
Agenda

1. **6:00 – Call to Order**
 - a. Introductions as needed
 - b. Business from audience
2. **6:05 – Consent Agenda – See separate Consent Agenda – Action (vote)**
3. **6:08 – Approval of Minutes – Action (vote)**
 - a. August 22, 2024 Regular Meeting
4. **6:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **6:13 – 2023 Financial Audit- Luke Zarecor – Info**
6. **Executive Reports**
 - a. **6:35** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:50** – Finance Report, James Hansen – *Info*
 - c. **7:05** – 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. *Joyce Koh, MD-Gastroenterology-Initial Appointment*
 - ii. *Azra Rehman, MD-Hospitalist (Telemedicine)- Initial Appointment*
 - iii. *Dengda Tang, MD-Gastroenterology-Initial Appointment*
 - iv. *Claude Ouellette, LMHC-License Mental Health Counselor- Reappointment*
 - v. *Joanne Lapetina, MD- Hospitalist (Telemedicine)- Reappointment*
 - vi. *Sulakshna Dhamija, MD- Hospitalist (Telemedicine)- Reappointment*
 - vii. *Nikolay Kolev, MD-Hospitalist (Telemedicine)- Reappointment*
 - viii. *Sarabjit Atwal, MD- Neurology- Reappointment*
 - ix. *Minal Bhanushali, MD Neurology- Reappointment*
 - x. *Archit Bhatt, MD Neurology- Reappointment*
 - xi. *Amit Kansara, MD Neurology- Reappointment*
 - xii. *Soo Young Kwon, MD Neurology- Reappointment*
 - xiii. *Robert Lada, MD Neurology- Reappointment*
 - xiv. *Brian Ottesen, ARNP- Ambulatory- Active Status*
 - xv. *Brandee Haskin, PMHNP- Psychiatric Mental Health Nurse Practitioner- Active Status*
 - xvi. *Haroon Yousaf, MD- Cardiology- Active Status*
 - xvii. *Sarah Pinkerton, ARNP- Ambulatory- Active Status*
 - b. **7:35** – Resolution 2024-09 2024 Regular Meeting Schedule – *Action (vote)*
 - c. **7:40** – Resolution 2024-10 Removal of Authorized Timberland Bank Signers – *Action (vote)*
 - d. **7:45** – Resolution 2024-11 Removal of Authorization of Safe Deposit Box Signers – *Action (vote)*
 - e. **7:50** – Board Discussion – *Discussion*
 - f. **7:55** – Upcoming Events, Andrew Hooper
 - g. **8:00** – Meeting Evaluation, Andrew Hooper
8. **8:05 – Adjourn – Action (vote)**

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

- 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:	
August 2024	
Description	Amount
Payroll	\$ 4,548,046
A/P Operations	\$ 3,296,854
A/P Capital	\$ 3,281,170
Community Care	\$ 296,199
Bad Debt	\$ 596,326
Property Tax Credit	\$ -
Total	\$ 12,018,595



BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 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 was absent and excused</p> <p>Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Winfried Danke, Rachel Brown, Dr. Ken Dietrich, Jori Stott, Brad Thomas, Tracy Kateley, Chris Majors, Sylvia James, Bill James, Sylvia’s husband, Jody Brooks, Hannah Quimby, Stephanie Luellen, Justin McClintock, Anastasia Coon, Debi Brogan, Larry Willis</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>		<p><i>Commissioner Wescott made a motion to approve the consent agenda. Commissioner Thumser seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
<p>MINUTES</p>	<ul style="list-style-type: none"> • July 25, 2024, Regular Meeting • August 5-6 2024 Board Strategic Planning 	<p><i>Commissioner Wescott made a motion to approve the July 25, 2024 and August 5-6, 2024 minutes. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient safety story about masking policy (see patient stories for more details). 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 2024

	<ul style="list-style-type: none"> • Chris Majors and Hannah Quimby presented on Patient Experience (see presentation for more details). • Discussion regarding the patient complaint and grievance process. • Jori Stott to get patient experience contact information to the Board. • Suggestion to include a denominator for the patient encounters for the patient complaint and grievance data. • The grievance process is usually dealt within the patient experience department and when needed is escalated to CTLO Burkhardt in partnership with clinical partners. 	
<p>PATIENT EXPERIENCE CHAMPIONS</p>	<ul style="list-style-type: none"> • Hannah Quimby announced Patient Experience Champions: Jody Brooks, Anastasia Coon, Sylvia James and Joe Kohn. • Leaders Stephanie Luellen, Justin McClintock and Jennifer Burkhardt shared written nominations. 	
<p>QUALITY</p>	<ul style="list-style-type: none"> • CNO, Bernier, shared the Quality report (see report for more information). • CNO Bernier provided a review of the DOH RHC recertification process. DOH accidentally surveyed the wrong clinic and as a result surveyed Wellness Center, Urgent Care and SPHC. All three clinics received no deficiencies. • Summit Pacific is awaiting survey of the McCleary clinic. • Thank you to the clinic teams that do an exceptional job daily! • The next steps for HRO will be to focus on process improvement. • Food and Nutrition services have had exceptionally high volumes in the café. • ED volumes have gone down two months in the summer. This is very common during the summer months. • Discussion regarding the Avasure patient monitoring implementation in ACU. • Discussion regarding Urgent Care and GI volumes. • A GI intensive meeting was recently conducted to optimize work flows and increase access. • There was an HAI attributed to us in July. Patient had symptoms at home, but clinical team failed to document so the infection was attributed to SPMC. • ED length of stay remains higher than the goal. The goal is likely a little low due to national requirement. • There has been a lot of work to improve blood culture contamination rates. • There has been some COVID resurgence this season. National trends for COVID show infection starts to peak in August. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 2024

	<ul style="list-style-type: none"> • Commissioner Hiles raised a question at Quality about our referral process. • Commissioner Wescott shared that she is impressed by the overall improvements in departments • Discussion regarding EMS spots to improve transportation rates. Discussion regarding transportation challenges within our County and issues and barriers for another agency to respond to dispatch. 	
FINANCE	<ul style="list-style-type: none"> • Financial Director, Rachel Brown, shared the Financials. (see report for more details). • Gross patient revenue continues to be over budget. • Days in AR and DCOH are on track to be achieved by the end of the year. • SPMC is currently over budget for FTEs due to agency staff. 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin shared experience at Congressman Kilmer’s reception. • SPMC will continue to build bridges with lots of new candidates which will impact as lots of seats are turning over. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CEO Martin presented the Executive Report (see report for details.) Highlights included: • CTLO Burkhardt provided a highlight of the Employee Awards ceremony. • CTLO Burkhardt shared an update on our employee Benefits Fair. • CNO Bernier shared recent graduations of nurses in residency program. • CNO Bernier shared update on MFP. Next week walls will begin to go up. Work on the helipad is almost underway. • Discussion regarding impacts with Zone H. The nutrition team will need to expand storage and preparation for patients and guests. There will be a period of time that kitchen will have to be offline and there will need to be a plan to feed guests for a period of time. SPMC is 28 days off schedule due to city permitting delays. • Tracy Kateley shared update on phone system and vendor challenges with bankruptcy and needing to change vendors. Progress has been made toward the phone system implementation. • COO Danke shared update on Therapy department. Welcome new manager Wendy Hawkins! Thank you, Robin Johnson who filled, in while there was no manager. • Brad Thomas shared the Foundation met its goal with the employee giving with a total of \$112,000 raised and 115 employee participants. • Ribbon cutting for the Summit Discovery Trails is September 14th. • Seattle Times came down to interview on the partnership with the timber industry. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 2024

	<ul style="list-style-type: none"> • Discussion regarding Elma elementary health fair and if there are plans to participate in the Middle and High School fairs. • Brad Thomas to circle back with Elma School District about outstanding Health Fairs. 																																														
<p>COMMISSIONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • All providers have been reviewed by the Medical Executive Committee. <table border="1" data-bbox="478 558 1515 1473"> <tr> <td>Neha Didwaniya, MD</td> <td>Primary Hospitalist Medicine Privileges & Secondary Emergency Medicine Privileges</td> <td>Initial Appointment</td> </tr> <tr> <td>Ankush Bansal, MD</td> <td>Telemedicine Hospitalist</td> <td>Initial Appointment</td> </tr> <tr> <td>Sathishkumar Cullath Harikrishnan, MD</td> <td>Telemedicine Hospitalist</td> <td>Reappointment</td> </tr> <tr> <td>Ryan Richards, PA</td> <td>Sleep Medicine</td> <td>Reappointment</td> </tr> <tr> <td>Alex Grekoff, MD</td> <td>Primary Emergency Medicine Privileges & Secondary Hospitalist Medicine Privileges</td> <td>Reappointment</td> </tr> <tr> <td>Corey White, DO</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>John Zurasky, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Benjamin Atkinson, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Sergey Akopov, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Tarvinder Singh, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Michael Marvi, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Ravi Menon, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Biggya Sapkota, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Margarita Oveian, MD</td> <td>Telemedicine Neurology</td> <td>Reappointment</td> </tr> <tr> <td>Fahad Younas, MD</td> <td>Cardiology</td> <td>Provisional to Active Status</td> </tr> </table>	Neha Didwaniya, MD	Primary Hospitalist Medicine Privileges & Secondary Emergency Medicine Privileges	Initial Appointment	Ankush Bansal, MD	Telemedicine Hospitalist	Initial Appointment	Sathishkumar Cullath Harikrishnan, MD	Telemedicine Hospitalist	Reappointment	Ryan Richards, PA	Sleep Medicine	Reappointment	Alex Grekoff, MD	Primary Emergency Medicine Privileges & Secondary Hospitalist Medicine Privileges	Reappointment	Corey White, DO	Telemedicine Neurology	Reappointment	John Zurasky, MD	Telemedicine Neurology	Reappointment	Benjamin Atkinson, MD	Telemedicine Neurology	Reappointment	Sergey Akopov, MD	Telemedicine Neurology	Reappointment	Tarvinder Singh, MD	Telemedicine Neurology	Reappointment	Michael Marvi, MD	Telemedicine Neurology	Reappointment	Ravi Menon, MD	Telemedicine Neurology	Reappointment	Biggya Sapkota, MD	Telemedicine Neurology	Reappointment	Margarita Oveian, MD	Telemedicine Neurology	Reappointment	Fahad Younas, MD	Cardiology	Provisional to Active Status	<p><i>Commissioner Hiles made a motion to approve the Medical Staff privileges. Commissioner Thumser seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
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Inland Imaging Providers		
Balmforth Gregory, MD	Telemedicine Radiology	Initial Appointment
Bauer David, MD	Telemedicine Radiology	Initial Appointment
Bayona Michael, MD	Telemedicine Radiology	Initial Appointment
Beebe Logan, DO	Telemedicine Radiology	Initial Appointment
Bell John, MD	Telemedicine Radiology	Initial Appointment
Benson Adam, MD	Telemedicine Radiology	Initial Appointment
Bhat Ishwar, MD	Telemedicine Radiology	Initial Appointment
Bowlby Wilson, MD	Telemedicine Radiology	Initial Appointment
Brake Joel, MD	Telemedicine Radiology	Initial Appointment
Bruce Marc, MD	Telemedicine Radiology	Initial Appointment
Brunkan Richard, MD	Telemedicine Radiology	Initial Appointment
Bruschwein Scott, MD	Telemedicine Radiology	Initial Appointment
Bryk Scott, MD	Telemedicine Radiology	Initial Appointment
Buratto James, MD	Telemedicine Radiology	Initial Appointment
Casey Richard, MD	Telemedicine Radiology	Initial Appointment
Chun Terry, MD	Telemedicine Radiology	Initial Appointment
Cox Patrick, MD, PhD	Telemedicine Radiology	Initial Appointment
Cruite Irene, MD	Telemedicine Radiology	Initial Appointment
Curtis Matthew, MD	Telemedicine Radiology	Initial Appointment



BOARD OF COMMISSIONERS MEETING MINUTES

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Dahlen Richard, MD	Telemedicine Radiology	Initial Appointment
D'Amico, Anthony, MD	Telemedicine Radiology	Initial Appointment
Davis Patrick, MD	Telemedicine Radiology	Initial Appointment
Doyle Nathan, MD	Telemedicine Radiology	Initial Appointment
Eaton James, MD	Telemedicine Radiology	Initial Appointment
Ehieli Wendy, MD	Telemedicine Radiology	Initial Appointment
Finlinson Tyson, DO	Telemedicine Radiology	Initial Appointment
Fletcher Will, MD	Telemedicine Radiology	Initial Appointment
Flett Paige, MD	Telemedicine Radiology	Initial Appointment
Freathy Sarah, MD	Telemedicine Radiology	Initial Appointment
Frost Robert, MD	Telemedicine Radiology	Initial Appointment
Gagliano Bryce, MD	Telemedicine Radiology	Initial Appointment
Garcia Joshua, MD	Telemedicine Radiology	Initial Appointment
Gillham Seth, MD	Telemedicine Radiology	Initial Appointment
Gleason Timothy, MD	Telemedicine Radiology	Initial Appointment
Goff Ryan, MD	Telemedicine Radiology	Initial Appointment
Graham Eric, MD	Telemedicine Radiology	Initial Appointment
Gupta Pushpender, MD	Telemedicine Radiology	Initial Appointment
Handley Douglas, MD	Telemedicine Radiology	Initial Appointment
Henkel Amy, MD	Telemedicine Radiology	Initial Appointment
Hilton Jace, DO	Telemedicine Radiology	Initial Appointment
Ho Corey, MD	Telemedicine Radiology	Initial Appointment



BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 2024

Hoefler Scott, MD	Telemedicine Radiology	Initial Appointment
Hunter Chet, DO	Telemedicine Radiology	Initial Appointment
Iuliano Edward, DO	Telemedicine Radiology	Initial Appointment
Johansen Dallin, DO	Telemedicine Radiology	Initial Appointment
Joiner Elizabeth, MD	Telemedicine Radiology	Initial Appointment
Jones Shawn, MD	Telemedicine Radiology	Initial Appointment
Judd Corey, MD	Telemedicine Radiology	Initial Appointment
Kaczmark Julie, MD	Telemedicine Radiology	Initial Appointment
Keaton David, MD	Telemedicine Radiology	Initial Appointment
Keng George, MD	Telemedicine Radiology	Initial Appointment
King Scott, MD	Telemedicine Radiology	Initial Appointment
Kirsch Michael, MD	Telemedicine Radiology	Initial Appointment
Koskinen Sean, MD	Telemedicine Radiology	Initial Appointment
Krejci Christopher, MD	Telemedicine Radiology	Initial Appointment
Kujawski Gregory, DO	Telemedicine Radiology	Initial Appointment
Kurdi Alexander, MD	Telemedicine Radiology	Initial Appointment
LeCheminant Ben, DO	Telemedicine Radiology	Initial Appointment
Lee Michael Jaehoon, MD	Telemedicine Radiology	Initial Appointment
McCabe Kenneth, MD	Telemedicine Radiology	Initial Appointment
McLellan Ann Marie, MD	Telemedicine Radiology	Initial Appointment
Munoz David, MD	Telemedicine Radiology	Initial Appointment
Nackos Jeffery, MD	Telemedicine Radiology	Initial Appointment



BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 2024

Newton, Amy, MD	Telemedicine Radiology	Initial Appointment
Nguyen Richard, MD	Telemedicine Radiology	Initial Appointment
Penna Rupinder, DO	Telemedicine Radiology	Initial Appointment
Petersen Brian, MD	Telemedicine Radiology	Initial Appointment
Plesner Samuel, MD	Telemedicine Radiology	Initial Appointment
Posch Michael, MD	Telemedicine Radiology	Initial Appointment
Rasmussen Corey, MD	Telemedicine Radiology	Initial Appointment
Regan Jade, DO	Telemedicine Radiology	Initial Appointment
Rich Brian, MD	Telemedicine Radiology	Initial Appointment
Russell Mai, MD	Telemedicine Radiology	Initial Appointment
Sanders Trent, MD	Telemedicine Radiology	Initial Appointment
Schlung Jediah, MD	Telemedicine Radiology	Initial Appointment
Schmitz Casey, MD	Telemedicine Radiology	Initial Appointment
Shepherd Paula, MD	Telemedicine Radiology	Initial Appointment
Simonson Stephanie, MD	Telemedicine Radiology	Initial Appointment
Skibinski, Adam, MD	Telemedicine Radiology	Initial Appointment
Smith Philip, MD	Telemedicine Radiology	Initial Appointment
Sohn Steven, MD	Telemedicine Radiology	Initial Appointment
Stegman Matthew, MD	Telemedicine Radiology	Initial Appointment
Sterne Gregory, MD	Telemedicine Radiology	Initial Appointment
Tillack Allison, MD	Telemedicine Radiology	Initial Appointment
Townsend Robert, MD	Telemedicine Radiology	Initial Appointment



BOARD OF COMMISSIONERS MEETING MINUTES

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Tran Michelle, MD	Telemedicine Radiology	Initial Appointment
Wilhelm, Steven, MD	Telemedicine Radiology	Initial Appointment
Winter Zachary, MD	Telemedicine Radiology	Initial Appointment
Xiao Jenifer, MD	Telemedicine Radiology	Initial Appointment
Yee Norbert, MD	Telemedicine Radiology	Initial Appointment
Yin Chen, MD	Telemedicine Radiology	Initial Appointment
Zaidi Sadaf, MD	Telemedicine Radiology	Initial Appointment

Medical Staff Bylaws

- The nomenclature in Bylaws has been cleaned up to align with DNV.
- Medical Staff will be presenting on the credentialing process before the end of the year.

Regular Meeting Times

- Discussion regarding moving the regular Board meeting times. The original Thursday date proposed interferes with the NRHA class.
- The time change would need to be a commitment for at least a year and then reassessed.
- Proposal to move regular meetings to the Fourth Wednesday of the month at 1:00 pm.
- Marketing will be working to send out a press release once the change in meeting times is finalized. Jori Stott will bring forth a resolution at the September Board meeting to change regular meeting times effective October.

Board Discussion

- Chairman Hooper shared that discussion on NRHA Board Training Course was missing on the agenda.
- Discussion regarding the NRHA Board training course.
- Participating board members shared it is interesting how different organizations look at various measures for success.

Commissioner Wescott made a motion to approve the Medical Staff privileges. Commissioner Thumser seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.

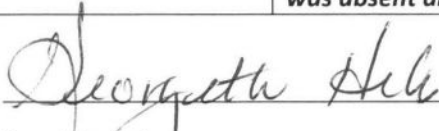


BOARD OF COMMISSIONERS MEETING MINUTES

August 22, 2024

	Upcoming events <ul style="list-style-type: none">Chairman Hooper reviewed upcoming events.	
EXECUTIVE SESSION	<ul style="list-style-type: none">Chairman Hooper recessed the meeting at 7:46.Chairman Hooper announced reason for executive sessions RCW 42.30.110 (g) and (i) discuss claims with legal counsel (ii) litigation or legal risks expected to result in adverse legal or financial consequencesChairman Hooper announced the session is anticipated to have no action and last 10 minutes.CEO Martin, CTLO Burkhardt, Chairman Hooper, Commissioner Wescott, Commissioner Hiles, Vice Chair Thumser and Jori Stott were present.The executive session convened at 7:51 pm.The executive session ended at 8:01 pm.The regular session reconvened at 8:02 pm	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:02 pm.	<i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i>


Recording Secretary


Board Secretary

Financial Highlights – Monthly Dashboard

2024 Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

August		Year-to-Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 133,688,326	\$127,057,983	\$ 6,630,343	5.2%	😊
-	Revenue Deductions	\$ 77,891,582	\$ 71,343,057	\$ (6,548,525)	(9.2%)	
+	340B Revenue	\$ 570,516	\$ 917,108	\$ (346,592)	(37.8%)	
=	Net Patient Revenue	\$ 56,367,259	\$ 56,632,033	\$ (264,774)	(0.5%)	
+	Other Operating Revenue	\$ 3,529,156	\$ 2,415,534	\$ 1,113,622	46.1%	
=	Net Operating Revenue	\$ 59,896,415	\$ 59,047,567	\$ 848,848	1.4%	
-	Total Operating Expenses	\$ 53,186,717	\$ 51,765,648	\$ (1,421,069)	(2.7%)	😐
+/-	Non-Operating Rev / (Expenses)	\$ 865,547	\$ (284,376)	\$ 1,149,923	(404.4%)	
=	Net Income (Loss)	\$ 7,575,245	\$ 6,997,543	\$ 577,702	8.3%	😊

Financial Highlights – Monthly Dashboard

2024 Finance Summary

Key Financial Results to Review Operational and Financial Performance

Favorable Variance = + | Unfavorable Variance = ()

August	Year-to-Date				
	Actual	Goal/Budget	Variance	Var%	
Days in AR	54	50	(4)	(7.8%)	☹️
DCOH	263	300	(37)	(12.2%)	☹️
Operating Margin	4.2%	5.2%	(1.0%)		😐
Net Income Margin	12.6%	11.9%	0.8%		😊
Net Patient Revenue per FTE	\$ 149,705	\$ 152,855	\$ (3,150)	(2.1%)	😐
Labor Cost per FTE (Includes Agency)	\$ 93,721	\$ 95,765	\$ 2,044	2.1%	😊
Non Labor Cost per \$1K Gross Revenue	\$ 94	\$ 85	\$ (8)	(10.0%)	☹️
FTEs	376.5	370.5	(6.0)	(1.6%)	😐
FTEs Including Agency	403.1	397.1	(6.0)	(1.5%)	😐

August	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 7,015,589	\$ 6,325,590	\$ 689,999	10.9%	\$ 52,981,220	\$ 50,250,766	\$ 2,730,454	5.4%
Medicaid Revenue	\$ 4,491,620	\$ 4,513,963	\$ (22,343)	(0.5%)	\$ 34,736,459	\$ 34,370,769	\$ 365,691	1.1%
Other Revenue	\$ 5,848,101	\$ 5,627,824	\$ 220,277	3.9%	\$ 45,970,646	\$ 42,436,448	\$ 3,534,198	8.3%
Total Gross Patient Revenue	\$ 17,355,310	\$ 16,467,377	\$ 887,933	5.4%	\$ 133,688,326	\$ 127,057,983	\$ 6,630,343	5.2%
Patient Revenue Deductions								
Medicare Contractual	\$ 4,391,964	\$ 3,999,848	\$ (392,116)	(9.8%)	\$ 32,723,444	\$ 30,861,784	\$ (1,861,660)	(6.0%)
Medicaid Contractual	\$ 2,521,612	\$ 2,635,314	\$ 113,701	4.3%	\$ 21,391,305	\$ 20,333,394	\$ (1,057,912)	(5.2%)
Other Contractual	\$ 2,091,255	\$ 1,833,924	\$ (257,332)	(14.0%)	\$ 15,837,469	\$ 14,150,075	\$ (1,687,394)	(11.9%)
Bad Debt Expense	\$ 596,326	\$ 556,781	\$ (39,544)	(7.1%)	\$ 5,907,799	\$ 4,295,979	\$ (1,611,819)	(37.5%)
Community Care	\$ 296,199	\$ 136,478	\$ (159,721)	(117.0%)	\$ 908,279	\$ 1,053,027	\$ 144,747	13.7%
Administrative Adjustments	\$ 230,278	\$ 84,088	\$ (146,190)	(173.9%)	\$ 1,123,286	\$ 648,798	\$ (474,487)	(73.1%)
Total Revenue Deductions	\$ 10,127,634	\$ 9,246,432	\$ (881,202)	(9.5%)	\$ 77,891,582	\$ 71,343,057	\$ (6,548,525)	(9.2%)
340B Revenue	\$ 32,043	\$ 117,990	\$ (85,947)	(72.8%)	\$ 570,516	\$ 917,108	\$ (346,592)	(37.8%)
Net Patient Revenue	\$ 7,259,719	\$ 7,338,935	\$ (79,216)	(1.1%)	\$ 56,367,259	\$ 56,632,033	\$ (264,774)	(0.5%)
Other Revenue								
Other Operating Income	\$ 430,182	\$ 301,067	\$ 129,115	42.9%	\$ 3,529,156	\$ 2,415,534	\$ 1,113,622	46.1%
Total Other Revenue	\$ 430,182	\$ 301,067	\$ 129,115	42.9%	\$ 3,529,156	\$ 2,415,534	\$ 1,113,622	46.1%
Net Operating Revenue	\$ 7,689,901	\$ 7,640,002	\$ 49,899	0.7%	\$ 59,896,415	\$ 59,047,567	\$ 848,848	1.4%
Operating Expenses								
Salaries & Wages	\$ 3,506,514	\$ 3,508,976	\$ 2,462	0.1%	\$ 26,392,114	\$ 26,282,522	\$ (109,593)	(0.4%)
Benefits	\$ 870,396	\$ 878,094	\$ 7,698	0.9%	\$ 6,668,563	\$ 7,024,755	\$ 356,192	5.1%
Professional Fees	\$ 175,172	\$ 160,053	\$ (15,119)	(9.4%)	\$ 1,175,478	\$ 1,256,590	\$ 81,112	6.5%
Supplies	\$ 498,550	\$ 398,869	\$ (99,681)	(25.0%)	\$ 3,438,096	\$ 3,042,040	\$ (396,056)	(13.0%)
Utilities	\$ 50,764	\$ 53,437	\$ 2,673	5.0%	\$ 421,766	\$ 415,310	\$ (6,456)	(1.6%)
Purchased Services	\$ 1,067,913	\$ 1,011,399	\$ (56,513)	(5.6%)	\$ 9,373,534	\$ 7,837,831	\$ (1,535,703)	(19.6%)
Insurance	\$ 46,761	\$ 43,350	\$ (3,411)	(7.9%)	\$ 377,969	\$ 346,800	\$ (31,169)	(9.0%)
Other Expenses	\$ 307,498	\$ 298,793	\$ (8,705)	(2.9%)	\$ 2,097,522	\$ 2,354,663	\$ 257,141	10.9%
Rentals & Leases	\$ 50,241	\$ 36,037	\$ (14,204)	(39.4%)	\$ 354,300	\$ 285,540	\$ (68,760)	(24.1%)
Depreciation	\$ 355,676	\$ 376,684	\$ 21,008	5.6%	\$ 2,887,375	\$ 2,919,598	\$ 32,223	1.1%
Total Operating Expenses	\$ 6,929,484	\$ 6,765,693	\$ (163,791)	(2.4%)	\$ 53,186,717	\$ 51,765,648	\$ (1,421,069)	(2.7%)
Operating Income (Loss)	\$ 760,417	\$ 874,309	\$ (113,893)	(13.0%)	\$ 6,709,699	\$ 7,281,920	\$ (572,221)	(7.9%)
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 46,120	\$ 11,804	\$ 34,316	290.7%	\$ 728,965	\$ 528,957	\$ 200,008	37.8%
Contributions from SPMF	\$ -	\$ 2,083	\$ (2,083)	(100.0%)	\$ -	\$ 16,667	\$ (16,667)	(100.0%)
Interest Income	\$ 555,957	\$ 424,750	\$ 131,207	30.9%	\$ 4,346,591	\$ 3,398,000	\$ 948,591	27.9%
Interest Expense	\$ (528,614)	\$ (528,500)	\$ (114)	0.0%	\$ (4,210,009)	\$ (4,228,000)	\$ 17,991	(0.4%)
Total Non-Operating Rev/(Expenses)	\$ 73,463	\$ (89,863)	\$ 163,326	(181.7%)	\$ 865,547	\$ (284,376)	\$ 1,149,923	(404.4%)
Net Income (Loss)	\$ 833,880	\$ 784,446	\$ 49,433	6.3%	\$ 7,575,245	\$ 6,997,543	\$ 577,702	8.3%

METRICS

Operating Margin (Prior Year Method)	3.0%	4.5%	(1.5%)	(33.4%)	4.2%	5.2%	(1.0%)	(19.3%)
Operating Margin (New Method)								
Net Income Margin	10.8%	10.3%	0.6%	5.6%	12.6%	11.9%	0.8%	6.7%
Days in AR					54	50	(4)	(7.8%)
DCOH					263	300	(37)	(12.2%)
Deduction %	58.4%	56.2%	(2.2%)	(3.9%)	58.3%	56.2%	(2.1%)	(3.8%)
NPSR %	41.6%	43.9%	(2.2%)	(5.0%)	41.7%	43.9%	(2.1%)	(4.8%)
Net Operating Revenue %	44.3%	46.4%	(2.1%)	(4.5%)	44.8%	46.5%	(1.7%)	(3.6%)
Benefits as a % Of SW	24.8%	25.0%	0.2%	0.8%	25.3%	26.7%	1.5%	5.5%
Benefits as a % of SWB	19.9%	20.0%	0.1%	0.6%	20.2%	21.1%	0.9%	4.4%
Paid FTEs (excludes Agency)	386.7	381.0	(5.8)	(1.5%)	376.5	370.5	(6.0)	(1.6%)
Salary per FTE	\$ 9,067	\$ 9,211	\$ 144	1.6%	\$ 70,094	\$ 70,939	\$ 845	1.2%
Hours	68,133	67,479	(655)	(1.0%)	518,152	514,556	(3,595)	(0.7%)
Avg Hourly Rate	\$ 51.47	\$ 52.00	\$ 0.54	1.0%	\$ 50.94	\$ 51.08	\$ 0.14	0.3%
Net Patient Revenue per FTE (\$K)	\$ 18,772	\$ 19,264	\$ (492)	(2.6%)	\$ 149,705	\$ 152,855	\$ (3,150)	(2.1%)
Labor Cost per FTE (includes Agency)	\$ 11,778	\$ 11,969	\$ 191	1.6%	\$ 87,805	\$ 89,899	\$ 2,094	2.3%
Non Labor Cost per \$1K Gross Revenue	\$ 98	\$ 91	\$ (7)	(7.2%)	\$ 94	\$ 85	\$ (8)	(10.0%)

Balance Sheet as of August 2024

Assets	08/31/2024	07/31/2024	1 Month Variance	08/31/2023	12 Month Variance
Current Assets					
Operating Cash	58,246,979	59,342,027	(1,095,048)	51,636,583	6,610,396
Self-Insured Reserve	1,957,500	1,957,500	-	-	1,957,500
Total Operating Cash	60,204,479	61,299,527	(1,095,048)	51,636,583	8,567,896
MFP Construction Cash	46,358,988	47,807,058	(1,448,070)	-	46,358,988
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Total Restricted Cash	54,612,481	56,060,550	(1,448,070)	2,036,008	52,576,473
Accounts Receivables	29,866,216	29,461,494	404,722	32,380,550	(2,514,334)
Less Allow for Uncollectables	(3,874,363)	(4,080,266)	205,903	(5,221,768)	1,347,405
Less Contractual Adjustments	(11,019,916)	(10,629,932)	(389,984)	(13,409,368)	2,389,452
Accounts Receivable - Net	14,971,937	14,751,296	220,641	13,749,414	1,222,523
Taxes Receivable	62,380	72,118	(9,737)	30,418	31,962
Other Receivables	3,223,274	3,400,904	(177,630)	2,862,000	361,274
Inventory	1,149,911	1,138,381	11,529	805,788	344,123
Prepaid Expenses	806,844	845,050	(38,207)	921,670	(114,826)
Total Current Assets	135,031,305	137,567,827	(2,536,522)	72,041,880	62,989,425
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,527,505	-
Buildings	47,843,510	47,843,510	-	47,402,703	440,806
Equipment	19,879,211	19,879,211	-	18,996,034	883,177
Construction In Progress	15,422,963	12,163,632	3,259,331	3,240,613	12,182,350
Less Accumulated Depreciation	(35,089,352)	(34,733,676)	(355,676)	(30,702,034)	(4,387,319)
Property, Plant and Equipment - Net	54,235,865	51,332,210	2,903,655	45,116,851	9,119,014
Total Assets	189,267,170	188,900,036	367,134	117,158,731	72,108,439

Balance Sheet as of August 2024

Liabilities	08/31/2024	07/31/2024	1 Month Variance	08/31/2023	12 Month Variance
Current Liabilities					
Accounts Payable	1,237,265	571,860	665,406	1,339,271	(102,006)
Other Payables	946,558	1,152,262	(205,704)	1,195,928	(249,370)
Payroll and Related Liabilities	3,799,145	5,155,636	(1,356,491)	4,610,562	(811,417)
Interest Payable	1,432,011	964,969	467,042	182,088	1,249,923
Third Party Settlement Payable	(194,844)	(194,844)	-	(6,000)	(188,844)
Other Current Liabilities	1,379,782	1,379,727	54	1,426,391	(46,610)
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	9,983,581	10,413,273	(429,692)	10,131,904	(148,323)
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	110,481,390	110,518,444	(37,054)	45,299,895	65,181,495
Total Non Current Liabilities	109,097,726	109,134,780	(37,054)	43,916,231	65,181,495
Total Liabilities	119,081,307	119,548,053	(466,746)	54,048,135	65,033,172
Net Assets					
Unrestricted Fund Balance	62,610,618	62,610,618	-	55,989,130	6,621,488
YTD Excess of Revenues	7,575,245	6,741,365	833,880	7,121,466	453,779
Total Net Assets	70,185,863	69,351,983	833,880	63,110,596	7,075,267
Total Liabilities and Net Assets	189,267,170	188,900,036	367,134	117,158,731	72,108,439

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	YTP
INPATIENT DAYS	251	222	227	152	140	181	164	164	1,501
BUDGET	321	180	213	201	182	164	239	192	1,694
PRIOR	309	173	205	193	175	158	230	185	1,628
OBSERVATION HOURS	880	1,276	833	1,072	1,404	1,459	1,148	1,248	9,320
BUDGET	1,065	3,814	3,369	2,302	1,556	1,705	851	1,216	15,877
PRIOR	871	3,119	2,755	1,882	1,272	1,394	696	994	12,983
EMERGENCY DEPARTMENT VISITS	1,553	1,432	1,490	1,502	1,603	1,548	1,484	1,508	12,120
BUDGET	1,531	1,399	1,646	1,526	1,670	1,559	1,564	1,569	12,464
PRIOR	1,502	1,372	1,615	1,497	1,638	1,529	1,534	1,539	12,226
GI CASES	93	88	81	97	106	92	103	126	786
BUDGET	110	58	74	89	99	85	82	91	687
PRIOR	97	51	65	78	87	75	72	80	605
SLEEP LAB	28	23	34	34	21	24	17	1	182
BUDGET	26	25	26	26	26	26	26	26	208
LAB TESTS	18,331	16,789	18,640	18,093	18,660	16,678	17,781	17,745	142,717
BUDGET	21,921	13,735	17,424	15,245	18,768	18,570	16,693	19,478	141,833
PRIOR	19,321	12,106	15,358	13,437	16,542	16,368	14,713	17,168	125,013
XRAY EXAMS	1,541	1,362	1,393	1,497	1,660	1,407	1,522	1,430	11,812
BUDGET	1,305	1,108	1,341	1,244	1,484	1,423	1,364	1,355	10,623
PRIOR	1,323	1,123	1,360	1,261	1,505	1,443	1,383	1,374	10,772
CT EXAMS	616	558	573	563	621	565	653	645	4,794
BUDGET	470	391	425	435	468	472	518	532	3,709
PRIOR	501	417	453	464	499	503	552	567	3,956
ULTRASOUND EXAMS	360	365	369	460	444	363	460	445	3,266
BUDGET	248	187	257	272	334	282	300	347	2,229
PRIOR	276	208	286	303	372	314	334	386	2,479
MRI EXAMS	83	95	107	102	97	100	130	123	837
BUDGET	70	37	50	26	35	61	48	48	375
PRIOR	82	43	59	31	41	72	57	56	441
THERAPY TREATMENTS	1,018	882	929	1,191	1,267	951	1,308	1,261	8,807
BUDGET	712	629	793	866	893	819	792	867	6,371
PRIOR	650	521	802	840	961	910	872	894	6,450
URGENT CARE VISITS	1,429	1,496	1,450	1,415	1,395	1,309	1,246	1,381	11,121
URGENT CARE BUDGET	1,046	1,222	1,303	1,211	1,400	1,239	1,124	1,369	9,914
URGENT CARE PRIOR	1,110	1,296	1,382	1,285	1,485	1,315	1,193	1,452	10,518
KELSEY CLINIC VISITS	381	381	510	514	587	500	469	745	4,087
BUDGET	388	537	506	611	728	742	611	731	4,854
PRIOR	-	71	177	83	206	209	195	260	1,201
MCCLEARY HEALTHCARE CLINIC VISITS	737	627	792	774	824	773	725	797	6,049
BUDGET	798	503	724	649	890	930	747	782	6,022
PRIOR	716	451	649	582	798	834	670	701	5,401
SUMMIT PACIFIC HEALTH CLINIC VISITS	758	757	696	766	755	714	912	970	6,328
BUDGET	899	973	1,073	1,071	899	973	1,073	1,071	8,031
PRIOR	-	-	-	-	-	267	264	478	1,009
WELLNESS CENTER VISITS	2,658	2,482	2,792	2,816	2,861	2,483	2,726	2,913	21,731
BUDGET	3,298	1,887	2,907	2,391	2,928	3,027	2,586	3,008	22,031
PRIOR	3,109	1,779	2,741	2,254	2,761	2,854	2,438	2,836	20,772
CLINICS VISITS	4,534	4,247	4,790	4,870	5,027	4,470	4,832	5,425	38,195
CLINICS BUDGET	5,383	3,900	5,209	4,722	5,445	5,672	5,017	5,592	40,939
CLINICS PRIOR	3,825	2,301	3,567	2,919	3,765	4,164	3,567	4,275	28,383
OPERATING MARGIN	5.1%	1.3%	2.0%	10.3%	7.6%	1.6%	3.5%	5.5%	
GOAL	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	
PRIOR	26.6%	16.1%	15.1%	15.4%	3.3%	14.0%	12.9%	7.0%	
DAYS IN AR	57	54	53	55	55	55	53	54	
GOAL	50	50	50	50	50	50	50	50	
PRIOR	50	54	58	61	62	68	74	70	
DAYS CASH ON HAND	281	287	267	259	273	261	271	263	
GOAL	300	300	300	300	300	300	300	300	
PRIOR	296	290	279	271	276	274	266	266	
FTEs TOTAL PAID	367.0	362.6	375.7	377.0	381.2	382.9	382.2	386.7	376.5
FTEs INCLUDING AGENCY	395.8	393.5	401.2	403.0	406.7	406.4	407.4	414.0	403.5
BUDGET	360.0	363.0	366.0	369.0	372.0	375.0	378.0	381.0	370.5
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	329.4

