

## **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. August 28, 2025 Regular Meeting
4. **1:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **1:13 – Long-Term Chehalis Basin Strategy – Nat Kale and Vickie Raines – Info**
6. **1:30 – 2024 Financial Audit – Luke Zarecor, DZA**
7. **Executive Reports**
  - a. **2:00** – Quality Report and Dashboard, Tori Bernier, CNO/COO – *Info*
  - b. **2:15** – Finance Report, Cheryl Cornwell, CFO – *Info*
  - c. **2:30** – Advocacy Committee, Jennifer Burkhardt, CTLO – *(as needed)*
  - d. **2:40** – Executive Report, Josh Martin, CEO – *Info*
8. **Commissioner Business**
  - a. **2:55** – Medical Staff Privileges – *Action (vote)*
    - i. *Svetlana Rivilis, DO – Emergency Medicine*
    - ii. *Nishath Naseem, MD – Neurology*
    - iii. *Michael Shannon, MD – Endocrinology*
  - b. **2:57 - New Privileges– Action (vote)**
    - i. *Tele-Hospitalist Privileges*
  - c. **3:00** – Board Rounding – *Discussion*
  - d. **3:05** – Board Discussion– *Discussion*
  - e. **3:10** – Upcoming Events, Andrew Hooper
  - f. **3:12** – Meeting Evaluation, Andrew Hooper
9. **3:15– Adjourn – Action (vote)**

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

- September 26, 2025 | Bloodworks Mobile Blood Drive | Summit Pacific Wellness Center
- October 1, 2025 2:00 pm | Elma Safety and Service Building Ribbon Cutting | 316 W Young St Elma
- October 1, 2025 at 6:30 pm | Oakville Annexation Educational Townhall | Oakville High School
- October 9, 2025 | Ladies Night Out | Summit Pacific Medical Center
- October 23, 2025 12:15 pm | Annual Budget Public Hearing | Ortquist Conference Room

- December 5, 2025 | Bloodworks Mobile Blood Drive | Summit Pacific Wellness Center
- December 10 and 11, 2025 | Harbor Lights | Satsop Business Park
- December 17-18, 2025 | Summit Fights Hunger | Ortquist Conference Room

### **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 2025**

Description	Amount
Payroll	\$ 5,209,232
A/P Operations	\$ 3,744,387
A/P Capital	\$ 2,180,245
Community Care	\$ 156,059
Bad Debt	\$ (72,111)
Property Tax Credit	\$ -
<b>Total</b>	<b>\$ 11,217,811</b>



## BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

August 28, 2025

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>CALL TO ORDER</b></p> <p>The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 1:00 pm.</p> <p><b>Commissioners Present:</b> Gary Thumser, Georgette Hiles, Carolyn Wescott, Kevin Bossard, Andrew Hooper</p> <p><b>Present:</b> Josh Martin, Tori Bernier, Jennifer Burkhardt, Cheryl Cornwell, Jori Stott, Sara Oliver, Angie Gerber, Brad Thomas, Tracy Kateley, Diana Kolar, Sharlene Higa, Peter Wembodinga, Andrew Burton, Lynn Fifield</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><b><u>Business from Audience</u></b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>	
<b>CONSENT AGENDA</b>	<ul style="list-style-type: none"> <li>• There was no discussion</li> </ul>	<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<b>MINUTES</b>	<ul style="list-style-type: none"> <li>• <u>July 24, 2025 Regular Minutes</u></li> <li>• <u>August 5-6, 2025 Special Meeting Minutes</u></li> </ul>	<p><i>Commissioner Wescott made a motion to approve the July 24, 2025 Regular Meeting Minutes and the August 5-6, 2025 Special Meeting Minutes. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>• CNO/COO Bernier shared patient story regarding Patrick Oreily (see story for more details).</li> </ul>	
<b>PUBLIC RECORDS REQUEST</b>	<ul style="list-style-type: none"> <li>• Jori Stott gave presentation on Public Records Act (see presentation for more details).</li> </ul>	
<b>QUALITY REPORT</b>	<ul style="list-style-type: none"> <li>• CNO/COO Bernier reviewed the Quality Report and Dashboard (see presentation for more details).</li> <li>• Diana Kolar provided an update on the recent DNV survey. The DNV closed all outstanding minor nonconformities. There were no findings during the 2025 survey.</li> <li>• The ED is conducting regular fall risk audits.</li> </ul>	



## BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

August 28, 2025

	<ul style="list-style-type: none"> <li>• Discussion regarding 72 readmission rates. Readmissions are usually in relation to patients that leave AMA and have to return due to medical reasons.</li> <li>• Discussion regarding IT supporting ED in improving barcode scanning.</li> <li>• Summit Pacific is doing a phenomenal job with our Avasure program. Summit Pacific received Avasure's Rookie of the Year Award.</li> <li>•</li> </ul>	
<b>FINANCE REPORT</b>	<ul style="list-style-type: none"> <li>• CFO Cornwell presented the Finance Report (see report for more details).</li> <li>• CFO Cornwell shared net income was very favorable in July.</li> <li>• CFO Cornwell reviewed the Finance at a Glance.</li> <li>• CFO Cornwell reviewed the July patient volumes.</li> <li>• Discussion regarding calculation for budgeting days cash on hand.</li> <li>• Revenue Cycle has done a great job to improve days in DNFB.</li> <li>• CFO Cornwell shared an update on the Chargemaster audit.</li> <li>• Discussion regarding travelers and how it impacts our financials.</li> <li>• Discussion regarding challenges of patients pre-paying for services.</li> </ul>	
<b>ADVOCACY COMMITTEE</b>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt shared update on the Advocacy Committee.</li> <li>• Rural Advocacy Days are coming up September 15-17<sup>th</sup>.</li> <li>• The committee recently met to prepare talking points for Rural Advocacy Days.</li> <li>• Summit Pacific had a recent visit with Congresswoman Randall's healthcare policy advisor.</li> <li>• Congresswoman Randall's office shared Summit Pacific is one of the only hospitals that have begun an R1 Mitigation Plan.</li> </ul>	
<b>EXECUTIVE REPORT</b>	<ul style="list-style-type: none"> <li>• CEO Martin reviewed the Executive Report (See report for more details).</li> <li>• Congrats Brad Thomas and CNO/COO Bernier for the successful phase one opening.</li> <li>• Summit Pacific had it's first MRI patient last week.</li> <li>• The city signed off on occupancy for September 8<sup>th</sup>. Dave Cundiff has done a great job on this project.</li> <li>• The culvert road will go in soon.</li> <li>• Lisa Clark started this month as the new HR director.</li> <li>• The Employee Picnic was well attended.</li> <li>• There is new standard uniforms in FANs.</li> <li>• The Board and E-Team finished wrapping up the first steps of the strategic planning process. CEO Martin will be presenting a hand off to leaders to provide guidance on how to develop strategies.</li> </ul>	



## BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

August 28, 2025

	<ul style="list-style-type: none"> <li>Brad Thomas gave an update on the Employee Saving Lives Campaign. The Foundations is \$300k away from Capital Campaign total goal. There has been \$115k in pledges from staff members.</li> <li>Ride the harbor had a record number of riders this year.</li> <li>The new Ride the Harbor video is in production.</li> <li>CEO Martin provided an update on CHNA process with the county.</li> <li>Jori Stott provided an update on Oakville annexation.</li> <li>There was a break in at the East County Pharmacy.</li> <li>The city of McCleary is forming a task force with developer to discuss value benefit of a planned community. There will be two meetings before the end of the year.</li> </ul>	
COMMISSIONER BUSINESS	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>Muhammad Nadeem, MD – Cardiology</li> <li>Tanda Ferguson, ARNP – Gastroenterology</li> </ul> <p><b>New Privilege Sets</b></p> <ul style="list-style-type: none"> <li>There was no discussion.</li> </ul> <p><b>Committee Appointment Changes</b></p> <ul style="list-style-type: none"> <li>Board Chair made changes to switch Commissioner Bossard to attend the Advocacy Committee and move Commissioner Hiles to the Finance Committee.</li> <li>Commissioner Bossard has interest in Advocacy and Commissioner Hiles' financial and District background will be beneficial as CFO Cornwell is onboarded.</li> <li>The change was made effective immediately.</li> </ul> <p><b>Resolution 2025-09 Surplus Property</b></p> <ul style="list-style-type: none"> <li>Resolution was incorrectly presented on the agenda as Resolution 2025-08 Surplus Property. Resolution should have been named Resolution 2025-09 Surplus Property and note was added to the minutes to reflect the change.</li> <li>Discussion regarding the surplus item needed for refrigerator that no longer is working.</li> </ul>	<p><i>Commissioner Hiles made a motion to approve Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Bossard made a motion to approve new privilege sets podiatry and endocrinology. Commissioner Thumser seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Bossard made motion to approve Resolution 2025-09 Surplus Property. Commissioner Hiles seconded the motion. All voted in favor.</i></p>




## BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

August 28, 2025

<b>BOARD DISCUSSION</b>	<b>Board Discussion</b> <ul style="list-style-type: none"><li>• Discussion regarding request for future topics: physiatry, Board legacy discussion, the cost impact of travelers and learning from other industries.</li><li>• CEO Martin shared there may be benefit to attending a future WONCA meeting.</li><li>• Jori to bring Board Legacy document to a future Board meeting.</li></ul> <b>Upcoming Events</b> <ul style="list-style-type: none"><li>• Commissioner Hooper reviewed upcoming events.</li><li>• CEO Martin shared that there will be some upcoming commissioner interest orientation sessions for individuals that have filed for candidacy.</li></ul>	
<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner's meeting adjourned at 3:35 pm.	<b><i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. All voted in favor.</i></b>

  
\_\_\_\_\_  
Recording Secretary

  
\_\_\_\_\_  
Board Secretary

# August 2025 Finance at a Glance

## SUMMARY FINANCIALS IN \$Ks

	YTD	+/-Budget	
Net Patient Revenue	\$ 66,180	\$ 3,144	
Other Operating Revenue	\$ 5,915	\$ 1,344	
Operating Expenses	\$ (59,981)	\$ (1,011)	
<b>Operating Income (Loss)</b>	<b>\$ 12,114</b>	<b>\$ 5,498</b>	😊
Non-Operating Revenue	\$ 4,384	\$ 202	
Non-Operating Expense	\$ (4,211)	\$ 47	
<b>Net Income (Loss)</b>	<b>\$ 12,287</b>	<b>\$ 5,747</b>	😊

### Income Statement

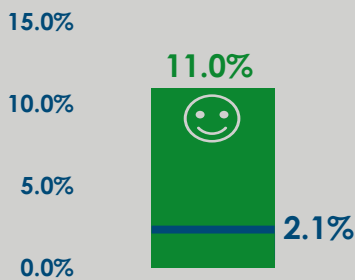
Summary of how much income is generated and how much it costs to generate that income. The result represents the profit/loss for the period.

	August	July
Current Assets	\$ 118,993	\$ 121,336
Property, Plant & Equipment	\$ 86,138	\$ 84,379
<b>Total Assets</b>	<b>\$ 205,131</b>	<b>\$ 205,715</b>
Current Liabilities	\$ 12,476	\$ 13,033
Non-Current Liabilities	\$ 106,807	\$ 106,844
Net Assets	\$ 85,848	\$ 85,837
<b>Total Liabilities &amp; Net Assets</b>	<b>\$ 205,131</b>	<b>\$ 205,715</b>

### Balance Sheet

Snapshot of financial position (net worth) at a specific point in time. Assets (what we own), liabilities (what we owe) & net assets (difference between assets & liabilities).

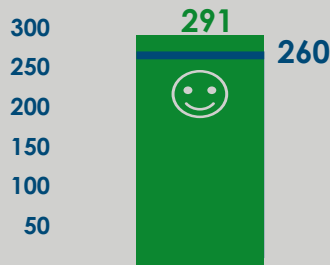
## STEWARDSHIP STRATEGIC GOALS



### Operating Margin

Goal: 2.1%

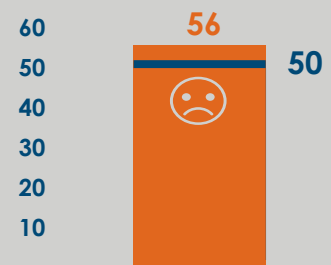
All WA Hospitals 2022: (1.9%)  
Ratio reflects profits from operations & non-operations.  
**Higher is Better**



### Days Cash on Hand

Goal: 260

All WA Hospitals 2022: 95  
Measure of liquidity, ability to meet short & long term expenses.  
**Higher is Better**



### Days in AR

Goal: 50

Average time that it takes from billing to payment.  
**Lower is Better**

## PROJECTED CASH IN \$Ks

Beginning Cash - August	\$ 73,210
Revenue	\$ 30,300
Expenses	\$ (36,300)
Capital	\$ (115)
<b>Ending Cash - December</b>	<b>\$ 67,095</b>
Projected DCOH - December	266

### Projected Cash Flow

Conservative financial projection that estimates the December ending cash balance and days cash on hand using remaining budget amounts.

## AVERAGE DAILY IN \$Ks

\$298

### Revenue

ADR

How much net revenue is generated on average per day.

**Higher is Better**

\$252

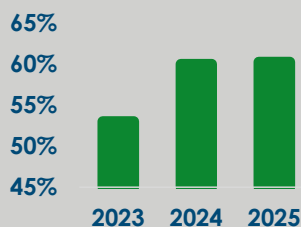
### Expenses

ADE

How much it costs to generate revenue on average per day.

**Lower is Better**

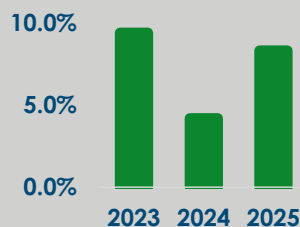
## ADJUSTMENTS TO REVENUE



### Contractual Adjustments

Percent of gross patient revenue that is discounted to third-party payors.

**Lower is Better**

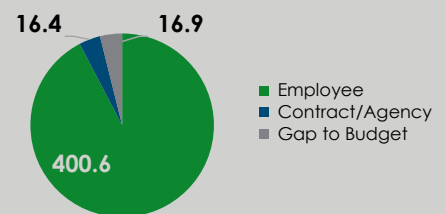


### Bad Debt % of Gross Revenue

Percent of revenue earned but deemed uncollectable, strength indicator of the collection process.

**Lower is Better**

## STAFFING



### YTD Full Time Equivalents (FTEs)

Budget 437.1

FTEs are the largest single expense. A measure of workload, calculated by dividing total worked hours by 2,080 annual hours.

**1 FTE = 1 Full Time Worker**



# 2025 Income Statement

August	Month to Date				Year to Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Patient Revenue</b>								
Medicare Revenue	\$ 9,677,833	\$ 7,738,506	\$ 1,939,327	25.1%	\$ 71,321,258	\$ 60,695,476	\$ 10,625,782	17.5%
Medicaid Revenue	\$ 3,839,013	\$ 5,137,927	\$ (1,298,913)	(25.3%)	\$ 37,509,231	\$ 39,992,307	\$ (2,483,076)	(6.2%)
Other Revenue	\$ 6,781,991	\$ 6,937,898	\$ (155,907)	(2.2%)	\$ 56,687,240	\$ 52,557,737	\$ 4,129,503	7.9%
<b>Total Gross Patient Revenue</b>	<b>\$ 20,298,838</b>	<b>\$ 19,814,331</b>	<b>\$ 484,507</b>	<b>2.4%</b>	<b>\$ 165,517,729</b>	<b>\$ 153,245,520</b>	<b>\$ 12,272,209</b>	<b>8.0%</b>
<b>Patient Revenue Deductions</b>								
Medicare Contractual	\$ 5,675,077	\$ 4,898,474	\$ (776,603)	(15.9%)	\$ 43,586,506	\$ 38,420,236	\$ (5,166,270)	(13.4%)
Medicaid Contractual	\$ 2,771,891	\$ 3,288,273	\$ 516,382	15.7%	\$ 25,606,602	\$ 25,595,077	\$ (11,526)	(0.0%)
Other Contractual	\$ 2,475,011	\$ 2,428,264	\$ (46,746)	(1.9%)	\$ 20,963,267	\$ 18,395,208	\$ (2,568,059)	(14.0%)
Bad Debt Expense	\$ 957,370	\$ 792,573	\$ (164,797)	(20.8%)	\$ 5,861,852	\$ 6,129,821	\$ 267,969	4.4%
Community Care	\$ 156,059	\$ 281,363	\$ 125,304	44.5%	\$ 2,180,978	\$ 2,176,086	\$ (4,892)	(0.2%)
Administrative Adjustments	\$ 175,106	\$ 15,851	\$ (159,254)	(1,004.7%)	\$ 1,530,151	\$ 122,596	\$ (1,407,555)	(1,148.1%)
<b>Total Revenue Deductions</b>	<b>\$ 12,210,514</b>	<b>\$ 11,704,800</b>	<b>\$ (505,714)</b>	<b>(4.3%)</b>	<b>\$ 99,729,357</b>	<b>\$ 90,839,024</b>	<b>\$ (8,890,332)</b>	<b>(9.8%)</b>
340B Revenue	\$ 32,138	\$ 81,098	\$ (48,960)	(60.4%)	\$ 392,117	\$ 630,353	\$ (238,236)	(37.8%)
<b>Net Patient Revenue</b>	<b>\$ 8,120,462</b>	<b>\$ 8,190,629</b>	<b>\$ (70,167)</b>	<b>(0.9%)</b>	<b>\$ 66,180,489</b>	<b>\$ 63,036,849</b>	<b>\$ 3,143,640</b>	<b>5.0%</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 63,321	\$ 257,788	\$ (194,467)	(75.4%)	\$ 5,914,714	\$ 4,571,075	\$ 1,343,638	29.4%
<b>Total Other Revenue</b>	<b>\$ 63,321</b>	<b>\$ 257,788</b>	<b>\$ (194,467)</b>	<b>(75.4%)</b>	<b>\$ 5,914,714</b>	<b>\$ 4,571,075</b>	<b>\$ 1,343,638</b>	<b>29.4%</b>
<b>Net Operating Revenue</b>	<b>\$ 8,183,783</b>	<b>\$ 8,448,417</b>	<b>\$ (264,634)</b>	<b>(3.1%)</b>	<b>\$ 72,095,203</b>	<b>\$ 67,607,924</b>	<b>\$ 4,487,278</b>	<b>6.6%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 4,056,016	\$ 4,215,345	\$ 159,329	3.8%	\$ 29,590,042	\$ 30,715,533	\$ 1,125,492	3.7%
Benefits	\$ 1,014,343	\$ 1,160,945	\$ 146,602	12.6%	\$ 8,158,922	\$ 8,459,342	\$ 300,420	3.6%
Professional Fees	\$ 244,035	\$ 201,866	\$ (42,169)	(20.9%)	\$ 1,564,771	\$ 1,486,356	\$ (78,415)	(5.3%)
Supplies	\$ 476,682	\$ 541,415	\$ 64,732	12.0%	\$ 4,493,876	\$ 4,138,164	\$ (355,713)	(8.6%)
Utilities	\$ 52,851	\$ 62,923	\$ 10,072	16.0%	\$ 468,352	\$ 489,082	\$ 20,730	4.2%
Purchased Services	\$ 1,241,438	\$ 1,116,793	\$ (124,645)	(11.2%)	\$ 9,000,162	\$ 8,926,583	\$ (73,579)	(0.8%)
Insurance	\$ 46,875	\$ 55,250	\$ 8,375	15.2%	\$ 373,612	\$ 442,000	\$ 68,388	15.5%
Other Expenses	\$ 491,641	\$ 302,300	\$ (189,341)	(62.6%)	\$ 2,815,048	\$ 2,373,157	\$ (441,891)	(18.6%)
Rentals & Leases	\$ 13,347	\$ 48,374	\$ 35,028	72.4%	\$ 129,220	\$ 353,579	\$ 224,358	63.5%
Depreciation	\$ 430,626	\$ 638,681	\$ 208,055	32.6%	\$ 3,387,019	\$ 3,608,421	\$ 221,402	6.1%
<b>Total Operating Expenses</b>	<b>\$ 8,067,853</b>	<b>\$ 8,343,892</b>	<b>\$ 276,040</b>	<b>3.3%</b>	<b>\$ 59,981,025</b>	<b>\$ 60,992,218</b>	<b>\$ 1,011,193</b>	<b>1.7%</b>
<b>Operating Income (Loss)</b>	<b>\$ 115,930</b>	<b>\$ 104,525</b>	<b>\$ 11,405</b>	<b>10.9%</b>	<b>\$ 12,114,178</b>	<b>\$ 6,615,706</b>	<b>\$ 5,498,472</b>	<b>83.1%</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 43,208	\$ 17,511	\$ 25,696	146.7%	\$ 654,554	\$ 784,742	\$ (130,187)	(16.6%)
Contributions from SPMF	\$ -	\$ 27,189	\$ (27,189)	(100.0%)	\$ 681,811	\$ 217,513	\$ 464,298	213.5%
Interest Income	\$ 375,232	\$ 397,517	\$ (22,285)	(5.6%)	\$ 3,047,937	\$ 3,180,136	\$ (132,198)	(4.2%)
Interest Expense	\$ (522,926)	\$ (532,223)	\$ 9,297	1.7%	\$ (4,211,176)	\$ (4,257,786)	\$ 46,611	1.1%
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ (104,486)</b>	<b>\$ (90,006)</b>	<b>\$ (14,480)</b>	<b>(16.1%)</b>	<b>\$ 173,128</b>	<b>\$ (75,395)</b>	<b>\$ 248,523</b>	<b>329.6%</b>
<b>Net Income (Loss)</b>	<b>\$ 11,444</b>	<b>\$ 14,519</b>	<b>\$ (3,075)</b>	<b>(21.2%)</b>	<b>\$ 12,287,305</b>	<b>\$ 6,540,311</b>	<b>\$ 5,746,995</b>	<b>87.9%</b>
<b>METRICS</b>								
<b>Operating Margin</b>	(5.0%)	(5.1%)	0.1%	(1.8%)	11.0%	3.5%	7.5%	214.3%
<b>Net Income Margin</b>	0.1%	0.2%	(0.0%)	(18.6%)	17.0%	9.7%	7.4%	76.2%
<b>Days in AR</b>					56	50	(6)	(11.2%)
<b>Days Cash on Hand</b>					291	260	31	11.8%
<b>Deduction %</b>	60.2%	59.1%	(1.1%)	(1.8%)	60.3%	59.3%	(1.0%)	(1.6%)
<b>NPSR %</b>	39.8%	40.9%	(1.1%)	(2.6%)	39.7%	40.7%	(1.0%)	(2.4%)
<b>Net Operating Revenue %</b>	40.3%	42.6%	(2.3%)	(5.4%)	43.6%	44.1%	(0.6%)	(1.3%)
<b>Benefits as a % Of SW</b>	25.0%	27.5%	2.5%	9.2%	27.6%	27.5%	(0.0%)	(0.1%)
<b>Benefits as a % of SWB</b>	20.0%	21.6%	1.6%	7.4%	21.6%	21.6%	(0.0%)	(0.1%)
<b>Paid FTEs (excludes Agency)</b>	405.1	429.8	24.8	5.8%	400.6	414.0	13.4	3.2%
<b>Salary per FTE</b>	\$ 10,013	\$ 9,807	\$ (207)	(2.1%)	\$ 73,866	\$ 74,194	\$ 328	0.4%
<b>Hours</b>	64,810	76,113	11,303	14.8%	512,433	572,619	60,186	10.5%
<b>Avg Hourly Rate</b>	\$ 62.58	\$ 55.38	\$ (7.20)	(13.0%)	\$ 57.74	\$ 53.64	\$ (4.10)	(7.7%)
<b>Total Agency FTEs</b>	21.4	11.1	(10.3)	(92.8%)	16.4	11.1	(5.3)	(47.5%)
<b>Agency P/S Staffing Expense</b>	\$ 508,477	\$ 357,342	\$ (151,135)	(42.3%)	\$ 2,733,701	\$ 2,783,124	\$ 49,423	1.8%
<b>Net Patient Revenue per FTE (\$K)</b>	\$ 19,041	\$ 18,575	\$ 466	2.5%	\$ 158,719	\$ 148,290	\$ 10,428	7.0%
<b>Labor Cost per FTE (\$K)</b>	\$ 13,082	\$ 12,193	\$ (889)	(7.3%)	\$ 97,088	\$ 98,704	\$ 1,615	1.6%
<b>Non Labor Cost per \$1K Gross Rev (\$K)</b>	\$ 101	\$ 100	\$ (2)	(1.9%)	\$ 97	\$ 101	\$ 3	3.3%

## Balance Sheet as of August 2025

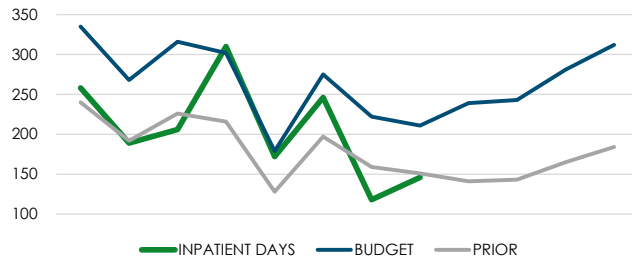
Assets	08/31/2025	07/31/2025	1 Month Variance	08/31/2024	12 Month Variance
<b>Current Assets</b>					
Operating Cash	71,252,578	71,512,517	(259,939)	58,246,999	13,005,579
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,480	20
<b>Total Operating Cash</b>	<b>73,210,078</b>	<b>73,470,017</b>	<b>(259,939)</b>	<b>60,204,479</b>	<b>13,005,599</b>
MFP Construction Cash	16,675,292	18,446,546	(1,771,254)	46,358,988	(29,683,696)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
<b>Total Restricted Cash</b>	<b>24,928,784</b>	<b>26,700,039</b>	<b>(1,771,254)</b>	<b>54,612,481</b>	<b>(29,683,696)</b>
Accounts Receivables	36,554,684	33,829,740	2,724,943	29,866,216	6,688,468
Less Allow for Uncollectables	(5,503,340)	(4,411,004)	(1,092,336)	(3,874,363)	(1,628,977)
Less Contractual Adjustments	(15,905,994)	(14,888,325)	(1,017,669)	(11,019,916)	(4,886,078)
<b>Accounts Receivable - Net</b>	<b>15,145,349</b>	<b>14,530,411</b>	<b>614,938</b>	<b>14,971,937</b>	<b>173,413</b>
Taxes Receivable	43,208	12,328	30,880	62,380	(19,173)
Other Receivables	3,236,521	4,446,672	(1,210,152)	3,179,784	56,736
Inventory	934,202	927,052	7,150	1,149,911	(215,709)
Prepaid Expenses	1,495,106	1,249,684	245,422	808,654	686,452
<b>Total Current Assets</b>	<b>118,993,248</b>	<b>121,336,203</b>	<b>(2,342,955)</b>	<b>134,989,626</b>	<b>(15,996,377)</b>
<b>Property, Plant and Equipment</b>					
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	-	47,843,510	2,979
Equipment	23,441,916	23,431,916	10,000	22,252,983	1,188,934
Construction In Progress	49,988,901	47,808,656	2,180,245	15,422,963	34,565,938
Less Accumulated Depreciation	(41,362,141)	(40,931,515)	(430,626)	(35,797,664)	(5,564,477)
<b>Property, Plant and Equip - Net</b>	<b>86,138,243</b>	<b>84,378,624</b>	<b>1,759,619</b>	<b>55,901,325</b>	<b>30,236,918</b>
<b>Total Assets</b>	<b>205,131,491</b>	<b>205,714,827</b>	<b>(583,336)</b>	<b>190,890,951</b>	<b>14,240,541</b>

## Balance Sheet as of August 2025

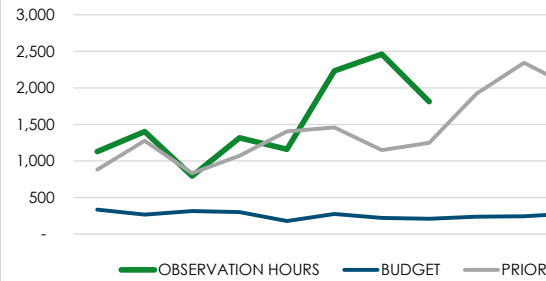
Liabilities	08/31/2025	07/31/2025	1 Month Variance	08/31/2024	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	445,833	825,765	(379,932)	1,264,115	(818,282)
Other Payables	1,730,938	1,250,957	479,981	946,558	784,380
Payroll and Related Liabilities	4,551,164	5,674,985	(1,123,821)	3,894,204	656,960
Interest Payable	1,422,742	962,107	460,635	1,432,011	(9,269)
Third Party Settlement Payable	652,537	652,537	-	0	652,537
Other Current Liabilities	1,233,104	1,227,454	5,650	1,252,977	(19,873)
Current Maturities of LTD	2,439,524	2,439,524	-	1,383,664	1,055,860
<b>Total Current Liabilities</b>	<b>12,475,842</b>	<b>13,033,329</b>	<b>(557,487)</b>	<b>10,173,529</b>	<b>2,302,312</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(2,439,524)	(2,439,524)	-	(1,383,664)	(1,055,860)
Long Term Debt	109,246,701	109,283,993	(37,292)	111,663,699	(2,416,998)
<b>Total Non Current Liabilities</b>	<b>106,807,177</b>	<b>106,844,469</b>	<b>(37,292)</b>	<b>110,280,035</b>	<b>(3,472,858)</b>
<b>Total Liabilities</b>	<b>119,283,018</b>	<b>119,877,798</b>	<b>(594,780)</b>	<b>120,453,564</b>	<b>(1,170,546)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	12,287,305	12,275,862	11,444	7,575,245	4,712,060
YTD Excess of Revenues	73,561,167	73,561,167	-	62,862,141	10,699,026
<b>Total Net Assets</b>	<b>85,848,473</b>	<b>85,837,029</b>	<b>11,444</b>	<b>70,437,387</b>	<b>15,411,086</b>
<b>Total Liabilities and Net Assets</b>	<b>205,131,491</b>	<b>205,714,827</b>	<b>(583,336)</b>	<b>190,890,951</b>	<b>14,240,541</b>

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
<b>INPATIENT DAYS</b>	<b>258</b>	<b>189</b>	<b>206</b>	<b>310</b>	<b>172</b>	<b>246</b>	<b>118</b>	<b>146</b>					<b>1,645</b>
BUDGET	335	268	316	302	179	275	222	211	239	243	281	312	2,108
PRIOR	240	192	226	216	128	197	159	151	141	143	165	184	1,509
<b>OBSERVATION HOURS</b>	<b>1,129</b>	<b>1,403</b>	<b>794</b>	<b>1,318</b>	<b>1,161</b>	<b>2,232</b>	<b>2,461</b>	<b>1,813</b>					<b>12,311</b>
BUDGET	688	998	652	839	1,098	1,141	898	976	2,082	2,536	2,180	1,984	7,292
PRIOR	880	1,276	833	1,072	1,404	1,459	1,148	1,248	1,924	2,343	2,014	1,833	9,320
<b>SWING BED DAYS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>					<b>-</b>
BUDGET	-	-	-	-	-	-	-	-	-	155	155	155	-
PRIOR (2019)	23	51	65	54	57	66	48	50	48	41	33	82	414
<b>EMERGENCY DEPARTMENT VISITS</b>	<b>1,681</b>	<b>1,555</b>	<b>1,600</b>	<b>1,459</b>	<b>1,509</b>	<b>1,483</b>	<b>1,443</b>	<b>1,498</b>					<b>12,228</b>
BUDGET	1,584	1,460	1,520	1,532	1,635	1,579	1,439	1,463	1,463	1,504	1,424	1,668	12,211
PRIOR	1,553	1,432	1,490	1,502	1,603	1,548	1,484	1,508	1,508	1,550	1,468	1,720	12,120
<b>GI CASES</b>	<b>138</b>	<b>104</b>	<b>184</b>	<b>166</b>	<b>164</b>	<b>143</b>	<b>152</b>	<b>144</b>					<b>1,195</b>
BUDGET	171	162	149	179	195	170	190	232	218	275	201	210	1,449
PRIOR	93	88	81	97	106	92	103	126	118	149	109	114	786
<b>SLEEP LAB</b>	<b>27</b>	<b>30</b>	<b>39</b>	<b>38</b>	<b>34</b>	<b>25</b>	<b>40</b>	<b>35</b>					<b>268</b>
BUDGET	36	30	44	44	27	31	23	35	31	35	30	19	269
PRIOR	28	23	34	34	21	24	18	27	24	27	23	15	209
<b>LAB TESTS</b>	<b>21,483</b>	<b>17,381</b>	<b>20,456</b>	<b>19,130</b>	<b>19,088</b>	<b>19,428</b>	<b>18,705</b>	<b>19,438</b>					<b>155,109</b>
BUDGET	18,834	17,311	19,152	18,597	19,255	17,202	18,318	18,629	18,573	20,135	17,912	19,470	147,299
PRIOR	18,349	16,865	18,658	18,118	18,759	16,759	17,846	18,149	17,835	19,335	17,200	18,696	143,503
<b>XRAY EXAMS</b>	<b>2,019</b>	<b>1,865</b>	<b>2,012</b>	<b>1,993</b>	<b>1,980</b>	<b>1,734</b>	<b>1,609</b>	<b>1,696</b>					<b>14,908</b>
BUDGET	1,601	1,415	1,447	1,555	1,724	1,461	1,581	1,485	1,795	1,891	1,878	2,024	12,268
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	11,812
<b>CT EXAMS</b>	<b>704</b>	<b>642</b>	<b>701</b>	<b>725</b>	<b>735</b>	<b>710</b>	<b>736</b>	<b>851</b>					<b>5,804</b>
BUDGET	616	558	573	563	621	565	647	645	613	654	592	713	4,788
PRIOR	616	558	573	563	621	565	653	645	613	654	592	713	4,794
<b>ULTRASOUND EXAMS</b>	<b>467</b>	<b>355</b>	<b>550</b>	<b>586</b>	<b>514</b>	<b>514</b>	<b>486</b>	<b>509</b>					<b>3,981</b>
BUDGET	501	507	513	640	617	505	640	619	517	648	557	637	4,541
PRIOR	360	365	369	460	444	363	460	445	359	450	387	442	3,266
<b>MRI EXAMS</b>	<b>102</b>	<b>87</b>	<b>123</b>	<b>127</b>	<b>115</b>	<b>122</b>	<b>63</b>	<b>102</b>					<b>841</b>
BUDGET	84	96	108	103	98	101	132	125	127	122	111	98	847
PRIOR	83	95	107	102	97	100	130	123	113	109	99	87	837
<b>ALL DIAGNOSTIC IMAGING EXAMS</b>	<b>3,292</b>	<b>2,949</b>	<b>3,386</b>	<b>3,431</b>	<b>3,344</b>	<b>3,080</b>	<b>2,894</b>	<b>3,158</b>					<b>25,534</b>
BUDGET	2,801	2,576	2,641	2,860	3,060	2,632	2,999	2,874	3,052	3,315	3,138	3,472	22,444
PRIOR	2,600	2,380	2,442	2,622	2,822	2,435	2,765	2,643	2,737	2,953	2,806	3,105	20,709
<b>THERAPY TREATMENTS</b>	<b>1,485</b>	<b>1,196</b>	<b>1,265</b>	<b>1,512</b>	<b>1,343</b>	<b>1,338</b>	<b>1,501</b>	<b>1,533</b>					<b>11,173</b>
BUDGET	1,191	1,031	1,086	1,393	1,482	1,112	1,530	1,475	1,367	1,579	1,428	1,552	10,299
PRIOR	1,018	882	929	1,191	1,267	951	1,308	1,261	1,121	1,295	1,171	1,273	8,807
<b>RESPIRATORY THERAPY</b>	<b>883</b>	<b>1,072</b>	<b>803</b>	<b>683</b>	<b>718</b>	<b>1,102</b>	<b>859</b>	<b>523</b>					<b>6,643</b>
BUDGET	517	517	593	639	765	728	686	664	652	655	680	704	7,800
PRIOR	1,301	1,088	1,248	1,345	1,611	1,532	1,443	1,382	1,661	1,608	849	644	10,950
<b>INFUSION THERAPY</b>	<b>94</b>	<b>80</b>	<b>80</b>	<b>64</b>	<b>69</b>	<b>78</b>	<b>77</b>	<b>103</b>					<b>645</b>
BUDGET													-
PRIOR	21	50	59	56	60	41	59	54	61	72	69	72	400
<b>INTERVENTIONAL PAIN</b>	<b>120</b>	<b>64</b>	<b>103</b>	<b>83</b>	<b>129</b>	<b>78</b>	<b>105</b>	<b>80</b>					<b>762</b>
BUDGET													-
PRIOR	-	-	28	51	89	54	25	92	92	71	77	100	339
<b>URGENT CARE VISITS</b>	<b>1,453</b>	<b>1,380</b>	<b>1,424</b>	<b>1,328</b>	<b>1,411</b>	<b>1,403</b>	<b>1,307</b>	<b>1,427</b>					<b>11,133</b>
URGENT CARE BUDGET	1,402	1,468	1,423	1,388	1,369	1,284	1,222	1,355	1,392	1,360	1,198	1,385	10,910
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	11,121
<b>KELSEY CLINIC VISITS</b>	<b>831</b>	<b>794</b>	<b>899</b>	<b>880</b>	<b>1,041</b>	<b>841</b>	<b>928</b>	<b>941</b>					<b>7,155</b>
BUDGET	773	773	1,034	1,042	1,190	1,014	934	1,286	1,130	1,217	1,139	1,134	8,046
PRIOR	381	381	510	514	587	500	469	745	637	722	646	641	4,087
<b>MCCLEARY HEALTHCARE CLINIC VISITS</b>	<b>1,031</b>	<b>861</b>	<b>910</b>	<b>992</b>	<b>1,059</b>	<b>1,016</b>	<b>949</b>	<b>912</b>					<b>7,730</b>
BUDGET	960	960	960	960	960	960	1,205	1,205	1,205	1,205	1,205	1,205	8,170
PRIOR	737	627	792	774	824	773	725	797	780	979	853	941	6,049
<b>SUMMIT PACIFIC HEALTH CLINIC VISITS</b>	<b>1,009</b>	<b>935</b>	<b>912</b>	<b>1,021</b>	<b>1,038</b>	<b>1,023</b>	<b>918</b>	<b>969</b>					<b>7,825</b>
BUDGET	953	952	875	963	949	898	1,147	1,220	1,229	1,328	1,104	1,175	7,958
<b>WELLNESS CENTER VISITS</b>	<b>3,138</b>	<b>2,446</b>	<b>3,107</b>	<b>3,223</b>	<b>3,091</b>	<b>3,036</b>	<b>3,078</b>	<b>3,290</b>					<b>24,409</b>
BUDGET	3,090	3,105	3,105	3,194	3,194	3,168	3,667	3,727	3,775	3,775	3,775	3,775	26,250
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	21,731
<b>CLINICS VISITS</b>	<b>5,961</b>	<b>5,695</b>	<b>5,826</b>	<b>6,087</b>	<b>6,332</b>	<b>6,048</b>	<b>6,462</b>	<b>6,549</b>					<b>48,960</b>
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	50,936
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	38,195
<b>OPERATING MARGIN</b>	<b>13.6%</b>	<b>4.6%</b>	<b>29.5%</b>	<b>6.4%</b>	<b>6.7%</b>	<b>12.4%</b>	<b>16.1%</b>	<b>-5.0%</b>					
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%	
<b>DAYS IN AR</b>	<b>54</b>	<b>53</b>	<b>53</b>	<b>54</b>	<b>52</b>	<b>52</b>	<b>51</b>	<b>56</b>					
GOAL	50	50	50	50	50	50	50	50	50	50	50	50	
PRIOR	57	54	53	55	55	55	53	54	54	51	52	49	
<b>DAYS CASH ON HAND</b>	<b>276</b>	<b>276</b>	<b>278</b>	<b>277</b>	<b>293</b>	<b>285</b>	<b>296</b>	<b>291</b>					
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	
<b>FTEs EMPLOYEES</b>	<b>385.9</b>	<b>386.9</b>	<b>399.9</b>	<b>406.3</b>	<b>406.3</b>	<b>400.7</b>	<b>405.1</b>	<b>413.7</b>					<b>400.6</b>
<b>FTEs EMPLOYEES+CONTRACT/AGENCY</b>	<b>403.3</b>	<b>401.6</b>	<b>415.1</b>	<b>425.9</b>	<b>422.1</b>	<b>412.1</b>	<b>420.6</b>	<b>435.1</b>					<b>417.0</b>
BUDGET	397.7	402.6	408.4	413.2	412.5	424.0	423.7	429.8	432.7	438.6	442.4	447.3	414.0
BUDGET EMPLOYEES+CONTRACT/AGENCY	408.8	413.7	419.5	424.3	423.6	435.1	434.8	440.9	443.8	449.7	453.5	458.4	425.1
PRIOR	367.0	362.6	375.7	377.0	381.2	382.9	382.2	386.7	387.7	385.2	386.3	385.3	376.9

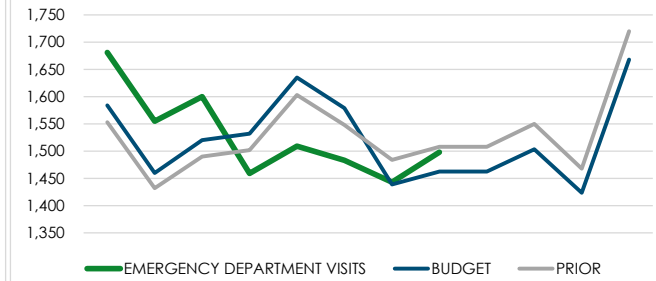
## INPATIENT DAYS



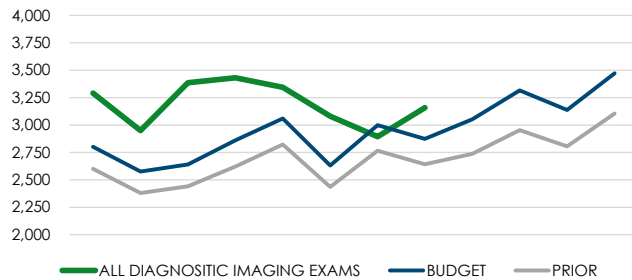
## OBSERVATION HOURS



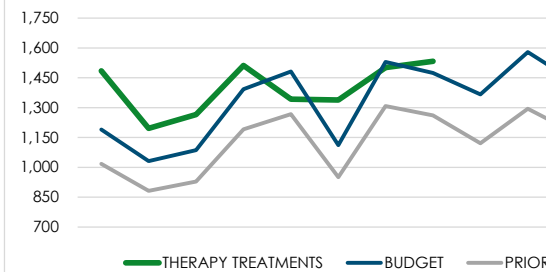
## EMERGENCY DEPARTMENT VISITS



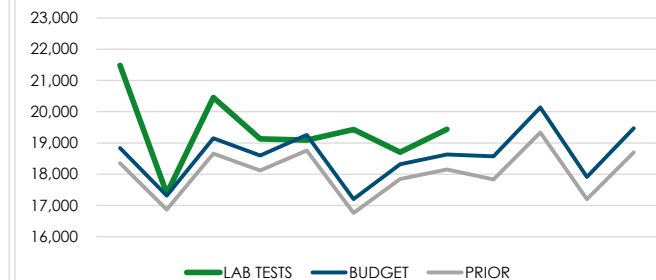
## DIAGNOSTIC IMAGING EXAMS



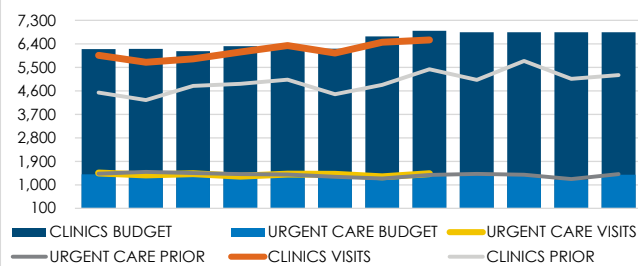
## THERAPY TREATMENTS



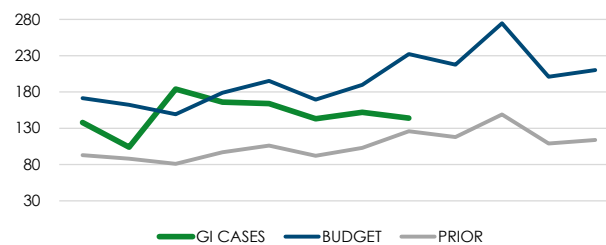
## LAB TESTS



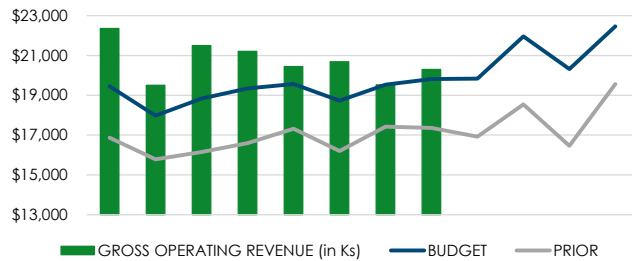
## CLINICS & URGENT CARE VISITS



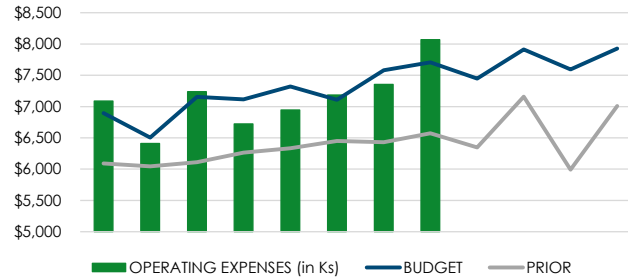
## GI CASES



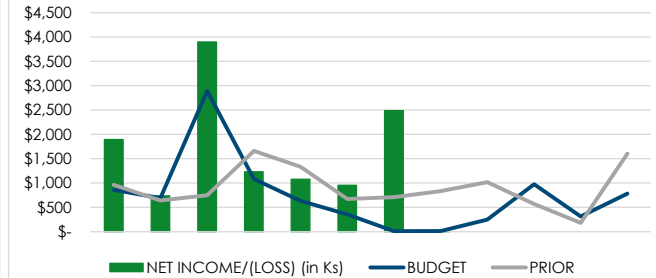
## GROSS OPERATING REVENUE



## OPERATING EXPENSES

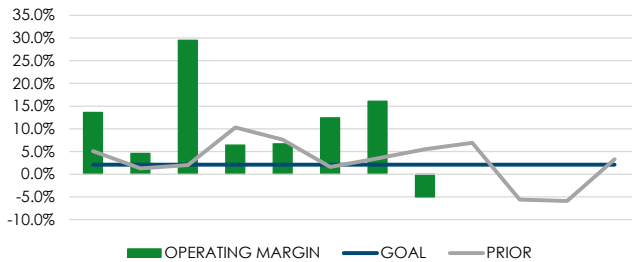


## NET INCOME/(LOSS)



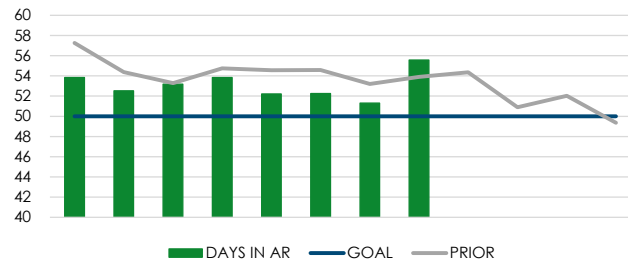
## OPERATING MARGIN

HIGHER IS BETTER



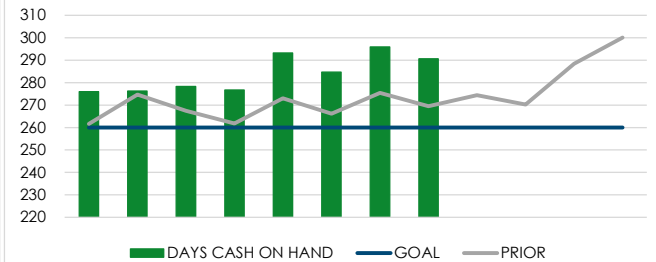
## DAYS IN AR

LOWER IS BETTER



## DAYS CASH ON HAND

HIGHER IS BETTER



## FTEs

