SUMMIT PACIFIC MEDICAL CENTER:

Board of Commissioners Meeting

February 27, 2025 Summit Pacific Medical Center

Gravs HarborCounty Public Hospital District No.1

Agenda

- 1. 1:00 Call to Order
 - a. Introductions as needed
 - b. Business from audience
- 2. 1:05 Consent Agenda See separate Consent Agenda Action (vote)
- 3. 1:08 Approval of Minutes Action (vote)
 - a. January 23, 2025 Regular Meeting
 - b. February 18, 2025 Special Meeting
- 4. 1:10 Patient Story Jennifer Burkhardt, CTLO Info
- 5. 1:13 Hospital Expansion Update Dick Bratton Info
- 6. Executive Reports
 - a. 1:35 Quality Report and Dashboard, Tori Bernier Info
 - i. 2024 Quality Final Report and 2025 Quality Plan-Diana Kolar
 - b. **1:50** Finance Report, Rachel Brown and Leslie Hiebert *Info*
 - c. **2:05** Advocacy Committee, Josh Martin (as needed)
 - d. 2:15 Executive Report, Josh Martin Info
- 7. Commissioner Business
 - a. 2:30 Medical Staff Privileges Action (vote)
 - i. Sarah Oliveira, ARNP-Ambulatory Nurse Practitioner (Cardiology) -Initial Appointment
 - ii. Oksana Prychyna, MD- Radiology- Initial Appointment
 - iii. Mariann Drucker, MD- Radiology- Initial Appointment
 - iv. Lisa Koch, MD- Pathology- Reappointment
 - v. Mimi Syed, DO- Emergency Medicine- Reappointment
 - vi. Anita Ganz, CRNA-Nurse Anesthetist-Reappointment
 - vii. Ioan Nicolescu, MD- Internal Medicine-Reappointment
 - viii. Pawani Sachar, MD- Neurology- Reappointment
 - ix. Vanessa Fisher, ARNP- Ambulatory Nurse Practitioner- Active Status
 - x. Lindsey Brightman, DNP- Ambulatory Nurse Practitioner-Active Status
 - b. **2:35** Resolution 2025-02 Compensation Limit– *Action (vote)*
 - c. 2:40 Board Discussion (AHA Conference), Carolyn Wescott– Discussion
 - d. 2:45 Upcoming Events, Andrew Hooper
 - e. 2:50 Self Evaluation Update, Andrew Hooper
 - f. **2:55** Meeting Evaluation, Andrew Hooper
- 8. 3:00 Executive Session- (g) qualifications of applicant or review performance of public employee/elective office and (i) discuss claims with legal counsel existing or reasonably expected litigation
- Commissioner Business Continued



Board of Commissioners Meeting

February 27, 2025
Summit Pacific Medical Center

Gravs HarborCounty Public Hospital District No.1

- a. **3:15-** Resolution 2025-03 Superintendent Compensation
- 10. 3:30 Hospital Expansion Tour
- **11. 4:30 Adjourn** *Action (vote)*

Upcoming events: - BOLD events indicate desired Commissioner attendance.

- Board Hospital Expansion Tour | SPMC | February 27, 2025
- Golf Tournament | Salish Cliffs | May 9, 2025
- Ride the Harbor | July 26, 2025
- ➤ AWPHD and WSHA Rural Health Conference | Lake Chelan | June 22-25, 2025
- ➤ Board Strategic Planning Retreat | Union, WA | August 5-6, 2025

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 2025

Description	Amount		
Payroll	\$ 5,139,236		
A/P Operations	\$ 3,434,581		
A/P Capital	\$ 5,532,463		
Community Care	\$ 175,821		
Bad Debt	\$ 400,823		
Property Tax Credit	\$ -		
Total \$ 14,682,924			



AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	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 1:00 pm.	
	Commissioners present: Gary Thumser, Georgette Hiles, Carolyn Wescott, Andrew Hooper, Kevin Bossard	
	Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Jori Stott, Ken Dietrich, Leslie Hiebert, Rachel Brown, Weronika Nelson, Kaitlyn Granstrom, Ranessa Goddard, Sherry Catlett, Jenny Prentice, Christy White, Tracy Kateley, Brad Thomas, JJ Painter, Jeff Kruger, Sandy Abbott, Lynn Fifield, Lora Moore, Andy Burton, Evelyn Lewis, Lisa Voshell, Haylee Ward, Wendy Hawkins, Robin Johnson, Amy Donahue, Veronica Larson, Sadie Knapp, Sharlene Higa, Tracy Lear, Julie Barnes, Brandon Smith, Angie Gerber, Jennifer Brackeen, Marycel Crowell, Peter Seyfarth Lechner	
BUSINESS FROM AUDIENCE	Business from Audience NA	
CONSENT AGENDA	There was no discussion	Commissioner Thumser made of motion to approve the consent agenda. Commissioner Bossard seconded the motion. All voted in favor.
MINUTES	December 30, 2024 Regular Meeting Minutes	Commissioner Wescott made a motion to approve the Regular Board December 30, 2024 minutes. Commissioner Hiles seconded the motion. All voted in favor.
PATIENT STORY	 CTLO Burkhardt shared patient story regarding interventional pain program (see patient Story for more details). 	
WORKDAY RECOGNITION	 CEO Martin acknowledge staff that were integral to the Workday implementation. Employees honored included: Veronica Larson Haylee Ward 	



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	 Rachel Brown Amy Donahue Sadie Knapp Jesse Murphy JJ Painter Matthew Barrett
	 Tracy Kateley Leslie Pierucki Elizabeth Blevins Tami Buckell Rachel Fleck Amy Donahue Chairman Hooper expressed gratitude on behalf of the board for their hard work
2025 STRAT PLAN	 implementing Workday. CEO Martin presented 2024 Annual Report (see prezi for more details)
	 CTLO Burkhardt provided an overview on achievement of People objectives. First year turnover and overall turnover was reduced by 10% in 2024. CEO Martin reviewed Stewardship Objectives. Interim CFO Hiebert shared that DCOH and Days in AR goal was met. Summit Pacific is an anomaly for critical access hospitals. Days in AR was 49 days. CEO Martin reviewed operating margin which was not met. We did not meet our goal for net operating margin. Most hospitals in Washington have a negative margin. Not meeting goal is contributed to agency utilization, inflation on supplies, 340b changes, and contractuals for payor denials. The total margin was 12%. The timeline for MFP is not on time due to circumstances outside of our control, but it is on budget.



	 CNO/ COO Bernier reviewed Quality and Clinical Excellence objectives. HRO is in full swing. Safety coaches have been trained. Press Ganey was implemented for patient experience. Jori to schedule Andrew Hooper and Kevin Bossard for service excellence training CEO Martin shared the Foundation exceeded capital campaign goals. CMO/CAO Dietrich expressed gratitude to the Population Heath Team for achieving innovation objectives. CEO Martin reviewed 2024 statistics. Summit Pacific is tasked with expanding primary care access in 2025. CEO Martin reviewed 2024 annual highlights (see presentation for more details). CEO Martin shared JFK quote "All this will not be finished in the first 100 days. Nor will it be finished in the first 1 000 days. Por in the life of this Administration, por 	
	will it be finished in the first 1,000 days, nor in the life of this Administration, nor even perhaps in our lifetime on this planet. But let us begin."	
QUALITY REPORT	 CNO Bernier reviewed the Quality report and Dashboard (See presentation for more details). This is our last year of our two-year agreement with Press Ganey for HRO. The team is going to focus on getting our Swing Bed up and running for change management tool. Committee met today about the workforce harm reduction plan today with stakeholders. Discussion regarding patients that are bypassing care to come to Summit Pacific and how we address with patients. Discussion regarding creating a campaign. December one of the highest volumes for the year in ED. There was one reportable event with a BH patient fall. Internal stakeholders 	
	 completed RCA and had a lot of learning. Discussion regarding partnering with fire district and police for workforce harm reduction. 	
FINANCE REPORT	 Rachel Brown, Finance Director gave Finance Presentation (see presentation for more details). Rachel shared preliminary YTD numbers for 2024. Discussion regarding if FTE over budget is actually bad. All post budget FTE additions are closely reviewed by E-Team. Discussion regarding impacts to 340b and budgeting methodology. 	



ADVOCACY	 CEO Martin shared an update on our Advocacy Committee meeting. 	
COMMITTEE	 There is a letter CEO Martin would like to circulate for Commissioners to sign to 	
	express thanks to Abundant Life Church and Learning to Grow for allowing SPMC	
	staff and construction team to utilize parking during construction.	
EXECUTIVE REPORT	 CEO Martin reviewed Executive Report (See report for more details). 	
	 Ken welcomed Dr. Rage, GI Medical Director. 	
	 Workforce development doubled students visiting facility since 2023. 	
	 Walls are going up in the hospital expansion. The helipad will be poured in a month. 	
	Dick will give an in-depth presentation next month.	
	 Opportunity to build cardiology for phase 2 of capital campaign with \$1 million. 	
	The Foundation Board welcomed two new members: Katie Collete and Garrett	
	Stoney.	
	Jennifer Brackeen, Director of Innovation shared about presenting at State of	
	Reform Conference on public health policy. Great job Jennifer!	
	Our advocacy team is doing a lot with Senator Chapman and Representative	
	Tharinger.	
	CTLO Burkhardt shared meeting with Representative Tharinger about a \$3.8 million find the respect to the control of t	
	funding request. Laura Cundiff, Grant Supervisor did a great job with the proposal	
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CONTRACCIONIED	CEO Martin shared coastal currents magazine about harbor lights	C
COMMISSIONER	Medical Staff Privileges	Commissioner Wescott made a
BUSINESS	Torchessa West-Jackson, LICSW – Licensed Independent Clinical Social Worker – Licensed Independent Clinical Social Worker –	motion to approve Medical
	Initial Appointment	Staff privileges. Commissioner Bossard seconded the motion.
	Alison Vasan, MD – Radiology (Telemedicine) – Initial Appointment	All voted in favor.
	Richard Iverson, DO – Hospitalist – Active Status	All voted in Juvor.
	Neha Didwaniya, MD – Hospitalist – Active Status	Commissioner Bossard
	Commissioner Office Elections	nominated Commissioner Hiles
	Commissioner Office Elections	as Secretary. Commissioner
	 Commissioner Officer elections occur every two years. 	Thumser seconded the
		nomination. All voted in favor.
	Bylaws Update	None opposed.
	Discussion regarding Bylaws section 4.3 odd calendar years that terms for two years	Commissioner Messett
	and reelected for three consecutive terms. Board Governance met was intention in	Commissioner Wescott nominated Commissioner
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January 23, 2025

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Resolution 2025-01 Authorized Timberland Signature

• The District needs another signer for the hospital expansion.

Nationwide Agreement

- Commissioner Hooper abstained from discussion.
- Commissioner Thumser facilitated discussion and vote around nationwide contract.
- Summit Pacific is requesting a signature for update to nationwide agreement.
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- Discussion regarding our process for Board self-evaluations (see document for more details).
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- CEO Martin and Jori Stott to interface with AWPHD and Commissioner Bossard to get NRHA tools and bring forward to future meeting.
- Reminder to wear closed toe shoes and dress warm at next Board meeting for the MFP tour.

Upcoming Events

Hooper. Commissioner Thumser seconded the nomination. All voted in favor. None opposed.

Commissioner Hiles nominated Commissioner Thumser as Vice Chair. Commissioner Bossard seconded the nomination. All voted in favor. None opposed.

Commissioner Wescott made a motion to approve Bylaws. Commissioner Thumser seconded the motion. All voted in favor.

Commissioner Thumser made a motion to approve Resolution 2024-14 2025 Regular Schedule. Commissioner Bossard seconded the motion. All voted in favor.

Commissioner Bossard made a motion to approve Resolution 2025-01 Authorized Timberland Signature. Commissioner Hiles seconded the motion. All voted in favor.

Commissioner Bossard made a motion to approve Nationwide Agreement. Commissioner Hiles seconded the motion. Commissioners Hiles, Thumser, Bossard and Wescott voted in



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ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 3:25 pm.	Commissioner Bossard made a motion to adjourn the meeting. Commissioner Hilesseconded the motion. All voted in favor.

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Recording Secretary

Board Secretary

Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

	lanuary		Year to Date						
	January		Actual		Budget	_	Variance	Var%	
+	Gross Patient Revenue	\$	22,357,189	\$	18,621,421	\$	3,735,769	20.1%	(
_	Revenue Deductions	\$	13,446,819	\$	11,207,460	\$	(2,239,359)	(20.0%)	
+	340B Revenue	\$	78,080	\$	88,929	\$	(10,849)	(12.2%)	
=	Net Patient Revenue	\$	8,988,450	\$	7,502,890	\$	1,485,560	19.8%	
+	Other Operating Revenue	\$	268,192	\$	457,788	\$	(189,596)	(41.4%)	
=	Net Operating Revenue	\$	9,256,642	\$	7,960,678	\$	1,295,964	16.3%	
_	Total Operating Expenses	\$	7,476,439	\$	7,527,377	\$	50,938	0.7%	
+/-	Non-Operating Rev/(Expenses)	\$	115,555	\$	(115,123)	\$	230,678	(200.4%)	
=	Net Income (Loss)	\$	1,895,758	\$	318,178	\$	1,577,579	495.8%	









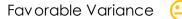


Finance Summary

Favorable Variance = + | Unfavorable Variance = ()

lanuany	Year to Date									
January	Actual	Goal/Budget	Variance	Var%						
Days in AR	54	50	(4)	(7.7%)	8					
рсон	276	260	16	6.2%	©					
Operating Margin	13.6%	(1.2%)	14.8%		©					
Net Income Margin	20.5%	4.0%	16.5%		©					
Net Patient Revenue per FTE	\$ 22,060	\$ 17,786	\$ 4,274	24.0%	©					
Labor Cost per FTE	\$ 12,447	\$ 12,004	\$ (443)	(3.7%)						
Non Labor Cost per FTE	\$ 90	\$ 112	\$ 21	19.1%	©					
FTEs	385.9	405.0	19.1	4.7%	©					
FTEs including Agency	407.5	421.8	14.4	3.4%	©					









Cash Flow Statement

January	Cu	rrent Month	Year to Date		
Cash Flows From Operating Activities					
Net Income/(Loss)	\$	1,895,758	\$	1,895,758	
Depreciation	\$	386,319	\$	386,319	
(Inc)/Dec in Net Patient Accounts Receivable	\$	(1,710,615)	\$	(1,710,615)	
(Inc)/Dec in Taxes Receivable	\$	17,441	\$	17,441	
(Inc)/Dec in Other Receivables	\$	11,543	\$	11,543	
(Inc)/Dec in Inventories	\$	(15,915)	\$	(15,915)	
(Inc)/Dec in Prepaid Expenses	\$	(181,142)	\$	(181,142)	
Inc/(Dec) in Accounts Payable	\$	(578,972)	\$	(578,972)	
Inc/(Dec) in Other Payables	\$	915,713	\$	915,713	
Inc/(Dec) in Accrued Payroll and Benefits	\$	(2,017,040)	\$	(2,017,040)	
Inc/(Dec) in Interest Payable	\$	461,801	\$	461,801	
Inc/(Dec) in Third Party Payers	\$	93,993	\$	93,993	
Inc/(Dec) in Other Current Liabilities	\$	52,667	\$	52,667	
Net Cash Provided by Operating Activities	\$	(668,449)	\$	(668,449)	
Cash Flows from Investing Activities					
Purchase of Property, Plant and Equipment	\$	(5,776,591)	\$	(5,776,591)	
(Inc)/Dec in Other Limited Use Assets	\$	-	\$	-	
Net Cash Used by Investing Activities	\$	(5,776,591)	\$	(5,776,591)	
Cash Flows from Financing Activities					
Inc/(Dec) in Other Long Term Liabilities	\$	(52,976)	\$	(52,976)	
Net Cash Used for Financing Activities	\$	(52,976)	\$	(52,976)	
MFP Construction Fund	\$	3,337,555	\$	3,337,555	
Debt Reserve Fund	\$	-	\$	-	
(Inc)/Dec in Net Restricted Assets	\$	3,337,555	\$	3,337,555	
Net Inc/(Dec) in Cash	\$	(3,160,461)	\$	(3,160,461)	
Cash, Beginning of Period	\$	68,135,329	\$	68,135,329	
Cash, End of Period	\$	64,974,868	\$	64,974,868	

Updates

- Agile
 - 2021-2023 review is still in process
- State Auditors Office
 - 2022 & 20223 audit is complete Exit Conference will be March 10th
- DZA Medicare Cost Report
 - DZA will be onsite for Cost Report fieldwork April 14th 16th



2025 Income Statement

• MEDICAL CENTER •			Montheli	to		Year to Date								
January		Actual		Month to Budget		te Variance	Var%		Actual		Year to Budget	Dai	e Variance	Var%
Gross Patient Revenue		rtologi		- boagei		- Tananec	- Vai /o		reloui		- boagei		- analice	- FGI 70
Medicare Revenue	\$	9,175,829	\$	7,476,320	\$	1,699,509	22.7%	\$	9,175,829	\$	7,476,320	\$	1,699,509	22.7%
Medicaid Revenue	\$	5,439,080	\$		\$	622,829	12.9%		5,439,080	\$	4,816,251	\$	622,829	12.9%
Other Revenue	\$	7,742,280	\$		\$	1,413,430	22.3%		7,742,280	\$	6,328,850	\$	1,413,430	22.3%
Total Gross Patient Revenue	\$	22,357,189	\$	18,621,421	\$	3,735,769	20.1%	_	22,357,189	\$	18,621,421	\$	3,735,769	20.1%
Patient Revenue Deductions														
Medicare Contractual	\$	5,419,271	\$	5,061,469	\$	(357,802)	(7.1%)	\$	5,419,271	\$	5,061,469	\$	(357,802)	(7.1%)
Medicaid Contractual	\$	3,555,174	\$	3,193,174	\$	(362,000)	(11.3%)	\$	3,555,174	\$	3,193,174	\$	(362,000)	(11.3%)
Other Contractual	\$	3,081,416	\$	2,025,543	\$	(1,055,873)	(52.1%)	\$	3,081,416	\$	2,025,543	\$	(1,055,873)	(52.1%)
Bad Debt Expense	\$	1,078,437	\$		\$	(338,391)	(45.7%)		1,078,437	\$	740,046		(338,391)	(45.7%)
Community Care	\$	107,693	\$		\$	(51,018)	(90.0%)		107,693	\$	56,675		(51,018)	(90.0%)
Administrative Adjustments	\$	204,829	\$,	\$	(74,276)	(56.9%)		204,829	\$	130,553		(74,276)	(56.9%)
Total Revenue Deductions 340B Revenue	\$ \$	13,446,819 78,080	\$	11,207,460 88,929	\$ \$	(2,239,359) (10,849)	(20.0%) (12.2%)		13,446,819 78,080	\$ \$	11,207,460 88,929	\$ \$	(2,239,359) (10,849)	(20.0%) (12.2%)
Net Patient Revenue	\$	8,988,450	\$		\$	1,485,560	19.8%		8,988,450	\$	7,502,890	\$	1,485,560	19.8%
Other Revenue														
Other Operating Income	\$	268,192	\$	457,788	\$	(189,596)	(41.4%)	\$	268,192	\$	457,788	\$	(189,596)	(41.4%)
Total Other Revenue	\$	268,192	\$		\$	(189,596)	(41.4%)		268,192		457,788	\$	(189,596)	(41.4%)
Net Operating Revenue	\$	9,256,642	\$	7,960,678	\$	1,295,964	16.3%	\$	9,256,642	\$	7,960,678	\$	1,295,964	16.3%
Operating Expenses														
Salaries & Wages	\$	3,693,916	\$	3,658,774	\$	(35,142)	(1.0%)	\$	3,693,916	\$	3,658,774	\$	(35,142)	(1.0%)
Benefits	\$	869,807	\$		\$	137,853	13.7%		869,807	\$	1,007,660	\$	137,853	13.7%
Professional Fees	\$	296,230	\$		\$	(43,969)	(17.4%)		296,230	\$	252,261	\$	(43,969)	(17.4%)
Supplies	\$	576,881	\$		\$	(42,029)	(7.9%)		576,881	\$	534,852	\$	(42,029)	(7.9%)
Utilities	\$	59,332	\$		\$	5,595	8.6%		59,332	\$	64,927	\$	5,595	8.6%
Purchased Services	\$	1,207,937	\$	1,212,899	\$	4,961	0.4%	\$	1,207,937	\$	1,212,899	\$	4,961	0.4%
Insurance	\$	48,667	\$	55,250	\$	6,583	11.9%	\$	48,667	\$	55,250	\$	6,583	11.9%
Other Expenses	\$	321,911	\$	314,512	\$	(7,400)	(2.4%)	\$	321,911	\$	314,512	\$	(7,400)	(2.4%)
Rentals & Leases	\$	15,439	\$	39,924	\$	24,485	61.3%	\$	15,439	\$	39,924	\$	24,485	61.3%
Depreciation	\$	386,319	\$		\$	0	0.0%		386,319	\$	386,319	\$	0	0.0%
Total Operating Expenses	\$	7,476,439	\$	7,527,377	\$	50,938	0.7%	\$	7,476,439	\$	7,527,377	\$	50,938	0.7%
Operating Income (Loss)	\$	1,780,203	\$	433,301	\$	1,346,902	310.8%	\$	1,780,203	\$	433,301	\$	1,346,902	310.8%
Non-Operating Revenue/(Expenses)	.	10.057	•	10 417	•	00.440	100.707	•	10.057	•	10 417	•	00.440	100.70
Tax Revenue	\$	42,857	\$			23,440	120.7%		42,857	\$	19,417		23,440	120.7%
Contributions from SPMF Interest Income	\$ \$	149,275 448,580	\$ \$		\$ \$	149,275 51,063	(100.0%) 12.8%		149,275 448,580	\$ \$	- 397,517	\$ \$	149,275 51,063	(100.0%) 12.8%
Interest Expense	Ф \$	(525,156)			\$	6,900	(1.3%)		(525,156)		(532,057)		6,900	(1.3%)
Total Non-Operating Rev/(Expenses)	\$	115,555	\$	1 , ,	- 1	230,678	(200.4%)	_		_	(115,123)		230,678	(200.4%)
Net Income (Loss)	\$	1,895,758	\$	318,178	\$	1,577,579	495.8%	\$	1,895,758	\$	318,178	\$	1,577,579	495.8%
METRICS														
Operating Margin		13.6%		-1.2%		14.8%	(1,192.9%)		13.6%		-1.2%		14.8%	(1,192.9%)
Net Income Margin		20.5%		4.0%		16.5%	412.4%		20.5%		4.0%		16.5%	412.4%
Days in AR DCOH									54 276		50 260		(4) 16	(7.7%) 6.2%
Deduction %		60.1%		60.2%		0.0%	0.1%		60.1%		60.2%		0.0%	0.1%
NPSR %		39.9%		39.8%		0.0%	0.1%		39.9%		39.8%		0.0%	0.1%
Net Operating Revenue %		41.4%		42.8%		(1.3%)	(3.2%)		41.4%		42.8%)	(1.3%)	(3.2%)
Benefits as a % Of SW Benefits as a % of SWB		23.5% 19.1%		27.5% 21.6%		4.0% 2.5%	14.5% 11.7%		23.5% 19.1%		27.5% 21.6%		4.0% 2.5%	14.5% 11.7%
beliefils as a 78 of SWD		17.170		21.0/0		2.5/6	11.770		17.170		21.070	,	2.576	11.7 /0
Paid FTEs (excludes Agency)		385.9		405.0		19.1	4.7%		385.9		405.0		19.1	4.7%
Salary per FTE	\$	9,572	\$		\$	(538)	(6.0%)		9,572	\$	9,034	\$	(538)	(6.0%)
Hours	ď	61,747	đ	69,494	đ	7,747 (7.17)	11.1%		61,747	ď	69,494	¢.	7,747	11.1%
Avg Hourly Rate	\$	59.82		52.65	4	(7.17)	(13.6%)	4	59.82	4	52.65		(7.17)	(13.6%)
Total Agency FTEs		21.5		16.8		(4.7)	(27.8%)		21.5		16.8		(4.7)	(27.8%)
Agency Staffing Expense	\$	507,967	\$	397,366	\$	(110,601)	(27.8%)	\$	507,967	\$	397,366	\$	(110,601)	(27.8%)
Net Patient Revenue per FTE (\$K)	\$	22,060	\$			(4,274)	(24.0%)		22,060		17,786		4,274	24.0%
Labor Cost per FTE (\$K)	\$	12,447	\$		\$	(1,102)	(9.7%)		12,447	\$	12,004		(443)	(3.7%)
Non Labor Cost per \$1K Gross Rev (\$K)	\$	90	\$	126	\$	36	28.6%	\$	90	\$	112	\$	21	19.1%



Balance Sheet as of January 2025

Accelo	1 Month 12 M										
Assets	01/31/2025	12/31/2024	Variance	01/31/2024	Variance						
Current Assets											
Operating Cash	63,017,368	66,177,829	(3,160,461)	56,217,309	6,800,059						
Self-Insured Reserve	1,957,500	1,957,500	-	10	1,957,490						
Total Operating Cash	64,974,868	68,135,329	(3,160,461)	56,217,319	8,757,549						
MFP Construction Cash	33,118,366	36,455,921	(3,337,555)	58,381,889	(25,263,524)						
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-						
Total Restricted Cash	41,371,858	44,709,413	(3,337,555)	66,635,382	(25,263,524)						
Accounts Receivables	34,171,920	29,276,112	4,895,808	28,171,094	6,000,826						
Less Allow for Uncollectables	(4,186,094)	(3,515,878)	(670,216)	(3,750,086)	(436,008)						
Less Contractual Adjustments	(14,722,623)	(12,207,646)	(2,514,977)	(12,331,016)	(2,391,607)						
Accounts Receivable - Net	15,263,203	13,552,587	1,710,615	12,089,992	3,173,211						
Taxes Receivable	59,117	76,558	(17,441)	32,882	26,235						
Other Receivables	2,278,000	2,289,543	(11,543)	3,603,816	(1,325,817)						
Inventory	1,053,236	1,037,321	15,915	991,895	61,341						
Prepaid Expenses	977,198	796,056	181,142	847,236	129,962						
Total Current Assets	125,977,480	130,596,808	(4,619,328)	140,418,522	(14,441,042)						
Property, Plant and Equipment											
Land	1,652,029	1,652,029	-	1,652,029	-						
Land Improvements	4,571,049	4,571,049	-	4,527,505	43,544						
Buildings	47,846,488	47,846,488	-	47,402,703	443,785						
Equipment	22,906,759	22,662,630	244,128	21,445,543	1,461,216						
Construction In Progress	31,296,056	25,763,593	5,532,463	5,115,409	26,180,647						
Less Accumulated Depreciation	(37,917,428)	(37,531,109)	(386,319)	(33,281,173)	(4,636,255)						
Property, Plant and Equipment - Net	70,354,953	64,964,680	5,390,272	46,862,015	23,492,938						
Total Assets	196,332,433	195,561,488	770,944	187,280,537	9,051,896						



Balance Sheet as of January 2025

• MEDICAL CENTER •	1 Month 12 Moi										
Liabilities	01/31/2025	12/31/2024	Variance	01/31/2024	Variance						
Current Liabilities											
Accounts Payable	2,567,048	3,146,020	(578,972)	1,352,722	1,214,326						
Other Payables	1,546,360	630,647	915,713	785,731	760,628						
Payroll and Related Liabilities	2,875,050	4,892,090	(2,017,040)	5,173,639	(2,298,588)						
Interest Payable	962,730	500,929	461,801	1,180,143	(217,413)						
Third Party Settlement Payable	259,537	165,544	93,993	1,364,985	(1,105,448)						
Other Current Liabilities	1,466,584	1,413,917	52,667	1,285,472	181,113						
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-						
Total Current Liabilities	11,060,974	12,132,811	(1,071,837)	12,526,356	(1,465,383)						
Non Current Liabilities											
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-						
Long Term Debt	110,668,855	110,721,831	(52,976)	112,314,627	(1,645,772)						
Total Non Current Liabilities	109,285,191	109,338,167	(52,976)	110,930,963	(1,645,772)						
Total Liabilities	120,346,165	121,470,978	(1,124,814)	123,457,319	(3,111,154)						
Net Assets											
Unrestricted Fund Balance	1,895,758	11,228,369	(9,332,611)	4,152,158	(2,256,401)						
YTD Excess of Revenues	74,090,510	62,862,141	11,228,369	59,671,059	14,419,451						
Total Net Assets	75,986,268	74,090,510	1,895,758	63,823,218	12,163,050						
Total Liabilities and Net Assets	196,332,433	195,561,488	770,944	187,280,537	9,051,896						



2025 Cash Flow Statement

January	Cu	rrent Month	Year to Date		
Cash Flows From Operating Activities					
Net Income/(Loss)	\$	1,895,758	\$ 1,895,758		
Depreciation	\$	386,319	\$ 386,319		
(Inc)/Dec in Net Patient Accounts Receivable	\$	(1,710,615)	\$ (1,710,615)		
(Inc)/Dec in Taxes Receivable	\$	17,441	\$ 17,441		
(Inc)/Dec in Other Receivables	\$	11,543	\$ 11,543		
(Inc)/Dec in Inventories	\$	(15,915)	\$ (15,915)		
(Inc)/Dec in Prepaid Expenses	\$	(181,142)	\$ (181,142)		
Inc/(Dec) in Accounts Payable	\$	(578,972)	\$ (578,972)		
Inc/(Dec) in Other Payables	\$	915,713	\$ 915,713		
Inc/(Dec) in Accrued Payroll and Benefits	\$	(2,017,040)	\$ (2,017,040)		
Inc/(Dec) in Interest Payable	\$	461,801	\$ 461,801		
Inc/(Dec) in Third Party Payers	\$	93,993	\$ 93,993		
Inc/(Dec) in Other Current Liabilities	\$	52,667	\$ 52,667		
Net Cash Provided by Operating Activities	\$	(668,449)	\$ (668,449)		
Cash Flows from Investing Activities					
Purchase of Property, Plant and Equipment	\$	(5,776,591)	\$ (5,776,591)		
(Inc)/Dec in Other Limited Use Assets	\$	-	\$ 		
Net Cash Used by Investing Activities	\$	(5,776,591)	\$ (5,776,591)		
Cash Flows from Financing Activities					
Inc/(Dec) in Other Long Term Liabilities	\$	(52,976)	\$ (52,976)		
Net Cash Used for Financing Activities	\$	(52,976)	\$ (52,976)		
MFP Construction Fund	\$	3,337,555	\$ 3,337,555		
Debt Reserve Fund	\$	-	\$ -		
(Inc)/Dec in Net Restricted Assets	\$	3,337,555	\$ 3,337,555		
Net Inc/(Dec) in Cash	\$	(3,160,461)	\$ (3,160,461)		
Cash, Beginning of Period	\$	68,135,329	\$ 68,135,329		
Cash, End of Period	\$	64,974,868	\$ 64,974,868		

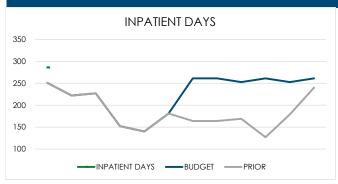


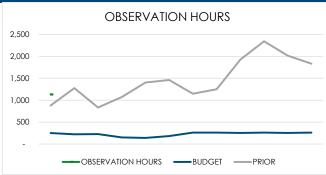
2025 STATISTIC DETAILS

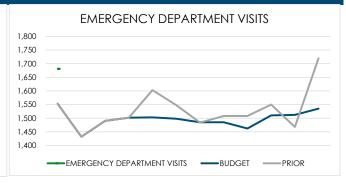
** ** **											111011		1/10
Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YTP
INPATIENT DAYS	286												286
BUDGET	251	222	227	152	140	181	261	261	253	261	253	261	251
PRIOR	251	222	227	152	140	181	164	164	169	127	179	240	251
OBSERVATION HOURS	1,129												1,129
BUDGET	1,130	1,026	833	1,072	1,404	1,459	1,542	1,542	1,492	1,542	1,492	1,542	1,130
PRIOR	880	1,276	833	1.072	1,404	1,459	1,148	1,248	1,924	2,343	2.014	1.833	880
EMERGENCY DEPARTMENT VISITS	1,681	1,		1,74.	.,	.,	.,	.,	.,	_,-,-	_,_,	.,,,,,	1,681
BUDGET	1,553	1,432	1,490	1,502	1,503	1,498	1,485	1,485	1,462	1,510	1,512	1,535	1,553
PRIOR	1,553	1,432	1,470	1,502	1,603	1,548	1,484	1,508	1,508	1,550	1,468	1,720	1,553
GI CASES	1,333	1,452	1,470	1,302	1,603	1,340	1,404	1,500	1,306	1,550	1,400	1,720	138
		206	207	000	232	010	01.4	235	007	007	227	227	
BUDGET	211			223		218	214		227	227			211
PRIOR	93	88	81	97	106	92	103	126	118	149	109	114	93
SLEEP LAB	27												27
BUDGET	28	23	34	34	21	24	26	30	27	27	27	27	28
PRIOR	28	23	34	34	21	24	18	27	24	27	23	15	28
LAB TESTS	21,483												21,483
BUDGET	18,327	16,768	18,626	18,089	18,659	16,645	18,619	18,619	18,019	18,619	18,019	18,619	18,327
PRIOR	18,336	16,848	18,647	18,106	18,760	16,744	17,820	18,077	17,805	19,252	16,965	18,484	18,336
XRAY EXAMS	1,992												1,992
BUDGET	1,541	1,362	1,393	1,497	1,660	1,407	1,590	1,590	1,539	1,590	1,539	1,590	1,541
PRIOR	1,541	1,362	1,393	1,497	1,660	1,407	1,522	1,430	1,652	1,740	1,728	1,863	1,541
CT EXAMS	704	.,002	.,570	.,,	.,000	.,,	.,022	.,.50	.,002	.,, 40	.,, 20	.,000	704
BUDGET	616	558	573	563	621	565	590	590	571	590	571	590	616
PRIOR	616	558	573	563	621	565	653	645	613	654	592	713	616
	467	336	3/3	363	021	363	633	643	613	634	372	/13	467
ULTRASOUND EXAMS		200	007	107	471	200	450	450	100	450	100	450	
BUDGET	387	392	396	487	471	390	452	452	438	452	438	452	387
PRIOR	360	365	369	460	444	363	460	445	359	450	387	442	360
MRI EXAMS	102												102
BUDGET	83	95	107	102	97	100	111	111	108	111	108	111	83
PRIOR	83	95	107	102	97	100	130	123	113	109	99	87	83
THERAPY TREATMENTS	1,484												1,484
BUDGET	1,255	1,255	1,255	1,255	1,255	1,255	1,304	1,311	1,307	1,525	1,525	1,525	1,255
PRIOR	1,018	882	929	1,191	1,267	951	1,308	1,261	1,121	1,295	1,171	1,273	1,018
URGENT CARE VISITS	1,453												1,453
URGENT CARE BUDGET	1,355	1,419	1,375	1,342	1,323	1,241	1,380	1,380	1,335	1,380	1,335	1,380	1,355
URGENT CARE PRIOR	1,429	1,496	1,450	1,415	1,395	1,309	1,246	1,381	1,419	1,386	1,221	1,412	1,429
KELSEY CLINIC VISITS	831	1,1,0	17100	1,110	1,070	1,007	1,2.10	1,001	.,,	1,000	.,	1,112	831
BUDGET	1,056	1,056	1,056	1,056	1,056	1,056	1,234	1,234	1,234	1,234	1,234	1,234	1,056
PRIOR	381	381	510	514	587	500	469	745	637	722	646	641	381
MCCLEARY HEALTHCARE CLINIC VISITS	1.031	301	310	314	367	300	407	743	037	/ 22	040	041	1,031
		0.40	0.40	0.40	0.40	0.40	1.005	1.005	1.005	1.005	1.005	1.005	
BUDGET	960	960	960	960	960	960	1,205	1,205	1,205	1,205	1,205	1,205	960
PRIOR	737	627	792	774	824	773	725	797	780	979	853	941	737
SUMMIT PACIFIC HEALTH CLINIC VISITS	1,009												1,009
BUDGET	1,091	1,089	1,001	1,102	1,086	1,027	1,007	1,158	1,058	1,058	1,058	1,058	1,091
WELLNESS CENTER VISITS	3,138												3,138
BUDGET	3,090	3,105	3,105	3,194	3,194	3,168	3,242	3,302	3,350	3,350	3,350	3,350	3,090
PRIOR	2,658	2,482	2,792	2,816	2,861	2,483	2,726	2,913	2,623	2,987	2,685	2,691	2,658
CLINICS VISITS	6,009												6,009
CLINICS BUDGET	6,196	6,210	6,122	6,312	6,296	6,212	6,688	6,899	6,847	6,847	6,847	6,847	6,196
CLINICS PRIOR	4,534	4,247	4,790	4,870	5,027	4,470	4,832	5,425	5,017	5,744	5,062	5,207	4,534
OPERATING MARGIN	16.4%	.,	.,	.,	0,000	7	.,	-,	-,	-, -,	0,000	0,20	1,00
GOAL	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	
PRIOR	5.1%	1.3%	2.0%	10.3%	7.6%	1.6%	3.5%	5.5%	6.9%	-5.6%	-5.9%	3.3%	
DAYS IN AR	54	1.0/6	2.076	10.5/6	7.076	1.076	3.376	3.5/6	0.7/6	-5.076	-3.776	5.576	
		F0		50	F0	F0	EO	F^	E0	50	E0	E^	
GOAL	50 57	50	50	50	50 55	50 55	50	50	50		50 52	50	
PRIOR		54	53	55	55	55	53	54	54	51	52	49	
DAYS CASH ON HAND	276												
GOAL	260	260	260	260	260	260	260	260	260	260	260	260	
PRIOR	262	275	267	262	273	266	275	269	274	270	288	300	
FTEs TOTAL PAID	385.9												385.9
FTEs INCLUDING AGENCY	407.4												407.4
BUDGET	360.0	363.0	366.0	369.0	372.0	375.0	378.0	381.0	384.0	387.0	390.0	393.0	360.0
PRIOR	385.2	393.5	401.2	403.0	407.5	406.9	397.5	420.8	412.2	425.3	408.6	415.3	406.4
						/							

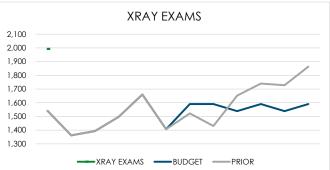


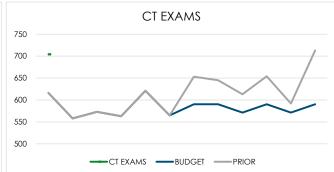
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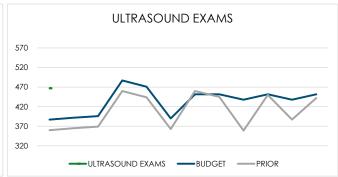


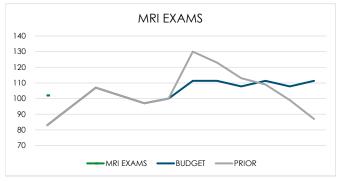


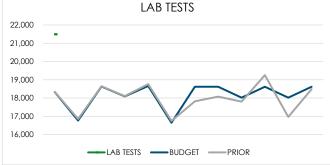


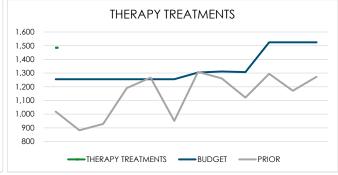














2025 STATISTIC GRAPHS

