

## 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. February 26, 2026 Regular Meeting
4. **1:10 - Patient Story – Dr. Ken Dietrich, CMO/CAO – Info**
5. **1:15 – Market Assessment– Tricia Roscoe, CBDO– Info**
6. **Executive Reports**
  - a. **1:35** – Quality Report and Dashboard, Diana Kolar– *Info*
  - b. **1:50** – Finance Report, Cheryl Cornwell, CFO– *Info*
  - c. **2:05** – Advocacy Committee, Josh Martin, CEO – *Info*
  - d. **2:15** – Executive Report, Josh Martin, CEO – *Info*
7. **Commissioner Business**
  - a. **2:30** – Medical Staff Privileges – *Action (vote)*

Initial	Joseph Curnow, LMHC	License Mental Health Counselor
Initial	Heidi Sedra, ARNP	Family Medicine
Initial	Gary Sulioti, MD	Radiology
New Privilege	Shana Charles, DNP, PMHNP	Psychiatric Mental Health Nurse Practitioner
  - b. **2:35** – Hospital Rounding, Diana Kolar – *Info*
8. **Executive Session**
  - a. **2:45-** (i) discuss claims with legal counsel existing or reasonably expected litigation and litigation or legal risks expected to result in adverse legal or financial consequences
9. **3:00 – Adjourn – Action (vote)**

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

- Golf Tournament | Salish Cliffs | May 8, 2026
- AWP/PHD and WSHA Rural Health Conference | Campbells Resort Lake Chelan, WA | June 27-July 1, 2026
- Ride the Harbor | McCleary, WA and Westport, WA | July 25, 2026
- Board Strategic Planning Retreat | Union, WA | August 3-5, 2026

## 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:

**February 2026**

Description	Amount
Payroll	\$ 3,826,434
A/P Operations	\$ 2,749,281
A/P Capital	\$ 807,385
Community Care	\$ 328,029
Bad Debt	\$ 575,663
Property Tax Credit	\$ -
<b>Total</b>	<b>\$ 8,286,792</b>



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

February 26, 2026

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<p><b>CALL TO ORDER</b></p>	<p><b>CALL TO ORDER</b>            The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 1: 00 pm.</p> <p><b>Commissioners Present:</b> Shannon Brear, Andrew Hooper, Kevin Bossard, Carolyn Wescott, Georgette Hiles</p> <p><b>Present:</b> Josh Martin, Ken Dietrich, Cheryl Cornwell, Tori Bernier, Jori Stott, Jennifer Burkhardt, Sara Oliver, Angie Gerber, Tracy Kateley, Jennifer Dorsey, Cinthya Schuder, Morgan Lundy, Cherie Spoon, Kellie Snyder, Nicki Hutchinson, Andy Burton, Lynn Fifield, Sharlene Higa, Diana Kolar, Jenny Prentice</p>	
<p><b>BUSINESS FROM AUDIENCE</b></p>	<p><u><b>Business from Audience</b></u></p> <ul style="list-style-type: none"> <li>• There was no business from the audience.</li> </ul>	
<p><b>CONSENT AGENDA</b></p>	<ul style="list-style-type: none"> <li>• There was no discussion</li> </ul>	<p><i>Commissioner Hiles made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
<p><b>MINUTES</b></p>	<ul style="list-style-type: none"> <li>• January 22, 2026 Regular Meeting Minutes</li> <li>• February 17, 2026 Special Meeting Minutes</li> </ul>	<p><i>Commissioner Hiles made a motion to approve the January 22, 2026 Regular Meeting Minutes and the February 17, 2026 Special Meeting Minutes. Commissioner Bossard seconded the motion. All voted in favor.</i></p>
<p><b>PATIENT STORY</b></p>	<ul style="list-style-type: none"> <li>• Board Chair Hooper read the patient story on behalf of CTLO Burkhardt due to technology challenges. (See presentation for additional details.)</li> </ul>	



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

February 26, 2026

<p><b>RHTP FUNDS</b></p>	<ul style="list-style-type: none"> <li>• CEO Martin provided an update on Rural Health Transformation Program (RHTP) funds that will soon become available for application through WSHA and HCA.</li> <li>• SPMC plans to apply for funding over the next five years for up to \$800,000 annually.</li> <li>• The 2026 funding request will focus on improvements to IT infrastructure.</li> </ul>	
<p><b>EMPLOYEE ENGAGEMENT SURVEY</b></p>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt presented the 2025 Employee Engagement Survey results.</li> <li>• SPMC engagement scores showed significant organization-wide improvement, with a total engagement score of 4.01.</li> <li>• Press Ganey commended SPMC’s efforts and requested to use SPMC as a case study due to the substantial improvements over one year.</li> <li>• Action-planning themes for 2026 were shared to maintain momentum.</li> <li>• CEO Martin commended staff for their commitment to investing in people and projects, as reflected in the improved engagement scores.</li> </ul>	
<p><b>QUALITY REPORT and ANNUAL QUALITY REVIEW</b></p>	<ul style="list-style-type: none"> <li>• CNO/COO Bernier reviewed the Quality Report and dashboard.</li> <li>• Diana Kolar, Quality Director, presented the Annual Quality Plan as required by regulation.</li> <li>• Updates included patient boarder demographics, complaint and grievance software implementation, contract management software, and SSER revisions due to a prior Excel calculation error.</li> <li>• There were no reportable safety events in the past year.</li> <li>• SPMC maintained its DNV accreditation and improved blood culture contamination reporting requirements.</li> <li>• The 2026 Quality Plan will emphasize expanded compliance and workforce initiatives.</li> </ul>	<p><i>Commissioner Brear made a motion to approve the 2026 Quality Plan and 2025 Quality Review. Commissioner Bossard seconded the motion. All voted in favor.</i></p>
<p><b>FINANCE REPORT</b></p>	<ul style="list-style-type: none"> <li>• CFO Cornwell presented the January Finance Report.</li> <li>• January activity was slower than anticipated. Inpatient days were below budget, while laboratory volumes exceeded budget.</li> <li>• Overall expenses were 5.6% above budget.</li> </ul>	



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

February 26, 2026

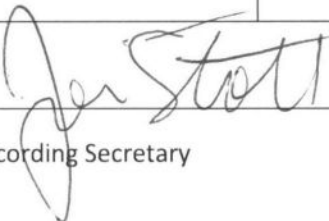
<p><b>ADVOCACY COMMITTEE</b></p>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt provided an update on advocacy efforts.</li> <li>• Dave Burnett will be joining the Advocacy Committee as the community delegate.</li> </ul>	
<p><b>EXECUTIVE REPORT</b></p>	<ul style="list-style-type: none"> <li>• CEO Martin reviewed the Executive Report (See report for more details).</li> <li>• CEO Martin reviewed the Executive Report and distributed the 2025 Annual Report.</li> <li>• SPMC received its final S&amp;P report, which reflected a positive outlook with no change in rating.</li> <li>• Lynn Fifield was promoted to Specialty Services Director.</li> <li>• Updates were provided on new IT leadership positions including hires of Jennifer Dorsey, Informatics Supervisor and John Buleigh, IT Manager.</li> <li>• Several staff and provider recognitions were announced, including confirmation of SPMC’s Trauma designation.</li> </ul>	
<p><b>COMMISSIONER BUSINESS</b></p>	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>• Ryan Richards, PA-C – Physician Assistant Urgent Care / Family Medicine Privileges – Initial Appointment</li> </ul> <p><b>Resolution 2026-02 Compensation Limit</b></p> <ul style="list-style-type: none"> <li>• Forms from the prior year were distributed and are due by the March Board meeting.</li> <li>•</li> </ul> <p><b>Resolution 2026-03 Surplus Property</b></p> <ul style="list-style-type: none"> <li>• There was no discussion.</li> </ul> <p><b>AHA Conference</b></p> <ul style="list-style-type: none"> <li>• Board Chair Hooper shared that he recently presented at the AHA Rural Health Conference in San Antonio, Texas, and highlighted AHA’s focus on addressing population health through special attention to environmental factors.</li> <li>• There were no significant learnings; however, several valuable connections were made through networking.</li> <li>• Board Chair Hooper also shared the significance of CEO Martin being recognized by Becker’s Health as one of the top Critical Access Hospital (CAH) CEOs in the nation, noting that this recognition places him within the top 7% of CAH CEOs nationally.</li> </ul> <p><b>Upcoming Events</b></p> <ul style="list-style-type: none"> <li>• CEO Martin reviewed the upcoming events</li> </ul>	<p><i>Commissioner Wescott made a motion to approve the Medical Staff privileges as presented. Commissioner Hiles seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Hiles made a motion to approve Resolution 2026-02 Compensation Limit. Commissioner Wescott seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Wescott made a motion to approve Resolution 2026-03 Surplus Property. Commissioner Hiles seconded the motion. All voted in favor.</i></p>

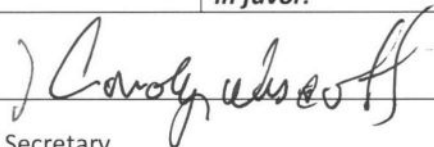


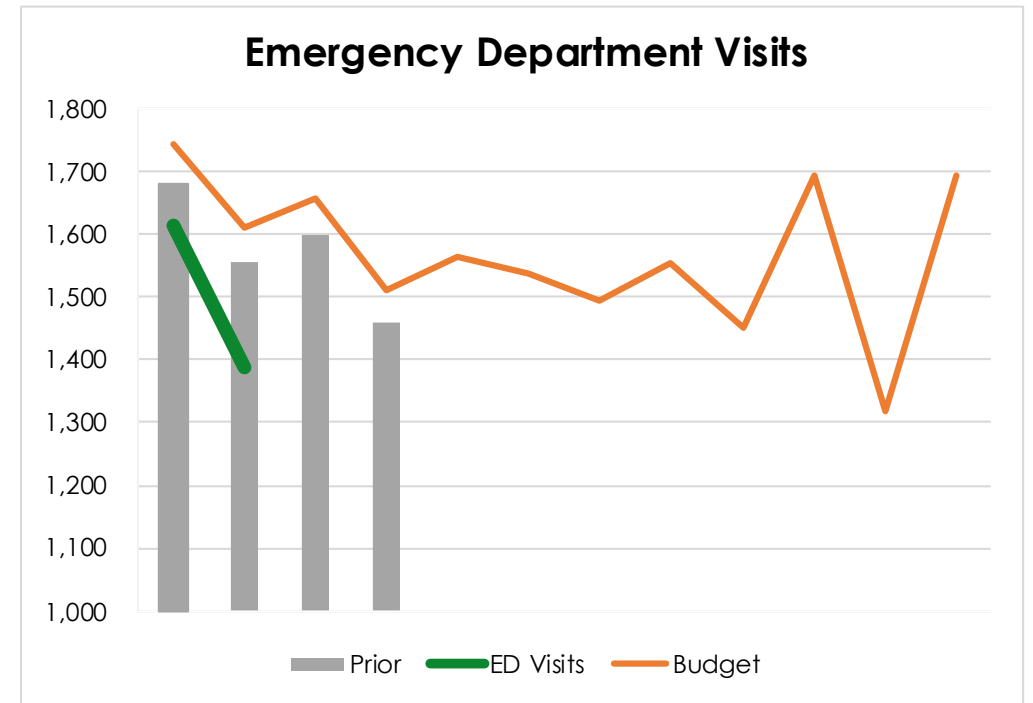
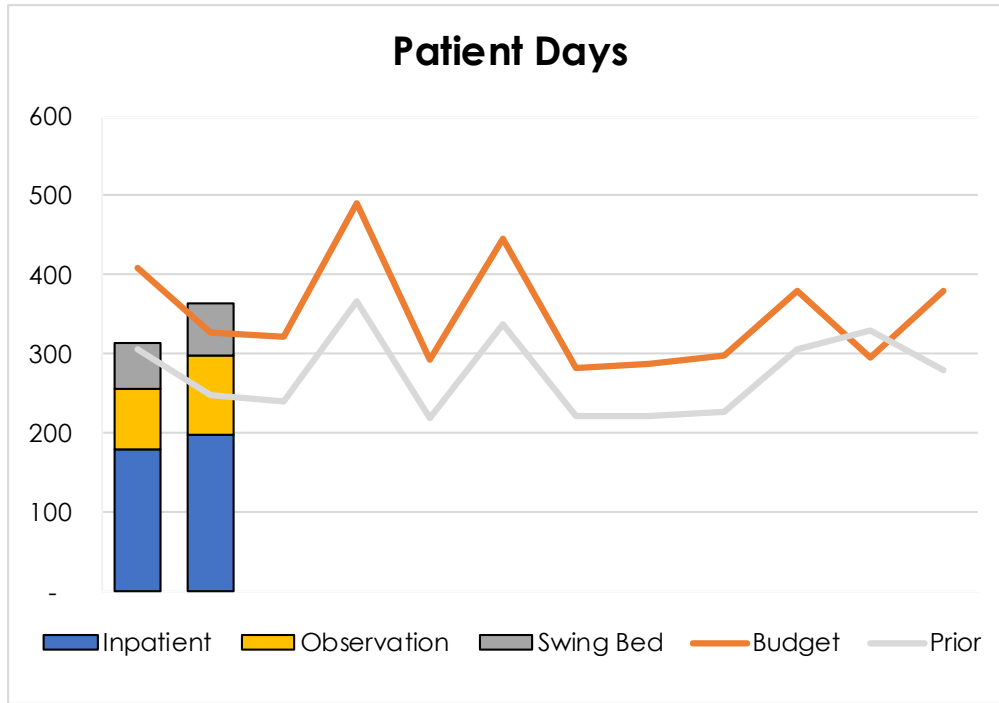
**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

February 26, 2026

	<ul style="list-style-type: none"> <li>The Foundation Golf Tournament is scheduled for May 8, 2026.</li> </ul>	
<b>EXECUTIVE SESSION</b>	<ul style="list-style-type: none"> <li>Board Chair Hooper announced the board would be going into executive session to review (g) qualifications of applicant or review performance of public employee/elective office and (i) discuss claims with legal counsel existing or reasonably expected litigation and litigation or legal risks expected to result in adverse legal or financial consequences.</li> <li>The anticipated time was announced to be 30 minutes with anticipated action.</li> <li>The normal session recessed at 2:54 pm.</li> <li>The executive session commenced at 3:00 pm.</li> <li>Commissioner Hiles, Commissioner Bossard, Commissioner Wescott, Commissioner Brear, CTLO Burkhardt, CEO Martin and Jori Stott were present.</li> <li>CTLO Burkhardt, CEO Martin and Jori Stott were excused at 3:20 pm.</li> <li>The executive session ended at 3:30 pm.</li> <li>The regular session reconvened at 3:30 pm.</li> </ul>	
<b>COMMISSIONER BUSINESS CONTINUED</b>	<p><b>Resolution 2026-04 Superintendent Compensation</b></p> <ul style="list-style-type: none"> <li>Board Chair Hooper stated that the decision to honor 100% of at-risk compensation was made within five minutes of the executive session.</li> <li>The Board commended the entire staff for the impressive amount of work completed as part of the 2025 Strategic Plan.</li> </ul>	<p><i>Commissioner Bossard made a motion to award 100% of CEO Martin's at-risk bonus and approve Resolution 2026-04 Superintendent Compensation. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner's meeting adjourned at 3:04 pm.</p>	<p><i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Bossard seconded the motion. All voted in favor.</i></p>

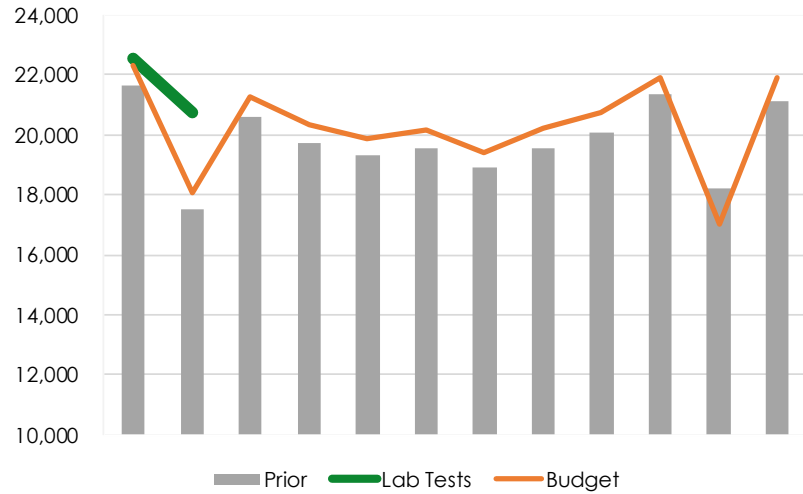
  
 \_\_\_\_\_  
 Recording Secretary

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

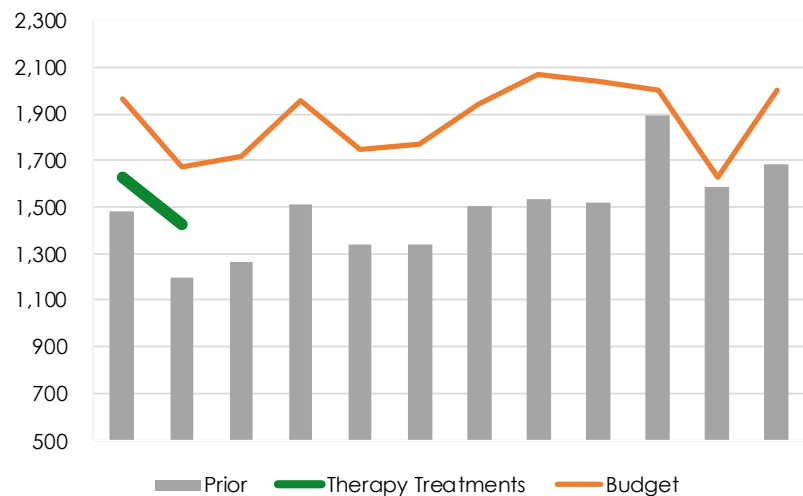




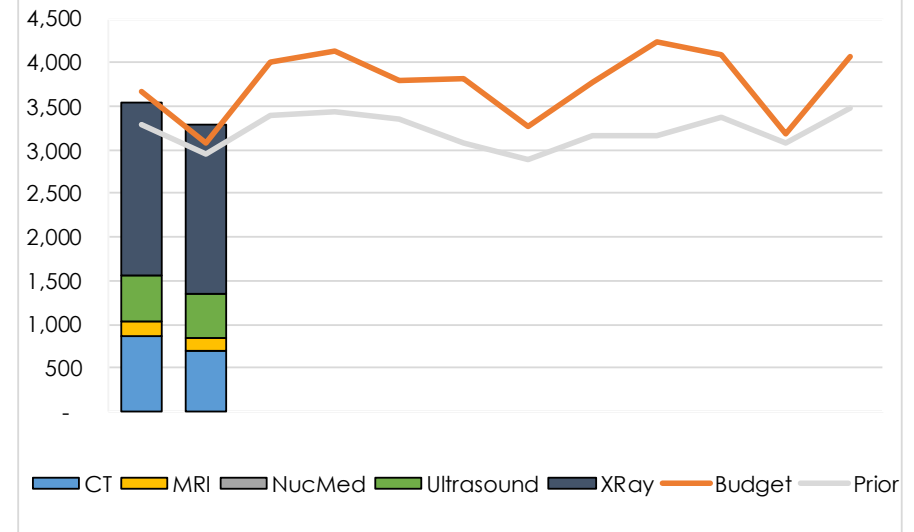
### Lab Tests



### Therapy Treatments

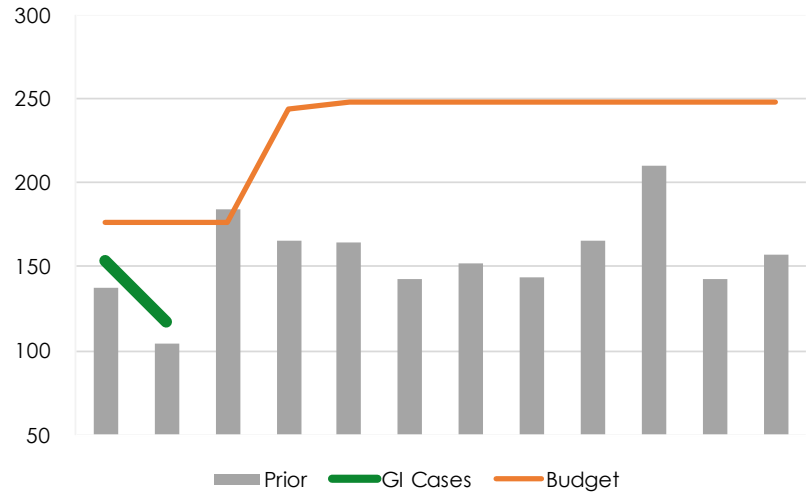


### Diagnostic Imaging

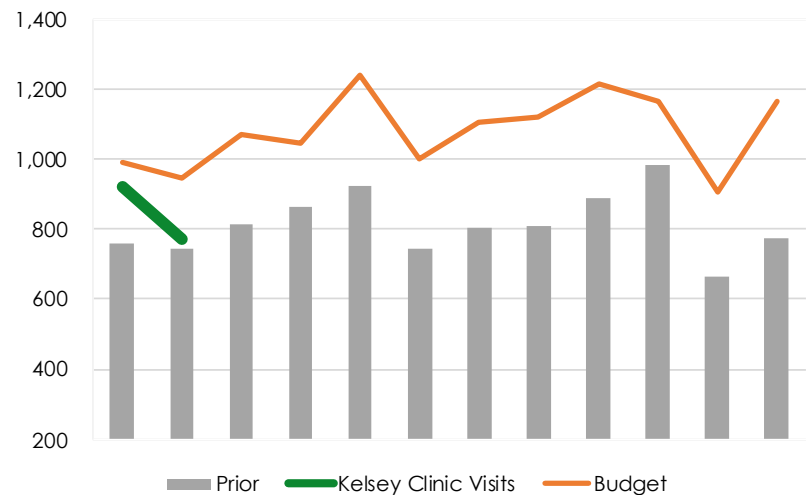




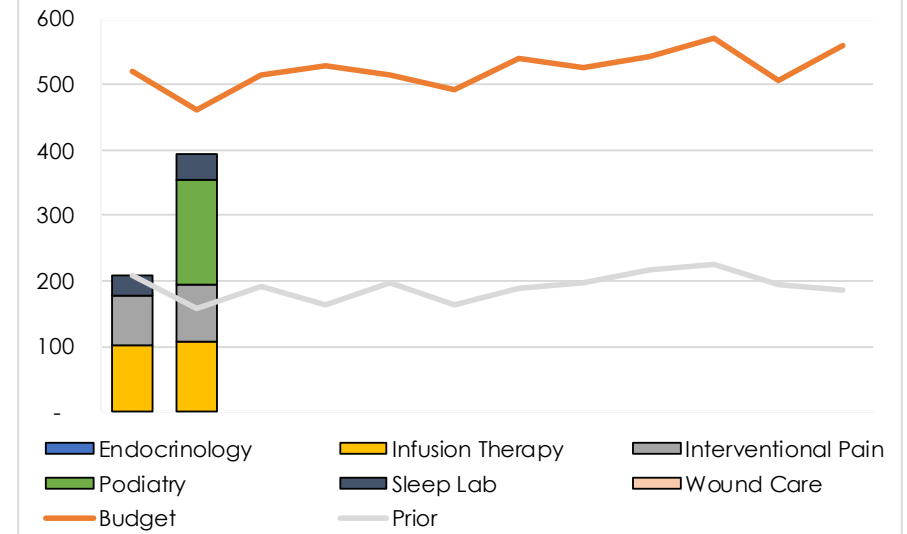
### GI Cases



### Specialty Clinic Visits

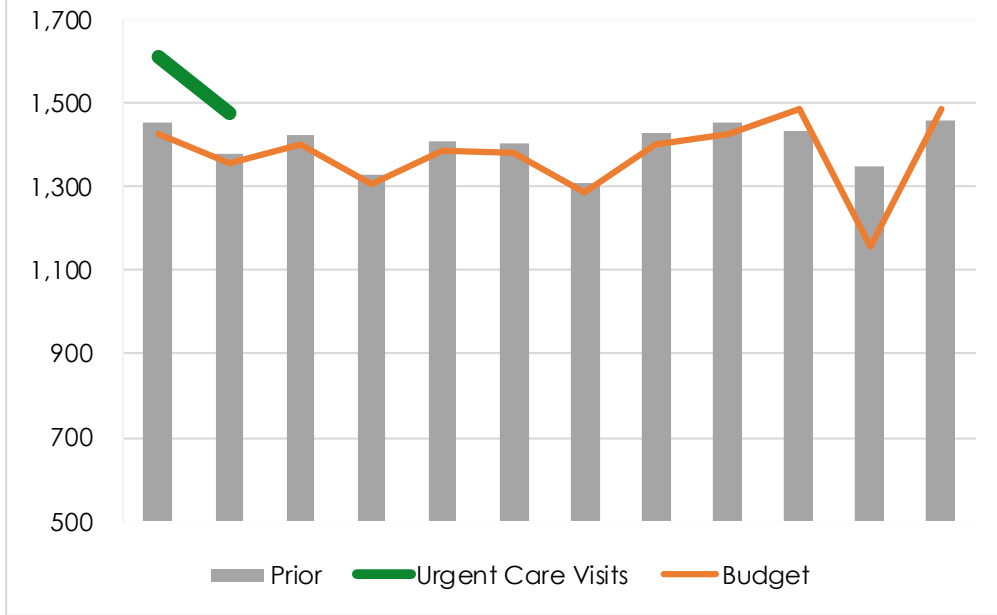


### Hospital Outpatient Services

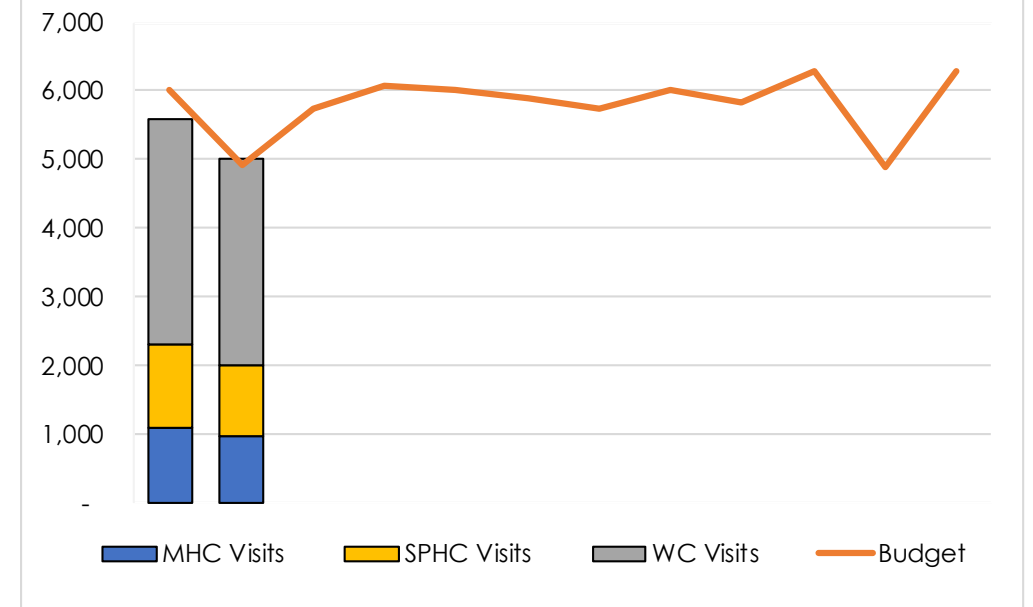




### Urgent Care Visits



### Primary Care Clinic Visits



# February 2026 Finance at a Glance

## SUMMARY FINANCIALS IN \$Ks

	Feb YTD	+/-Budget		Feb-2026	Jan-2026	Feb-2025
Patient Revenue	\$ 44,050	\$ (2,316)	Cash	\$ 99,186	\$ 96,906	\$ 104,728
Revenue Deductions	\$ (27,320)	\$ 1,854	Net Accounts Receivable	\$ 9,413	\$ 8,235	\$ 13,723
<b>Net Patient Revenue</b>	<b>\$ 16,730</b>	<b>\$ (463)</b>	Other Receivables	\$ 4,764	\$ 7,134	\$ 4,979
Other Operating Revenue	\$ 821	\$ (118)	<b>Total Current Assets</b>	<b>\$ 113,362</b>	<b>\$ 112,274</b>	<b>\$ 123,430</b>
<b>Total Operating Revenue</b>	<b>\$ 17,551</b>	<b>\$ (581)</b>	Property, Plant & Equipment, Net	\$ 88,576	\$ 88,458	\$ 75,915
Salaries & Benefits	\$ (10,526)	\$ 283	<b>Total Assets</b>	<b>\$ 201,939</b>	<b>\$ 200,732</b>	<b>\$ 199,345</b>
Supplies	\$ (1,210)	\$ 40	Accounts Payable	\$ 963	\$ 503	\$ 5,615
Purchased Services	\$ (2,145)	\$ (35)	Payroll Liabilities	\$ 5,911	\$ 5,701	\$ 5,216
Other	\$ (1,437)	\$ 266	Current Portion of Long Term Debt	\$ 3,006	\$ 3,006	\$ 2,768
Depreciation	\$ (1,518)	\$ (239)	Other Liabilities	\$ 4,528	\$ 3,923	\$ 4,434
<b>Total Operating Expenses</b>	<b>\$ (16,835)</b>	<b>\$ 314</b>	<b>Total Current Liabilities</b>	<b>\$ 14,408</b>	<b>\$ 13,132</b>	<b>\$ 18,033</b>
<b>Operating Income (Loss)</b>	<b>\$ 716</b>	<b>\$ (267)</b>	<b>Non Current Liabilities</b>	<b>\$ 106,085</b>	<b>\$ 106,349</b>	<b>\$ 108,687</b>
Non-Operating Revenue	\$ 634	\$ (103)	Unrestricted Fund Balance	\$ 303	\$ 109	\$ 2,631
Non-Operating Expense	\$ (1,047)	\$ (5)	YTD Excess of Revenues	\$ 81,143	\$ 81,143	\$ 69,994
<b>Net Income (Loss)</b>	<b>\$ 303</b>	<b>\$ (374)</b>	<b>Total Net Assets</b>	<b>\$ 201,939</b>	<b>\$ 200,732</b>	<b>\$ 199,345</b>

### Income Statement

Summary of performance.

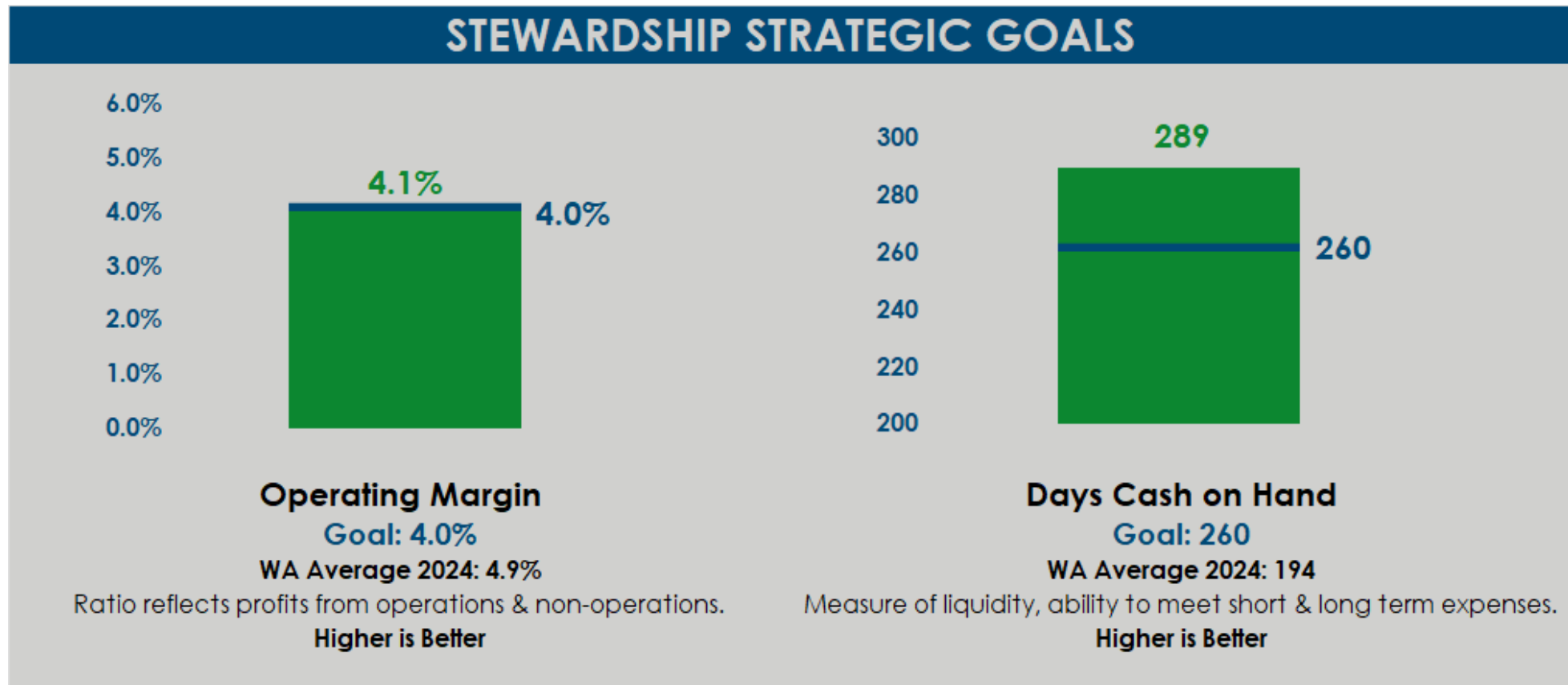
How much income is generated and how much it costs to generate that income. The result represents the profit/loss for the period.

### Balance Sheet

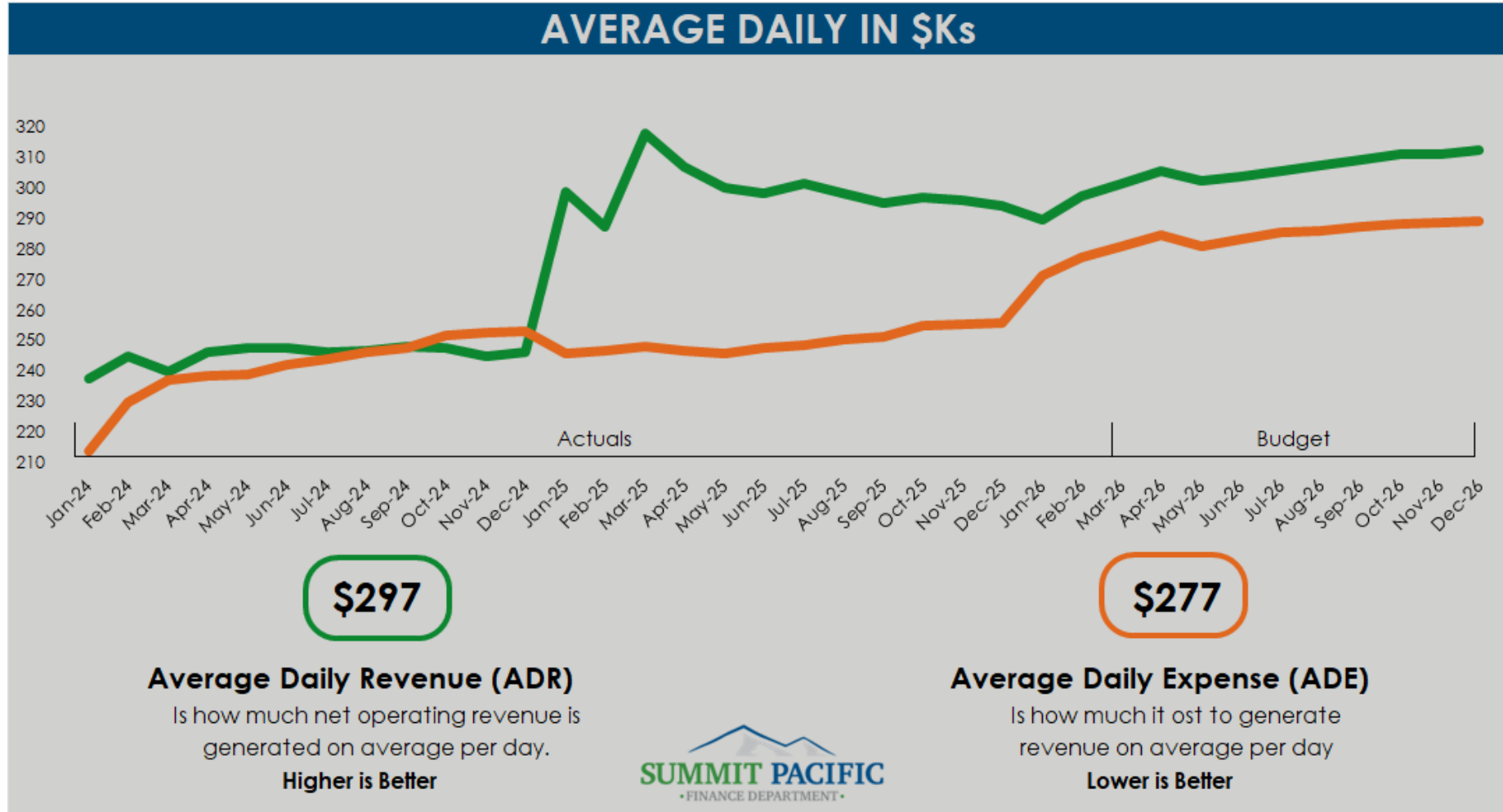
Snapshot of financial position at a specific point in time.

Assets (what we own)  
Liabilities (what we owe)  
Net Assets (what we are worth)

# February 2026 Finance at a Glance



# February 2026 Finance at a Glance



# February 2026 Summary & Highlights

Significant Events

Out of the Ordinary

Progress on Projects

Achievements

# February 2026 Finance at a Glance

## SUMMARY FINANCIALS IN \$Ks

	Feb YTD	+/-Budget
Patient Revenue	\$ 44,050	\$ (2,316)
Revenue Deductions	\$ (27,320)	\$ 1,854
<b>Net Patient Revenue</b>	<b>\$ 16,730</b>	<b>\$ (463)</b>
Other Operating Revenue	\$ 821	\$ (118)
<b>Total Operating Revenue</b>	<b>\$ 17,551</b>	<b>\$ (581)</b>
Salaries & Benefits	\$ (10,526)	\$ 283
Supplies	\$ (1,210)	\$ 40
Purchased Services	\$ (2,145)	\$ (35)
Other	\$ (1,437)	\$ 266
Depreciation	\$ (1,518)	\$ (239)
<b>Total Operating Expenses</b>	<b>\$ (16,835)</b>	<b>\$ 314</b>
<b>Operating Income (Loss)</b>	<b>\$ 716</b>	<b>\$ (267)</b>
Non-Operating Revenue	\$ 634	\$ (103)
Non-Operating Expense	\$ (1,047)	\$ (5)
<b>Net Income (Loss)</b>	<b>\$ 303</b>	<b>\$ (374)</b>

	Feb-2026	Jan-2026	Feb-2025
Cash	\$ 99,186	\$ 96,906	\$ 104,728
Net Accounts Receivable	\$ 9,413	\$ 8,235	\$ 13,723
Other Receivables	\$ 4,764	\$ 7,134	\$ 4,979
<b>Total Current Assets</b>	<b>\$ 113,362</b>	<b>\$ 112,274</b>	<b>\$ 123,430</b>
Property, Plant & Equipment, Net	\$ 88,576	\$ 88,458	\$ 75,915
<b>Total Assets</b>	<b>\$ 201,939</b>	<b>\$ 200,732</b>	<b>\$ 199,345</b>
Accounts Payable	\$ 963	\$ 503	\$ 5,615
Payroll Liabilities	\$ 5,911	\$ 5,701	\$ 5,216
Current Portion of Long Term Debt	\$ 3,006	\$ 3,006	\$ 2,768
Other Liabilities	\$ 4,528	\$ 3,923	\$ 4,434
<b>Total Current Liabilities</b>	<b>\$ 14,408</b>	<b>\$ 13,132</b>	<b>\$ 18,033</b>
<b>Non Current Liabilities</b>	<b>\$ 106,085</b>	<b>\$ 106,349</b>	<b>\$ 108,687</b>
Unrestricted Fund Balance	\$ 303	\$ 109	\$ 2,631
YTD Excess of Revenues	\$ 81,143	\$ 81,143	\$ 69,994
<b>Total Net Assets</b>	<b>\$ 201,939</b>	<b>\$ 200,732</b>	<b>\$ 199,345</b>

### Income Statement

Summary of performance.

How much income is generated and how much it costs to generate that income.

The result represents the profit/loss for the period.

### Balance Sheet

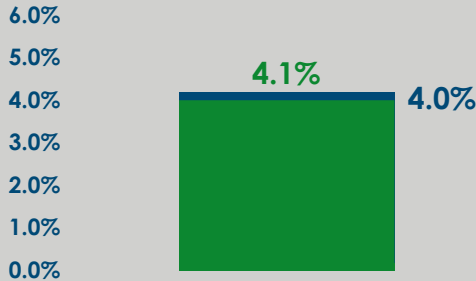
Snapshot of financial position at a specific point in time.

Assets (what we own)

Liabilities (what we owe)

Net Assets (what we are worth)

## STEWARDSHIP STRATEGIC GOALS



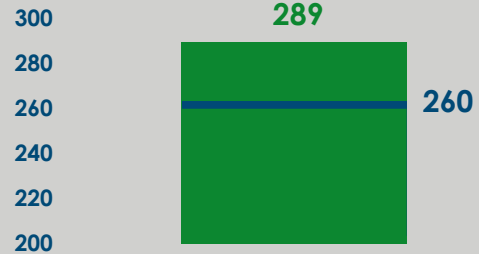
### Operating Margin

Goal: 4.0%

WA Average 2024: 4.9%

Ratio reflects profits from operations & non-operations.

Higher is Better



### Days Cash On Hand

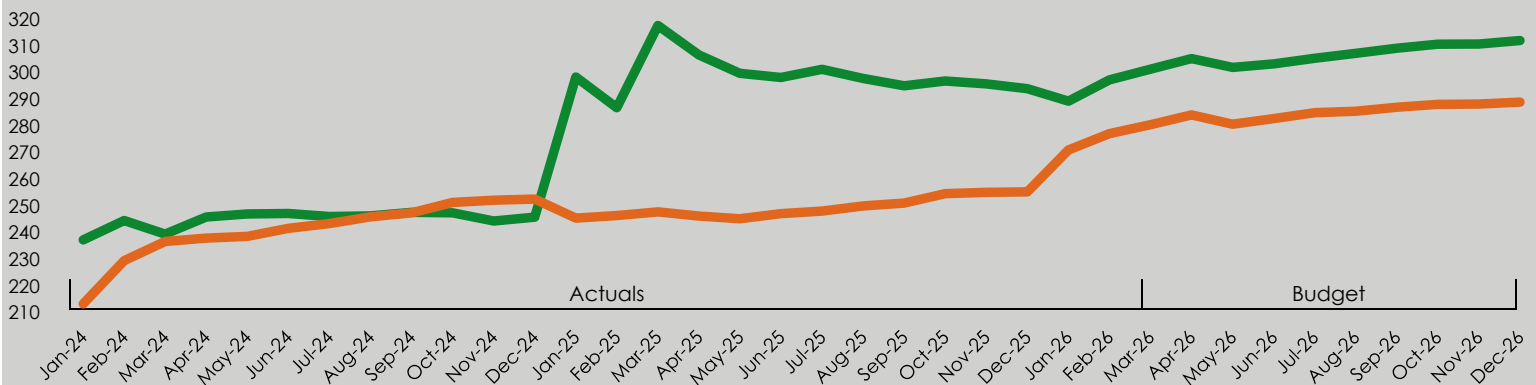
Goal: 260

WA Average 2024: 194

Measure of liquidity, ability to meet short & long term expenses.

Higher is Better

## AVERAGE DAILY IN \$Ks



**\$297**

### Average Daily Revenue (ADR)

Is how much net operating revenue is generated on average per day.

Higher is Better

**\$277**

### Average Daily Expense (ADE)

Is how much it cost to generate revenue on average per day

Lower is Better

Feb-2026	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Patient Revenue</b>								
Medicare Revenue	\$ 9,206,626	\$ 9,627,863	\$ (421,237)	(4.4%)	\$ 18,781,451	\$ 20,346,153	\$ (1,564,701)	(7.7%)
Medicaid Revenue	\$ 4,846,853	\$ 4,754,991	\$ 91,863	1.9%	\$ 9,912,530	\$ 10,090,170	\$ (177,640)	(1.8%)
Other Revenue	\$ 6,955,955	\$ 7,455,826	\$ (499,871)	(6.7%)	\$ 15,229,377	\$ 15,846,474	\$ (617,098)	(3.9%)
<b>Total Gross Patient Revenue</b>	<b>\$ 21,009,434</b>	<b>\$ 21,838,679</b>	<b>\$ (829,246)</b>	<b>(3.8%)</b>	<b>\$ 43,923,358</b>	<b>\$ 46,282,797</b>	<b>\$ (2,359,439)</b>	<b>(5.1%)</b>
<b>Patient Revenue Deductions</b>								
Medicare Contractual	\$ 4,575,251	\$ 5,029,211	\$ 453,960	9.0%	\$ 9,796,121	\$ 12,891,367	\$ 3,095,245	24.0%
Medicaid Contractual	\$ 3,183,056	\$ 3,337,283	\$ 154,227	4.6%	\$ 6,886,545	\$ 7,104,168	\$ 217,623	3.1%
Other Contractual	\$ 2,617,466	\$ 2,790,595	\$ 173,129	6.2%	\$ 5,365,650	\$ 5,956,719	\$ 591,069	9.9%
Bad Debt Expense	\$ 2,165,207	\$ 1,977,140	\$ (188,067)	(9.5%)	\$ 4,420,334	\$ 2,086,043	\$ (2,334,291)	(111.9%)
Community Care	\$ 328,029	\$ 309,875	\$ (18,154)	(5.9%)	\$ 616,909	\$ 661,536	\$ 44,627	6.7%
Administrative Adjustments	\$ 105,106	\$ 222,077	\$ 116,971	52.7%	\$ 234,670	\$ 474,101	\$ 239,430	50.5%
<b>Total Revenue Deductions</b>	<b>\$ 12,974,115</b>	<b>\$ 13,666,182</b>	<b>\$ 692,067</b>	<b>5.1%</b>	<b>\$ 27,320,230</b>	<b>\$ 29,173,932</b>	<b>\$ 1,853,703</b>	<b>6.4%</b>
340B Revenue	\$ 38,850	\$ 41,667	\$ (2,816)	(6.8%)	\$ 126,538	\$ 83,333	\$ 43,204	51.8%
<b>Net Patient Revenue</b>	<b>\$ 8,074,169</b>	<b>\$ 8,214,164</b>	<b>\$ (139,995)</b>	<b>(1.7%)</b>	<b>\$ 16,729,666</b>	<b>\$ 17,192,198</b>	<b>\$ (462,532)</b>	<b>(2.7%)</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 500,991	\$ 469,816	\$ 31,175	6.6%	\$ 821,301	\$ 939,632	\$ (118,331)	(12.6%)
<b>Total Other Revenue</b>	<b>\$ 500,991</b>	<b>\$ 469,816</b>	<b>\$ 31,175</b>	<b>6.6%</b>	<b>\$ 821,301</b>	<b>\$ 939,632</b>	<b>\$ (118,331)</b>	<b>(12.6%)</b>
<b>Net Operating Revenue</b>	<b>\$ 8,575,160</b>	<b>\$ 8,683,980</b>	<b>\$ (108,820)</b>	<b>(1.3%)</b>	<b>\$ 17,550,968</b>	<b>\$ 18,131,830</b>	<b>\$ (580,862)</b>	<b>(3.2%)</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 4,109,905	\$ 3,961,443	\$ (148,462)	(3.7%)	\$ 8,465,659	\$ 8,320,986	\$ (144,673)	(1.7%)
Benefits	\$ 868,887	\$ 1,144,639	\$ 275,752	24.1%	\$ 2,060,558	\$ 2,488,236	\$ 427,678	17.2%
Professional Fees	\$ 279,826	\$ 288,252	\$ 8,426	2.9%	\$ 466,564	\$ 576,504	\$ 109,940	19.1%
Supplies	\$ 663,949	\$ 624,883	\$ (39,066)	(6.3%)	\$ 1,209,652	\$ 1,249,766	\$ 40,114	3.2%
Utilities	\$ 85,109	\$ 67,843	\$ (17,266)	(25.5%)	\$ 148,586	\$ 135,685	\$ (12,901)	(9.5%)
Purchased Services	\$ 1,007,075	\$ 1,054,705	\$ 47,630	4.5%	\$ 2,144,544	\$ 2,109,411	\$ (35,133)	(1.7%)
Insurance	\$ 44,419	\$ 55,167	\$ 10,748	19.5%	\$ 77,587	\$ 110,333	\$ 32,747	29.7%
Other Expenses	\$ 350,370	\$ 402,588	\$ 52,218	13.0%	\$ 716,328	\$ 854,528	\$ 138,200	16.2%
Rentals & Leases	\$ 16,721	\$ 9,884	\$ (6,836)	(69.2%)	\$ 27,706	\$ 25,223	\$ (2,483)	(9.8%)
Depreciation	\$ 729,064	\$ 619,940	\$ (109,124)	(17.6%)	\$ 1,517,626	\$ 1,278,384	\$ (239,242)	(18.7%)
<b>Total Operating Expenses</b>	<b>\$ 8,155,325</b>	<b>\$ 8,229,344</b>	<b>\$ 74,020</b>	<b>0.9%</b>	<b>\$ 16,834,810</b>	<b>\$ 17,149,056</b>	<b>\$ 314,246</b>	<b>1.8%</b>
<b>Operating Income (Loss)</b>	<b>\$ 419,835</b>	<b>\$ 454,636</b>	<b>\$ (34,801)</b>	<b>(7.7%)</b>	<b>\$ 716,158</b>	<b>\$ 982,774</b>	<b>\$ (266,616)</b>	<b>(27.1%)</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 20,582	\$ 19,000	\$ 1,582	8.3%	\$ 23,079	\$ 62,000	\$ (38,921)	(62.8%)
Contributions from SPMF	\$ -	\$ 65,000	\$ (65,000)	(100.0%)	\$ -	\$ 130,000	\$ (130,000)	(100.0%)
Interest Income	\$ 283,552	\$ 272,670	\$ 10,882	4.0%	\$ 611,000	\$ 545,340	\$ 65,660	12.0%
Interest Expense	\$ (529,643)	\$ (519,656)	\$ (9,987)	1.9%	\$ (1,047,116)	\$ (1,042,596)	\$ (4,520)	0.4%
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ (225,509)</b>	<b>\$ (162,986)</b>	<b>\$ (62,523)</b>	<b>38.4%</b>	<b>\$ (413,038)</b>	<b>\$ (305,256)</b>	<b>\$ (107,782)</b>	<b>35.3%</b>
<b>Net Income (Loss)</b>	<b>\$ 194,326</b>	<b>\$ 291,650</b>	<b>\$ (97,324)</b>	<b>(33.4%)</b>	<b>\$ 303,120</b>	<b>\$ 677,518</b>	<b>\$ (374,398)</b>	<b>(55.3%)</b>

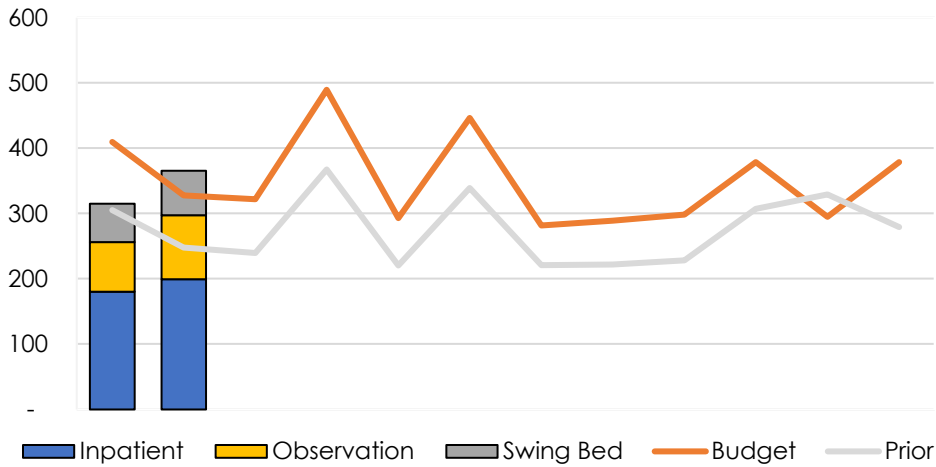
**Feb-2026**

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>METRICS</b>								
Operating Margin (S&P)	(1.3%)	(0.7%)	(0.5%)		(1.9%)	-0.3%	(1.6%)	
Operating Margin	4.9%	5.2%	(0.3%)		4.1%	5.4%	(1.3%)	
Net Income Margin	2.3%	3.4%	(1.1%)		1.7%	3.7%	(2.0%)	
Days in AR					53	50	(3)	(6.2%)
Days Cash on Hand					289	260	29	11.3%
Deduction %	61.8%	62.6%	0.8%		62.2%	63.0%	0.8%	
Net Patient Revenue %	38.2%	37.4%	0.8%		37.8%	37.0%	0.8%	
Net Operating Revenue %	40.8%	39.8%	1.1%		40.0%	39.2%	0.8%	
Paid FTEs (excludes Agency)	452.9	507.6	54.6	10.8%	449.2	507.6	58.3	11.5%
Hours	72,470	77,152	4,682	6.1%	179,401	162,425	(16,976)	(10.5%)
Net Patient Revenue per FTE (\$K)	\$ 17,826	\$ 16,183	\$ (1,643)	(10.2%)	\$ 37,240	\$ 33,871	\$ 3,369	9.9%
Labor Cost per FTE (\$K)	\$ 10,992	\$ 10,060	\$ (933)	(9.3%)	\$ 23,431	\$ 21,296	\$ (2,135)	(10.0%)

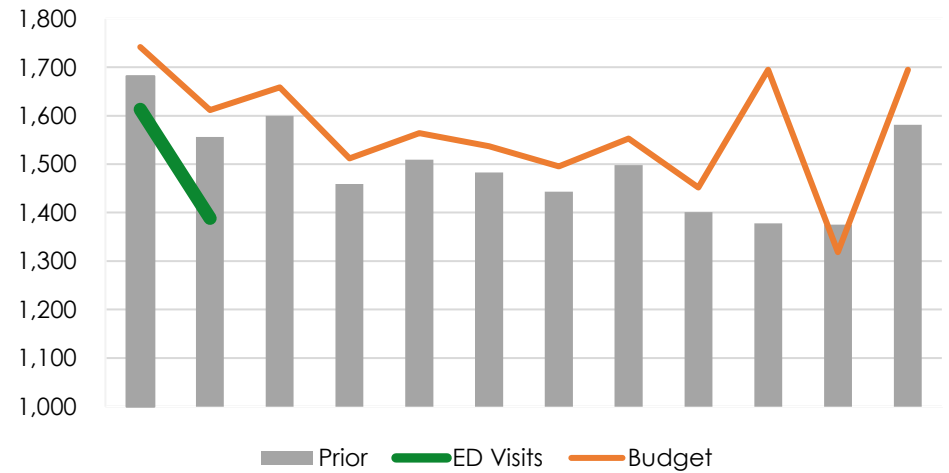
Assets	Feb-2026	Jan-2026	1 Month Variance	Feb-2025	12 Month Variance
<b>Current Assets</b>					
Operating Cash	78,314,216	75,964,583	2,349,633	63,853,930	14,460,285
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,500	-
<b>Total Operating Cash</b>	<b>80,271,716</b>	<b>77,922,083</b>	<b>2,349,633</b>	<b>65,811,430</b>	<b>14,460,285</b>
MFP Construction Cash	10,660,431	10,730,127	(69,695)	30,663,383	(20,002,952)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
<b>Total Restricted Cash</b>	<b>18,913,924</b>	<b>18,983,619</b>	<b>(69,695)</b>	<b>38,916,876</b>	<b>(20,002,952)</b>
Accounts Receivables	39,163,643	35,920,882	3,242,762	35,850,236	3,313,407
Less Allow for Uncollectables	(7,604,804)	(7,194,423)	(410,381)	(6,198,657)	(1,406,147)
Less Contractual Adjustments	(22,146,202)	(20,491,425)	(1,654,777)	(15,929,065)	(6,217,137)
<b>Accounts Receivable - Net</b>	<b>9,412,637</b>	<b>8,235,033</b>	<b>1,177,604</b>	<b>13,722,514</b>	<b>(4,309,877)</b>
Taxes Receivable	20,582	2,497	18,084	19,349	1,233
Other Receivables	2,771,028	5,066,286	(2,295,259)	3,127,169	(356,141)
Inventory	898,581	873,481	25,099	927,855	(29,274)
Prepaid Expenses	1,073,900	1,191,242	(117,342)	904,850	169,049
<b>Total Current Assets</b>	<b>113,362,366</b>	<b>112,274,242</b>	<b>1,088,124</b>	<b>123,430,043</b>	<b>(10,067,677)</b>
<b>Property, Plant and Equipment</b>					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	6,169,063	6,169,063	-	4,571,049	1,598,015
Buildings	88,552,397	88,552,397	-	47,846,490	40,705,907
Equipment	28,011,083	27,966,376	44,707	26,548,756	1,462,327
Right of Use Asset	3,802,259	3,802,259	-	-	-
Construction In Progress	6,763,319	5,955,934	807,385	34,387,820	(27,624,501)
Less Accumulated Depreciation	(46,373,792)	(45,640,026)	(733,767)	(39,091,320)	(7,282,473)
<b>Property, Plant and Equipment - Net</b>	<b>88,576,357</b>	<b>88,458,033</b>	<b>118,325</b>	<b>75,914,824</b>	<b>12,661,533</b>
<b>Total Assets</b>	<b>201,938,723</b>	<b>200,732,275</b>	<b>1,206,448</b>	<b>199,344,867</b>	<b>2,593,856</b>

Liabilities	Feb-2026	Jan-2026	1 Month Variance	Feb-2025	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	963,498	503,027	460,471	5,615,030	(4,651,532)
Other Payables	1,410,239	1,223,605	186,635	1,310,258	99,982
Payroll and Related Liabilities	5,910,890	5,700,951	209,939	5,216,443	694,446
Interest Payable	1,411,492	954,799	456,693	1,428,405	(16,913)
Third Party Settlement Payable	410,958	410,958	-	223,444	187,513
Other Current Liabilities	1,295,299	1,333,401	(38,102)	1,471,728	(176,429)
Current Maturities of LTD	3,005,661	3,005,661	-	2,767,516	238,145
<b>Total Current Liabilities</b>	<b>14,408,036</b>	<b>13,132,401</b>	<b>1,275,635</b>	<b>18,032,823</b>	<b>(3,624,788)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	109,090,706	109,354,218	(263,513)	111,454,526	(2,363,821)
Long Term Debt	(3,005,661)	(3,005,661)	-	(2,767,516)	(238,145)
<b>Total Non Current Liabilities</b>	<b>106,085,045</b>	<b>106,348,558</b>	<b>(263,513)</b>	<b>108,687,010</b>	<b>(2,601,966)</b>
<b>Total Liabilities</b>	<b>120,493,081</b>	<b>119,480,958</b>	<b>1,012,122</b>	<b>126,719,834</b>	<b>(6,226,753)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	8,055,347	8,055,347	-	8,055,347	-
YTD Excess of Revenues	73,087,176	73,087,176	-	61,938,216	11,148,959
YTD Earnings(Loss)	303,120	108,794	2,631,470		
<b>Total Net Assets</b>	<b>81,445,642</b>	<b>81,251,316</b>	<b>-</b>	<b>72,625,033</b>	<b>8,820,610</b>
<b>Total Liabilities and Net Assets</b>	<b>201,938,723</b>	<b>200,732,275</b>	<b>1,206,448</b>	<b>199,344,867</b>	<b>2,593,856</b>

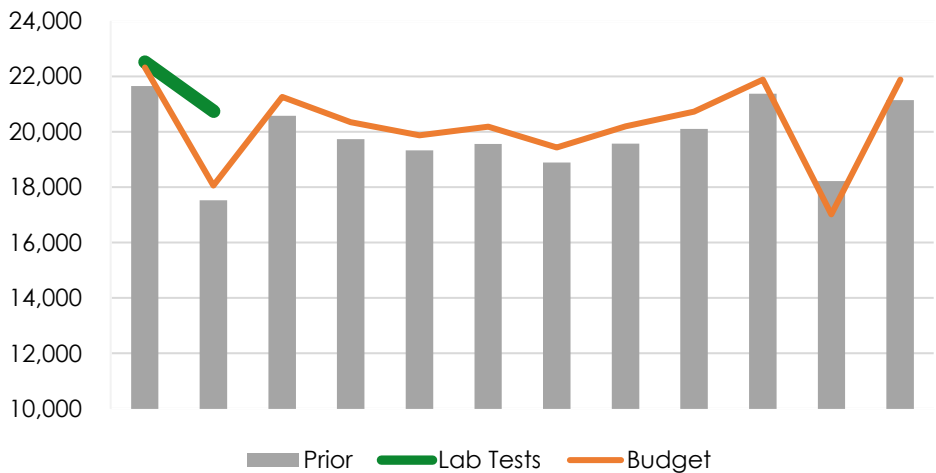
### Patient Days



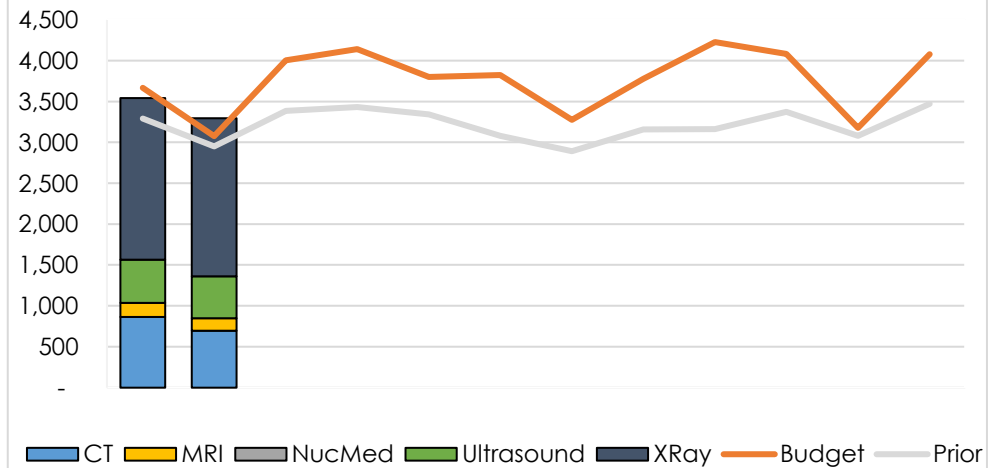
### Emergency Department Visits



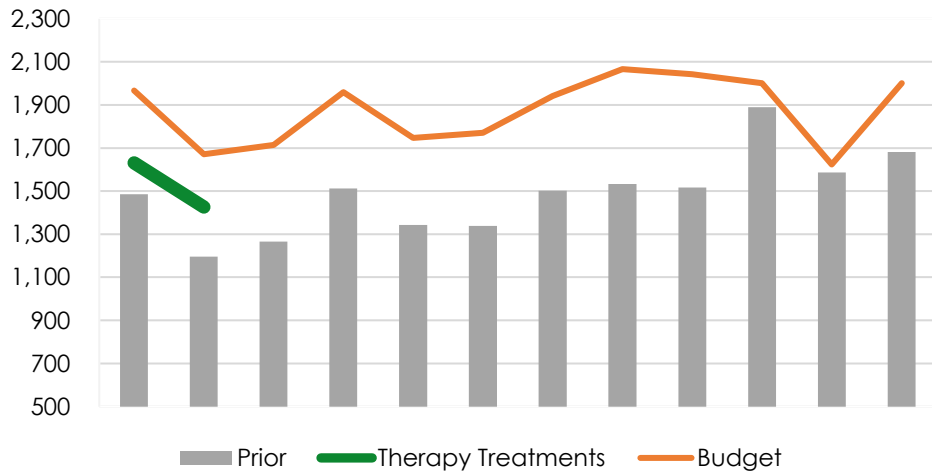
### Lab Tests



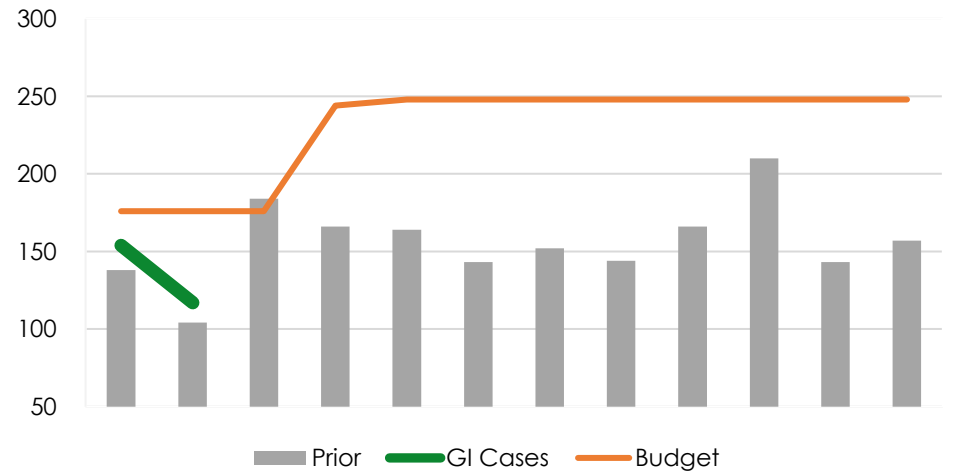
### Diagnostic Imaging



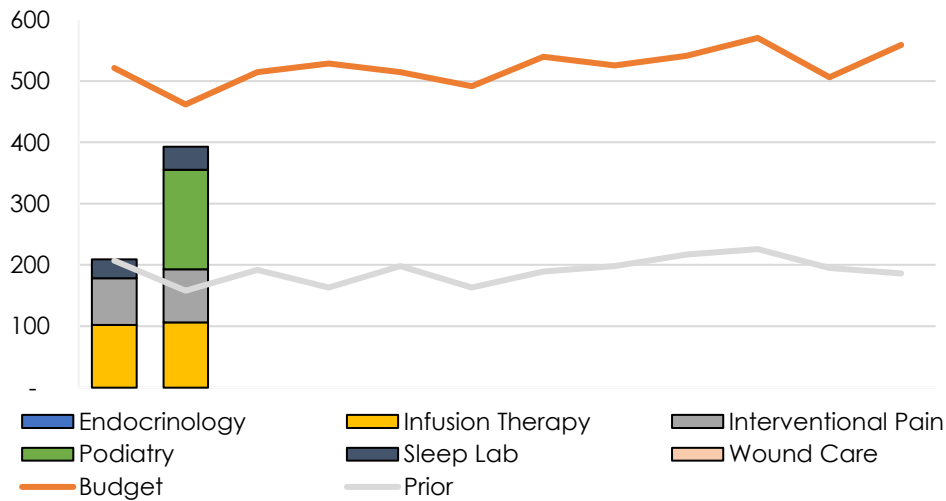
### Therapy Treatments



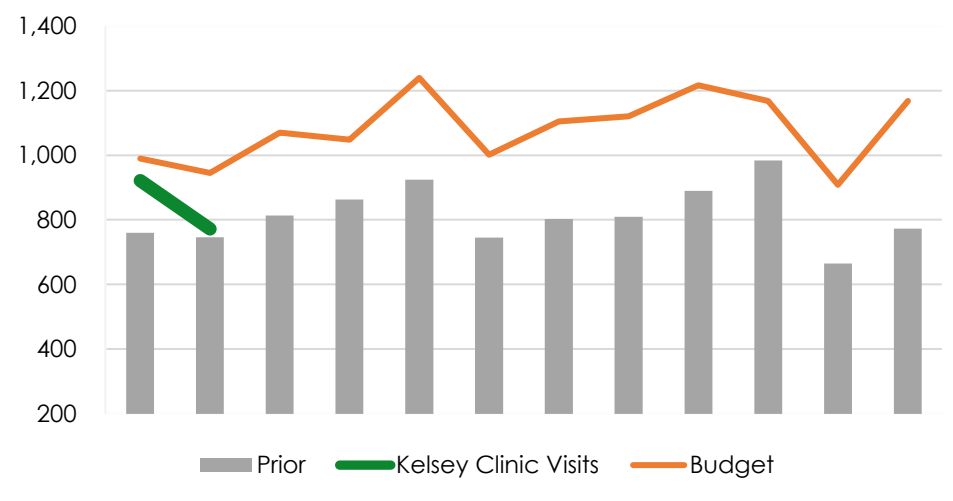
### GI Cases



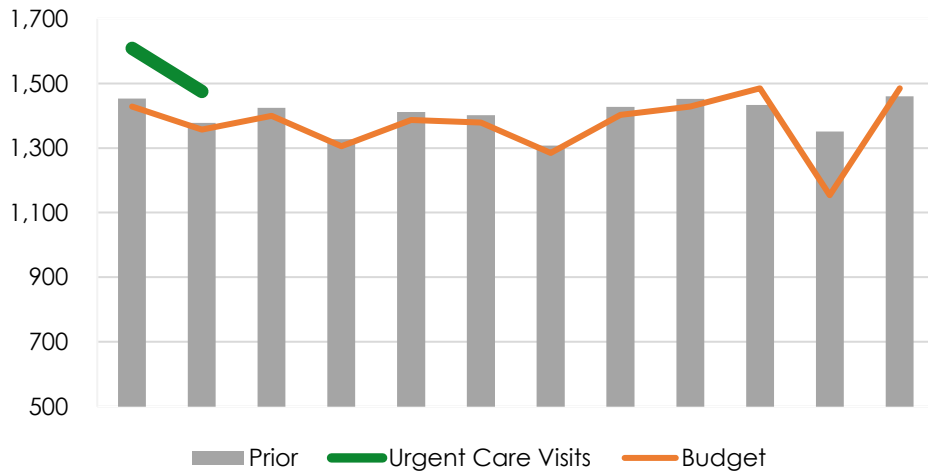
### Hospital Outpatient Services



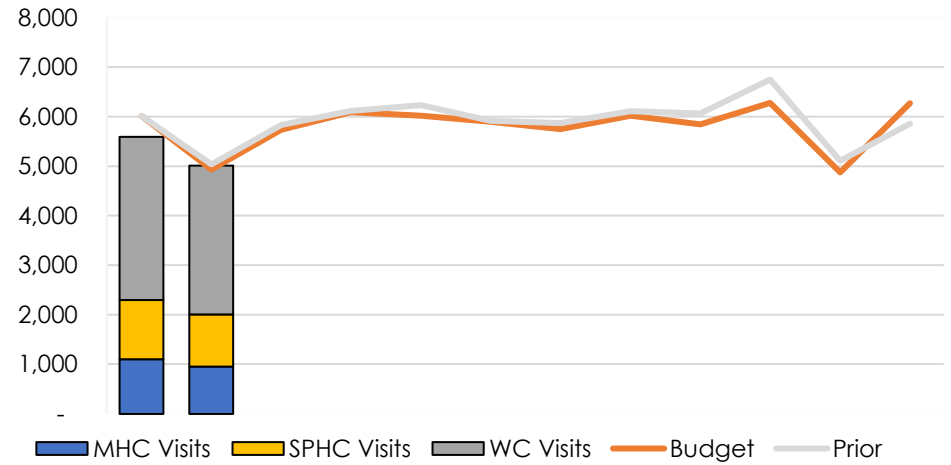
### Specialty Clinic Visits



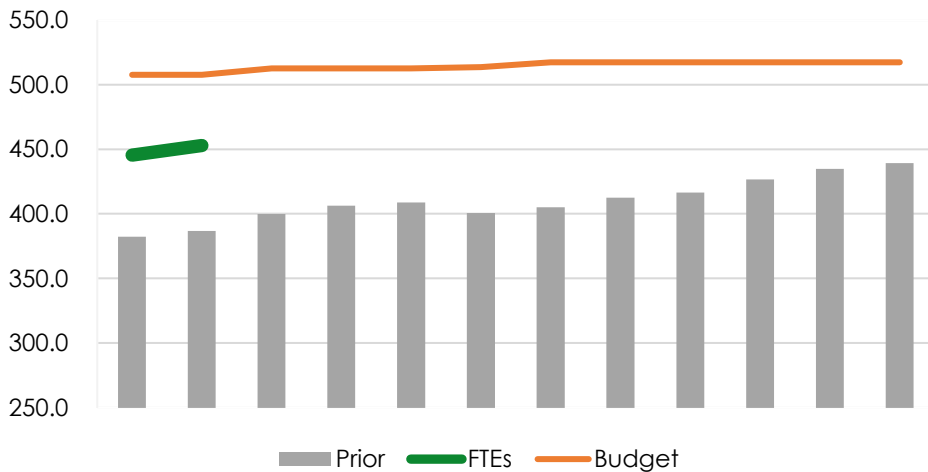
### Urgent Care Visits



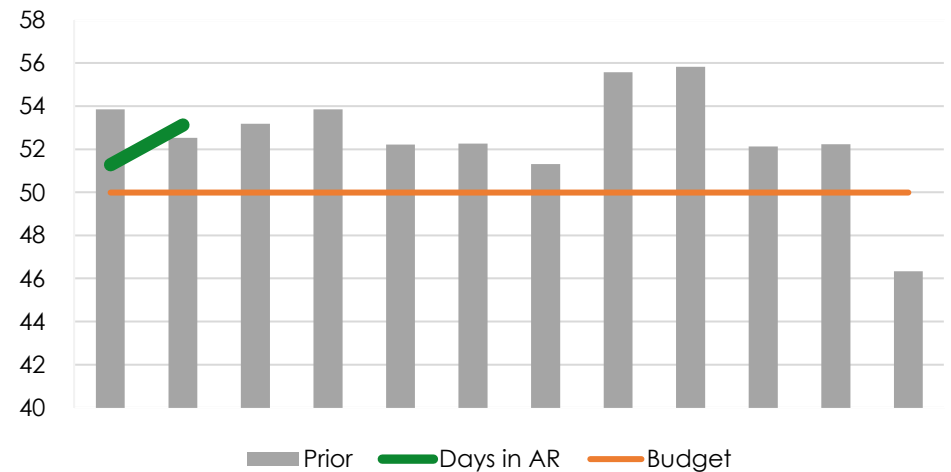
### Primary Care Clinic Visits



### FTEs



### Days in AR



<b>Statistic</b>	<b>Jan-2026</b>	<b>Feb-2026</b>	<b>YTP</b>
<b>Inpatient Days</b>	<b>180</b>	<b>199</b>	<b>379</b>
Budget	304	223	527
Prior	258	189	379
<b>Observation Hours</b>	<b>1,825</b>	<b>2,358</b>	<b>4,183</b>
Budget	1,318	1,638	2,956
Prior	1,129	1,403	2,532
<b>Observation Days</b>	<b>76</b>	<b>98</b>	<b>174</b>
Budget	55	68	123
Prior	47	58	106
<b>Swing Bed Days</b>	<b>59</b>	<b>68</b>	<b>127</b>
Budget	50	37	87
Prior	-	-	-
<b>Acute Patient Days (IP, Obs &amp; SB)</b>	<b>315</b>	<b>365</b>	<b>680</b>
Budget	409	328	737
Prior	305	247	553
<b>Emergency Department Visits</b>	<b>1,613</b>	<b>1,389</b>	<b>3,002</b>
Budget	1,742	1,612	3,354
Prior	1,682	1,556	3,238
<b>GI Cases</b>	<b>154</b>	<b>117</b>	<b>271</b>
Budget	176	176	352
Prior	138	104	242
<b>Sleep Lab</b>	<b>31</b>	<b>38</b>	<b>69</b>
Budget	31	27	57
Prior	27	30	57
<b>Lab Tests</b>	<b>22,528</b>	<b>20,744</b>	<b>43,272</b>
Budget	22,321	18,059	40,380
Prior	21,652	17,529	39,181
<b>XRay Exams</b>	<b>1,981</b>	<b>1,935</b>	<b>3,916</b>
Budget	1,925	1,503	3,428
Prior	2,019	1,865	3,884
<b>CT Exams</b>	<b>864</b>	<b>695</b>	<b>1,559</b>
Budget	1,059	952	2,011
Prior	704	642	1,346
<b>Ultrasound Exams</b>	<b>529</b>	<b>511</b>	<b>1,040</b>
Budget	572	538	1,110
Prior	467	355	822
<b>MRI Exams</b>	<b>169</b>	<b>153</b>	<b>322</b>
Budget	111	84	195
Prior	102	87	189

<b>Statistic</b>	<b>Jan-2026</b>	<b>Feb-2026</b>	<b>YTP</b>
<b>Nuclear Medicine</b>	-	-	-
Budget	-	-	-
Prior			-
<b>All Diagnostic Imaging Exams</b>	<b>3,543</b>	<b>3,294</b>	<b>6,837</b>
Budget	3,667	3,076	6,743
Prior	3,292	2,949	
<b>Therapy Treatments</b>	<b>1,631</b>	<b>1,426</b>	<b>3,057</b>
Budget	1,967	1,671	3,637
Prior	1,485	1,196	2,681
<b>Respiratory Therapy</b>	<b>1,056</b>	<b>1,337</b>	<b>2,393</b>
Budget	686	671	1,357
Prior	883	1,072	1,955
<b>Infusion Therapy</b>	<b>102</b>	<b>106</b>	<b>208</b>
Budget	92	71	163
Prior	94	80	174
<b>Interventional Pain</b>	<b>76</b>	<b>87</b>	<b>163</b>
Budget	144	144	288
Prior	86	48	134
<b>Wound Care</b>	-	-	-
Budget	96	83	-
Prior	-	-	-
<b>Podiatry</b>	-	162	<b>162</b>
Budget	159	138	138
Prior	-	-	-
<b>Endocrinology</b>	-	-	-
Budget	-	-	-
Prior	-	-	-
HOS Budget	521	462	983
HOS Prior	207	158	365

Statistic	Jan-2026	Feb-2026	YTP
<b>Urgent Care Visits</b>	<b>1,609</b>	<b>1,475</b>	<b>3,084</b>
Budget	1,428	1,357	2,785
Prior	1,453	1,378	2,831
<b>Kelsey Clinic Visits</b>	<b>922</b>	<b>772</b>	<b>1,694</b>
Budget	989	945	1,935
Prior	760	746	1,506
<b>McCleary Healthcare Clinic Visits</b>	<b>1,101</b>	<b>950</b>	<b>2,051</b>
Budget	1,054	880	1,933
Prior	1,029	841	1,870
<b>Summit Pacific Health Clinic Visits</b>	<b>1,193</b>	<b>1,056</b>	<b>2,249</b>
Budget	1,255	1,163	2,418
Prior	1,008	933	1,941
<b>Wellness Center Visits</b>	<b>3,296</b>	<b>3,007</b>	<b>6,303</b>
Budget	3,703	2,887	6,590
Prior	3,146	2,460	5,606
<b>All Clinics Visits</b>	<b>5,590</b>	<b>5,013</b>	<b>10,603</b>
Budget	6,012	4,929	10,941
Prior	6,009	5,036	11,045
<b>Operating Margin</b>	<b>-2.5%</b>	<b>21.2%</b>	
Goal	4.0%	5.2%	
Prior	13.6%	4.6%	
<b>Days in AR</b>	<b>51</b>	<b>53</b>	
Goal	50	50	
Prior	54	53	
<b>Days Cash On Hand</b>	<b>287</b>	<b>289</b>	
Goal	260	260	
Prior	257	262	
<b>FTEs Employees</b>	<b>445.5</b>	<b>452.9</b>	<b>449.2</b>
Budget	507.6	507.6	507.6
Prior	382.4	386.6	384.5