
Agenda

1. 5:15 pm - **Call to Order**
2. 5:16 pm – **Presentation of 2024 Annual Budget** – James Hansen, CFO
3. 5:45 pm – **Public Questions & Answers session**
4. 5:55 pm - **Adjournment**

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

- **Special Board Meeting | November 2, 2023 1:00 pm**
- **Special Board Meeting | November 7, 2023 3:00 pm**
- Harbor Lights Laser Show | Satsop Business Park | December 13 & 14, 2023
- Summit Fights Hunger | Wellness Center | December 19 & 20, 2023
- **WSHA Hospital Advocacy Day | Olympia, WA | January 30, 2024**

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



Special Budget Hearing

October 26, 2023

Summit Pacific Wellness Center

Ortquist Conference Room

Grays Harbor County Public Hospital District No. 1

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.

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. September 28, 2023 Regular Meeting
 - b. October 19, 2023 Special Meeting
4. **6:10 - Patient Story** – Jennifer Burkhardt– *Info*
5. **6:15 – Sherrif Introduction-** Darrin Wallace, GH County Sherrif
6. **Executive Reports**
 - a. **6:30** – Quality Report and Dashboard, Tori Bernier – *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)*
 - i. Thomas Griffith, ND – Family Medicine (initial appointment)
 - ii. Chen Ye, MD – Hospital Medicine (initial appointment)
 - iii. Nargiz Ruzmetova, MD – Hospital Medicine (initial appointment)
 - iv. Neysi Anderson, MD – Hospital Medicine (initial appointment)
 - v. Joseph Kohn, ARNP – Primary Family Medicine, Secondary Emergency Medicine (re-appointment)
 - vi. Carson Van Sanford, MD – Neurology (re-appointment)
 - vii. Bruce Geryk, MD- Neurology (re-appointment)
 - b. **7:35-** Resolution 2023-07 Operating Budget– *Action (vote)*
 - c. **7:35–** Hot Topic Article “Washington State Hospitals in Crisis; Beds Per Capita Worst in US” – *Discussion*
 - d. **7:40** – Upcoming Events, Andrew Hooper
 - e. **7:45** – Meeting Evaluation, Andrew Hooper
8. **7:50 – Adjourn** – *Action (vote)*

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

- **Special Board Meeting | November 2, 2023 1:00 pm**
- **Special Board Meeting | November 7, 2023 3:00 pm**
- Harbor Lights Laser Show | Satsop Business Park | December 13 &14, 2023
- Summit Fights Hunger | Wellness Center | December 19 & 20, 2023
- **WSHA Hospital Advocacy Day | Olympia, WA | January 30, 2024**

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:

September 2023

Description	Amount
Payroll	\$ 3,652,797
A/P Operations	\$ 3,194,457
A/P Capital	\$ 418,357
Community Care	\$ 11,491
Bad Debt	\$ 25,038
Property Tax Credit	\$ -
Total	\$ 7,302,139



BOARD OF COMMISSIONERS MEETING MINUTES

September 28, 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: Andrew Hooper, Kevin Bossard, Georgette Hiles, Carolyn Wescott</p> <p>Gary Thumser was absent and excused.</p> <p>Present: Josh Martin, Jori Stott, Jennifer Burkhardt, Tori Bernier, Winfried Danke, Jim Hansen, Tracy Kateley, Anna Taylor, Patti Haught, Sharlene Higa, Lourdes Schoch</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • 	
CONSENT AGENDA		<p><i>Commissioner Wescott made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Thumser was absent and excused.</i></p>
MINUTES	<ul style="list-style-type: none"> • August 24, 2023 	<p><i>Commissioner Hiles made a motion to approve minutes. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Thumser was absent and excused.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient story regarding infusion services (see patient story for more details). 	
CYBERSECURITY	<ul style="list-style-type: none"> • Tracy Kateley gave a presentation on "Cybersecurity" (see presentation for more details). • Discussion regarding best practice for penetration is testing 1-2 years. • Discussion regarding the cost associated with penetration testing. 	



BOARD OF COMMISSIONERS MEETING MINUTES

September 28, 2023

QUALITY	<ul style="list-style-type: none"> • CNO Bernier shared the Quality Report and Dashboard (see presentation for more details). • Labor and Industries came to investigate a complaint. The complaint was not founded and there were no findings. • Internal ISO audits have commenced. 25 took the class last year, Lora Moore, Brandon Smith and Sammi Watts were the first to complete internal audit on falls. • The falls in ACU is a current project for the ACU UBT. • There have been no HAIs. • The Lab has been working diligently on blood culture contamination rates. • The Flu shot is in full swing. Please contact employee health if you would like to receive a flu shot. • The Lab has been working on transfused units and whether they comply. Education is being provided to the providers. • Thank you, Lourdes Schoch, for her hard work with the Trauma Cardiac and Stroke designation and reporting. • CNO Bernier reviewed transfer data. Capital Medical Center has received a lot less transfers in the past several months. • WA state has the worst hospital capacity in the nation. • The Wellness Center Clinic has been having wonderful patient experience scores even with excessive volumes. • CNO Bernier reviewed the process improvement work around vaccine and medication administration process. • GI has been working on phone calls and contacting patients to ensure patients understand their prep to decrease same day procedure cancellations. • CNO Bernier reviewed the Quality Dashboard. • Discussion regarding work around left without being seen. Discussion regarding how we benchmark goals for left without being seen. CNO Bernier to validate if benchmark is based on CMS. • Commissioner Wescott shared that there was excitement for accreditation and the ED stop sign project to increase awareness. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen reviewed the financial report (see report for more details) • August results are like July. The organization continues to be under budget YTD. • Summit Pacific was favorable for total operating expenses by 8% during the month of August. • AR days are trending down although still high at 70 days. 	



BOARD OF COMMISSIONERS MEETING MINUTES

September 28, 2023

	<ul style="list-style-type: none"> • Favorable and underbudget for salaries at 10%. • CEO Martin read the patient access update in the executive report (see report for more details). • CFO Hansen reviewed financial dashboards (see dashboards for more details). • CFO Hansen provided details regarding the MFP financing and the S&P presentation. • Summit Pacific will need to refinance the USDA dougherty loan per USDA. • The organization will be going out for bond for \$71 million: project total cost \$55 million and \$8.5 million for refinancing. • There will be no impact to the credit rating for the addition of the \$8.5 million refinancing. • The S&P interview was this Monday and shared that they feel we are triple b rated at least. • CEO Martin shared significant challenges with USDA due to the requirement to notify USDA to take on new debt and request for subordination. • Summit Pacific received a significantly unanticipated letter from USDA on 8/28 calling in their debt. • Addressing USDA required significant response, advocating at a state and federal level. • There have been many back and forth requests and responses for the state and national USDA office and the OGC. The OGC has approved a first and second request for parity. • USDA national has until tomorrow to respond about whether they will grant parity. • CFO Hansen reviewed plan b for consolidation should USDA not grant parity. • The cost per year for the district would be about 1 million more annually for plan b. • The board showed support for both plans. 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin provided an update on advocacy. • Commissioner Hiles and Commissioner Hooper attended Rural Advocacy Days and got to meet with Senator Cantwell, Senator Murray, and Representative Kilmer. Commissioner Hooper spoke to workforce long term issues. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CTLO Burkhardt provided an update on marketing and community relations. • Summit Pacific hosted a tremendous 5k and Wellness Fair event. • COO Danke provided an update on Environment of Care. The committee is working on a workplace violence committee and emergency management committee. The committee is also working to update the Emergency Plan. 	



BOARD OF COMMISSIONERS MEETING MINUTES

September 28, 2023

	<ul style="list-style-type: none"> • There will be an armed intruder exercise later this year coordinated with law enforcement. • CEO Martin will be meeting with Amerigroup on Monday to film a Food Rx video promotion. • Jori Stott shared Blue Zones update. Summit Pacific will host a Blue Zones Activate kickoff event on November 4th at the Wellness Center. The Food Policy and Built Environment committees have selected their initiatives for the next two years. The Steering committee voted to approve the initiative this week. • Anna Taylor was voted as president for the National Rural Health Clinic Association. • The State day on the Hill is scheduled for January 29th. • The Innovation department received another grant that was submitted earlier this year for substance use disorder and opioid use disorder. The grant is a total of \$300,000 through HRSA. 	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <p>Seasonal Respiratory Viral Infection Policy</p> <ul style="list-style-type: none"> • Summit Pacific merged the Covid policy and Flu policy (see policy for more details) • There is a group through health network that would like us to sign with them to agree to universal masking for certain threshold numbers. Each hospital can opt in or out. Summit Pacific is reviewing and deliberating. Last year Summit Pacific opted out. <p>November Board Meeting.</p> <ul style="list-style-type: none"> • A suggestion was made to move the November meeting to November 30th. <p>Upcoming event</p> <ul style="list-style-type: none"> • There is a Special Board meeting scheduled for October 19th at 5:00 pm to approve the Revenue Bond Resolution. • Sherrif Wallace will be presenting at the October Board meeting. • Future hot topic requested domestic violence. 	<p><i>Commissioner Hiles made a motion to approve the Medical Staff privileges. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Thumser was absent and excused.</i></p> <p><i>Commissioner Hiles made a motion to move the regular November Board meeting Date to November 30th, 2023 at 6:00 pm. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Thumser was absent and excused.</i></p>
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:21 pm.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.</i>



BOARD OF COMMISSIONERS MEETING MINUTES

September 28, 2023

		<i>Commissioner Thumser was absent and excused.</i>
--	--	---



Recording Secretary



Board Secretary



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES
October 19, 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 Gary Thumser at 5:03 pm</p> <p>Commissioners present: Gary Thumser, Georgette Hiles, Carolyn Wescott</p> <p>Andrew Hooper and Kevin Bossard were absent and excused.</p> <p>Present: Josh Martin, Jori Stott, Jim Hansen, Clayton Franke, Roy Koegen</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
COMMISSIONER BUSINESS	<p>Resolution 2023-06 Series 2023 Revenue Bond</p> <ul style="list-style-type: none"> • CEO Martin reviewed the purpose for Resolution 2023-06 (See resolution for more details). • CEO Martin introduced Roy Koegen. Koegen was pivotal with the financing for the Wellness Center. He helped navigate complexities with financing through his role as Summit Pacific's bond attorney through the law firm Kutak Rock. Koegen has agreed post-retirement to help with consultation and open relationships with finance partners on this project. Koegen is an attorney but not our bond counsel on this project. • CEO Martin shared that Summit Pacific has successfully applied to S&P to become bond rated. • Financing a CAH is a new territory for S&P. The Hospital District has provided S&P with a lot of data and information to share Summit Pacific's story. • Summit Pacific goes back to the committee tomorrow with the intent of receiving bond rating. • Summit Pacific is faced with two possible scenarios for bond rating: circumstances- <ul style="list-style-type: none"> ○ BBB/ BBB+: Investment grade and preferred interest rate. In the market right now, investors may see more risk as Summit Pacific is less than 100 million net. ○ BB+: Higher interest rate on the Hospital District, but potential to grow/ move into a higher bond rating in the future. Investors might show more favor in these types of investments. • There is a set interest rate for BBB and BB would have an adjusted interest rate 	



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

October 19, 2023

- CEO Martin distributed investment grade documentation (see document for more details).
- Summit Pacific will go to market November 2, 2023.
- There are limited tax-exempt bonds in the market which is a benefit for Summit Pacific.
- The bonds would be a duration of 30 years.
- Roy Koegen shared complexities with the bond market, global geopolitical impacts, federal impacts, and rising interest rates. Investors want tax exempt income and predicts bonds could sell fast.
- Roy explained the Draft Preliminary Official Statement (See Preliminary Official Statement for more details).
- Roy Koegen reviewed revenue bond timeline. Next week Due Diligence meeting, bond sales November 2nd, and money wired November 16th.
- The process to sell bond is very fluid. This resolution provides CEO Martin with the parameters to sell the bond and negotiate terms.
- There will be a special meeting called November 2, 2023, at 1 pm in case there are any necessary changes to sell the bonds.
- Roy Koegen shared CEO Martin and CFO Hansen have done a great job representing Summit Pacific.
- Summit Pacific has decided to refinance current loan with Dougherty on the Wellness Center to save money as the interest rate is scheduled to reset every five years.
- There is great benefit to the Summit Pacific because USDA provided parity on existing debt.
- Bonds can be sold at a discount or premium. Investors could agree to pay 90 cents on the dollar or \$1.20 on the dollar.
- The maximum interest rate would be 7.5%, but we do not expect rates to exceed 7%.
- Bonds can be prepaid without penalty after 10 years. It is common to refinance with an adjusted bond rating after 10 years.
- There were no questions from the Commissioners.
- CEO Martin reviewed CAH Investment Grade Peer Analysis (See document for more details).

Commissioner Hiles made a motion to adopt Resolution 2023-06 Seies 2023 Revenue Bond. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

October 19, 2023

	<ul style="list-style-type: none">Discussion regarding vulnerabilities identified by S&P about market share. CEO Martin and CFO Hansen had to share demonstrate why we need to expand to keep more patients due to capacity	<i>and Commissioner Hooper were absent and excused.</i>
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 5:46 pm.	<i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard and Commissioner Hooper was absent and excused.</i>

A handwritten signature in cursive script, appearing to read "J. Stott", written over a horizontal line.

Recording Secretary

A handwritten signature in cursive script, appearing to read "Georgette Hiles", written over a horizontal line.

Board Secretary

Financial Highlights – Monthly Dashboard

Finance Dashboard

Month-to-Date

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = + Unfavorable Variance = ()

September	Month-to-Date				Month	Year-to-Date				
	Actual	Budget	Variance	Var%		Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 12,976,282	\$ 14,989,267	\$ (2,012,985)	(13.4%)	●	\$ 128,136,216	\$ 136,185,796	\$ (8,049,580)	(5.9%)	●
Total Operating Expenses	\$ 5,927,494	\$ 6,123,647	\$ 196,153	3.2%	●	\$ 50,026,386	\$ 54,301,371	\$ 4,274,984	7.9%	●
EBITDA Margin	2.8%	8.0%		(5.2%)	●	14.4%	10.1%		4.3%	●
Operating Margin	(6.1%)	0.2%		(6.3%)	●	6.7%	2.5%		4.2%	●
Net Income Margin	1.3%	1.2%		0.1%	●	12.3%	4.2%		8.1%	●
Payment %						42.9%	42.3%		0.6%	●
Days in AR						66	47	(19)	(40.3%)	●
DCOH						262	250	12	4.7%	●

September

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 4,908,190	\$ 5,795,396	\$ (887,206)	(15.3%)	\$ 50,057,683	\$ 53,324,838	\$ (3,267,155)	(6.1%)
Medicaid Revenue	\$ 3,823,338	\$ 4,250,599	\$ (427,261)	(10.1%)	\$ 35,488,219	\$ 38,175,482	\$ (2,687,263)	(7.0%)
Other Revenue	\$ 4,244,755	\$ 4,943,272	\$ (698,518)	(14.1%)	\$ 42,590,314	\$ 44,685,475	\$ (2,095,161)	(4.7%)
Total Gross Operating Revenue	\$12,976,282	\$14,989,267	\$ (2,012,985)	(13.4%)	\$128,136,216	\$136,185,796	\$ (8,049,580)	(5.9%)
Revenue Deductions								
Medicare Contractual	\$ 2,161,666	\$ 3,726,169	\$ 1,564,503	42.0%	\$ 29,682,700	\$ 33,854,311	\$ 4,171,610	12.3%
Medicaid Contractual	\$ 2,424,498	\$ 2,509,708	\$ 85,210	3.4%	\$ 21,656,881	\$ 22,802,091	\$ 1,145,210	5.0%
Other Contractual	\$ 1,687,835	\$ 1,592,901	\$ (94,934)	(6.0%)	\$ 14,984,926	\$ 14,472,389	\$ (512,537)	(3.5%)
Bad Debt Expense	\$ 634,482	\$ 536,476	\$ (98,006)	(18.3%)	\$ 4,939,115	\$ 4,874,186	\$ (64,929)	(1.3%)
Community Care	\$ 11,491	\$ 202,406	\$ 190,915	94.3%	\$ 869,145	\$ 1,838,969	\$ 969,824	52.7%
Administrative Adjustments	\$ 252,511	\$ 83,288	\$ (169,223)	(203.2%)	\$ 1,004,905	\$ 756,713	\$ (248,192)	(32.8%)
Total Revenue Deductions	\$ 7,172,483	\$ 8,650,948	\$ 1,478,465	17.1%	\$ 73,137,673	\$ 78,598,659	\$ 5,460,986	6.9%
Net Patient Revenue	\$ 5,803,799	\$ 6,338,319	\$ (534,520)	(8.4%)	\$ 54,998,543	\$ 57,587,136	\$ (2,588,593)	(4.5%)
Other Revenue								
Other Operating Income	\$ 295,317	\$ 316,354	\$ (21,037)	(6.6%)	\$ 3,464,549	\$ 2,847,185	\$ 617,365	21.7%
Total Other Revenue	\$ 295,317	\$ 316,354	\$ (21,037)	(6.6%)	\$ 3,464,549	\$ 2,847,185	\$ 617,365	21.7%
Net Operating Revenue	\$ 6,099,116	\$ 6,654,672	\$ (555,557)	(8.3%)	\$ 58,463,093	\$ 60,434,321	\$ (1,971,228)	(3.3%)
Operating Expenses								
Salaries & Wages	\$ 2,813,149	\$ 3,373,126	\$ 559,977	16.6%	\$ 25,158,378	\$ 28,091,295	\$ 2,932,918	10.4%
Benefits	\$ 726,022	\$ 854,105	\$ 128,083	15.0%	\$ 6,561,048	\$ 7,433,949	\$ 872,901	11.7%
Professional Fees	\$ 209,221	\$ 104,320	\$ (104,901)	(100.6%)	\$ 1,177,122	\$ 1,037,293	\$ (139,829)	(13.5%)
Supplies	\$ 381,086	\$ 372,178	\$ (8,908)	(2.4%)	\$ 3,384,665	\$ 3,437,051	\$ 52,386	1.5%
Utilities	\$ 58,078	\$ 37,324	\$ (20,754)	(55.6%)	\$ 452,059	\$ 396,183	\$ (55,876)	(14.1%)
Purchased Services	\$ 1,413,569	\$ 1,077,210	\$ (336,359)	(31.2%)	\$ 10,291,582	\$ 9,797,825	\$ (493,757)	(5.0%)
Insurance	\$ 39,229	\$ 36,650	\$ (2,579)	(7.0%)	\$ 365,638	\$ 329,853	\$ (35,785)	(10.8%)
Other Expenses	\$ 248,982	\$ 225,419	\$ (23,562)	(10.5%)	\$ 2,292,904	\$ 3,340,731	\$ 1,047,826	31.4%
Rentals & Leases	\$ 38,158	\$ 43,314	\$ 5,156	11.9%	\$ 342,990	\$ 437,191	\$ 94,200	21.5%
Total Operating Expenses	\$ 5,927,494	\$ 6,123,647	\$ 196,153	3.2%	\$ 50,026,386	\$ 54,301,371	\$ 4,274,984	7.9%
EBITDA	\$ 171,622	\$ 531,026	\$ (359,404)	(67.7%)	\$ 8,436,706	\$ 6,132,950	\$ 2,303,756	37.6%
Interest & Depreciation Expenses								
Interest	\$ 139,655	\$ 139,400	\$ (255)	(0.2%)	\$ 1,268,495	\$ 1,307,505	\$ 39,010	3.0%
Depreciation	\$ 402,534	\$ 376,684	\$ (25,850)	(6.9%)	\$ 3,253,592	\$ 3,296,282	\$ 42,690	1.3%
Total Interest & Depreciation Expenses	\$ 542,189	\$ 516,084	\$ (26,105)	(5.1%)	\$ 4,522,087	\$ 4,603,787	\$ 81,701	1.8%
Operating Income (Loss)	\$ (370,567)	\$ 14,942	\$ (385,509)	(2,580.1%)	\$ 3,914,620	\$ 1,529,163	\$ 2,385,457	156.0%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 21,298	\$ 8,853	\$ 12,444	140.6%	\$ 544,483	\$ 475,082	\$ 69,401	14.6%
Misc Revenue/(Expenses)	\$ 431,387	\$ 58,435	\$ 372,952	638.2%	\$ 2,744,480	\$ 531,478	\$ 2,213,002	416.4%
Total Non-Operating Rev/(Expenses)	\$ 452,684	\$ 67,288	\$ 385,396	572.8%	\$ 3,288,963	\$ 1,006,561	\$ 2,282,403	226.8%
Net Income (Loss)	\$ 82,117	\$ 82,230	\$ (113)	(0.1%)	\$ 7,203,583	\$ 2,535,724	\$ 4,667,859	184.1%

METRICS

EBITDA Margin	2.8%	8.0%	(5.2%)	(64.7%)	14.4%	10.1%	4.3%	42.2%
Operating Margin	(6.1%)	0.2%	(6.3%)	(2,806.0%)	6.7%	2.5%	4.2%	164.6%
Net Income Margin	1.3%	1.2%	0.1%	9.0%	12.3%	4.2%	8.1%	193.7%
Days in AR					66	47	(19)	(40.3%)
DCOH					262	250	12	4.7%
Deduction %	55.3%	57.7%	2.4%	4.2%	57.1%	57.7%	0.6%	1.1%
NPSR %	44.7%	42.3%	2.4%	5.8%	42.9%	42.3%	0.6%	1.5%
Net Operating Revenue %	47.0%	44.4%	2.6%	5.9%	45.6%	44.4%	1.2%	2.8%
Benefits as a % Of SW	25.8%	25.3%	(0.5%)	(1.9%)	26.1%	26.5%	0.4%	1.5%
Benefits as a % of SWB	20.5%	20.2%	(0.3%)	(1.5%)	20.7%	20.9%	0.2%	1.2%
Paid FTEs (excludes Agency)	325.3	396.5	71.2	18.0%	324.5	388.9	64.4	16.5%
Salary per FTE	\$ 8,647	\$ 8,506	\$ (141)	(1.7%)	\$ 77,521	\$ 72,235	\$ (5,286)	(7.3%)
Hours	55,618	67,963	12,345	18.2%	502,141	606,554	104,414	17.2%
Avg Hourly Rate	\$ 50.58	\$ 49.63	\$ (0.95)	(1.9%)	\$ 50.10	\$ 46.31	\$ (3.79)	(8.2%)

Balance Sheet as of Sep 2023

Assets	09/30/2023	08/31/2023	1 Month Variance	09/30/2023	12 Month Variance
Current Assets					
Operating Cash	51,769,199	51,775,620	(6,421)	49,371,551	2,397,648
Debt Reserve	2,036,008	2,036,008	-	2,016,008	20,000
Accounts Receivables	30,268,823	32,380,550	(2,111,727)	20,959,469	9,309,354
Less Allow for Uncollectables	(5,906,333)	(5,221,768)	(684,565)	(4,156,531)	(1,749,802)
Less Contractual Adjustments	(11,059,861)	(13,409,368)	2,349,507	(8,624,226)	(2,435,635)
Accounts Receivable - Net	13,302,628	13,749,414	(446,785)	8,178,712	5,123,916
Taxes Receivable	37,558	30,418	7,140	27,619	9,939
Other Receivables	2,142,138	2,550,408	(408,269)	1,974,036	168,102
Inventory	786,600	740,090	46,510	764,846	21,754
Prepaid Expenses	881,338	921,670	(40,332)	1,038,888	(157,550)
Total Current Assets	70,955,470	71,803,628	(848,157)	63,371,661	7,583,810
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,440,695	86,809
Buildings	47,402,703	47,402,703	-	43,842,103	3,560,601
Equipment	19,034,530	18,996,034	38,496	14,691,886	4,342,644
Construction In Progress	3,246,019	3,240,613	5,406	8,075,541	(4,829,522)
Less Accumulated Depreciation	(31,104,568)	(30,702,034)	(402,534)	(26,687,260)	(4,417,307)
Property, Plant and Equipment - Net	44,758,219	45,116,851	(358,632)	46,014,994	(1,256,775)
Total Assets	115,713,690	116,920,478	(1,206,789)	109,386,655	6,327,035

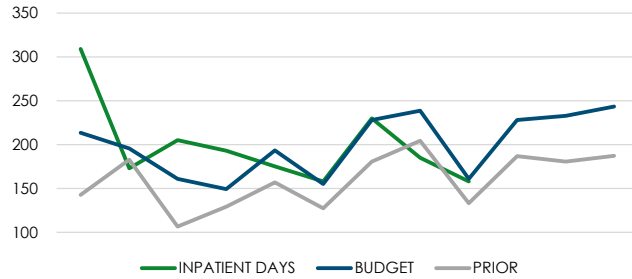
Balance Sheet as of Sep 2023

Liabilities	09/30/2023	08/31/2023	1 Month Variance	09/30/2023	12 Month Variance
Current Liabilities					
Accounts Payable	1,181,154	1,339,271	(158,117)	2,074,780	(893,626)
Other Payables	1,004,086	1,195,928	(191,842)	4,869,209	(3,865,123)
Payroll and Related Liabilities	3,675,191	4,610,562	(935,371)	2,443,441	1,231,750
Interest Payable	228,633	182,088	46,545	240,169	(11,536)
Third Party Settlement Payable	(6,000)	(6,000)	-	(663,426)	657,426
Other Current Liabilities	1,114,799	1,114,799	-	1,843,034	(728,235)
Current Maturities of LTD	1,383,664	1,383,664	-	1,192,955	190,709
Total Current Liabilities	8,581,526	9,820,312	(1,238,785)	12,000,161	(3,418,634)
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,192,955)	(190,709)
Long Term Debt	45,249,774	45,299,895	(50,120)	46,436,891	(1,187,116)
Total Non Current Liabilities	43,866,110	43,916,231	(50,120)	45,243,936	(1,377,825)
Total Liabilities	52,447,637	53,736,543	(1,288,906)	57,244,096	(4,796,460)
Net Assets					
Unrestricted Fund Balance	56,062,469	56,062,469	-	43,105,087	12,957,382
YTD Excess of Revenues	7,203,584	7,121,466	82,117	9,037,471	(1,833,888)
Total Net Assets	63,266,053	63,183,936	82,117	52,142,558	11,123,495
Total Liabilities and Net Assets	115,713,690	116,920,478	(1,206,789)	109,386,655	6,327,035

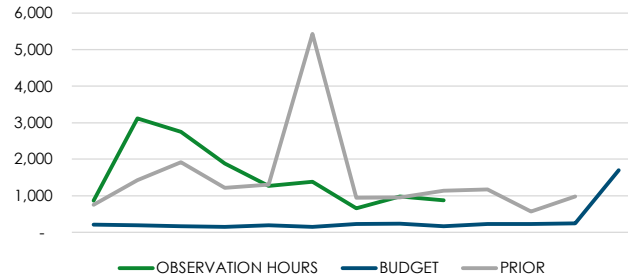
2023 STATISTIC DETAILS

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	YTP
INPATIENT DAYS	309	173	205	193	175	158	230	185	158	1,786
BUDGET	214	196	161	149	193	155	228	239	161	1,696
PRIOR	143	183	107	129	157	127	180	204	133	1,364
OBSERVATION HOURS	871	3,119	2,755	1,882	1,272	1,382	657	980	881	13,799
BUDGET	650	1,235	1,637	1,054	1,126	3,200	752	825	990	11,469
PRIOR	750	1,425	1,919	1,214	1,302	5,432	943	954	1,142	15,081
EMERGENCY DEPARTMENT VISITS	1,502	1,372	1,615	1,497	1,638	1,529	1,534	1,539	1,487	13,713
BUDGET	1,383	1,220	1,456	1,495	1,722	1,706	1,635	1,601	1,605	13,822
PRIOR	1,433	1,264	1,509	1,549	1,785	1,789	1,694	1,659	1,663	14,345
GI CASES	97	51	65	78	87	75	72	80	73	678
BUDGET	174	90	174	168	166	161	168	97	135	1,333
PRIOR	32	43	37	57	36	29	43	49	72	398
SLEEP LAB	-	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	33	33	33	33	33	33	-
LAB TESTS	19,321	12,106	15,358	13,437	16,542	16,368	14,713	17,168	14,744	139,757
BUDGET	15,359	15,445	15,974	15,237	15,957	15,611	16,408	18,325	15,982	144,299
PRIOR	15,376	14,561	16,892	15,253	16,049	15,628	16,426	18,345	15,999	144,529
XRAY EXAMS	1,323	1,123	1,360	1,261	1,505	1,443	1,383	1,374	1,335	12,107
BUDGET	1,380	1,480	1,425	1,399	1,463	1,495	1,442	1,428	1,554	13,068
PRIOR	1,371	1,391	1,495	1,390	1,553	1,530	1,333	1,419	1,544	13,026
CT EXAMS	501	417	453	464	499	503	552	567	533	4,489
BUDGET	547	524	580	574	617	580	643	692	569	5,326
PRIOR	504	455	562	529	596	553	592	638	524	4,953
ULTRASOUND EXAMS	276	208	286	303	372	314	334	386	381	2,860
BUDGET	440	432	470	441	416	418	333	355	330	3,636
PRIOR	389	364	433	390	385	369	294	314	292	3,230
MRI EXAMS	82	43	59	31	41	72	57	56	65	506
BUDGET	63	80	80	52	77	66	50	118	96	680
PRIOR	43	54	54	35	52	45	34	80	24	421
THERAPY TREATMENTS	650	521	802	840	961	910	872	894	735	7,185
BUDGET	712	629	793	866	893	819	792	867	881	7,252
PRIOR	709	626	790	863	889	816	789	864	877	7,223
URGENT CARE VISITS	1,110	1,296	1,382	1,285	1,485	1,315	1,193	1,452	1,344	11,862
URGENT CARE BUDGET	1,165	1,007	1,068	1,115	1,324	1,214	1,050	1,195	1,176	10,315
URGENT CARE PRIOR	1,206	1,043	1,106	1,154	1,371	1,257	1,087	1,237	1,217	10,678
KELSEY CLINIC VISITS	-	71	177	83	206	209	195	260	243	1,444
MCCLEARY HEALTHCARE CLINIC VISITS	716	451	649	582	798	834	670	701	620	6,021
BUDGET	839	680	1,218	996	998	914	804	981	863	8,293
PRIOR	831	805	948	770	772	705	617	758	664	6,870
SUMMIT PACIFIC HEALTH CLINIC VISITS	-	-	-	-	-	267	264	478	584	1,593
BUDGET	-	-	304	504	740	739	732	730	715	2,916
PRIOR	184	180	205	188	195	194	188	186	173	741
WELLNESS CENTER VISITS	3,109	1,779	2,741	2,254	2,761	2,854	2,438	2,836	2,129	22,901
BUDGET	3,690	2,472	3,638	3,083	3,285	3,225	3,349	4,094	3,440	30,275
PRIOR	2,935	2,832	2,977	2,509	2,679	2,629	2,733	3,362	2,810	25,466
CLINICS VISITS	3,825	2,301	3,567	2,919	3,765	4,164	3,567	4,275	3,576	31,959
CLINICS BUDGET	4,529	3,152	5,160	4,583	5,023	4,879	4,885	5,805	5,018	43,032
CLINICS PRIOR	3,950	3,817	4,130	3,467	3,646	3,529	3,540	4,309	3,647	34,035
OPERATING MARGIN	19.4%	19.3%	10.6%	3.8%	1.0%	1.6%	4.2%	1.5%	-6.1%	
GOAL	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%	
DAYS IN AR	50	54	58	61	62	68	74	70	66	
GOAL	47	47	47	47	47	47	47	47	47	
PRIOR	57	56	60	56	52	50	53	52	49	
2017 MEDITECH GO LIVE	65	76	83	84	84	79	77	82	81	
DAYS CASH ON HAND	296	290	279	271	276	274	266	266	262	
GOAL	250	250	250	250	250	250	250	250	250	
PRIOR	323	328	307	281	289	287	277	265	269	
2017 MEDITECH GO LIVE	133	97	88	75	67	63	65	76	72	
FTEs TOTAL PAID	315.9	314.7	324.2	331.0	334.6	325.4	315.8	328.8	329.8	324.5
FTEs INCLUDING AGENCY	339.9	335.1	347.5	358.3	364.6	356.0	343.4	356.9	357.6	351.0
BUDGET	380.3	380.3	381.3	390.0	390.0	390.5	394.5	396.5	396.5	388.9
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	344.0	320.7

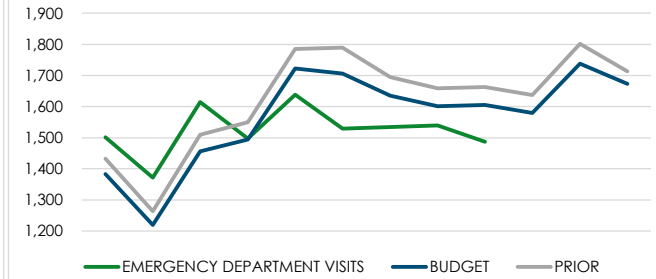
INPATIENT DAYS



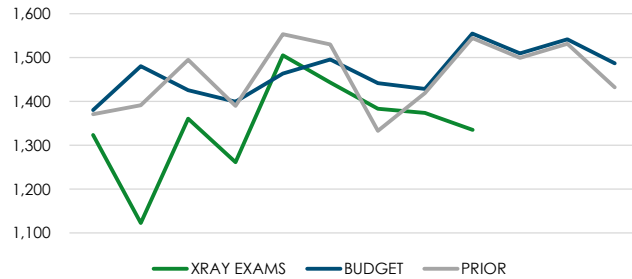
OBSERVATION HOURS



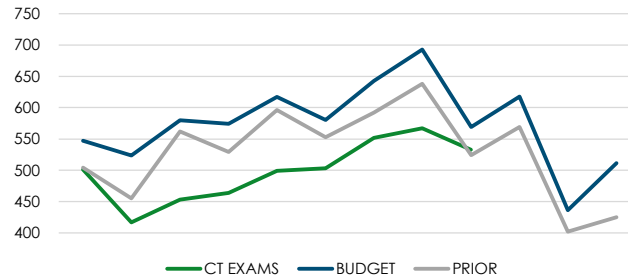
EMERGENCY DEPARTMENT VISITS



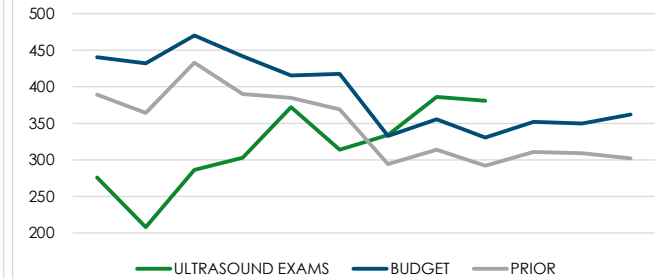
XRAY EXAMS



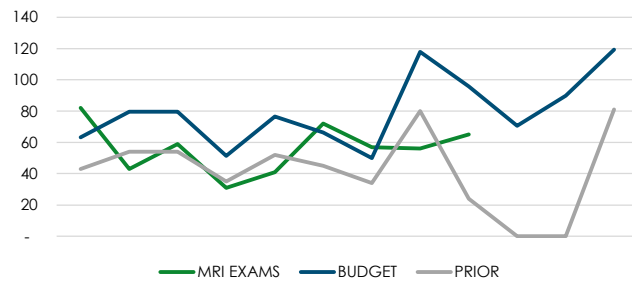
CT EXAMS



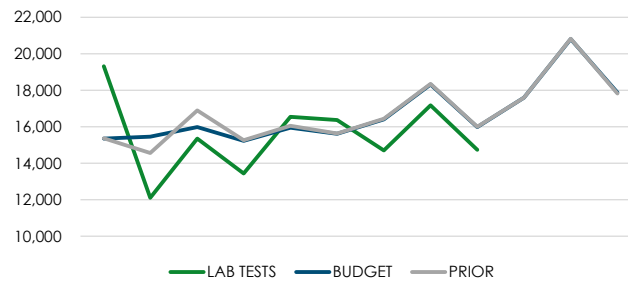
ULTRASOUND EXAMS



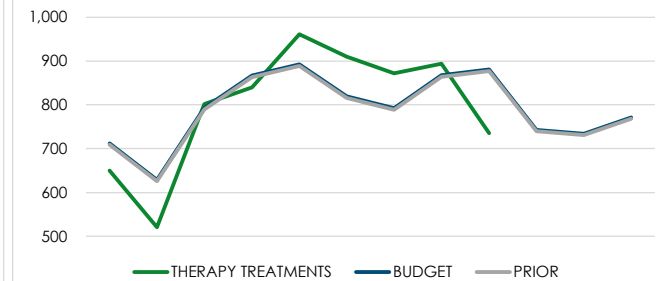
MRI EXAMS



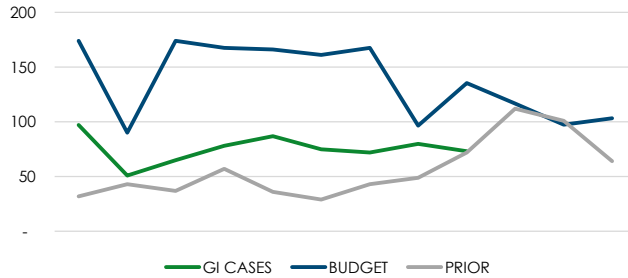
LAB TESTS



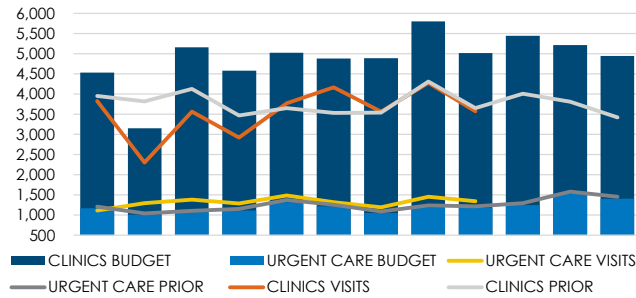
THERAPY TREATMENTS



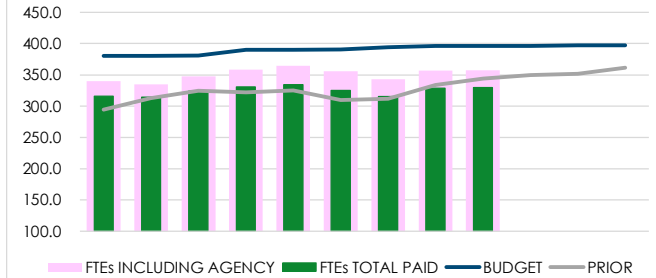
GI CASES



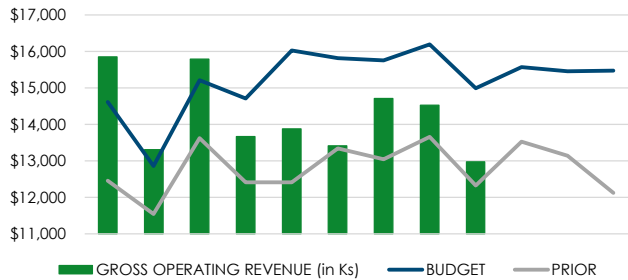
CLINICS & URGENT CARE VISITS



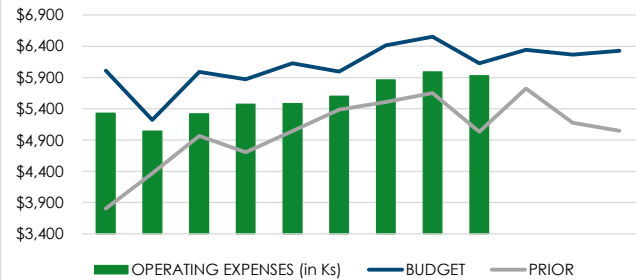
FTEs



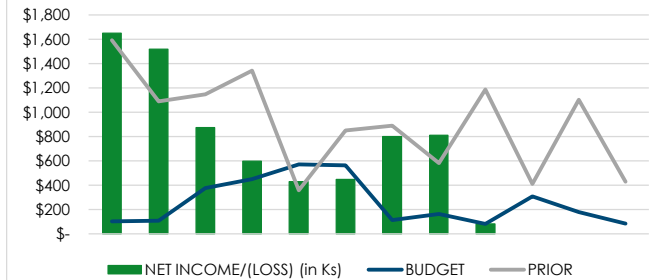
GROSS OPERATING REVENUE



OPERATING EXPENSES

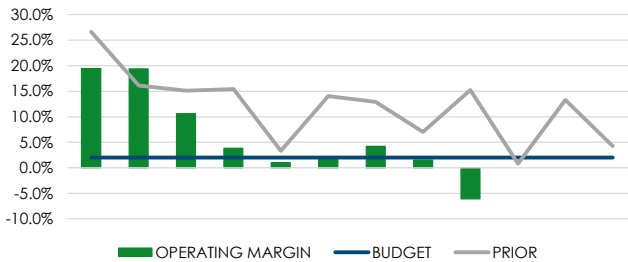


NET INCOME/(LOSS)



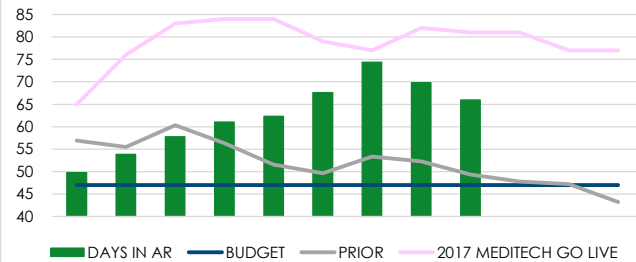
OPERATING MARGIN

HIGHER IS BETTER



DAYS IN AR

LOWER IS BETTER



DAYS CASH ON HAND

HIGHER IS BETTER

