

## 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 22, 2026 Regular Meeting
  - b. February 17, 2026 Special Meeting
4. **1:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **1:13 – Rural Health Transformation Project Funding – Josh Martin, CEO – Info**
6. **1:35 – Employee Engagement Results – Jennifer Burkhardt, CTLO**
7. **Executive Reports**
  - a. **1:50** – Quality Report and Dashboard, Tori Bernier – *Info*
  - b. **2:05** – Finance Report, Cheryl Cornwell– *Info*
  - c. **2:20** – Advocacy Committee, Jennifer Burkhardt – *Info*
  - d. **2:35** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
  - a. **2:50** – Medical Staff Privileges – *Action (vote)*
    - i. Ryan Richards, PA-C – Physician Assistant Urgent Care / Family Medicine Privileges – Initial Appointment
  - b. **2:55** – Resolution 2026-02 Compensation Limit– *Action (vote)*
  - c. **3:00** – Resolution 2026-03 Surplus Property – *Discussion*
9. **Executive Session**
  - a. **3:05-** (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
10. **Commissioner Business Continued**
  - a. **3:35-** Resolution 2026-04 Superintendent Compensation– *Action (vote)*
  - b. **3:40–** Upcoming Events, Andrew Hooper
  - c. **3:45** – Meeting Evaluation, Andrew Hooper
11. **3:50 – Adjourn – Action (vote)**

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

- Golf Tournament | Salish Cliffs | May 8, 2026
- AWPHD and WSHA Rural Health Conference | Campbells Resort Lake Chelan, WA | June 27-July 1, 2026
- Ride the Harbor | McClery, 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:

**January 2026**

Description	Amount
Payroll	\$ 5,088,525
A/P Operations	\$ 5,671,677
A/P Capital	\$ -
Community Care	\$ 288,880
Bad Debt	\$ 769,404
Property Tax Credit	\$ -
<b>Total</b>	<b>\$ 11,818,486</b>



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**  
January 22, 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, Justin McClintock, Lynn Fifield, Morgan Lundy, Hannah Quimby, Cheri Spoon, Tracy Kateley, Shelby Pollard, Jenelle Canfield, Tania Mendez, James Kaech, Hannah Quimby, Cinthya Schuder, Brandon Smith, Lesley Kinzner, Lora Moore, Marycel Crowell, Sarah Gay, Rachel Brown, Andrew Burton, Ronan, Weronika Nelson, Bonnie Kennedy, Steven Thomson, Sharlene Higa, Kellie Snyder, Wendy Hawkins, Jeff Kruger, and Jenny Prentice</p>	
<p><b>BUSINESS FROM AUDIENCE</b></p>	<p><b><u>Business from Audience</u></b></p> <ul style="list-style-type: none"> <li>Chairman Hooper announced the meeting would be restructuring the agenda to have Commissioner Business to move before executive reports.</li> <li>Jennifer provided an update on two public comment letters that were distributed to the board. Patient experience is working on resolution with the board.</li> </ul>	
<p><b>CONSENT AGENDA</b></p>	<ul style="list-style-type: none"> <li>There was no discussion</li> </ul>	<p><i>Commissioner Bossard made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p><b>MINUTES</b></p>	<ul style="list-style-type: none"> <li>December 29, 2025, Regular Meeting Minutes</li> </ul>	<p><i>Commissioner Wescott made a motion to approve December 29, 2025, Regular Meeting Minutes. Commissioner Hiles seconded the motion. All voted in favor.</i></p>



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

January 22, 2026

<p><b>PATIENT STORY</b></p>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt shared patient story regarding TJ Osburn, Social Worker (see story for more details).</li> </ul>	
<p><b>Annual Report</b></p>	<ul style="list-style-type: none"> <li>• CEO Martin gave presentation on the 2026 Strategic plan (see presentation for more details).</li> <li>• SPMC historically has had a vacancy rate as high as 17%. SPMC ended the year at 6%.</li> <li>• Employee turnover reached a record high in 2024 at 34% for employee turnover and decreased to 17%, which is below the national average for healthcare.</li> <li>• CTLO Burkhardt will be presenting on Employee Engagement at a future date, but CTLO Burkhardt shared overall engagement increased our score from 3.83 to 4.01.</li> <li>• Press Ganey shared that this was a statistically significant change, and they have asked SPMC to be a national research model for this change.</li> <li>• CNO Bernier shared the MFP team has done a great job helping SPMC meet our budgetary goals for the expansion project.</li> <li>• The Primary Care team has worked very hard to improve our efficiency for primary care access.</li> <li>• CMO Dietrich shared there has been a cultural shift to a system level thinking organization in 2025.</li> <li>• SPMC implemented Press Ganey tool for our patient experience program.</li> <li>• The Foundation exceeded their capital campaign goal of \$3 million with an overall total of \$3.8 million.</li> <li>• CMO Dietrich provided an update on value-based contract goals.</li> <li>• CEO Martin reviewed 2025 statistics (see Prezi for more details).</li> <li>• CEO Martin commended the Therapy team for their increased volumes over the next two years.</li> <li>• Increased volumes in Specialty Care is an increase in life-saving services.</li> <li>• Discussion regarding the exceptional work to optimize Primary Care to increase access with space limitations.</li> <li>• CEO Martin reviewed the timeline for 2024 and major milestones and achievements (see Prezi for more details).</li> <li>• CEO Martin shared the exceptional work of the Foundation Board this year.</li> <li>• CEO Martin commended Chairman Hooper for being requested to help design and teach a national certification program for board governance.</li> <li>• SPMC received \$900,000 for culvert replacement and electric vehicle charging stations from the state.</li> </ul>	



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**  
January 22, 2026

	<ul style="list-style-type: none"> <li>• Dr. Andrews was nominated to the county health board and recently appointed as the vice chair.</li> <li>• CNO Bernier introduced Kellie Snyder, Outpatient Services Manager.</li> <li>• CEO Martin shared meaningful quotes from Amelia Earhart (see Prezi for more details).</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 - Sleep Medicine- initial appointment</li> <li>• Andreea Moore, MD – Radiology – initial appointment</li> </ul> <p><b>Board office Elections</b></p> <p><i><b>Board Chair</b></i></p> <ul style="list-style-type: none"> <li>• Commissioner Hiles nominated Andrew Hooper for Board Chair</li> <li>• Commissioner Bossard seconded the motion</li> <li>• In favor: Commissioner Hiles, Commissioner Bossard, Commissioner Brear, Commissioner Wescott and Commissioner Hooper</li> <li>• Opposed: None</li> <li>• Abstained: None</li> </ul> <p><i><b>Vice Chair</b></i></p> <ul style="list-style-type: none"> <li>• Commissioner Bossard nominated Commissioner Georgette Hiles for Vice chair</li> <li>• Commissioner Wescott nominated Kevin Bossard for Vice Chair. Commissioner Bossard did not accept the nomination.</li> <li>• Commissioner Wescott seconded the motion to nominate Georgette Hiles for Vice Chair</li> <li>• In favor: Commissioner Hiles, Commissioner Bossard, Commissioner Brear, Commissioner Wescott and Commissioner Hooper</li> </ul>	<p><i><b>Commissioner Hiles made a motion to approve the Medical Staff privileges as presented. Commissioner Wescott seconded the motion. All voted in favor.</b></i></p>



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

January 22, 2026

- Opposed: None
- Abstained: None

**Secretary**

- Commissioner Bossard nominated Carolyn Wescott for Secretary
- Commissioner Hiles seconded the motion
- In favor: Commissioner Hiles, Commissioner Bossard, Commissioner Brear, Commissioner Wescott and Commissioner Hooper
- Opposed: None
- Abstained: None

**Committee Assignments**

- Board Chair Hooper reassigned committee assignments as follows:
  - Commissioner Brear: Quality Committee
  - Commissioner Hiles: Finance and Governance
  - Commissioner Wescott: Quality and Finance
  - Commissioner Bossard: -Advocacy
  - Commissioner Hooper: Advocacy and Governance

**Resolution 2026-01 Annual Calendar**

Wescot made a motion. Bossard seconded. All voted in favor.

**Hospital Patient Rounding**

- CEO Martin shared plans to reinstate hospital rounding for commissioners in 2026.
- The goal will be to have two commissioners come to round with CEO Martin and Diana Kolar, Quality Director.
- Hospital Board rounding is considered best practice.
- Diana Kolar will be providing orientation and questions to ask for rounding.

**Joint Board Planning Draft Agenda**

- CEO Martin reviewed the proposed Joint Board Agenda with the Elma School Board.
- Jori Stott will be working with the Advocacy Committee to identify a date for committee delegates to request their attendance at a future date.

*Commissioner Wescott made a motion to approve Resolution 2026-01 Annual Calendar. Commissioner Bossard seconded the motion. All voted in favor.*



**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

January 22, 2026

	<p><b>Board Discussion: Asking Smarter Questions Article</b></p> <ul style="list-style-type: none"> <li>• Discussion the Art of Asking Smarter Questions Article (see article for more details).</li> <li>• Request made to read before the Strategic Planning retreat this summer.</li> <li>• There is value to get to a level of depth to ask balanced questions</li> <li>• Commissioner Hiles shared it was an interesting article and was thought provoking.</li> </ul> <p><b>Upcoming Events</b></p> <ul style="list-style-type: none"> <li>• CEO Martin reviewed the upcoming events</li> </ul>	
<p><b>QUALITY REPORT</b></p>	<ul style="list-style-type: none"> <li>• Chairman Hooper transitioned the meeting to Vice Chair Hiles for chairing the remainder of the meeting.</li> <li>• CNO/COO Bernier reviewed the Quality Report and Dashboard (see presentation for more details).</li> <li>• CNO/COO Bernier gave an update on the DOH survey. The team had a great showing and an overall very successful report.</li> <li>• The team continues to work on the internal audit program.</li> <li>• The Quality team is working to optimize new UOR system and trying to drive increased completion of UORs.</li> <li>• SPMC continues to see a high level of NSTEMIs. The team is looking at improving care and trying to keep care here by upskilling nurses with the addition of cardiologists onsite.</li> <li>• Med Exec Committee is looking at correcting Door to EKG as they have been counting non cardiac patients.</li> <li>• ED saw a volume spike in January and Left without Being Seen rates did not exceed national average.</li> <li>• There has been a huge change in fall rates due to Avasure.</li> <li>• Mason General shared they have decreased their falls by 50%.</li> <li>• James Kaech, Primary Care Director is doing a great job leading the team for clinic redesign project.</li> <li>• Dr. Opp is seeing a lot of patients in Podiatry. SPMC is currently on hold with Wound Care until we can source WOCN nurse.</li> <li>• Interventional Pain has been very busy. A second CRNA is getting trained with hoes to add another day.</li> </ul>	

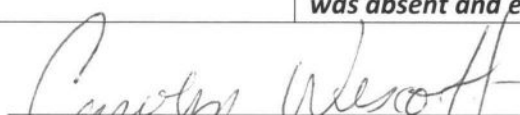


**BOARD OF COMMISSIONERS REGULAR MEETING MINUTES**

January 22, 2026

<b>FINANCE REPORT</b>	<ul style="list-style-type: none"> <li>• CFO Cornwell presented the Finance Report (see report for more details).</li> <li>• The financials will remain preliminary until the audit for end-of-year projections.</li> <li>• The Finance team will be focused on charity care with the changes to Medicaid.</li> <li>• SPMC is looking very strong to S&amp;P. There will likely be a report next month.</li> </ul>	
<b>ADVOCACY COMMITTEE</b>	<ul style="list-style-type: none"> <li>• CTLO Burkhardt provided an update on advocacy efforts.</li> <li>• SPMC attended the GGHI sponsored Coastal Caucus Send Off meeting where we heard from our legislators. On the morning of that event Senator Chapman visited and met with CEO Martin, CTLO Burkhardt and Laura Cundiff.</li> <li>• Representative Tharinger has made it known that he is having some health challenges and is currently hospitalized.</li> <li>• WSHA Advocacy Days are next week at the State Capitol.</li> <li>• SPMC is submitting a local community application for the hospital expansion and are hopeful we will receive some of our requests.</li> <li>• CEO Martin will be speaking about the Rural Health Transformation Project funds next month.</li> <li>• The Advocacy Committee is recruiting a community delegate for the committee.</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>• SPMC received trauma designation and it was significant effort.</li> <li>• CEO Martin shared there will likely be an executive session for litigation and public employee performance review.</li> </ul>	
<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner’s meeting adjourned at 3:11 pm.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i>

  
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 Recording Secretary

  
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 Board Secretary

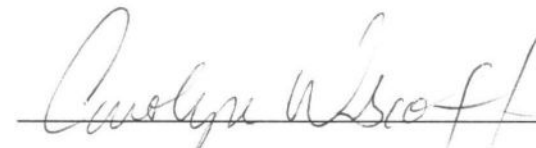


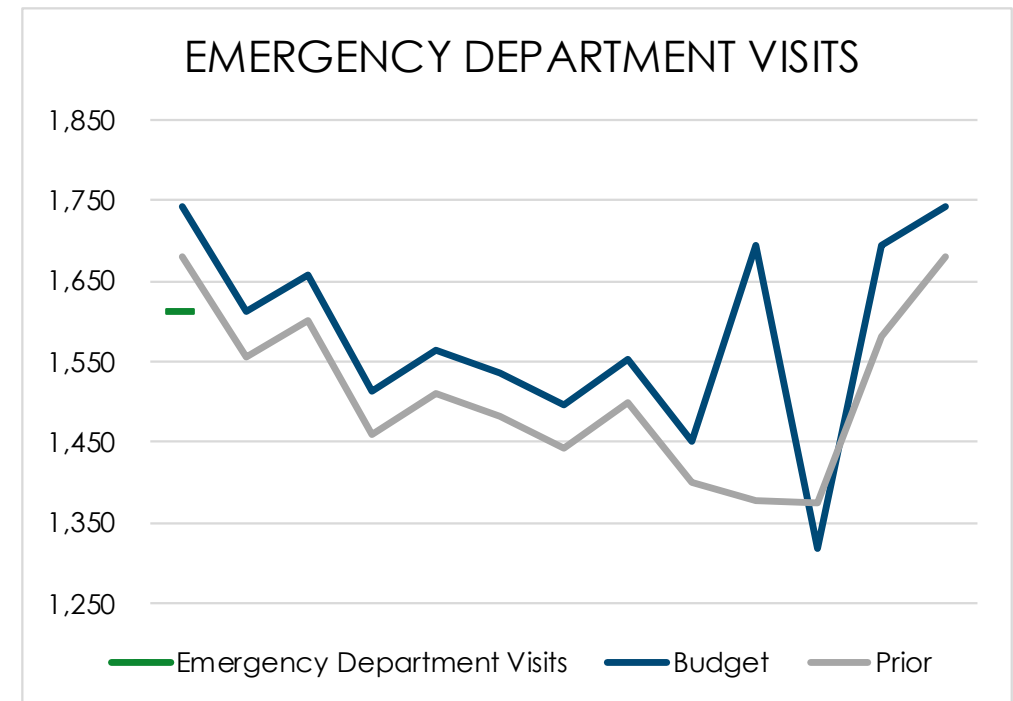
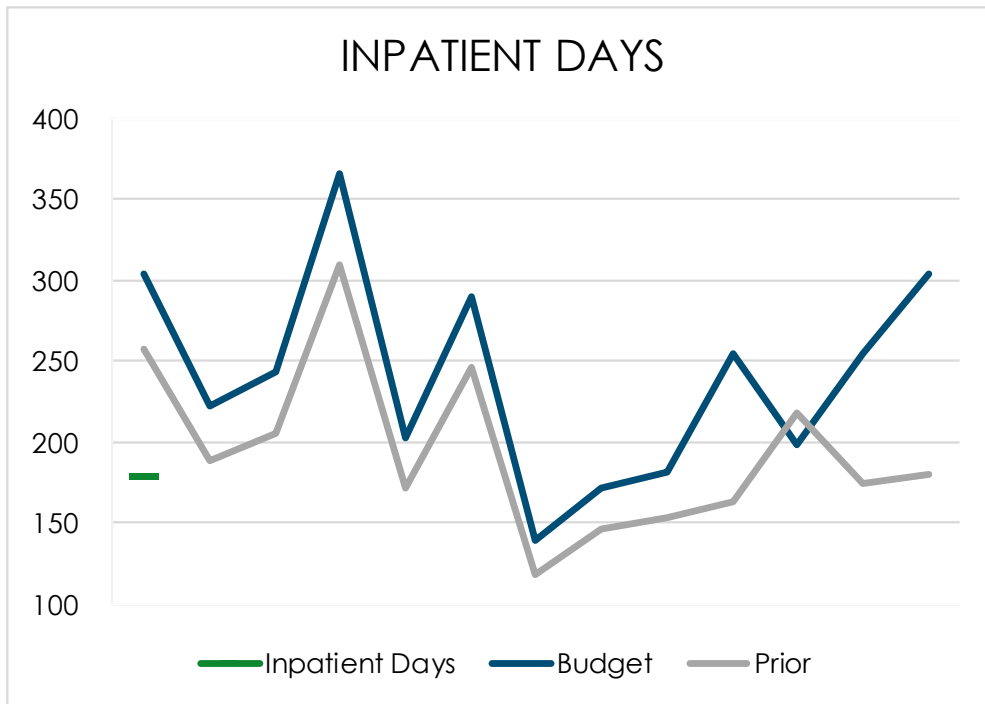
**BOARD OF COMMISSIONERS MEETING MINUTES**

February 17, 2026

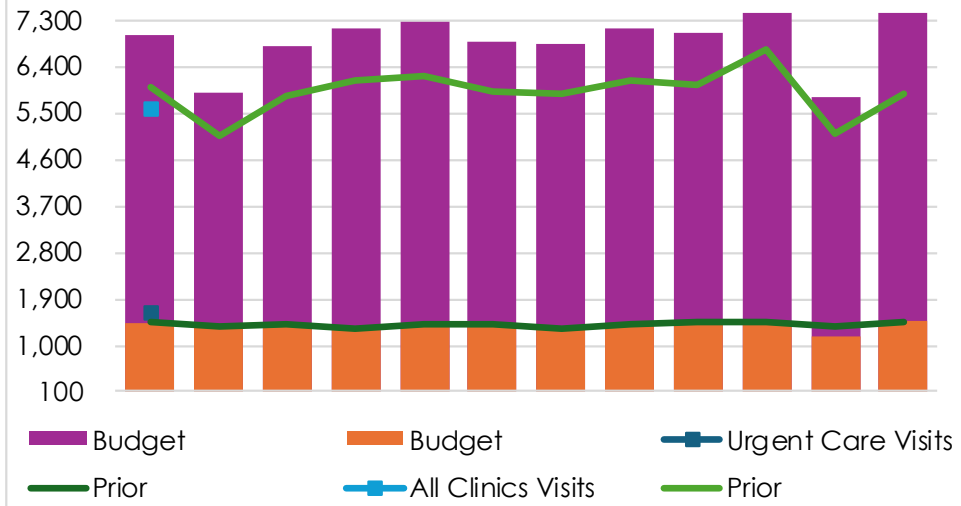
AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<b>CALL TO ORDER</b> The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 8:00 am  <b>Commissioners present:</b> Andrew Hooper, Shannon Brear, Carolyn Wescott, Georgette Hiles, Kevin Bossard  <b>Present:</b> Medrice Coluccio (Virtual), Jori Stott	
<b>BUSINESS FROM AUDIENCE</b>	<u><b>Business from Audience</b></u> <ul style="list-style-type: none"> <li>• NA</li> </ul>	
<b>Executive Session</b>	<ul style="list-style-type: none"> <li>• Board Chair Hooper introduced Commissioner Brear and Medrice Coluccio.</li> <li>• Chairman Hooper announced the Board will be going to executive session (RCW 42.30.110) to discuss (g) review of a public employee.</li> <li>• Chairman Hooper announced the session was anticipated to last 30 minutes with no anticipated action.</li> <li>• The board recessed the session at 8:03 am</li> <li>• The executive session convened at 8:04 am</li> <li>• The executive session ended at 8:34 am.</li> <li>• The regular session was reconvened at 8:34 am</li> </ul>	
<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner’s meeting adjourned at 8:35 am.	<b><i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor.</i></b>

  
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 Recording Secretary

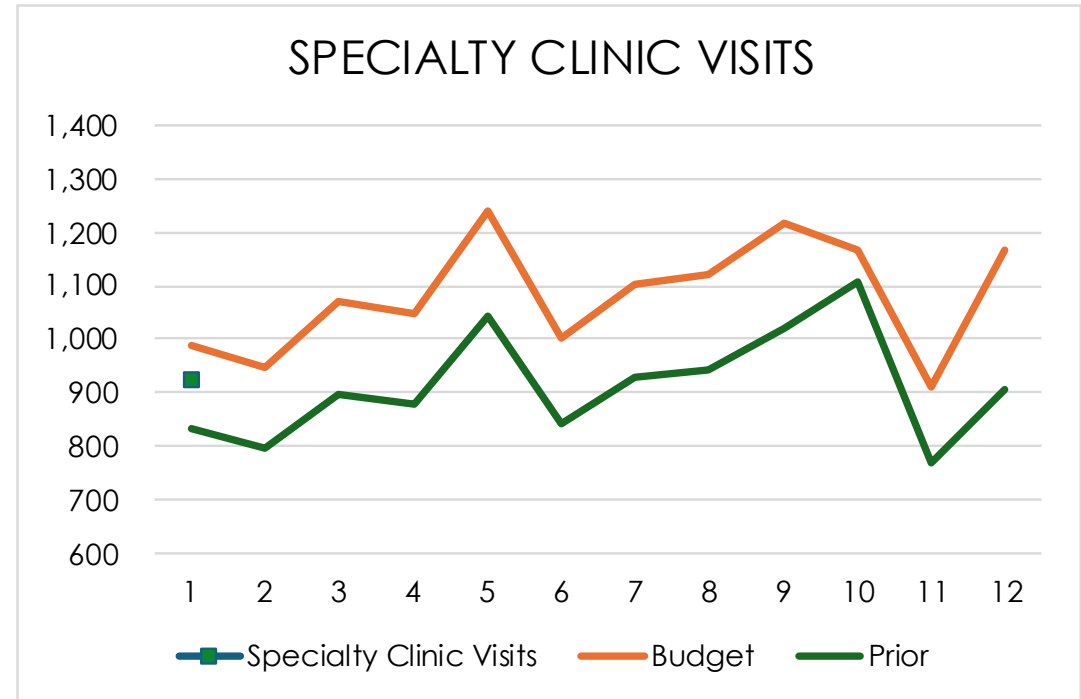
  
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 Board Secretary



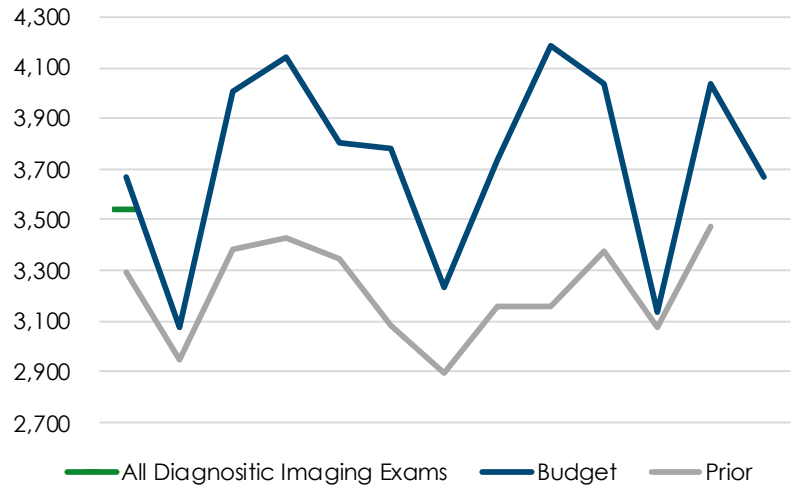
### CLINICS & URGENT CARE VISITS



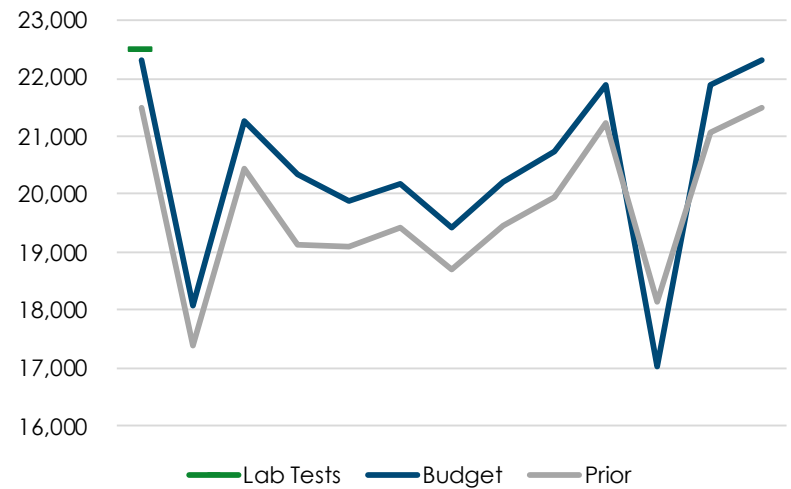
### SPECIALTY CLINIC VISITS



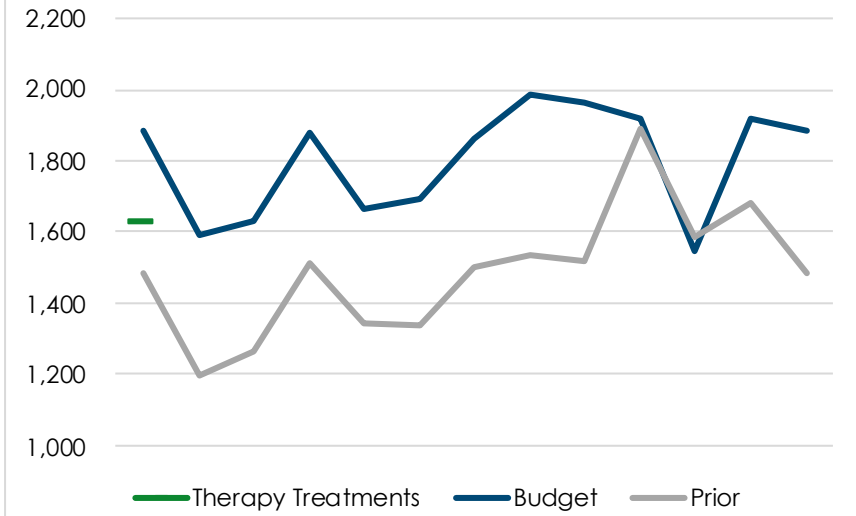
### DIAGNOSTIC IMAGING EXAMS



### LAB TESTS



### THERAPY TREATMENTS



## Jan-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Patient Revenue</b>								
Medicare Revenue	\$ 9,574,825	\$ 10,866,024	\$ (1,291,199)	(11.9%)	\$ 9,574,825	\$ 10,866,024	\$ (1,291,199)	(11.9%)
Medicaid Revenue	\$ 5,065,677	\$ 5,396,399	\$ (330,722)	(6.1%)	\$ 5,065,677	\$ 5,396,399	\$ (330,722)	(6.1%)
Other Revenue	\$ 8,273,422	\$ 8,557,219	\$ (283,797)	(3.3%)	\$ 8,273,422	\$ 8,557,219	\$ (283,797)	(3.3%)
<b>Total Gross Patient Revenue</b>	<b>\$ 22,913,924</b>	<b>\$ 24,819,641</b>	<b>\$ (1,905,717)</b>	<b>(7.7%)</b>	<b>\$ 22,913,924</b>	<b>\$ 24,819,641</b>	<b>\$ (1,905,717)</b>	<b>(7.7%)</b>
<b>Patient Revenue Deductions</b>								
Medicare Contractual	\$ 5,220,871	\$ 5,954,342	\$ 733,472	12.3%	\$ 5,220,871	\$ 5,954,342	\$ 733,472	12.3%
Medicaid Contractual	\$ 3,703,489	\$ 3,808,758	\$ 105,270	2.8%	\$ 3,703,489	\$ 3,808,758	\$ 105,270	2.8%
Other Contractual	\$ 2,748,184	\$ 3,226,756	\$ 478,572	14.8%	\$ 2,748,184	\$ 3,226,756	\$ 478,572	14.8%
Bad Debt Expense	\$ 2,255,127	\$ 2,125,426	\$ (129,701)	(6.1%)	\$ 2,255,127	\$ 2,125,426	\$ (129,701)	(6.1%)
Community Care	\$ 288,880	\$ 356,900	\$ 68,020	19.1%	\$ 288,880	\$ 356,900	\$ 68,020	19.1%
Administrative Adjustments	\$ 129,564	\$ 255,779	\$ 126,214	49.3%	\$ 129,564	\$ 255,779	\$ 126,214	49.3%
<b>Total Revenue Deductions</b>	<b>\$ 14,346,115</b>	<b>\$ 15,727,960</b>	<b>\$ 1,381,846</b>	<b>8.8%</b>	<b>\$ 14,346,115</b>	<b>\$ 15,727,960</b>	<b>\$ 1,381,846</b>	<b>8.8%</b>
340B Revenue	\$ 87,687	\$ 41,667	\$ 46,021	110.4%	\$ 87,687	\$ 41,667	\$ 46,021	110.4%
<b>Net Patient Revenue</b>	<b>\$ 8,655,497</b>	<b>\$ 9,133,348</b>	<b>\$ (477,851)</b>	<b>(5.2%)</b>	<b>\$ 8,655,497</b>	<b>\$ 9,133,348</b>	<b>\$ (477,851)</b>	<b>(5.2%)</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 320,311	\$ 469,816	\$ (149,505)	(31.8%)	\$ 320,311	\$ 469,816	\$ (149,505)	(31.8%)
<b>Total Other Revenue</b>	<b>\$ 320,311</b>	<b>\$ 469,816</b>	<b>\$ (149,505)</b>	<b>(31.8%)</b>	<b>\$ 320,311</b>	<b>\$ 469,816</b>	<b>\$ (149,505)</b>	<b>(31.8%)</b>
<b>Net Operating Revenue</b>	<b>\$ 8,975,808</b>	<b>\$ 9,603,164</b>	<b>\$ (627,356)</b>	<b>(6.5%)</b>	<b>\$ 8,975,808</b>	<b>\$ 9,603,164</b>	<b>\$ (627,356)</b>	<b>(6.5%)</b>

## Jan-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Operating Expenses</b>								
Salaries & Wages	\$ 4,355,754	\$ 4,755,746	\$ 399,992	8.4%	\$ 4,355,754	\$ 4,755,746	\$ 399,992	8.4%
Benefits	\$ 1,191,672	\$ 1,220,787	\$ 29,115	2.4%	\$ 1,191,672	\$ 1,220,787	\$ 29,115	2.4%
Professional Fees	\$ 186,737	\$ 188,102	\$ 1,364	0.7%	\$ 186,737	\$ 188,102	\$ 1,364	0.7%
Supplies	\$ 545,703	\$ 624,883	\$ 79,180	12.7%	\$ 545,703	\$ 624,883	\$ 79,180	12.7%
Utilities	\$ 63,477	\$ 67,843	\$ 4,365	6.4%	\$ 63,477	\$ 67,843	\$ 4,365	6.4%
Purchased Services	\$ 1,137,468	\$ 1,154,855	\$ 17,387	1.5%	\$ 1,137,468	\$ 1,154,855	\$ 17,387	1.5%
Insurance	\$ 33,168	\$ 55,167	\$ 21,999	39.9%	\$ 33,168	\$ 55,167	\$ 21,999	39.9%
Other Expenses	\$ 365,957	\$ 451,940	\$ 85,983	19.0%	\$ 365,957	\$ 451,940	\$ 85,983	19.0%
Rentals & Leases	\$ 10,986	\$ 15,339	\$ 4,353	28.4%	\$ 10,986	\$ 15,339	\$ 4,353	28.4%
Depreciation	\$ 788,563	\$ 658,444	\$ (130,118)	(19.8%)	\$ 788,563	\$ 658,444	\$ (130,118)	(19.8%)
<b>Total Operating Expenses</b>	<b>\$ 8,679,485</b>	<b>\$ 9,193,105</b>	<b>\$ 513,620</b>	<b>5.6%</b>	<b>\$ 8,679,485</b>	<b>\$ 9,193,105</b>	<b>\$ 513,620</b>	<b>5.6%</b>
<b>Operating Income (Loss)</b>	<b>\$ 296,323</b>	<b>\$ 410,058</b>	<b>\$ (113,736)</b>	<b>(27.7%)</b>	<b>\$ 296,323</b>	<b>\$ 410,058</b>	<b>\$ (113,736)</b>	<b>(27.7%)</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 2,497	\$ 43,000	\$ (40,503)	(94.2%)	\$ 2,497	\$ 43,000	\$ (40,503)	(94.2%)
Contributions from SPMF	\$ -	\$ 65,000	\$ (65,000)	(100.0%)	\$ -	\$ 65,000	\$ (65,000)	(100.0%)
Interest Income	\$ 327,448	\$ 272,670	\$ 54,778	20.1%	\$ 327,448	\$ 272,670	\$ 54,778	20.1%
Interest Expense	\$ (517,474)	\$ (522,940)	\$ 5,466	(1.0%)	\$ (517,474)	\$ (522,940)	\$ 5,466	(1.0%)
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ (187,529)</b>	<b>\$ (142,270)</b>	<b>\$ (45,259)</b>	<b>31.8%</b>	<b>\$ (187,529)</b>	<b>\$ (142,270)</b>	<b>\$ (45,259)</b>	<b>31.8%</b>
<b>Net Income (Loss)</b>	<b>\$ 108,794</b>	<b>\$ 267,788</b>	<b>\$ (158,994)</b>	<b>(59.4%)</b>	<b>\$ 108,794</b>	<b>\$ 267,788</b>	<b>\$ (158,994)</b>	<b>(59.4%)</b>



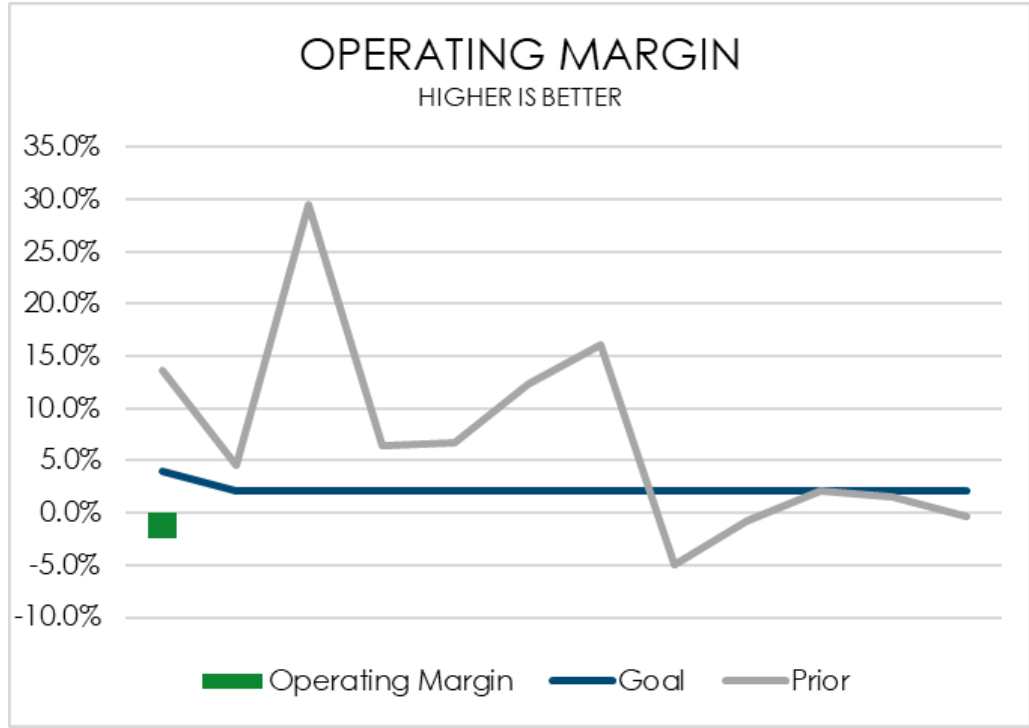
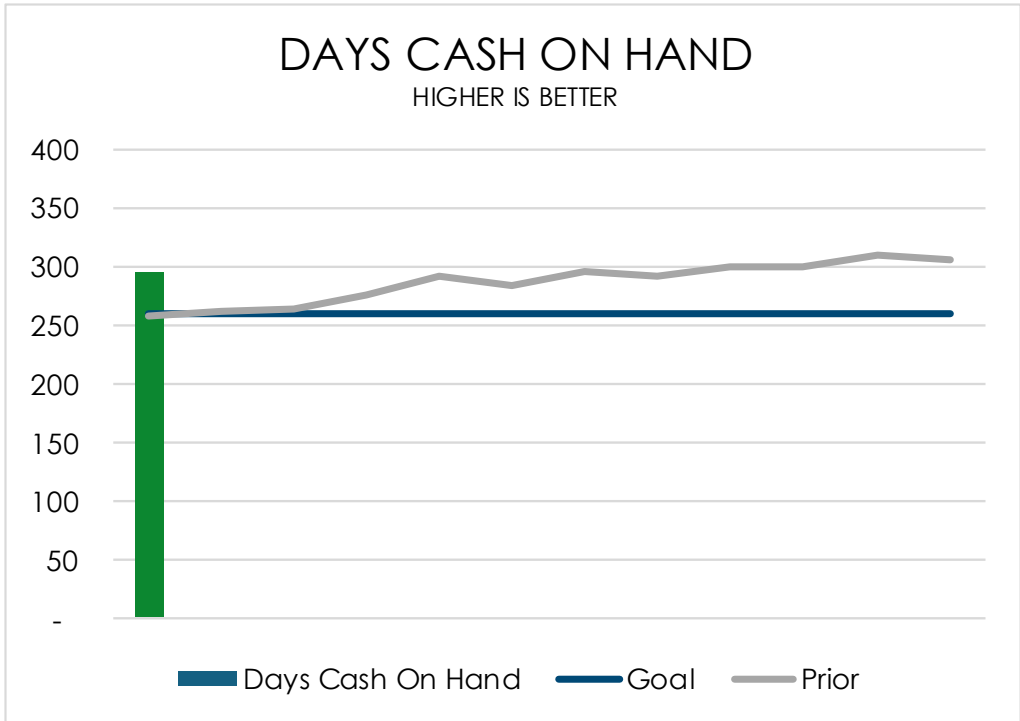
## Balance Sheet as of January 2026

Assets	01/31/2026	12/31/2025	1 Month Variance	01/31/2025	12 Month Variance
<b>Current Assets</b>					
Operating Cash	75,873,719	76,082,987	(209,268)	63,017,368	12,856,351
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,500	-
<b>Total Operating Cash</b>	<b>77,831,219</b>	<b>78,040,487</b>	<b>(209,268)</b>	<b>64,974,868</b>	<b>12,856,351</b>
MFP Construction Cash	10,730,127	11,770,943	(1,040,817)	33,118,366	(22,388,239)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
<b>Total Restricted Cash</b>	<b>18,983,619</b>	<b>20,024,436</b>	<b>(1,040,817)</b>	<b>41,371,858</b>	<b>(22,388,239)</b>
Accounts Receivables	35,920,882	32,319,187	3,601,694	34,171,920	1,748,962
Less Allow for Uncollectables	(7,194,423)	(6,976,876)	(217,547)	(5,685,559)	(1,508,864)
Less Contractual Adjustments	(20,491,425)	(17,879,148)	(2,612,277)	(14,723,654)	(5,767,771)
<b>Accounts Receivable - Net</b>	<b>8,235,033</b>	<b>7,463,163</b>	<b>771,870</b>	<b>13,762,707</b>	<b>(5,527,673)</b>
Taxes Receivable	2,497	2,731	(233)	42,857	(40,359)
Other Receivables	5,148,555	5,649,726	(501,171)	3,632,827	1,515,728
Inventory	873,481	858,510	14,971	937,914	(64,433)
Prepaid Expenses	1,191,242	1,204,937	(13,694)	975,388	215,855
<b>Total Current Assets</b>	<b>112,265,647</b>	<b>113,243,989</b>	<b>(978,342)</b>	<b>125,698,419</b>	<b>(13,432,772)</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	88,487,558	64,839	47,846,490	40,705,907
Equipment	27,966,376	27,959,931	6,446	26,496,702	1,469,675
Right of Use Asset	2,309,489	2,309,489	-	-	2,309,489
Construction In Progress	5,955,934	5,961,319	(5,385)	33,140,690	(27,184,757)
Less Accumulated Depreciation	(45,134,761)	(44,341,495)	(793,266)	(38,701,825)	(6,432,935)
<b>Property, Plant and Equip - Net</b>	<b>87,470,528</b>	<b>88,197,894</b>	<b>(727,366)</b>	<b>75,005,135</b>	<b>12,465,393</b>
<b>Total Assets</b>	<b>199,736,175</b>	<b>201,441,883</b>	<b>(1,705,708)</b>	<b>200,703,553</b>	<b>(967,379)</b>



## Balance Sheet as of January 2026

Liabilities	01/31/2026	12/31/2025	1 Month Variance	01/31/2025	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	657,928	2,591,111	(1,933,183)	7,380,501	(6,722,573)
Other Payables	1,251,095	1,215,099	35,996	2,010,565	(759,470)
Payroll and Related Liabilities	5,700,951	6,035,635	(334,684)	5,237,572	463,379
Interest Payable	954,799	498,107	456,693	966,603	(11,804)
Third Party Settlement Payable	246,000	334,905	(88,905)	287,423	(41,423)
Other Current Liabilities	1,333,401	1,246,127	87,274	1,414,677	(81,276)
Current Maturities of LTD	2,439,524	2,439,524	-	2,439,524	-
<b>Total Current Liabilities</b>	<b>12,583,697</b>	<b>14,360,507</b>	<b>(1,776,809)</b>	<b>19,736,865</b>	<b>(7,153,168)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(2,439,524)	(2,439,524)	-	(2,439,524)	-
Long Term Debt	108,355,404	108,393,097	(37,693)	111,516,891	(3,161,487)
<b>Total Non Current Liabilities</b>	<b>105,915,880</b>	<b>105,953,573</b>	<b>(37,693)</b>	<b>109,077,367</b>	<b>(3,161,487)</b>
<b>Total Liabilities</b>	<b>118,499,578</b>	<b>120,314,080</b>	<b>(1,814,502)</b>	<b>128,814,232</b>	<b>(10,314,654)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	108,794	11,134,240	(11,025,446)	1,895,758	(1,786,964)
YTD Excess of Revenues	81,127,803	69,993,563	11,134,240	69,993,563	11,134,240
<b>Total Net Assets</b>	<b>81,236,597</b>	<b>81,127,803</b>	<b>108,794</b>	<b>71,889,321</b>	<b>9,347,276</b>
<b>Total Liabilities and Net Assets</b>	<b>199,736,175</b>	<b>201,441,883</b>	<b>(1,705,708)</b>	<b>200,703,553</b>	<b>(967,379)</b>



**DNFB = 11.4**



# December 2025 Summary & Highlights

Significant Events

Out of the Ordinary

Progress on Projects

Achievements



Jan-2026	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Patient Revenue</b>								
Medicare Revenue	\$ 9,574,825	\$ 10,866,024	\$ (1,291,199)	(11.9%)	\$ 9,574,825	\$ 10,866,024	\$ (1,291,199)	(11.9%)
Medicaid Revenue	\$ 5,065,677	\$ 5,396,399	\$ (330,722)	(6.1%)	\$ 5,065,677	\$ 5,396,399	\$ (330,722)	(6.1%)
Other Revenue	\$ 8,273,422	\$ 8,557,219	\$ (283,797)	(3.3%)	\$ 8,273,422	\$ 8,557,219	\$ (283,797)	(3.3%)
<b>Total Gross Patient Revenue</b>	<b>\$ 22,913,924</b>	<b>\$ 24,819,641</b>	<b>\$ (1,905,717)</b>	<b>(7.7%)</b>	<b>\$ 22,913,924</b>	<b>\$ 24,819,641</b>	<b>\$ (1,905,717)</b>	<b>(7.7%)</b>
<b>Patient Revenue Deductions</b>								
Medicare Contractual	\$ 5,220,871	\$ 5,954,342	\$ 733,472	12.3%	\$ 5,220,871	\$ 5,954,342	\$ 733,472	12.3%
Medicaid Contractual	\$ 3,703,489	\$ 3,808,758	\$ 105,270	2.8%	\$ 3,703,489	\$ 3,808,758	\$ 105,270	2.8%
Other Contractual	\$ 2,748,184	\$ 3,226,756	\$ 478,572	14.8%	\$ 2,748,184	\$ 3,226,756	\$ 478,572	14.8%
Bad Debt Expense	\$ 2,255,127	\$ 2,125,426	\$ (129,701)	(6.1%)	\$ 2,255,127	\$ 2,125,426	\$ (129,701)	(6.1%)
Community Care	\$ 288,880	\$ 356,900	\$ 68,020	19.1%	\$ 288,880	\$ 356,900	\$ 68,020	19.1%
Administrative Adjustments	\$ 129,564	\$ 255,779	\$ 126,214	49.3%	\$ 129,564	\$ 255,779	\$ 126,214	49.3%
<b>Total Revenue Deductions</b>	<b>\$ 14,346,115</b>	<b>\$ 15,727,960</b>	<b>\$ 1,381,846</b>	<b>8.8%</b>	<b>\$ 14,346,115</b>	<b>\$ 15,727,960</b>	<b>\$ 1,381,846</b>	<b>8.8%</b>
340B Revenue	\$ 87,687	\$ 41,667	\$ 46,021	110.4%	\$ 87,687	\$ 41,667	\$ 46,021	110.4%
<b>Net Patient Revenue</b>	<b>\$ 8,655,497</b>	<b>\$ 9,133,348</b>	<b>\$ (477,851)</b>	<b>(5.2%)</b>	<b>\$ 8,655,497</b>	<b>\$ 9,133,348</b>	<b>\$ (477,851)</b>	<b>(5.2%)</b>
<b>Other Revenue</b>								
Other Operating Income	\$ 320,311	\$ 469,816	\$ (149,505)	(31.8%)	\$ 320,311	\$ 469,816	\$ (149,505)	(31.8%)
<b>Total Other Revenue</b>	<b>\$ 320,311</b>	<b>\$ 469,816</b>	<b>\$ (149,505)</b>	<b>(31.8%)</b>	<b>\$ 320,311</b>	<b>\$ 469,816</b>	<b>\$ (149,505)</b>	<b>(31.8%)</b>
<b>Net Operating Revenue</b>	<b>\$ 8,975,808</b>	<b>\$ 9,603,164</b>	<b>\$ (627,356)</b>	<b>(6.5%)</b>	<b>\$ 8,975,808</b>	<b>\$ 9,603,164</b>	<b>\$ (627,356)</b>	<b>(6.5%)</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 4,355,754	\$ 4,755,746	\$ 399,992	8.4%	\$ 4,355,754	\$ 4,755,746	\$ 399,992	8.4%
Benefits	\$ 1,191,672	\$ 1,220,787	\$ 29,115	2.4%	\$ 1,191,672	\$ 1,220,787	\$ 29,115	2.4%
Professional Fees	\$ 186,737	\$ 188,102	\$ 1,364	0.7%	\$ 186,737	\$ 188,102	\$ 1,364	0.7%
Supplies	\$ 545,703	\$ 624,883	\$ 79,180	12.7%	\$ 545,703	\$ 624,883	\$ 79,180	12.7%
Utilities	\$ 63,477	\$ 67,843	\$ 4,365	6.4%	\$ 63,477	\$ 67,843	\$ 4,365	6.4%
Purchased Services	\$ 1,137,468	\$ 1,154,855	\$ 17,387	1.5%	\$ 1,137,468	\$ 1,154,855	\$ 17,387	1.5%
Insurance	\$ 33,168	\$ 55,167	\$ 21,999	39.9%	\$ 33,168	\$ 55,167	\$ 21,999	39.9%
Other Expenses	\$ 365,957	\$ 451,940	\$ 85,983	19.0%	\$ 365,957	\$ 451,940	\$ 85,983	19.0%
Rentals & Leases	\$ 10,986	\$ 15,339	\$ 4,353	28.4%	\$ 10,986	\$ 15,339	\$ 4,353	28.4%
Depreciation	\$ 788,563	\$ 658,444	\$ (130,118)	(19.8%)	\$ 788,563	\$ 658,444	\$ (130,118)	(19.8%)
<b>Total Operating Expenses</b>	<b>\$ 8,679,485</b>	<b>\$ 9,193,105</b>	<b>\$ 513,620</b>	<b>5.6%</b>	<b>\$ 8,679,485</b>	<b>\$ 9,193,105</b>	<b>\$ 513,620</b>	<b>5.6%</b>
<b>Operating Income (Loss)</b>	<b>\$ 296,323</b>	<b>\$ 410,058</b>	<b>\$ (113,736)</b>	<b>(27.7%)</b>	<b>\$ 296,323</b>	<b>\$ 410,058</b>	<b>\$ (113,736)</b>	<b>(27.7%)</b>
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 2,497	\$ 43,000	\$ (40,503)	(94.2%)	\$ 2,497	\$ 43,000	\$ (40,503)	(94.2%)
Contributions from SPMF	\$ -	\$ 65,000	\$ (65,000)	(100.0%)	\$ -	\$ 65,000	\$ (65,000)	(100.0%)
Interest Income	\$ 327,448	\$ 272,670	\$ 54,778	20.1%	\$ 327,448	\$ 272,670	\$ 54,778	20.1%
Interest Expense	\$ (517,474)	\$ (522,940)	\$ 5,466	(1.0%)	\$ (517,474)	\$ (522,940)	\$ 5,466	(1.0%)
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ (187,529)</b>	<b>\$ (142,270)</b>	<b>\$ (45,259)</b>	<b>31.8%</b>	<b>\$ (187,529)</b>	<b>\$ (142,270)</b>	<b>\$ (45,259)</b>	<b>31.8%</b>
<b>Net Income (Loss)</b>	<b>\$ 108,794</b>	<b>\$ 267,788</b>	<b>\$ (158,994)</b>	<b>(59.4%)</b>	<b>\$ 108,794</b>	<b>\$ 267,788</b>	<b>\$ (158,994)</b>	<b>(59.4%)</b>

## Balance Sheet as of January 2026

Assets	01/31/2026	12/31/2025	1 Month Variance	01/31/2025	12 Month Variance
<b>Current Assets</b>					
Operating Cash	75,873,719	76,082,987	(209,268)	63,017,368	12,856,351
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,500	-
<b>Total Operating Cash</b>	<b>77,831,219</b>	<b>78,040,487</b>	<b>(209,268)</b>	<b>64,974,868</b>	<b>12,856,351</b>
MFP Construction Cash	10,730,127	11,770,943	(1,040,817)	33,118,366	(22,388,239)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
<b>Total Restricted Cash</b>	<b>18,983,619</b>	<b>20,024,436</b>	<b>(1,040,817)</b>	<b>41,371,858</b>	<b>(22,388,239)</b>
Accounts Receivables	35,920,882	32,319,187	3,601,694	34,171,920	1,748,962
Less Allow for Uncollectables	(7,194,423)	(6,976,876)	(217,547)	(5,685,559)	(1,508,864)
Less Contractual Adjustments	(20,491,425)	(17,879,148)	(2,612,277)	(14,723,654)	(5,767,771)
<b>Accounts Receivable - Net</b>	<b>8,235,033</b>	<b>7,463,163</b>	<b>771,870</b>	<b>13,762,707</b>	<b>(5,527,673)</b>
Taxes Receivable	2,497	2,731	(233)	42,857	(40,359)
Other Receivables	5,148,555	5,649,726	(501,171)	3,632,827	1,515,728
Inventory	873,481	858,510	14,971	937,914	(64,433)
Prepaid Expenses	1,191,242	1,204,937	(13,694)	975,388	215,855
<b>Total Current Assets</b>	<b>112,265,647</b>	<b>113,243,989</b>	<b>(978,342)</b>	<b>125,698,419</b>	<b>(13,432,772)</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	88,487,558	64,839	47,846,490	40,705,907
Equipment	27,966,376	27,959,931	6,446	26,496,702	1,469,675
Right of Use Asset	2,309,489	2,309,489	-	-	2,309,489
Construction In Progress	5,955,934	5,961,319	(5,385)	33,140,690	(27,184,757)
Less Accumulated Depreciation	(45,134,761)	(44,341,495)	(793,266)	(38,701,825)	(6,432,935)
<b>Property, Plant and Equip - Net</b>	<b>87,470,528</b>	<b>88,197,894</b>	<b>(727,366)</b>	<b>75,005,135</b>	<b>12,465,393</b>
<b>Total Assets</b>	<b>199,736,175</b>	<b>201,441,883</b>	<b>(1,705,708)</b>	<b>200,703,553</b>	<b>(967,379)</b>

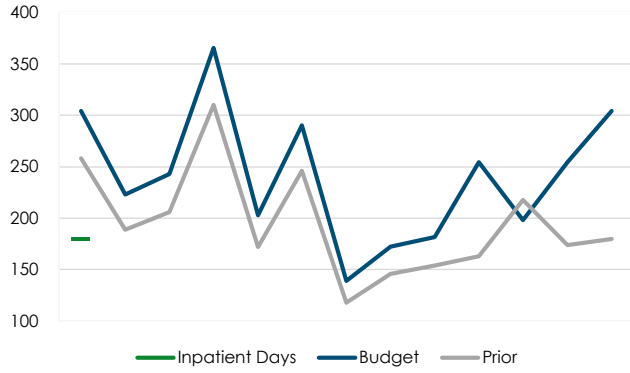
## Balance Sheet as of January 2026

Liabilities	01/31/2026	12/31/2025	1 Month Variance	01/31/2025	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	657,928	2,591,111	(1,933,183)	7,380,501	(6,722,573)
Other Payables	1,251,095	1,215,099	35,996	2,010,565	(759,470)
Payroll and Related Liabilities	5,700,951	6,035,635	(334,684)	5,237,572	463,379
Interest Payable	954,799	498,107	456,693	966,603	(11,804)
Third Party Settlement Payable	246,000	334,905	(88,905)	287,423	(41,423)
Other Current Liabilities	1,333,401	1,246,127	87,274	1,414,677	(81,276)
Current Maturities of LTD	2,439,524	2,439,524	-	2,439,524	-
<b>Total Current Liabilities</b>	<b>12,583,697</b>	<b>14,360,507</b>	<b>(1,776,809)</b>	<b>19,736,865</b>	<b>(7,153,168)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(2,439,524)	(2,439,524)	-	(2,439,524)	-
Long Term Debt	108,355,404	108,393,097	(37,693)	111,516,891	(3,161,487)
<b>Total Non Current Liabilities</b>	<b>105,915,880</b>	<b>105,953,573</b>	<b>(37,693)</b>	<b>109,077,367</b>	<b>(3,161,487)</b>
<b>Total Liabilities</b>	<b>118,499,578</b>	<b>120,314,080</b>	<b>(1,814,502)</b>	<b>128,814,232</b>	<b>(10,314,654)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	108,794	11,134,240	(11,025,446)	1,895,758	(1,786,964)
YTD Excess of Revenues	81,127,803	69,993,563	11,134,240	69,993,563	11,134,240
<b>Total Net Assets</b>	<b>81,236,597</b>	<b>81,127,803</b>	<b>108,794</b>	<b>71,889,321</b>	<b>9,347,276</b>
<b>Total Liabilities and Net Assets</b>	<b>199,736,175</b>	<b>201,441,883</b>	<b>(1,705,708)</b>	<b>200,703,553</b>	<b>(967,379)</b>

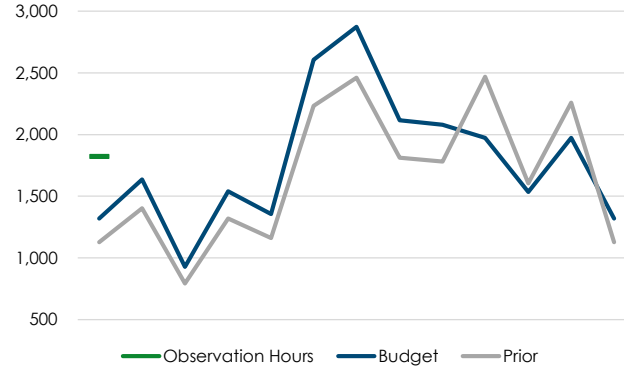
## 2026 Statistics

Statistic	Jan-2026
<b>Inpatient Days</b>	<b>180</b>
Budget	304
Prior	258
<b>Observation Hours</b>	<b>1,825</b>
Budget	1,318
Prior	1,129
<b>Swing Bed Days</b>	<b>59</b>
Budget	50
Prior	-
<b>Emergency Department Visits</b>	<b>1,613</b>
Budget	1,742
Prior	1,681
<b>GI Cases</b>	<b>154</b>
Budget	210
Prior	138
<b>Sleep Lab</b>	<b>31</b>
Budget	31
Prior	27
<b>Lab Tests</b>	<b>22,528</b>
Budget	22,321
Prior	21,483
<b>XRay Exams</b>	<b>1,981</b>
Budget	1,925
Prior	2,019
<b>CT Exams</b>	<b>864</b>
Budget	1,059
Prior	704
<b>Ultrasound Exams</b>	<b>529</b>
Budget	572
Prior	467
<b>MRI Exams</b>	<b>169</b>
Budget	111
Prior	102
<b>All Diagnostic Imaging Exams</b>	<b>3,543</b>
Budget	3,667
Prior	3,292
<b>Therapy Treatments</b>	<b>1,631</b>
Budget	1,886
Prior	1,485
<b>Respiratory Therapy</b>	<b>1,056</b>
Budget	686
Prior	883
<b>Infusion Therapy</b>	<b>102</b>
Budget	92
Prior	94
<b>Interventional Pain</b>	<b>76</b>
Budget	174
Prior	86
<b>Urgent Care Visits</b>	<b>1,609</b>
Budget	1,428
Prior	1,453
<b>Kelsey Clinic Visits</b>	<b>922</b>
Budget	989
Prior	831
<b>McCleary Healthcare Clinic Visits</b>	<b>1,101</b>
Budget	1,054
Prior	1,031
<b>Summit Pacific Health Clinic Visits</b>	<b>1,193</b>
Budget	1,255
Prior	1,009
<b>Wellness Center Visits</b>	<b>3,296</b>
Budget	3,703
Prior	3,138
<b>All Clinics Visits</b>	<b>6,512</b>
Budget	7,001
Prior	6,009

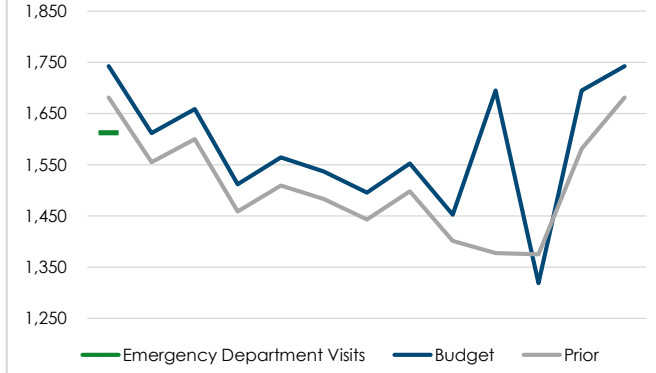
### INPATIENT DAYS



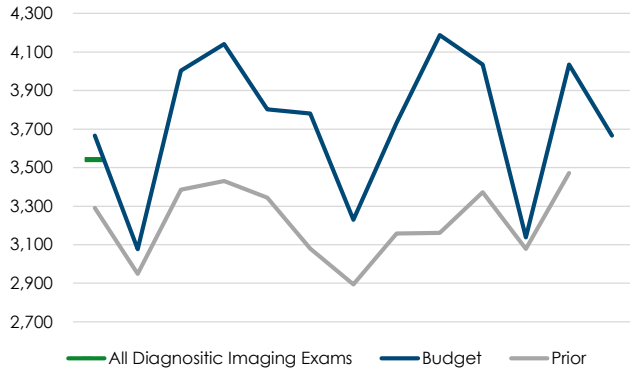
### OBSERVATION HOURS



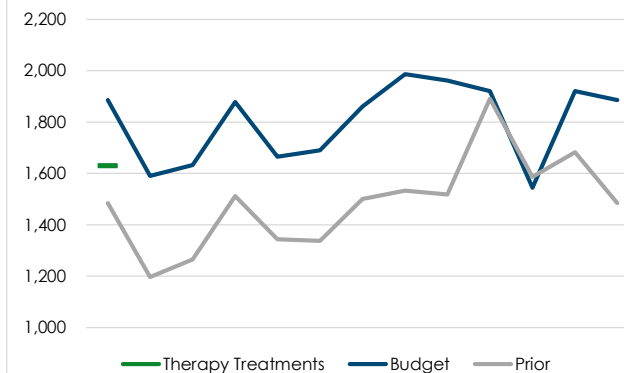
### EMERGENCY DEPARTMENT VISITS



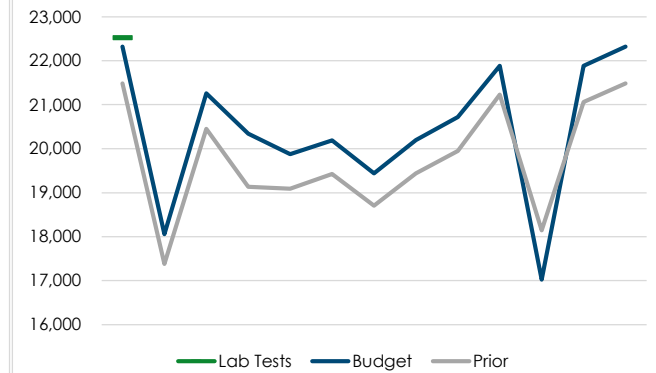
### DIAGNOSTIC IMAGING EXAMS



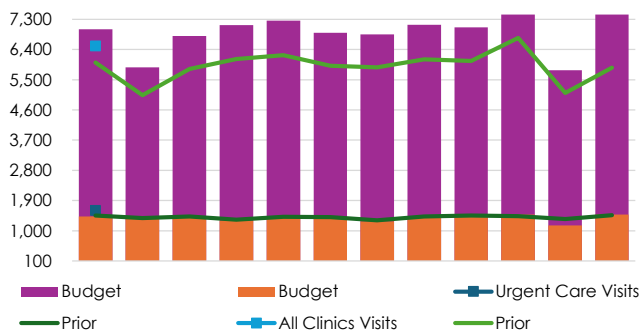
### THERAPY TREATMENTS



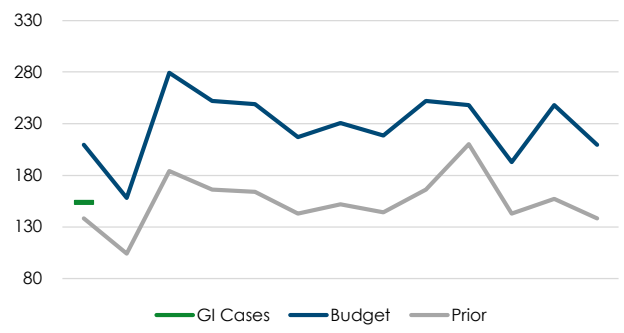
### LAB TESTS



### CLINICS & URGENT CARE VISITS



### GI CASES



### SWING BED

