
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. April 25, 2024 Regular Meeting
4. **6:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **6:15 – Blue Zones Presentation – Chris Frye, Blue Zones Grays Harbor Executive Director— Info**
6. **6:40 – Family Medicine Residency Update – Dr. Laura Armstrong – Info**
7. **Executive Reports**
 - a. **6:55** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **7:10** – Finance Report, James Hansen – *Info*
 - c. **7:25** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:30** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
 - a. **7:45** – Medical Staff Privileges – *Action (vote)*
 - i. Vishal Jani, MD – *Initial Appointment by Proxy*
 - ii. Mimi Lee, MD – *Reappointment by Proxy*
 - iii. Richard Goodfried, MD – *Reappointment*
 - iv. Sean Cherry, PA – *Reappointment*
 - v. Melody Albano, NDP – *Reappointment*
 - vi. Bayli Mohl, PT – *Provisional to Active Status*
 - vii. Mimi Syed, MD – *Provisional to Active Status*
 - viii. Murali Nalluri, MD - *Provisional to Active Status*
 - ix. Laura Brownsmith, ARNP - *Provisional to Active Status*
 - x. Karissa Ellis, DO - *Provisional to Active Status*
 - xi. Meredith Erin Johnson-Koontz, PMHNP - *Provisional to Active Status*
 - b. **7:50** – Board Discussion – *Discussion*
 - c. **7:55** – Upcoming Events, Andrew Hooper
 - d. **8:00** – Meeting Evaluation, Andrew Hooper
9. **8:05 – Adjourn – Action (vote)**

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

- **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



BOARD OF COMMISSIONERS MEETING MINUTES

April 25, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<p>CALL TO ORDER</p>	<p>CALL TO ORDER 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, Georgette Hiles, Carolyn Wescott, Andrew Hooper, Kevin Bossard</p> <p>Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Winfried Danke, Jim Hansen, Dr. Ken Dietrich, Elya Prystowsky, Shannon Brear, Jennifer Brackeen, Laura Cundiff, Dr. Kevin Caserta, Lourdes Privett-Schoch, Nieasha Tolle</p> <p>Introductions were made.</p>	
<p>BUSINESS FROM AUDIENCE</p>	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
<p>CONSENT AGENDA</p>	<ul style="list-style-type: none"> • 	<p><i>Commissioner Wescott made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p>MINUTES</p>	<ul style="list-style-type: none"> • March 28, 2024 2024 Regular Meeting 	<p><i>Commissioner Thumser made a motion to approve the March 28, 2024 minutes. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient safety story regarding the importance of remaining vigilant in patient care (see patient story for more details). 	
<p>EMPLOYEE RECOGNITION</p>	<ul style="list-style-type: none"> • Commissioner Hooper presented Certificates of Appreciation to Jennifer Brackeen and Laura Cundiff for their achievement of obtaining \$2,500,000 in federal funding for Summit Pacific's hospital expansion through the federal appropriations committee. 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 25, 2024

<p>THE RURAL COLLABORATIVE UPDATE</p>	<ul style="list-style-type: none"> • CFO Hansen introduced consultant Elya Prystowsky, Executive Director of the Rural Collaborative. The Collaborative has 26 members from 23 counties. Its board is made up of 17 CEOs. Members regularly participate in initiatives to achieve financial savings, increased operational efficiencies and mitigate external threats. Their annual report will be out next week. Elya agreed to return in 6 months to report on the report. 	
<p>QUALITY</p>	<ul style="list-style-type: none"> • CNO Bernier reviewed the Quality Report and Dashboard (see presentation for more details). • Diana Koler was selected as the new Quality Director. Special thanks to Andrew Burton, Roxanne Sickles and Steven Thomson for covering during the interview process. • Robin Johnson did a nice job answering questions when DOH came in to inspect our CT. • There will be a Process Documentation Fair on May 30, 2024. COO Danke is leading the process mapping fair. This involves showing how your process 	
<p>FINANCE</p>	<ul style="list-style-type: none"> • CFO Hansen welcomed Cinthya Shuder as the new Revenue Cycle Management Director. • CFO Hansen reviewed the Financial Report (see report for more details) 	
<p>ADVOCACY</p>	<ul style="list-style-type: none"> • CEO Martin provided an update on Advocacy. Jennifer Brackeen’s team will be inviting Senator Murray to come for a site visit and tour and to celebrate the federal funding received. • Representative Derek Kilmer is not running for reelection. He asked Summit to work with him to modernize the USDA application process. Peter McMillan is willing to be a lead on how to improve or modernize the USDA process and will use Summit as a Case Study Champion. • CEO Martin suggested Summit host a “Day of Advocacy” this summer. • It was discovered that the city can waive the regulation to have Summit provide new charging stations. COO Danke is taking lead on working with the city to have the regulation waived. CEO Martin will keep the board up to date on the status of the existing 4 charging spaces at the Wellness Center. • Summit is working with Murphy and Nate Root to build the required culvert for 1/3 of the lowest bid pricing. 	
<p>EXECUTIVE REPORT</p>	<ul style="list-style-type: none"> • CEO Martin thanked Shannon Brear for covering Board Meetings during Jori Stott’s maternity leave. He thanked CNO Bernier for the seat cushions she purchased. • CEO Martin reviewed the Executive Report (see report for more details). 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 25, 2024

	<ul style="list-style-type: none"> • Cinthya Schuder, Director of Revenue Cycle will be invited to a future board meeting. She will oversee Revenue Cycle, which includes coding, health information management, billing and collections. The Manager of Patient Access will also report to Cynthia. Her focus will be on growing new services. • Amy Donahue, HR Director, will be invited to a future board meeting to talk about HR process updates and improvements. • Diana Kolar’s former position should be filled by June. • Behavioral Health lost providers in March but we should soon have Behavioral Health team filled. • Both of our 1st residents who graduated this year passed their boards. • CFO Hansen is taking lead on implementing a new phone system going live as soon as next Friday. • CNO Bernier and Educator Roxanne Sickles presented at the recent Rural Health Conference March 25-27 in Spokane, WA. They talked about our workforce and growing our own staff to create hope for the future including Nurse Residency program, Medical Assistant apprenticeship to certification, Upcoming Nurse Technician program, APRN residency program, Family Medicine Residency, Phlebotomist program and Lab externships. • Elma High School received a grant and wants to partner with Summit to get apprenticeships for students 16-18 years of age. • The Saving Lives capital campaign is still in the quiet phase and is at \$1.9 million. We should hit our goal of \$2 million before moving to the public phase this summer. Brad Thomas is doing great work with the timber industry. • CEO Martin thanked the Commissioners for their combined \$30K pledge to the campaign. • CEO Martin met recently with a leader at Blue Zones who toured our trail and gave ideas of educational improvements that could be made. The state auditor is signing off on a grant for the school to partner with Summit to improve the trail. Summit will provide the labor. There will be a ribbon cutting this summer with the city and school district invited. • CEO Martin met recently with Sue Birch, Washington State Health Care Authority, to talk about piloting a program with HCA and CMS for a Grays Harbor Early Learning Expo with Elma School. 	
<p>COMMISSONER BUSINESS</p>	<p>Medical Staff Privileges Aaron Stayman, MD, {Emergency Department}, Initial Appointment</p>	<p><i>Commissioner Thumser made a motion to approve the Medical</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

April 25, 2024

Raj Penumetsa, MD, [Acute Care Unit], Initial Appointment
 Brian Ottesen, ARNP, [Kelsey Clinic], Initial Appointment
 Kevin Caserta, MD, [Kelsey Clinic], Reappointment
 Matthew Allen, MD, [Telemedicine Radiology], Initial Appointment
 Zarah Pulfrey, PA-C, [Emergency Department], Active Status

Updates to Medical Staff Bylaws

Dr. Kevin Caserta presented a summary of recommended changes to the Medical Staff Bylaws approved by the Medical Staff.

Updates to Medical Staff Rules and Regulations

Dr. Kevin Caserta explained that with the updates made to the Medical Staff Bylaws, updates were needed to the Medical Staff Rules and Regulations.

Resolution 2024-08 Surplus Property

- Siemens Dimension LM, Chemistry Instrument/Analyzer no longer needed.

Regular Meeting Schedule

- There was continued discussion on moving the time of board meetings to earlier in the day to increase safety for those with long commutes or in winter with icy roads.

NHRA Board Training

- All commissioners interested in NHRA Board Training have signed up. Commissioners Hiles, Wescott and Hooper are participating.

Upcoming Events

- July 24, 2024 – Employee Awards. All Commissioners are invited and can attend if no board business is discussed.

Service Excellence

- All Commissioners are invited to take a full day of our Service Excellence Training. Commissioner Hiles has completed the training and will talk about her experience at the next Board meeting in May.

Staff privileges. Commissioner Wescott seconded the motion. All voted in favor.

Commissioner Hiles made a motion to approve the updated Medical Staff Bylaws. Commissioner Wescott seconded the motion. All voted in favor.

Commissioner Hiles made a motion to approve the updated Medical Staff Rules and Regulations. Commissioner Wescott seconded the motion. All voted in favor.

Commissioner Hiles made a motion to approve Resolution 2024-08 Surplus Property. Commissioner Thumser seconded the motion. All voted in favor.

Commissioner Hooper made a motion to change the board meeting start time from 6:00pm to 1:00pm starting in October. Commissioner Thumser seconded the motion. All voted in favor.



BOARD OF COMMISSIONERS MEETING MINUTES

April 25, 2024

ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:33 pm.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.</i>
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A handwritten signature in black ink that reads "Mannon Bruar".

Recording Secretary

A handwritten signature in black ink that reads "Georgette J. Hiles".

Board Secretary

For the Period:

April 2024

Description	Amount
Payroll	\$ 3,658,735
A/P Operations	\$ 4,111,359
A/P Capital	\$ 612,914
Community Care	\$ 1,561
Bad Debt	\$ 18,506
Property Tax Credit	\$ -
Total	\$ 8,403,075

2024 Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

April		Year-to-Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 65,395,147	\$ 62,281,448	\$ 3,113,699	5.0%	😊
-	Revenue Deductions	\$ 37,509,531	\$ 34,971,033	\$ (2,538,498)	(7.3%)	
+	340B Revenue	\$ 329,671	\$ 455,872	\$ (126,202)	(27.7%)	
=	Net Patient Revenue	\$28,215,287	\$ 27,766,287	\$ 449,000	1.6%	
+	Other Operating Revenue	\$ 1,313,231	\$ 1,211,267	\$ 101,964	8.4%	
=	Net Operating Revenue	\$29,528,518	\$ 28,977,554	\$ 550,964	1.9%	
-	Total Operating Expenses	\$ 25,982,338	\$ 25,199,966	\$ (782,372)	(3.1%)	😐
+/-	Non-Operating Rev/(Expenses)	\$ 475,879	\$ 3,511	\$ 472,368	13,454.8%	
=	Net Income (Loss)	\$ 4,022,059	\$ 3,781,099	\$ 240,959	6.4%	😊

2024 Finance Summary

Key Financial Results to Review Operational and Financial Performance

Favorable Variance = + | Unfavorable Variance = ()

April	Year-to-Date				
	Actual	Goal/Budget	Variance	Var%	
Days in AR	55	50	(5)	(10.0%)	☹️
DCOH	259	300	(41)	(13.7%)	☹️
Operating Margin	4.9%	5.7%	(0.9%)		😐
Net Income Margin	13.6%	13.0%	0.6%		😊
Net Patient Revenue per FTE	\$ 76,016	\$ 76,176	\$ (161)	(0.2%)	😐
Labor Cost per FTE	\$ 43,451	\$ 44,446	\$ 995	2.2%	😊
Non Labor Cost per FTE	\$ 22,585	\$ 20,801	\$ (1,784)	(8.6%)	☹️
FTEs	371.2	364.5	(6.7)	(1.8%)	😐

pril	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 6,055,120	\$ 6,136,869	\$ (81,749)	(1.3%)	\$ 25,331,857	\$ 25,258,759	\$ 73,098	0.3%
Medicaid Revenue	\$ 4,358,100	\$ 4,190,433	\$ 167,668	4.0%	\$ 17,662,771	\$ 16,625,371	\$ 1,037,399	6.2%
Other Revenue	\$ 6,187,374	\$ 5,128,605	\$ 1,058,770	20.6%	\$ 22,400,519	\$ 20,397,318	\$ 2,003,202	9.8%
Total Gross Operating Revenue	\$ 16,600,595	\$ 15,455,906	\$ 1,144,688	7.4%	\$ 65,395,147	\$ 62,281,448	\$ 3,113,699	5.0%
Patient Revenue Deductions								
Medicare Contractual	\$ 3,849,364	\$ 3,754,167	\$ (95,197)	(2.5%)	\$ 15,712,409	\$ 15,127,870	\$ (584,540)	(3.9%)
Medicaid Contractual	\$ 2,917,446	\$ 2,473,446	\$ (444,000)	(18.0%)	\$ 10,817,229	\$ 9,967,049	\$ (850,180)	(8.5%)
Other Contractual	\$ 1,733,919	\$ 1,721,279	\$ (12,640)	(0.7%)	\$ 7,678,821	\$ 6,936,102	\$ (742,718)	(10.7%)
Bad Debt Expense	\$ 529,055	\$ 522,582	\$ (6,473)	(1.2%)	\$ 2,637,843	\$ 2,105,809	\$ (532,034)	(25.3%)
Community Care	\$ 101,561	\$ 128,095	\$ 26,534	20.7%	\$ 269,375	\$ 516,174	\$ 246,799	47.8%
Administrative Adjustments	\$ 97,360	\$ 78,923	\$ (18,437)	(23.4%)	\$ 393,853	\$ 318,029	\$ (75,825)	(23.8%)
Total Revenue Deductions	\$ 9,228,705	\$ 8,678,491	\$ (550,213)	(6.3%)	\$ 37,509,531	\$ 34,971,033	\$ (2,538,498)	(7.3%)
340B Revenue	\$ 115,929	\$ 117,990	\$ (2,061)	(1.7%)	\$ 329,671	\$ 455,872	\$ (126,202)	(27.7%)
Net Patient Revenue	\$ 7,487,819	\$ 6,895,405	\$ 592,414	8.6%	\$ 28,215,287	\$ 27,766,287	\$ 449,000	1.6%
Other Revenue								
Other Operating Income	\$ 471,415	\$ 308,067	\$ 163,348	53.0%	\$ 1,313,231	\$ 1,211,267	\$ 101,964	8.4%
Total Other Revenue	\$ 471,415	\$ 308,067	\$ 163,348	53.0%	\$ 1,313,231	\$ 1,211,267	\$ 101,964	8.4%
Net Operating Revenue	\$ 7,959,235	\$ 7,203,472	\$ 755,762	10.5%	\$ 29,528,518	\$ 28,977,554	\$ 550,964	1.9%
Operating Expenses								
Salaries & Wages	\$ 3,113,476	\$ 3,209,006	\$ 95,531	3.0%	\$ 12,839,000	\$ 12,688,112	\$ (150,888)	(1.2%)
Benefits	\$ 848,602	\$ 878,094	\$ 29,493	3.4%	\$ 3,288,879	\$ 3,512,377	\$ 223,498	6.4%
Professional Fees	\$ 147,925	\$ 144,367	\$ (3,558)	(2.5%)	\$ 511,488	\$ 525,170	\$ 13,682	2.6%
Supplies	\$ 436,770	\$ 367,029	\$ (69,741)	(19.0%)	\$ 1,676,146	\$ 1,487,580	\$ (188,566)	(12.7%)
Utilities	\$ 80,130	\$ 53,332	\$ (26,798)	(50.2%)	\$ 234,420	\$ 206,187	\$ (28,233)	(13.7%)
Purchased Services	\$ 1,303,138	\$ 979,531	\$ (323,607)	(33.0%)	\$ 4,667,675	\$ 3,874,117	\$ (793,558)	(20.5%)
Insurance	\$ 41,232	\$ 43,350	\$ 2,118	4.9%	\$ 200,757	\$ 173,400	\$ (27,357)	(15.8%)
Other Expenses	\$ 239,739	\$ 297,566	\$ 57,826	19.4%	\$ 904,903	\$ 1,174,564	\$ 269,661	23.0%
Rentals & Leases	\$ 52,624	\$ 25,218	\$ (27,406)	(108.7%)	\$ 187,526	\$ 140,795	\$ (46,731)	(33.2%)
Depreciation	\$ 349,256	\$ 374,283	\$ 25,027	6.7%	\$ 1,471,543	\$ 1,417,663	\$ (53,880)	(3.8%)
al Operating Expenses	\$ 6,612,891	\$ 6,371,775	\$ (241,116)	(3.8%)	\$ 25,982,338	\$ 25,199,966	\$ (782,372)	(3.1%)
Operating Income (Loss)	\$ 1,346,343	\$ 831,697	\$ 514,646	61.9%	\$ 3,546,180	\$ 3,777,588	\$ (231,408)	(6.1%)
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 311,518	\$ 282,306	\$ 29,211	10.3%	\$ 394,736	\$ 410,178	\$ (15,442)	(3.8%)
Contributions from SPMF	\$ -	\$ 2,083	\$ (2,083)	(100.0%)	\$ -	\$ 8,333	\$ (8,333)	(100.0%)
Interest Income	\$ 528,532	\$ 424,750	\$ 103,782	24.4%	\$ 2,188,647	\$ 1,699,000	\$ 489,647	28.8%
Interest Expense	\$ (526,171)	\$ (528,500)	\$ 2,329	(0.4%)	\$ (2,107,504)	\$ (2,114,000)	\$ 6,496	(0.3%)
Total Non-Operating Rev/(Expenses)	\$ 313,879	\$ 180,640	\$ 133,239	73.8%	\$ 475,879	\$ 3,511	\$ 472,368	13,454.8%
Net Income (Loss)	\$ 1,660,222	\$ 1,012,336	\$ 647,886	64.0%	\$ 4,022,059	\$ 3,781,099	\$ 240,959	6.4%
METRICS								
Operating Margin (Prior Year Method)	10.3%	4.2%	6.1%	144.8%	4.9%	5.7%	(0.9%)	(15.1%)
Operating Margin (New Method)								
Net Income Margin	20.9%	14.1%	6.8%	48.4%	13.6%	13.0%	0.6%	4.4%
Days in AR					55	50	(5)	(10.0%)
DCOH					259	300	(41)	(13.7%)
Deduction %	55.6%	56.2%	0.6%	1.0%	57.4%	56.2%	(1.2%)	(2.2%)
NPSR %	44.4%	43.9%	0.6%	1.3%	42.6%	43.9%	(1.2%)	(2.8%)
Net Operating Revenue %	47.9%	46.6%	1.3%	2.9%	45.2%	46.5%	(1.4%)	(3.0%)
Benefits as a % Of SW	27.3%	27.4%	0.1%	0.4%	25.6%	27.7%	2.1%	7.5%
Benefits as a % of SWB	21.4%	21.5%	0.1%	0.3%	20.4%	21.7%	1.3%	5.9%
Paid FTEs (excludes Agency)	377.0	369.0	(8.0)	(2.2%)	371.2	364.5	(6.7)	(1.8%)
Salary per FTE	\$ 8,258	\$ 8,697	\$ 439	5.0%	\$ 34,590	\$ 34,810	\$ 220	0.6%
Hours	64,281	63,255	(1,026)	(1.6%)	252,546	249,948	(2,597)	(1.0%)
Avg Hourly Rate	\$ 48.44	\$ 50.73	\$ 2.30	4.5%	\$ 50.84	\$ 50.76	\$ (0.08)	(0.1%)
Net Patient Revenue per FTE (\$K)	\$ 19,859.74	\$ 18,687	\$ (1,173)	(6.3%)	\$ 76,016	\$ 76,176	\$ (161)	(0.2%)
Labor Cost per FTE (\$K)	\$ 10,508.51	\$ 11,076	\$ 568	5.1%	\$ 43,451	\$ 44,446	\$ 995	2.2%
Non Labor Cost per FTE (\$K)	\$ 6,104.36	\$ 5,177	\$ (927)	(17.9%)	\$ 22,585	\$ 20,801	\$ (1,784)	(8.6%)

Balance Sheet as of Apr 2024

Assets	04/30/2024	03/31/2024	1 Month Variance	04/30/2023	12 Month Variance
Current Assets					
Operating Cash	55,636,635	56,731,055	(1,094,420)	49,649,189	5,987,447
Self-Insured Reserve	1,957,500	1,957,500	-	-	1,957,500
Total Operating Cash	57,594,135	58,688,555	(1,094,420)	49,649,189	7,944,947
MFP Construction Cash	52,273,079	54,479,822	(2,206,743)	-	52,273,079
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Total Restricted Cash	60,526,571	62,733,314	(2,206,743)	2,036,008	58,490,563
Accounts Receivables	29,526,321	28,574,355	951,966	29,321,961	204,360
Less Allow for Uncollectables	(3,622,768)	(3,367,878)	(254,890)	(3,083,829)	(538,939)
Less Contractual Adjustments	(11,470,235)	(11,970,235)	500,000	(13,515,350)	2,045,115
Accounts Receivable - Net	14,433,317	13,236,242	1,197,076	12,722,782	1,710,536
Taxes Receivable	327,778	67,967	259,812	318,692	9,087
Other Receivables	3,296,236	3,282,948	13,288	2,090,480	1,205,755
Inventory	1,132,873	1,082,589	50,284	874,107	258,765
Prepaid Expenses	777,528	728,071	49,457	791,703	(14,175)
Total Current Assets	138,088,439	139,819,685	(1,731,246)	68,482,961	69,605,478
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,478,409	49,096
Buildings	47,648,771	47,649,360	(588)	45,737,551	1,911,220
Equipment	19,301,158	19,301,158	-	16,221,489	3,079,669
Construction In Progress	8,603,805	7,830,614	773,191	4,664,077	3,939,728
Less Accumulated Depreciation	(33,673,520)	(33,324,265)	(349,256)	(29,132,668)	(4,540,852)
Property, Plant and Equipment - Net	48,059,748	47,636,401	423,347	43,620,886	4,438,862
Total Assets	186,148,187	187,456,086	(1,307,899)	112,103,847	74,044,340



Balance Sheet as of Apr 2024

Liabilities	04/30/2024	03/31/2024	1 Month Variance	04/30/2023	12 Month Variance
Current Liabilities					
Accounts Payable	685,637	1,581,704	(896,067)	924,102	(238,465)
Other Payables	845,616	778,650	66,966	857,281	(11,665)
Payroll and Related Liabilities	3,598,659	4,313,533	(714,875)	2,394,638	1,204,020
Interest Payable	2,301,416	2,109,419	191,997	(4,092)	2,305,508
Third Party Settlement Payable	0	1,170,141	(1,170,141)	406,795	(406,795)
Other Current Liabilities	1,471,500	1,483,334	(11,834)	1,394,482	77,018
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	10,286,492	12,820,446	(2,533,954)	7,356,870	2,929,622
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	110,625,297	111,059,464	(434,167)	45,503,157	65,122,139
Total Non Current Liabilities	109,241,633	109,675,800	(434,167)	44,119,494	65,122,139
Total Liabilities	119,528,125	122,496,246	(2,968,121)	51,476,364	68,051,761
Net Assets					
Unrestricted Fund Balance	62,598,003	62,598,003	-	55,989,130	6,608,874
YTD Excess of Revenues	4,022,059	2,361,837	1,660,222	4,638,353	(616,295)
Total Net Assets	66,620,062	64,959,840	1,660,222	60,627,483	5,992,579
Total Liabilities and Net Assets	186,148,187	187,456,086	(1,307,899)	112,103,847	74,044,340

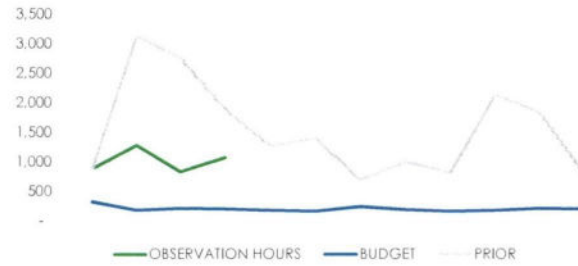
2024 STATISTIC DETAILS

Statistic	JAN	FEB	MAR	APR	YTP
INPATIENT DAYS	251	222	227	152	852
BUDGET	321	180	213	201	916
PRIOR	309	173	205	193	880
OBSERVATION HOURS	880	1,276	833	1,072	4,061
BUDGET	1,065	3,814	3,369	2,302	10,550
PRIOR	871	3,119	2,755	1,882	8,627
EMERGENCY DEPARTMENT VISITS	1,553	1,432	1,490	1,502	5,977
BUDGET	1,531	1,399	1,646	1,526	6,103
PRIOR	1,502	1,372	1,615	1,497	5,986
GI CASES	93	88	81	97	359
BUDGET	110	58	74	89	331
PRIOR	97	51	65	78	291
SLEEP LAB	28	23	34	34	119
BUDGET	26	25	26	26	103
LAB TESTS	18,057	16,517	18,280	17,826	70,680
BUDGET	21,921	13,735	17,424	15,245	68,325
PRIOR	19,321	12,106	15,358	13,437	60,222
XRAY EXAMS	1,541	1,362	1,393	1,497	5,793
BUDGET	1,305	1,108	1,341	1,244	4,997
PRIOR	1,323	1,123	1,360	1,261	5,067
CT EXAMS	616	558	573	563	2,310
BUDGET	470	391	425	435	1,720
PRIOR	501	417	453	464	1,835
ULTRASOUND EXAMS	360	365	369	460	1,554
BUDGET	248	187	257	272	965
PRIOR	276	208	286	303	1,073
MRI EXAMS	83	95	107	102	387
BUDGET	70	37	50	26	183
PRIOR	82	43	59	31	215
THERAPY TREATMENTS	1,018	882	929	1,191	4,020
BUDGET	712	629	793	866	3,000
PRIOR	650	521	802	840	2,813
URGENT CARE VISITS	1,429	1,496	1,450	1,415	5,790
URGENT CARE BUDGET	1,046	1,222	1,303	1,211	4,782
URGENT CARE PRIOR	1,110	1,296	1,382	1,285	5,073
KELSEY CLINIC VISITS	382	381	414	330	1,507
BUDGET	388	537	506	611	2,042
PRIOR	-	71	177	83	331
MCCLEARY HEALTHCARE CLINIC VISITS	737	627	792	774	2,930
BUDGET	798	503	724	649	2,674
PRIOR	716	451	649	582	2,398
SUMMIT PACIFIC HEALTH CLINIC VISITS	758	757	705	766	2,986
BUDGET	899	973	1,073	1,071	4,015
PRIOR	-	-	-	-	-
WELLNESS CENTER VISITS	2,658	2,481	2,792	2,817	10,748
BUDGET	3,298	1,887	2,907	2,391	10,482
PRIOR	3,109	1,779	2,741	2,254	9,883
CLINICS VISITS	4,535	4,246	4,703	4,687	18,171
CLINICS BUDGET	5,383	3,900	5,209	4,722	19,213
CLINICS PRIOR	3,825	2,301	3,567	2,919	12,612
OPERATING MARGIN	5.1%	1.3%	2.0%	10.3%	
GOAL	4.0%	4.0%	4.0%	4.0%	
PRIOR	26.6%	16.1%	15.1%	15.4%	
DAYS IN AR	57	54	53	55	
GOAL	50	50	50	50	
PRIOR	50	54	58	61	
DAYS CASH ON HAND	281	287	267	259	
GOAL	300	300	300	300	
PRIOR	296	290	279	271	
FTEs TOTAL PAID	366.0	362.6	375.7	377.0	371.2
FTEs INCLUDING AGENCY	397.5	393.5	401.2	403.0	398.8
BUDGET	360.0	363.0	366.0	369.0	364.5
PRIOR	294.7	313.0	324.5	322.3	344.0

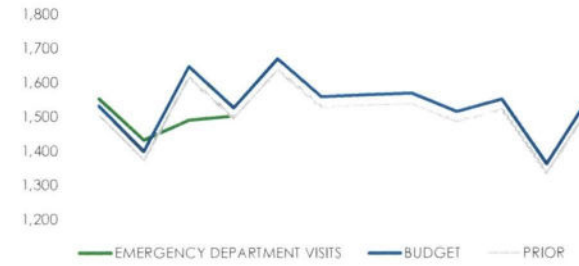
INPATIENT DAYS



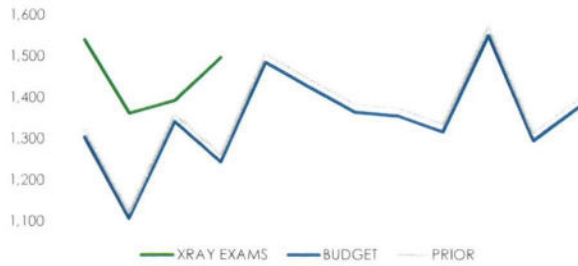
OBSERVATION HOURS



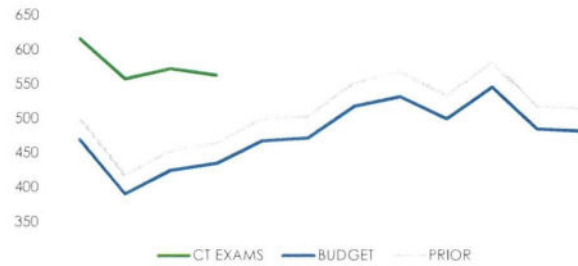
EMERGENCY DEPARTMENT VISITS



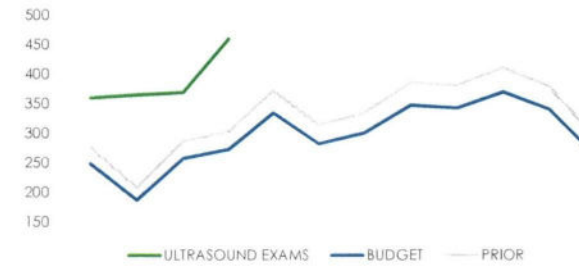
XRAY EXAMS



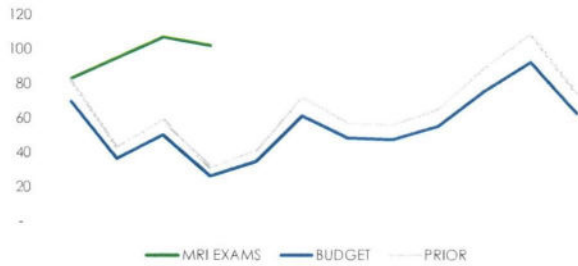
CT EXAMS



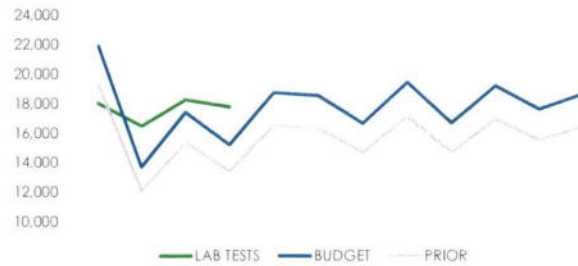
ULTRASOUND EXAMS



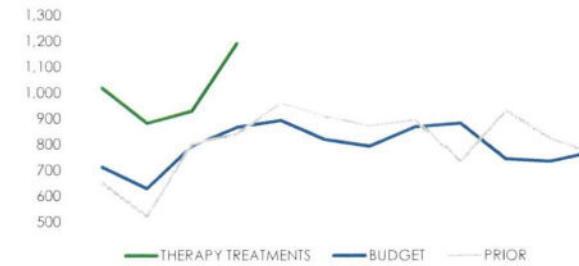
MRI EXAMS



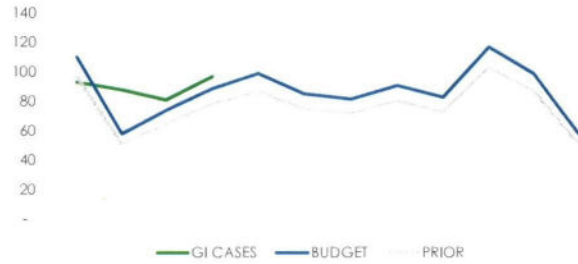
LAB TESTS



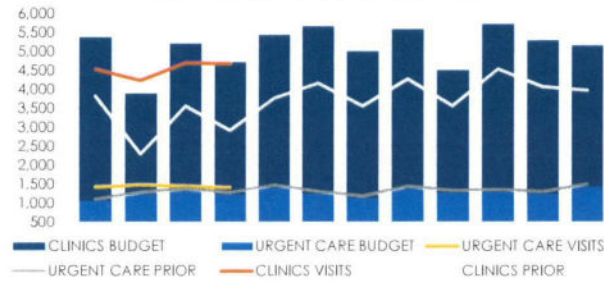
THERAPY TREATMENTS



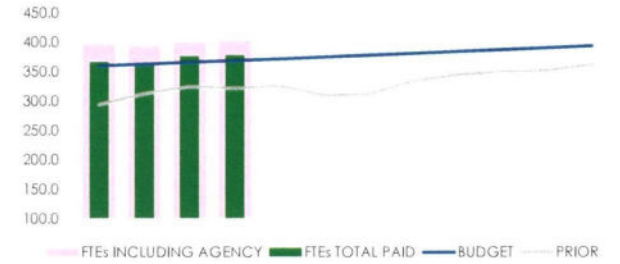
GI CASES



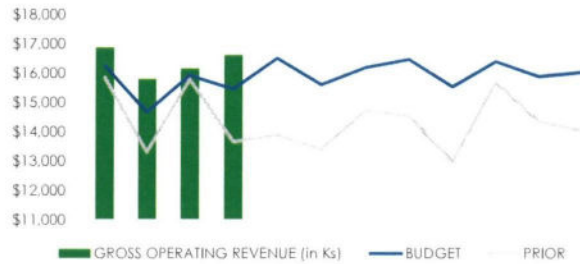
CLINICS & URGENT CARE VISITS



FTEs



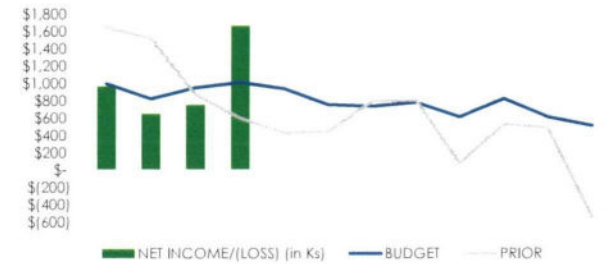
GROSS OPERATING REVENUE



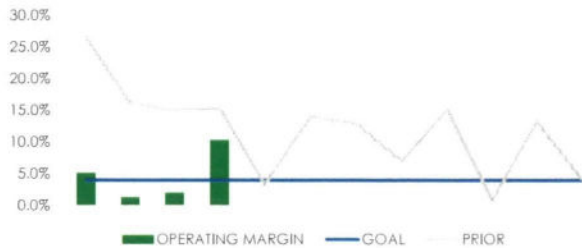
OPERATING EXPENSES



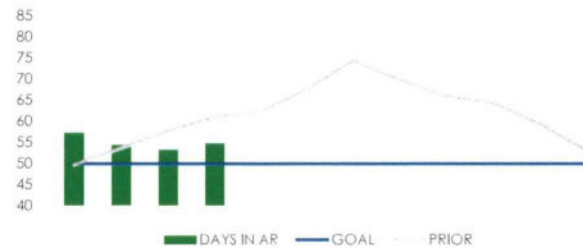
NET INCOME/(LOSS)



OPERATING MARGIN
HIGHER IS BETTER



DAYS IN AR
LOWER IS BETTER



DAYS CASH ON HAND
HIGHER IS BETTER

