

## 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. January 25, 2024 Regular Meeting
  - b. February 8, 2024 Special Meeting

4. **6:10 - Patient Story – Tori Bernier – Info**

5. **6:15 – Pulse Survey– Jennifer Burkhardt, CTLO – Info**

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. **7:10** – Executive Report, Josh Martin – *Info*

7. **Commissioner Business**

- a. **7:25** – Medical Staff Privileges – *Action (vote)*

Alan Itkin, MD (Radiology) Telemedicine	Initial Appointment
Pratik Bhattacharya, MD (Neurology) Telemedicine	Reappointment
Michael Chen, MD (Neurology) Telemedicine	Reappointment
William Lou, MD (Neurology) Telemedicine	Reappointment

- b. **7:30** – Bylaw Reviews– *Action (vote)*
- c. **7:45**– Resolution 2024-03 Compensation Limit– *Action (vote)*
- d. **7:50**– Hot Topic Discussion – *Discussion*
- e. **7:55** – Upcoming Events, Andrew Hooper
- f. **8:00** – Meeting Evaluation, Andrew Hooper

8. **8:05 - Executive Session**

- a. *(g) qualifications of applicant or review performance of public employee/elective office*
- b. *(i) discuss claims with legal counsel (ii) litigation or legal risks expected to result in adverse legal or financial consequences*

9. **Commissioner Business Continued**

- a. **8:35**- Resolution 2024-04 Superintendent Compensation– *Action (vote)*

10. **8:40 – Adjourn – Action (vote)**

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

- Annual Golf Tournament | Salish Cliffs | May 10, 2024
- **WSHA and AWPMD Rural Health Conference | Campbells Resort Lake Chelan | June 23-26, 2024**
- Employee Awards Ceremony | Ortquist Conference Room | July 24, 2024
- Ride the Harbor | McCleary, WA | August 3, 2024
- **Strategic Plan Retreat | Alderbrook Resort and Spa | August 6-7, 2024**
- Employee Picnic | TBD | August 28, 2024
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 14, 2024
- Donor Celebration – Saving Lives Celebration | Wellness Center | September 25, 2024
- Ladies' Night Out | Wellness Center | October 10, 2024
- Harbor Lights Laser Show | Satsop Business Park | December 11-12, 2024
- Summit Fights Hunger | Wellness Center | December 18-19, 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:	
January 2024	
Description	Amount
Payroll	\$ 3,019,609
A/P Operations	\$ 3,071,287
A/P Capital	\$ 918,169
Community Care	\$ 178
Bad Debt	\$ 7,999
Property Tax Credit	\$ 81
<b>Total</b>	<b>\$ 7,017,324</b>



**BOARD OF COMMISSIONERS MEETING MINUTES**

January 25, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>CALL TO ORDER</b>            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, Georgette Hiles, Carolyn Wescott, Andrew Hooper</p> <p><b>Commissioner Absent:</b> Kevin Bossard</p> <p><b>Present:</b> Josh Martin, Tori Bernier, Jennifer Burkhardt, Winfried Danke, Jim Hansen, Dr. Ken Dietrich, Rachel Brown, Patti Haught, Jori Stott, Brad Thomas, Tracy Kateley, Jennifer Brackeen, Justin McClintock, Steven Thomson, Dr. Kevin Caserta, Sharlene Higa, Peter Seyfarth-Lechner, Lourdes Schoch</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><b><u>Business from Audience</u></b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>	
<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 Hiles seconded the motion. All voted in favor. Chairman Bossard was absent and excused.</i></p>
<b>MINUTES</b>	<ul style="list-style-type: none"> <li>• December 28, 2023 Regular Meeting</li> </ul>	<p><i>Commissioner Wescott made a motion to approve the December 28, 2023 minutes. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt shared a patient safety story regarding Jaime Tully, RN correctly diagnosing and reporting patient blood clot(see patient story for more details).</li> </ul>	
<b>ANNUAL REPORT 2023</b>	<ul style="list-style-type: none"> <li>• CEO Martin presented 2023 Annual Report (see Prezi presentation for more details).</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

January 25, 2024

- CEO Martin and Executive team provided updates on our achievement and progress on the 2023 objectives.
- There was an overall reduction of 32% of open positions in 2023.
- Summit Pacific implemented Franklin Covey's Leading at the Speed of Trust for leadership.
- Summit Pacific reduced first year turnover by 7.8% in 2023.
- Summit Pacific ended the year at 53 days in AR. The organization met the adjusted internal goal but missed the strategic goal of 47.
- SPMC is back to baseline for before Epic Go Live.
- 74 caregivers responded in Epic survey with 24 departments represented. 69% of respondents shared they liked Epic more than prior electronic medical records. The greatest shared need is more training.
- Summit Pacific contracted with Medasource to help with over 13,000 patient chart conversions.
- Summit Pacific selected the ERP Workday and is already well on the way to setting up for implementation. SPMC is set to Go Live in July 2024.
- Summit Pacific is on schedule to break ground with the expansion January 31, 2024.
- Summit Pacific established an HRO Steering Committee in 2023. The team is working with Mike and Alan from Press Ganey and working towards a plan forward for staff training.
- The organization started doing internal audits which have been well received.
- Service Excellence was launched this year. Staff have benefited from these modules to create a culture of excellence.
- In September the Foundation launched the Community Capital Campaign.
- CMO Dietrich congratulated Dr. Caserta and Jennifer Brackeen for their work in Innovation. The team has been engaged with Wellpoint to obtain valuable data to see how we are making improvements in our patient population.
- Summit Pacific struggled with Annual Wellness visits due to our Epic implementation.
- CEO Martin reviewed 2023 statistics (see prezi for more details).
- CEO Martin reviewed 'a year in review' (see prezi for more details).
- CFO Hansen and Jori Stott, SR EA were recognized by Cain Brothers from Keybank for Bond financing efforts.
- CEO Martin closed presentation with quote by Marc Benioff "There is no finish line in system reliability and our efforts to improve performance never cease".



**BOARD OF COMMISSIONERS MEETING MINUTES**

January 25, 2024

	<ul style="list-style-type: none"> <li>• Chairman Hooper shared conversation with Medrice Coluccio about how impressed she is with the annual achievements of Summit Pacific over the many years.</li> <li>• Chairman Hooper extended his gratitude for all the hard work from our staff for an exceptional five years.</li> </ul>	
<b>QUALITY</b>	<ul style="list-style-type: none"> <li>• CNO Bernier reviewed the Quality Report and Dashboard (see presentation for more details).</li> <li>• Last year seven (7) corneas were used from patients from our hospital in 2023 through tissues donation.</li> <li>• Karla De La Cruz received infection control certification.</li> <li>• ACU has been working diligently on preventing patient falls.</li> <li>• There has been no foley catheter hospital acquired infections since 2016.</li> <li>• RQI has been opened to all staff for BLS.</li> <li>• Commissioners are welcome to get BLS trained if interested.</li> <li>• Commissioner Hooper expressed interest in receiving BLS training.</li> <li>• The Lab did 11,000 tests and are doing an exceptional job.</li> <li>• Summit Pacific is meeting all of our trauma, cardiac and stroke measures during hard times.</li> <li>• The Quality Committee reviewed and approved the Annual Quality Plan during their January meeting. Commissioners Hiles and Wescott attended the 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 due to volume and particularly due to the holidays.</li> <li>• Operating margin was low due to a timing issue. Our Medicare Cost report was adjusted, and it was not in our favor by \$1.5 million for the interim cost report.</li> <li>• Summit Pacific did receive some grant money in December which did offset some of the costs.</li> <li>• CFO Hansen reviewed days in AR graph for 2023. Days peaked in July and the team was able to bring it down tremendously over the last 5 months. At the same time in our implementation process with Meditech Summit Pacific was at 77 days in AR as opposed to 53.</li> <li>• CEO Martin and CFO Hansen have been discussing HRO and what that means for our finances. There will be some changes in our reporting to reflect being a high performing organization for our bond rated status and for investors.</li> </ul>	
<b>ADVOCACY</b>	<ul style="list-style-type: none"> <li>• CEO Martin provided an update on Advocacy.</li> <li>• Advocacy Committee did meet with Representative Tharinger in January.</li> </ul>	



**BOARD OF COMMISSIONERS MEETING MINUTES**

January 25, 2024

	<ul style="list-style-type: none"> <li>• Thank you Commissioner Wescott for jumping in to attend the WSHA Advocacy Days.</li> </ul>	
<b>EXECUTIVE REPORT</b>	<ul style="list-style-type: none"> <li>• CEO Martin reviewed the Executive Report (see report for more details).</li> <li>• Summit Pacific is recruiting a GI ARNP to help with GI follow up appointments.</li> <li>• The Cardiology program launched this month. In February we will go to two days a week for clinics. The program is entirely outpatient. There will be some protocols developed to do some in patient ACU for observation and will be referred to tertiary centers for risk patients.</li> <li>• HR is busy working to locate a new HR director. There were two onsite interviews this week with some additional applications coming in.</li> <li>• HR is very busy with Workday implementation tests. There are over 400 tests that need to be completed.</li> <li>• Summit Pacific did an active shooter training in January with community agencies law enforcement, fire, and county emergency preparedness. The event was well received by patients and employees.</li> <li>• Summit Pacific received permitting from city for our hospital expansion.</li> <li>• Summit Pacific commenced Family Medicine Residency application review process for 2024.</li> <li>• HRO Alan Bennett will be presenting to the Board this Spring.</li> <li>• Jori Stott to add Board HRO document to Commissioner Packets.</li> <li>• CEO Martin presented on the expansion to Elma City Council on the hospital expansion.</li> </ul>	
<b>COMMISSONER BUSINESS</b>	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>• John Ringquist, MD (Emergency Medicine) Initial Appointment</li> <li>• Seth Kingree, MD (Hospital Medicine) Telemedicine Initial Appointment</li> <li>• Darelle Walker, ARNP (Cardiology) Initial Appointment</li> <li>• Laura Armstrong, MD (Family Medicine) Active Status</li> <li>• Angela Shimoda, MD (Family Medicine) Active Status</li> </ul> <p><b>Board Bylaw Review</b></p> <ul style="list-style-type: none"> <li>• Summit Pacific did a full review in 2022 and established a committee to make recommended changes.</li> <li>• Commissioners agreed to review Bylaws before February meeting and make recommended changes to Jori Stott prior to the meeting.</li> </ul> <p><b>Resolution 2024-01 Regular Meeting Schedule</b></p>	<p><i>Commissioner Hiles made a motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p> <p><i>Commissioner Hiles made a motion to approve Resolution 2024-01 Regular Meeting Schedule. Commissioner</i></p>



## BOARD OF COMMISSIONERS MEETING MINUTES

January 25, 2024

- Legal Counsel recommended setting up a regular meeting calendar by resolution annually.
- The calendar can be modified at any time by resolution.

### Capital Campaign

- Chairman Hooper shared that the goal for Capital Campaign is to get all leadership participating in the campaign. This is important for our attempts to get larger participation from donors.
- CEO martin proposed to come back to a future meeting to connect separately to help identify a dollar amount for a collective amount.
- Commissioner Thumser asked for a list of naming opportunities.

### Reproductive Rights Acts Response to ATG

- Commissioners were provided with Summit Pacific's response to the Attorney General's office on Reproductive Rights.
- Thank you CTLO Burkhardt and CMO Dietrich for their hard work on this response.
- The Attorney General's office sent Summit Pacific a letter stating the organization is out of compliance with state requirements.
- Summit Pacific worked with 27 other hospitals to determine what is "substantially equivalent to"
- CEO Martin read the letter regarding the response to AG.
- Summit Pacific does not provide labor and delivery services or surgery. Summit Pacific does provide prenatal and maternal care and as such provides pharmaceutical termination services.
- Discussion what we do next if they say that our response is not acceptable.
- WSHA has been a great partner for us. The Attorney General does intend to engage in conversations with each hospital.

### Hot Topic

- Chairman Hooper proposed to carry these articles forward to the next board meeting.

### Upcoming event

- CEO Evaluation debrief is scheduled February 8<sup>th</sup> at 3:00 pm.
- All are invited to attend the Estate planning event sponsored by the Foundation.

***Wescott seconded the motion.  
All voted in favor.  
Commissioner Bossard was  
absent and excused.***





**BOARD OF COMMISSIONERS MEETING MINUTES**

January 25, 2024

	<p><b>Meeting Evaluation</b></p> <ul style="list-style-type: none"> <li>• There were no topics of interest for future board meetings.</li> </ul>	
<b>EXECUTIVE SESSION</b>	<ul style="list-style-type: none"> <li>• Chairman Hooper recessed the meeting at 8:05 pm.</li> <li>• Chairman Hooper announced reason for executive session RCW (B,C) real estate.</li> <li>• Chairman Hooper announced the session is anticipated to have action and last 15 minutes.</li> <li>• CEO Martin, CMO Dietrich, Chairman Hooper, Commissioner Wescott, Commissioner Hiles and Vice Chair Thumser were present.</li> <li>• The executive session convened at 8:10 pm.</li> <li>• The executive session ended at 8:25 pm.</li> <li>• The regular session reconvened at 8:25 pm.</li> </ul>	
<b>COMMISSIONER BUSINESS CONTINUED</b>	<p><b>Resolution 2023-02 Purchase of Property</b></p> <ul style="list-style-type: none"> <li>• There was no discussion.</li> </ul>	<p><i>Commissioner Thumser made a motion to approve Resolution 2024-02 Purchase of Property. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner’s meeting adjourned at 8:10 pm.</p>	<p><i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>

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Recording Secretary

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Board Secretary



**BOARD OF COMMISSIONERS MEETING MINUTES**

February 8, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>CALL TO ORDER</b>            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 3:00 pm</p> <p><b>Commissioners present:</b> Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard was absent and excused.</p> <p><b>Present:</b> Josh Martin, Medrice Coluccio (Virtual)</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><b><u>Business from Audience</u></b>            NA</p>	
<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 (g) review of a public employee with no anticipated action.</li> <li>• Chairman Hooper announced the session was anticipated to last 58 minutes with no anticipated action.</li> <li>• The board recessed the session at 3:00 pm</li> <li>• The executive session convened at 3:01 pm.</li> <li>• The executive session ended at 3:59 pm.</li> <li>• The regular session reconvened at 4:00 pm.</li> </ul>	
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner’s meeting adjourned at 4:00 pm.</p>	<p><b><i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></b></p>



**BOARD OF COMMISSIONERS MEETING MINUTES**

February 8, 2024

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Recording Secretary

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Board Secretary



Excessive Dose	0	0														0	
<b>Total Number of Medication Errors</b>	<b>22</b>	<b>0</b>														<b>0</b>	
Administration	13	0														0	
Transcription	0	0														0	
Prescribing	2	0														0	
Narcotic Discrepancy	0	0														0	
Pharmacy	0	0														0	
Other	7	0														0	
<b>Total Number of Falls</b>	<b>30</b>	<b>2</b>														<b>2</b>	
Ancillary Departments	2	0														0	
Acute Care	17	2														2	
Urgent Care	1	0														0	
Wellness Center	6	0														0	
Emergency Department	4	0														0	
<b>ORGANIZATIONAL DEVELOPMENT</b>																	
<b>Quality Measures</b>	<b>2024</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>2024 Total</b>	<b>Goal</b>		
Total number of staff injuries ↓	17	Pending												0	0		
<b>UNUSUAL OCCURRENCE REPORTS</b>																	
Total Number Unusual Occurance Reports	658	54												54			
<b>COLLABORATION</b>																	
<b>Quality Measures</b>	<b>2024</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>2024 Total</b>	<b>Goal</b>		
<b>TRAUMA</b>																	
Total Trauma Patients	45	7												7			
Total Trauma Patients meets criteria	39	7												7			
Trauma to Transfer out Door (mins)	193	114												114	≤ 180 mins		
<b>STROKE</b>																	
Total Stroke Patients	26	2												2			
Total Stroke Patients (meets criteria)	4	2												2			
Number of Activated Code Stroke	4	2												2			
Door to CT (Goal less than 30 Mins)	34	19												19	≤ 20 mins		
Door to CT Read (median mins)	67	44												44	≤ 45 mins		
Door to TPA (median mins)	48	N/A												#DIV/0!	≤ 60 mins		
Door to Transfer w/ TPA (median mins)	132	N/A												#DIV/0!	≤ 90 mins		
Door to Transfer-Interv Other (median mins)	210	N/A												#DIV/0!	≤ 120 mins		
<b>CARDIAC</b>																	
Total Cardiac Patients	576	N/A												0			
Door to EKG (mins)	13	16												16	≤ 10mins		
Aspirin Given (or reason not given documented) (%)	92%	100%												100%	100%		
Total STEMI Patients	6	0												0			
STEMI Door to Transfer (median mins)	81	N/A												#DIV/0!	≤ 30mins		
Total NSTEMI/ACS Patients	44	5												5			
NSTEMI/ACS Door to Transfer (median mins)	658	N/A												#DIV/0!			

**Summit Pacific Medical Center  
Finance Dashboard  
Month-to-Date**

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

Favorable Variance = +

Unfavorable Variance = ( )

January	Month-to-Date				Month	Year-to-Date				
	Actual	Budget	Variance	Var%		Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 16,863,758	\$ 16,240,436	\$ 623,321	3.8%	●	\$ 16,863,758	\$ 16,240,436	\$ 623,321	3.8%	●
Total Operating Expenses	\$ 6,092,690	\$ 6,152,516	\$ (9,286)	(0.1%)	●	\$ 6,092,690	\$ 6,152,516	\$ (9,286)	(0.1%)	●
Operating Margin	5.1%	7.4%		(2.3%)	●	5.1%	7.4%		(2.3%)	●
Net Income Margin	13.1%	13.2%		(0.2%)	●	13.1%	13.2%		(0.2%)	●
Days in AR						57	47	(10)	(21.8%)	●
DCOH						281	300	-19	(6.2%)	●

January	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Patient Revenue</b>								
Medicare Revenue	\$ 6,840,354	\$ 6,551,046	\$ 289,308	4.4%	\$ 6,840,354	\$ 6,551,046	\$ 289,308	4.4%
Medicaid Revenue	\$ 4,829,118	\$ 4,258,840	\$ 570,278	13.4%	\$ 4,829,118	\$ 4,258,840	\$ 570,278	13.4%
Other Revenue	\$ 5,194,286	\$ 5,430,550	\$ (236,264)	(4.4%)	\$ 5,194,286	\$ 5,430,550	\$ (236,264)	(4.4%)
<b>Total Gross Operating Revenue</b>	<b>\$ 16,863,758</b>	<b>\$ 16,240,436</b>	<b>\$ 623,321</b>	<b>3.8%</b>	<b>\$ 16,863,758</b>	<b>\$ 16,240,436</b>	<b>\$ 623,321</b>	<b>3.8%</b>
<b>Patient Revenue Deductions</b>								
Medicare Contractual	\$ 4,114,745	\$ 3,944,725	\$ (170,020)	(4.3%)	\$ 4,114,745	\$ 3,944,725	\$ (170,020)	(4.3%)
Medicaid Contractual	\$ 2,914,390	\$ 2,598,996	\$ (315,394)	(12.1%)	\$ 2,914,390	\$ 2,598,996	\$ (315,394)	(12.1%)
Other Contractual	\$ 1,879,564	\$ 1,808,650	\$ (70,914)	(3.9%)	\$ 1,879,564	\$ 1,808,650	\$ (70,914)	(3.9%)
Bad Debt Expense	\$ 686,042	\$ 549,108	\$ (136,934)	(24.9%)	\$ 686,042	\$ 549,108	\$ (136,934)	(24.9%)
Community Care	\$ 161,300	\$ 134,597	\$ (26,703)	(19.8%)	\$ 161,300	\$ 134,597	\$ (26,703)	(19.8%)
Administrative Adjustments	\$ 112,719	\$ 82,929	\$ (29,790)	(35.9%)	\$ 112,719	\$ 82,929	\$ (29,790)	(35.9%)
<b>Total Revenue Deductions</b>	<b>\$ 9,868,759</b>	<b>\$ 9,119,005</b>	<b>\$ (749,754)</b>	<b>(8.2%)</b>	<b>\$ 9,868,759</b>	<b>\$ 9,119,005</b>	<b>\$ (749,754)</b>	<b>(8.2%)</b>
340B Revenue	\$ 71,740	\$ 117,990	\$ 46,251	39.2%	\$ 71,740	\$ 117,990	\$ 46,251	39.2%
<b>Net Patient Revenue</b>	<b>\$ 7,066,739</b>	<b>\$ 7,239,422</b>	<b>\$ (172,683)</b>	<b>(2.4%)</b>	<b>\$ 7,066,739</b>	<b>\$ 7,239,422</b>	<b>\$ 1,419,326</b>	<b>19.6%</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 295,648	\$ 301,067	\$ (5,418)	(1.8%)	\$ 295,648	\$ 301,067	\$ (5,418)	(1.8%)
<b>Total Other Revenue</b>	<b>\$ 295,648</b>	<b>\$ 301,067</b>	<b>\$ (5,418)</b>	<b>(1.8%)</b>	<b>\$ 295,648</b>	<b>\$ 301,067</b>	<b>\$ (5,418)</b>	<b>(1.8%)</b>
<b>Net Operating Revenue</b>	<b>\$ 7,362,387</b>	<b>\$ 7,540,489</b>	<b>\$ (178,101)</b>	<b>(2.4%)</b>	<b>\$ 7,362,387</b>	<b>\$ 7,540,489</b>	<b>\$ (178,101)</b>	<b>(2.4%)</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 3,347,394	\$ 3,239,703	\$ (107,691)	(3.3%)	\$ 3,347,394	\$ 3,239,703	\$ (107,691)	(3.3%)
Benefits	\$ 836,167	\$ 878,094	\$ 41,927	4.8%	\$ 836,167	\$ 878,094	\$ 41,927	4.8%
Professional Fees	\$ 204,519	\$ 130,760	\$ (73,758)	(56.4%)	\$ 204,519	\$ 130,760	\$ (73,758)	(56.4%)
Supplies	\$ 417,715	\$ 415,793	\$ (1,922)	(0.5%)	\$ 417,715	\$ 415,793	\$ (1,922)	(0.5%)
Utilities	\$ 50,526	\$ 53,450	\$ 2,925	5.5%	\$ 50,526	\$ 53,450	\$ 2,925	5.5%
Purchased Services	\$ 997,548	\$ 1,036,705	\$ 39,157	3.8%	\$ 997,548	\$ 1,036,705	\$ 39,157	3.8%
Insurance	\$ 43,390	\$ 43,350	\$ (40)	(0.1%)	\$ 43,390	\$ 43,350	\$ (40)	(0.1%)
Other Expenses	\$ 155,711	\$ 305,664	\$ 149,953	49.1%	\$ 155,711	\$ 305,664	\$ 149,953	49.1%
Rentals & Leases	\$ 39,720	\$ 48,995	\$ 9,276	18.9%	\$ 39,720	\$ 48,995	\$ 9,276	18.9%
Depreciation	\$ 370,884	\$ 301,771	\$ (69,113)	(22.9%)	\$ 370,884	\$ 301,771	\$ (69,113)	(22.9%)
<b>Total Operating Expenses</b>	<b>\$ 6,463,573</b>	<b>\$ 6,454,287</b>	<b>\$ (9,286)</b>	<b>(0.1%)</b>	<b>\$ 6,463,573</b>	<b>\$ 6,454,287</b>	<b>\$ (9,286)</b>	<b>(0.1%)</b>
<b>Operating Income (Loss)</b>	<b>\$ 898,814</b>	<b>\$ 1,086,202</b>	<b>\$ (187,388)</b>	<b>(17.3%)</b>	<b>\$ 898,814</b>	<b>\$ 1,086,202</b>	<b>\$ (187,388)</b>	<b>(17.3%)</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 16,621	\$ 13,088	\$ 3,533	27.0%	\$ 16,621	\$ 13,088	\$ 3,533	27.0%
Contributions from SPMF	\$ -	\$ 2,083	\$ (2,083)	(100.0%)	\$ -	\$ 2,083	\$ (2,083)	(100.0%)
Interest Income	\$ 572,605	\$ 424,750	\$ 147,855	34.8%	\$ 572,605	\$ 424,750	\$ 147,855	34.8%
Interest Expense	\$ (526,964)	\$ (528,500)	\$ 1,536	(0.3%)	\$ (526,964)	\$ (528,500)	\$ 1,536	(0.3%)
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ 62,262</b>	<b>\$ (88,579)</b>	<b>\$ 150,841</b>	<b>(170.3%)</b>	<b>\$ 62,262</b>	<b>\$ (88,579)</b>	<b>\$ 150,841</b>	<b>(170.3%)</b>
<b>Net Income (Loss)</b>	<b>\$ 961,076</b>	<b>\$ 997,623</b>	<b>\$ (36,547)</b>	<b>(3.7%)</b>	<b>\$ 961,076</b>	<b>\$ 997,623</b>	<b>\$ (36,547)</b>	<b>(3.7%)</b>

## METRICS

<b>Operating Margin</b>	5.1%	7.4%	(2.3%)	(31.7%)	5.1%	7.4%	(2.3%)	(31.7%)
<b>Net Income Margin</b>	13.1%	13.2%	(0.2%)	(1.3%)	13.1%	13.2%	(0.2%)	(1.3%)
<b>Days in AR</b>					57	50	(7)	(14.5%)
<b>DCOH</b>					281	300	(19)	(6.2%)
<b>Deduction %</b>	58.5%	56.2%	(2.4%)	(4.2%)	58.5%	56.2%	(2.4%)	(4.2%)
<b>NPSR %</b>	41.5%	43.9%	(2.4%)	(5.4%)	41.5%	43.9%	(2.4%)	(5.4%)
<b>Net Operating Revenue %</b>	43.7%	46.4%	(2.8%)	(6.0%)	43.7%	46.4%	(2.8%)	(6.0%)
<b>Benefits as a % of SW</b>	25.0%	27.1%	2.1%	7.8%	25.0%	27.1%	2.1%	7.8%
<b>Benefits as a % of SWB</b>	20.0%	21.3%	1.3%	6.3%	20.0%	21.3%	1.3%	6.3%
<b>Paid FTEs (excludes Agency)</b>	366.0	360.0	(6.0)	(1.7%)	354.8	360.0	5.2	1.4%
<b>Salary per FTE</b>	\$ 9,146	\$ 8,999	\$ (147)	(1.6%)	\$ 9,434	\$ 8,999	\$ (435)	(4.8%)
<b>Hours</b>	64,653	63,787	(867)	(1.4%)	64,472	63,787	(685)	(1.1%)
<b>Avg Hourly Rate</b>	\$ 51.77	\$ 50.79	\$ (0.98)	(1.9%)	\$ 51.92	\$ 50.79	\$ (1.13)	(2.2%)

## Balance Sheet as of Jan 2024

Assets	01/31/2024	12/31/2023	1 Month Variance	01/31/2023	12 Month Variance
<b>Current Assets</b>					
Operating Cash	55,869,945	55,441,189	428,756	51,599,530	4,270,415
MFP Construction Cash	58,511,651	58,239,482	272,692	-	58,784,343
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Accounts Receivables	28,171,094	25,431,929	2,739,164	22,251,899	5,919,195
Less Allow for Uncollectables	(3,750,086)	(4,466,199)	716,113	(3,025,450)	(724,636)
Less Contractual Adjustments	(12,331,016)	(10,252,105)	(2,078,911)	(9,728,312)	(2,602,704)
<b>Accounts Receivable - Net</b>	<b>12,089,992</b>	<b>10,713,625</b>	<b>1,376,366</b>	<b>9,498,137</b>	<b>2,591,855</b>
Taxes Receivable	32,882	42,541	(9,659)	48,747	(15,865)
Other Receivables	2,627,159	4,203,490	(1,576,331)	2,915,300	(288,142)
Inventory	991,895	964,979	26,917	818,236	173,659
Prepaid Expenses	847,236	821,952	25,285	864,160	(16,923)
<b>Total Current Assets</b>	<b>139,496,945</b>	<b>138,952,918</b>	<b>544,026</b>	<b>67,780,118</b>	<b>71,716,827</b>
<b>Property, Plant and Equipment</b>					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,473,365	54,139
Buildings	47,402,703	47,402,703	-	44,996,173	2,406,531
Equipment	19,125,386	18,961,209	164,177	16,104,435	3,020,950
Construction In Progress	5,199,065	5,028,125	170,940	4,448,660	750,405
Less Accumulated Depreciation	(32,683,720)	(32,312,837)	(370,884)	(28,152,746)	(4,530,974)
Total Other Assets			-		-
<b>Total Assets</b>	<b>184,719,912</b>	<b>184,211,652</b>	<b>508,259</b>	<b>111,302,033</b>	<b>73,417,878</b>



## Balance Sheet as of Jan 2024

Liabilities	01/31/2024	12/31/2023	1 Month Variance	01/31/2023	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	1,325,872	1,148,600	177,272	538,886	786,987
Other Payables	595,818	1,728,424	(1,132,606)	909,214	(313,396)
Payroll and Related Liabilities	4,881,207	4,416,665	464,542	4,084,688	796,520
Interest Payable	1,180,143	715,545	464,598	139,036	1,041,107
Third Party Settlement Payable	1,170,141	1,550,000	(379,859)	406,795	763,346
Other Current Liabilities	1,497,364	1,507,869	(10,505)	1,583,160	(85,796)
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
<b>Total Current Liabilities</b>	<b>12,034,210</b>	<b>12,450,768</b>	<b>(416,558)</b>	<b>9,045,443</b>	<b>2,988,767</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	109,027,328	109,063,587	(36,259)	46,038,377	62,988,951
<b>Total Non Current Liabilities</b>	<b>107,643,664</b>	<b>107,679,923</b>	<b>(36,259)</b>	<b>44,654,713</b>	<b>62,988,951</b>
<b>Total Liabilities</b>	<b>119,677,873</b>	<b>120,130,690</b>	<b>(452,817)</b>	<b>53,700,155</b>	<b>65,977,718</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	61,592,750	64,080,962	(2,488,212)	55,989,130	5,603,620
YTD Excess of Revenues	3,449,288	-	3,449,288	1,612,748	1,836,540
<b>Total Net Assets</b>	<b>65,042,038</b>	<b>64,080,962</b>	<b>961,076</b>	<b>57,601,878</b>	<b>7,440,160</b>
<b>Total Liabilities and Net Assets</b>	<b>184,719,912</b>	<b>184,211,652</b>	<b>508,259</b>	<b>111,302,033</b>	<b>73,417,878</b>

<b>Statistic</b>	<b>JAN</b>
<b>INPATIENT DAYS</b>	<b>251</b>
BUDGET	321
PRIOR	309
<b>OBSERVATION HOURS</b>	<b>880</b>
BUDGET	1,065
PRIOR	871
<b>EMERGENCY DEPARTMENT VISITS</b>	<b>1,553</b>
BUDGET	1,531
PRIOR	1,502
<b>GI CASES</b>	<b>93</b>
BUDGET	110
PRIOR	97
<b>SLEEP LAB</b>	<b>28</b>
BUDGET	26
<b>LAB TESTS</b>	<b>18,057</b>
BUDGET	21,921
PRIOR	19,321
<b>XRAY EXAMS</b>	<b>1,541</b>
BUDGET	1,305
PRIOR	1,323
<b>CT EXAMS</b>	<b>616</b>
BUDGET	470
PRIOR	501
<b>ULTRASOUND EXAMS</b>	<b>360</b>
BUDGET	248
PRIOR	276
<b>MRI EXAMS</b>	<b>83</b>
BUDGET	70
PRIOR	82
<b>THERAPY TREATMENTS</b>	<b>1,018</b>
BUDGET	712
PRIOR	650
<b>URGENT CARE VISITS</b>	<b>1,429</b>
URGENT CARE BUDGET	1,046
URGENT CARE PRIOR	1,110
<b>KELSEY CLINIC VISITS</b>	<b>382</b>
BUDGET	388
PRIOR	-
<b>MCCLEARY HEALTHCARE CLINIC VISITS</b>	<b>737</b>
BUDGET	798
PRIOR	716
<b>SUMMIT PACIFIC HEALTH CLINIC VISITS</b>	<b>758</b>
BUDGET	899
PRIOR	-
<b>WELLNESS CENTER VISITS</b>	<b>2,658</b>
BUDGET	3,298
PRIOR	3,109
<b>CLINICS VISITS</b>	<b>4,535</b>
CLINICS BUDGET	5,383
CLINICS PRIOR	3,825
<b>OPERATING MARGIN</b>	<b>12.7%</b>
GOAL	4.0%
PRIOR	26.6%
<b>DAYS IN AR</b>	<b>57</b>
GOAL	50
PRIOR	50
<b>DAYS CASH ON HAND</b>	<b>281</b>
GOAL	300
PRIOR	296
<b>FTEs TOTAL PAID</b>	<b>366.0</b>
<b>FTEs INCLUDING AGENCY</b>	<b>396.3</b>
BUDGET	380.3
PRIOR	294.7



