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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. June 22, 2023 Regular Meeting
  - b. July 12, 2023 Special Meeting
4. **6:10 - Patient Story** – Jennifer Burkhardt– *Info*
5. **6:15 – Master Facility Plan Update-** Dick Bratton, Project Manager, PJ Bauser, Mahlum Architect, and Justin Chitwood, Mahlum Architect
6. **6:35 – Foundation Update** – Brad Thomas
7. **6:40- Strategic Plan Mid-Year Review** – Josh Martin
8. **Executive Reports**
  - a. **6:55** – Quality Report and Dashboard, Tori Bernier and Winfried Danke – *Info*
  - b. **7:10** – Finance Report, James Hansen – *Info*
  - c. **7:25** – Advocacy Committee, Josh Martin – *(as needed)*
  - d. **7:30** – Executive Report, Josh Martin – *Info*
9. **Commissioner Business**
  - a. **7:45** – Medical Staff Privileges – *Action (vote)*
    - i. *Johanna Thompson, PharmD- Pharmacist- Initial Appointment*
    - ii. *Vanessa Creed, DPT- Physical Therapy- Initial Appointment*
    - iii. *Kim Miker, DNP- Family Medicine- Initial Appointment*
    - iv. *Michael Fisher, CRNA- Anesthesia- Reappointment*
    - v. *Aaron Ward, PT- Physical Therapy- Reappointment*
    - vi. *Terra Grandmason, ARNP- Primary, Urgent Care Family Medicine/ Secondary Emergency Medicine- Reappointment*
    - vii. *Jakdej Nicomborirak, MD- Sleep Medicine- Reappointment*
    - viii. *Sandeep Amesur, MD- Radiology- Initial Appointment*
    - ix. *Michael Berven, MD- Radiology- Initial Appointment*
    - x. *James Brull, DO- Radiology- Initial Appointment*
    - xi. *Dennis Burton, MD- Radiology- Initial Appointment*
    - xii. *Corey Chopra, MD- Radiology- Initial Appointment*
    - xiii. *Rashmi Hande, MD- Radiology- Initial Appointment*
    - xiv. *Ellen Johnson, MD- Radiology- Initial Appointment*
    - xv. *Richard Rossin, MD- Radiology- Initial Appointment*
    - xvi. *Faranak Sandri Tafazoli, MD- Radiology- Initial Appointment*

- xvii. *Shree Shah, MD- Radiology- Initial Appointment*
- xviii. *Sanford Smoot, MD- Radiology- Initial Appointment*
- b. **7:55-** CEO Delegation Policy Update – *Discussion and Action (vote)*
- c. **8:00–** Hot Topic Discussion – *Discussion*
- d. **8:05** – Upcoming Events, Andrew Hooper
- e. **8:07** – Meeting Evaluation, Andrew Hooper
- 10. 8:08 – Adjourn – Action (vote)**

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

- **Strategic Plan Retreat | Alderbrook Resort and Spa | July 31-August 2, 2023**
- **Capital Campaign Kick Off Reception | September 13, 2023 5:30-7:00 pm**
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 16, 2023
- East Grays Harbor Youth Collaborative | September 26<sup>th</sup> | TBD
- 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

July 27, 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:

**June 2023**

Description	Amount
Payroll	\$ 2,329,725
A/P Operations	\$ 3,473,719
A/P Capital	\$ 985,078
Community Care	\$ 45,358
Bad Debt	\$ 83,383
Property Tax Credit	\$ 180
<b>Total</b>	<b>\$ 6,917,442</b>



## BOARD OF COMMISSIONERS MEETING MINUTES

June 22, 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, Andrew Hooper, Kevin Bossard, Georgette Hiles, Carolyn Wescott</p> <p><b>Present:</b> Josh Martin, Jori Stott, Jennifer Burkhardt, Tori Bernier, Winfried Danke, Jim Hansen, Elya Prystowsky, Lourdes Schoch</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><u><b>Business from Audience</b></u></p> <p>NA</p>	
<b>CONSENT AGENDA</b>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
<b>MINUTES</b>	<ul style="list-style-type: none"> <li>• May 25, 2023</li> <li>• June 16, 2023</li> </ul>	<p><i>Commissioner Hiles made a motion to approve minutes. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>• Jennifer Burkhardt shared patient story regarding RN</li> </ul>	
<b>THE RURAL COLLABORATIVE UPDATE</b>	<ul style="list-style-type: none"> <li>• Elya Prystowsky provided an overview of the Rural Collaborative ( see presentation for more details).</li> <li>• The TRC has grown from 640,000 to over 1 million lives served.</li> <li>• The TRC activities are set in three (3) areas:               <ul style="list-style-type: none"> <li>○ Quadruple aim</li> <li>○ Shared service, shared program, and preferred member pricing</li> <li>○ Multiyear rural health network planning</li> </ul> </li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

June 22, 2023

	<ul style="list-style-type: none"> <li>• Prystowsky shared some of the updates around the ACO. The group did well in ACO in 2021- 2022.</li> <li>• 2022 does not look as profitable as 2021, but 2023 looks like it will be profitable.</li> <li>• There are currently eight (8) hospitals in the current ACO.</li> <li>• Prystowsky will be presenting at the NRHA conference to share about ACO learnings through TRC.</li> <li>• Commissioner Hooper questioned if there is ability or interest in adding a governance committee.</li> <li>• CEO Martin shared the value of TRC and why we participate in the organization.</li> <li>• Discussion regarding the role of the collaborative and the roles of AWPMD and WSHA.</li> <li>• The pharmacy committee is one of the most productive committees.</li> <li>• Prystowsky reviewed the financial benefits of the collaborative.</li> <li>• Summit Pacific had a net savings of \$377,527.</li> <li>• Prystowsky shared the intent of The Rural Collaborative Rural Health Enterprise.</li> <li>• The Rural Health Enterprise hired the first CEO Leslie Hiebert.</li> </ul>	
QUALITY	<ul style="list-style-type: none"> <li>• CNO Bernier shared the Quality Report and Dashboard (see presentation for more details).</li> <li>• Summit Pacific had the DNV re-accreditation this month. There was only one nonconformity identified with a contracted vendor. A plan of correction was submitted and approved. Next year SPMC will be accrediting for ISO-9000.</li> <li>• The therapy team received great patient surveys in June.</li> <li>• Lourdes Schoch has done a fantastic job revitalizing the stroke and cardiac data to resubmit for stroke and cardiac levels.</li> <li>• CNO Bernier reviewed the year-to-date transfers. There has been a shift in services around the area which is showing a decrease in transfers to MultiCare and Providence.</li> <li>• There has been significant work on improving patient access. <ul style="list-style-type: none"> <li>○ A task force has been established which meets weekly.</li> <li>○ Chart abstraction is currently four weeks ahead of clinic schedules.</li> <li>○ There is a team working to improve call tree and call volumes.</li> <li>○ Summit Pacific is contracting with a consultant for EPIC training.</li> <li>○ Executives have been rounding weekly with clinic care teams.</li> <li>○ Clinic provider schedules are back to 100%</li> </ul> </li> <li>• The low barrier clinic opened June 5<sup>th</sup>. On opening day, 16 patients were seen.</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

June 22, 2023

	<ul style="list-style-type: none"> <li>• Outpatient procedure volumes have increased. Summit Pacific is working with pharmaceutical companies to increase access for infusion services.</li> <li>• CTLO Burkhardt shared updates around the contract review process changes. In the last three months, over 160 contracts have been reviewed, 50 terminated and 61 modified.</li> <li>• There has been a significant increase in fentanyl cases at Summit Pacific.</li> <li>• Discussion regarding impacts of fentanyl and where it is coming from. There was a suggestion to have Chief Shultz come to a future meeting.</li> </ul>	
<b>FINANCE</b>	<ul style="list-style-type: none"> <li>• CFO Hansen reviewed the financial report (see report for more details)</li> <li>• Gross operating revenue was down in May. Decreases in volume are mostly due to our budgeting as previous years these months were higher volumes, however this month still was higher than last months volumes.</li> <li>• Expenses were favorable by 9% due to labor.</li> <li>• The increase in AR days is due to Epic implementation. Summit Pacific has not exceeded the estimated peak of 64. CBO will be coming onsite to help improve processes and workflows.</li> <li>• CFO Hansen reviewed patient volumes.</li> <li>• Therapy is above budget even with the absence of a manager. The team is doing a great job!</li> <li>• CEO Martin provided an update on revenue bonds and receiving credit assessment and bond rating through S &amp; P.</li> <li>• A rated bond would save the District \$9 million over the course of the loan financing.</li> <li>• CFO Hansen showed comparison for a CAH to get bond rated to stand alone hospital rated investment grade BBB and BBB+.</li> <li>• Discussion regarding how Summit Pacific begins to share our story.</li> </ul>	
<b>ADVOCACY</b>	<ul style="list-style-type: none"> <li>• The Advocacy Committee met this week and had a very productive meeting.</li> <li>• Summit Pacific submitted for a \$5 million grant for the MFP through Senator Cantwell's office. The grant was moved on for review to the Ways and Means Committee.</li> <li>• Thank you to Jori Stott for help with relaunching Community Asset Mapping. Listening sessions are due July 13<sup>th</sup>.</li> <li>• CEO Martin requested the board send thank you letters to Commissioner Pine, Commissioner Warne, Public Health Director Mike McNickle and the Public Health</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

June 22, 2023

	Board for voting to approve mental health clinic funding and creating more pathways for mental health services.	
<b>EXECUTIVE REPORT</b>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt gave an update on marketing and human resources. Marketing launched a weekly newsletter, service excellence program with patient experience to establish customer and patient service standards,</li> <li>• The Employee Summits were a big success.</li> <li>• Leadership development efforts around Franklin Covey have been well received by staff.</li> <li>• CNO Bernier provided an update on our Daisy Award program. The program was relaunched and honored Tina Russel and Marycel Crowell for their exceptional patient care.</li> <li>• CNO Bernier visited the NW Tribal Treatment Center in May. They have a phenomenal holistic program and are doing incredible work around education. Summit Pacific will be hosting a class here.</li> <li>• CEO Martin presented at the Region 9 AHA Board. Topics included creating access and affordability. CEO Martin concluded his three-year term.</li> <li>• The Foundation's High school scholarships doubled this year. 18 students were awarded \$1500 each.</li> <li>• CEO Martin will be presenting on nurse residency at the WSHA Chelan retreat.</li> <li>• Estate planning with Hal Abrams was very well attended.</li> <li>• The Foundation is launching the Saving Lives capital campaign.</li> <li>• The Blue zones Built Environment and Food Policy Summit will be held in July.</li> <li>• Summit Pacific received ACO shared savings for the first year. Our resources are supporting other hospitals with best practices and learnings.</li> <li>• COO Danke shared the Therapy department will be opening the Rock Wall to the public again for scheduled appointments with the addition of a new Fitness Aid.</li> </ul>	
<b>COMMISSONER BUSINESS</b>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> <li>• Charles Lew, MD - Emergency Medicine privileges – Temporary Privileges</li> <li>• Jordan Snell, DO - Primary Hospital Medicine privileges/ Secondary Emergency and Family Medicine privileges - Reappointment</li> <li>• Partick O'Reilly, PA - Primary Family Medicine privileges/ Secondary Emergency Medicine privileges - Reappointment</li> <li>• Gregory Wolgamot, MD - Pathology Privileges - Reappointment</li> <li>• David Bass, MD - Radiology - Initial Appointment</li> <li>• Qazi Uddin, MD - Radiology - Initial Appointment</li> </ul>	<p><b><i>Commissioner Hiles made a motion to approve the Medical Staff privileges. Commissioner Thumser seconded the motion. All voted in favor.</i></b></p>





## BOARD OF COMMISSIONERS MEETING MINUTES

June 22, 2023

	<ul style="list-style-type: none"> <li>• Dishant Shah, MD - Radiology - Initial Appointment</li> <li>• William Randazzo, MD Radiology - Initial Appointment</li> <li>• Jeffery Grossman, MD - Radiology - Initial Appointment</li> <li>• John Boardman, MD - Radiology - Initial Appointment</li> <li>• William Rusnak, MD - Radiology - Initial Appointment</li> <li>• Troy Belle, MD - Radiology - Initial Appointment</li> <li>• Anthony Willis, MD - Radiology - Initial Appointment</li> <li>• William Phillips II, MD - Radiology - Initial Appointment</li> </ul> <p>Hot Topic Discussion</p> <ul style="list-style-type: none"> <li>• Discussion regarding hot topic article and challenges with leadership and biases around the selection process.</li> <li>• Discussion how does Summit Pacific advocate for our community.</li> <li>• Board members can care for our community by asking questions as well as advocating for community needs.</li> <li>• 5 min break at 8:28, anticipate action executive session will be 10 minutes</li> </ul>	
<b>EXECUTIVE SESSION</b>	<ul style="list-style-type: none"> <li>• Chairman Hooper announced the Board will be going to executive session (RCW 42.30.110) to discuss (bc) Real Estate.</li> <li>• Chairman Hooper announced the session was anticipated to last 10 minutes with anticipated action.</li> <li>• The board recessed the session at 8:28 pm</li> <li>• The executive session convened at 8:33 pm.</li> <li>• The executive session ended at 8:43 pm.</li> <li>• The regular session reconvened at 8:43 pm.</li> </ul>	
<b>COMMISSIONER BUSINESS CONTINUED</b>	Resolution 2023-05 Purchase of Property at 575 E Main Street	<p><i>Commissioner Wescott made a motion to approve Resolutions 2023-05 Purchase of Property at 575 E Main Street.</i></p> <p><i>Commissioner Bossard seconded the motion. All voted in favor.</i></p>
<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner's meeting adjourned at 8:45 pm.	<p><i>Commissioner Hiles made a motion to adjourn the meeting.</i></p> <p><i>Commissioner Thumser seconded the motion. All voted in favor.</i></p>



**BOARD OF COMMISSIONERS MEETING MINUTES**

June 22, 2023

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Recording Secretary

A handwritten signature in dark ink, appearing to read "Georgette Hiles", is written over a horizontal line.

Board Secretary

# 2023 Income Statement

June	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Operating Revenue</b>								
Medicare Revenue	\$ 5,629,919	\$ 6,198,684	\$ (568,765)	(9.2%)	\$ 34,140,112	\$ 34,930,080	\$ (789,969)	(2.3%)
Medicaid Revenue	\$ 3,372,867	\$ 4,453,613	\$ (1,080,746)	(24.3%)	\$ 23,064,935	\$ 24,949,147	\$ (1,884,212)	(7.6%)
Other Revenue	\$ 4,409,596	\$ 5,169,315	\$ (759,719)	(14.7%)	\$ 28,713,395	\$ 29,364,814	\$ (651,419)	(2.2%)
<b>Total Gross Operating Revenue</b>	<b>\$ 13,412,382</b>	<b>\$ 15,821,612</b>	<b>\$ (2,409,230)</b>	<b>(15.2%)</b>	<b>\$ 85,918,442</b>	<b>\$ 89,244,041</b>	<b>\$ (3,325,600)</b>	<b>(3.7%)</b>
<b>Revenue Deductions</b>								
Medicare Contractual	\$ 3,136,499	\$ 3,933,081	\$ 796,582	20.3%	\$ 21,193,887	\$ 22,185,100	\$ 991,213	4.5%
Medicaid Contractual	\$ 1,945,825	\$ 2,649,071	\$ 703,246	26.5%	\$ 13,963,666	\$ 14,942,460	\$ 978,793	6.6%
Other Contractual	\$ 1,505,425	\$ 1,681,354	\$ 175,929	10.5%	\$ 9,717,361	\$ 9,483,915	\$ (233,446)	(2.5%)
Bad Debt Expense	\$ 678,224	\$ 566,267	\$ (111,958)	(19.8%)	\$ 2,950,202	\$ 3,194,107	\$ 243,905	7.6%
Community Care	\$ 45,358	\$ 213,645	\$ 168,288	78.8%	\$ 723,151	\$ 1,205,097	\$ 481,946	40.0%
Administrative Adjustments	\$ 82,678	\$ 87,912	\$ 5,235	6.0%	\$ 445,553	\$ 495,883	\$ 50,330	10.1%
<b>Total Revenue Deductions</b>	<b>\$ 7,394,009</b>	<b>\$ 9,131,330</b>	<b>\$ 1,737,321</b>	<b>19.0%</b>	<b>\$ 48,993,820</b>	<b>\$ 51,506,561</b>	<b>\$ 2,512,741</b>	<b>4.9%</b>
<b>Net Patient Revenue</b>	<b>\$ 6,018,372</b>	<b>\$ 6,690,281</b>	<b>\$ (671,909)</b>	<b>(10.0%)</b>	<b>\$ 36,924,622</b>	<b>\$ 37,737,480</b>	<b>\$ (812,858)</b>	<b>(2.2%)</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 218,895	\$ 316,354	\$ (97,459)	(30.8%)	\$ 2,025,087	\$ 1,898,123	\$ 126,964	6.7%
<b>Total Other Revenue</b>	<b>\$ 218,895</b>	<b>\$ 316,354</b>	<b>\$ (97,459)</b>	<b>(30.8%)</b>	<b>\$ 2,025,087</b>	<b>\$ 1,898,123</b>	<b>\$ 126,964</b>	<b>6.7%</b>
<b>Net Operating Revenue</b>	<b>\$ 6,237,267</b>	<b>\$ 7,006,635</b>	<b>\$ (769,368)</b>	<b>(11.0%)</b>	<b>\$ 38,949,709</b>	<b>\$ 39,635,603</b>	<b>\$ (685,894)</b>	<b>(1.7%)</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,716,634	\$ 2,978,619	\$ 261,985	8.8%	\$ 16,383,900	\$ 17,762,232	\$ 1,378,332	7.8%
Benefits	\$ 705,381	\$ 805,674	\$ 100,293	12.4%	\$ 4,317,327	\$ 4,760,982	\$ 443,655	9.3%
Professional Fees	\$ 173,676	\$ 104,489	\$ (69,187)	(66.2%)	\$ 551,336	\$ 692,913	\$ 141,577	20.4%
Supplies	\$ 452,471	\$ 387,447	\$ (65,025)	(16.8%)	\$ 2,109,065	\$ 2,268,027	\$ 158,962	7.0%
Utilities	\$ 45,355	\$ 46,322	\$ 967	2.1%	\$ 282,982	\$ 262,507	\$ (20,474)	(7.8%)
Purchased Services	\$ 1,164,020	\$ 1,091,977	\$ (72,043)	(6.6%)	\$ 6,578,067	\$ 6,500,271	\$ (77,796)	(1.2%)
Insurance	\$ 42,586	\$ 36,650	\$ (5,935)	(16.2%)	\$ 248,238	\$ 219,902	\$ (28,336)	(12.9%)
Other Expenses	\$ 261,541	\$ 498,920	\$ 237,379	47.6%	\$ 1,530,393	\$ 2,464,690	\$ 934,297	37.9%
Rentals & Leases	\$ 38,603	\$ 42,567	\$ 3,964	9.3%	\$ 248,250	\$ 279,612	\$ 31,362	11.2%
<b>Total Operating Expenses</b>	<b>\$ 5,600,266</b>	<b>\$ 5,992,665</b>	<b>\$ 392,398</b>	<b>6.5%</b>	<b>\$ 32,249,558</b>	<b>\$ 35,211,137</b>	<b>\$ 2,961,578</b>	<b>8.4%</b>
<b>EBITDA</b>	<b>\$ 637,001</b>	<b>\$ 1,013,971</b>	<b>\$ (376,970)</b>	<b>(37.2%)</b>	<b>\$ 6,700,151</b>	<b>\$ 4,424,467</b>	<b>\$ 2,275,684</b>	<b>51.4%</b>
<b>Interest &amp; Depreciation Expenses</b>								
Interest	\$ 140,157	\$ 146,474	\$ 6,318	4.3%	\$ 849,045	\$ 875,572	\$ 26,527	3.0%
Depreciation	\$ 395,876	\$ 374,283	\$ (21,593)	(5.8%)	\$ 2,056,287	\$ 2,166,229	\$ 109,943	5.1%
<b>Total Interest &amp; Depreciation Expenses</b>	<b>\$ 536,032</b>	<b>\$ 520,758</b>	<b>\$ (15,275)</b>	<b>(2.9%)</b>	<b>\$ 2,905,332</b>	<b>\$ 3,041,801</b>	<b>\$ 136,469</b>	<b>4.5%</b>
<b>Operating Income (Loss)</b>	<b>\$ 100,968</b>	<b>\$ 493,213</b>	<b>\$ (392,245)</b>	<b>(79.5%)</b>	<b>\$ 3,794,819</b>	<b>\$ 1,382,666</b>	<b>\$ 2,412,154</b>	<b>174.5%</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 8,835	\$ 9,634	\$ (800)	(8.3%)	\$ 505,653	\$ 439,496	\$ 66,157	15.1%
Misc Revenue/(Expenses)	\$ 339,471	\$ 61,217	\$ 278,254	454.5%	\$ 1,217,426	\$ 353,391	\$ 864,034	244.5%
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ 348,306</b>	<b>\$ 70,852</b>	<b>\$ 277,454</b>	<b>391.6%</b>	<b>\$ 1,723,078</b>	<b>\$ 792,887</b>	<b>\$ 930,191</b>	<b>117.3%</b>
<b>Net Income (Loss)</b>	<b>\$ 449,274</b>	<b>\$ 564,065</b>	<b>\$ (114,791)</b>	<b>(20.4%)</b>	<b>\$ 5,517,898</b>	<b>\$ 2,175,553</b>	<b>\$ 3,342,345</b>	<b>153.6%</b>
<b>METRICS</b>								
<b>EBITDA Margin</b>	10.2%	14.5%	(4.3%)	(29.4%)	17.2%	11.2%	6.0%	54.1%
<b>Operating Margin</b>	1.6%	7.0%	(5.4%)	(77.0%)	9.7%	3.5%	6.3%	179.3%
<b>Net Income Margin</b>	7.2%	8.1%	(0.8%)	(10.5%)	14.2%	5.5%	8.7%	158.1%
<b>Days in AR</b>					68	47	(21)	(43.8%)
<b>DCOH</b>					274	250	24	9.5%
<b>Deduction %</b>	55.1%	57.7%	2.6%	4.5%	57.0%	57.7%	0.7%	1.2%
<b>NPSR %</b>	44.9%	42.3%	2.6%	6.1%	43.0%	42.3%	0.7%	1.6%
<b>Net Operating Revenue %</b>	46.5%	44.3%	2.2%	5.0%	45.3%	44.4%	0.9%	2.1%
<b>Benefits as a % Of SW</b>	26.0%	27.0%	1.1%	4.0%	26.4%	26.8%	0.5%	1.7%
<b>Benefits as a % of SWB</b>	20.6%	21.3%	0.7%	3.2%	20.9%	21.1%	0.3%	1.3%
<b>Paid FTEs (excludes Agency)</b>	325.4	390.5	65.1	16.7%	324.8	385.4	60.6	15.7%
<b>Salary per FTE</b>	\$ 8,348	\$ 7,627	\$ (721)	(9.5%)	\$ 50,444	\$ 46,088	\$ (4,356)	(9.5%)
<b>Hours</b>	55,427	66,937	11,510	17.2%	332,781	398,488	65,707	16.5%
<b>Avg Hourly Rate</b>	\$ 49.01	\$ 44.50	\$ (4.51)	(10.1%)	\$ 49.23	\$ 44.57	\$ (4.66)	(10.5%)

## Balance Sheet as of June 2023

Assets	06/30/2023	05/31/2023	1 Month Variance	05/31/2022	12 Month Variance
<b>Current Assets</b>					
Operating Cash	51,090,520	50,169,525	920,994	49,895,545	1,194,975
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	30,431,977	29,358,313	1,073,664	20,809,082	9,622,895
Less Allow for Uncollectables	(3,904,909)	(3,244,121)	(660,788)	(3,911,866)	6,957
Less Contractual Adjustments	(13,361,373)	(13,296,861)	(64,512)	(9,169,394)	(4,191,979)
<b>Accounts Receivable - Net</b>	<b>13,165,695</b>	<b>12,817,331</b>	<b>348,364</b>	<b>7,727,822</b>	<b>5,437,873</b>
Taxes Receivable	25,095	95,583	(70,488)	28,621	(3,526)
Other Receivables	1,775,593	1,783,922	(8,329)	1,693,892	81,700
Inventory	873,127	882,049	(8,922)	762,711	110,416
Prepaid Expenses	626,110	682,777	(56,667)	678,195	(52,085)
<b>Total Current Assets</b>	<b>69,572,147</b>	<b>68,447,194</b>	<b>1,124,953</b>	<b>62,802,794</b>	<b>6,769,353</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	45,736,122	-	43,842,103	1,894,019
Equipment	18,843,075	18,499,304	343,771	14,541,886	4,301,189
Construction In Progress	3,215,763	2,577,731	638,032	5,762,771	(2,547,008)
Less Accumulated Depreciation	(29,907,262)	(29,511,386)	(395,876)	(25,849,150)	(4,058,112)
<b>Property, Plant and Equipment - Net</b>	<b>44,018,136</b>	<b>43,432,209</b>	<b>585,927</b>	<b>44,390,333</b>	<b>(372,197)</b>
<b>Total Assets</b>	<b>113,590,282</b>	<b>111,879,403</b>	<b>1,710,879</b>	<b>107,193,127</b>	<b>6,397,156</b>

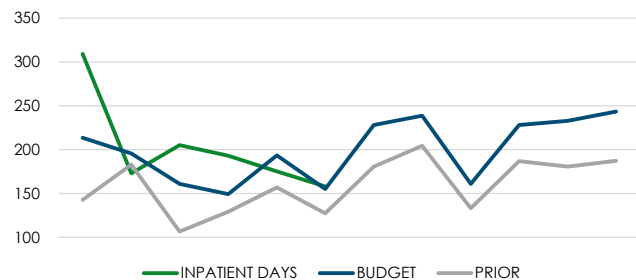
## Balance Sheet as of June 2023

Liabilities	06/30/2023	05/31/2023	1 Month Variance	05/31/2022	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	601,136	417,046	184,090	1,870,335	(1,269,199)
Other Payables	940,083	970,414	(30,332)	4,391,749	(3,451,667)
Payroll and Related Liabilities	3,977,733	2,864,908	1,112,825	3,013,302	964,432
Interest Payable	88,998	42,453	46,545	93,613	(4,615)
Third Party Settlement Payable	890,465	890,615	(150)	32,574	857,890
Other Current Liabilities	1,085,273	1,083,427	1,846	1,735,910	(650,638)
Current Maturities of LTD	1,383,664	1,383,664	-	1,192,955	190,709
<b>Total Current Liabilities</b>	<b>8,967,351</b>	<b>7,652,527</b>	<b>1,314,824</b>	<b>12,330,438</b>	<b>(3,363,087)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,192,955)	(190,709)
Long Term Debt	45,399,632	45,449,251	(49,619)	46,570,892	(1,171,259)
<b>Total Non Current Liabilities</b>	<b>44,015,969</b>	<b>44,065,587</b>	<b>(49,619)</b>	<b>45,377,937</b>	<b>(1,361,968)</b>
<b>Total Liabilities</b>	<b>52,983,319</b>	<b>51,718,114</b>	<b>1,265,205</b>	<b>57,708,375</b>	<b>(4,725,055)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	55,092,666	55,092,666	-	43,105,087	11,987,578
YTD Excess of Revenues	5,514,298	5,068,624	445,674	6,379,665	(865,367)
<b>Total Net Assets</b>	<b>60,606,963</b>	<b>60,161,289</b>	<b>445,674</b>	<b>49,484,752</b>	<b>11,122,211</b>
<b>Total Liabilities and Net Assets</b>	<b>113,590,282</b>	<b>111,879,403</b>	<b>1,710,879</b>	<b>107,193,127</b>	<b>6,397,156</b>

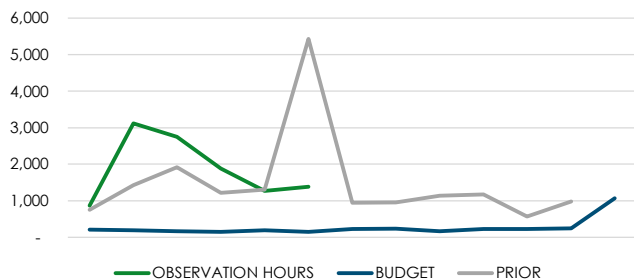
## 2023 STATISTIC DETAILS

Statistic	JAN	FEB	MAR	APR	MAY	JUN	YTP
<b>INPATIENT DAYS</b>	<b>309</b>	<b>173</b>	<b>205</b>	<b>193</b>	<b>175</b>	<b>158</b>	<b>1,213</b>
BUDGET	214	196	161	149	193	155	1,068
PRIOR	143	183	107	129	157	127	846
<b>OBSERVATION HOURS</b>	<b>871</b>	<b>3,119</b>	<b>2,755</b>	<b>1,882</b>	<b>1,272</b>	<b>1,382</b>	<b>11,281</b>
BUDGET	650	1,235	1,637	1,054	1,126	3,200	8,902
PRIOR	750	1,425	1,919	1,214	1,302	5,432	12,042
<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>1,529</b>	<b>9,153</b>
BUDGET	1,383	1,220	1,456	1,495	1,722	1,706	8,982
PRIOR	1,433	1,264	1,509	1,549	1,785	1,789	9,329
<b>GI CASES</b>	<b>97</b>	<b>51</b>	<b>65</b>	<b>78</b>	<b>87</b>	<b>75</b>	<b>453</b>
BUDGET	174	90	174	168	166	161	933
PRIOR	32	43	37	57	36	29	234
<b>SLEEP LAB</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
BUDGET	-	-	-	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>16,368</b>	<b>93,132</b>
BUDGET	15,359	15,445	15,974	15,237	15,957	15,611	93,583
PRIOR	15,376	14,561	16,892	15,253	16,049	15,628	93,759
<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>1,443</b>	<b>8,015</b>
BUDGET	1,380	1,480	1,425	1,399	1,463	1,495	8,643
PRIOR	1,371	1,391	1,495	1,390	1,553	1,530	8,730
<b>CT EXAMS</b>	<b>501</b>	<b>417</b>	<b>453</b>	<b>464</b>	<b>499</b>	<b>503</b>	<b>2,837</b>
BUDGET	547	524	580	574	617	580	3,422
PRIOR	504	455	562	529	596	553	3,199
<b>ULTRASOUND EXAMS</b>	<b>276</b>	<b>208</b>	<b>286</b>	<b>303</b>	<b>372</b>	<b>314</b>	<b>1,759</b>
BUDGET	440	432	470	441	416	418	2,617
PRIOR	389	364	433	390	385	369	2,330
<b>MRI EXAMS</b>	<b>82</b>	<b>43</b>	<b>59</b>	<b>31</b>	<b>41</b>	<b>72</b>	<b>328</b>
BUDGET	63	80	80	52	77	66	417
PRIOR	43	54	54	35	52	45	283
<b>THERAPY TREATMENTS</b>	<b>650</b>	<b>521</b>	<b>802</b>	<b>840</b>	<b>961</b>	<b>910</b>	<b>4,684</b>
BUDGET	712	629	793	866	893	819	4,712
PRIOR	709	626	790	863	889	816	4,693
<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>1,315</b>	<b>7,873</b>
BUDGET	1,165	1,007	1,068	1,115	1,324	1,214	6,894
PRIOR	1,206	1,043	1,106	1,154	1,371	1,257	7,137
<b>KELSEY CLINIC VISITS</b>	<b>-</b>	<b>71</b>	<b>177</b>	<b>83</b>	<b>206</b>	<b>209</b>	<b>746</b>
<b>MCCLEARY HEALTHCARE CLINIC VISITS</b>	<b>716</b>	<b>451</b>	<b>649</b>	<b>582</b>	<b>798</b>	<b>834</b>	<b>4,030</b>
BUDGET	839	680	1,218	996	998	914	5,645
PRIOR	831	805	948	770	772	705	4,831
<b>SUMMIT PACIFIC HEALTH CLINIC VISITS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>267</b>	<b>267</b>
BUDGET	-	-	304	504	740	739	739
PRIOR	184	180	205	188	195	194	194
<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>2,862</b>	<b>15,568</b>
BUDGET	3,690	2,472	3,638	3,083	3,285	3,225	19,392
PRIOR	2,935	2,832	2,977	2,509	2,679	2,629	16,561
<b>OPERATING MARGIN</b>	<b>19.4%</b>	<b>19.3%</b>	<b>10.6%</b>	<b>3.8%</b>	<b>1.0%</b>	<b>1.6%</b>	
GOAL	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%	
<b>DAYS IN AR</b>	<b>50</b>	<b>54</b>	<b>58</b>	<b>61</b>	<b>62</b>	<b>68</b>	
GOAL	47	47	47	47	47	47	
PRIOR	57	56	60	56	52	50	
2017 MEDITECH GO LIVE	65	76	83	84	84	79	
<b>DAYS CASH ON HAND</b>	<b>296</b>	<b>290</b>	<b>279</b>	<b>271</b>	<b>276</b>	<b>274</b>	
GOAL	250	250	250	250	250	250	
PRIOR	323	328	307	281	289	287	
2017 MEDITECH GO LIVE	133	97	88	75	67	63	
<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>325.4</b>	<b>324.3</b>
<b>FTEs INCLUDING AGENCY</b>	<b>339.7</b>	<b>335.1</b>	<b>346.5</b>	<b>356.0</b>	<b>363.6</b>	<b>351.0</b>	<b>348.6</b>
BUDGET	380.3	380.3	381.3	390.0	390.0	390.5	<b>385.4</b>
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	<b>317.3</b>

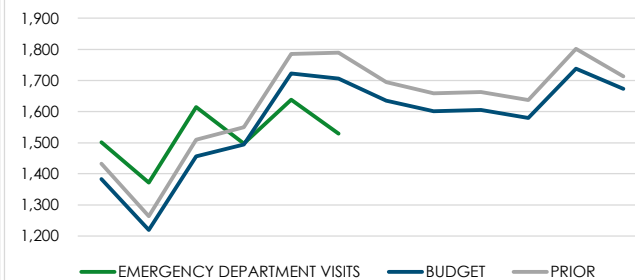
## INPATIENT DAYS



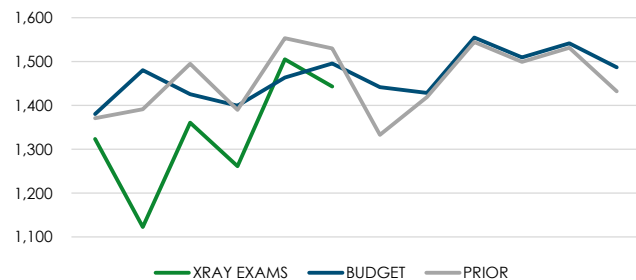
## OBSERVATION HOURS



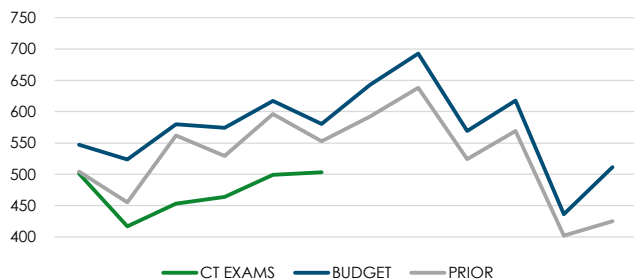
## EMERGENCY DEPARTMENT VISITS



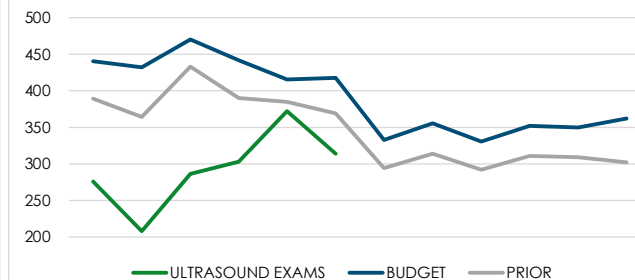
## XRAY EXAMS



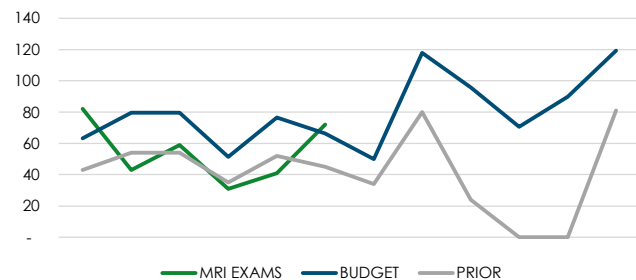
## CT EXAMS



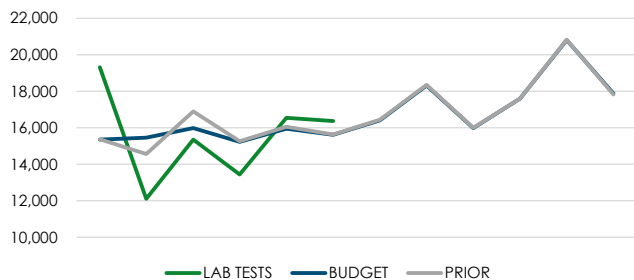
## ULTRASOUND EXAMS



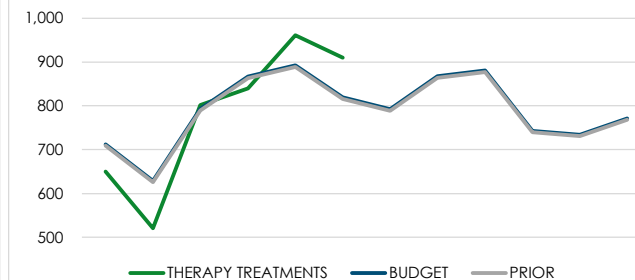
## MRI EXAMS



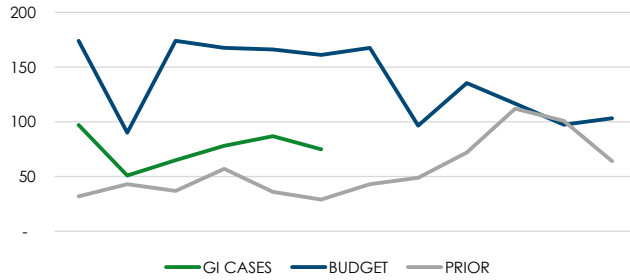
## LAB TESTS



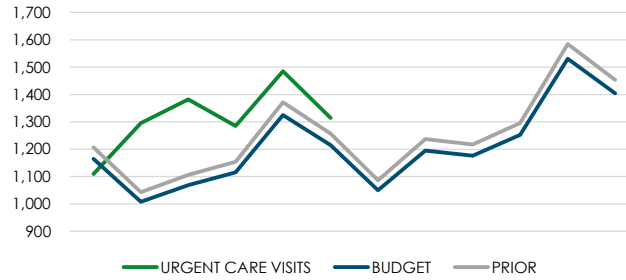
## THERAPY TREATMENTS



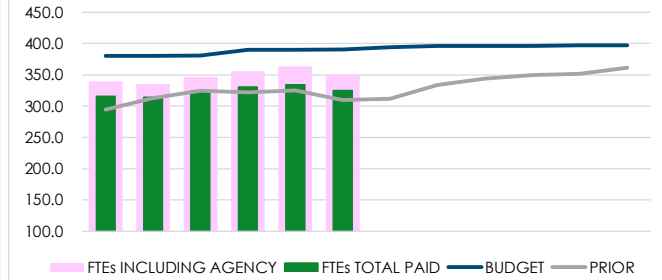
## GI CASES



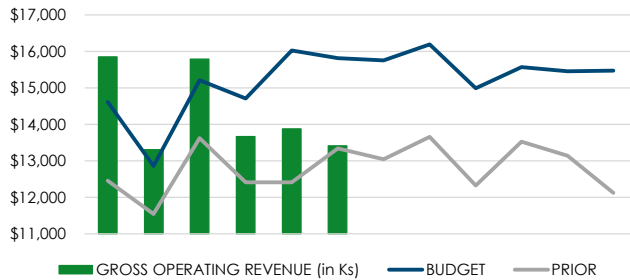
## URGENT CARE VISITS



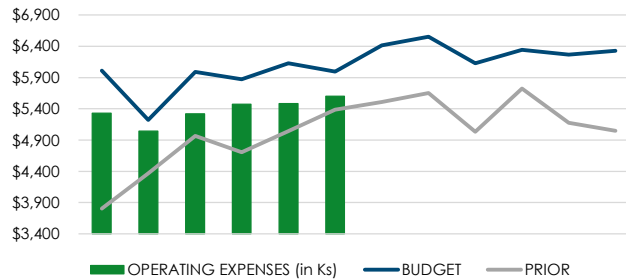
## FTEs



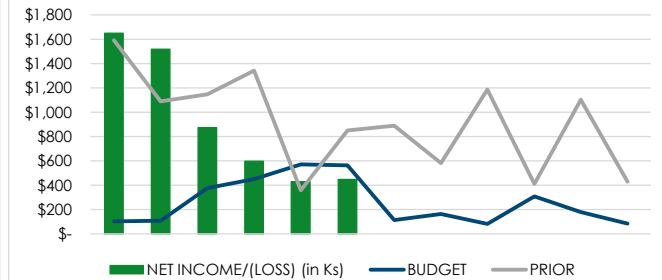
## GROSS OPERATING REVENUE



## OPERATING EXPENSES

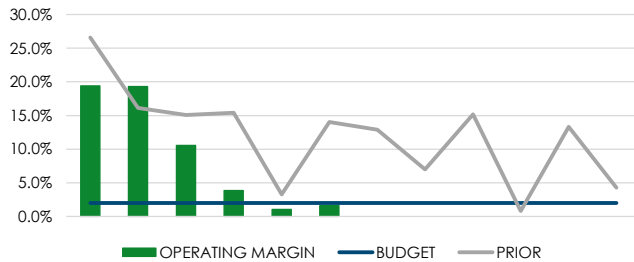


## NET INCOME/(LOSS)



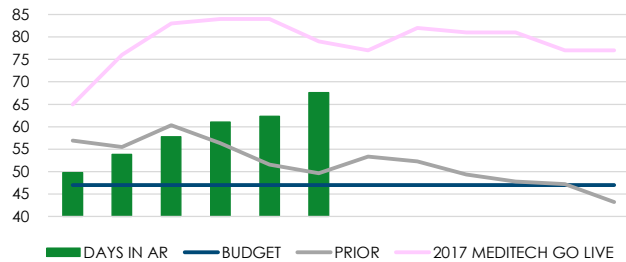
## OPERATING MARGIN

HIGHER IS BETTER



## DAYS IN AR

LOWER IS BETTER



## DAYS CASH ON HAND

HIGHER IS BETTER

