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## Agenda

1. **6:00 – Call to Order**
  - a. Introductions as needed
  - b. Business from audience
2. **6:05 – Consent Agenda – See separate Consent Agenda – Action (vote)**
3. **6:08 – Approval of Minutes – Action (vote)**
  - a. May 25, 2023 Regular Meeting
  - b. June 16, 2023 Special Meeting
4. **6:10 - Patient Story – Jennifer Burkhardt– Info**
5. **6:15 – The Rural Collaborative – Dr. Elya Prystowsky, Executive Director– Info**
6. **Executive Reports**
  - a. **6:45** – Quality Report and Dashboard, Dr. Ken Dietrich – *Info*
  - b. **7:00** – Finance Report, James Hansen – *Info*
  - c. **7:15** – Advocacy Committee, Josh Martin – *(as needed)*
  - d. **7:25** – Executive Report, Josh Martin – *Info*
7. **Commissioner Business**
  - a. **7:45** – Medical Staff Privileges – *Action (vote)*
    - i. Charles Lew, MD - Emergency Medicine privileges – Temporary Privileges
    - ii. Jordan Snell, DO - Primary Hospital Medicine privileges/ Secondary Emergency and Family Medicine privileges - Reappointment
    - iii. Partick O'Reilly, PA - Primary Family Medicine privileges/ Secondary Emergency Medicine privileges - Reappointment
    - iv. Gregory Wolgamot, MD - Pathology Privileges - Reappointment
    - v. David Bass, MD - Radiology - Initial Appointment
    - vi. Qazi Uddin, MD - Radiology - Initial Appointment
    - vii. Dishant Shah, MD - Radiology - Initial Appointment
    - viii. William Randazzo, MD Radiology - Initial Appointment
    - ix. Jeffery Grossman, MD - Radiology - Initial Appointment
    - x. John Boardman, MD - Radiology - Initial Appointment
    - xi. William Rusnak, MD - Radiology - Initial Appointment
    - xii. Troy Belle, MD - Radiology - Initial Appointment
    - xiii. Anthony Willis, MD - Radiology - Initial Appointment
    - xiv. William Phillips II, MD - Radiology - Initial Appointment
  - b. **7:50** – Strategic Plan Retreat Agenda– *Info*
  - c. **7:55**– Hot Topic Discussion 'County Backs Summit Pacific Mental Health Clinic' – *Discussion*
  - d. **8:00** – Upcoming Events, Andrew Hooper
  - e. **8:05** – Meeting Evaluation, Andrew Hooper
8. **8:10 Executive Session- (b) (c)real estate– Action (vote)**
9. **Commissioner Business Continued**

**a. 8:25- Resolution 2023-05 Purchase of Property At 575 E. Main St., Elma**

**10. 8:30 – Adjourn – Action (vote)**

Upcoming events: - **BOLD** events indicate desired Commissioner attendance.

- Ride the Harbor | McCleary, WA | June 17, 2023
- **Rural Hospital Leadership Conference | Campbells Resort Lake Chelan, WA | June 26-28, 2023 12:00-1:00 pm**
- **The Board's Role in CEO Succession Planning | Hulscher Conference Room | July 12, 2023 12:00-1:00 pm**
- **Strategic Plan Retreat | Alderbrook Resort and Spa | July 30-August 2, 2023**
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 16, 2023
- Ladies' Night Out | Wellness Center | October 12, 2023
- Harbor Lights Laser Show | Satsop Business Park | December 13 & 14, 2023
- Summit Fights Hunger | Wellness Center | December 19 & 20, 2023

**Consent Agenda**

A very useful technique involves the use of a consent agenda. The board agenda planners (usually the executive or governance committee, but occasionally the board chair with the CEO) divide agenda issues into two groups of items. The first are those items that must be acted on because of legal, regulatory, or other requirements, but are not significant enough to warrant discussion by the full board. Such issues are combined into a single section of the board agenda book; members review these materials prior to the meeting, and if no one has any questions or concerns, the entire block of issues is approved with one board vote and no discussion. This frees up a tremendous amount of time that would otherwise be squandered on minor issues. Any member can request that an item be removed from the consent agenda and discussed by the full board. The success of the consent agenda is predicated upon all board members reading the material in the consent agenda section of the board agenda book. If they do not, then the board becomes a veritable rubber stamp. The second group of agenda items are those important issues that require discussion, deliberation, and action by the board. These are addressed one by one.

**Executive Session Justification**

Executive Session is convened to discuss the following topics, as permitted by the cited sections of the Revised Code of Washington (RCW):

- Executive session (RCW 42.30.110)
  - a. (a) national security
  - b. (b) (c) real estate
  - c. (d) negotiations of publicly bid contracts
  - d. (e) export trading
  - e. (f) complaints against public officers/employees
  - f. (g) qualifications of applicant or review performance of public employee/elective office
  - g. (h) evaluate qualifications of candidate for appointment to elective office
  - h. (i) discuss claims with legal counsel
    - i. existing or reasonably expected litigation
    - ii. litigation or legal risks expected to result in adverse legal or financial consequences
    - iii. presence of legal counsel alone does not justify executive session
  - i. QI/peer review committee documents and discussions



## Board of Commissioners Meeting

June 22, 2023

Summit Pacific Wellness Center

Ortquist Conference Room

*Grays Harbor County Public Hospital District No.1*

- 
- Final action must be in open meeting

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*Josh Martin, Chief Executive Officer*

600 E Main, Elma, WA 98541 • Ph. (360) 346-2222 | Fax: (360) 346-2160

Owned and Operated by Grays Harbor County Public Hospital District No. 1

SPMC is an equal opportunity provider and employer.

For the Period:

**May 2023**

Description	Amount
Payroll	\$ 2,355,440
A/P Operations	\$ 2,478,511
A/P Capital	\$ 220,839
Community Care	\$ 54,629
Bad Debt	\$ 404,677
Property Tax Credit	\$ 318
<b>Total</b>	<b>\$ 5,514,414</b>



## BOARD OF COMMISSIONERS MEETING MINUTES

May 25, 2023

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>CALL TO ORDER</b></p> <p>The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 6:00 pm</p> <p><b>Commissioners present:</b> Gary Thumser, Carolyn Wescott (virtual), Georgette Hiles, Kevin Bossard</p> <p>Commissioner Hooper absent and excused.</p> <p><b>Present:</b> Josh Martin, Jim Hansen, Jori Stott, Dr. Ken Dietrich, Winfried Danke, Jennifer Burkhardt, Tori Bernier, Jessica Jurasin, Kayla Dunlap, Alissa Shay, Gary Nelson</p>	
<b>CONSENT AGENDA</b>	<ul style="list-style-type: none"> <li>See Consent Agenda for more details.</li> </ul>	<i>Commissioner Wescott made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted in favor.</i>
<b>APPROVAL OF MINUTES</b>	<ul style="list-style-type: none"> <li>April 27, 2023 Regular Meeting</li> <li>May 10, 2023 Special Meeting</li> </ul>	<i>Commissioner Hiles made a motion to approve the minutes from April 27, 2023 and May 10, 2023. Commissioner Bossard seconded the motion. All voted in favor.</i>
<b>BUSINESS FROM AUDIENCE</b>	<p><u>Business from Audience</u></p> <p>NA</p>	
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>CXO Burkhardt shared patient story regarding care provided by nurse Tina Russell (see story for more details).</li> </ul>	
<b>ADOLESCENT MENTAL HEALTH ARNP RESEARCH PROJECT</b>	<ul style="list-style-type: none"> <li>Jessica Jurasin shared her research project regarding adolescent mental health outreach in rural primary care (see presentation for more details).</li> <li>Jurasin shared she received a mini grant through the Foundation to purchase medication lock box for adolescents that might benefit.</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

May 25, 2023

	<ul style="list-style-type: none"> <li>• Jessica showed the lock boxes were great tools to give to parents to protect children as well as increasing questioning and follow up during regular appointments about their mental health state.</li> <li>• Heather Youmans, MA helped partner with the project and checked in the week after visits. The check ins were well received by parents and youth.</li> <li>• The project was well received at the conference and actually received an award.</li> <li>• There is continued need for crisis support, behavioral health support, helping kids feel connected in their community and building self-confidence/ a sense of purpose.</li> <li>• Commissioner Bossard asked if there is a way to promote what is being done and commended her for the work.</li> <li>• Commissioner Wescott was thankful for this information and would love to know more in the future.</li> <li>• Lat year one lock box per week last year.</li> </ul>	
<b>PORT OF GRAYS HARBOR</b>	<ul style="list-style-type: none"> <li>• Kayla Dunlap gave an overview of the happenings of the Port of Grays Harbor (see presentation for more details).</li> <li>• Dunlap reviewed the various services provided by the Port of Grays Harbor.</li> <li>• Alissa Shay shared happenings at the Satsop Business Park.</li> <li>• Partnerships for training with college and private entities as well as private leases.</li> <li>• Life flight will be setting up at Bowerman Field.</li> <li>• CEO Martin thanked the Port for their partnership with vaccine clinic and the Harbor Lights event.</li> </ul>	
<b>QUALITY</b>	<ul style="list-style-type: none"> <li>• CNO Bernier shared Quality Report and Dashboard (See report and dashboard)</li> <li>• Summit Pacific is in the third year of accreditation for DNV. Next year we will have to be surveyed for ISO-9000.</li> <li>• Discussion regarding challenges with Epic accurate charting.</li> <li>• Unit Based Teams in ACU has done a great job to improve data.</li> <li>• There were 0 HAs this month and hand audits were at 100%.</li> <li>• Summit Pacific received level 4 Trauma designation.</li> <li>• Lourdes and Sharleene have done a great job to improve Cardiac Trauma and Stroke data!</li> <li>• The readmission and restraint usage data has improved significantly since the implementation of Epic.</li> <li>• Restraints are difficult in every organization. The team is working hard to improve the process and also decrease the amount of usage.</li> <li>• There were zero 30-day readmissions for ACU in April.</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

May 25, 2023

	<ul style="list-style-type: none"> <li>• Urgent Care volumes decreased in April but will be high in May.</li> <li>• ED length of stay remains high as we continue to have boarders waiting to transfer to bed.</li> <li>• There were zero staff injuries in April.</li> </ul>	
<b>FINANCE</b>	<ul style="list-style-type: none"> <li>• CFO Hansen presented the Finance Report (see report for more details).</li> <li>• AR days are up still due to Epic implementation.</li> <li>• Days cash on hand is down and accounts receivable is going up.</li> <li>• Urgent Care and ED volumes went down however it still remains higher than budget. Our teams are getting used to being busy.</li> <li>• Kelsey clinic had 177 visits which is driving GI procedure volumes.</li> <li>• CFO Hansen reviewed days in AR volumes in 2017 when we went live with Meditech compared to where we are now.</li> </ul>	
<b>ADVOCACY</b>	<ul style="list-style-type: none"> <li>• CEO Martin provided an update on advocacy.</li> <li>• There were no major updates in Advocacy.</li> <li>• The next Advocacy committee is scheduled in two weeks.</li> </ul>	
<b>EXECUTIVE REPORT</b>	<ul style="list-style-type: none"> <li>• CEO Martin reviewed the Executive Report (see report for more details).</li> <li>• Starting next month, we will no longer have virtual Board meetings. Mandates have been lifted and in person participation is encouraged.</li> <li>• Our bond rating assessment is underway. The team will be meeting with S&amp;P next week.</li> <li>• USDA is not completely off the table, but not most attractive financing option at this time.</li> <li>• Summit Pacific will know if we received triple b bond rating mid-June.</li> <li>• COO Danke and CFO Hansen gave an update on patient access. Phone lines have increased from 52 to 78. In February there were 17,000 calls. May 1<sup>st</sup> Summit Pacific changed the phone tree to get patients to a more direct department.</li> <li>• CFO Hansen will report phone log next month.</li> <li>• The organization has extended pre-charting contract with Medasource to help with chart abstractions.</li> <li>• There is a weekly patient access work group standing up to continue to monitor issues.</li> <li>• Patient Access complaints and grievances have gone down.</li> <li>• Hospital week was this month and it contributed to the most staff interaction we have had with our new intranet.</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

May 25, 2023

	<ul style="list-style-type: none"> <li>• Early success with recruitment and retention committee.</li> <li>• CMO Dietrich provided an update on provider recruitment. Mark Hartung and Angela Shimodo will be joining us following their graduation from Family Residency program.</li> <li>• Telebehavioral health service is now being offered again to help increase access to behavioral health services.</li> <li>• SPHC is scheduled to open June 5th.</li> <li>• A new GI provider will be joining us .5 FTE in August.</li> <li>• New ED manager Peter Seyfarth-Lechner joined us in April.</li> <li>• Acute Care is no longer using travelers.</li> <li>• The Nurse Skills fair last week was well received.</li> <li>• Furniture replacement plan for the main hospital hallway is underway.</li> <li>• Manager Nichole Pas will be transitioning to a new position in June.</li> <li>• CTLO Burkhardt gave an update on patient experience. The Patient Experience team is working to create a customer service training set to launch in September.</li> <li>• The Daisy committee selected honorees and will be holding a celebration June 9<sup>th</sup>.</li> <li>• The Foundation hosted another record-breaking golf tournament.</li> <li>• The Foundation is busy with planning to launch their 3-million-dollar capital campaign "Saving Lives".</li> </ul>	
COMMISSIONER BUSINESS	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>• Murali Nalluri, MD - Gastroenterology Privileges- Initial Appointment</li> <li>• Marc Hartung, DO- Family Medicine Privileges- Initial Appointment</li> <li>• Olivia Nicholls, PT- Physical Therapy Privileges- Initial Appointment</li> <li>• Marcus Heisler, MD- Primary Family Medicine Privileges, Secondary Hospital &amp; Emergency Medicine Privileges- Reappointment</li> <li>• Yue Teng, MD- Family Medicine Privileges- Reappointment</li> <li>• Satwant Parmar, MD- Emergency Medicine Privileges- Reappointment</li> <li>• Yi Mao, MD- Neurology Privileges- Reappointment</li> <li>• Andrew Rontal, MD- Neurology Privileges- Reappointment</li> </ul> <p><b>Resolution 2023-04 Declaration of Official Intent to Reimburse Certain Expenditures from Proceeds Of Indebtedness</b></p> <ul style="list-style-type: none"> <li>• CEO Martin spoke to the resolution being the first of many coming to board for pursuing bonds. This resolution will ensure we can provide reimbursement back to District for selling into the bond.</li> </ul>	<p><i>Commissioner Hiles made a motion to approve the Medical Staff privileges as presented. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p> <p><i>Commissioner Thumser made a motion to approve Resolution 2023-04 Declaration of Official Intent to Reimburse Certain Expenditures from Proceeds Of Indebtedness. Commissioner Hiles Seconded the motion. All</i></p>



## BOARD OF COMMISSIONERS MEETING MINUTES

May 25, 2023

	<p><b>Hot topic Discussion</b></p> <ul style="list-style-type: none"><li>• Discussion regarding the rural health collaborative being highlighted in article. The organization has come a long way and is gaining national recognition.</li><li>• Rural healthcare is building a pathway to sustainability.</li><li>• CMO Dietrich shared learnings from Medicaid Value Based Conference. There was an organization that was assigning care coordinators their own patient panels.</li><li>• Discussion regarding impact to care from St Peters cutting their neuro program.</li></ul> <p><b>Upcoming Events</b></p> <ul style="list-style-type: none"><li>• Commissioner Thumser reviewed upcoming events (see events for more details)</li></ul>	<p><i>voted in favor. Commissioner Hooper was absent and excused.</i></p>
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner's meeting adjourned at 7:57 pm.</p>	<p><i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p>

  
Recording Secretary

  
Board Secretary



## BOARD OF COMMISSIONERS MEETING MINUTES

June 16, 2023

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>CALL TO ORDER</b></p> <p>The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 2:04 pm</p> <p><b>Commissioners present:</b> Gary Thumser, Andrew Hooper, Kevin Bossard</p> <p><b>Present:</b> Josh Martin, Jori Stott</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><u><b>Business from Audience</b></u></p> <p>NA</p>	
<b>COMMUNITY ASSET MAPPING</b>	<ul style="list-style-type: none"> <li>• Jori Stott reviewed the agenda for community asset mapping planning session (see presentation for more details).</li> <li>• Jori Stott facilitate discussion around the debrief of 2021 community asset mapping.</li> <li>• Areas of improvement included: accountability of deadlines, scheduling challenges for two Summit representatives, outdated list needs to be regularly updated, challenges transferring knowledge to the rest of the board, getting and inputting the information from listening session.</li> <li>• Jori Stott reviewed the purpose of the session in regard to planning for Big Goal 2028 as well as assessing progress of Big Goal 2023.</li> <li>• The team took time to review the community asset map.</li> <li>• Discussion was had regarding if questions should be around community health or areas of focus.</li> <li>• Each commissioner selected several individuals from list to schedule in person interviews to ask questions around community perspective and future priorities/ areas to align.</li> </ul>	
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner's meeting adjourned at 3:12 pm.</p>	<p><i>Commissioner Hooper made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. All voted in favor.</i></p>



**BOARD OF COMMISSIONERS MEETING MINUTES**

June 16, 2023

  
\_\_\_\_\_  
Recording Secretary

  
\_\_\_\_\_  
Board Secretary

# Financial Highlights – Monthly Dashboard

## Summit Pacific Medical Center

### Finance Dashboard

#### Month-to-Date

#### Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +

Unfavorable Variance = ( )

May	Month-to-Date				Month	Year-to-Date				
	Actual	Budget	Variance	Var%		Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 13,884,200	\$ 16,022,912	\$ (2,138,712)	(13.3%)	●	\$ 72,506,060	\$ 73,422,430	\$ (916,370)	(1.2%)	●
Total Operating Expenses	\$ 5,482,998	\$ 6,125,110	\$ 642,112	10.5%	●	\$ 26,649,292	\$ 29,218,472	\$ 2,569,180	8.8%	●
EBITDA Margin	9.6%	13.6%		(4.0%)	●	18.5%	10.5%		8.1%	●
Operating Margin	1.0%	6.3%		(5.2%)	●	11.3%	2.7%		8.6%	●
Net Income Margin	7.1%	8.1%		(1.0%)	●	15.5%	4.9%		10.6%	●
Payment %						42.6%	42.3%		0.3%	●
Days in AR						62	47	(15)	(32.6%)	●
DCOH						276	250	26	10.5%	●

# 2023 Income Statement

May	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Operating Revenue</b>								
Medicare Revenue	\$ 5,731,073	\$ 6,215,545	\$ (484,473)	(7.8%)	\$28,510,193	\$28,731,397	\$ (221,204)	(0.8%)
Medicaid Revenue	\$ 3,662,464	\$ 4,521,323	\$ (858,859)	(19.0%)	\$19,692,068	\$20,495,534	\$ (803,466)	(3.9%)
Other Revenue	\$ 4,490,663	\$ 5,286,044	\$ (795,381)	(15.0%)	\$24,303,799	\$24,195,499	\$ 108,300	0.4%
<b>Total Gross Operating Revenue</b>	<b>\$13,884,200</b>	<b>\$16,022,912</b>	<b>\$ (2,138,712)</b>	<b>(13.3%)</b>	<b>\$72,506,060</b>	<b>\$73,422,430</b>	<b>\$ (916,370)</b>	<b>(1.2%)</b>
<b>Revenue Deductions</b>								
Medicare Contractual	\$ 3,564,321	\$ 3,983,122	\$ 418,801	10.5%	\$18,057,388	\$18,252,019	\$ 194,632	1.1%
Medicaid Contractual	\$ 2,468,408	\$ 2,682,775	\$ 214,368	8.0%	\$12,017,841	\$12,293,389	\$ 275,548	2.2%
Other Contractual	\$ 1,470,911	\$ 1,702,746	\$ 231,835	13.6%	\$ 8,211,936	\$ 7,802,561	\$ (409,375)	(5.2%)
Bad Debt Expense	\$ 499,594	\$ 573,471	\$ 73,877	12.9%	\$ 2,271,978	\$ 2,627,841	\$ 355,863	13.5%
Community Care	\$ 54,629	\$ 216,364	\$ 161,735	74.8%	\$ 677,793	\$ 991,451	\$ 313,658	31.6%
Administrative Adjustments	\$ 105,515	\$ 89,031	\$ (16,484)	(18.5%)	\$ 362,875	\$ 407,970	\$ 45,095	11.1%
<b>Total Revenue Deductions</b>	<b>\$ 8,163,378</b>	<b>\$ 9,247,509</b>	<b>\$ 1,084,132</b>	<b>11.7%</b>	<b>\$41,599,810</b>	<b>\$42,375,231</b>	<b>\$ 775,421</b>	<b>1.8%</b>
<b>Net Patient Revenue</b>	<b>\$ 5,720,822</b>	<b>\$ 6,775,403</b>	<b>\$ (1,054,580)</b>	<b>(15.6%)</b>	<b>\$30,906,250</b>	<b>\$31,047,199</b>	<b>\$ (140,949)</b>	<b>(0.5%)</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 345,093	\$ 316,354	\$ 28,740	9.1%	\$ 1,806,192	\$ 1,581,769	\$ 224,423	14.2%
<b>Total Other Revenue</b>	<b>\$ 345,093</b>	<b>\$ 316,354</b>	<b>\$ 28,740</b>	<b>9.1%</b>	<b>\$ 1,806,192</b>	<b>\$ 1,581,769</b>	<b>\$ 224,423</b>	<b>14.2%</b>
<b>Net Operating Revenue</b>	<b>\$ 6,065,916</b>	<b>\$ 7,091,757</b>	<b>\$ (1,025,841)</b>	<b>(14.5%)</b>	<b>\$32,712,442</b>	<b>\$32,628,968</b>	<b>\$ 83,474</b>	<b>0.3%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,836,895	\$ 3,084,426	\$ 247,531	8.0%	\$13,667,266	\$14,783,613	\$ 1,116,347	7.6%
Benefits	\$ 721,701	\$ 827,659	\$ 105,958	12.8%	\$ 3,611,947	\$ 3,955,308	\$ 343,362	8.7%
Professional Fees	\$ 63,241	\$ 166,939	\$ 103,698	62.1%	\$ 377,661	\$ 588,424	\$ 210,763	35.8%
Supplies	\$ 342,313	\$ 391,855	\$ 49,542	12.6%	\$ 1,656,594	\$ 1,880,581	\$ 223,987	11.9%
Utilities	\$ 45,002	\$ 45,826	\$ 824	1.8%	\$ 237,627	\$ 216,186	\$ (21,441)	(9.9%)
Purchased Services	\$ 1,159,409	\$ 1,095,228	\$ (64,182)	(5.9%)	\$ 5,414,047	\$ 5,408,295	\$ (5,753)	(0.1%)
Insurance	\$ 41,657	\$ 36,650	\$ (5,006)	(13.7%)	\$ 205,653	\$ 183,252	\$ (22,401)	(12.2%)
Other Expenses	\$ 240,102	\$ 427,054	\$ 186,953	43.8%	\$ 1,268,852	\$ 1,965,770	\$ 696,918	35.5%
Rentals & Leases	\$ 32,678	\$ 49,473	\$ 16,795	33.9%	\$ 209,647	\$ 237,045	\$ 27,398	11.6%
<b>Total Operating Expenses</b>	<b>\$ 5,482,998</b>	<b>\$ 6,125,110</b>	<b>\$ 642,112</b>	<b>10.5%</b>	<b>\$26,649,292</b>	<b>\$29,218,472</b>	<b>\$ 2,569,180</b>	<b>8.8%</b>
<b>EBITDA</b>	<b>\$ 582,918</b>	<b>\$ 966,646</b>	<b>\$ (383,729)</b>	<b>(39.7%)</b>	<b>\$ 6,063,150</b>	<b>\$ 3,410,496</b>	<b>\$ 2,652,654</b>	<b>77.8%</b>
<b>Interest &amp; Depreciation Expenses</b>								
Interest	\$ 141,027	\$ 146,612	\$ 5,585	3.8%	\$ 708,889	\$ 729,098	\$ 20,209	2.8%
Depreciation	\$ 378,718	\$ 374,283	\$ (4,435)	(1.2%)	\$ 1,660,411	\$ 1,791,946	\$ 131,535	7.3%
<b>Total Interest &amp; Depreciation Expenses</b>	<b>\$ 519,745</b>	<b>\$ 520,895</b>	<b>\$ 1,150</b>	<b>0.2%</b>	<b>\$ 2,369,299</b>	<b>\$ 2,521,044</b>	<b>\$ 151,744</b>	<b>6.0%</b>
<b>Operating Income (Loss)</b>	<b>\$ 63,173</b>	<b>\$ 445,751</b>	<b>\$ (382,578)</b>	<b>(85.8%)</b>	<b>\$ 3,693,851</b>	<b>\$ 889,453</b>	<b>\$ 2,804,398</b>	<b>315.3%</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 79,322	\$ 68,326	\$ 10,996	16.1%	\$ 496,818	\$ 429,862	\$ 66,957	15.6%
Misc Revenue/(Expenses)	\$ 287,776	\$ 58,435	\$ 229,341	392.5%	\$ 877,954	\$ 292,174	\$ 585,780	200.5%
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ 367,098</b>	<b>\$ 126,761</b>	<b>\$ 240,337</b>	<b>189.6%</b>	<b>\$ 1,374,773</b>	<b>\$ 722,035</b>	<b>\$ 652,737</b>	<b>90.4%</b>
<b>Net Income (Loss)</b>	<b>\$ 430,270</b>	<b>\$ 572,512</b>	<b>\$ (142,242)</b>	<b>(24.8%)</b>	<b>\$ 5,068,624</b>	<b>\$ 1,611,488</b>	<b>\$ 3,457,136</b>	<b>214.5%</b>
<b>METRICS</b>								
<b>EBITDA Margin</b>	9.6%	13.6%	(4.0%)	(29.5%)	18.5%	10.5%	8.1%	77.3%
<b>Operating Margin</b>	1.0%	6.3%	(5.2%)	(83.4%)	11.3%	2.7%	8.6%	314.2%
<b>Net Income Margin</b>	7.1%	8.1%	(1.0%)	(12.1%)	15.5%	4.9%	10.6%	213.7%
<b>Days in AR</b>					62	47	(15)	(32.6%)
<b>DCOH</b>					276	250	26	10.5%
<b>Deduction %</b>	58.8%	57.7%	(1.1%)	(1.9%)	57.4%	57.7%	0.3%	0.6%
<b>NPSR %</b>	41.2%	42.3%	(1.1%)	(2.6%)	42.6%	42.3%	0.3%	0.8%
<b>Net Operating Revenue %</b>	43.7%	44.3%	(0.6%)	(1.3%)	45.1%	44.4%	0.7%	1.5%
<b>Benefits as a % Of SW</b>	25.4%	26.8%	1.4%	5.2%	26.4%	26.8%	0.3%	1.2%
<b>Benefits as a % of SWB</b>	20.3%	21.2%	0.9%	4.1%	20.9%	21.1%	0.2%	1.0%
<b>Paid FTEs (excludes Agency)</b>	334.6	390.0	55.5	14.2%	324.4	384.4	59.9	15.6%
<b>Salary per FTE</b>	\$ 8,480	\$ 7,908	\$ (572)	(7.2%)	\$ 42,128	\$ 38,462	\$ (3,666)	(9.5%)
<b>Hours</b>	59,049	69,080	10,031	14.5%	277,354	331,551	54,197	16.3%
<b>Avg Hourly Rate</b>	\$ 48.04	\$ 44.65	\$ (3.39)	(7.6%)	\$ 49.28	\$ 44.59	\$ (4.69)	(10.5%)

## Balance Sheet as of May 2023

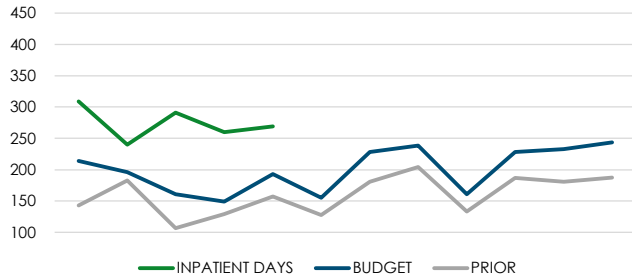
Assets	05/31/2023	04/30/2023	1 Month Variance	05/31/2022	12 Month Variance
<b>Current Assets</b>					
Operating Cash	50,169,525	49,669,189	500,337	48,823,265	1,346,261
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	29,358,313	29,321,961	36,352	21,542,271	7,816,042
Less Allow for Uncollectables	(3,244,121)	(3,083,829)	(160,292)	(3,749,109)	504,988
Less Contractual Adjustments	(13,296,861)	(13,515,350)	218,489	(9,519,897)	(3,776,964)
<b>Accounts Receivable - Net</b>	<b>12,817,331</b>	<b>12,722,782</b>	<b>94,549</b>	<b>8,273,265</b>	<b>4,544,066</b>
Taxes Receivable	95,583	318,692	(223,109)	103,920	(8,337)
Other Receivables	1,783,922	1,778,888	5,033	1,312,122	471,800
Inventory	882,049	874,108	7,941	749,461	132,587
Prepaid Expenses	682,777	791,703	(108,926)	577,432	105,345
<b>Total Current Assets</b>	<b>68,447,194</b>	<b>68,171,369</b>	<b>275,825</b>	<b>61,855,472</b>	<b>6,591,722</b>
<b>Property, Plant and Equipment</b>					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,478,409	4,478,409	-	4,440,695	37,713
Buildings	45,736,122	45,737,551	(1,429)	43,842,103	1,894,019
Equipment	18,499,304	16,221,489	2,277,815	14,541,886	3,957,418
Construction In Progress	2,577,731	4,664,077	(2,086,346)	5,713,776	(3,136,045)
Less Accumulated Depreciation	(29,511,386)	(29,132,668)	(378,718)	(25,568,306)	(3,943,081)
<b>Property, Plant and Equipment - Net</b>	<b>43,432,209</b>	<b>43,620,886</b>	<b>(188,677)</b>	<b>44,622,183</b>	<b>(1,189,974)</b>
<b>Total Assets</b>	<b>111,879,403</b>	<b>111,792,255</b>	<b>87,148</b>	<b>106,477,655</b>	<b>5,401,748</b>

## Balance Sheet as of May 2023

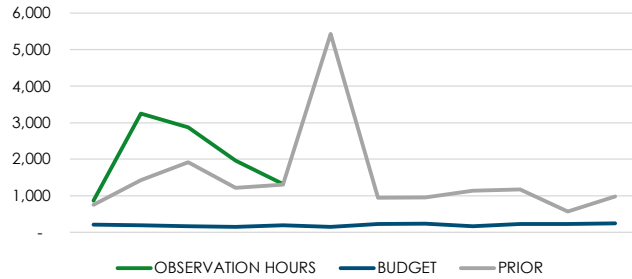
Liabilities	05/31/2023	04/30/2023	1 Month Variance	05/31/2022	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	417,046	924,102	(507,056)	2,048,048	(1,631,001)
Other Payables	970,414	857,281	113,133	4,644,570	(3,674,156)
Payroll and Related Liabilities	2,864,908	2,394,638	470,270	2,737,389	127,519
Interest Payable	42,453	(4,092)	46,545	44,761	(2,308)
Third Party Settlement Payable	890,615	1,303,260	(412,645)	32,574	858,040
Other Current Liabilities	1,083,427	1,082,890	537	1,719,391	(635,963)
Current Maturities of LTD	1,383,664	1,383,664	-	1,192,955	190,709
<b>Total Current Liabilities</b>	<b>7,652,527</b>	<b>7,941,743</b>	<b>(289,216)</b>	<b>12,419,687</b>	<b>(4,767,160)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,192,955)	(190,709)
Long Term Debt	45,449,251	45,503,157	(53,906)	46,615,272	(1,166,021)
<b>Total Non Current Liabilities</b>	<b>44,065,587</b>	<b>44,119,494</b>	<b>(53,906)</b>	<b>45,422,317</b>	<b>(1,356,729)</b>
<b>Total Liabilities</b>	<b>51,718,114</b>	<b>52,061,236</b>	<b>(343,123)</b>	<b>57,842,003</b>	<b>(6,123,890)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	55,092,666	55,092,666	-	43,105,087	11,987,578
YTD Excess of Revenues	5,068,624	4,638,353	430,270	5,530,564	(461,941)
<b>Total Net Assets</b>	<b>60,161,289</b>	<b>59,731,019</b>	<b>430,270</b>	<b>48,635,651</b>	<b>11,525,638</b>
<b>Total Liabilities and Net Assets</b>	<b>111,879,403</b>	<b>111,792,255</b>	<b>87,148</b>	<b>106,477,655</b>	<b>5,401,748</b>

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
<b>INPATIENT DAYS</b>	<b>309</b>	<b>240</b>	<b>291</b>	<b>260</b>	<b>269</b>								<b>1,369</b>
BUDGET	214	196	161	149	193	155	228	239	161	228	233	243	913
PRIOR	143	183	107	129	157	127	180	204	133	187	181	187	718
<b>OBSERVATION HOURS</b>	<b>871</b>	<b>3,249</b>	<b>2,870</b>	<b>1,960</b>	<b>1,325</b>								<b>10,275</b>
BUDGET	650	1,235	1,637	1,054	1,126	3,200	752	825	990	1,020	1,092	1,668	5,702
PRIOR	750	1,425	1,919	1,214	1,302	5,432	943	954	1,142	1,178	567	977	6,610
<b>EMERGENCY DEPARTMENT VISITS</b>	<b>1,502</b>	<b>1,372</b>	<b>1,615</b>	<b>1,497</b>	<b>1,638</b>								<b>7,624</b>
BUDGET	1,383	1,220	1,456	1,495	1,722	1,706	1,635	1,601	1,605	1,580	1,738	1,673	7,276
PRIOR	1,433	1,264	1,509	1,549	1,785	1,789	1,694	1,659	1,663	1,637	1,801	1,713	7,540
<b>GI CASES</b>	<b>97</b>	<b>51</b>	<b>67</b>	<b>161</b>	<b>182</b>								<b>558</b>
BUDGET	174	90	174	168	166	161	168	97	135	117	97	103	772
PRIOR	32	43	37	57	36	29	43	49	72	112	101	64	205
<b>SLEEP LAB</b>	-	-	-	-	-								-
BUDGET	-	-	-	33	33	33	33	33	33	33	33	33	-
<b>LAB TESTS</b>	<b>19,321</b>	<b>12,106</b>	<b>15,358</b>	<b>13,437</b>	<b>16,542</b>								<b>76,764</b>
BUDGET	15,359	15,445	15,974	15,237	15,957	15,611	16,408	18,325	15,982	17,589	20,808	17,877	77,972
PRIOR	15,376	14,561	16,892	15,253	16,049	15,628	16,426	18,345	15,999	17,608	20,830	17,821	78,131
<b>XRAY EXAMS</b>	<b>1,323</b>	<b>1,123</b>	<b>1,360</b>	<b>1,261</b>	<b>1,505</b>								<b>6,572</b>
BUDGET	1,380	1,480	1,425	1,399	1,463	1,495	1,442	1,428	1,554	1,509	1,541	1,487	7,148
PRIOR	1,371	1,391	1,495	1,390	1,553	1,530	1,333	1,419	1,544	1,499	1,531	1,432	7,200
<b>CT EXAMS</b>	<b>501</b>	<b>417</b>	<b>453</b>	<b>464</b>	<b>499</b>								<b>2,334</b>
BUDGET	547	524	580	574	617	580	643	692	569	618	436	511	2,842
PRIOR	504	455	562	529	596	553	592	638	524	569	402	425	2,646
<b>ULTRASOUND EXAMS</b>	<b>276</b>	<b>208</b>	<b>286</b>	<b>303</b>	<b>372</b>								<b>1,445</b>
BUDGET	440	432	470	441	416	418	333	355	330	352	350	362	2,199
PRIOR	389	364	433	390	385	369	294	314	292	311	309	302	1,961
<b>MRI EXAMS</b>	<b>82</b>	<b>43</b>	<b>59</b>	<b>31</b>	<b>41</b>								<b>256</b>
BUDGET	63	80	80	52	77	66	50	118	96	71	90	119	350
PRIOR	43	54	54	35	52	45	34	80	24	-	-	81	238
<b>THERAPY TREATMENTS</b>	<b>650</b>	<b>521</b>	<b>802</b>	<b>840</b>	<b>961</b>								<b>3,774</b>
BUDGET	712	629	793	866	893	819	792	867	881	743	734	771	3,893
PRIOR	709	626	790	863	889	816	789	864	877	740	731	768	3,877
<b>URGENT CARE VISITS</b>	<b>1,110</b>	<b>1,296</b>	<b>1,382</b>	<b>1,285</b>	<b>1,485</b>								<b>6,558</b>
BUDGET	1,165	1,007	1,068	1,115	1,324	1,214	1,050	1,195	1,176	1,252	1,530	1,404	5,680
PRIOR	1,206	1,043	1,106	1,154	1,371	1,257	1,087	1,237	1,217	1,296	1,584	1,453	5,880
<b>KELSEY CLINIC VISITS</b>	-	<b>71</b>	<b>177</b>	<b>83</b>	<b>206</b>								<b>537</b>
<b>MCCLEARY HEALTHCARE CLINIC VISITS</b>	<b>716</b>	<b>451</b>	<b>649</b>	<b>582</b>	<b>798</b>								<b>3,196</b>
BUDGET	839	680	1,218	996	998	914	804	981	863	924	949	962	4,731
PRIOR	831	805	948	770	772	705	617	758	664	713	733	583	4,126
<b>SUMMIT PACIFIC HEALTH CLINIC VISITS</b>	-	-	-	-	-								-
BUDGET	-	-	304	504	740	739	732	730	715	718	722	715	-
PRIOR	184	180	205	188	195	194	188	186	173	176	179	173	-
<b>WELLNESS CENTER VISITS</b>	<b>3,109</b>	<b>1,787</b>	<b>2,761</b>	<b>2,272</b>	<b>2,777</b>								<b>12,706</b>
BUDGET	3,690	2,472	3,638	3,083	3,285	3,225	3,349	4,094	3,440	3,807	3,540	3,267	16,167
PRIOR	2,935	2,832	2,977	2,509	2,679	2,629	2,733	3,362	2,810	3,120	2,895	2,664	13,932
<b>OPERATING MARGIN</b>	<b>19.4%</b>	<b>19.3%</b>	<b>10.6%</b>	<b>3.8%</b>	<b>1.0%</b>								
GOAL	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
PRIOR	26.6%	16.1%	15.1%	15.4%	3.3%	14.0%	12.9%	7.0%	15.2%	0.8%	13.3%	4.3%	
<b>DAYS IN AR</b>	<b>50</b>	<b>54</b>	<b>58</b>	<b>61</b>	<b>62</b>								
GOAL	47	47	47	47	47	47	47	47	47	47	47	47	
PRIOR	57	56	60	56	52	50	53	52	49	48	47	43	
2017 MEDITECH GO LIVE	65	76	83	84	84	79	77	82	81	81	77	77	
<b>DAYS CASH ON HAND</b>	<b>296</b>	<b>290</b>	<b>279</b>	<b>271</b>	<b>276</b>								
GOAL	250	250	250	250	250	250	250	250	250	250	250	250	
PRIOR	323	328	307	281	289	287	277	265	269	265	277	287	
2017 MEDITECH GO LIVE	133	97	88	75	67	63	65	76	72	55	57	76	
<b>FTEs TOTAL PAID</b>	<b>315.9</b>	<b>314.7</b>	<b>324.2</b>	<b>331.0</b>	<b>334.6</b>								<b>324.1</b>
<b>FTEs INCLUDING AGENCY</b>	<b>339.7</b>	<b>335.1</b>	<b>346.5</b>	<b>355.3</b>	<b>365.9</b>								<b>348.5</b>
BUDGET	380.3	380.3	381.3	390.0	390.0	390.5	394.5	396.5	396.5	396.5	397.5	397.5	384.4
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	344.0	349.5	351.8	361.7	319.4

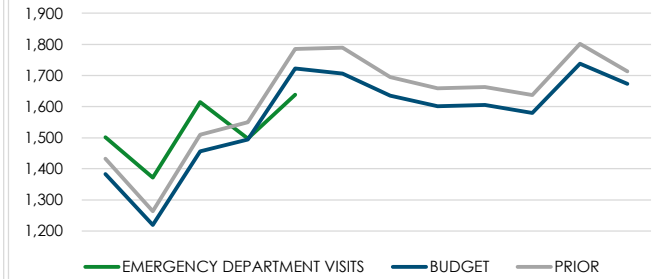
## INPATIENT DAYS



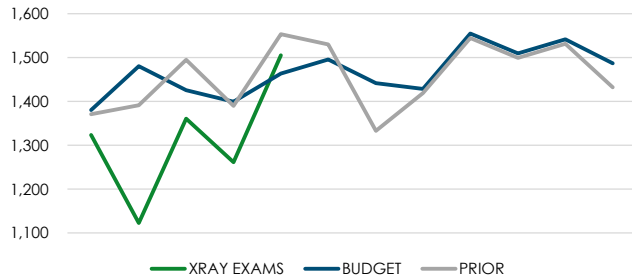
## OBSERVATION HOURS



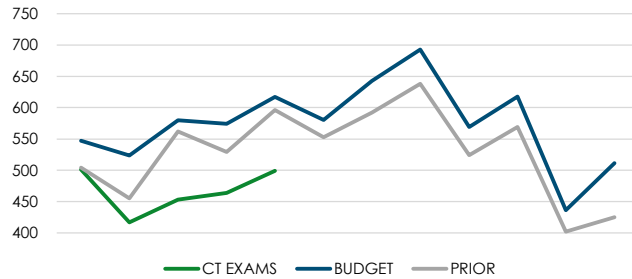
## EMERGENCY DEPARTMENT VISITS



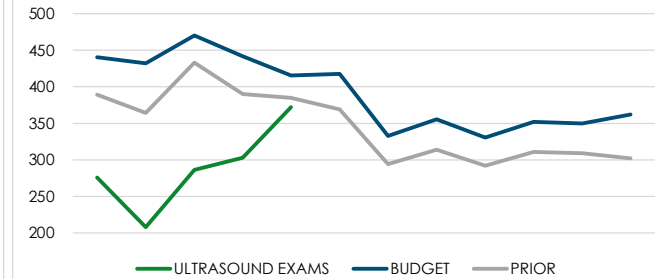
## XRAY EXAMS



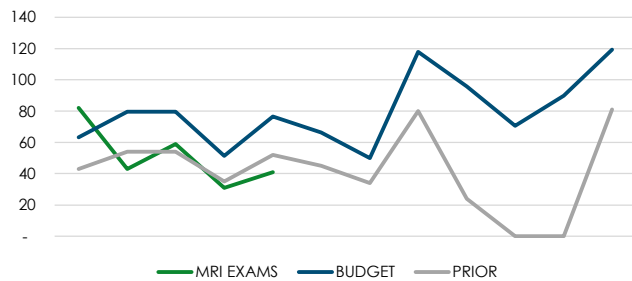
## CT EXAMS



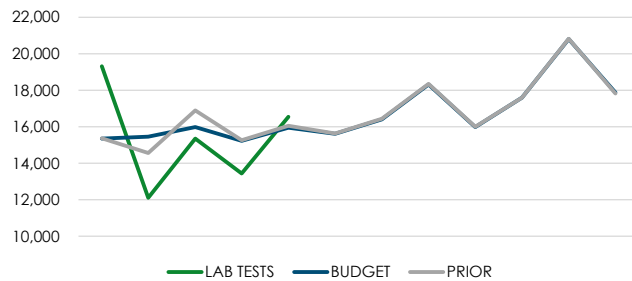
## ULTRASOUND EXAMS



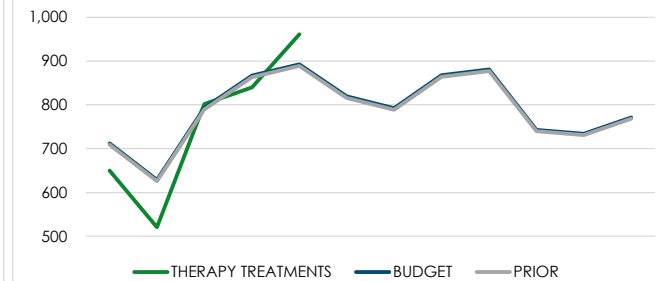
## MRI EXAMS



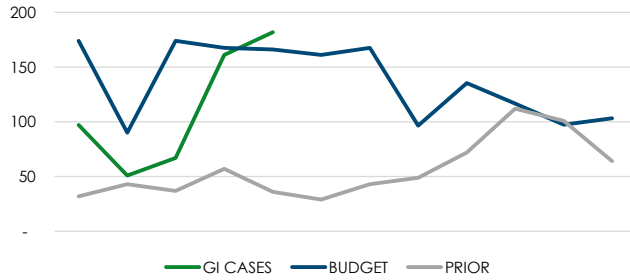
## LAB TESTS



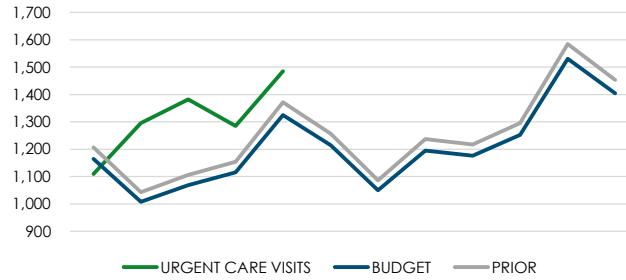
## THERAPY TREATMENTS



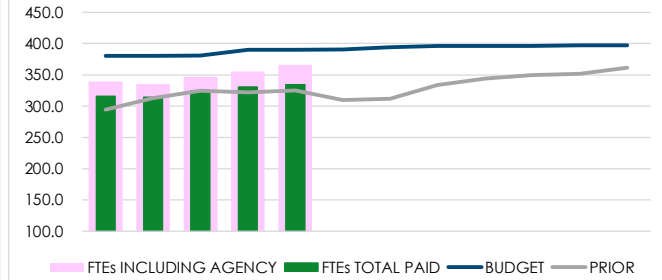
## GI CASES



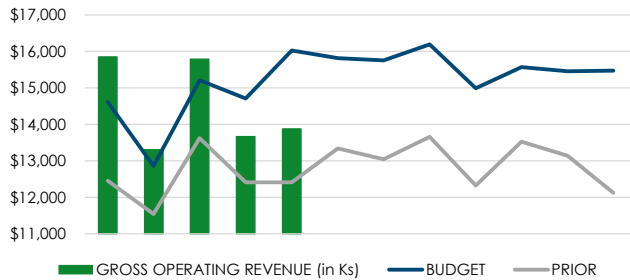
## URGENT CARE VISITS



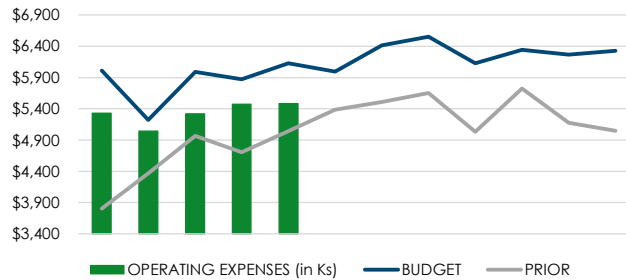
## FTEs



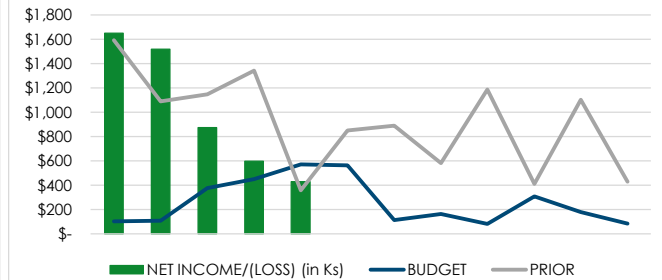
## GROSS OPERATING REVENUE



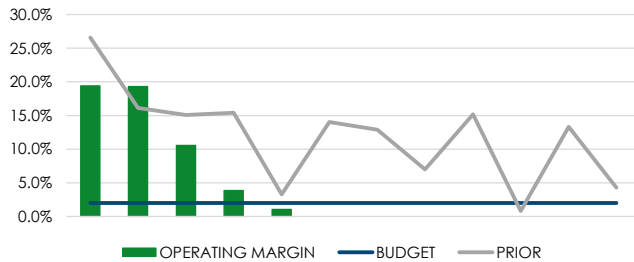
## OPERATING EXPENSES



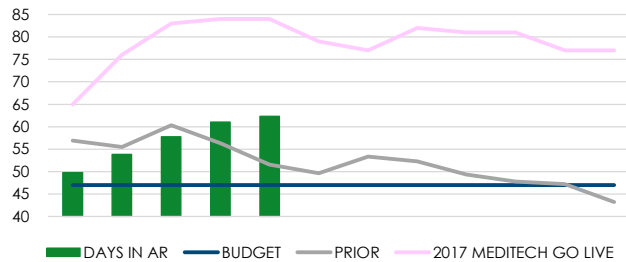
## NET INCOME/(LOSS)



## OPERATING MARGIN HIGHER IS BETTER



## DAYS IN AR LOWER IS BETTER



## DAYS CASH ON HAND HIGHER IS BETTER

