



Maricopa County
Special Health Care District

Board of Directors
Meeting

June 22, 2023
5:00 p.m.

Agenda



Board Members

J. Woodfin Thomas, Chairman, District 4
Mark G. Dewane, Vice Chairman, District 2
Mary A. Harden, RN, Director, District 1
Kate Brophy McGee, Director, District 3
Mary Rose Garrido Wilcox, Director, District 5

President & Chief Executive Officer

Stephen A. Purves, FACHE

Clerk of the Board

Melanie Talbot

Meeting Location

Valleywise Health Medical Center
2601 East Roosevelt Street
Phoenix, Arizona 85008
Conference and Administration Center
Auditoriums 1 through 4

AGENDA – Budget Meeting

**Maricopa County Special Health Care District
Board of Directors**

Mission Statement

The Valleywise Health's mission is to provide exceptional care, without exception, every patient, every time.

Welcome

The Board of Directors is the governing body for the Maricopa County Special Health Care District. Each member represents one of the five districts in Maricopa County. Members of the Board are public officials, elected by the voters of Maricopa County. The Board of Directors sets policy and the President & Chief Executive Officer, who is hired by the Board, directs staff to carry out the policies.

How Citizens Can Participate

Each meeting is open to the public and there is a "Call to the Public" at the beginning of each meeting. An individual may address the Board of Directors at this time or when the agenda item to be addressed is reached. If you wish to address the Board, please complete a Request to Speak form Speaker's Slip and deliver it to the Clerk of the Board prior to the Call to the Public. If you have anything that you wish distributed to the Board and included in the official record, please hand it to the Clerk who will distribute the information to the Board members and Valleywise Health Senior Staff.

Speakers will be called in the order in which requests to speak are received. Your name will be called when the Call to the Public has been opened or when the Board reaches the agenda item which you wish to speak. As mandated by the Arizona Open Meeting Law, officials may not discuss items not on the agenda, but may direct staff to follow-up with the citizen.

Public Rules of Conduct

The Board Chair shall keep control of the meeting and require the speakers and audience to refrain from abusive or profane remarks, disruptive outbursts, applause, protests, or other conduct which disrupts or interferes with the orderly conduct of the business of the meeting. Personal attacks on Board members, staff, or members of the public are not allowed. It is inappropriate to utilize the Call to the Public or other agenda item for purposes of making political speeches, including threats of political action. Engaging in such conduct and failing to cease such conduct upon request of the Board Chair will be grounds for ending a speaker's time at the podium or for removal of any disruptive person from the meeting room, at the direction of the Board Chair.

Agendas are available within 24 hours of each meeting via the Clerk's Office, Valleywise Health Medical Center, 2601 East Roosevelt, Phoenix, Arizona 85008, Monday through Friday between the hours of 9:00 a.m. and 4:00 p.m. and on the internet at <https://valleywisehealth.org/about/board-of-directors/>. Accommodations for individuals with disabilities, alternative format materials, sign language interpretation, and assistive listening devices are available upon 72 hours advance notice via the Clerk's Office, Valleywise Health Medical Center, 2601 East Roosevelt, Phoenix, Arizona 85008, (602) 344-5177. To the extent possible, additional reasonable accommodations will be made available within the time constraints of the request.

• Valleywise Health Medical Center •
• 2601 East Roosevelt Street • Phoenix, Arizona 85008 •
• Conference and Administration Center • Auditoriums 1 through 4 •

Thursday, June 22, 2023
5:00 p.m.

Access to the meeting room will start at 4:50 p.m., 10 minutes prior to the start of the meeting.

One or more members of the Board of Directors of the Maricopa County Special Health Care District may be in attendance by technological means. Board members attending by technological means will be announced at the meeting.

Pursuant to A.R.S. § 38-431.03(A)(3), or any applicable and relevant state or federal law, the Board may vote to recess into an Executive Session for the purpose of obtaining legal advice from the Board's attorney or attorneys on any matter listed on the agenda. The Board also may wish to discuss any items listed for Executive Session discussion in General Session, or the Board may wish to take action in General Session on any items listed for discussion in Executive Session. To do so, the Board will recess Executive Session on any particular item and reconvene General Session to discuss that item or to take action on such item.

Please silence any cell phone, computer, etc., to minimize disruption of the meeting.

Call to Order

Roll Call

Pledge of Allegiance

Call to the Public

This is the time for the public to comment. The Board of Directors may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. § 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism or scheduling a matter for further consideration and decision at a later date.

ITEMS MAY BE DISCUSSED IN A DIFFERENT SEQUENCE

General Session, Presentation, Discussion and Action:

1. Discuss and Review the Maricopa County Special Health Care District's Fiscal Year 2024 Operating and Capital Budget
Matthew Meier, MBA, Vice President, Financial Services

Adjourn



Maricopa County
Special Health Care District

Board of Directors
Meeting

June 22, 2023

Item 1.

Operating and Capital Budget
Fiscal Year 2024



Valleywise
Health

Fiscal Year 2024 Budget





**FY 2024
Annual
Budget**

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**Capital &
Cash Flow**



Mission

Provide exceptional care, without exception, every patient, every time.



Vision

Be nationally recognized for transforming care to improve community health.



Values

They guide how we treat each other, our patients, families and visitors.

Accountability • Compassion • Excellence • Safety



FY 2024 Planning and Budget Calendar – District Board

March

March						
S	M	T	W	T	F	S
			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	

22 - Maricopa County Special Health Care District Board of Directors (District Board) budget hearing – Review calendar.

April

26 - District Board budget hearing – Review preliminary patient volumes and capital target.

May

24 - District Board budget hearing– Review capital, volumes, revenue, expenses, and other assumptions.

April						
S	M	T	W	T	F	S
						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						

22 - District Board budget hearing – Review of the FY2024 Operating and Capital Budget.

28 - District Board budget hearing – Consideration of the FY2024 Operating and Capital Budget for approval.

June

May						
S	M	T	W	T	F	S
	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			

June						
S	M	T	W	T	F	S
				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	



**FY 2024
Annual
Budget**

Executive Summary



Dear Maricopa County Special Health Care District Board of Directors,

After years of planning, preparation and construction, fiscal year 2024 (FY 2024) will be historical for Valleywise Health with the opening of the new acute hospital and the Virginia G. Piper Pavilion (Piper Pavilion). The opening is the summit of Care Reimagined, made possible by the Proposition 480 approval in 2014. The FY 2024 Operating Budget reflects the forecasted volumes and costs related to the opening and operation of the new buildings. It also includes the opening of additional inpatient Behavioral Health beds opened and staffing improvements.

The notebook which follows provides essential details on the proposed FY 2024 Operating Budget for Valleywise, with some highlights below.

Care Reimagined – New Tower Opening

While an opening date is not yet available as of the budget preparation, it has been assumed in the budget to be opening in late January 2024. The Operating Budget includes nearly \$6.3M in start-up costs for the new acute hospital. This amount includes funds for the staff training prior to opening referred to as Day in the Life, patient move practice exercises, and additional staffing for the move date. The Budget also includes the new operating costs related to the new building, due to new technologies and larger square footage. Depreciation is also higher due to placing the new hospital and the Piper Pavilion into service and the impairment of the existing hospital and support buildings planned for closure.

Based on available state data reviews of another similar opening, the budget also includes an increase in Roosevelt campus Emergency Department (ED) volumes forecasted for after the opening. As the majority of the Valleywise Health acute admissions result from the Roosevelt ED, the ED volume increase also results in additional acute admissions and patient days, and inpatient surgeries on the Roosevelt campus. The Roosevelt ED volumes are projected to increase by 4%, acute admissions by 7%, acute patient days by 2.5% and inpatient surgeries by 3.6%. Roosevelt outpatient surgeries are projected to decrease by 2% as more outpatient surgeries are performed at the Peoria campus. This transfer and growth in Eye, Pain, and Dental surgeries at Peoria will result in 635 more outpatient surgeries on that campus, a 119% growth over FY 2023.

While the Roosevelt Main ED volumes are projected to increase with the new hospital opening, the Labor and Delivery department in the new hospital will convert to a Triage department, so will no longer be an ED. The Maryvale ED volumes are expected to remain relatively flat. There was an unusual growth in the Maryvale Pediatric ED visits last winter that is not forecasted to repeat, offset by conservative growth throughout the year.

SOAR

There were many programs implemented in FY 2023 to improve employee satisfaction and reduce turnover, including a significant investment in increases to employee salaries. A new program included in the FY 2024 Operating Budget is the Sign-On and Retention (SOAR) program funded through grants awarded by the Maricopa County Board of Supervisors and the Arizona Governor's office. This program began in April 2023 to provide a sign-on or retention incentive for critical positions to recruit additional staff or retain existing staff to open additional inpatient Behavioral Health beds and reduce the reliance on contract labor. The SOAR program adds an additional \$5M in Salaries and \$1M in Benefits to the budget, offset by the same amount in grant revenue within the Non-Operating Revenues. Contract Labor usage is forecasted to decrease based on the implementation of this new program.

Total Compensation, including Salaries and Wages, Employee Benefits and the new SOAR program, is budgeted to increase by 10%, with employed FTEs increasing by 7%. Contract Labor is budgeted to decrease by 17% in costs and 10% in FTEs, additionally supported by decreased market rates for Contract Labor positions.

Behavioral Health

The FY 2024 Operating Budget includes the opening of 12 additional Behavioral Health beds in Maryvale starting in Jan 2024. These additional beds result from the additional staffing from the SOAR program funded through a grant from the Maricopa County Board of Supervisors and from the investments in compensation made in FY 2023. Due to these additional beds, Behavioral Health admissions and patient days increase by 17% and 11%, respectively. The Behavioral Health ALOS is forecasted at 23.5, a decrease from the FY 2023 ALOS of 1.3 days, but nearly the same ALOS as in FY 2022.

Patient Activity and Revenue

Total Net Patient Service Revenue is expected to have an improvement of 5.7% over the FY 2023 projection. This increase is primarily due to the increased volumes resulting from the new hospital opening and the additional active Behavioral Health beds. Uncompensated Care, comprised of Charity and Bad Debt, is projected at 9% of Gross Revenue, the same as the FY 2023 projection.

Total Ambulatory visits are projected to increase by 3.6% due to addition of the Mobile Health Unit, Eye Clinic at Peoria, and Pain Clinic at Peoria as well as the growth in the number of providers in Behavioral Health, Primary Care, and Dental. The new contract between Valleywise Health and District Medical Group better supports the medical group in its recruitment efforts for their service to Valleywise Health facilities.

Other Operating Revenue is expected to decrease by 2% next year mostly due to decreases in various grant and incentive programs, some of which had began during the pandemic. GME Revenue is expected to increase due to 15 additional Resident FTEs in FY 2024. Although the AHCCCS HEALTHIII program plan is not yet complete, it is projected to have an increased benefit to Valleywise Health of 11%.

In sum, Total Operating Revenues are projected to increase by 3.9% due to the forecasted volume growth related to the new hospital opening and increase in Behavioral Health beds.

Expenses

Overall operating expenses are projected to increase by 5.3% over the current year projection.

Total Labor costs are projected to increase by 4.7% and total FTEs increasing by 4.8%. Labor costs include the new SOAR program costs and the decrease in Contract Labor described above. Benefit costs are projected at 29.5% of Salaries, a savings over the current rate of 29.6% due to updated contracts providing benefit savings. The year-to-year growth in total FTEs appears higher in Support areas, but is closely aligned with the FY 2023 Budget. Vacancies in Support departments are not generally covered through Contract Labor, and some previously grant funded positions are now to be funded from operations. An overall Vacancy Factor has been budgeted at approximately 5%, consistent with the prior year budget.

Medical Service Fees are expected to increase 4.8% due to increases in providers to support the volume growth.

Supply Expense will increase by 2.3% due to the higher inflationary costs for supplies and the volume growth.

Purchased Services are estimated to increase by 2.4% next year, mainly due to increases projected in Environmental Services due to the higher square footage in the new hospital and the conversion costs for the Payroll and Human Resources systems to ADP.

Utilities are increasing by 1% with a full year of the new contracted savings in gas expenses. Rent is decreasing 5% due to fewer patient bed rentals as we move into the new hospital.

Other Expenses are increasing by 14%, due mainly to Web-based Subscription Software and other start-up expenses related to the opening of the new hospital and the Piper Pavilion. Depreciation is budgeted to increase by 39%, due to the Depreciation for the new hospital and the Piper Pavilion, and the impairment of the remaining asset balances for the old tower and other buildings planned for demolition.

Non-Operating Revenue (Expense)

The Non-Operating Revenue (Expense) includes Grants/Research, Interest Income/Expense, and Tax levies. For FY 2024, this budget includes \$96M in operating tax support and \$53M in bond levy support. Grant revenues are budgeted to decrease with the termination of various grants, especially those awarded during the pandemic, offset by the SOAR program grant. As Valleywise Health Foundation donations previously transferred to Valleywise Health restricted to Care Reimagined capital projects are applied towards the project in FY 2024, those funds will also be recognized as revenue in Non-Operating. Interest expense is budgeted according to the bond schedules, and is aligned with the pay-off of the Series C and D bonds. Investment Income is estimated to be \$7M based upon average operating and bond cash on hand and projected interest rates.

FQHCs

Visits are forecasted to increase by 3% with additional providers in Primary Care, Behavioral Health and Dental. FY 2024 will also include the launch of the new Mobile Health Unit which was funded by the American Rescue Plan Act grant.

The AHCCCS qualified visit rate is expected to increase by only 1.0%. Other Operating Revenue is decreasing due decreased funding in the American Rescue Plan grants to the FQHC. Expenses are budgeted to increase 10%, driven by compensation increases for staff and increase in the number of providers. The Operating Margin results in a -\$9.2M contribution before overhead.

Capital Plan & Cash Position

The capital budget plan of \$10.0M includes \$2.0M in contingency to provide for potential equipment replacements, as needed. The Capital Plan excludes "Care Reimagined" bond-supported capital which is accounted for separately.

The budget projects a decrease in the Valleywise Health cash position for FY 2024 due to the operating loss and the portion of Care Reimagined capital to be covered from Care Reimagined donations previously received from the Valleywise Health Foundation and included in cash. Operating days cash on hand at June 30, 2024, year-end is projected to be approximately 89.7 days.

Margin

The FY 2024 budgeted total margin is -\$44.8M, calculated as the Earnings before Interest, Depreciation and Amortization (EBIDA) offset by the Management & Operations subsidy. This negative margin is not taken lightly but is required as we open the new hospital and continue to reduce our reliance on Contract Labor. The FY 2024 Operating and Capital budget is a responsible and conservative financial plan, reflecting the organization's priorities, supporting the operational requirements and linked to its strategic objectives.

I want to take this opportunity to thank the entire leadership team for their work and support, including the support of our CEO and President, Steve Purves, CCO, Dr. Michael White, and CAO, Lia Christiansen. A special thanks to Matt Meier, the Vice President of Financial Services, Christie Markos, Director of Decision Support, and the entire Decision Support Team for their tireless efforts in building this Operating and Capital budget alongside our clinical and support leaders, and in developing our financial guide for next year.

Sincerely,



Claire Agnew, CPA, MBA
EVP, Chief Financial Officer



**FY 2024
Annual
Budget**

Financial Statements



**Maricopa County Special Health Care District
Budget FY 2024
Income Statement**

	FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
OPERATING REVENUE						
Net Patient Service Revenue	\$ 494,650,061	\$ 522,474,936	\$ 503,266,258	\$ 531,913,668	\$ 28,647,410	5.7 %
Other Revenue	121,348,087	128,272,476	159,030,341	155,898,949	(3,131,392)	(2.0 %)
Total Operating Revenue	615,998,148	650,747,412	662,296,598	687,812,617	25,516,018	3.9 %
OPERATING EXPENSES						
Salaries and Wages	287,796,627	303,877,813	295,737,214	324,329,689	(28,592,475)	(9.7 %)
Contract Labor	83,804,731	47,935,783	87,306,667	72,922,254	14,384,413	16.5 %
Employee Benefits	82,744,342	90,149,121	87,680,905	95,550,424	(7,869,519)	(9.0 %)
Medical Service Fees	95,543,659	103,644,932	110,228,323	115,572,767	(5,344,443)	(4.8 %)
Supplies	101,359,687	93,579,490	98,019,439	100,289,874	(2,270,435)	(2.3 %)
Purchased Services	29,924,846	54,023,625	55,381,557	56,724,385	(1,342,829)	(2.4 %)
Repair and Maintenance	22,035,641	23,751,268	22,009,895	22,083,791	(73,896)	(0.3 %)
Utilities	7,319,323	9,248,927	8,231,031	8,320,934	(89,903)	(1.1 %)
Rent	6,043,930	5,877,184	6,177,445	5,859,393	318,052	5.1 %
Other Expenses	22,460,451	24,407,573	24,025,497	27,268,901	(3,243,404)	(13.5 %)
Provider Assessment	23,447,424	5,891,876	7,070,251	0	7,070,251	100.0 %
Depreciation	52,241,569	47,710,480	44,583,649	62,151,387	(17,567,738)	(39.4 %)
Total Operating Expense	814,722,231	810,098,072	846,451,873	891,073,799	(44,621,926)	(5.3 %)
Operating Income (Loss)	(198,724,083)	(159,350,660)	(184,155,274)	(203,261,182)	(19,105,908)	(10.4 %)
NONOPERATING REVENUES (EXPENSES)						
NonCapital Grants	5,930,243	4,913,584	9,553,816	10,151,837	598,021	6.3 %
NonCapital Transfers from County/State	3,547,896	3,547,896	3,547,896	3,547,896	(0)	(0.0 %)
Investment Income	3,731,216	2,686,925	7,050,405	6,932,908	(117,497)	(1.7 %)
Other NonOperating Revenues (Expenses)	27,834,946	(8,699,909)	(5,340,552)	5,599,662	10,940,214	204.9 %
Interest Expense	(20,600,119)	(29,330,857)	(29,409,200)	(17,047,328)	12,361,872	42.0 %
Tax Levy	147,491,236	129,214,055	130,432,753	149,428,205	18,995,452	14.6 %
Total NonOperating Revenues (Expenses)	167,935,417	102,331,693	115,835,119	158,613,180	42,778,061	36.9 %
Excess of Revenues over Expenses	\$ (30,788,666)	\$ (57,018,966)	\$ (68,320,155)	\$ (44,648,002)	\$ 23,672,153	34.6 %
Bond-Related Revenues and Expenses	(40,623,744)	(9,478,792)	(12,174,759)	(40,234,732)	(28,059,973)	(230.5 %)
Increase in Net Assets (normalized)	\$ (71,412,409)	\$ (66,497,759)	\$ (80,494,914)	\$ (84,882,734)	\$ (4,387,820)	(5.5 %)



	Projected 2023 Total	Full Year 2023 Budget	Variance	Var %	FY 2024 Budget Excluding MVH and CHC Peoria	FY 2024 Budget MVH	FY 2024 Budget CHC Peoria	FY 2024 Budget Consolidated	Variance	Var %
OPERATING REVENUE										
Gross Revenue Inpatient	\$ 1,347,243,766	\$ 1,393,608,165	\$ (46,364,399)	(3.3 %)	\$ 1,292,841,599	\$ 151,111,855	\$ 0	\$ 1,443,953,454	\$ 96,709,688	7.2 %
Gross Revenue Outpatient	1,263,928,492	1,138,521,253	125,407,239	11.0 %	1,029,547,093	181,288,469	95,860,114	1,306,695,675	42,767,183	3.4 %
Total Gross Patient Revenue	2,611,172,258	2,532,129,418	79,042,839	3.1 %	2,322,388,692	332,400,323	95,860,114	2,750,649,129	139,476,871	5.3 %
Total Deductions	(1,872,421,291)	(1,732,495,906)	(139,925,386)	(8.1 %)	(1,670,473,280)	(239,866,939)	(59,466,454)	(1,969,806,673)	(97,385,382)	(5.2 %)
Patient Service Revenue	738,750,966	799,633,513	(60,882,546)	(7.6 %)	651,915,411	92,533,385	36,393,660	780,842,456	42,091,489	5.7 %
Charity Care	(207,516,145)	(241,708,765)	34,192,620	14.1 %	(178,265,678)	(20,913,787)	(20,286,807)	(219,466,272)	(11,950,127)	(5.8 %)
Bad Debt	(27,968,563)	(35,449,812)	7,481,249	21.1 %	(25,012,806)	(3,422,941)	(1,026,769)	(29,462,516)	(1,493,953)	(5.3 %)
Total Charity Care and Bad Debt	(235,484,709)	(277,158,577)	41,673,868	15.0 %	(203,278,483)	(24,336,729)	(21,313,576)	(248,928,788)	(13,444,079)	(5.7 %)
Net Patient Service Revenue	503,266,258	522,474,936	(19,208,678)	(3.7 %)	448,636,928	68,196,656	15,080,084	531,913,668	\$ 28,647,410	5.7 %
Other Revenue	159,030,341	128,272,476	30,757,864	24.0 %	153,014,121	988,580	1,896,249	155,898,949	(3,131,392)	(2.0 %)
Total Operating Revenue	662,296,598	650,747,412	11,549,186	1.8 %	601,651,048	69,185,236	16,976,333	687,812,617	25,516,018	3.9 %
OPERATING EXPENSES										
Salaries and Wages	295,737,214	303,877,813	8,140,599	2.7 %	290,611,704	25,163,489	8,554,497	324,329,689	(28,592,475)	(9.7 %)
Contract Labor	87,306,667	47,935,783	(39,370,883)	(82.1 %)	65,868,366	7,032,248	21,640	72,922,254	14,384,413	16.5 %
Employee Benefits	87,680,905	90,149,121	2,468,216	2.7 %	85,309,575	7,564,659	2,676,189	95,550,424	(7,869,519)	(9.0 %)
Medical Service Fees	110,228,323	103,644,932	(6,583,391)	(6.4 %)	112,534,410	617,542	2,420,815	115,572,767	(5,344,443)	(4.8 %)
Supplies	98,019,439	93,579,490	(4,439,949)	(4.7 %)	91,003,380	5,436,666	3,849,828	100,289,874	(2,270,435)	(2.3 %)
Purchased Services	55,381,557	54,023,625	(1,357,932)	(2.5 %)	51,459,950	4,092,212	1,172,223	56,724,385	(1,342,829)	(2.4 %)
Repair and Maintenance	22,009,895	23,751,268	1,741,373	7.3 %	21,518,665	378,088	187,038	22,083,791	(73,896)	(0.3 %)
Utilities	8,231,031	9,248,927	1,017,896	11.0 %	6,793,609	961,028	566,297	8,320,934	(89,903)	(1.1 %)
Rent	6,177,445	5,877,184	(300,261)	(5.1 %)	5,034,963	566,886	257,545	5,859,393	318,052	5.1 %
Other Expenses	24,025,497	24,407,573	382,076	1.6 %	27,252,882	9,104	6,915	27,268,901	(3,243,404)	(13.5 %)
Provider Assessment	7,070,251	5,891,876	(1,178,375)	(20.0 %)	0	0	0	0	7,070,251	100.0 %
Depreciation	44,583,649	47,710,480	3,126,831	6.6 %	51,810,507	5,396,280	4,944,600	62,151,387	(17,567,738)	(39.4 %)
Total Operating Expense	846,451,873	810,098,072	(36,353,801)	(4.5 %)	809,198,010	57,218,201	24,657,587	891,073,799	(44,621,926)	(5.3 %)
Operating Income (Loss)	(184,155,274)	(159,350,660)	(24,804,615)	(15.6 %)	(207,546,962)	11,967,035	(7,681,254)	(203,261,182)	(19,105,908)	(10.4 %)
NONOPERATING REVENUES (EXPENSES)										
NonCapital Grants	9,553,816	4,913,584	4,640,232	94.4 %	10,151,837	0	0	10,151,837	598,021	6.3 %
NonCapital Transfers from County/State	3,547,896	3,547,896	0	0.0 %	3,547,896	0	0	3,547,896	(0)	(0.0 %)
Investment Income	7,050,405	2,686,925	4,363,480	162.4 %	6,932,908	0	0	6,932,908	(117,497)	(1.7 %)
Other NonOperating Revenues (Expenses)	(5,340,552)	(8,699,909)	3,359,357	38.6 %	5,599,662	0	0	5,599,662	10,940,214	204.9 %
Interest Expense	(29,409,200)	(29,330,857)	(78,343)	(0.3 %)	(17,047,328)	0	0	(17,047,328)	12,361,872	42.0 %
Tax Levy	130,432,753	129,214,055	1,218,698	0.9 %	149,428,205	0	0	149,428,205	18,995,452	14.6 %
Total NonOperating Revenues (Expenses)	115,835,119	102,331,693	13,503,425	13.2 %	158,613,180	0	0	158,613,180	42,778,061	36.9 %
Excess of Revenues over Expenses	\$ (68,320,155)	\$ (57,018,966)	\$ (11,301,189)	(19.8 %)	\$ (48,933,782)	\$ 11,967,035	\$ (7,681,254)	\$ (44,648,002)	\$ 23,672,153	34.6 %
Bond-Related Revenues and Expenses	(12,174,759)	(9,478,792)	(2,695,967)	(28.4 %)	(40,234,732)	0	0	(40,234,732)	(28,059,973)	(230.5 %)
Increase in Net Assets (normalized)	\$ (80,494,914)	\$ (66,497,759)	\$ (13,997,156)	(21.0 %)	\$ (89,168,514)	\$ 11,967,035	\$ (7,681,254)	\$ (84,882,734)	\$ (4,387,820)	(5.5 %)



**Maricopa County Special Health Care District
Budget FY 2024
Dashboard**

PERFORMANCE MEASURE	FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
Total Adjusted Admissions	29,408	30,899	32,547	35,013	2,465	7.6%
Net Patient Revenue/AA	\$ 16,820	\$ 16,909	\$ 15,463	\$ 15,192	(\$ 271)	(1.7%)
Self Pay & Bad Debt/AA	(11,638)	(8,970)	(7,235)	(7,110)	125	1.7%
Operating Revenue/AA (incl. other rev)	20,946	21,060	20,349	19,645	(704)	(3.5%)
Operating Expense/AA	27,704	26,217	26,007	25,450	557	2.1%
Labor/AA	9,786	9,834	9,086	9,263	(177)	(1.9%)
Supply/AA	3,447	3,029	3,012	2,864	147	4.9%
Operating Income (Loss)/AA	(6,757)	(5,157)	(5,658)	(5,805)	(147)	(2.6%)
Net Income (Loss) Without Bond Levy/AA	(2,428)	(2,152)	(2,473)	(2,424)	49	2.0%
EBIDA with M&O	(160)	911	(63)	493	556	887.5%



Maricopa County Special Health Care District Property Tax History - M&O

Fiscal Year	Amt Levied	Tax Rate	Rate Change
2006	\$40.0M	0.1206	
2007	\$42.9M	0.1184	-0.0022
2008	\$46.3M	0.0935	-0.0249
2009	\$49.9M	0.0856	-0.0079
2010	\$53.0M	0.0914	0.0058
2011	\$55.7M	0.1122	0.0208
2012	\$57.9M	0.1494	0.0372
2013	\$57.9M*	0.1683	0.0189
2014	\$62.5M	0.1939	0.0256
2015	\$65.1M	0.1856	-0.0083
2016	\$67.3M	0.1943	0.0087
2017	\$70.8M	0.1959	0.0016
2018	\$73.8M	0.1930	-0.0029
2019	\$76.9M	0.1903	-0.0027
2020	\$80.4M	0.1863	-0.0040
2021	\$84.2M	0.1843	-0.0020
2022	\$88.0M	0.1807	-0.0036
2023	\$92.1M	0.1785	-0.0022
2024	\$96.2M	0.1758	-0.0027

* 2013 is the only year that the full amount was not levied.

Tax rate is per \$100 in levied property value.

Maricopa County Special Health Care District Property Tax History - Bond

Fiscal Year	Amt Levied**	Tax Rate	Rate Change
2016	\$35.5M	0.1078	
2017	\$39.7M	0.1100	0.0022
2018	\$39.9M	0.1043	-0.0057
2019	\$42.2M	0.1043	0.0000
2020	\$62.8M	0.1455	0.0412
2021	\$55.4M	0.1211	-0.0244
2022	\$57.0M	0.1150	-0.0061
2023	\$37.1M	0.0709	-0.0441
2024	\$53.2M	0.0958	0.0249

** calculated amount based on debt service payment schedule
(net of delinquency amount/factor and interest income)



Maricopa County Special Health Care District Property Tax Comparison Fiscal Year 2024

	FY23	No rate change from FY23	Same \$ as FY23	FY24 Max \$
Based on Primary Assessed Value				
Tax levy (Maintenance & Operation)	\$92.1M	\$97.7M	\$92.1M	\$96.2M
Rate per \$100	0.1785	0.1785	0.1683	0.1758
Rate change year over year	-0.0036	0.0000	-0.0102	-0.0027
% Rate change from inception	48.0%	48.0%	39.6%	45.8%

* FY24 maximum tax levy capped at \$96.2M

Maricopa County Special Health Care District Recommended Levy Worksheet Fiscal Year 2024

EDDIE COOK
Assessor



Office of the
Maricopa County
Assessor

2023 Recommended Levy Worksheet

County Health Care

A. Maximum Levy

A1. Maximum Allowable Secondary Tax Levy	92,081,287
A2. A1 multiplied by 4.5	96,224,945

B. Current Net Assessed Value Subject to Taxation in Prior Year

B5. Net Assessed Value	53,413,003,483
------------------------	----------------

C. Current Net Assessed Value

C5. Net Assessed Value	54,722,310,149
------------------------	-----------------------

D. Levy Limit Calculation

D3. Maximum Allowable Tax Rate (A2. divided by C5. times 100)	0.1758
D5. Maximum Allowable Levy Limit	\$ 96,224,945
D6. Excess Collections / Excess Levy	0
D7. Amount in Excess of Expenditure Limit	0
D8. Allowable Levy Limit (D5. - D6. -D7.)	\$ 96,224,945

E. Adjusted Allowable Levy Limit Calculation

E1. Accepted Torts	0
E2. Adjusted Allowable Levy Limit (D8. Plus E1.)	\$ 96,224,945
E3. Percent Change in Allowable Levy Limit	4.5%



Maricopa County Special Health Care District
Budget FY 2024
Summary of Other Revenue

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
GME AHCCCS	\$ 47,113,700	\$ 49,142,859	\$ 49,142,859	\$ 52,971,184	\$ 3,828,326	7.8 %
AHCCCS HEALTHII Program	19,026,858	21,282,943	29,095,644	32,404,189	3,308,545	11.4 %
340B Program Revenue	20,144,343	18,435,409	28,265,949	28,265,949	(0)	(0.0 %)
Retail Rx Sales	13,282,174	13,163,111	16,855,599	16,683,095	(172,504)	(1.0 %)
Offsetting Revenue Grants/Research	7,919,281	14,438,764	14,200,706	11,648,633	(2,552,073)	(18.0 %)
Disproportionate Share (DSH)	4,202,300	4,202,300	4,202,300	4,202,300	(1)	(0.0 %)
Cafeteria Sales	2,468,136	2,005,092	2,675,325	2,935,990	260,665	9.7 %
Trauma Services	2,356,845	2,161,472	3,152,064	2,750,000	(402,064)	(12.8 %)
Other Incentive Programs	1,137,965	300,000	5,406,260	1,300,000	(4,106,260)	(76.0 %)
Other Misc Operating Revenue	1,890,838	1,135,823	4,227,181	908,468	(3,318,712)	(78.5 %)
Interns & Residents Program	663,540	1,048,000	696,734	719,000	22,265	3.2 %
Rental Income	664,134	660,830	667,296	670,722	3,426	0.5 %
Medical Students Rotation Program	82,931	162,138	215,760	212,691	(3,069)	(1.4 %)
Gift Shop Sales	114,670	107,339	118,554	130,020	11,466	9.7 %
Sales Of Copies	40,104	26,397	108,109	96,707	(11,402)	(10.5 %)
Meaningful Use Revenue	221,000	0	0	0	0	0.0 %
PCMH Revenue	19,268	0	0	0	0	0.0 %
Total	\$ 121,348,087	\$ 128,272,476	\$ 159,030,341	\$ 155,898,949	\$ (3,131,392)	(2.0 %)



Maricopa County Special Health Care District
Budget FY 2024
Summary of Non-Operating Revenues

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
Noncapital Grants - Grants	\$ 5,511,610	\$ 4,598,149	\$ 9,182,914	\$ 9,632,500	\$ 449,586	4.9 %
Noncapital Grants - Research	418,633	315,434	370,902	519,337	148,435	40.0 %
Noncapital Transfers From County/State	3,547,896	3,547,896	3,547,896	3,547,896	(0)	(0.0 %)
Other nonoperating revenue (expenses) Grants	1,683,025	1,674,613	7,208,033	16,877,198	9,669,164	134.1 %
Other nonoperating revenue (expenses) House Staff	(2,383,932)	(2,500,000)	(2,411,510)	(2,508,000)	(96,490)	(4.0 %)
Investment Income	3,731,216	2,686,925	7,050,405	6,932,908	(117,497)	(1.7 %)
Match Programs *	(14,956,293)	(7,874,523)	(10,191,973)	(8,769,535)	1,422,438	14.0 %
Interest Expense	(20,600,119)	(29,330,857)	(29,409,200)	(17,047,328)	12,361,872	42.0 %
Covid Related Subsidy	43,492,146	0	54,898	0	(54,898)	100.0 %
Tax Levy - M&O	89,530,796	92,081,287	92,949,757	96,224,945	3,275,188	3.5 %
Tax Levy - Bonds	57,960,440	37,132,768	37,482,997	53,203,260	15,720,264	41.9 %
Total	\$ 167,935,417	\$ 102,331,693	\$ 115,835,119	\$ 158,613,180	\$ 42,778,061	36.9 %

*APSI - Access to Professional Services Initiative (Dignity Health, District Medical Group)
MCCS - Maricopa County Clinical Services
PCH - Phoenix Children's Hospital (Pediatric Residency)



**Maricopa County Special Health Care District
Budget FY 2024
Summary of Other Expenses**

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
Other Expenses:						
Risk Premiums and Claims Expenses	\$ 7,745,106	\$ 8,706,336	7,874,415	\$ 8,072,807	\$ (198,392)	(2.5 %)
Web-based Subscriptions	6,520,890	7,637,389	7,900,013	8,971,003	(1,070,990)	(13.6 %)
Patient Transport Services	2,427,487	2,061,370	2,449,285	2,427,915	21,370	0.9 %
Start-Up - Roosevelt	0	7,776	0	1,500,000	(1,500,000)	(100.0 %)
Organizational Memberships/Certifications/Licenses	900,964	1,010,764	1,192,453	985,254	207,199	17.4 %
Interns and Residents	978,804	838,960	839,483	919,183	(79,699)	(9.5 %)
Freight	828,937	709,678	887,611	860,167	27,444	3.1 %
Printing, Binding, and Duplicating	721,635	638,151	466,867	700,690	(233,823)	(50.1 %)
Bank-related Charges and Fees	521,489	600,000	559,636	543,409	16,227	2.9 %
Books, Pamphlets, and Subscriptions	219,451	296,078	309,280	311,388	(2,108)	(0.7 %)
Travel Reimbursement	30,798	242,965	5,580	242,637	(237,057)	(4248.6 %)
Records Management	211,778	196,568	199,232	193,776	5,456	2.7 %
Employee Recognition Rewards	92,616	173,063	53,627	180,682	(127,054)	(236.9 %)
Mileage Allowance	113,185	116,514	155,070	173,584	(18,514)	(11.9 %)
Study Sponsor Expense (Research programs)	118,722	101,925	176,573	206,193	(29,620)	(16.8 %)
Organizational Sponsorships	0	0	0	125,181	(125,181)	(100.0 %)
Professional Individual Memberships/Certifications/Licenses	90,659	108,537	83,910	120,580	(36,670)	(43.7 %)
Other Expenses not listed	937,930	961,499	872,461	734,454	138,007	15.8 %
Total	\$ 22,460,451	\$ 24,407,573	\$ 24,025,497	\$ 27,268,901	\$ (3,243,404)	(13.5 %)

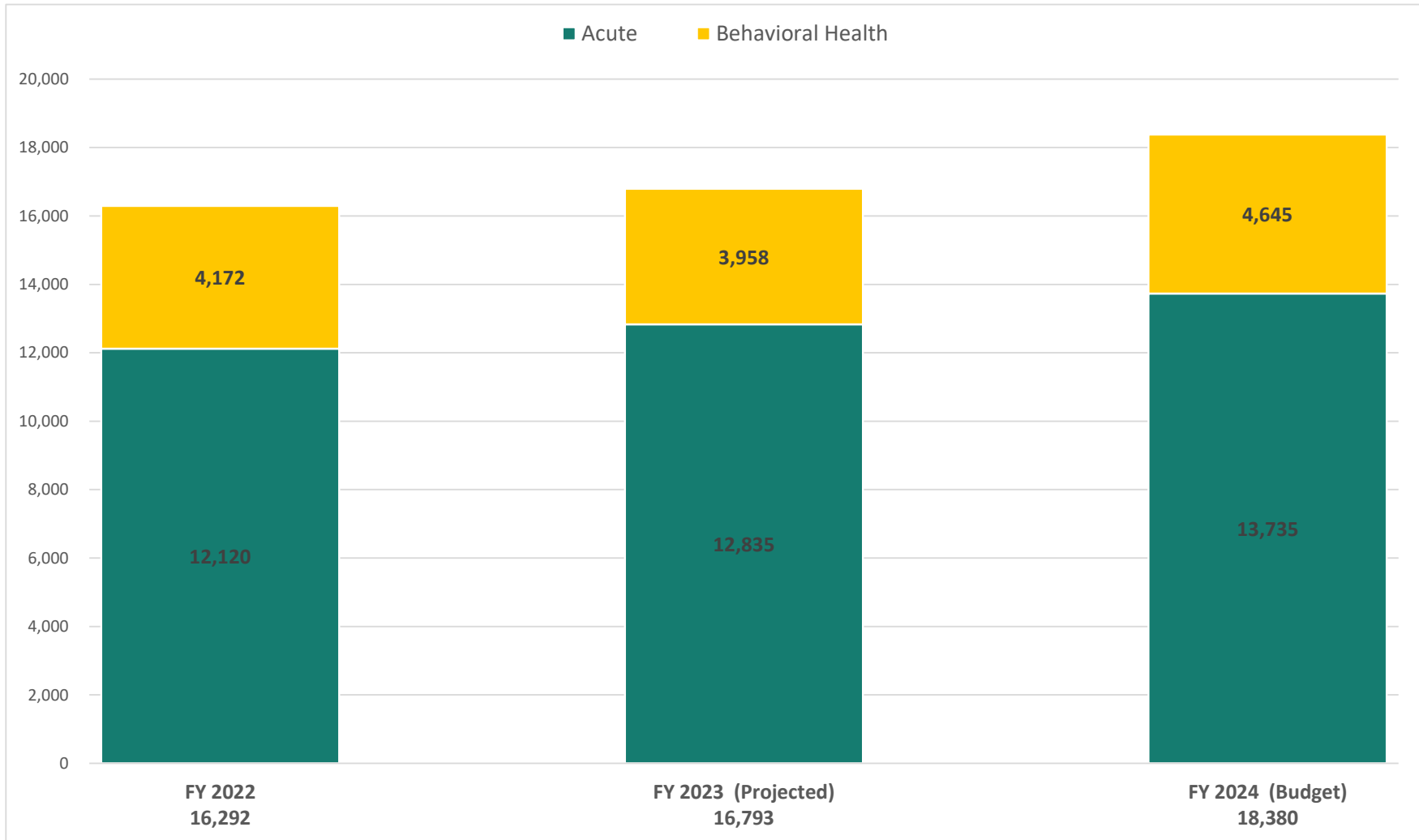


**FY 2024
Annual
Budget**

Service Volumes



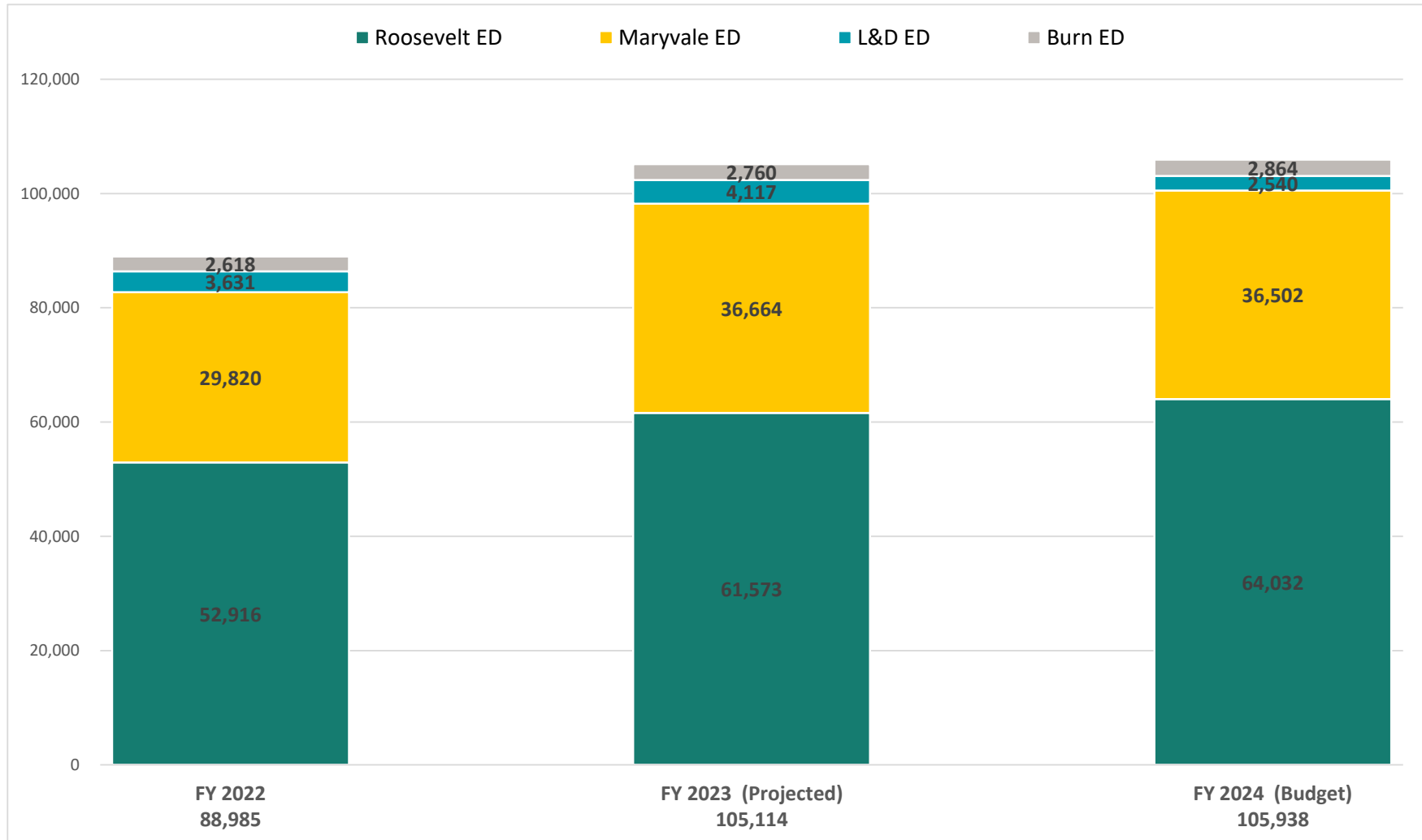
Maricopa County Special Health Care District Budget FY 2024 Admissions



* Projection based on April 2023 YTD Annualized



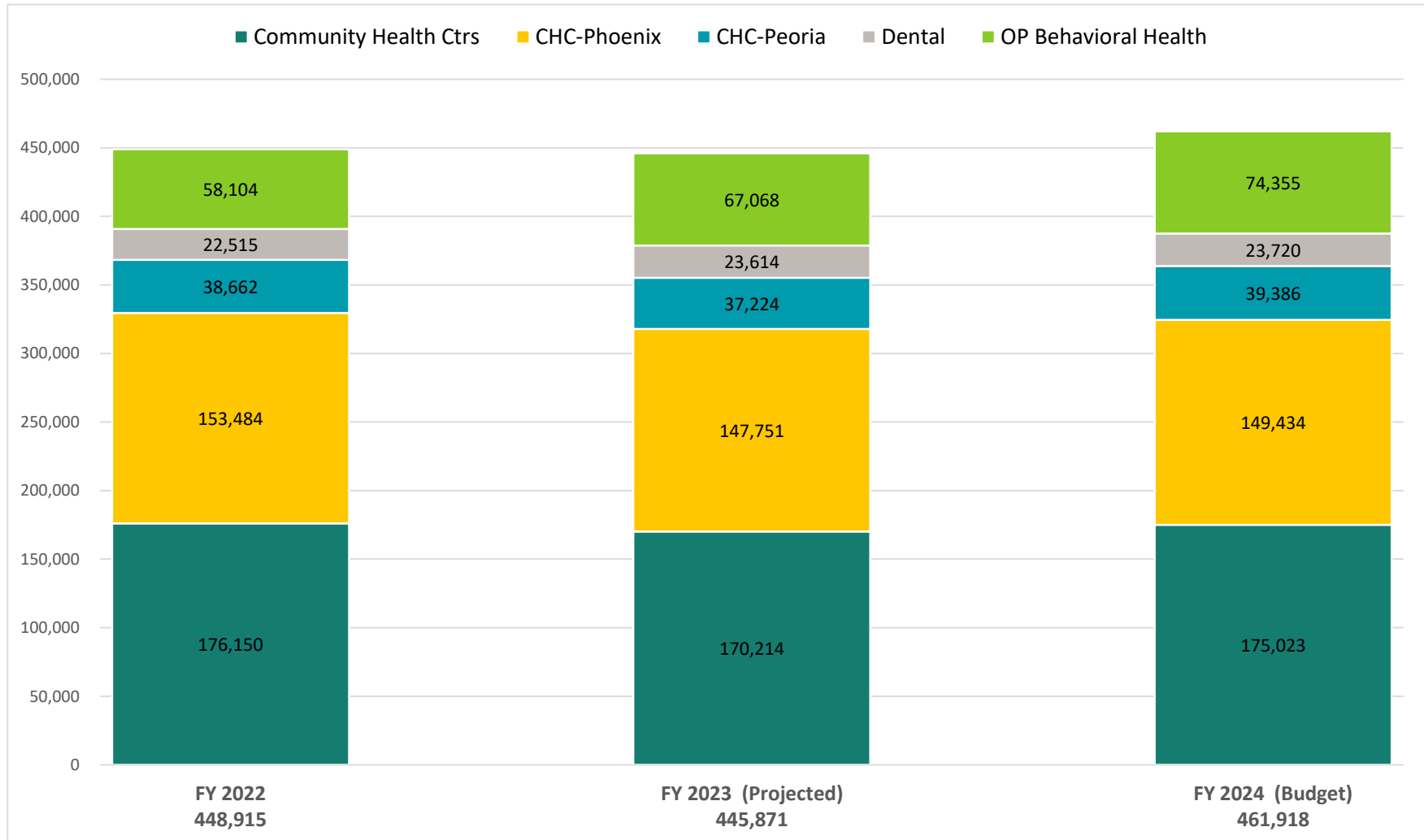
Maricopa County Special Health Care District Budget FY 2024 Emergency Department Visits



* Projection based on April 2023 YTD Annualized



Maricopa County Special Health Care District Budget FY 2024 Ambulatory Visits



* Projection based on April 2023 YTD Annualized
* Telehealth visits are included



Maricopa County Special Health Care District
Budget FY 2024
Summary Statistical Data

Volume	FY 2022 Actual	FY 2023 Budget	FY 2023 Projected*	FY 2024 Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
Acute						
Admissions	12,120	12,436	12,835	13,735	900	7.0%
Length of Stay	5.7	5.1	5.2	5.0	0.2	-4.2%
Patient Days	68,994	63,921	67,235	68,929	1,694	2.5%
Average Daily Census - IP	189.0	175.1	184.7	188.3	3.6	2.0%
Observation Days	5,532	5,235	7,823	7,176	(647)	-8.3%
Average Daily Census w/ Obs	204.2	189.5	206.2	207.9	1.7	0.8%
Adjusted Admissions	29,100	30,611	32,051	34,380	2,329	7.3%
Adjusted Patient Days	299,128	292,722	315,877	333,144	17,267	5.5%
Behavioral Health						
Admissions	4,172	4,570	3,958	4,645	687	17.4%
Length of Stay	23.6	21.6	24.8	23.5	1.3	-5.3%
Patient Days	98,479	98,704	98,270	109,176	10,906	11.1%
Valleywise BHC-Phoenix	21,728	24,510	22,268	25,163	2,895	13.0%
Valleywise BHC-Mesa	33,458	34,759	38,137	41,688	3,551	9.3%
Valleywise BHC-Maryvale	43,293	39,435	37,865	42,325	4,460	11.8%

* Projection is based on YTD APR 2023 Annualized



Maricopa County Special Health Care District
Budget FY 2024
Summary Statistical Data

Volume	FY 2022 Actual	FY 2023 Budget	FY 2023 Projected*	FY 2024 Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
ED Visits						
Roosevelt	52,916	52,593	61,573	64,032	2,459	4.0%
Maryvale	29,820	29,371	36,664	36,502	(162)	-0.4%
L&D	3,631	3,713	4,117	2,540	(1,577)	-38.3%
Burn	2,618	2,523	2,760	2,864	104	3.8%
Total	88,985	88,200	105,114	105,938	824	0.8%
Deliveries	2,055	2,145	2,424	2,535	111	4.6%
Surgeries - Main OR						
Inpatient	4,558	4,550	4,435	4,595	160	3.6%
Outpatient	3,201	3,137	3,288	3,224	(64)	-1.9%
Total	7,759	7,687	7,723	7,819	96	1.2%
Endoscopy Procedures - Roosevelt						
Inpatient	1,157	1,286	1,075	1,149	74	6.9%
Outpatient	2,722	2,995	2,266	2,551	285	12.6%
Total	3,879	4,281	3,341	3,700	359	10.7%
Surgeries - Peoria						
Outpatient	382	351	534	1,169	635	118.9%
Endoscopy Procedures - Peoria						
Outpatient	1,004	1,026	1,369	1,274	(95)	-6.9%

* Projection is based on YTD APR 2023 Annualized



Maricopa County Special Health Care District
Budget FY 2024
Ambulatory Summary Statistical Data

Volume	FY 2022 Actual	FY 2023 Budget	FY 2023 Projected*	FY 2024 Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
Ambulatory Visits						
Valleywise Community Health Centers	176,150	172,443	170,214	175,023	4,809	2.8%
Valleywise Comprehensive Health Center-Phoenix	153,484	150,280	147,751	149,434	1,683	1.1%
Valleywise Comprehensive Health Center-Peoria	38,662	41,292	37,224	39,386	2,162	5.8%
Outpatient Behavioral Health	58,104	68,053	67,068	74,355	7,287	10.9%
Dental	22,515	22,112	23,614	23,720	106	0.4%
Total	448,915	454,180	445,871	461,918	16,047	3.6%

* Projection is based on YTD APR 2023 Annualized

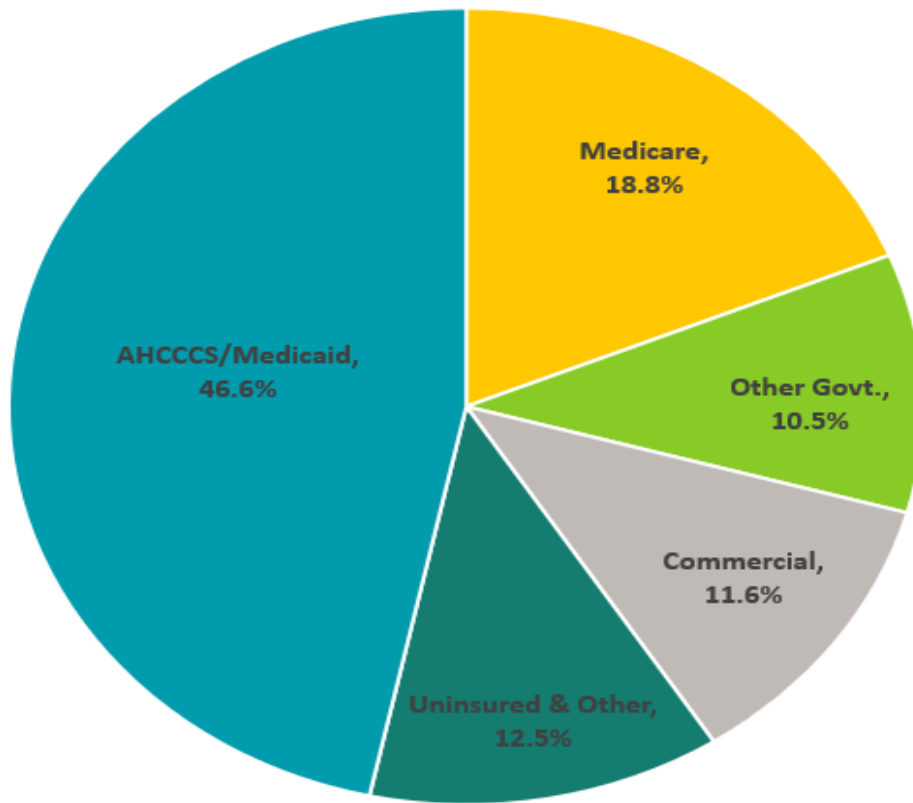


**FY 2024
Annual
Budget**

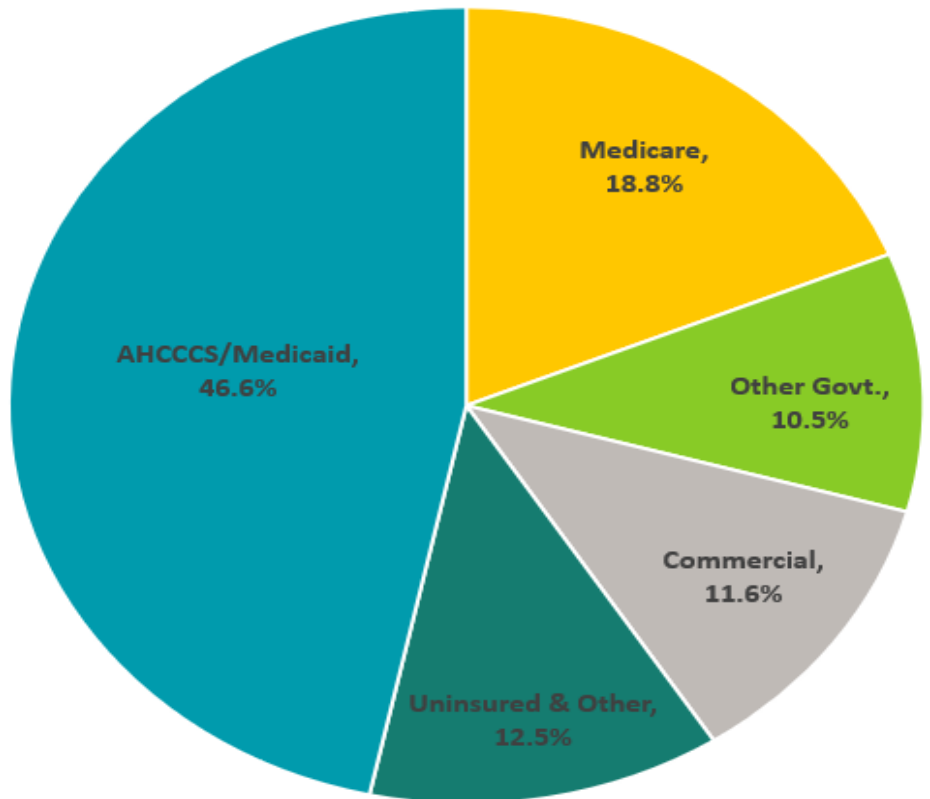
Revenue

Maricopa County Special Health Care District Budget FY 2024

Gross Revenue Payor Mix Assumption - All Patients



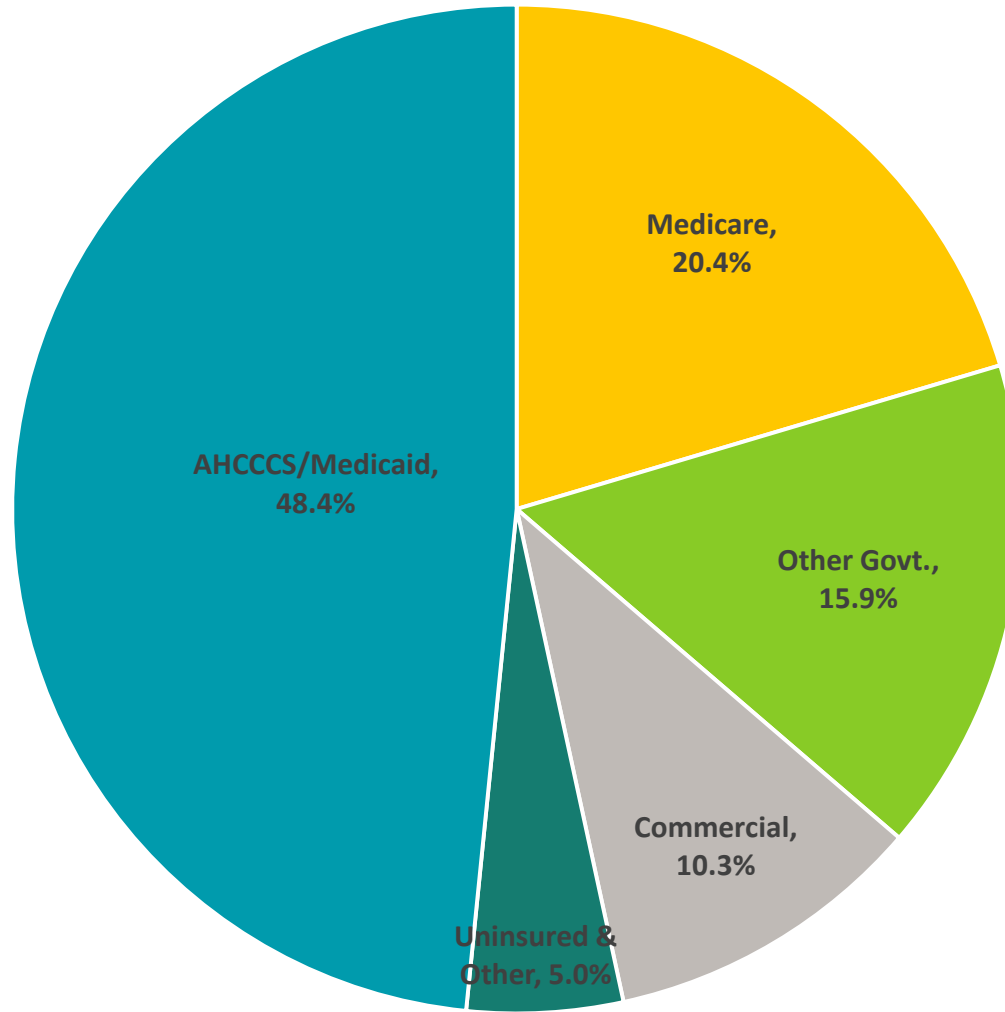
FY 2023
Projected



FY 2024
Budget

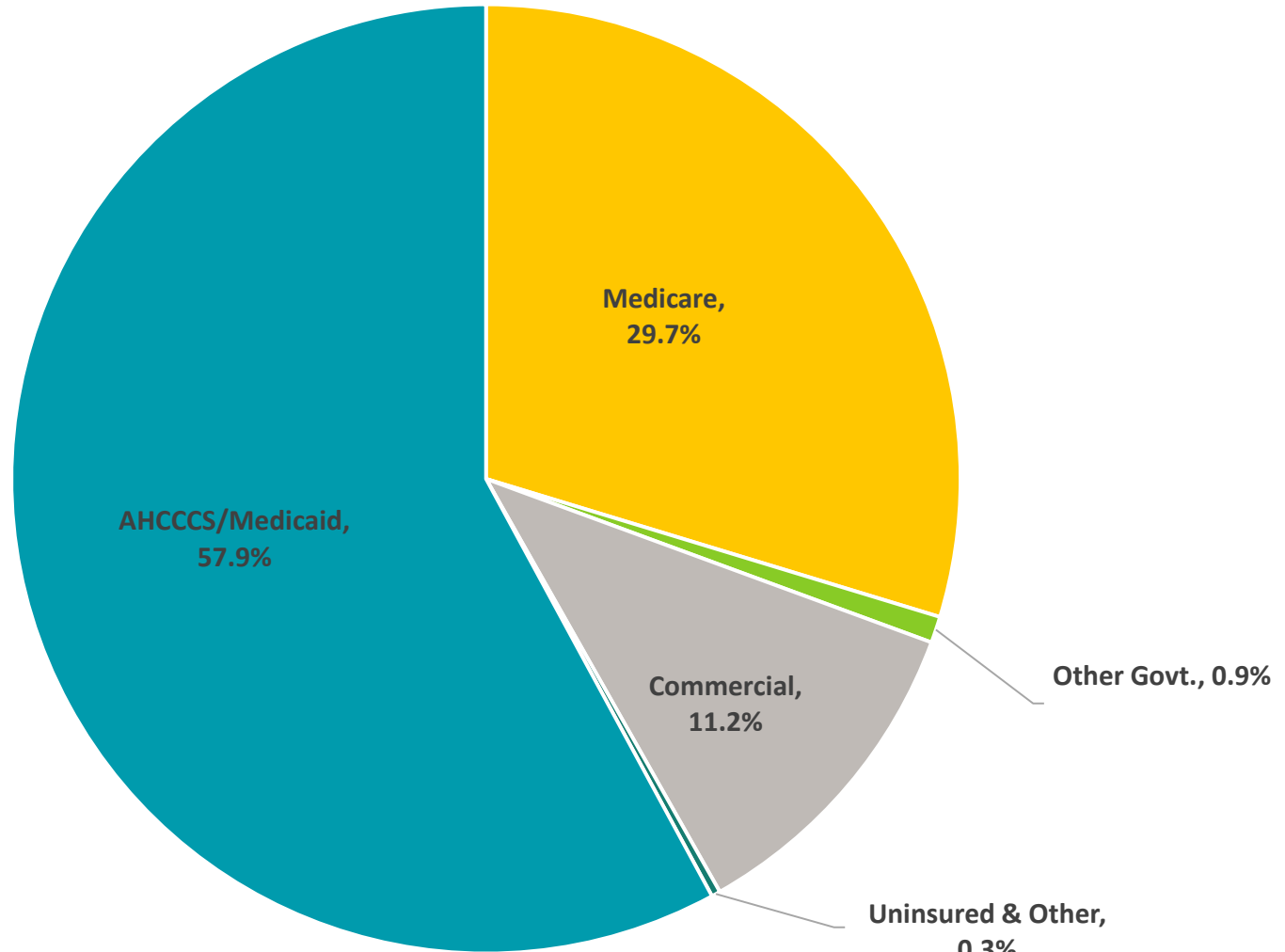
Maricopa County Special Health Care District Budget FY 2024

Gross Revenue Payor Mix Assumption - Inpatient Acute



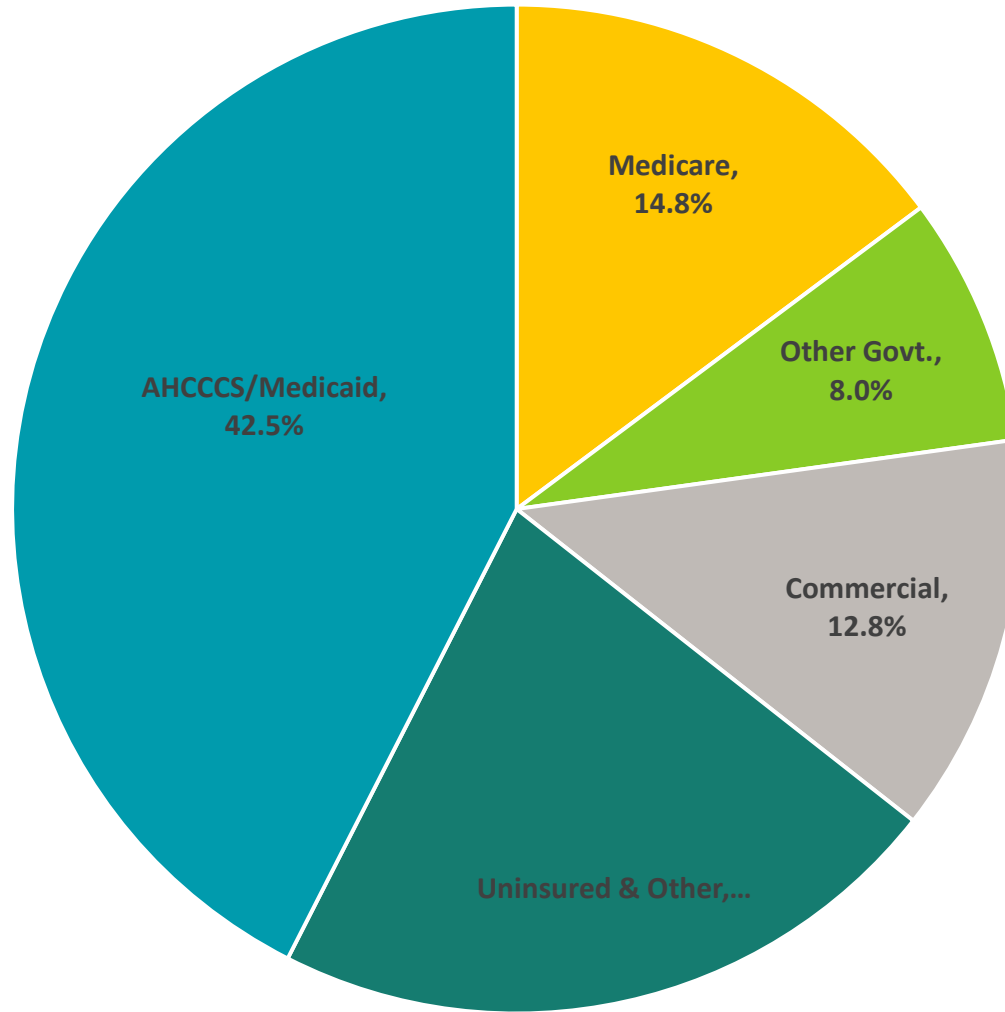
Maricopa County Special Health Care District Budget FY 2024

Gross Revenue Payor Mix Assumption - Inpatient Behavioral Health



Maricopa County Special Health Care District Budget FY 2024

Gross Revenue Payor Mix Assumption - Ambulatory (Includes Outpatient and Emergency)





**FY 2024
Annual
Budget**

Labor



**Maricopa County Special Health Care District
Budget FY 2024
Labor Cost and FTE Dashboard**

	FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
FTE/AOB WO Residents	4.8	4.7	4.3	4.3	0.0	0.7 %
FTE/AOB	5.0	4.9	4.5	4.5	0.0	0.6 %
Payroll FTEs	3,479.6	3,621.8	3,442.9	3,681.3	(238.4)	(6.9 %)
Contract FTEs	678.2	331.1	509.1	460.9	48.2	9.5 %
Total FTEs	4,157.8	3,952.9	3,952.0	4,142.2	(190.2)	(4.8 %)
OT Hours as a % of Worked Hours	4.2 %	3.0 %	3.8 %	2.7 %	1.1 %	29.3 %
Benefits as a % of Salary	28.8 %	29.7 %	29.6 %	29.5 %	0.2 %	0.6 %
Annual Cost per Payroll FTE						
Salaries	82,709	83,902	85,898	88,101	(2,203)	(2.6 %)
Benefits	23,780	24,891	25,467	25,955	(488)	(1.9 %)
Total	106,489	108,793	111,365	114,057	(2,691)	(2.4 %)
Cost per Contract FTE	123,575	144,776	171,477	158,213	13,264	7.7 %
Cost per Contract FTE - Average	123,575	144,776	171,477	158,213	13,264	7.7 %



**Maricopa County Special Health Care District
Budget FY 2024
Paid FTE Report - Summary**

	FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
Nursing	830.5	866.8	869.8	922.6	(52.7)	(6.1 %)
Ancillary	598.1	650.6	631.6	682.4	(50.8)	(8.0 %)
Support	1,296.9	1,110.2	1,018.9	1,155.9	(137.0)	(13.4 %)
Residents	188.7	187.0	186.9	202.0	(15.1)	(8.1 %)
Grants and Research	79.6	101.1	95.5	73.5	22.0	23.0 %
Behavioral Health	841.8	844.2	817.0	914.7	(97.7)	(12.0 %)
Subtotal	3,835.6	3,759.9	3,619.7	3,951.1	(331.4)	(9.2 %)
Comprehensive Health Center - Phoenix	125.7	142.5	128.1	140.8	(12.7)	(9.9 %)
Comprehensive Health Center - Peoria	32.6	42.4	36.7	48.9	(12.2)	(33.2 %)
Community Health Centers	122.0	145.7	130.5	144.6	(14.1)	(10.8 %)
Dental	36.4	37.1	35.9	39.5	(3.6)	(9.9 %)
Start up	0.0	15.2	1.1	28.5	(27.5)	(2613.7 %)
COVID-19	5.5	0.0	(0.0)	0.0	(0.0)	(100.0 %)
Vacancy Adjustment	0.0	(189.8)	0.0	(211.3)	211.3	100.0 %
Total Paid FTEs	4,157.8	3,952.9	3,952.0	4,142.2	(190.2)	(4.8 %)



**Maricopa County Special Health Care District
Budget FY 2024
Paid FTE Report - Summary by Area**

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
NURSING						
Adult Progressive Care Unit	59.4	66.5	61.6	36.6	25.0	40.5 %
Burn Services	116.5	131.7	115.6	123.9	(8.3)	(7.2 %)
Critical Care	92.7	79.3	67.5	70.3	(2.8)	(4.1 %)
Maternal Child	135.0	136.6	153.0	154.9	(1.9)	(1.3 %)
Med/Surg	148.0	141.7	157.0	183.2	(26.3)	(16.7 %)
Pediatric Services - Hospital	25.9	25.9	29.4	26.5	2.9	9.9 %
Adult Emergency	119.0	142.1	147.6	165.3	(17.7)	(12.0 %)
Trauma Services	6.0	7.0	4.9	7.5	(2.6)	(51.8 %)
Nursing Other	128.0	135.9	133.2	154.3	(21.1)	(15.8 %)
	830.5	866.8	869.8	922.6	(52.7)	(6.1 %)
ANCILLARY						
Burn Ancillary	20.7	28.4	22.7	24.3	(1.7)	(7.3 %)
Ancillary Other	24.8	31.8	29.4	34.5	(5.2)	(17.6 %)
Clinical Laboratory	132.7	131.9	139.0	145.9	(6.9)	(5.0 %)
Dialysis	28.9	30.7	30.8	31.5	(0.8)	(2.6 %)
Hospital Pharmacy	86.9	91.9	90.9	95.9	(5.0)	(5.5 %)
Ambulatory Pharmacy	30.8	34.9	33.7	34.1	(0.5)	(1.4 %)
Imaging / Cath Lab / Angio	115.6	125.6	127.8	135.6	(7.8)	(6.1 %)
Perioperative Services - Hospital	96.3	108.0	97.3	112.2	(15.0)	(15.4 %)
Respiratory / Rehab	61.3	67.5	60.2	68.2	(8.1)	(13.4 %)
	598.1	650.6	631.6	682.4	(50.8)	(8.0 %)



**Maricopa County Special Health Care District
Budget FY 2024
Paid FTE Report - Summary by Area**

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
SUPPORT						
Care Management	73.3	83.0	77.1	98.9	(21.8)	(28.2 %)
Compliance	4.0	4.0	3.4	4.0	(0.6)	(19.4 %)
Environmental Services	166.5	0.0	0.0	0.0	0.0	0.0 %
Financial Services	40.3	46.1	42.5	58.2	(15.7)	(36.8 %)
Facilities	47.8	53.2	50.9	55.3	(4.4)	(8.6 %)
Food Services	133.7	0.0	0.0	0.0	0.0	0.0 %
Guests, Gifts, Safety & Lang Svcs	59.8	82.3	72.1	82.5	(10.5)	(14.5 %)
Hospital Administration	29.4	33.0	30.5	31.0	(0.5)	(1.5 %)
Human Resources	37.8	45.5	42.1	48.5	(6.4)	(15.2 %)
Information Technology	187.8	198.0	187.8	208.6	(20.9)	(11.1 %)
Medical Staff Affairs	12.2	9.0	8.9	9.0	(0.1)	(1.7 %)
Revenue Cycle	370.3	403.6	370.5	406.0	(35.5)	(9.6 %)
Security	75.0	80.0	71.1	81.0	(9.9)	(13.9 %)
Strategic Development	8.0	9.0	7.3	9.0	(1.7)	(23.2 %)
Supply Chain	31.5	42.5	35.6	42.9	(7.4)	(20.7 %)
Quality Management	19.4	21.0	19.2	21.0	(1.8)	(9.1 %)
	1,296.9	1,110.2	1,018.9	1,155.9	(137.0)	(13.4 %)
RESIDENTS						
Residents	188.7	187.0	186.9	202.0	(15.1)	(8.1 %)
	188.7	187.0	186.9	202.0	(15.1)	(8.1 %)
GRANTS & RESEARCH						
Grants	61.2	78.7	75.7	51.1	24.6	32.5 %
Research	18.4	22.4	19.8	22.4	(2.6)	(13.1 %)
	79.6	101.1	95.5	73.5	22.0	23.0 %
BEHAVIORAL HEALTH						
Behavioral Health	841.8	844.2	817.0	914.7	(97.7)	(12.0 %)
	841.8	844.2	817.0	914.7	(97.7)	(12.0 %)



**Maricopa County Special Health Care District
Budget FY 2024
Paid FTE Report - Summary by Area**

	FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
COMPREHENSIVE HEALTH CENTER - PHOENIX						
CHCs	90.1	107.9	91.0	103.4	(12.4)	(13.6 %)
Pediatric Services - CHC	16.4	14.8	16.7	16.6	0.1	0.6 %
Perioperative Services - CHC-Phoenix	19.2	19.9	20.4	20.8	(0.4)	(1.9 %)
	125.7	142.5	128.1	140.8	(12.7)	(9.9 %)
COMPREHENSIVE HEALTH CENTER - PEORIA						
CHCs	17.6	26.2	17.8	23.6	(5.8)	(32.5 %)
Perioperative Services - CHC-Peoria	13.5	14.4	17.0	23.3	(6.3)	(37.3 %)
Endoscopy - Peoria	1.6	1.7	2.0	2.0	(0.1)	(4.3 %)
	32.6	42.4	36.7	48.9	(12.2)	(33.2 %)
COMMUNITY HEALTH CENTERS						
Community Health Centers	122.0	145.7	130.5	144.6	(14.1)	(10.8 %)
	122.0	145.7	130.5	144.6	(14.1)	(10.8 %)
DENTAL						
Dental	36.4	37.1	35.9	39.5	(3.6)	(9.9 %)
	36.4	37.1	35.9	39.5	(3.6)	(9.9 %)
COVID-19						
COVID-19	5.5	0.0	(0.0)	0.0	(0.0)	(100.0 %)
	5.5	0.0	(0.0)	0.0	(0.0)	(100.0 %)
START UP						
START UP	0.0	15.2	1.1	28.5	(27.5)	(2613.7 %)
	0.0	15.2	1.1	28.5	(27.5)	(2613.7 %)
VACANCY ADJUSTMENTS						
Vacancy Adjustments	0.0	(189.8)	0.0	(211.3)	211.3	100.0 %
	0.0	(189.8)	0.0	(211.3)	211.3	100.0 %
Grand Total	4,157.8	3,952.9	3,952.0	4,142.2	(190.2)	(4.8 %)



**FY 2024
Annual
Budget**

Operating Expenses



Maricopa County Special Health Care District
Budget FY 2024
Operating Expenses - Summary (excludes Depreciation)

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
Nursing	\$ 153,154,440	\$ 136,442,994	\$ 152,396,367	\$ 142,428,886	\$ 9,967,481	6.5 %
Ancillary	172,834,081	177,802,121	187,989,121	182,230,572	5,758,550	3.1 %
Support	237,977,677	254,913,975	252,960,393	309,600,264	(56,639,871)	(22.4 %)
Residents	22,512,324	23,771,395	21,771,457	28,382,617	(6,611,160)	(30.4 %)
Grants and Research	9,893,230	12,046,889	17,078,601	15,781,084	1,297,517	7.6 %
Behavioral Health	105,566,340	104,487,019	104,149,625	98,329,490	5,820,135	5.6 %
Subtotal	701,938,093	709,464,394	736,345,564	776,752,912	(40,407,348)	(5.5 %)
Comprehensive Health Center - Phoenix	17,615,472	20,899,141	19,715,493	22,124,581	(2,409,088)	(12.2 %)
Comprehensive Health Center - Peoria	9,741,660	12,318,486	9,548,624	8,803,294	745,330	7.8 %
Community Health Centers	26,957,165	31,703,966	29,507,423	34,439,704	(4,932,280)	(16.7 %)
Dental	4,738,226	5,152,825	5,083,640	5,748,627	(664,987)	(13.1 %)
Start up	724,658	4,138,916	1,666,421	6,265,025	(4,598,604)	(276.0 %)
COVID-19	764,819	0	791	0	791	100.0 %
Vacancy Adjustment	0	(21,290,137)	0	(25,211,730)	25,211,730	100.0 %
Total Operating Expenses	\$ 762,480,093	\$ 762,387,592	\$ 801,867,956	\$ 828,922,412	\$ (27,054,456)	(3.4 %)



Maricopa County Special Health Care District
Budget FY 2024
Operating Expenses - Summary by Area (excludes Depreciation)

	FY 2022	FY 2023	FY 2023	FY 2024	Variance	% Variance
	Total	Total	Projected	Total	Fav / (Unfav)	Fav / (Unfav)
	Actual	Budget	Full Year	Budget	Budg 24-Proj 23	Budg 24-Proj 23
NURSING						
Adult Progressive Care Unit	\$ 9,619,881	\$ 9,218,287	\$ 10,055,881	\$ 5,881,713	\$ 4,174,167	41.5 %
Burn Services	21,127,021	16,476,397	20,635,496	19,848,528	786,968	3.8 %
Critical Care	20,792,083	14,898,855	12,445,828	12,125,655	320,173	2.6 %
Maternal Child	21,903,617	21,059,415	25,412,900	24,996,214	416,687	1.6 %
Med/Surg	24,717,450	19,250,166	24,189,545	26,780,053	(2,590,509)	(10.7 %)
Pediatric Services - Hospital	4,233,549	3,251,250	4,761,204	3,923,656	837,549	17.6 %
Adult Emergency	33,702,485	34,409,713	37,799,067	28,709,472	9,089,595	24.0 %
Trauma Services	688,582	827,845	624,741	864,072	(239,331)	(38.3 %)
Nursing Other	16,369,771	17,051,066	16,471,705	19,299,523	(2,827,818)	(17.2 %)
	153,154,440	136,442,994	152,396,367	142,428,886	9,967,481	6.5 %
ANCILLARY						
Burn Ancillary	2,977,427	3,981,643	3,360,067	3,606,153	(246,086)	(7.3 %)
Ancillary Other	3,403,521	4,000,350	4,436,881	4,285,883	150,998	3.4 %
Clinical Laboratory	30,185,451	30,076,210	32,663,176	33,874,190	(1,211,013)	(3.7 %)
Dialysis	4,288,584	4,374,015	4,764,764	4,757,732	7,032	0.1 %
Hospital Pharmacy	51,598,022	51,297,564	54,624,438	56,880,452	(2,256,014)	(4.1 %)
Ambulatory Pharmacy	9,556,330	10,248,269	11,486,442	11,788,995	(302,554)	(2.6 %)
Imaging / Cath Lab / Angio	23,669,652	26,007,377	26,881,946	23,577,498	3,304,448	12.3 %
Perioperative Services - Hospital	38,058,589	38,119,108	40,869,283	33,570,162	7,299,121	17.9 %
Respiratory / Rehab	9,096,505	9,697,585	8,902,125	9,889,507	(987,382)	(11.1 %)
	172,834,081	177,802,121	187,989,121	182,230,572	5,758,550	3.1 %



**Maricopa County Special Health Care District
Budget FY 2024
Operating Expenses - Summary by Area (excludes Depreciation)**

	FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
SUPPORT						
Care Management	8,830,876	10,665,763	9,833,205	12,608,690	(2,775,485)	(28.2 %)
Compliance	634,239	679,256	493,935	675,641	(181,706)	(36.8 %)
Environmental Services	12,413,489	12,751,267	12,728,103	13,128,074	(399,970)	(3.1 %)
Financial Services	48,156,170	45,898,957	52,835,596	85,799,607	(32,964,011)	(62.4 %)
Facilities	13,925,807	15,115,758	13,885,090	15,500,895	(1,615,805)	(11.6 %)
Food Services	11,246,783	12,370,258	12,477,053	14,590,888	(2,113,835)	(16.9 %)
Guests, Gifts, Safety & Lang Svcs	6,338,916	7,606,430	7,238,437	7,710,377	(471,941)	(6.5 %)
Hospital Administration	18,537,351	19,889,898	19,400,813	19,389,447	11,366	0.1 %
Human Resources	7,216,435	8,409,056	7,786,626	9,463,733	(1,677,107)	(21.5 %)
Information Technology	57,562,872	61,832,192	59,905,053	66,874,529	(6,969,475)	(11.6 %)
Medical Staff Affairs	1,841,656	1,583,548	1,584,600	1,619,369	(34,768)	(2.2 %)
Revenue Cycle	33,410,493	37,107,821	35,720,507	40,334,043	(4,613,535)	(12.9 %)
Security	6,450,783	6,934,240	7,009,511	8,552,410	(1,542,898)	(22.0 %)
Strategic Development	5,400,049	6,397,059	5,898,694	5,294,782	603,912	10.2 %
Supply Chain	2,861,380	4,177,021	2,895,471	4,532,917	(1,637,446)	(56.6 %)
Quality Management	3,150,379	3,495,450	3,267,698	3,524,864	(257,166)	(7.9 %)
	237,977,677	254,913,975	252,960,393	309,600,264	(56,639,871)	(22.4 %)
RESIDENTS						
Residents	22,512,324	23,771,395	21,771,457	28,382,617	(6,611,160)	(30.4 %)
	22,512,324	23,771,395	21,771,457	28,382,617	(6,611,160)	(30.4 %)
GRANTS & RESEARCH						
Grants	7,650,611	9,395,808	14,564,529	12,885,472	1,679,057	11.5 %
Research	2,242,619	2,651,081	2,514,073	2,895,613	(381,540)	(15.2 %)
	9,893,230	12,046,889	17,078,601	15,781,084	1,297,517	7.6 %
BEHAVIORAL HEALTH						
Behavioral Health	105,566,340	104,487,019	104,149,625	98,329,490	5,820,135	5.6 %
	105,566,340	104,487,019	104,149,625	98,329,490	5,820,135	5.6 %



**Maricopa County Special Health Care District
Budget FY 2024
Operating Expenses - Summary by Area (excludes Depreciation)**

FY 2022 Total Actual	FY 2023 Total Budget	FY 2023 Projected Full Year	FY 2024 Total Budget	Variance Fav / (Unfav) Budg 24-Proj 23	% Variance Fav / (Unfav) Budg 24-Proj 23
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COMPREHENSIVE HEALTH CENTER - PHOENIX

CHCs	12,587,807	15,768,527	14,580,798	16,335,626	(1,754,827)	(12.0 %)
Pediatric Services - CHC	3,207,145	3,126,942	3,023,469	3,620,500	(597,031)	(19.7 %)
Perioperative Services - CHC-Phoenix	1,820,520	2,003,672	2,111,225	2,168,455	(57,230)	(2.7 %)
	17,615,472	20,899,141	19,715,493	22,124,581	(2,409,088)	(12.2 %)

COMPREHENSIVE HEALTH CENTER - PEORIA

CHCs	4,183,490	5,867,720	4,176,345	4,613,615	(437,270)	(10.5 %)
Perioperative Services - CHC-Peoria	5,332,253	6,217,387	5,109,582	3,940,603	1,168,978	22.9 %
Endoscopy - Peoria	225,917	233,379	262,697	249,075	13,622	5.2 %
	9,741,660	12,318,486	9,548,624	8,803,294	745,330	7.8 %

COMMUNITY HEALTH CENTERS

Community Health Centers	26,957,165	31,703,966	29,507,423	34,439,704	(4,932,280)	(16.7 %)
	26,957,165	31,703,966	29,507,423	34,439,704	(4,932,280)	(16.7 %)

DENTAL

Dental	4,738,226	5,152,825	5,083,640	5,748,627	(664,987)	(13.1 %)
	4,738,226	5,152,825	5,083,640	5,748,627	(664,987)	(13.1 %)

COVID-19

COVID-19	764,819	0	791	0	791	100.0 %
	764,819	0	791	0	791	100.0 %

START UP

START UP	724,658	4,138,916	1,666,421	6,265,025	(4,598,604)	(276.0 %)
	724,658	4,138,916	1,666,421	6,265,025	(4,598,604)	(276.0 %)

VACANCY ADJUSTMENTS

Vacancy Adjustments	0	(21,290,137)	0	(25,211,730)	25,211,730	100.0 %
	0	(21,290,137)	0	(25,211,730)	25,211,730	100.0 %

Grand Total	\$ 762,480,093	\$ 762,387,592	\$ 801,867,956	\$ 828,922,412	\$ (27,054,456)	(3.4 %)
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**FY 2024
Annual
Budget**

FQHC



Valleywise Health Federally Qualified Health Center Clinics

Fiscal Year 2024 Operating and Capital Budget



Mission

Provide exceptional care, without exception, every patient, every time.



Vision

Be nationally recognized for transforming care to improve community health.



Values

They guide how we treat each other, our patients, families and visitors.

Accountability • Compassion • Excellence • Safety

Major operational focus areas

- Major operational focus areas
 - Continued focus on Expenses
- New services
 - Mobile Health Unit
 - Continued expansion of Outpatient Behavioral Health

DMG Providers

COST CENTER and DESCRIPTION		FYE 2022	FYE 2023	FYE 2024
416601	FQHC CLINIC - SOUTH CENTRAL PHOENIX	6.42	5.93	5.30
416603	FQHC CLINIC - AVONDALE	6.51	6.34	6.05
416608	FQHC CLINIC - CHANDLER	6.05	5.94	6.73
416609	FQHC CLINIC - GUADALUPE	2.78	2.55	2.92
416613	FQHC CLINIC - MCDOWELL	9.44	8.73	8.76
416701	FQHC CLINIC - SOUTH PHOENIX LAVEEN	5.42	5.70	5.79
416704	FQHC CLINIC - WEST MARYVALE	3.43	5.54	6.17
416707	FQHC CLINIC - MESA	2.50	6.24	6.88
416711	FQHC CLINIC - NORTH PHOENIX	6.53	6.86	7.25
476707	FQHC MCDOWELL SERVICES - MESA	0.14	0.45	0.45
576130	FQHC MCDOWELL SERVICES - PEORIA	0.37	0.00	0.00
476101	FQHC WOMENS CARE - PHOENIX	6.23	6.96	7.19
476105	FQHC PEDIATRIC CLINIC - PHOENIX	5.52	4.58	5.89
476106	FQHC MEDICINE CLINIC - PHOENIX	6.04	6.25	6.51
576101	FQHC PRIMARY CARE - PEORIA	9.62	9.68	10.00
416750	FQHC CLINIC - MOBILE HEALTH UNIT	0.00	0.00	0.63
TOTAL		77.00	81.75	86.52

Dental Providers

Dental FTEs by Location

Location	FYE 2022 Actuals	FYE 2023 Actuals	FYE 2024 Budget
FQHC DENTAL - PHOENIX	12.0	12.9	15.1
FQHC DENTAL - CHANDLER	3.0	4.0	4.1
FQHC DENTAL - AVONDALE	3.5	3.9	4.0
FQHC DENTAL - MESA	1.2	-	-
FQHC DENTAL - MCDOWELL	5.7	6.8	6.7
FQHC DENTAL - PEORIA	4.7	6.8	7.5
TOTAL	30.2	34.3	37.4

Behavioral Health Providers

BH Providers by Location

Location	FYE 2022 Actuals	FYE 2023 Actuals	FYE 2024 Budget
BH FQHC - PSYCHIATRY *DMG	0.7	1.3	1.3
BH FQHC - SOUTH CENTRAL PHOENIX	1.7	3.5	4.0
BH FQHC - AVONDALE	1.8	2.1	2.9
BH FQHC - MSA	1.5	-	-
BH FQHC - CHANDLER	0.6	1.7	2.0
BH FQHC - GUADALUPE	0.6	1.8	2.0
BH FQHC - PEORIA	0.9	4.0	4.0
BH FQHC - SOUTH PHOENIX LAVEEN	0.9	1.1	2.0
BH FQHC - WEST MARYVALE	1.0	1.7	2.0
BH FQHC - MESA	0.6	3.8	4.0
BH FQHC - NORTH PHOENIX	0.9	1.0	1.9
BH FQHC - PHOENIX	-	0.1	1.0
TOTAL	11.3	22.2	27.2

Visits

					Budget Information					
	FY 2021	FY 2022	FY 2023	FY 2023 Budget	FY 2024					
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection	Variance %	Variance from FY2023 Budget	Variance %
Community Health Center Clinics										
FQHC CLINIC - SOUTH CENTRAL PHOENIX	19,384	27,558	25,658	25,335	1.3%	21,628	(4,030)	(15.7%)	(3,707)	(14.6%)
FQHC CLINIC - SOUTH PHOENIX LAVEEN	14,306	16,986	16,671	18,490	(9.8%)	18,055	1,384	8.3%	(435)	(2.4%)
FQHC CLINIC - 7TH AVENUE	5,474	-	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - AVONDALE	22,808	24,437	21,187	22,061	(4.0%)	20,491	(696)	(3.3%)	(1,570)	(7.1%)
FQHC CLINIC - MARYVALE	19,567	6,868	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - GLENDALE	10,301	-	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - EL MIRAGE	7,833	-	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - MSA	18,111	9,759	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - CHANDLER	21,714	20,631	20,523	21,411	(4.1%)	23,172	2,649	12.9%	1,761	8.2%
FQHC CLINIC - GUADALUPE	8,470	8,438	7,785	8,387	(7.2%)	8,805	1,020	13.1%	418	5.0%
FQHC CLINIC - SUNNYSLOPE	5,475	-	-	-	0.0%	-	-	0.0%	-	0.0%
FQHC CLINIC - NORTH PHOENIX	10,575	21,103	21,409	23,446	(8.7%)	22,336	927	4.3%	(1,110)	(4.7%)
FQHC CLINIC - MCDOWELL	21,250	21,086	20,031	18,740	6.9%	17,533	(2,498)	(12.5%)	(1,207)	(6.4%)
FQHC CLINIC - WEST MARYVALE	-	10,765	18,068	15,862	13.9%	20,126	2,058	11.4%	4,264	26.9%
FQHC CLINIC - MESA	-	7,753	17,762	17,519	1.4%	20,837	3,075	17.3%	3,318	18.9%
FQHC MCDOWELL SERVICES - MESA	-	239	1,119	711	57.4%	1,040	(79)	(7.1%)	329	46.3%
FQHC MCDOWELL SERVICES - PEORIA	-	527	-	481	(100.0%)	-	-	0.0%	(481)	(100.0%)
Total	185,268	176,150	170,213	172,443	(1.3%)	174,023	3,810	2.2%	1,580	0.9%
		% Change compared to Prior Year			-3.4%					

Visits

Outpatient Behavioral Health Clinics

	FY 2021	FY 2022	FY 2023	FY 2023 Budget		Budget Information FY 2024				
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection	Variance %	Variance from FY2023 Budget	Variance %
BH FQHC - SOUTH CENTRAL PHOENIX	950	2,568	3,804	3,023	25.8%	4,310	506	13.3%	1,287	42.6%
BH FQHC - SOUTH PHOENIX LAVERN	752	1,188	1,222	2,039	(40.1%)	1,925	703	57.5%	(114)	(5.6%)
BH FQHC - 7TH AVENUE	255	-	-	-	0.0%	-	-	0.0%	-	0.0%
BH FQHC - AVONDALE	1,959	2,696	2,966	2,483	19.5%	3,267	301	10.1%	784	31.6%
BH FQHC - MARYVALE	1,826	631	-	-	0.0%	-	-	0.0%	-	0.0%
BH FQHC - MSA	3,210	1,768	-	-	0.0%	-	-	0.0%	-	0.0%
BH FQHC - CHANDLER	1,099	1,241	1,452	1,726	(15.9%)	1,852	400	27.5%	126	7.3%
BH FQHC - GUADALUPE	989	627	1,740	2,112	(17.6%)	1,794	54	3.1%	(318)	(15.1%)
BH FQHC - SUNNYSLOPE	133	-	-	-	0.0%	-	-	0.0%	-	0.0%
BH FQHC - NORTH PHOENIX	792	1,750	1,272	2,366	(46.2%)	1,557	285	22.4%	(809)	(34.2%)
BH FQHC - PEORIA	621	2,343	4,415	4,569	(3.4%)	4,382	(33)	(0.7%)	(187)	(4.1%)
BH FQHC - MESA	-	924	3,536	4,434	(20.3%)	3,966	430	12.2%	(468)	(10.6%)
BH FQHC - WEST MARYVALE	-	935	1,941	2,009	(3.4%)	1,691	(250)	(12.9%)	(318)	(15.8%)
BH FQHC - PSYCHIATRY	-	1,634	3,087	2,244	37.6%	2,889	(198)	(6.4%)	645	28.7%
BH FQHC - PHOENIX	-	-	14	-	100.0%	611	597	4264.3%	611	100.0%
Total	13,276	18,305	25,449	27,005	(5.8%)	28,244	2,795	11.0%	1,239	4.6%
			% Change compared to Prior Year		39.0%					

Comprehensive Health Center-Peoria

	FY 2021	FY 2022	FY 2023	FY 2023 Budget		Budget Information FY 2024				
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)	Proposed Budget	Variance from Projection	Variance %	Variance from FY2023 Budget	Variance %
FQHC PRIMARY CARE - PEORIA	10,033	29,326	27,755	31,969	(13.2%)	29,451	1,696	6.1%	(2,518)	(7.9%)
Total	10,033	29,326	27,755	31,969	(13.2%)	29,451	1,696	6.1%	(2,518)	(7.9%)
			% Change compared to Prior Year		-5.4%					

Visits

	FY 2021	FY 2022	FY 2023	FY 2023 Budget	
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)
VCHC - Phoenix Clinics					
FQHC WOMENS CARE - PHOENIX	22,568	21,644	20,395	22,513	(9.4%)
FQHC ANTEPARTUM TESTING - PHOENIX	8,651	9,275	9,104	8,040	13.2%
FQHC DIABETES CARE AND SUPPORT - PHOENIX	2,772	1,784	1,501	1,739	(13.7%)
FQHC PEDIATRIC CLINIC - PHOENIX	16,392	20,058	18,200	16,059	13.3%
FQHC MEDICINE CLINIC - PHOENIX	19,061	19,105	19,084	19,681	(3.0%)
Total	69,444	71,866	68,284	68,032	0.4%
			-5.0%		

% Change compared to Prior Year

Budget Information				
FY 2024				
Proposed Budget	Variance from Projection	Variance %	Variance from FY2023 Budget	Variance %
20,227	(168)	(0.8%)	(2,286)	(10.2%)
9,538	434	4.8%	1,498	18.6%
1,438	(63)	(4.2%)	(301)	(17.3%)
17,950	(250)	(1.4%)	1,891	11.8%
20,104	1,020	5.3%	423	2.1%
69,257	973	1.4%	1,225	1.8%

	FY 2021	FY 2022	FY 2023	FY 2023 Budget	
	Actual	Actual	Projection	Budget	Variance from Budget (Projection)
Dental Clinics					
FQHC DENTAL - PHOENIX	9,132	9,966	9,808	9,636	1.8%
FQHC DENTAL - CHANDLER	1,468	2,073	2,499	2,571	(2.8%)
FQHC DENTAL - AVONDALE	2,131	2,701	2,641	2,767	(4.6%)
FQHC DENTAL - MSA	1,338	800	0	0	0.0%
FQHC DENTAL - MCDOWELL	2,865	3,353	3,778	3,742	1.0%
FQHC DENTAL - PEORIA	1,133	3,622	4,886	3,396	43.9%
Total	18,067	22,515	23,612	22,112	6.8%
			4.9%		

% Change compared to Prior Year

Budget Information				
FY 2024				
Proposed Budget	Variance from Projection	Variance %	Variance from FY2023 Budget	Variance %
9,727	(81)	(0.8%)	91	0.9%
2,582	83	3.3%	11	0.4%
2,601	(40)	(1.5%)	(166)	(6.0%)
-	-	0.0%	-	0.0%
3,771	(7)	(0.2%)	29	0.8%
5,039	153	3.1%	1,643	48.4%
23,720	108	0.5%	1,608	7.3%

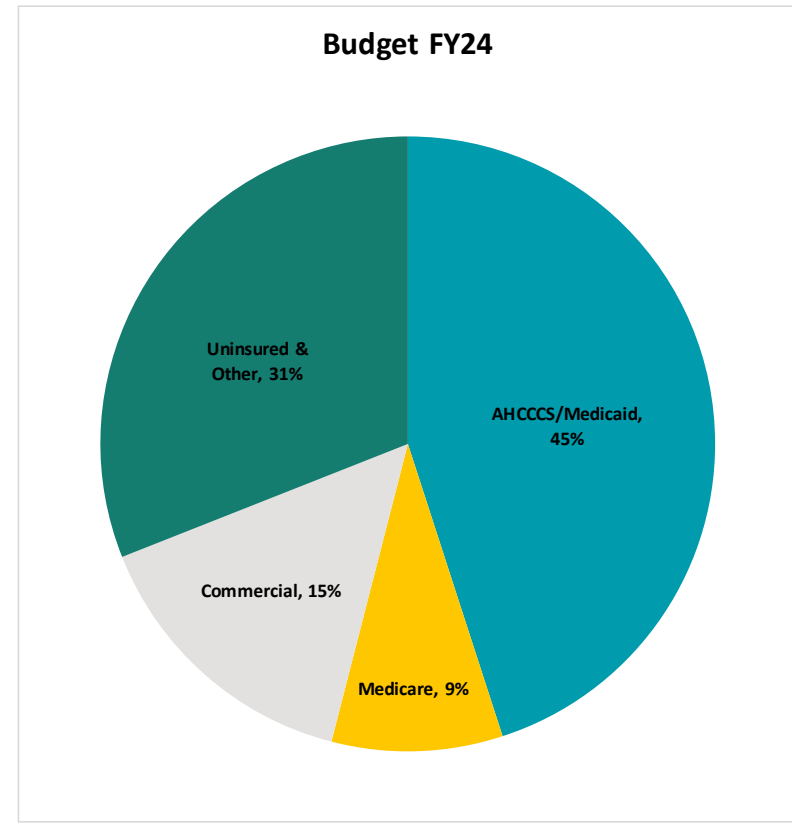
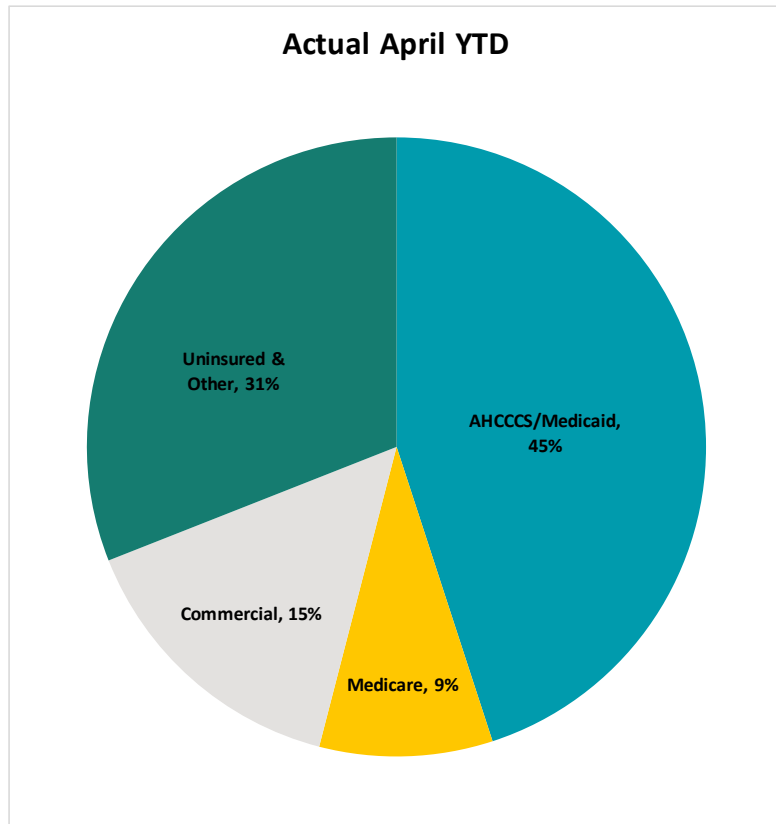
Visits

						Budget Information				
						FY 2024				
						Proposed	Variance	Variance	0	Variance
						Budget	from	%		%
							Projection			
	FY 2021	FY 2022	FY 2023	FY 2023 Budget	Variance from Budget (Projection)					
	Actual	Actual	Projection	Budget						
Mobile Health Unit										
FQHC CLINIC - MOBILE HEALTH UNIT	-	-	-	-	0.0%	1,000	1,000	100.0%	1,000	100.0%
Total	-	-	-	-	0.0%	1,000	1,000	100.0%	1,000	100.0%
% Change compared to Prior Year			0.0%							
Grand Totals	296,088	318,162	315,313	321,561	(1.9%)	325,695	10,382	3.3%	4,134	1.3%
% Change compared to Prior Year			-0.9%							

Revenue

- FQHC AHCCCS Reimbursement
 - Rate = \$333.23 or 1% increase
- Commercial reflects a 2% increase
- Major areas of Other Revenue are based on funding from the following sources:
 - Service Area Competition Grant
 - HRSA American Rescue Plan
 - Ryan White

Payor Mix



Expenses

- Budgeted expenses increased 10% compared to the FY 2023 projection due to higher volume and increasing of costs.
- Labor costs (salaries, contract labor, and benefits) increased due to higher volume.
 - A vacancy factor applied – approximately 48 FTEs.
 - Merit has been included at 3% in January.
 - Some positions were increased to stay competitive in the labor market.
- Medical Service Fees increased due to contract changes and increased providers.

Expenses

- Purchased services increased due to Primary Care HIV Prevention (PCHP) and Family Resource Center grant programs with offsetting revenue.
- Other expenses projected at current year run rate plus 4.1% inflation unless specifically identified. Examples include:

Pharmacy - 3.8%

Medical Supplies - 3.4%

Office Supplies - 2.4%

Other Supplies - 4.1%

Utilities (Electric) - 5.5%

Utilities (Water) - 6.0%

Income Statement

Valleywise Health
 FQHC
 FY2023 Projection vs FY2024 Budget
 With Ancillary Services

	VCHC			OP BEHAVIORAL HEALTH		
	JUN Month to Date			JUN Month to Date		
	FY23 Projection	FY24 Budget	%	FY23 Projection	FY24 Budget	%
Visits	170,213	174,023	2%	25,449	28,244	11%
Operating Revenues						
Net patient service revenue	\$ 38,700,772	\$ 39,379,458	2%	\$ 6,311,804	\$ 7,095,698	12%
Other Operating Revenue	2,606,125	2,235,854	(14%)	938,540	1,032,617	10%
Total operating revenues	\$ 41,306,897	\$ 41,615,311	1%	\$ 7,250,344	\$ 8,128,315	12%
Operating Expenses						
Salaries and wages	13,174,485	14,593,006	(11%)	2,659,842	3,244,586	(22%)
Contract labor	25,086	-	100%	-	-	
Employee benefits	4,247,128	4,750,400	(12%)	856,602	949,758	(11%)
Medical service fees	13,574,310	15,431,059	(14%)	679,967	648,785	5%
Supplies	2,150,817	2,210,609	(3%)	12,487	11,057	11%
Purchased services	74,687	125,710	(68%)	9,427	18,957	(101%)
Other expenses	856,352	902,073	(5%)	24,996	28,432	(14%)
Allocated ancillary expense	8,848,458	8,794,757	1%	1,185	-	100%
Total operating expenses	\$ 42,951,324	\$ 46,807,614	(9%)	\$ 4,244,507	\$ 4,901,576	(15%)
Margin (before overhead allocation)	\$ (1,644,427)	\$ (5,192,303)	216%	\$ 3,005,836	\$ 3,226,739	7%
Percent Margin	(4%)	(12%)		41%	40%	
<i>Overhead Allocation</i>	<i>10,598,180</i>	<i>12,242,709</i>	<i>(16%)</i>	<i>1,103,969</i>	<i>1,083,353</i>	<i>2%</i>
Margin (after overhead allocation)	\$ (12,242,607)	\$ (17,435,012)	42%	\$ 1,901,868	\$ 2,143,386	13%
Percent Margin	(30%)	(42%)		26%	26%	

Income Statement

Valleywise Health
FQHC
FY2023 Projection vs FY2024 Budget
With Ancillary Services

	VCHC - PHOENIX			VCHC - PEORIA		
	JUN Month to Date			JUN Month to Date		
	FY23 Projection	FY24 Budget	%	FY23 Projection	FY24 Budget	%
Visits	68,284	69,257	1%	27,755	29,451	6%
Operating Revenues						
Net patient service revenue	\$ 12,139,629	\$ 12,445,321	3%	\$ 5,346,009	\$ 5,716,691	7%
Other Operating Revenue	386,088	298,296	(23%)	154,187	125,520	(19%)
Total operating revenues	\$ 12,525,717	\$ 12,743,617	2%	\$ 5,500,196	\$ 5,842,211	6%
Operating Expenses						
Salaries and wages	5,841,358	6,359,077	(9%)	2,153,192	2,438,110	(13%)
Contract labor	5,104	-	100%	-	-	
Employee benefits	1,795,470	1,989,233	(11%)	685,603	776,298	(13%)
Medical service fees	5,968,603	6,658,536	(12%)	2,145,366	2,281,237	(6%)
Supplies	569,873	582,927	(2%)	171,817	189,898	(11%)
Purchased services	34,298	76,054	(122%)	9,980	19,238	(93%)
Other expenses	38,076	40,016	(5%)	13,009	14,395	(11%)
Allocated ancillary expense	1,056,678	1,083,913	(3%)	546,555	576,036	(5%)
Total operating expenses	\$ 15,309,459	\$ 16,789,757	(10%)	\$ 5,725,522	\$ 6,295,212	(10%)
Margin (before overhead allocation)	\$ (2,783,742)	\$ (4,046,140)	(45%)	\$ (225,326)	\$ (453,001)	(101%)
Percent Margin	(22%)	(32%)		(4%)	(8%)	
<i>Overhead Allocation</i>	3,755,343	3,872,659	(3%)	1,468,477	1,664,438	(13%)
Margin (after overhead allocation)	\$ (6,539,086)	\$ (7,918,799)	(21%)	\$ (1,693,803)	\$ (2,117,439)	(25%)
Percent Margin	(52%)	(62%)		(31%)	(36%)	

Income Statement

Valleywise Health
FQHC
FY2023 Projection vs FY2024 Budget
With Ancillary Services

	DENTAL			MOBILE HEALTH UNIT		
	JUN Month to Date			JUN Month to Date		
	FY23 Projection	FY24 Budget	%	FY23 Projection	FY24 Budget	%
Visits	23,612	23,720	0%	-	1,000	100%
Operating Revenues						
Net patient service revenue	\$ 3,110,886	\$ 3,229,631	4%	\$ -	\$ 120,540	100%
Other Operating Revenue	590,547	496,557	(16%)	-	1,667	100%
Total operating revenues	\$ 3,701,434	\$ 3,726,188	1%	\$ -	\$ 122,207	100%
Operating Expenses						
Salaries and wages	4,056,142	4,368,310	(8%)	-	126,787	(100%)
Contract labor	-	-		-	-	
Employee benefits	1,210,378	1,257,892	(4%)	-	44,151	(100%)
Medical service fees	-	-		-	99,085	(100%)
Supplies	368,407	356,367	3%	-	10,401	(100%)
Purchased services	194,327	203,816	(5%)	-	29	(100%)
Other expenses	59,445	59,791	(1%)	-	10,646	(100%)
Allocated ancillary expense	-	-		-	27,930	(100%)
Total operating expenses	\$ 5,888,699	\$ 6,246,175	(6%)	\$ -	\$ 319,030	(100%)
Margin (before overhead allocation)	\$ (2,187,265)	\$ (2,519,987)	(15%)	\$ -	\$ (196,823)	(100%)
Percent Margin	(59%)	(68%)		-	(161%)	
<i>Overhead Allocation</i>	1,667,979	1,803,065	(8%)	-	63,806	(100%)
Margin (after overhead allocation)	\$ (3,855,244)	\$ (4,323,052)	(12%)	\$ -	\$ (260,629)	(100%)
Percent Margin	(104%)	(116%)		-	(213%)	

Income Statement

	Valleywise Health FQHC FY2023 Projection vs FY2024 Budget With Ancillary Services			
	ALL CLINICS COMBINED JUN Month to Date			
	FY23 Projection	FY24 Budget	Variance Favorable (Unfavorable)	%
Visits	315,313	325,695	10,382	3%
Operating Revenues				
Net patient service revenue	\$ 65,609,100	\$ 67,987,338	\$ 2,378,238	4%
Other Operating Revenue	4,675,487	4,190,511	(484,976)	(12%)
Total operating revenues	\$ 70,284,587	\$ 72,177,849	\$ 1,893,262	3%
Operating Expenses				
Salaries and wages	27,885,019	31,129,878	(3,244,858)	(12%)
Contract labor	30,190	-	30,190	100%
Employee benefits	8,795,181	9,767,730	(972,549)	(11%)
Medical service fees	22,368,247	25,118,702	(2,750,455)	(12%)
Supplies	3,273,400	3,361,260	(87,860)	(3%)
Purchased services	322,718	443,805	(121,086)	(38%)
Other expenses	991,878	1,055,353	(63,474)	(6%)
Allocated ancillary expense	10,452,876	10,482,635	(29,759)	(0%)
Total operating expenses	\$ 74,119,511	\$ 81,359,363	\$ (7,239,852)	(10%)
Margin (before overhead allocation)	\$ (3,834,924)	\$ (9,181,514)	\$ (5,346,590)	(139%)
Percent Margin	(5%)	(13%)		
<i>Overhead Allocation</i>	18,593,947	20,730,030	(2,136,083)	(11%)
Margin (after overhead allocation)	\$ (22,428,871)	\$ (29,911,544)	\$ (7,482,673)	(33%)
Percent Margin	(32%)	(41%)		

Per Visit

Valleywise Health
FQHC
FY2023 Projection vs FY2024 Budget
With Ancillary Services

VCHC		
JUN Month to Date		
FY23 Projection	FY24 Budget	%

OP BEHAVIORAL HEALTH		
JUN Month to Date		
FY23 Projection	FY24 Budget	%

Per Visit Analysis (\$/Visit)						
Net patient service revenue	\$	227.37	\$	226.29	(0%)	\$ 248.02 \$ 251.23 1%
Other Operating Revenue		15.31		12.85	(16%)	36.88 36.56 (1%)
PCMH Revenue		-		-	0%	- - 0%
Total operating revenues	\$	242.68	\$	239.14	(1%)	\$ 284.90 \$ 287.79 1%
Total operating expenses		252.34		268.97	(7%)	166.78 173.54 (4%)
Margin (before overhead allocation)	\$	(9.66)	\$	(29.84)	(209%)	\$ 118.11 \$ 114.25 (3%)
<i>Overhead Allocation</i>		62.26		70.35	(13%)	43.38 38.36 12%
Margin (after overhead allocation)	\$	(71.93)	\$	(100.19)	(39%)	\$ 74.73 \$ 75.89 2%

Per Visit

Valleywise Health
FQHC
FY2023 Projection vs FY2024 Budget
With Ancillary Services

	VCHC - PHOENIX			VCHC - PEORIA		
	JUN Month to Date			JUN Month to Date		
	FY23 Projection	FY24 Budget	%	FY23 Projection	FY24 Budget	%
Per Visit Analysis (\$/Visit)						
Net patient service revenue	\$ 177.78	\$ 179.70	1%	\$ 192.61	\$ 194.11	1%
Other Operating Revenue	5.65	4.31	(24%)	5.56	4.26	(23%)
PCMH Revenue	-	-	0%	-	-	0%
Total operating revenues	\$ 183.44	\$ 184.00	0%	\$ 198.17	\$ 198.37	0%
Total operating expenses	224.20	242.43	(8%)	206.29	213.75	(3%)
Margin (before overhead allocation)	\$ (40.77)	\$ (58.42)	(43%)	\$ (8.12)	\$ (15.38)	(89%)
<i>Overhead Allocation</i>	55.00	55.92	(2%)	52.91	56.52	7%
Margin (after overhead allocation)	\$ (95.76)	\$ (114.34)	(19%)	\$ (61.03)	\$ (71.90)	(18%)

Per Visit

Valleywise Health
FQHC
FY2023 Projection vs FY2024 Budget
With Ancillary Services

DENTAL		
JUN Month to Date		
FY23 Projection	FY24 Budget	%

MOBILE HEALTH UNIT		
JUN Month to Date		
FY23 Projection	FY24 Budget	%

Per Visit Analysis (\$/Visit)						
Net patient service revenue	\$ 131.75	\$ 136.16	3%	\$ -	\$ 120.54	100%
Other Operating Revenue	25.01	20.93	(16%)	-	1.67	100%
PCMH Revenue	-	-	0%	-	-	
Total operating revenues	\$ 156.76	\$ 157.09	0%	\$ -	\$ 122.21	100%
Total operating expenses	249.39	263.33	(6%)	-	319.03	(100%)
Margin (before overhead allocation)	\$ (92.63)	\$ (106.24)	(15%)	\$ -	\$ (196.82)	(100%)
<i>Overhead Allocation</i>	70.64	76.01	(8%)	-	63.81	(100%)
Margin (after overhead allocation)	\$ (163.27)	\$ (182.25)	(12%)	\$ -	\$ (260.63)	(100%)

Per Visit

Valleywise Health FQHC <u>FY2023 Projection vs FY2024 Budget</u> With Ancillary Services	ALL CLINICS COMBINED JUN Month to Date		
	FY23 Projection	FY24 Budget	%
Per Visit Analysis (\$/Visit)			
Net patient service revenue	\$ 208.08	\$ 208.75	0%
Other Operating Revenue	14.83	12.87	(13%)
PCMH Revenue	-	-	0%
Total operating revenues	\$ 222.90	\$ 221.61	(1%)
Total operating expenses	235.07	249.80	(6%)
Margin (before overhead allocation)	\$ (12.16)	\$ (28.19)	(132%)
<i>Overhead Allocation</i>	58.97	63.65	(8%)
Margin (after overhead allocation)	\$ (71.13)	\$ (91.84)	(29%)

Capital

FQHC Contingency Capital

\$100,000



**FY 2024
Annual
Budget**

**Capital &
Cash Flow**



Maricopa County Special Health Care District
Budget FY 2024
Capital Budget by Category

Capital Category	Amount
IT	\$ 4,035,927
Clinical	2,705,184
Infrastructure	1,102,125
Other	150,000
Emergency/Contingency	2,006,764
Total	<u>\$ 10,000,000</u>



Maricopa County Special Health Care District
Budget FY 2024
Capital Items \$100k and Over

Description	Capital Category	Amount
Epic Compass Rose Module	Clinical	\$233,000
Neurons	Clinical	212,500
Cryo Ablation Equipment	Clinical	179,215
Zeiss Lumera 700 cataract microscope	Clinical	152,884
Enteral Access System	Clinical	140,000
PEC Eye clinic Clarus 700	Clinical	123,500
PEC Eye clinic eye lanes	Clinical	106,879
Fujifilm-Sonosite LX Ultrasound	Clinical	100,980
Cisco UCS Compute Refresh	Information Technology	1,913,745
F5 Load Balancer Refresh	Information Technology	614,445
Palo Alto Firewall Refresh	Information Technology	576,115
End User Device Replacement	Information Technology	365,214
Wireless LAN Controller Replacement	Information Technology	195,627
OR/Cath Lab Inv Sys	Information Technology	144,775
Volante Retail POS	Information Technology	139,206
Roof Replacement at Desert Vista	Infrastructure	958,000
Replacement Vehicles	Other	150,000
Contingency	FQHC	100,000

Total Approved Capital \$100k and Over

\$ 6,406,085



**Maricopa County Special Health Care District
Budget FY 2024
In \$000s**

	Projected Cash from Operations	Projected Bond Related Cash
	Budget FY 2024	Budget FY 2024
Beginning Period Cash Balance	\$ 258,974	\$ 277,902
Sources of Cash		
Grants	\$ 10,000	\$ -
Foundation Care Reimagined	4,000	-
Tax Subsidy	96,225	60,799
Total Sources of Cash	\$ 110,225	\$ 60,799
Uses of Cash		
Operations - Net of Depreciation	\$ (118,956)	\$ -
Capital - Emergency/Contingency	(10,000)	-
Capital - Care Reimagined	(16,270)	(93,333)
Capital - Grants	(9,000)	-
Debt Repayments - Bond	-	(57,904)
Total Uses of Cash	\$ (154,226)	\$ (151,237)
Changes in Cash Flow	\$ (44,001)	\$ (90,438)
Cash Balance at end of Period	\$ 214,973	\$ 187,464
Days Cash on Hand based on Operating Cash	89.7	