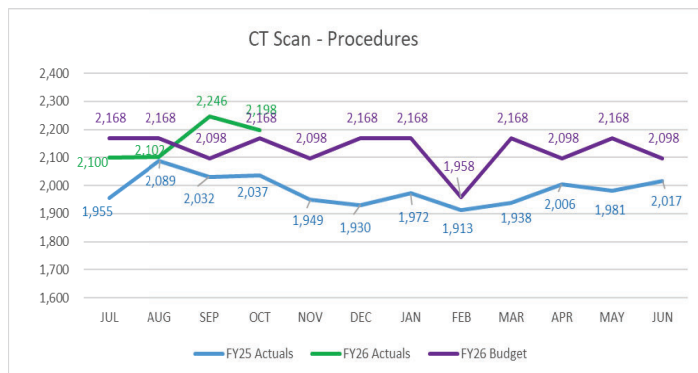
8

# Volume Trends - ER Visits



9

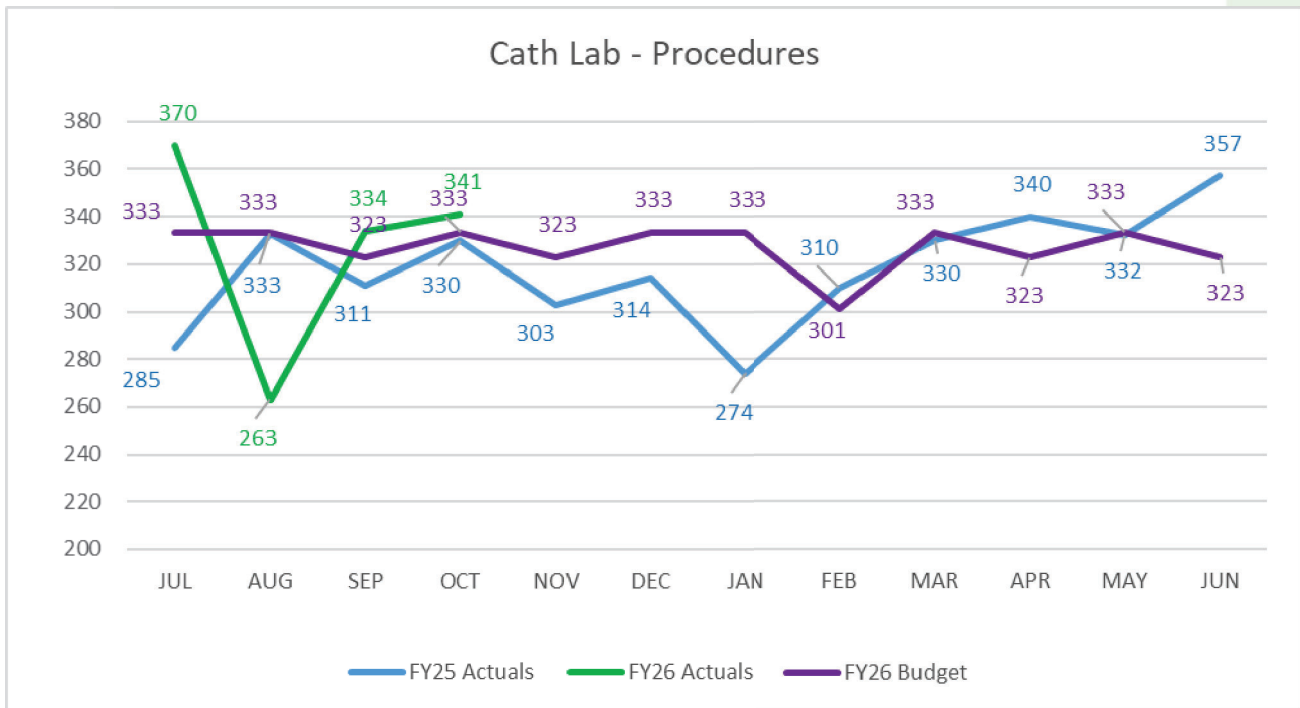
# Volume Trends - Imaging



10

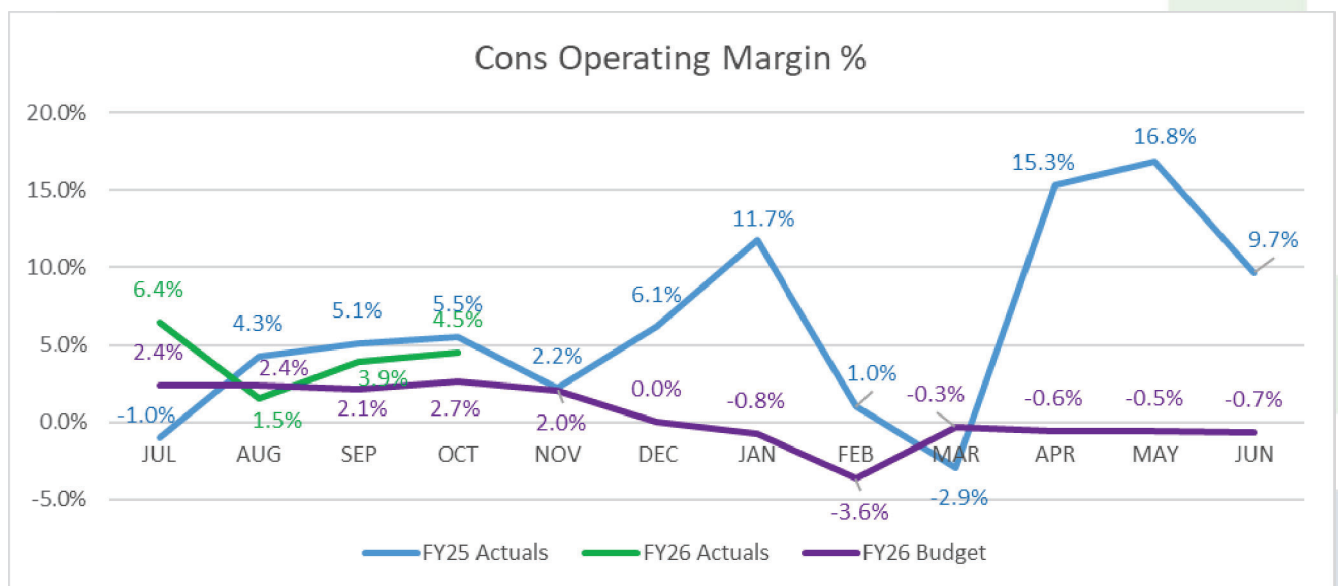


# Volume Trends - Cath Lab



11

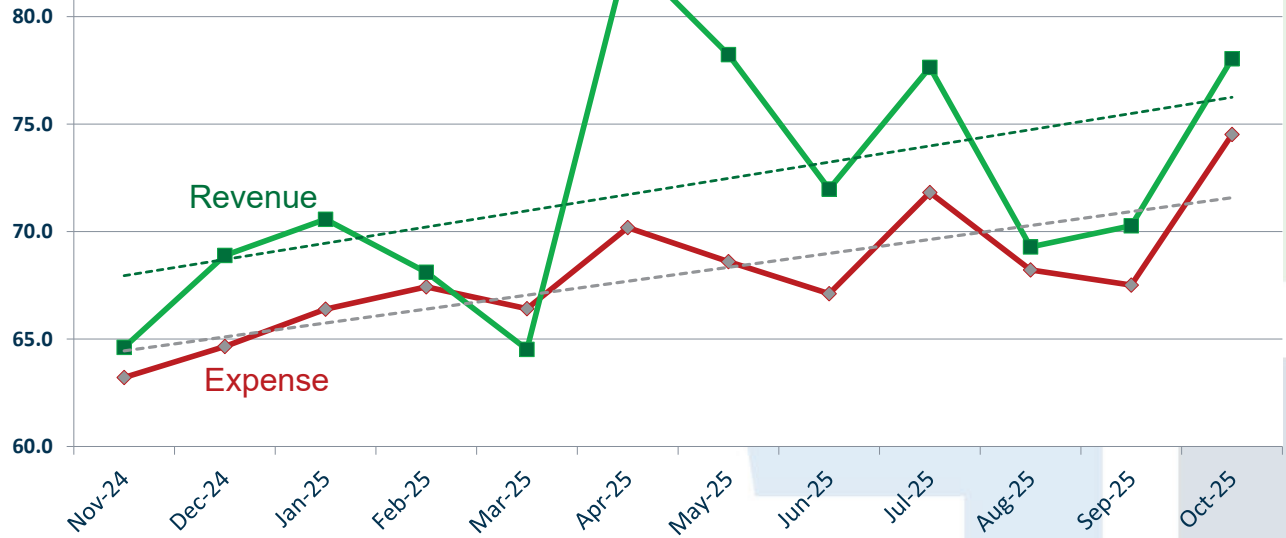
# Consolidated Operating Margin



12

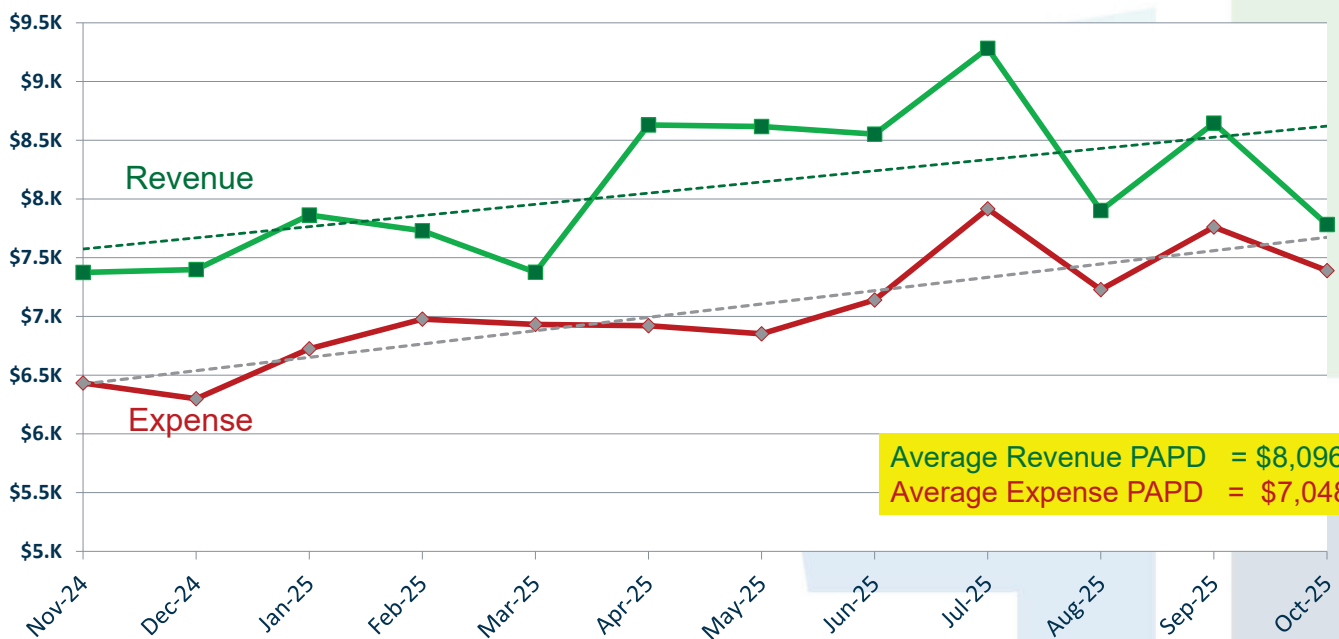
# Consolidated Revenues & Expenses Rolling 12 Months: Nov 24 to October 25

12 Month Average Operating Revenue = \$72.1 million  
12 Month Average Operating Expense = \$68.0 million  
12 Month Average Operating Margin = 5.7%



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# Revenues & Expenses Per Adjusted Patient Day Rolling 12 Months: Nov 24 to October 25



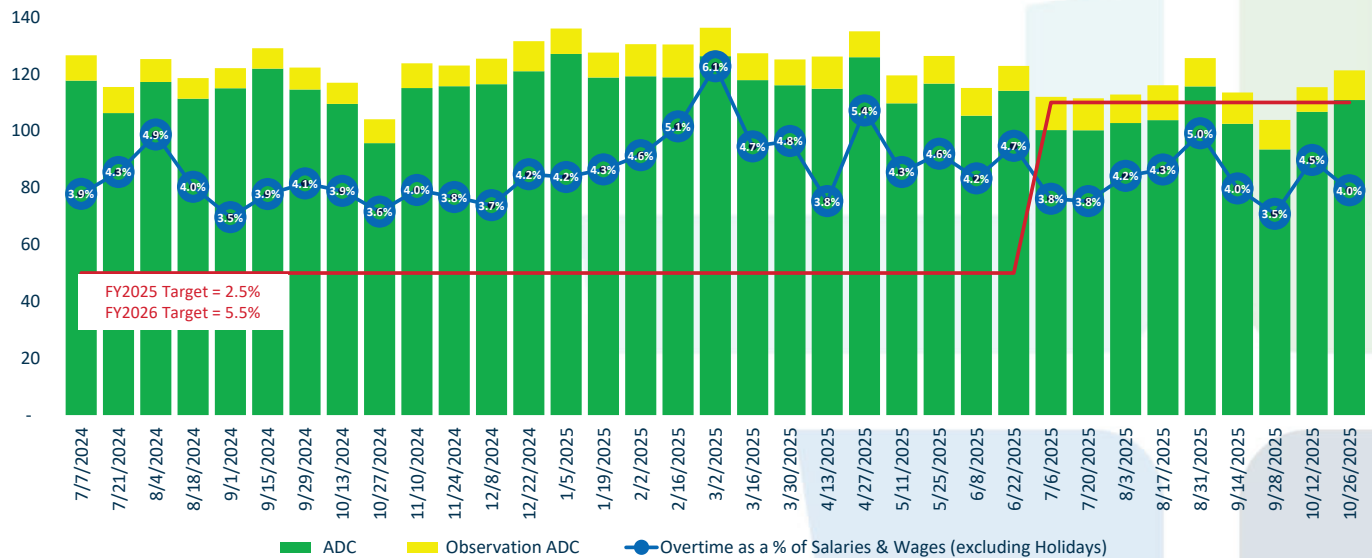
Average Revenue PAPD = \$8,096  
Average Expense PAPD = \$7,048

14

# Overtime as a Percent of Total Salaries & Wages

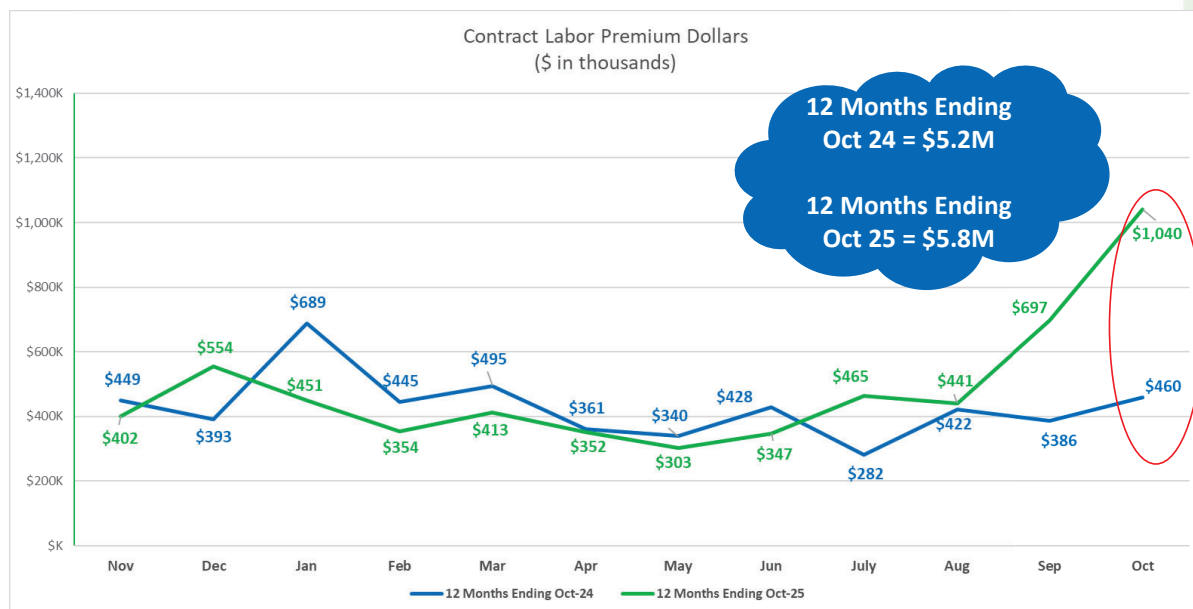
(excluding Holidays)

Through the pay period ending October 26, 2025



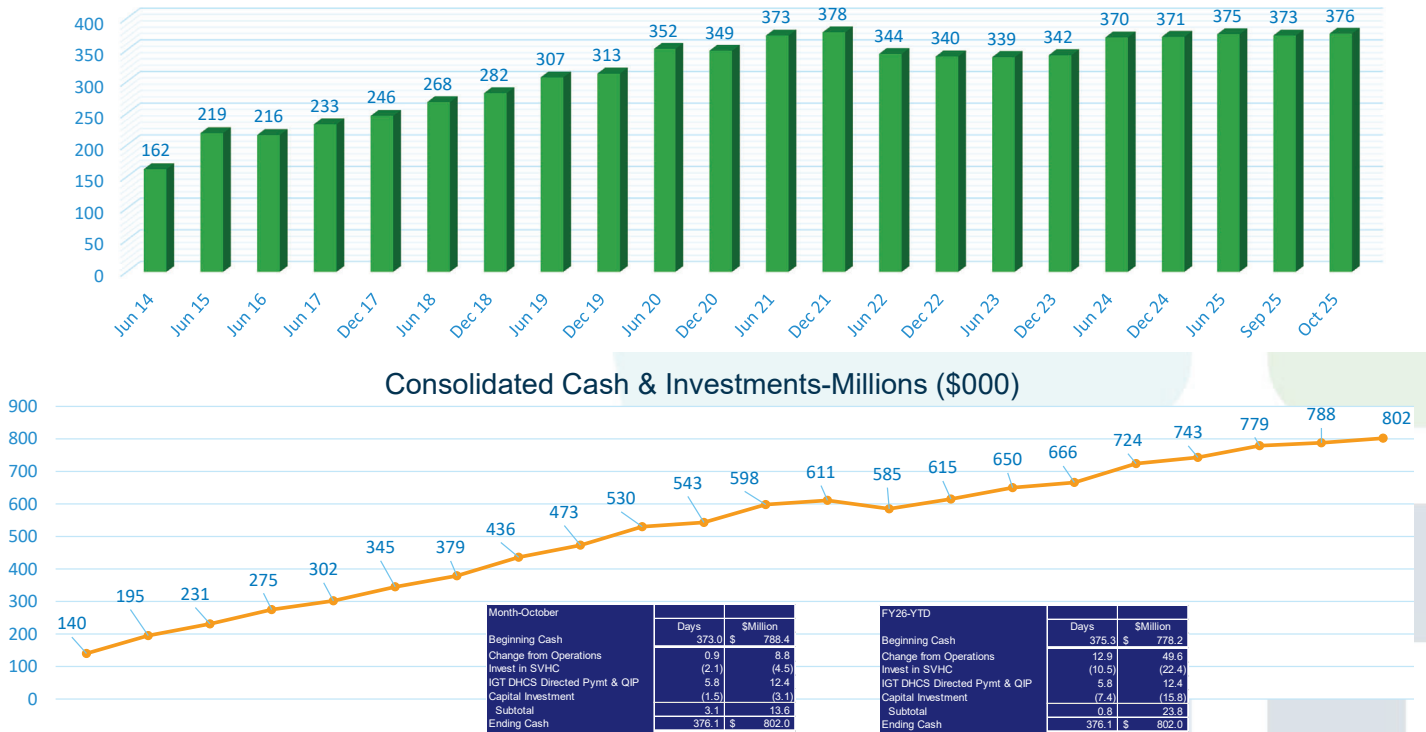
15

## Contract Labor Premium Cost – 12 months ended 10/31/2025



16

Days Cash on Hand = 376 Days (\$802M) - October 2025



# Questions/Comments

SALINAS VALLEY HEALTH MEDICAL CENTER  
SUMMARY INCOME STATEMENT  
October 31 ,2025

	Month of October		Three months ended October 31	
	Current Year	Prior Year	Current Period YTD	Prior Year YTD
<b><i>Operating revenue:</i></b>				
Net patient revenue	\$ 62,074,983	\$ 59,686,015	\$ 239,539,597	\$ 224,212,113
Other operating revenue	4,727,907	1,384,449	10,449,825	5,835,367
Total operating revenue	<u>66,802,889</u>	<u>61,070,464</u>	<u>249,989,422</u>	<u>230,047,480</u>
Total operating expenses	59,328,075	52,020,721	221,819,018	200,980,107
Total non-operating income	<u>(2,748,033)</u>	<u>(9,085,204)</u>	<u>(7,241,497)</u>	<u>(5,215,178)</u>
<b>Operating and non-operating income</b>	<b><u>\$ 4,726,781</u></b>	<b><u>\$ (35,460)</u></b>	<b><u>\$ 20,928,907</u></b>	<b><u>\$ 23,852,195</u></b>

SALINAS VALLEY HEALTH MEDICAL CENTER  
BALANCE SHEETS  
October 31 ,2025

	<b>Current year</b>	<b>Prior year</b>
Current assets	\$ 467,726,335	\$ 408,152,387
Assets whose use is limited or restricted by board	179,194,817	169,484,999
Capital assets	249,248,822	251,735,690
Other assets	373,759,717	304,327,503
Deferred pension outflows	55,438,539	85,734,219
	<u>\$ 1,325,368,230</u>	<u>\$ 1,219,434,798</u>
LIABILITIES AND EQUITY:		
Current liabilities	\$ 107,362,865	\$ 90,203,089
Long term liabilities	22,838,976	19,269,855
Lease deferred inflows	2,292,108	1,597,633
Pension liability	79,394,685	90,863,576
Net assets	<u>1,113,479,596</u>	<u>1,017,500,645</u>
	<u>\$ 1,325,368,230</u>	<u>\$ 1,219,434,798</u>

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**SCHEDULES OF NET PATIENT REVENUE**  
**October 31, 2025**

Current Year	Prior Year		Current YTD	Prior YTD
<b>Patients days:</b>				
By payer:				
1,577	1,535	Medicare	5,939	6,656
952	1,058	Medi-Cal	3,910	4,148
760	511	Commercial insurance	2,482	2,430
121	82	Other patient	509	408
3,410	3,186	Total patient days	12,840	13,642
<b>Gross revenue:</b>				
132,855,210	124,948,897	Medicare	523,466,536	496,429,257
89,848,969	84,090,174	Medi-Cal	343,239,444	321,301,717
70,722,339	59,843,842	Commercial Insurance	260,048,516	232,866,679
11,336,772	9,958,979	Other patient	49,288,056	43,182,825
<b>304,763,290</b>	<b>278,841,892</b>	<b>Gross revenue</b>	<b>1,176,042,552</b>	<b>1,093,780,477</b>
<b>Deductions from revenue:</b>				
412,106	107,129	Administrative adjustments	1,062,257	708,157
1,256,585	285,450	Charity care	4,052,047	1,699,263
Contractual adjustments:				
51,460,146	43,748,804	Medicare outpatient	201,928,688	169,468,752
47,932,762	43,110,669	Medicare inpatient	183,615,983	183,164,488
918,174	1,384,951	Medi-Cal traditional outpatient	5,092,968	6,096,229
(251,588)	5,298,827	Medi-Cal traditional inpatient	13,293,391	25,255,236
48,488,505	42,614,473	Medi-Cal managed care outpatient	177,555,875	157,159,906
27,669,000	25,980,646	Medi-Cal managed care inpatient	109,563,612	100,822,144
31,948,450	29,500,251	Commercial insurance outpatient	115,500,238	106,814,458
19,076,353	20,017,265	Commercial insurance inpatient	79,276,716	89,446,075
6,699,468	5,936,342	Uncollectible accounts expense	25,230,274	21,776,842
7,078,345	1,171,070	Other payors	20,330,913	7,156,815
<b>242,688,307</b>	<b>219,155,877</b>	<b>Deductions from revenue</b>	<b>936,502,962</b>	<b>869,568,364</b>
<b>62,074,983</b>	<b>59,686,015</b>	<b>Net patient revenue</b>	<b>239,539,590</b>	<b>224,212,113</b>
<b>Gross billed charges patient type:</b>				
128,726,644	119,609,802	Inpatient	509,991,733	507,184,523
140,930,789	126,291,443	Outpatient	523,895,864	457,191,955
35,105,857	32,940,646	Emergency room	142,154,955	129,403,999
<b>304,763,290</b>	<b>278,841,892</b>	<b>Total</b>	<b>1,176,042,552</b>	<b>1,093,780,477</b>

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**STATEMENTS OF REVENUE AND EXPENSES**  
**October 31, 2025**

Month of October			Three months ended October 31				
Current Year		Prior Year	Current Year		Prior Year		
Operating revenue:							
\$	304,763,290	\$	278,841,892	\$	1,176,042,552	\$	1,093,780,477
	242,688,307		219,155,877		936,502,955		869,568,364
	62,074,983		59,686,015		239,539,597		224,212,113
	4,727,907		1,384,449		10,449,825		5,835,367
	66,802,889		61,070,464		249,989,422		230,047,480
Operating expenses:							
	20,147,806		17,840,445		76,866,355		69,910,189
	3,879,925		3,199,695		13,579,514		12,892,793
	9,197,767		9,686,002		33,694,560		35,034,970
	10,209,665		8,766,666		37,813,489		33,856,578
	4,811,731		3,976,874		18,016,241		15,473,276
	2,628,254		2,526,919		10,841,896		9,678,784
	3,396,746		2,053,422		11,324,149		7,074,053
	2,808,099		2,510,650		10,782,973		9,968,547
	2,248,082		1,460,048		8,899,842		7,090,918
	59,328,075		52,020,721		221,819,018		200,980,107
	7,474,814		9,049,743		28,170,404		29,067,373
Non-operating Income:							
	9,908		1,290,259		597,660		2,336,771
	500,550		476,714		2,002,200		1,906,857
	750,562		(5,849,629)		5,287,375		9,172,943
	(4,009,053)		(5,002,548)		(15,128,732)		(18,631,749)
	(2,748,033)		(9,085,204)		(7,241,497)		(5,215,178)
\$	4,726,781	\$	(35,460)	\$	20,928,907	\$	23,852,195



**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**BALANCE SHEETS**  
**October 31, 2025**

	Current Year	Prior Year
<b>ASSETS</b>		
Current assets:		
Cash and Cash Equivalents	\$ 314,751,701	\$ 270,021,236
Patient accounts receivable, net of estimated uncollectibles	134,364,803	112,900,273
Supplies inventory at cost	5,787,876	9,846,357
Current portion of lease receivable	270,803	1,289,074
Other current assets	12,551,152	14,095,447
Total current assets	467,726,335	408,152,387
Assets whose use is limited or restricted by board	179,194,817	169,484,999
Capital assets:		
Land and construction in process	47,514,598	48,502,455
Other capital assets, net of depreciation	201,734,224	203,233,235
Total capital assets	249,248,822	251,735,690
Other assets:		
Right of use assets, net of amortization	10,795,452	6,786,470
Long term lease receivable	1,974,781	340,754
Subscription assets, net of amortization	39,180,322	8,533,482
Investment in securities	276,086,562	262,705,786
Investment in SVMC	2,397,282	2,815,247
Investment in Aspire/CHI/Coastal	1,770,630	1,804,972
Investment in other affiliates	21,061,680	21,852,891
Net Pension Asset	19,960,835	(1,044,272)
Goodwill	532,173	532,173
Total other assets	373,759,717	304,327,503
Deferred Pension Outflows	55,438,539	85,734,219
Total assets	\$ 1,325,368,230	\$ 1,219,434,798
<b>LIABILITIES AND NET ASSETS</b>		
Current liabilities:		
Accounts payable and accrued expenses	\$ 75,060,078	\$ 58,133,800
Due to third party payors	4,622,068	3,689,071
Current portion of self-insurance liability	22,086,881	22,468,642
Current subscription liability	1,901,002	3,374,059
Current portion of lease liability	3,692,836	2,537,518
Total current liabilities	107,362,865	90,203,089
Long term portion of workers comp liability	11,655,972	12,078,720
Long term portion of lease liability	7,558,585	4,315,611
Long term subscription liability	3,624,420	2,875,524
Total Liabilities	130,201,842	109,472,944
Lease deferred inflows	2,292,108	1,597,633
Pension Liability	79,394,685	90,863,576
Net Assets:		
Invested in capital assets, net of related debt	249,248,822	251,735,690
Unrestricted	864,230,774	765,764,955
Total Net Assets	1,113,479,596	1,017,500,645
Total liabilities and net assets	\$ 1,325,368,230	\$ 1,219,434,798

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**STATEMENTS OF REVENUE AND EXPENSES - ('000)**  
**October 31, 2025**

Actuals	Budget	\$ Variance	% Variance		Actuals YTD	Budget YTD	\$ Variance YTD	% Variance YTD
<b>Operating revenue:</b>								
304,763,290	290,967,486	13,795,804	-4.7%	Gross billed charges	1,176,042,552	1,154,600,577	21,441,975	-1.9%
242,688,307	233,425,273	9,263,034	4.0%	Deductions from revenue	936,502,955	926,092,743	10,410,213	-1.1%
<b>62,074,983</b>	<b>57,542,213</b>	<b>4,532,769</b>	<b>-7.9%</b>	<b>Net patient revenue</b>	<b>239,539,597</b>	<b>228,507,835</b>	<b>11,031,762</b>	<b>-4.8%</b>
4,727,907	1,721,629	3,006,278	-174.6%	Other operating revenue	10,449,825	6,886,515	3,563,310	-51.7%
<b>66,802,889</b>	<b>59,263,842</b>	<b>(7,539,046.99)</b>	<b>12.7%</b>	<b>Total operating revenue</b>	<b>249,989,422</b>	<b>235,394,350</b>	<b>(14,595,072)</b>	<b>6.2%</b>
<b>Operating expenses:</b>								
20,147,806	19,230,840	916,966	4.8%	Salaries and wages	76,866,355	74,704,838	2,161,518	-2.9%
3,879,925	3,346,890	533,035	15.9%	Compensated absences	13,579,514	14,558,206	(978,692)	6.7%
9,197,767	8,024,287	1,173,481	14.6%	Employee benefits	33,694,560	31,906,423	1,788,138	-5.6%
10,209,665	9,035,461	1,174,204	13.0%	Supplies, food, and linen	37,813,489	35,852,575	1,960,914	-5.5%
4,811,731	4,505,829	305,902	6.8%	Purchased department functions	18,016,241	18,012,254	3,986	0.0%
2,628,254	2,615,198	13,056	0.5%	Medical Fees	10,841,896	10,457,043	384,853	-3.7%
3,396,746	1,495,564	1,901,182	127.1%	Other Fees	11,324,149	5,973,941	5,350,208	-89.6%
2,808,099	2,570,775	237,324	9.2%	Depreciation	10,782,973	10,256,017	526,956	-5.1%
2,248,082	1,998,880	249,202	12.5%	All other expense	8,899,842	8,129,223	770,618	9.5%
<b>59,328,075</b>	<b>52,823,723</b>	<b>6,504,352</b>	<b>12.3%</b>	<b>Total Operating expenses</b>	<b>221,819,018</b>	<b>209,850,520</b>	<b>11,968,499</b>	<b>-5.7%</b>
<b>7,474,814</b>	<b>6,440,119</b>	<b>(1,034,695)</b>	<b>16.1%</b>	<b>Income from operations</b>	<b>28,170,404</b>	<b>25,543,830</b>	<b>(2,626,574)</b>	<b>-10.3%</b>
<b>Non-operating Income:</b>								
9,908	216,667	(206,759)	95.4%	Donations	597,660	866,667	(269,007)	31.0%
500,550	500,550	-	0.0%	Property taxes	2,002,200	2,002,200	-	0.0%
750,562	1,242,265	(491,703)	39.6%	Investment Income	5,287,375	4,969,759	317,616	-6.4%
(4,009,053)	(4,351,469)	342,416	7.9%	Income from subsidiaries	(15,128,732)	(18,060,366)	2,931,634	16.2%
<b>(2,748,033)</b>	<b>(2,391,987)</b>	<b>(356,046)</b>	<b>-14.9%</b>	<b>Total non-operating income</b>	<b>(7,241,497)</b>	<b>(10,221,740)</b>	<b>2,980,243</b>	<b>29.2%</b>
<b>4,726,781</b>	<b>4,048,131</b>	<b>(678,649)</b>	<b>16.8%</b>	<b>Operating and non-operating income</b>	<b>20,928,907</b>	<b>15,322,091</b>	<b>(5,606,817)</b>	<b>36.6%</b>

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**PATIENT STATISTICAL REPORT**  
For the month of October and fourth months to date

Month of October		Fourth months to date			
2024	2025		2024-25	2025-26	Variance
<b><u>NEWBORN STATISTICS</u></b>					
33	29	Medi-Cal Admissions	142	130	(12)
68	77	Other Admissions	320	307	(13)
101	106	Total Admissions	462	437	(25)
56	44	Medi-Cal Patient Days	304	206	(98)
107	113	Other Patient Days	438	483	45
163	157	Total Patient Days of Care	742	689	(53)
5.3	5.1	Average Daily Census	6.0	5.6	(0.4)
1.9	1.7	Medi-Cal Average Days	2.3	1.7	(0.6)
1.0	1.6	Other Average Days	1.4	1.6	0.2
1.7	1.6	Total Average Days Stay	1.6	1.6	0.0
<b><u>ADULTS &amp; PEDIATRICS</u></b>					
348	327	Medicare Admissions	1,454	1,380	(74)
327	330	Medi-Cal Admissions	1,149	1,199	50
373	323	Other Admissions	1,279	1,183	(96)
1,048	980	Total Admissions	3,882	3,762	(120)
1,255	1,359	Medicare Patient Days	5,479	4,982	(497)
1,128	1,024	Medi-Cal Patient Days	4,411	4,263	(148)
733	754	Other Patient Days	3,558	2,892	(666)
3,116	3,137	Total Patient Days of Care	13,448	12,137	(1,311)
100.5	101.2	Average Daily Census	109.3	98.7	(10.7)
3.6	3.6	Medicare Average Length of Stay	3.8	3.5	(0.3)
3.4	3.1	Medi-Cal AverageLength of Stay	3.4	3.1	(0.3)
2.0	2.0	Other Average Length of Stay	2.2	2.1	(0.1)
3.0	2.9	Total Average Length of Stay	3.1	2.9	(0.2)
23	18	Deaths	99	77	(22)
3,279	3,294	Total Patient Days	14,190	12,826	(1,364)
0	0	Medi-Cal Administrative Days	0	0	0
0	0	Medicare SNF Days	0	0	0
0	0	Over-Utilization Days	0	0	0
0	0	Total Non-Acute Days	0	0	0
0.00%	0.00%	Percent Non-Acute	0.00%	0.00%	0.00%

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**PATIENT STATISTICAL REPORT**  
For the month of October and fourth months to date

Month of October		Fourth months to date			
2024	2025		2024-25	2025-26	Variance
<b><u>PATIENT DAYS BY LOCATION</u></b>					
217	168	Level I	938	749	(189)
302	317	Heart Center	1,288	1,216	(72)
454	516	Monitored Beds	2,191	2,029	(162)
302	352	Single Room Maternity/Obstetrics	1,371	1,310	(61)
816	812	Med/Surg - Cardiovascular	3,320	3,065	(255)
216	278	Med/Surg - Oncology	1,035	955	(80)
461	484	Med/Surg - Rehab	1,825	1,828	3
107	112	Pediatrics	444	469	25
163	157	Nursery	742	689	(53)
120	98	Neonatal Intensive Care	459	516	57
<b><u>PERCENTAGE OF OCCUPANCY</u></b>					
53.85%	41.69%	Level I	58.66%	46.84%	
64.95%	68.17%	Heart Center	69.81%	65.91%	
54.24%	61.65%	Monitored Beds	65.97%	61.10%	
26.33%	30.69%	Single Room Maternity/Obstetrics	30.13%	28.78%	
58.49%	58.21%	Med/Surg - Cardiovascular	59.98%	55.37%	
53.60%	68.98%	Med/Surg - Oncology	64.73%	59.72%	
57.20%	60.05%	Med/Surg - Rehab	57.07%	57.16%	
0.00%	0.00%	Med/Surg - Observation Care Unit	0.00%	0.00%	
19.18%	20.07%	Pediatrics	20.05%	21.18%	
31.87%	30.69%	Nursery	18.28%	16.97%	
35.19%	28.74%	Neonatal Intensive Care	33.92%	38.14%	

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**PATIENT STATISTICAL REPORT**  
For the month of October and fourth months to date

<u>Month of October</u>			<u>Fourth months to date</u>		
<u>2024</u>	<u>2025</u>		<u>2024-25</u>	<u>2025-26</u>	<u>Variance</u>
<b><u>DELIVERY ROOM</u></b>					
101	96	Total deliveries	471	418	(53)
32	20	C-Section deliveries	143	117	(26)
31.68%	20.83%	Percent of C-section deliveries	30.36%	27.99%	-2.37%
<b><u>OPERATING ROOM</u></b>					
16,832	19,425	In-Patient Operating Minutes	76,043	76,895	852
39,004	40,021	Out-Patient Operating Minutes	135,112	155,513	20,401
55,836	59,446	Total	211,155	232,408	21,253
13	8	Open Heart Surgeries	50	46	(4)
120	133	In-Patient Cases	501	508	7
368	376	Out-Patient Cases	1,301	1,452	151
<b><u>EMERGENCY ROOM</u></b>					
34	21	Immediate Life Saving	124	152	28
815	925	High Risk	3,486	3,566	80
2,940	2,885	More Than One Resource	11,144	11,499	355
1,875	1,780	One Resource	6,908	6,673	(235)
62	64	No Resources	283	265	(18)
<u>5,726</u>	<u>5,675</u>	<b>Total</b>	<u>21,945</u>	<u>22,155</u>	<u>210</u>

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**PATIENT STATISTICAL REPORT**  
For the month of October and fourth months to date

Month of October			Fourth months to date		
2024	2025		2024-25	2025-26	Variance
<b>CENTRAL SUPPLY</b>					
11,683	6,633	In-patient requisitions	50,899	35,221	-15,678
12,306	10,019	Out-patient requisitions	45,100	41,962	-3,138
500	408	Emergency room requisitions	2,997	1,533	-1,464
6,214	6,925	Interdepartmental requisitions	26,069	26,097	28
30,703	23,985	Total requisitions	125,065	104,813	-20,252
<b>LABORATORY</b>					
32,821	34,669	In-patient procedures	138,599	133,256	-5,343
47,796	50,041	Out-patient procedures	179,366	200,562	21,196
12,405	13,210	Emergency room procedures	49,949	53,790	3,841
93,022	97,920	Total patient procedures	367,914	387,608	19,694
<b>BLOOD BANK</b>					
398	308	Units processed	1,204	1,161	-43
<b>ELECTROCARDIOLOGY</b>					
1,049	1,154	In-patient procedures	4,366	4,531	165
432	584	Out-patient procedures	1,605	2,330	725
1,252	1,397	Emergency room procedures	5,064	5,741	677
2,733	3,135	Total procedures	11,035	12,602	1,567
<b>CATH LAB</b>					
129	152	In-patient procedures	518	533	15
132	135	Out-patient procedures	521	571	50
1	0	Emergency room procedures	1	0	-1
262	287	Total procedures	1,040	1,104	64
<b>ECHO-CARDIOLOGY</b>					
370	450	In-patient studies	1,599	1,667	68
327	427	Out-patient studies	1,333	1,779	446
2	4	Emergency room studies	6	8	2
699	881	Total studies	2,938	3,454	516
<b>NEURODIAGNOSTIC</b>					
123	112	In-patient procedures	537	497	-40
27	24	Out-patient procedures	95	95	0
0	0	Emergency room procedures	0	1	1
150	136	Total procedures	632	593	-39

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**PATIENT STATISTICAL REPORT**  
For the month of October and fourth months to date

Month of October		Fourth months to date			
2024	2025		2024-25	2025-26	Variance
SLEEP CENTER					
0	0	In-patient procedures	0	0	0
311	351	Out-patient procedures	1,136	1,301	165
0	0	Emergency room procedures	0	0	0
311	351	Total procedures	1,136	1,301	165
RADIOLOGY					
1,184	1,198	In-patient procedures	5,007	4,741	-266
448	450	Out-patient procedures	1,686	1,827	141
1,545	1,630	Emergency room procedures	6,255	6,212	-43
3,177	3,278	Total patient procedures	12,948	12,780	-168
MAGNETIC RESONANCE IMAGING					
160	193	In-patient procedures	725	840	115
116	85	Out-patient procedures	454	457	3
6	14	Emergency room procedures	26	39	13
282	292	Total procedures	1,205	1,336	131
MAMMOGRAPHY CENTER					
3,948	4,625	In-patient procedures	13,906	17,395	3,489
3,944	4,610	Out-patient procedures	13,867	17,326	3,459
0	3	Emergency room procedures	3	7	4
7,892	9,238	Total procedures	27,776	34,728	6,952
NUCLEAR MEDICINE					
15	25	In-patient procedures	70	74	4
157	164	Out-patient procedures	540	594	54
0	0	Emergency room procedures	2	1	-1
172	189	Total procedures	612	669	57
PHARMACY					
72,090	74,900	In-patient prescriptions	314,261	287,857	-26,404
18,313	19,401	Out-patient prescriptions	67,787	75,494	7,707
10,295	10,900	Emergency room prescriptions	39,621	42,914	3,293
100,698	105,201	Total prescriptions	421,669	406,265	-15,404
RESPIRATORY THERAPY					
12,719	11,391	In-patient treatments	55,929	46,913	-9,016
908	664	Out-patient treatments	3,571	1,950	-1,621
459	478	Emergency room treatments	1,747	3,377	1,630
14,086	12,533	Total patient treatments	61,247	52,240	-9,007
PHYSICAL THERAPY					
2,129	2,073	In-patient treatments	9,324	8,551	-773
245	584	Out-patient treatments	991	2,149	1,158
0	0	Emergency room treatments	0	3	3
2,374	2,657	Total treatments	10,315	10,703	388

**SALINAS VALLEY HEALTH MEDICAL CENTER**  
**PATIENT STATISTICAL REPORT**  
For the month of October and fourth months to date

Month of October			Fourth months to date		
2024	2025		2024-25	2025-26	Variance
<b>OCCUPATIONAL THERAPY</b>					
1,263	1,106	In-patient procedures	5,660	4,802	-858
204	604	Out-patient procedures	808	1,885	1,077
0	0	Emergency room procedures	0	0	0
1,467	1,710	Total procedures	6,468	6,687	219
<b>SPEECH THERAPY</b>					
478	480	In-patient treatments	1,911	2,085	174
31	63	Out-patient treatments	130	313	183
0	0	Emergency room treatments	0	1	1
509	543	Total treatments	2,041	2,399	358
<b>CARDIAC REHABILITATION</b>					
1	3	In-patient treatments	3	6	3
691	659	Out-patient treatments	2,618	2,543	-75
0	0	Emergency room treatments	1	3	2
692	662	Total treatments	2,622	2,552	-70
<b>CRITICAL DECISION UNIT</b>					
234	300	Observation hours	991	869	-122
<b>ENDOSCOPY</b>					
77	90	In-patient procedures	346	332	-14
54	75	Out-patient procedures	218	260	42
0	1	Emergency room procedures	0	2	2
131	166	Total procedures	564	594	30
<b>C.T. SCAN</b>					
690	789	In-patient procedures	2,967	3,080	113
552	567	Out-patient procedures	2,004	2,231	227
794	838	Emergency room procedures	3,146	3,329	183
2,036	2,194	Total procedures	8,117	8,640	523
<b>DIETARY</b>					
15,596	17,018	Routine patient diets	61,790	64,843	3,053
33,520	34,772	Meals to personnel	133,595	138,597	5,002
49,116	51,790	Total diets and meals	195,385	203,440	8,055
<b>LAUNDRY AND LINEN</b>					
96,315	108,223	Total pounds laundered	382,371	415,080	32,709



# Balanced Scorecard

Fiscal Year 2026 Year-to-Date

As of November 30, 2025 (Operating Margin through October)

## Quality & Safety (25%)

- Meeting or Exceeding Target
- Meeting Threshold
- Not Yet Meeting Threshold
- Measurement Not Yet Available

Measure	Weight	FY2026 YTD	FY2026 Target	Performance To Target		FY2025 Actuals
Leapfrog Hospital Safety Grade	5%	Grade AX	Grade AB or BA	NA	●	NA
CMS Star Rating	5%	NA	4 Stars	NA	●	NA
Inpatient – Recommend the Hospital	3.75%	78.2	78.3	99.8%	●	77.8
Emergency Room – Likelihood of Recommending	3.75%	62.9	65.8	95.5%	●	65.3
Ambulatory – Recommend the Hospital	3.75%	83.0	84.1	98.7%	●	83.6
Outpatient – Likelihood of Recommending	3.75%	88.8	89.2	99.6%	●	88.7

- Leapfrog Hospital Safety Grade: Leapfrog A requires performance above national averages in infection rates, patient safety indicators, hand hygiene monitoring, etc.
  - Measured in the Spring and Fall. Target equates to receiving an A and B in the two measurement periods; the maximum is set at receiving an A in both periods.
  - Not eligible for a threshold payment
- CMS Star Rating: Based on weighted measures, including mortality, safety of care, readmissions, patient experience, and timely/effective care.
  - Not eligible for a threshold payment
- Recommend the Hospital / Likelihood of Recommending
  - Source: Press Ganey and measured monthly based on Received Date
  - Based on top box scores (highest response possible on the survey scale: Yes, Definitely Yes, Always)
  - FY2026 threshold set at FY2025 performance (baseline) with the target being a 0.5 point increase from baseline and the maximum set at a 1 point increase from baseline.

## People (15%)

- Meeting or Exceeding Target
- Meeting Threshold
- Not Yet Meeting Threshold
- Measurement Not Yet Available

Measure	Weight	FY2026 YTD	FY2026 Target	Performance To Target		FY2025 Actuals
Safety Culture Index: Prevention and Reporting	15%	NA	4.12	NA	●	4.09

- Source: Press Ganey 2026 Employee Engagement Survey
- Results will be measured annually and will be available on or before July 31, 2026

## Operations (20%)

- Meeting or Exceeding Target
- Meeting Threshold
- Not Yet Meeting Threshold
- Measurement Not Yet Available

Measure	Weight	FY2026 YTD	FY2026 Target	Performance To Target		Notes
Epic Inpatient Implementation: Go Live on November 8, 2025 & Complete Training for Physicians and Staff with a 100% Pass Rate on the End User Proficiency Exam (EUPA)	7%	<b>Trained 2,554 Users by November 30, 2025</b>	Train 2100 Users by November 8, 2025	150%	●	Achieving maximum
SVH Retail Pharmacy: Expand Hours of Operations to 24/7	6.5%	<b>Completed Bargaining</b>	Open 24/7 Retail Pharmacy	50.0%	●	Achieved target in December
Increase Meds to Beds	6.5%	<b>29%</b>	40%	72.1%	●	Opened pharmacy 24/7 leading to an increase in meds to beds; expect to meet target

- Epic Inpatient Implementation: A key milestone for this project's go-live success on November 8, 2025 is ensuring that all physicians and staff complete the required training and demonstrate readiness through the End User Proficiency Assessment (EUPA).

○ Source:

Population	Number of Users	Tracking System	Training Type	EUPA?
Non-Provider Role	1595	HealthStream	Live Class	Yes
Asynchronous Role	688	HealthStream	Self-Led Videos	Yes
Provider & Scribe Role	392	Epic U	Live Class	Yes
<b>Total</b>	<b>2675</b>			

- SVH Retail Pharmacy: The retail pharmacy is currently open an average of 10 hours per day. Expanding to 24/7 will allow for expanded meds to beds services in all departments, while allowing for advanced support of the emergency department. The placement of a medication dispensing locker will provide staff and patients with increased options to discreetly pick up their requested medications.
- Meds to Beds (M2B): The M2B program was designed to ensure that patients leave the hospital with their prescribed medications, reducing the risk of rehospitalization due to medication adherence. Source: Retail pharmacy M2B admin report

## Finance (20%)

- Meeting or Exceeding Target
- Meeting Threshold
- Not Yet Meeting Threshold
- Measurement Not Yet Available

Measure	Weight	FY2026 YTD	FY2026 Target	Performance To Target		FY2025 Actuals
Operating Margin % (Data through October)	20%	4.1%	3.0%	137.2%	●	6.6%

- Target methodology is based on achieving SVH's FY2026 adjusted Board approved annual operating budget
- Source: FY26 Consolidated Financial Statement

## Growth (15%)

- Meeting or Exceeding Target
- Meeting Threshold
- Not Yet Meeting Threshold
- Measurement Not Yet Available

Measure	Weight	FY2026 YTD	FY2026 Target	Performance To Target		Notes
Salinas Valley Health Ventures	5%	Principle Manager Hired and Onboarded by End of CY2025	Threshold plus 1 Portfolio Company Engaged	50.0%	●	
340B: Implementation of a Pharmacotherapy Clinic Designed to Optimize Medication Use & Improve Patient Outcomes	5%	Established Program with Completion of Necessary Hires	Establish 1 Service Line	50.0%	●	Achieved target in December
Salinas Valley Health Clinic: Expansion of Service Lines & Locations	5%	1 Service Line or Location (Vascular Access Program)	2 Service Lines or Locations	50.0%	●	

- Salinas Valley Health Ventures (SVHV): SVHV is designed to support operational efficiencies, clinical quality and access, and the adoption of innovative technologies. The early goals are partnerships with companies that can provide immediate support for SVH's strategic goals while also providing an opportunity for long-term financial returns.
- Implementation of Pharmacotherapy Clinic (PTC): Implementation of a PTC will provide patients and physicians a partner in managing medication utilization, in addition to supporting the organization's effort in expanding access to 340B savings for all eligible patients.
- SVH Clinics Expansion of Service Lines or Locations: Access to care and expansion of clinical capabilities are critical elements of our mission to serve the healthcare needs of our community. The clinic system's goal is to continue to grow in service line depth as well as locations of service.

## Community & Service (5%)

- Meeting or Exceeding Target
- Meeting Threshold
- Not Yet Meeting Threshold
- Measurement Not Yet Available

Measure	Weight	FY2026 YTD	FY2026 Target	Performance To Target		Notes
Operationalize Vaccinations for Children (VFC) with an Increase in No Cost Vaccinations and Immunizations for Eligible Children Ages Birth to 18 Years of Age, via the Mobile Clinic	2.5%	61	50	122.0%	●	
Develop an Aligned Outreach Program in Coordination with Community Schools in the Salinas Valley Health Service Area and Establish School Engagement	2.5%	5.4%	15%	36.0%	●	Five additional engagements are scheduled between now and March; expect to achieve maximum by May.

- Vaccinations for Children (VFC): Operationalizing Vaccinations for Children (VFC) Approval with an increase in no cost vaccinations and immunizations for eligible children ages birth to 18 years of age, via the Mobile Clinic
  - Source: California Immunization Registry (CAIR)
- School engagement/participation: Develop an aligned outreach program in coordination with Community Schools in the Salinas Valley Health Service Area and establish school engagement.
  - Source: Smartsheet, Community Schools Initiative Tracker. Success is measured by the percent of total schools participating. Total eligible schools: 36.

Questions or Comments?

# *ADJOURNMENT*