
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. August 24, 2023 Regular Meeting
4. **6:10 - Patient Story** – Jennifer Burkhardt – *Info*
5. **6:15 – Cyber Security**– Tracy Kateley, HITS Director
6. **Executive Reports**
 - a. **6:30** – Quality Report and Dashboard, Tori Bernier and Winfried Danke – *Info*
 - b. **6:45** – Finance Report, James Hansen – *Info*
 - c. **7:00** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:15** – Executive Report, Josh Martin – *Info*
7. **Commissioner Business**
 - a. **7:30** – Medical Staff Privileges – *Action (vote)*
 - b. **7:40** – Seasonal Respiratory VIRAL Infection Vaccination Policy – *Info*
 - c. **7:50** – November Board Date – *Action (vote)*
 - d. **7:55** – Hot Topic – *Discussion*
 - e. **8:00** – Upcoming Events, Andrew Hooper
 - f. **8:05** – Meeting Evaluation, Andrew Hooper
8. **8:10 – Adjourn** – *Action (vote)*

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

- Ladies' Night Out | Wellness Center | October 10, 2023
- **Special Board Meeting Bond Resolution | Wellness Center | October 19, 2023 5:00 pm**
- **WSHA Annual Meeting | Renton, WA | October 22-23, 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
- Final action must be in open meeting

For the Period:

August 2023

Description	Amount
Payroll	\$ 2,913,727
A/P Operations	\$ 2,041,453
A/P Capital	\$ 1,110,099
Community Care	\$ 112,588
Bad Debt	\$ 128,344
Property Tax Credit	\$ (163)
Total	\$ 6,306,049



BOARD OF COMMISSIONERS MEETING MINUTES

August 24, 2023

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>CALL TO ORDER</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>Commissioners present: Gary Thumser, Andrew Hooper, Kevin Bossard, Georgette Hiles, Carolyn Wescott</p> <p>Present: Josh Martin, Jori Stott, Jennifer Burkhardt, Tori Bernier, Winfried Danke, Dr. Ken Dietrich, Jim Hansen, Rachel Brown, Peggy Harding, Sharlene Higa, Tracy Kately, State Auditors Office, Anna Taylor, Paul Griswold, Nurse Supervisor, Luke Zarecor</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • 	
CONSENT AGENDA		<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
MINUTES	<ul style="list-style-type: none"> • July 27, 2023 • July 31-August 2, 2023 • Commissioner Wescott requested edit of duplicate name be updated on page 7 of the strategic planning retreat minutes. 	<p><i>Commissioner Hiles made a motion to approve minutes. Commissioner Thumser seconded the motion. All voted in favor.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • Jennifer Burkhardt shared a patient story regarding nurse Melissa Harris (see patient story for more details). • Commissioner Hooper shared that a response letter to patient letter to the Commissioners has been included in the Board packet. Additionally, Summit received a complimentary letter from the patient after utilizing our services again. 	
Financial Audit	<ul style="list-style-type: none"> • Luke Zarecor provided an overview of the 2022 Financial Audit (see audit report for more details). • A new accounting standard was implemented last year. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 24, 2023

	<ul style="list-style-type: none">• Luke Zarecor shared Net Patient Service Revenue and location of where revenue came from in 2022.• Luke Zarecor reviewed the 2022 Financial Indicators (see report for more details).• CFO Hansen thanked and acknowledged the financial team. Thank you, Rachel Brown, Peggy Harding and team, not here today for hard work.• Commissioner Hooper shared important historical context that he initially joined the board on the community advisory committee with the goal to determine if the District needed to close the hospital doors due to unprofitability. It is tremendous to see the health of the organization now.• Commissioner Hooper said he is very proud of what we have been able to accomplish without having to go to the taxpayer.• CEO Martin asked Luke Zarecor in the next year what will be one of our big challenges in next year's audit.• The Epic conversion hit to operations and arranging of liabilities with the terms of the bond.• Luke Zarecor shared DZA's role in the MFP bond feasibility and assessment will be working with finance team on feasibility of growth with revenue and expenses and historical information for potential bond holders/ buyers.	
PATIENT ACCESS	<ul style="list-style-type: none">• CEO Martin requested to add topic "Patient Access."• Tracy Kately provided an update on phone tree efforts: changing phone switch, hybrid option with current switch, or a cloud-based service.• Tracy shared the pros and cons of each option.• There have been some ad hoc phone tree changes to improve things now, but with plans to make permanent changes.• With a cloud-based program, during a power or internet outage there are two installed routes into the building as well as power back up with generators.• It is the organization's desire to expand and improve our phone system.• Josh and Jennifer to evaluate community campaign about messaging for phone tree improvements.• CFO Hansen provided challenges with staffing. The organization is 9 schedulers short of current needs.• Discussion if there are options to adjust schedules for employees such as per diem employees.• Discussion how to make hospital more approachable for employees feeling qualified to apply.	



BOARD OF COMMISSIONERS MEETING MINUTES

August 24, 2023

	<ul style="list-style-type: none"> • CTLO Burkhardt to provide a recruitment update at the next board meeting. • Employee in audience shared that the position was very transparent about expectations in the posting. • Anna Taylor provided an update on patient access. Follow up appointments are 55 days and 37 days for a new patient. Two new providers are starting next month. The ambulatory team is doing everything possible to keep current providers through Epic optimization, MA workforce, expanded MA roles, MA apprenticeship and evaluating a clerical role. • Jori to add a formal Patient access update in 6 months. 	
QUALITY	<ul style="list-style-type: none"> • CNO Bernier shared the Quality Report and Dashboard (see presentation for more details). • There have been no accrediting bodies within the last month. The Quality team is preparing for a March CMS accreditation. • The organization is focusing work on Organizational Knowledge for the next DNV survey in May and ISO certification. • Select staff members will be trained to do internal audits. • CNO Bernier shared an update on employee safety and education. • There has been a huge improvement and focus on medication scanning and bar code scanning. The medication scanning rate is at 95%. This is a significant increase. • ED length of stay continues to be a problem. There is still an increased time for patient stays waiting for transfer. • The 30 day readmission rates are inflated due to the request for patients to come back or insurance challenges. Patient's insurance can be switched in the ED, however some patients are tied to Molina because their specialists only accept Molina. • Staff injuries remain low. • The change in charts and graphs has been a welcomed improvement. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen reviewed the financial report (see report for more details) • Gross revenue is down due to GI activity. The plan is to get closer to the budget by the end of year. • Days in AR hit 74 which unfortunately surpassed our desired threshold of 67. There were anticipated and unexpected challenges with the conversion. The organization had to transfer accounts from Meditech to Epic. This past month SPMC released \$13 million in claims, \$2 million was just released and \$5 million is on hold between 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 24, 2023

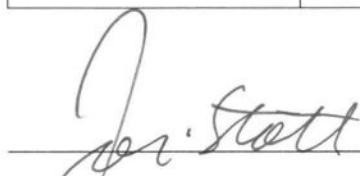
	<p>SPMC and CBO. The team has been learning about processes and working through work cues.</p> <ul style="list-style-type: none"> • CFO Hansen stated he thinks there is a 20-30% chance to make the goal of 47 days in AR. A 75% success rate would be 55 days. • Suggestion to renew advertisement for tax credit discount. • 9/14 is the due date for finalizing the rating program for bond rating for S&P. • Financial feasibility will be completed on 9/26. • There will be a bond resolution next month. • SPMC will receive a rating letter on October 3. • Bond pricing will be October 24th and the bond closing on November 7th. 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin provided an update on advocacy. • MFP has been added to the Appropriation bill in the amount of 2.5 million. Summit Pacific is hoping the bill will be passed by year end. • A team of Commissioners, CEO Martin and Jennifer Brackeen, Director of Innovation will be attending Rural Advocacy Days in Washington DC. The team will be meeting with congressional staffers while they are there. • Thanks, Jori Stott, for the help with Community Asset Mapping. • Youth collaborative will be meeting in September honing in on the resource page, third spaces and mental health. • CEO Martin shared some challenges with the county mental health grant. There have been some changes in payment methodology. • CEO Martin is working on a commercial contract with UHC. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CTLO Burkhardt provided an update on the recruiter position. • CTLO Burkhardt provided an update on the recruitment and retention committee. • COO Danke provided an update on food services. There has been a soft launch for a healthy second entrée geared to the Blue Zones diet. The team also started offering a farmers market every other Friday. • COO Danke provided an update on the rock wall and therapy services. Summit Pacific hired a new therapy manager who will start in October. • COVID volumes are starting to climb. The respiratory virus policy will be reviewed at the next meeting. • Grays Harbor County has one of the highest COVID incidents in the country and the highest in the state. There have been no admissions and the variance has been reduced. Influenza cases are also high this year. • Summit Pacific was presented with a WSHA Quality Excellence Award. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 24, 2023

	<ul style="list-style-type: none">The new Grays Harbor College president visits in July and shared alignment as well as a desire to bring senior leadership to do shared strategy.	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <ul style="list-style-type: none">Nancy Espelin, PA-C - Family Medicine privileges - Initial AppointmentAngela Shimoda, MD - Family Medicine privileges - Initial AppointmentAbdeirahman Beltagy, MD - Neurology privileges - ReappointmentNeha Mirchandani, MD - Neurology privileges - ReappointmentMarry Ellen Biggerstaff, MD - Family Medicine privileges - ReappointmentDiane DeVita, MD - Emergency Medicine privileges – ReappointmentTera Lovell, OT reappointment, Occupational Therapy <p>Hot Topic Discussion</p> <ul style="list-style-type: none">Future topics of interest include human trafficking and a Sherrif's department update.Discussion about partnering with public health and law enforcement about the impacts of devices.Commissioner Hooper reviewed upcoming events.	<i>Commissioner Wescott made a motion to approve the Medical Staff privileges. Commissioner Hiles seconded the motion. All voted in favor.</i>
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:24 pm.	<i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.</i>



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 = ()

August	Month-to-Date				Month	Year-to-Date				
	Actual	Budget	Variance	Var%		Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 14,526,880	\$ 16,193,232	\$ (1,666,353)	(10.3%)	●	\$ 115,159,934	\$ 121,196,529	\$ (6,036,594)	(5.0%)	●
Total Operating Expenses	\$ 5,989,124	\$ 6,551,187	\$ 562,063	8.6%	●	\$ 44,098,892	\$ 48,177,724	\$ 4,078,832	8.5%	●
EBITDA Margin	9.9%	8.6%		1.4%	●	15.8%	10.4%		5.4%	●
Operating Margin	1.9%	1.3%		0.6%	●	8.2%	2.8%		5.4%	●
Net Income Margin	12.2%	2.3%		9.9%	●	13.6%	4.6%		9.0%	●
Payment %						42.7%	42.3%		0.4%	●
Days in AR						70	47	(23)	(48.6%)	●
DCOH						266	250	16	6.3%	●

2023 Income Statement

August

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,224,312	\$ 6,432,835	\$ (1,208,523)	(18.8%)	\$ 45,149,494	\$ 47,529,442	\$ (2,379,949)	(5.0%)
Medicaid Revenue	\$ 3,964,773	\$ 4,545,728	\$ (580,955)	(12.8%)	\$ 31,664,882	\$ 33,924,883	\$ (2,260,002)	(6.7%)
Other Revenue	\$ 5,337,795	\$ 5,214,670	\$ 123,125	2.4%	\$ 38,345,559	\$ 39,742,203	\$ (1,396,644)	(3.5%)
Total Gross Operating Revenue	\$ 14,526,880	\$ 16,193,232	\$ (1,666,353)	(10.3%)	\$ 115,159,934	\$ 121,196,529	\$ (6,036,594)	(5.0%)
Revenue Deductions								
Medicare Contractual	\$ 2,999,306	\$ 4,025,462	\$ 1,026,155	25.5%	\$ 27,521,034	\$ 30,128,142	\$ 2,607,107	8.7%
Medicaid Contractual	\$ 2,248,645	\$ 2,711,293	\$ 462,647	17.1%	\$ 19,232,383	\$ 20,292,383	\$ 1,060,000	5.2%
Other Contractual	\$ 1,913,515	\$ 1,720,846	\$ (192,669)	(11.2%)	\$ 13,297,091	\$ 12,879,488	\$ (417,603)	(3.2%)
Bad Debt Expense	\$ 752,608	\$ 579,567	\$ (173,041)	(29.9%)	\$ 4,304,633	\$ 4,337,709	\$ 33,077	0.8%
Community Care	\$ 112,588	\$ 218,663	\$ 106,075	48.5%	\$ 857,654	\$ 1,636,563	\$ 778,909	47.6%
Administrative Adjustments	\$ 212,338	\$ 89,977	\$ (122,361)	(136.0%)	\$ 752,395	\$ 673,426	\$ (78,969)	(11.7%)
Total Revenue Deductions	\$ 8,239,001	\$ 9,345,808	\$ 1,106,807	11.8%	\$ 65,965,190	\$ 69,947,711	\$ 3,982,521	5.7%
Net Patient Revenue	\$ 6,287,878	\$ 6,847,424	\$ (559,545)	(8.2%)	\$ 49,194,745	\$ 51,248,818	\$ (2,054,073)	(4.0%)
Other Revenue								
Other Operating Income	\$ 362,179	\$ 316,354	\$ 45,825	14.5%	\$ 3,169,232	\$ 2,530,831	\$ 638,401	25.2%
Total Other Revenue	\$ 362,179	\$ 316,354	\$ 45,825	14.5%	\$ 3,169,232	\$ 2,530,831	\$ 638,401	25.2%
Net Operating Revenue	\$ 6,650,057	\$ 7,163,778	\$ (513,720)	(7.2%)	\$ 52,363,977	\$ 53,779,649	\$ (1,415,672)	(2.6%)
Operating Expenses								
Salaries & Wages	\$ 3,031,939	\$ 3,488,240	\$ 456,301	13.1%	\$ 22,345,229	\$ 24,718,169	\$ 2,372,940	9.6%
Benefits	\$ 729,828	\$ 911,565	\$ 181,737	19.9%	\$ 5,835,026	\$ 6,579,844	\$ 744,818	11.3%
Professional Fees	\$ 260,258	\$ 121,024	\$ (139,234)	(115.0%)	\$ 967,901	\$ 932,973	\$ (34,928)	(3.7%)
Supplies	\$ 468,330	\$ 411,912	\$ (56,419)	(13.7%)	\$ 3,003,579	\$ 3,064,873	\$ 61,294	2.0%
Utilities	\$ 54,455	\$ 51,149	\$ (3,306)	(6.5%)	\$ 393,982	\$ 358,859	\$ (35,122)	(9.8%)
Purchased Services	\$ 1,029,411	\$ 1,127,179	\$ 97,768	8.7%	\$ 8,878,013	\$ 8,720,615	\$ (157,398)	(1.8%)
Insurance	\$ 36,356	\$ 36,650	\$ 295	0.8%	\$ 326,408	\$ 293,202	\$ (33,206)	(11.3%)
Other Expenses	\$ 360,996	\$ 344,804	\$ (16,192)	(4.7%)	\$ 2,043,923	\$ 3,115,312	\$ 1,071,389	34.4%
Rentals & Leases	\$ 17,551	\$ 58,664	\$ 41,113	70.1%	\$ 304,832	\$ 393,877	\$ 89,044	22.6%
Total Operating Expenses	\$ 5,989,124	\$ 6,551,187	\$ 562,063	8.6%	\$ 44,098,892	\$ 48,177,724	\$ 4,078,832	8.5%
EBITDA	\$ 660,934	\$ 612,591	\$ 48,343	7.9%	\$ 8,265,085	\$ 5,601,925	\$ 2,663,160	47.5%
Interest & Depreciation Expenses								
Interest	\$ 139,823	\$ 146,197	\$ 6,374	4.4%	\$ 1,128,839	\$ 1,168,105	\$ 39,266	3.4%
Depreciation	\$ 395,644	\$ 376,684	\$ (18,959)	(5.0%)	\$ 2,851,058	\$ 2,919,598	\$ 68,540	2.3%
Total Interest & Depreciation Expenses	\$ 535,466	\$ 522,882	\$ (12,585)	(2.4%)	\$ 3,979,897	\$ 4,087,703	\$ 107,806	2.6%
Operating Income (Loss)	\$ 125,467	\$ 89,709	\$ 35,758	39.9%	\$ 4,285,187	\$ 1,514,222	\$ 2,770,966	183.0%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 14,158	\$ 10,404	\$ 3,754	36.1%	\$ 523,185	\$ 466,229	\$ 56,956	12.2%
Misc Revenue/(Expenses)	\$ 670,131	\$ 64,000	\$ 606,131	947.1%	\$ 2,313,094	\$ 473,043	\$ 1,840,050	389.0%
Total Non-Operating Rev/(Expenses)	\$ 684,289	\$ 74,404	\$ 609,885	819.7%	\$ 2,836,279	\$ 939,272	\$ 1,897,007	202.0%
Net Income (Loss)	\$ 809,756	\$ 164,113	\$ 645,643	393.4%	\$ 7,121,466	\$ 2,453,494	\$ 4,667,972	190.3%
METRICS								
EBITDA Margin	9.9%	8.6%	1.4%	16.2%	15.8%	10.4%	5.4%	51.5%
Operating Margin	1.9%	1.3%	0.6%	50.7%	8.2%	2.8%	5.4%	190.6%
Net Income Margin	12.2%	2.3%	9.9%	431.5%	13.6%	4.6%	9.0%	198.1%
Days in AR					70	47	(23)	(48.6%)
DCOH					266	250	16	6.3%
Deduction %	56.7%	57.7%	1.0%	1.7%	57.3%	57.7%	0.4%	0.8%
NPSR %	43.3%	42.3%	1.0%	2.4%	42.7%	42.3%	0.4%	1.0%
Net Operating Revenue %	45.8%	44.2%	1.5%	3.5%	45.5%	44.4%	1.1%	2.5%
Benefits as a % Of SW	24.1%	26.1%	2.1%	7.9%	26.1%	26.6%	0.5%	1.9%
Benefits as a % of SWB	19.4%	20.7%	1.3%	6.4%	20.7%	21.0%	0.3%	1.5%
Paid FTEs (excludes Agency)	328.8	396.5	67.8	17.1%	324.4	387.9	63.6	16.4%
Salary per FTE	\$ 9,222	\$ 8,797	\$ (425)	(4.8%)	\$ 68,891	\$ 63,718	\$ (5,173)	(8.1%)
Hours	58,079	70,228	12,149	17.3%	446,643	538,592	91,948	17.1%
Avg Hourly Rate	\$ 52.20	\$ 49.67	\$ (2.53)	(5.1%)	\$ 50.03	\$ 45.89	\$ (4.14)	(9.0%)

Balance Sheet as of Aug 2023

Assets	08/31/2023	07/31/2023	1 Month Variance	08/31/2023	12 Month Variance
Current Assets					
Operating Cash	51,636,583	50,129,222	1,507,361	49,639,584	1,996,999
Debt Reserve	2,036,008	2,036,008	-	2,016,008	20,000
Accounts Receivables	32,380,550	33,970,207	(1,589,657)	22,743,248	9,637,302
Less Allow for Uncollectables	(5,221,768)	(4,440,314)	(781,454)	(4,382,006)	(839,762)
Less Contractual Adjustments	(13,409,368)	(14,905,182)	1,495,814	(9,495,380)	(3,913,988)
Accounts Receivable - Net	13,749,414	14,624,711	(875,297)	8,865,862	4,883,552
Taxes Receivable	30,418	19,635	10,783	29,608	810
Other Receivables	2,550,408	2,286,764	263,644	1,941,215	609,193
Inventory	805,788	828,489	(22,701)	781,626	24,162
Prepaid Expenses	921,670	788,502	133,168	1,015,977	(94,307)
Total Current Assets	71,730,288	70,713,330	1,016,958	64,289,881	7,440,408
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,478,409	49,096	4,440,695	86,809
Buildings	47,402,703	45,736,512	1,666,192	43,842,103	3,560,601
Equipment	18,996,034	18,898,668	97,366	14,547,274	4,448,760
Construction In Progress	3,240,613	4,006,272	(765,659)	7,532,248	(4,291,635)
Less Accumulated Depreciation	(30,702,034)	(30,306,390)	(395,644)	(26,409,281)	(4,292,752)
Property, Plant and Equipment - Net	45,116,851	44,465,499	651,352	45,605,067	(488,217)
Total Assets	116,847,139	115,178,830	1,668,309	109,894,948	6,952,191

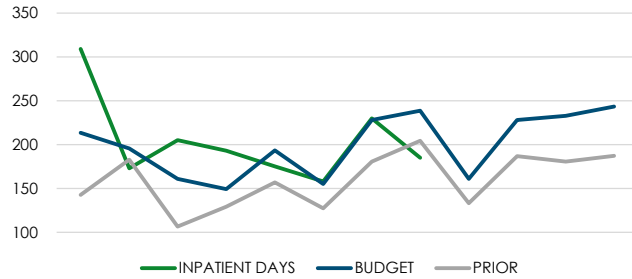
Balance Sheet as of Aug 2023

Liabilities	08/31/2023	07/31/2023	1 Month Variance	08/31/2023	12 Month Variance
Current Liabilities					
Accounts Payable	1,339,271	854,258	485,013	2,059,385	(720,114)
Other Payables	1,195,928	886,947	308,981	4,874,439	(3,678,511)
Payroll and Related Liabilities	4,610,562	4,549,943	60,620	3,462,794	1,147,769
Interest Payable	182,088	135,543	46,545	191,317	(9,229)
Third Party Settlement Payable	890,465	890,465	-	32,574	857,890
Other Current Liabilities	1,114,799	1,107,452	7,347	1,838,452	(723,653)
Current Maturities of LTD	1,383,664	1,383,664	-	1,192,955	190,709
Total Current Liabilities	10,716,776	9,808,271	908,506	13,651,916	(2,935,139)
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,192,955)	(190,709)
Long Term Debt	45,299,895	45,349,847	(49,953)	46,481,702	(1,181,807)
Total Non Current Liabilities	43,916,231	43,966,183	(49,953)	45,288,747	(1,372,516)
Total Liabilities	54,633,007	53,774,454	858,553	58,940,663	(4,307,656)
Net Assets					
Unrestricted Fund Balance	55,092,666	55,092,666	-	43,105,087	11,987,578
YTD Excess of Revenues	7,121,466	6,311,710	809,756	7,849,198	(727,732)
Total Net Assets	62,214,132	61,404,376	809,756	50,954,285	11,259,847
Total Liabilities and Net Assets	116,847,139	115,178,830	1,668,309	109,894,948	6,952,191

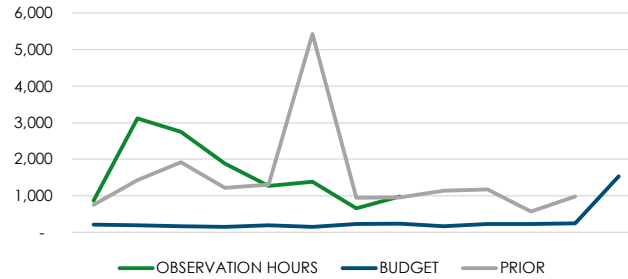
2023 STATISTIC DETAILS

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	YTP
INPATIENT DAYS	309	173	205	193	175	158	230	185	1,628
BUDGET	214	196	161	149	193	155	228	239	1,535
PRIOR	143	183	107	129	157	127	180	204	1,231
OBSERVATION HOURS	871	3,119	2,755	1,882	1,272	1,382	657	980	12,918
BUDGET	650	1,235	1,637	1,054	1,126	3,200	752	825	10,478
PRIOR	750	1,425	1,919	1,214	1,302	5,432	943	954	13,939
EMERGENCY DEPARTMENT VISITS	1,502	1,372	1,615	1,497	1,638	1,529	1,534	1,539	12,226
BUDGET	1,383	1,220	1,456	1,495	1,722	1,706	1,635	1,601	12,218
PRIOR	1,433	1,264	1,509	1,549	1,785	1,789	1,694	1,659	12,682
GI CASES	97	51	65	78	87	75	72	80	605
BUDGET	174	90	174	168	166	161	168	97	1,198
PRIOR	32	43	37	57	36	29	43	49	326
SLEEP LAB	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	33	33	33	33	33	-
LAB TESTS	19,321	12,106	15,358	13,437	16,542	16,368	14,713	17,168	125,013
BUDGET	15,359	15,445	15,974	15,237	15,957	15,611	16,408	18,325	128,317
PRIOR	15,376	14,561	16,892	15,253	16,049	15,628	16,426	18,345	128,530
XRAY EXAMS	1,323	1,123	1,360	1,261	1,505	1,443	1,383	1,374	10,772
BUDGET	1,380	1,480	1,425	1,399	1,463	1,495	1,442	1,428	11,514
PRIOR	1,371	1,391	1,495	1,390	1,553	1,530	1,333	1,419	11,482
CT EXAMS	501	417	453	464	499	503	552	567	3,956
BUDGET	547	524	580	574	617	580	643	692	4,757
PRIOR	504	455	562	529	596	553	592	638	4,429
ULTRASOUND EXAMS	276	208	286	303	372	314	334	386	2,479
BUDGET	440	432	470	441	416	418	333	355	3,305
PRIOR	389	364	433	390	385	369	294	314	2,938
MRI EXAMS	82	43	59	31	41	72	57	56	441
BUDGET	63	80	80	52	77	66	50	118	585
PRIOR	43	54	54	35	52	45	34	80	397
THERAPY TREATMENTS	650	521	802	840	961	910	872	894	6,450
BUDGET	712	629	793	866	893	819	792	867	6,371
PRIOR	709	626	790	863	889	816	789	864	6,346
URGENT CARE VISITS	1,110	1,296	1,382	1,285	1,485	1,315	1,193	1,452	10,518
URGENT CARE BUDGET	1,165	1,007	1,068	1,115	1,324	1,214	1,050	1,195	9,139
URGENT CARE PRIOR	1,206	1,043	1,106	1,154	1,371	1,257	1,087	1,237	9,461
KELSEY CLINIC VISITS	-	71	177	83	206	209	195	260	1,201
MCCLEARY HEALTHCARE CLINIC VISITS	716	451	649	582	798	834	670	701	5,401
BUDGET	839	680	1,218	996	998	914	804	981	7,430
PRIOR	831	805	948	770	772	705	617	758	6,206
SUMMIT PACIFIC HEALTH CLINIC VISITS	-	-	-	-	-	267	264	478	1,009
BUDGET	-	-	304	504	740	739	732	730	2,201
PRIOR	184	180	205	188	195	194	188	186	568
WELLNESS CENTER VISITS	3,109	1,787	2,761	2,272	2,777	2,862	2,446	2,853	20,867
BUDGET	3,690	2,472	3,638	3,083	3,285	3,225	3,349	4,094	26,835
PRIOR	2,935	2,832	2,977	2,509	2,679	2,629	2,733	3,362	22,656
CLINICS VISITS	3,825	2,309	3,587	2,937	3,781	4,172	3,575	4,292	28,478
CLINICS BUDGET	4,529	3,152	5,160	4,583	5,023	4,879	4,885	5,805	38,014
CLINICS PRIOR	3,950	3,817	4,130	3,467	3,646	3,529	3,540	4,309	30,388
OPERATING MARGIN	19.4%	19.3%	10.6%	3.8%	1.0%	1.6%	4.2%	1.5%	
GOAL	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%	
DAYS IN AR	50	54	58	61	62	68	74	70	
GOAL	47	47	47	47	47	47	47	47	
PRIOR	57	56	60	56	52	50	53	52	
2017 MEDITECH GO LIVE	65	76	83	84	84	79	77	82	
DAYS CASH ON HAND	296	290	279	271	276	274	266	266	
GOAL	250	250	250	250	250	250	250	250	
PRIOR	323	328	307	281	289	287	277	265	
2017 MEDITECH GO LIVE	133	97	88	75	67	63	65	76	
FTEs TOTAL PAID	315.9	314.7	324.2	331.0	334.6	325.4	315.8	328.8	323.8
FTEs INCLUDING AGENCY	339.9	335.1	347.5	358.3	364.6	354.6	342.3	365.6	351.0
BUDGET	380.3	380.3	381.3	390.0	390.0	390.5	394.5	396.5	387.9
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	319.7

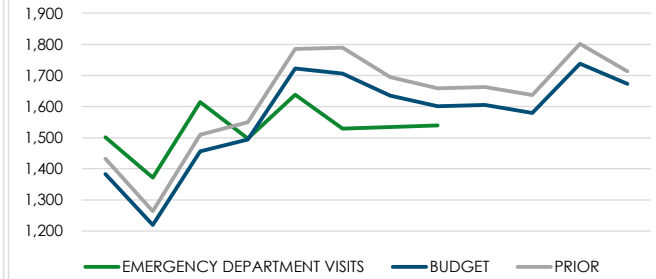
INPATIENT DAYS



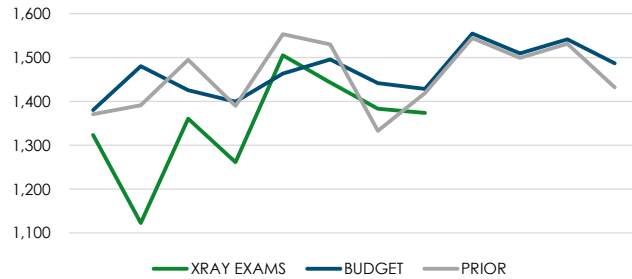
OBSERVATION HOURS



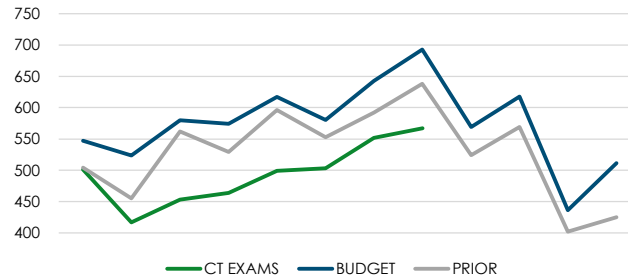
EMERGENCY DEPARTMENT VISITS



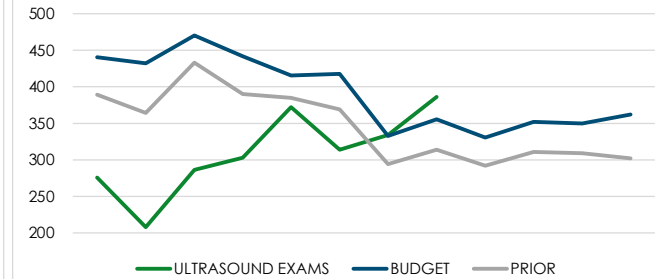
XRAY EXAMS



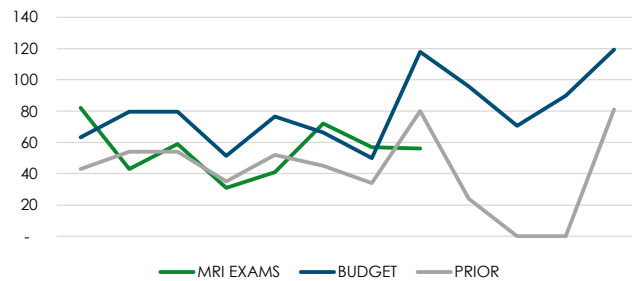
CT EXAMS



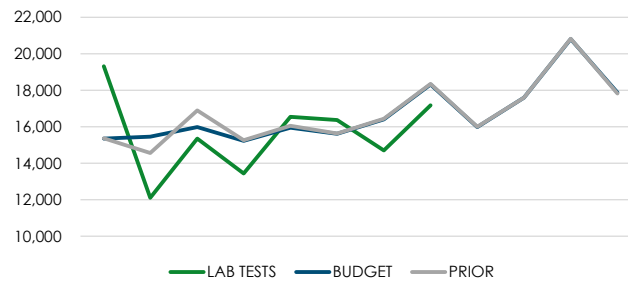
ULTRASOUND EXAMS



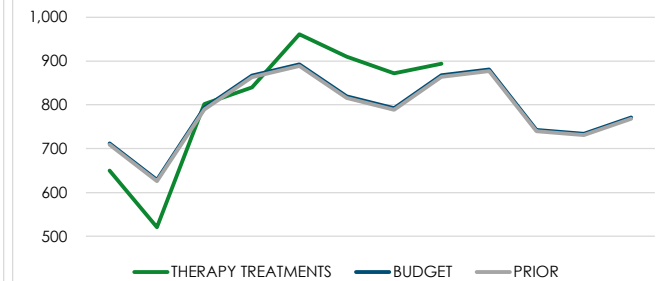
MRI EXAMS



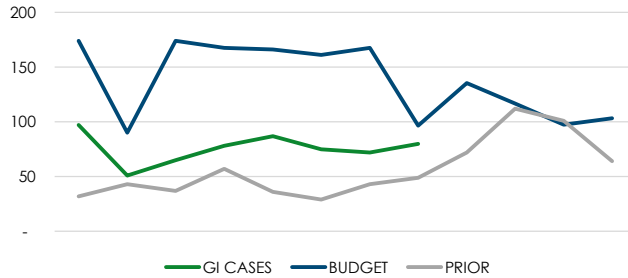
LAB TESTS



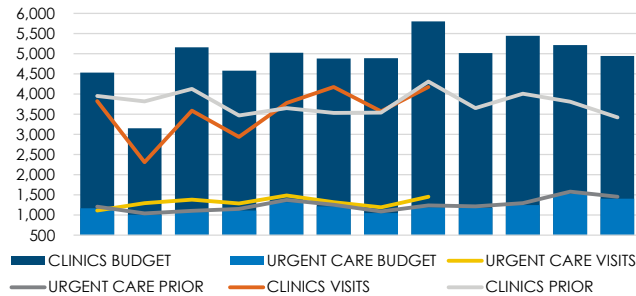
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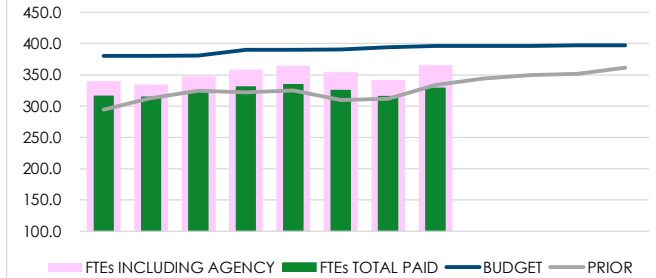
GI CASES



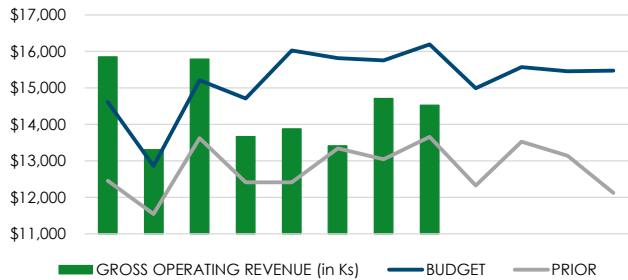
CLINICS & URGENT CARE VISITS



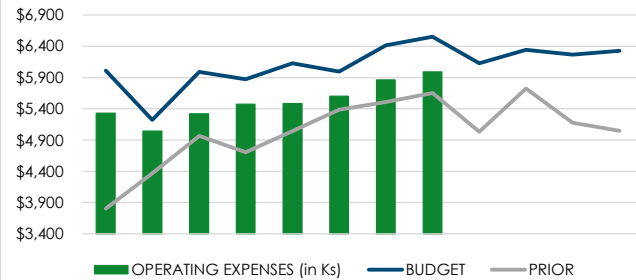
FTEs



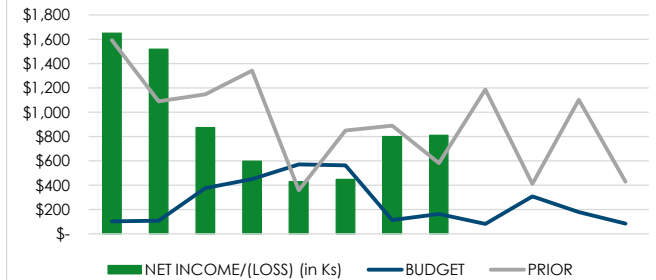
GROSS OPERATING REVENUE



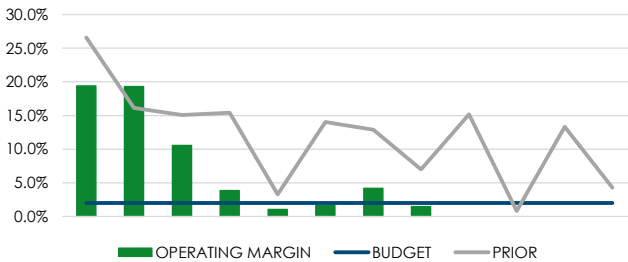
OPERATING EXPENSES



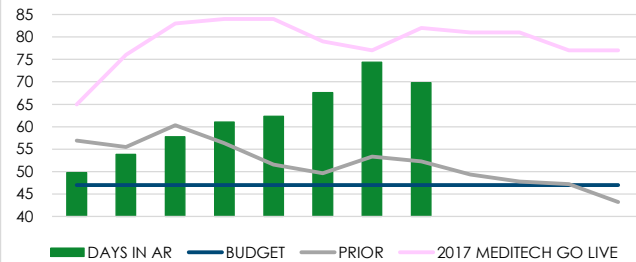
NET INCOME/(LOSS)



OPERATING MARGIN HIGHER IS BETTER



DAYS IN AR LOWER IS BETTER



DAYS CASH ON HAND HIGHER IS BETTER

