Health Care Services Review
Project Committee

Agenda

San Joaquin County Administration Building
44 N. San Joaquin Street, Room 146, Stockton, CA 95202
Wednesday, October 28, 2026
3:00 p.m.
Watch Live on YouTube: www.youtube.com/c/sanjoaquincountyca

Committee Members

Paul Canepa | Steven J. Ding | Sandy Regalo | Brandi Hopkins | Adam Brucker | Ed Kiernan
Lisa Ribeiro | Jeff Woltkamp | Genevieve Valentine | Rick Castro | Sam Harlan | Ahad Yousuf

Agenda Items

Procedural Items

1. Call to Order — Sandy Regalo
2. Roll Call — Annette Rivas

Action Items

3. Approve Minutes from April 15, 2026 — Sandy Regalo

Information and Discussion Items

4. Present Financial Results for SJ Health — Ahad Yousuf & Alison Shih
5. Present Financial Results for San Joaquin General Hospital — Sam Harlan
6. Public Comment — Sandy Regalo

Committee Comments

Closed Session

There are no closed session items scheduled for this date.

Adjournment

Next meeting January 20, 2027 — Sandy Regalo

Other Information

Public comments will be made part of the official record on file. Written public comments are limited to 250 words or less and may be emailed to the Committee at hcsrpcommittee@sjgov.org.

Note: If you need a disability-related modification or accommodation to participate in this meeting, please contact the County Administrator's Office at (209) 468-3203 at least 48 hours prior to the start of the meeting. Gov. Code Section 54954.2(a).

Health Care Services Review Project Committee

Minutes

San Joaquin County
Health Care Services Review Project Committee
Minutes of Wednesday, April 15, 2026 8:30 a.m.

Procedural Items

1. **Call to Order**

   County Administrator Sandy Regalo called the meeting to order at 8:30 a.m.

2. **Roll Call**

   Present:

   Paul Canepa, District 2 Supervisor
   Sandy Regalo, County Administrator
   Brandi Hopkins, Asst. County Administrator
   Adam Brucker, Sr. Deputy County Administrator
   Lisa Ribeiro, Deputy County Counsel
   Ahad Yousuf, Project Director of San Joaquin Health Centers
   Rick Castro, CEO of San Joaquin General Hospital
   Sam Harlan, CFO of San Joaquin General Hospital
   Jeff Woltkamp, Auditor-Controller

   Not Present:

   Steven J. Ding, District 4 Supervisor
   Ed Kiernan, County Counsel
   Genevieve Valentine, Director of Health Care Services

Action Items

3. **Approve Minutes from January 21, 2026**

   Motion to approve the Minutes as listed on the Agenda. Approved.

   RESULT: **ADOPTED [UNANIMOUS]**
   MOVER: **Rick Castro, CEO of San Joaquin County General Hospital**
   SECONDER: **Jeff Woltkamp, Auditor-Controller**
   AYES: Canepa, Regalo, Hopkins, Brucker, Ribeiro, Harlan, Yousuf
   ABSENT: Ding, Kiernan, Valentine

Information and Discussion Items

4. **Present Financial Results for SJ Health**

   SJ Health Controller Rachna Sharma presented financials. Ms. Sharma responded to financial questions from the Committee.

5. **Present Financial Results for San Joaquin General Hospital**

   San Joaquin General Hospital (SJGH) CFO Sam Harlan presented financials. Ms. Harlan and SJGH CEO Rick Castro responded to financial questions from the Committee.

6. **Department Projects:**

   a. **San Joaquin General Hospital**
   Mr. Castro and Ms. Harlan provided the Committee with updates and responded to questions from the Committee regarding current SJGH projects. This includes the transition of SJGH financials into Workday that went live in February 2026 and starting the payroll HRMS conversion. SJGH is working on a cost accounting system that is required by the supplemental

funding programs and estimated to go live in August 2026. SJGH will be upgrading to another SSI billing platform and a computer assisted coding system with both projects being expected to go live in June 2026. The Timeclock Project is expected to be in testing mode in October 2026.

b. Health Care Services

Assistant Director of Health Care Services Matt Garber provided the Committee with project updates for departments within Health Care Services. Mr. Garber informed the Committee that SJ BeWell is moving at an expedited pace to get Building B up and running for the Crisis Residential unit in order to keep the $11 million BHCIP funding grant and is scheduled to open on time in July 2027. He provided the Committee with designs of the building as well.

Mr. Garber also mentioned that six of the 21 SMART goals have been completed with 15 currently on track to be competed. Behavioral Health Services was able to implement their text message appointment reminders, increased its clinical practicum placements and reached goal from 10 to 15 per semester, and met goal to increase support of transitional housing units by 10%. Correctional Health Services and Public Health Services reached their goal of providing sexual health training implementation at JCC. Correctional Health Services also met another goal to provide diabetic retinopathy screening to 80% of its in-custody population and to increase its re-entry referral rate to 85%. Behavioral Health Services increased their billing acceptance rate and is on track to reach goal of 90%. Health Care Services Information Services team is currently working on accessing and testing security measures to ensure HIPAA and other regulatory requirements for HIPAA compliance standardization. Emergency Medical Services is working on reducing its psychiatric emergency response time with policies being finalized and ready to launch in summer 2026. Two of the three Opioid Public Awareness campaigns partnered with Public Health Services and the District Attorney's Office have been completed. The incompetent to stand trial goal is positively trending towards a 20% reduction for 2025-2026.

Mr. Garber, County Administrator Sandy Regalo and Assistant County Administrator Brandi Hopkins responded to questions from the Committee regarding the status of getting power to the signage on Interstate-5 and ADA compliance for County websites. The Committee was informed that San Joaquin County has established an ADA Governance Committee.

c. SJ Health

Project Director of San Joaquin Health Centers Ahad Yousuf provided the Committee with an update on the Lodi Access Center. Construction has started on the surrounding shelter, but the clinical space has been put on hold until lease agreements are executed. HRSA has granted a one-year no cost extension, which provides flexibility of contract delays. Mr. Yousuf and Ms. Regalo responded to questions from the Committee.

7. Public Comment

There were no public comments.

Closed Session

8. There were no closed session items scheduled for this date.

Committee Comments

There were no further comments from the Committee.

Adjournment

At 9:11 a.m., County Administrator Regalo adjourned the meeting to July 15, 2026 at 8:30 a.m.

SJ Health Finance Presentation August 2026 & YTD Financial Statements

Alison Shih

Management Services Administrator

10/28/2026

SJ Health Financial Snapshot Through Aug 2026

Operating Revenue

$12.5M

$1.34M above budget

Expenditures

$8.92M

$2.46M below budget

YTD Net Income

$3.57M vs.

$224K budgeted net loss

Cash and Cash Equivalents

$50.87M

As of Aug 31, 2026

Key takeaway: Revenue is ahead of budget and expenditures are below budget, resulting in a favorable year-to-date operating result. The sustainability of this performance depends in part on the drivers of revenue and underspending.

What’s Driving Financial Performance?

YEAR-TO-DATE THROUGH AUGUST 2026



Revenue above budget

Net patient service revenue: +$1.2M

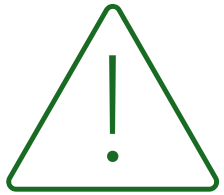
Capitation revenue: +$317K



Expenditures below budget

Salaries and benefits: approx $749K below budget

Professional fees: $1.6M below budget



Areas to monitor

340B pharmacy revenue: $155K below budget

Managed care incentives: $43K below budget

Revenue Sources and Key Funding Considerations

YEAR-TO-DATE THROUGH AUGUST 2026 • ACTUAL COMPARED WITH BUDGET

TOTAL OPERATING REVENUE

$12.50M actual | $11.16M budget | **+$1.34M favorable** | **Revenue is 12.0% above budget**

Revenue category	YTD actual	YTD budget	Variance	Status
Net patient service revenue	$5,493,434	$4,296,307	+$1,197,127	Favorable
Supplemental revenue	$5,116,422	$5,116,422	$0	On budget
Capitation revenue	$983,586	$666,667	+$316,920	Favorable
Managed care incentives	$90,000	$133,333	−$43,333	Below budget
Grant revenue	$140,797	$162,292	−$21,495	Below budget
340B pharmacy program	$294,715	$450,000	−$155,285	Below budget
MOU & other income	$378,701	$331,935	+$46,766	Favorable
TOTAL OPERATING REVENUE	**$12,497,656**	**$11,156,956**	**+$1,340,701**	**Favorable**

Key message: Patient service and capitation revenue are above budget; 340B and incentive revenue partially offset the gains.

Cash Collections and Liquidity

Cash on Hand

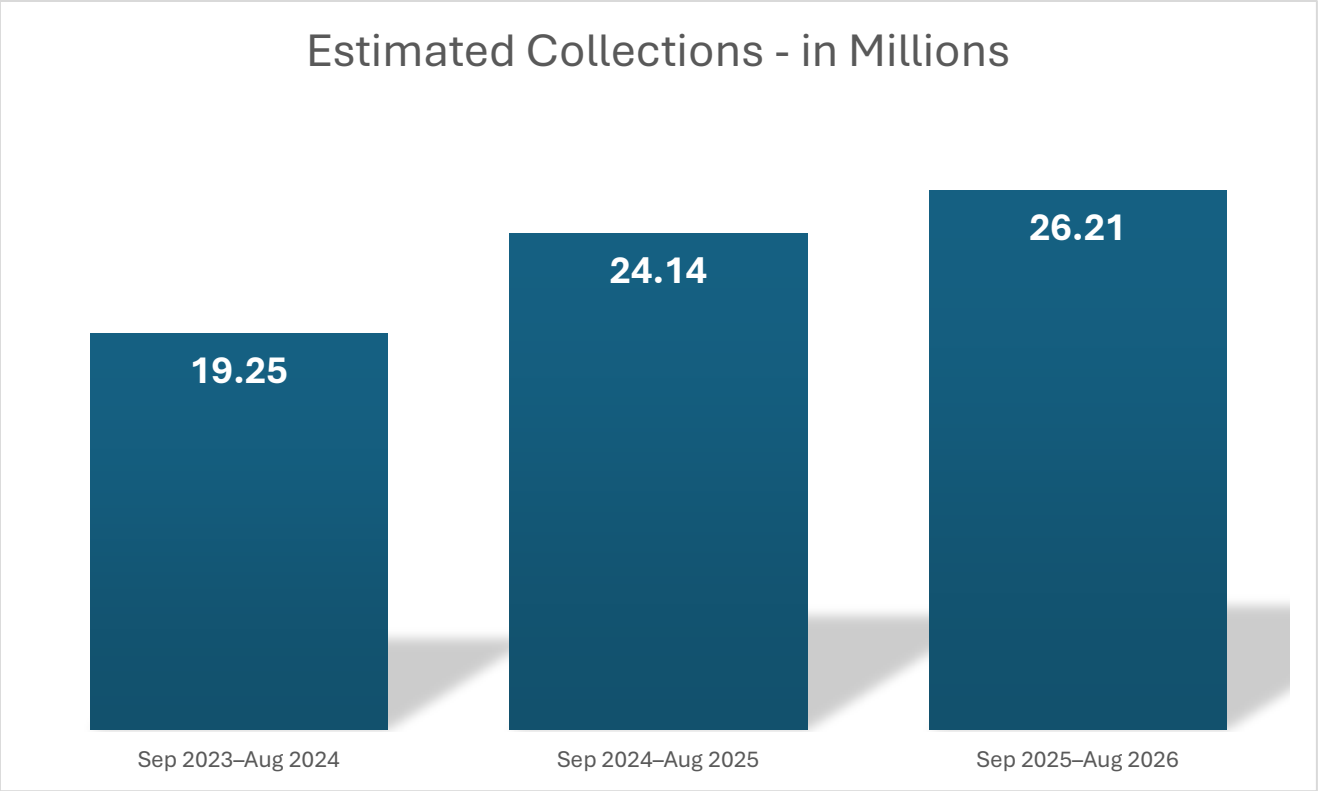
$50.9M

August 31, 2026

Estimated Annual Collections

$26.2M

Sep 2025 – Aug 2026



Key takeaway: SJ Health's estimated annual collections have grown, and the August balance sheet reports $50.9 million in cash and cash equivalents. Collection estimates should be distinguished from finalized receipts, and cash on hand should not be interpreted as entirely unrestricted funds.

Capital Link FQHC Financial Benchmarks vs SJ Health

Data Summary	Capital Link Target	2023 National Median	2023 California Median	SJ Health FYTD FY26 (unaudited)	SJ Health FYTD FY27
FINANCIAL HEALTH					
Operating Margin As a % of Operating Revenue	**> 3%**	4%	5%	19.10%	**28.60%**
Bottom Line Margin As a % of Operating Revenue	**> 3%**	6%	6%	19.10%	**28.60%**
Days Cash on Hand	**> 60 Days**	105	129	371	**358**
Days in Net Patient Receivables	**< 45 Days**	36	39	36	**32**
Personnel-Related Expenses (PRE) As a % of Operating Revenue	**< 70%**	69%	72%	66%	**59%**

San Joaquin
GENERAL HOSPITAL

HCSRPC Unaudited Financials and Statistics FY 2025-26

Year Over Year with Percentage Change-Volumes-FY 2025 and FY 2026

	FY 2025-26	FY 2024-25	% Change
Discharges	9,255	9,444	-2.0%
Patients Days	48,786	47,990	1.7%
ALOS	5.3	5.08	3.7%
ER Visits	59,242	57,838	2.4%
Clinic Visits	55,521	59,279	-6.3%
Labor and Deliveries	1,775	1,788	-0.7%
Blood Bank	2,140	2,259	-5.3%
Ultrasound	20,435	19,087	7.1%
CT	44,570	40,639	9.7%
MRI	5,647	5,318	6.2%
Nuclear Medicine	571	679	-15.9%
Dialysis	23,784	22,927	3.7%
Rehabilitation Services	54,711	53,015	3.2%
Surgeries OR	5,778	5,807	-0.5%
Surgeries GI	1,781	2,075	-14.2%
Trauma Activations	4,097	3,849	6.4%

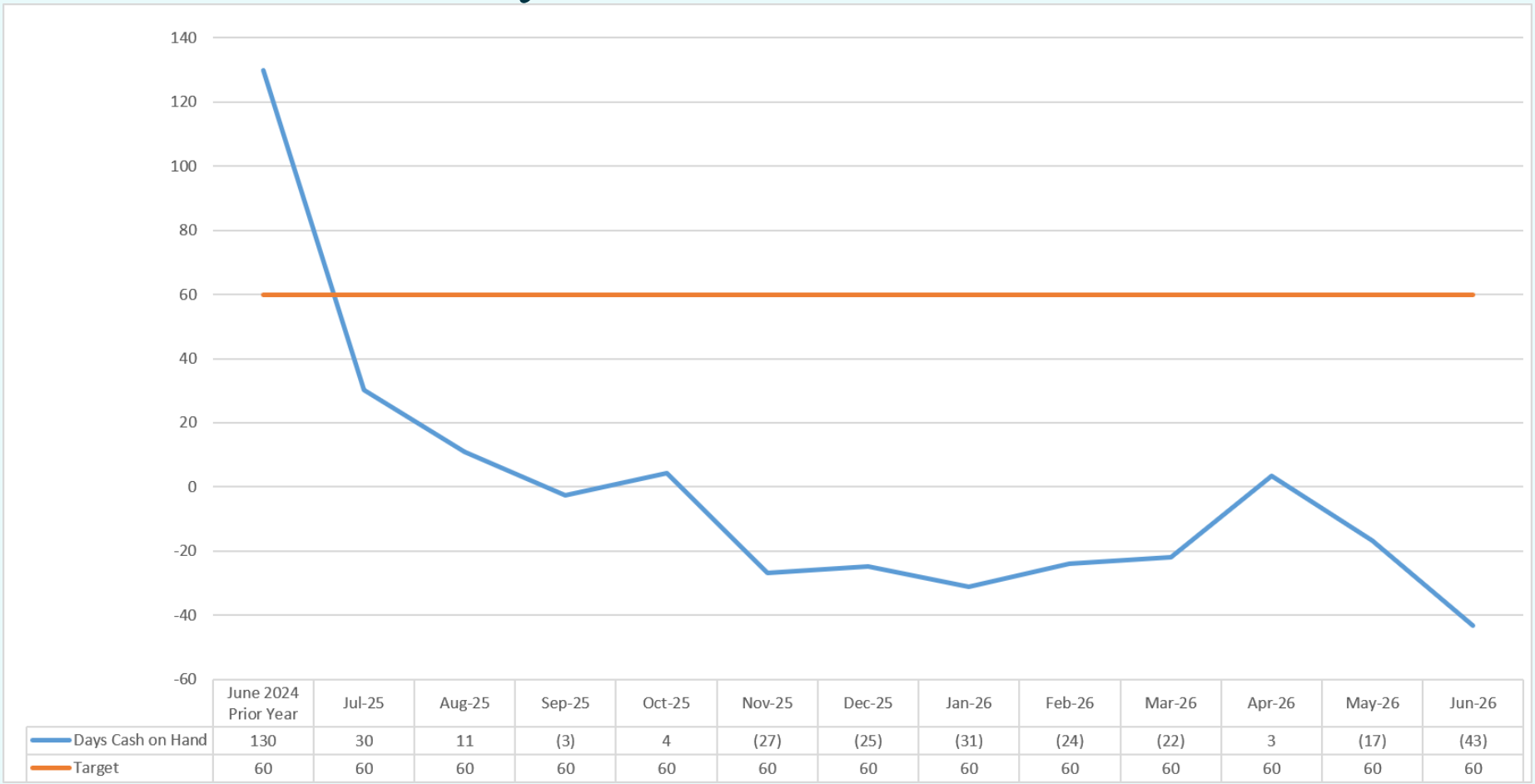
Statement of Net Position June 30, 2026

	Current Year	Prior Year	$ Chg	% Var
CURRENT ASSETS				
Cash and Cash Equivalents	(68,645,489)	41,617,408	(110,262,897)	-264.9%
Accounts Receivable, Hospital-Net	63,234,274	60,107,380	3,126,894	5.2%
Due from Additional Funding Agencies	330,113,901	226,411,573	103,702,328	45.8%
Other Current Assets	12,987,816	7,550,568	5,437,248	72.0%
Other Non-Current Assets	57,980,915	117,257,345	(59,276,430)	-50.6%
Total Current Assets	**395,671,417**	**452,944,274**	**(57,272,857)**	**-12.6%**
PROPERTY, PLANT AND EQUIPMENT				
Total Property, Plant & Equipment	289,663,922	277,964,850	11,699,072	4.2%
Accumulated Depreciation & Amortizati	(180,949,686)	(167,824,251)	(13,125,435)	7.8%
Property, Plant & Equipment, Net	**108,714,236**	**110,140,599**	**(1,426,363)**	**-1.3%**
RESTRICTED ASSETS	**6,938,088**	**6,804,427**	**133,661**	**2.0%**
TOTAL CURRENT ASSETS	**511,323,741**	**569,889,300**	**(58,565,559)**	**-10.3%**

	Current Year	Prior Year	$ Chg	% Var
CURRENT LIABILITIES				
Accrued Liabilities	82,525,667	56,905,953	25,619,714	45.0%
Current Maturities of Long-Term Debt	-	-	-	
Due to Other County Departments	30,571,222	12,018,271	18,552,951	154.4%
Due to Third Party	615,000	4,442,647	(3,827,647)	-86.2%
Deferred Revenue-Grants	220,000	220,000	-	0.0%
Deferred Inflow of Resources	577,138	577,138	-	0.0%
Total Current Liabilities	**114,509,027**	**74,164,009**	**40,345,018**	**54.4%**
LONG TERM DEBT				
Long Term Lease Liability	15,384,716	14,767,695	617,021	
Other Post Employment Benefits	249,785,143	371,935,172	(122,150,029)	-32.8%
Total Long-Term Debt	**265,169,859**	**386,702,867**	**(121,533,008)**	**-31.4%**
TOTAL LIABILITIES	**379,678,886**	**460,866,876**	**(81,187,990)**	**-17.6%**
NET ASSETS	131,644,853	109,022,424	22,622,429	20.8%
TOTAL LIABILITIES AND NET ASSET	**511,323,739**	**569,889,300**	**(58,565,561)**	**-10.3%**

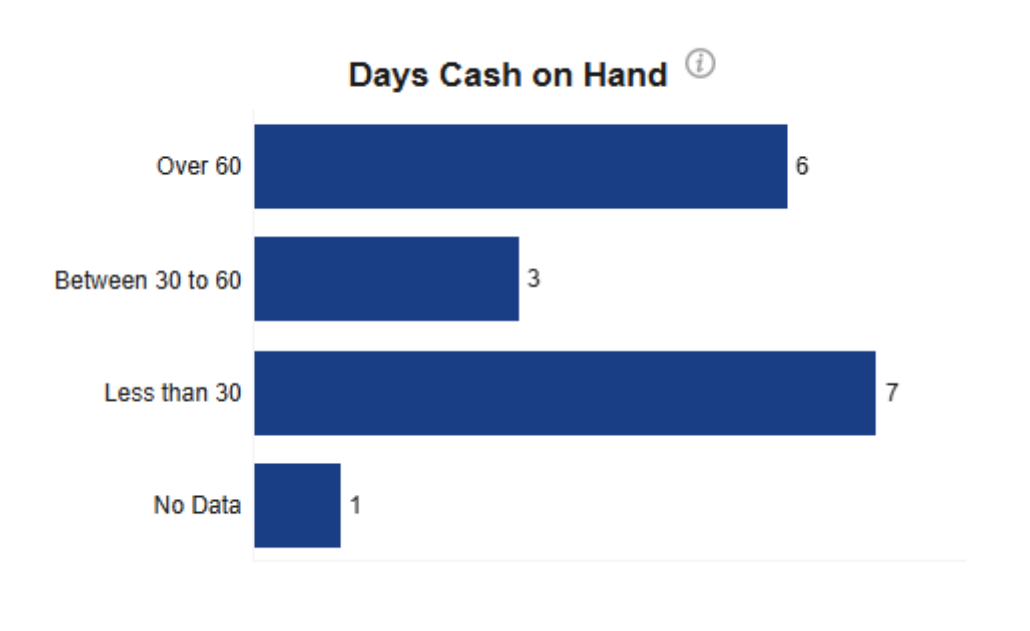
SAN JOAQUIN GENERAL HOSPITAL

Days Cash on Hand FY2026



	June 2024 Prior Year	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
Days Cash on Hand	130	30	11	(3)	4	(27)	(25)	(31)	(24)	(22)	3	(17)	(43)
Target	60	60	60	60	60	60	60	60	60	60	60	60	60

Days Cash on Hand HCAI Financial Health of CA Hospitals



Data filtered for Facility Type: *General Acute Care* and Hospital Ownership: *City/County*

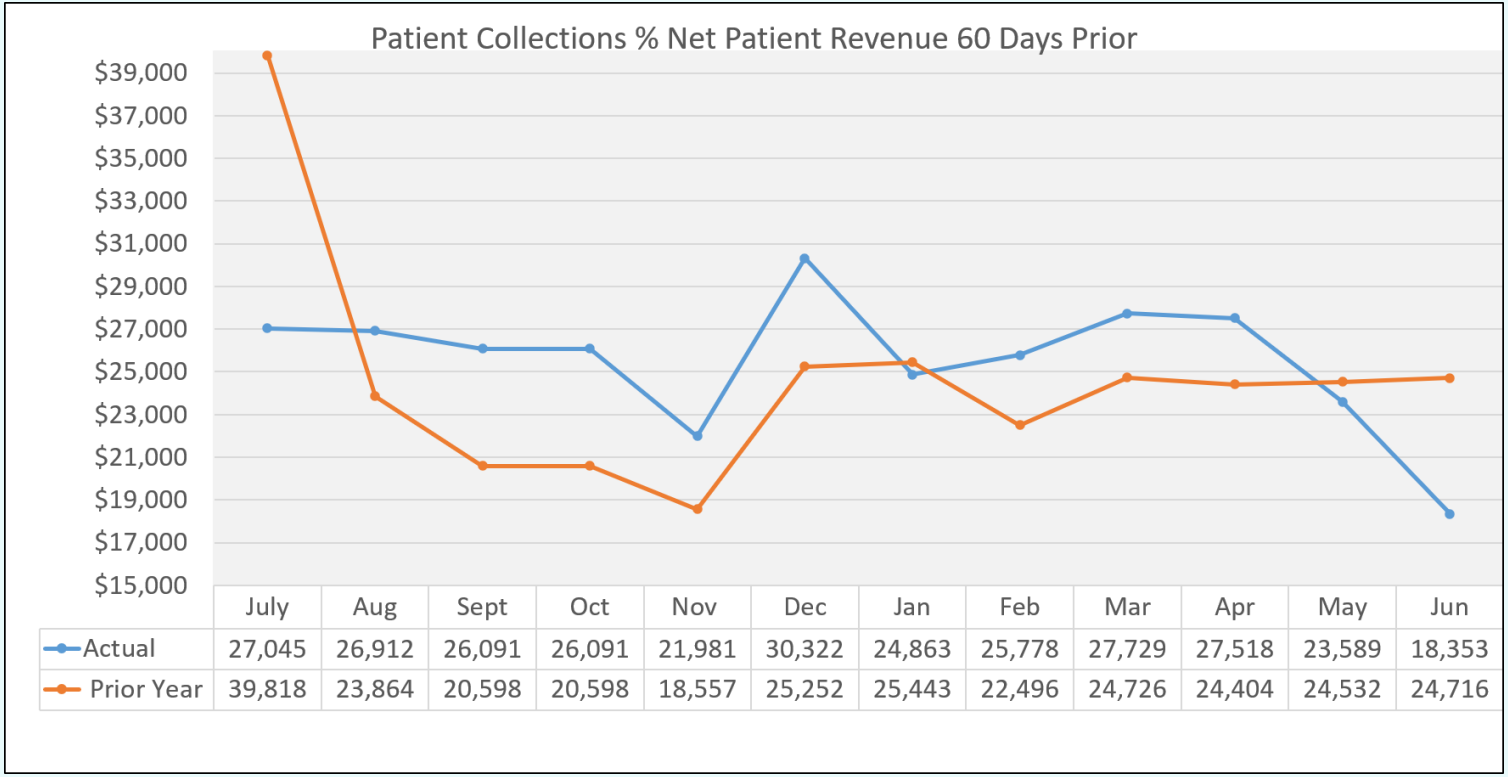
Capital Purchases

Audited	Audited	Audited	Audited	Audited	Audited	Unaudited
FY 2019-2020	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
13,813,460	8,324,089	3,604,359	29,409,671	7,441,770	11,234,803	11,699,072

Due from Additional Funding Agencies

	FY 2026	FY 2025
QIP	169,499,570	110,644,178
SJGH (64%)		
SJ Health (36%)		
AB 85 Voluntary Rate Range	63,233,279	55,769,483
Enhanced Payment Program (EPP)	59,361,339	52,943,749
Global Payment Program (GPP)	23,685,542	5,670,953
AB 915 Public Hospital OP	11,000,332	5,600,000
Gradutate Medical Eductiona (GME)	(1,617,202)	321,213
Physician SPA	(9,296,805)	(9,708,060)
AB 1653 HQAF	7,780,533	4,034,533
OP Dishproportanate Share (DSH)	21,133	7,116
Waiver Settlement	6,446,178	1,128,408
	330,113,899	**226,411,573**

Patient Accounts Receivable



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Actual	27,045	26,912	26,091	26,091	21,981	30,322	24,863	25,778	27,729	27,518	23,589	18,353
Prior Year	39,818	23,864	20,598	20,598	18,557	25,252	25,443	22,496	24,726	24,404	24,532	24,716

Days in Accounts Receivable July 2025=69 June 2026=75

Year Over Year Statement of Revenues, Expenses, and Changes in the Net Position For the Period Ending June 30, 2026

	Audited FY 2019-2020	Audited FY 2020-21	Audited FY 2021-22	Audited FY 2022-23	Audited FY 2023-24	Audited FY 2024-25	Unaudited FY 2025-26	Average
Total Revenue	395,338,692	430,446,182	451,191,939	453,330,242	464,739,273	504,934,095	501,873,797	
YOY % Change		*9%*	*5%*	*0%*	*3%*	*9%*	*-1%*	*4%*
Total Expenses	430,431,766	447,046,358	458,874,436	468,050,560	481,541,319	517,645,999	535,591,746	
YOY % Change		*4%*	*3%*	*2%*	*3%*	*7%*	*3%*	*4%*
Change in Net Position	(35,093,074)	(16,600,176)	(7,682,497)	(14,720,318)	(16,802,046)	(12,711,904)	(33,717,949)	
YOY % Change		*-53%*	*-54%*	*92%*	*14%*	*-24%*	*165%*	*23%*
Transfers	11,683,697	20,509,139	21,548,888	23,510,460	30,692,143	42,535,858	46,559,823	
YOY % Change		*76%*	*5%*	*9%*	*31%*	*39%*	*9%*	*28%*
Change in Net Position ((Net Income (Loss))	**(23,409,377)**	**3,908,963**	**13,866,391**	**8,790,142**	**13,890,097**	**29,823,954**	**12,841,874**	
YOY % Change		*117%*	*255%*	*-37%*	*58%*	*115%*	*-57%*	*75%*

SAN JOAQUIN GENERAL HOSPITAL

Projects

	Est Go-Live
Work Day Financials	Feb-26
GHX (Electronic Date Interchange)	Feb-26
Qsight (High Dollar Inventory Management)	Feb-26
Solventum Computer Assisted Coding (CAC)	May-26
SSI (Billing Software)	Jul-26
Time Clock System	Oct/Nov 2026
Work Day Human Capital Management (HCM)	Oct-27
Strata Jazz (Cost Accounting)	On Going