

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. June 25, 2026 Regular Meeting
4. **1:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **1:15 – Mid Year Review – Josh Martin - Info**
6. **Executive Reports**
 - a. **1:45** – Quality Report and Dashboard, Tori Bernier, CNO/COO– *Info*
 - b. **2:00** – Finance Report, Cheryl Cornwell, CFO– *Info*
 - c. **2:15** – Advocacy Committee, Jennifer Burkhardt, CTLO – *Info*
 - d. **2:25** – Executive Report, Josh Martin, CEO – *Info*
7. **Commissioner Business**
 - a. **2:50** - Medical Staff Privileges – *Action (vote)*

Initial Appointments

Alieu Jawara, CRNA	Outpatient Procedures
Craig Knudtson, CRNA	Outpatient Procedures
Dylan Ropert, DO	Tele-Radiology
Hope Opara, MD	Tele-Neurology

Reappointments

Mary Ellen Biggerstaff, ARNP	Family Medicine
Diane DeVita, MD	Emergency Medicine
Angela Shimoda, MD	Family Medicine
Abdelrahman Beltagy, MD	Tele-Neurology
Neha Mirchandani, MD	Tele-Neurology

- b. **2:55** - OPMA Training – *Info*
 - c. **3:00**- Review Upcoming Events– *Info*
 - d. **3:05**- Debrief AWPMD Retreat– *Info*
 - e. **3:10**- Strategic Planning Retreat Homework and agenda– *Info*
8. **3:15 – Adjourn – Action (vote)**

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

- Ride the Harbor | McCleary, WA and Westport, WA | July 25, 2026
- Port of Grays Harbor Terminal 4 Grand Opening | Port of Grays Harbor | July 31, 2026 (RSVP required)
- **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

Consent Agenda

For the Period:

June 2026

Description	Amount
Payroll	\$ 3,771,103
A/P Operations	\$ 3,327,347
A/P Capital	\$ 283,992
Community Care	\$ 420,159
Bad Debt	\$ 663,574
Property Tax Credit	\$ -
Total	\$ 8,466,174



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

June 25, 2026

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	CALL TO ORDER The meeting of the Board of Commissioners of Grays Harbor County Public Hospital District No. 1 was called to order by Board Chair Hooper at 1:00 p.m. Commissioners' Present: Andrew Hooper, Shannon Brear, Kevin Bossard, Carolyn Wescott, Georgette Hiles Present: Josh Martin, Cheryl Cornwell, Jennifer Burkhardt, Tori Bernier, Luke Zarecor, Sara Oliver, Jori Stott, Angie Gerber, Tania Mendez, Cinthya Schuder, Lisa Voshell, Kaitlyn Granstrom, Weronika Nelson, Rachel Brown, Lora Moore, Marycel Crowell, Sharlene Higa, Lynn Fifield, Laura Cundiff, Daniel Juchau, Nicki Hutchinson, Andy Burton, Morgan Lundy, James Kaech, Diana Kolar, David Cundiff, Alyssa Cocke, Schelli Slaughter, Hillary Fries, Roxanne Sickles	
BUSINESS FROM AUDIENCE	<u>Business from Audience</u> There was no business from the audience.	
CONSENT AGENDA	There was no discussion.	<i>Commissioner Wescott made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i>
MINUTES	- May 28, 2026, Regular Meeting Minutes - June 12, 2026, Special Board Meeting	<i>Commissioner Hiles made a motion to approve the May 28, 2026, Regular Meeting Minutes and the June 12, 2026, Special Board Meeting minutes. Commissioner Wescott seconded the motion. All voted in favor.</i>
PATIENT STORY	CTLO Burkhardt read a patient story regarding Dr. Studley's support of a patient's family. (See presentation for additional details.)	



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

June 25, 2026

DZA FINANCIAL AUDIT	• Luke Zarecor, CPA, gave a presentation on the 2025 Audit. (See presentation for more details.) • Commercial payors and Medicare Advantage plans are becoming increasingly effective at denying claims through AI. Instead of denying an entire claim, they are denying partial line items that may go unnoticed. • Zarecor shared potential impacts of reductions in Medicaid and federal Medicare payments and how they may affect healthcare. He noted that the Medicare Trust Fund is headed toward bankruptcy, which may result in the federal government paying less for services. • Zarecor stated that he has presented at only one other meeting where operating margins were as high as 14%. • Days cash on hand remains very favorable and is well above industry benchmarks. • There was discussion regarding how contractual adjustments can be improved to avoid excessive write-offs, which are becoming more common due to AI technology. • Chair Hooper asked what questions boards should be asking as they enter new and unusual times. Zarecor advised ensuring a clear understanding of the financial impacts of weighing new service lines and continuing education on the changing healthcare environment. • There was discussion regarding RHTP funds and unknown accounting impacts. RHTP will be set up similarly to grant funding. Zarecor shared that he does not foresee these funds lasting and described them as more of a measure to help pass HR1. • There was discussion regarding other developed nations and what can be learned from this year.	
QUALITY REPORT	• CNO/COO Bernier reviewed the Quality Report and dashboard. • The ISO report with official OFIs was received. Action plans will be created. • Work is underway to improve 72-hour readmissions and identify patients who are asked to return. • There was discussion regarding the increase in UORs, which is largely due to efforts to encourage more UOR reporting for good catches. The Board also discussed whether trends are expected to decrease as process improvements are implemented. • Steven Thomson and Marianne Smith led a series of Process Improvement 103 courses focused on leading sustainable change. • Therapy volumes have gone down due to challenges with recruiting physical therapists.	



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

June 25, 2026

	• DI and Lab have updated their metrics to focus less on volume and more on how their service lines and productivity are performing. • ED leaders are focused on improving left-without-being-seen rates. The team is looking forward to moving into the new space. • The Wellness Center continues to have access issues and is continuing work on the care model pilot. • Commissioner Wescott asked about Inland reading exams. There have been challenges with turnaround times, with some exams taking two weeks instead of the standard 19 hours.	
FINANCE REPORT	• CFO Cornwell presented the May Finance Report (see presentation for more details). • CFO Cornwell thanked the accounting team for their exceptional hard work and successful audit. • Patient days have fluctuated above and below budget throughout the year. • There was discussion regarding whether an increase is anticipated with the ED opening or whether the budget reflects more traditional seasonality. • CNO/COO Bernier shared that February and March were historically low statewide. • Primary care visits have been trending low, which in turn affects lab and DI volumes. The Wellness Center has been down a few providers and is piloting a new care model, both of which have affected volumes. • CFO Cornwell reviewed the income statement. (See presentation for more details.) • The cost report was completed and submitted, resulting in \$2.1 million and allowing SPMC to reduce the contractual amount for future accounting and budgeted income. • Additionally, there was a change in accounting for software leases, which no longer requires depreciation and has improved the income statement. • There have been no significant changes month to month on the balance sheet. • CFO Cornwell gave an update on CMS compliance for recent price transparency rules. SPMC has been planning for compliance and expects to be compliant within the next 90 days. No fines or penalties have been issued or are anticipated.	
ADVOCACY COMMITTEE	• CTLO Burkhardt provided an update on advocacy efforts. • CTLO Burkhardt provided an update on 340B efforts related to legislation addressing reductions by pharmaceutical companies. The law passed, but a lawsuit was filed. WSHA reached out to SPMC and other hospitals to help oppose the	



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

June 25, 2026

	lawsuit. A recent ruling was in favor of hospitals, and SPMC was able to have a positive impact. This is a significant win for the state. • CTLO Burkhardt shared the WSHA legislative scorecard for SPMC. Four bills were sponsored by Summit, and most were supported by legislators in both districts. • There is an open seat in Legislative District 24 due to Representative Tharinger's retirement. Several candidates are running for the vacancy. One candidate, Kayleigh Kuehn, reached out to learn more about the healthcare environment. • The next Advocacy Committee meeting is scheduled for July 6, 2026.	
EXECUTIVE REPORT	• CEO Martin reviewed the Executive Report. (See report for additional details.) • CNO/COO Bernier recognized Roxanne Sickles, Hillary Fries, Alyssa Cocke, and Diana Kolar for their participation in the WSHA Nurse Leadership Program. Hillary Fries and Alyssa Cocke did an excellent job participating and preparing a presentation focused on solving a problem. • CTLO Burkhardt provided an update on interim Director Rich Jordan. SPMC is benefiting from his expertise. • CTLO Burkhardt shared that SPMC hired its first Marketing Director, Carlene Heath. Heath has extensive marketing experience, including more than 26 years with Microsoft. • CTLO Burkhardt shared information about the soft launch of SPMC's volunteer program. A presentation will be provided at a future date. • CEO Martin shared the plan following the Joint Board Vision in Action meeting on June 12. The goal is to move the work into a subcommittee to keep action moving forward. • Schelli Slaughter has fully assumed leadership of the Foundation and Community Development. Her first event included attending school scholarship activities.	
COMMISSIONER BUSINESS	Medical Staff Privileges • Benjamin Hillman, PA-C – Ambulatory Primary Care (Initial Appointment) • Arthur Legg, MD – Pediatrics (Initial Appointment) • Dominic Femiano, MD – Sports Medicine (Initial Appointment) • Abigail Hilton, CRNA – CRNA Outpatient Procedures (Initial Appointment) • Brent Morel, MD – Tele-Neurology (Initial Appointment) • Joyce-Christie Le, MD – Tele-Radiology (Initial Appointment) • Jonthan Kreger, DO -ACU/ED (Initial Appointment) • Kim Miker, ARNP- Ambulatory Primary Care (Reappointment) • Jakdej Nikomorirak, MD- Sleep Medicine (Reappointment)	<i>Commissioner Hiles made a motion to approve the Medical Staff privileges as presented. Commissioner Bossard seconded the motion. All voted in favor.</i> <i>Commissioner Hiles made a motion to approve Resolution 2026-06 Surplus Property.</i>



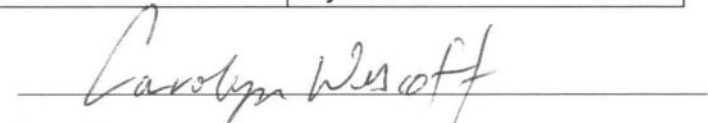
BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

June 25, 2026

	Resolution 2026-06 Surplus Property • There was no discussion. Upcoming Events • Jori Stott will forward the AWPMD agenda to the commissioners. • The commissioners requested to sit together on the first day of the event. • The grand opening event will be held on July 22, 2026 at 10 am.	<i>Commissioner Wescott seconded the motion. All voted in favor.</i>
ADJOURNMENT	The regular session of the Board of Commissioners meeting adjourned at 2:55 p.m.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor.</i>



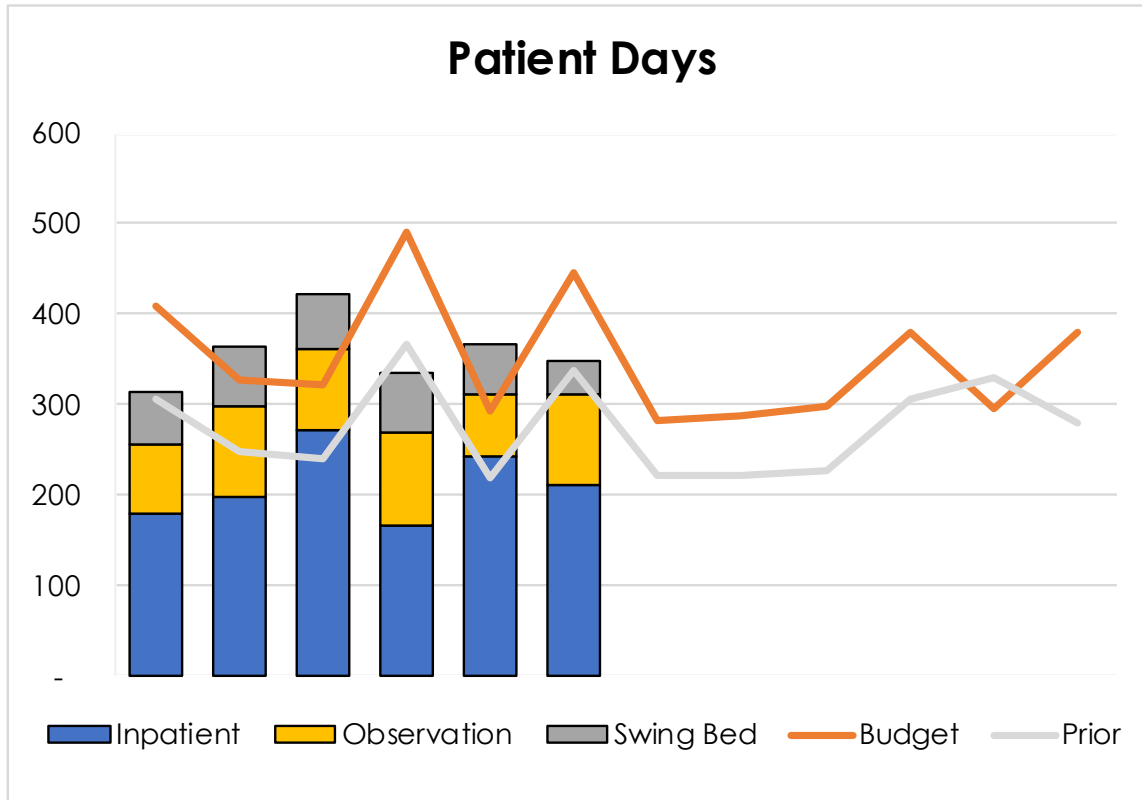
Recording Secretary



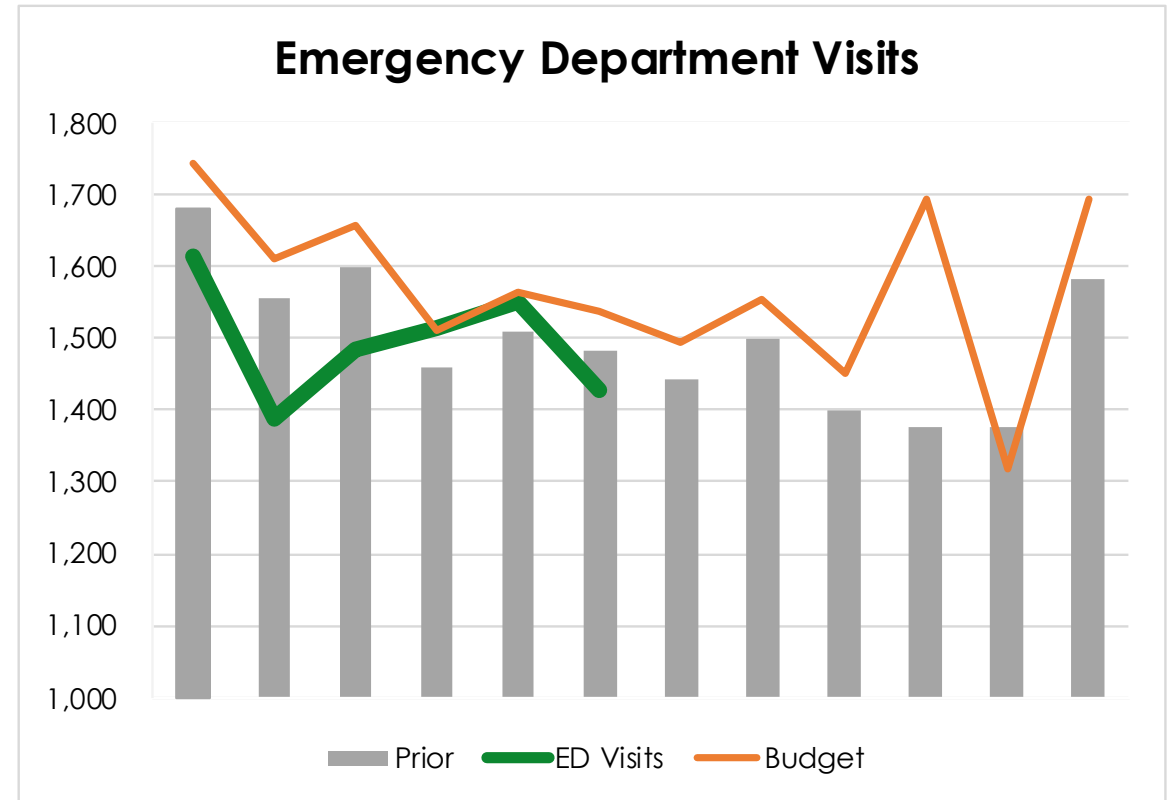
Board Secretary

YTD IP & ED Volumes

Patient Days

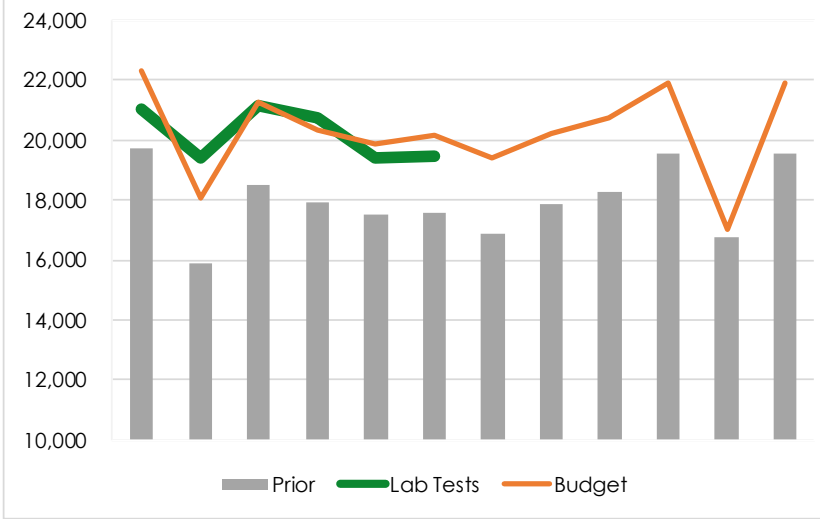


Emergency Department Visits

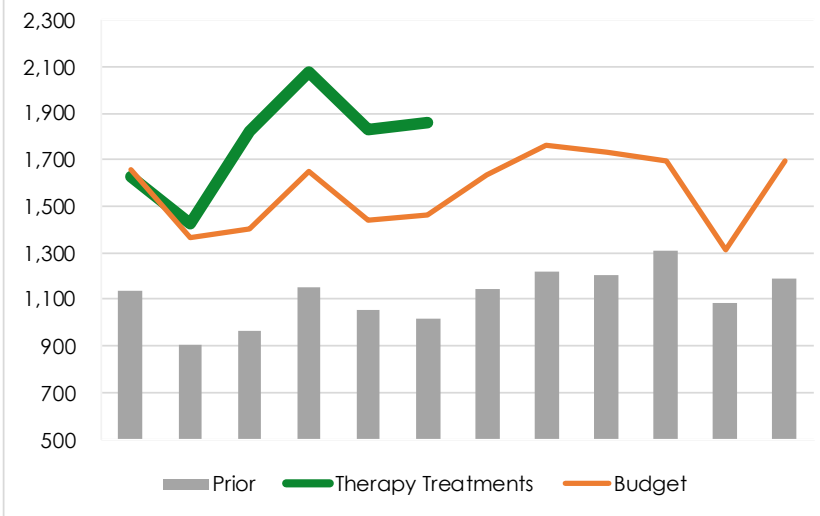


YTD Ancillary Volumes

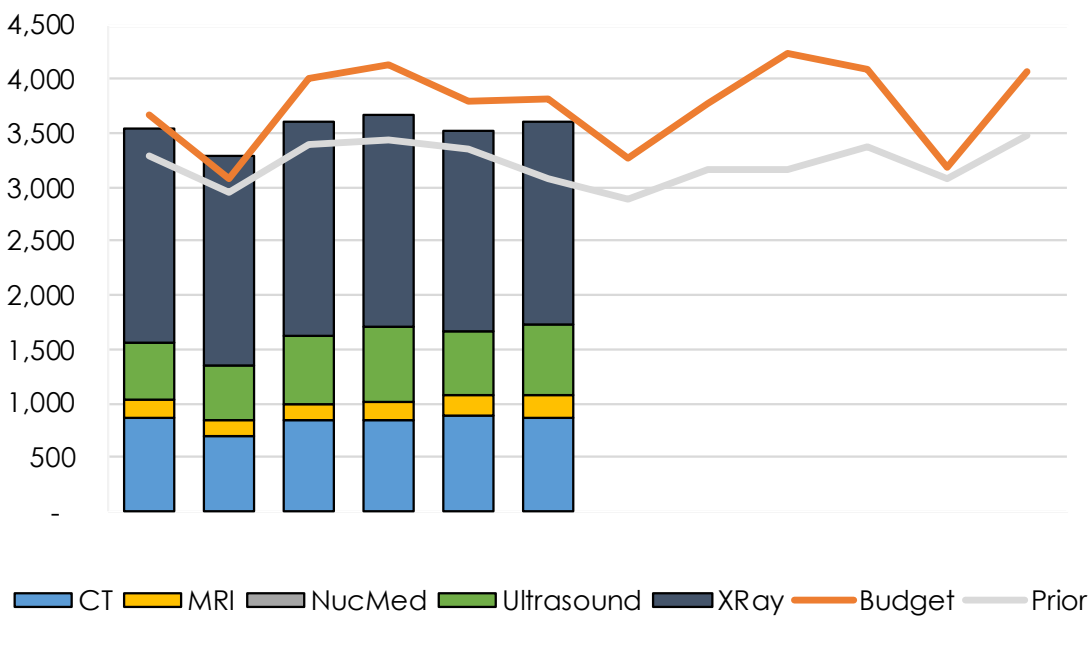
Lab Tests



Therapy Treatments

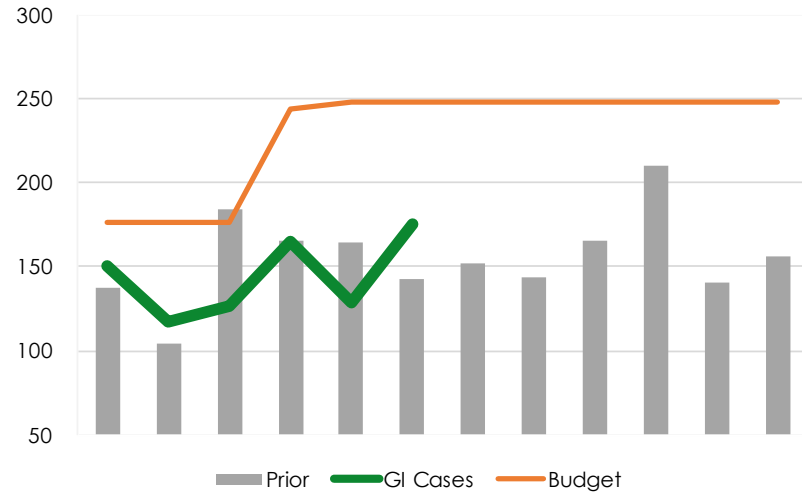


Diagnostic Imaging

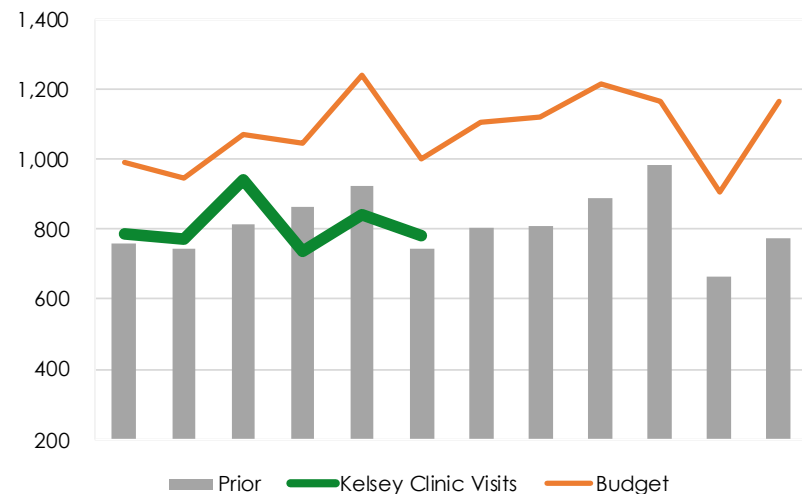


YTD Specialty Volumes

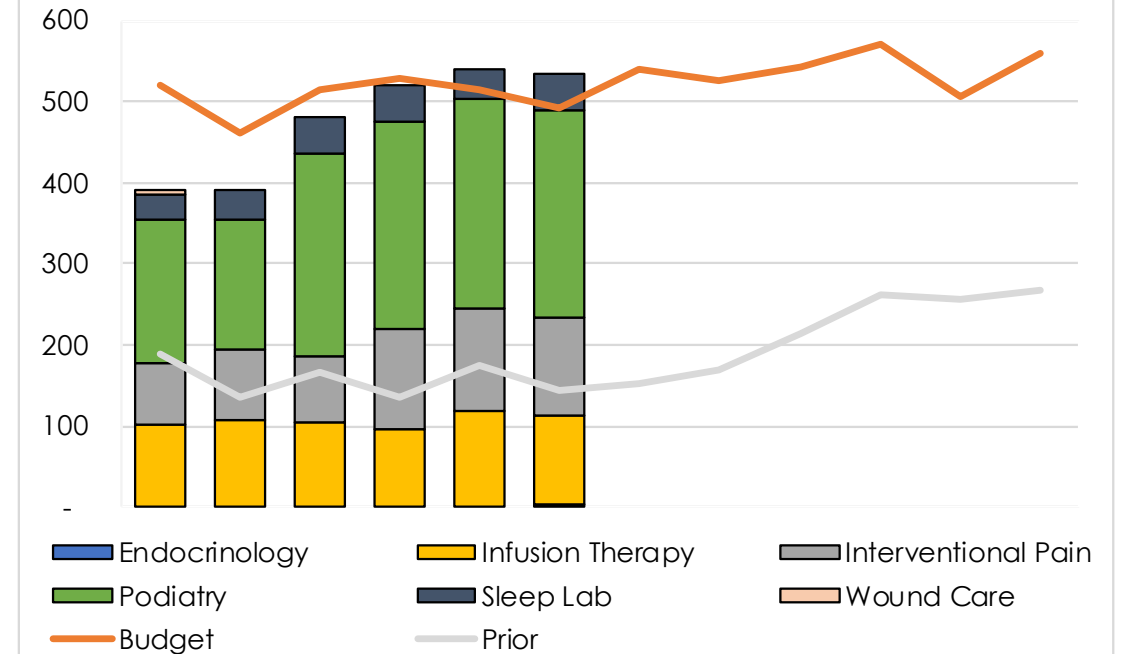
GI Cases



Specialty Clinic Visits

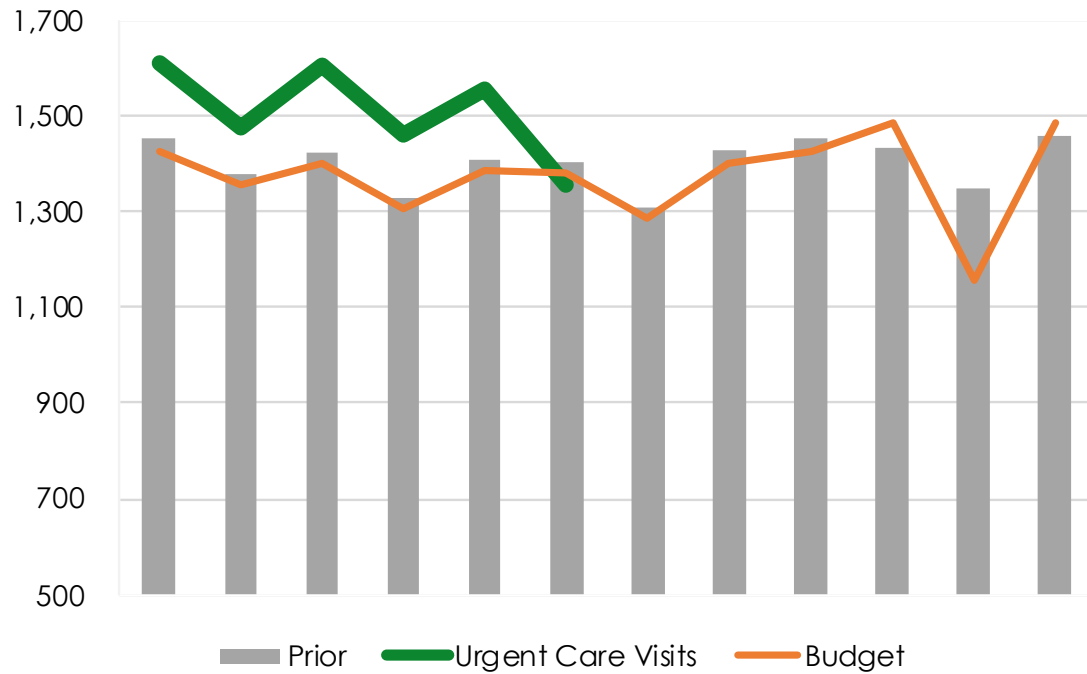


Hospital Outpatient Services

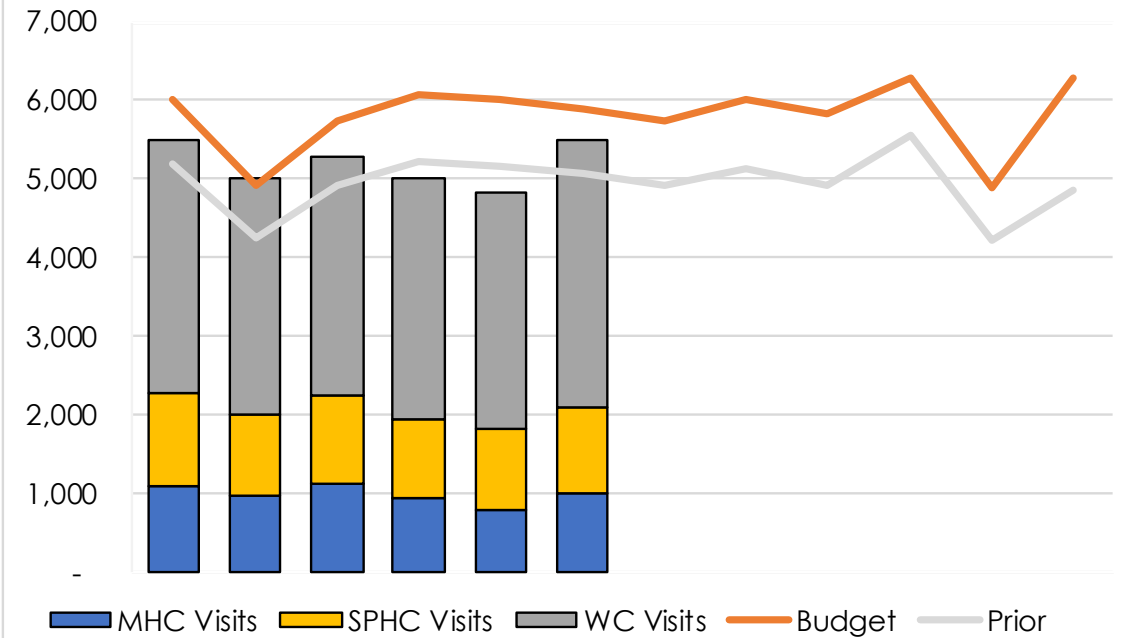


YTD Clinic Volumes

Urgent Care Visits



Primary Care Clinic Visits



June YTD Volumes

Year to Date Volumes				
Department	Actual	Budget	Surplus (Deficit)	Surplus (Deficit) %
Therapy Treatments	10,645	8,981	1,665	18.5%
Urgent Care Visits	9,064	8,257	807	9.8%
Lab Tests	121,202	122,037	-835	(0.7%)
Diagnostic Imaging Exams	21,241	22,513	-1,272	(5.7%)
Hospital Outpatient Services	2,857	3,034	-177	(5.8%)
Patient Days (IP, Obs & SB)	2,154	2,287	-134	(5.8%)
Emergency Department Visits	8,980	9,626	-646	(6.7%)
Primary Care Clinic Visits	31,134	34,674	-3,540	(10.2%)
Specialty Clinic Visits	4,861	6,293	-1,432	(22.8%)
GI Cases	863	1,268	-405	(31.9%)

Finance at a Glance

Summary Income Statement in \$Ks

Year-to-Date Income Statement	Jun-2026	+/-Budget	Jun-2025
Patient Revenue	\$ 138,214	\$ (7,669)	\$ 84,796
Revenue Deductions	\$ (84,876)	\$ 8,306	\$ (51,419)
Net Patient Revenue	\$ 53,338	\$ 637	\$ 33,377
Other Operating Revenue	\$ 7,704	\$ 4,885	\$ 3,447
Total Operating Revenue	\$ 61,042	\$ 5,522	\$ 36,824
Salaries & Benefits	\$ (33,405)	\$ 314	\$ (18,654)
Supplies	\$ (3,316)	\$ 433	\$ (2,248)
Purchased Services	\$ (6,906)	\$ (418)	\$ (4,239)
Other	\$ (4,554)	\$ 252	\$ (2,322)
Depreciation	\$ (4,138)	\$ (390)	\$ (1,667)
Total Operating Expenses	\$ (52,318)	\$ 190	\$ (29,130)
Operating Income (Loss)	\$ 8,724	\$ 5,712	\$ 7,694
Non-Operating Revenue	\$ 2,384	\$ (241)	\$ 2,184
Non-Operating Expense	\$ (3,133)	\$ (130)	\$ (2,112)
Net Income (Loss)	\$ 7,975	\$ 5,341	\$ 7,765

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.

Finance at a Glance

Summary Balance Sheet in \$Ks

	Jun-2026	May-2026	Jun-2025
Cash	\$ 105,114	\$ 106,005	\$ 99,777
Net Accounts Receivable	\$ 14,428	\$ 12,965	\$ 13,920
Other Receivables	\$ 3,668	\$ 3,736	\$ 4,347
Total Current Assets	\$ 123,210	\$ 122,707	\$ 118,044
Property, Plant & Equipment, Net	\$ 88,748	\$ 89,114	\$ 87,043
Total Assets	\$ 211,957	\$ 211,820	\$ 205,087
Accounts Payable	\$ 678	\$ 560	\$ 4,904
Payroll Liabilities	\$ 8,474	\$ 7,503	\$ 6,251
Current Portion of Long Term Deb	\$ 2,114	\$ 3,006	\$ 2,768
Other Liabilities	\$ 92	\$ 2,602	\$ 3,478
Total Current Liabilities	\$ 11,358	\$ 13,671	\$ 17,400
Non Current Liabilities	\$ 105,834	\$ 104,986	\$ 107,907
Unrestricted Fund Balance	\$ 7,975	\$ 6,374	\$ 9,786
YTD Excess of Revenues	\$ 86,790	\$ 86,790	\$ 69,994
Total Net Assets	\$ 211,957	\$ 211,820	\$ 205,087

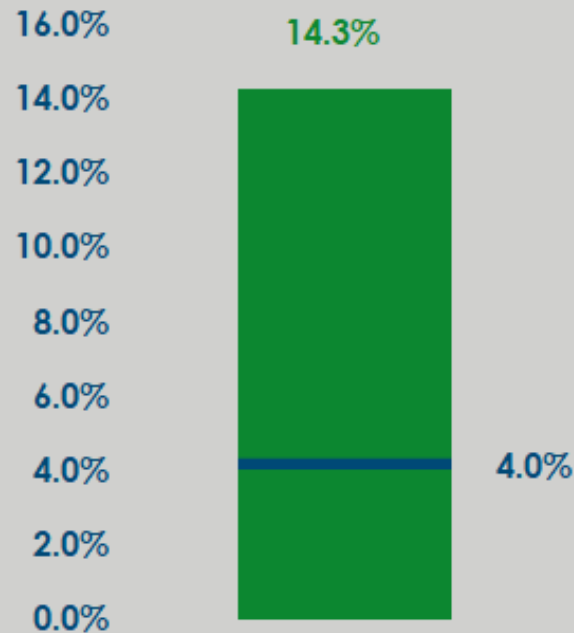
Snapshot of financial position at a specific point in time.

Assets - what we own. Liabilities - what we owe.

Net Assets - what we are worth.

Finance at a Glance

STEWARDSHIP STRATEGIC GOALS



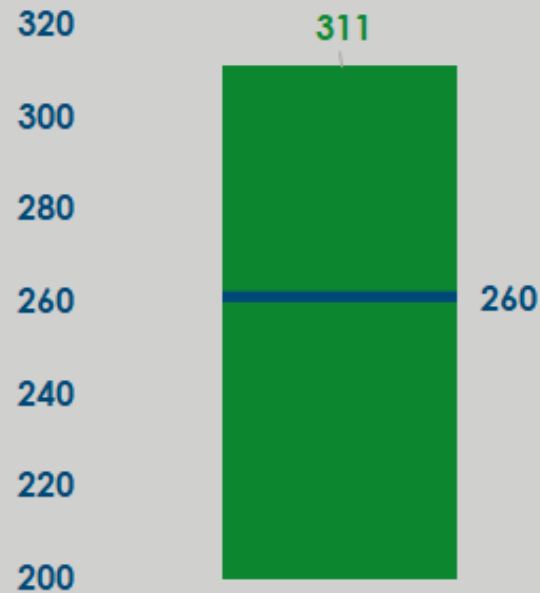
Operating Margin

Goal: 4.0%

WA Average 2024: 4.9%

Ratio that reflects the profit from operations.

Higher is Better



Days Cash On Hand

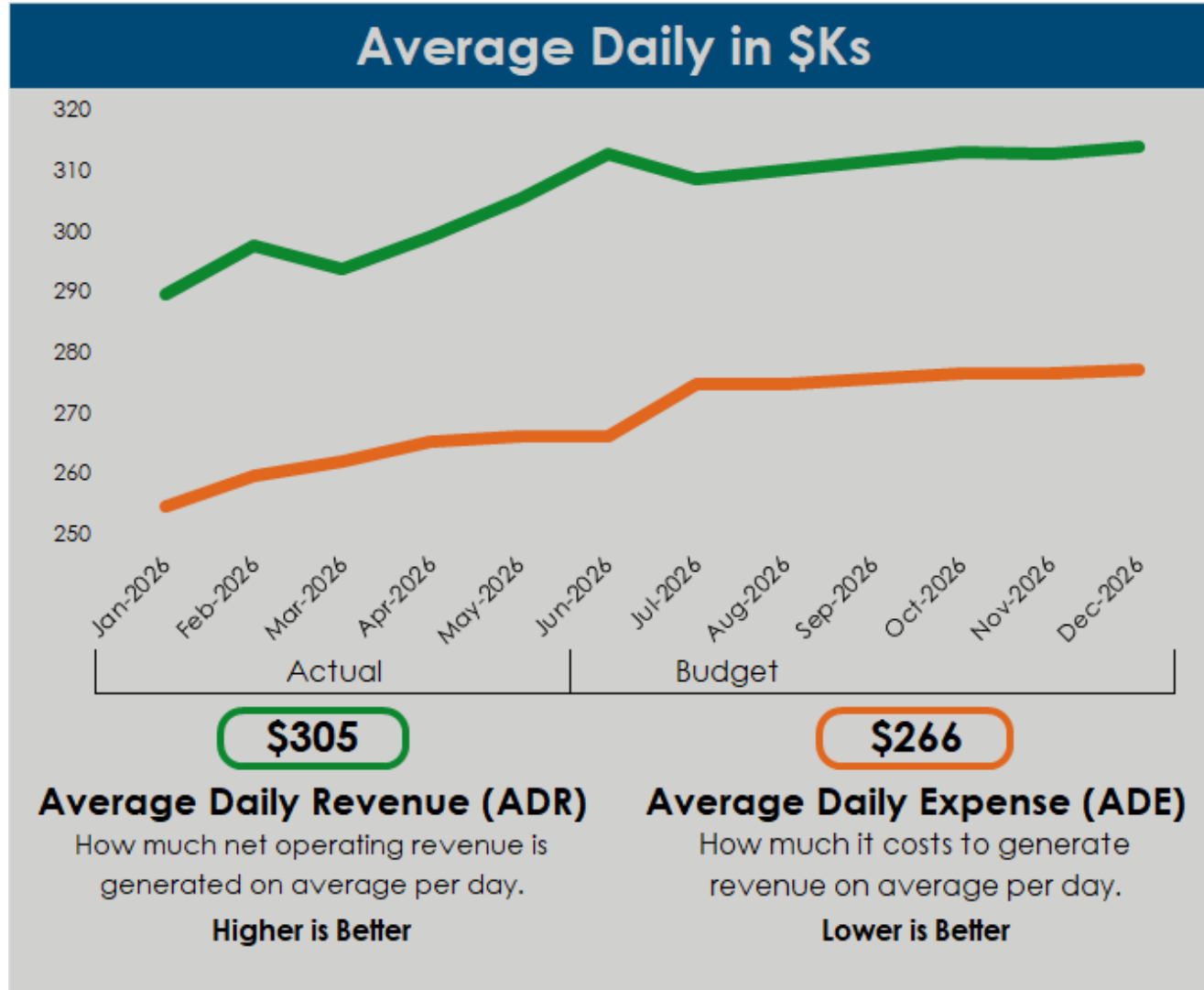
Goal: 260

WA Average 2024: 194

Ability to meet short & long term expenses with no additional revenue.

Higher is Better

Finance at a Glance



Summary & Highlights

Significant
Events

Out of the
Ordinary

Progress on
Projects

Achievements

Questions or Comments?

June 2026 Finance at a Glance

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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

16.0%

14.3%

14.0%

12.0%

10.0%

8.0%

6.0%

4.0%

2.0%

0.0%



Operating Margin

Goal: 4.0%

WA Average 2024: 4.9%

Ratio that reflects the profit from operations.

Higher is Better

320

300

280

260

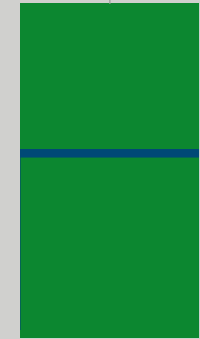
240

220

200

311

260



Days Cash On Hand

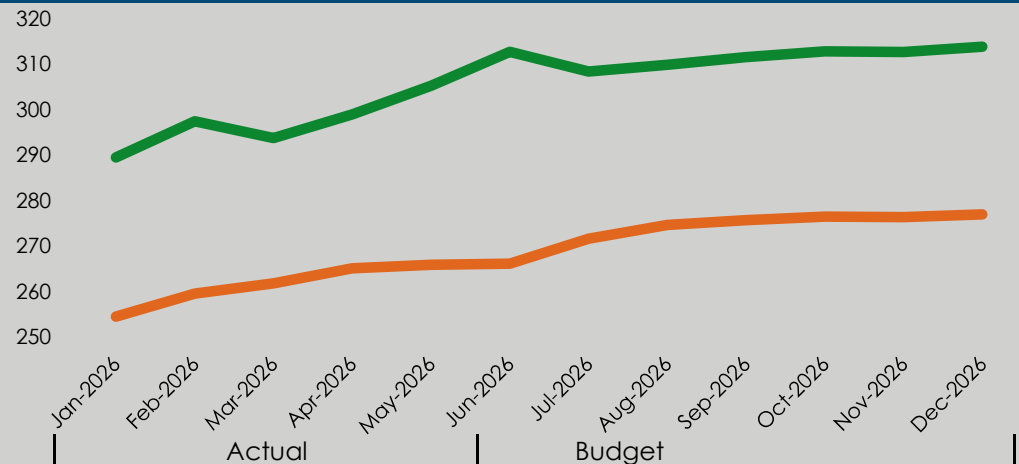
Goal: 260

WA Average 2024: 194

Ability to meet short & long term expenses with no additional revenue.

Higher is Better

Average Daily in \$Ks



\$313

Average Daily Revenue (ADR)

How much net operating revenue is generated on average per day.

Higher is Better

\$266

Average Daily Expense (ADE)

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

Lower is Better

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	YTP
Inpatient Days	180	199	273	166	244	210	1,272
Budget	304	223	243	366	203	290	1,629
Prior	258	189	206	310	172	246	1,381
Observation Hours	1,825	2,358	2,094	2,464	1,627	2,439	12,807
Budget	1,318	1,638	927	1,539	1,355	2,606	9,383
Prior	1,129	1,403	794	1,382	1,161	2,232	8,101
Observation Days	76	98	87	103	68	102	534
Budget	55	68	39	64	56	109	391
Prior	47	58	33	58	48	93	338
Swing Bed Days	59	68	62	67	56	36	348
Budget	50	37	40	60	33	48	268
Prior	-	-	-	-	-	-	-
Patient Days (IP, Obs & SB)	315	365	422	336	368	348	2,154
Budget	409	328	321	490	293	446	2,287
Prior	305	247	239	368	220	339	1,719
Emergency Department Visits	1,613	1,389	1,485	1,514	1,551	1,428	8,980
Budget	1,742	1,612	1,658	1,512	1,564	1,537	9,626
Prior	1,682	1,556	1,600	1,459	1,509	1,483	9,289
GI Cases	150	117	127	165	129	175	863
Budget	176	176	176	244	248	248	1,268
Prior	138	104	184	166	164	143	899
Sleep Lab	31	38	46	44	39	44	242
Budget	31	27	46	38	46	23	211
Prior	8	7	12	10	12	6	55
Lab Tests	21,039	19,379	21,137	20,774	19,429	19,444	121,202
Budget	22,321	18,059	21,254	20,343	19,876	20,186	122,037
Prior	19,700	15,885	18,509	17,951	17,543	17,548	107,136
XRays Exams	1,981	1,935	1,972	1,977	1,858	1,864	11,587
Budget	1,925	1,503	2,217	2,341	2,030	2,179	12,195
Prior	2,019	1,865	2,014	1,994	1,984	1,735	11,611
CT Exams	864	695	842	852	878	877	5,008
Budget	1,059	952	1,019	960	956	866	5,813
Prior	704	642	701	725	735	710	4,217
Ultrasound Exams	529	511	631	675	583	667	3,596
Budget	572	538	599	665	660	596	3,630
Prior	467	355	550	586	517	514	2,989
MRI Exams	169	153	157	173	205	193	1,050
Budget	111	84	169	174	156	139	833
Prior	102	87	123	127	115	122	676

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	YTP
Nuclear Medicine	-	-	-	-	-	-	-
Budget	-	-	-	-	-	42	-
Prior	-	-	-	-	-	-	-
All Diagnositic Imaging Exams	3,543	3,294	3,602	3,677	3,524	3,601	21,241
Budget	3,667	3,076	4,004	4,140	3,802	3,824	22,513
Prior	3,292	2,949	3,388	3,432	3,351	3,081	
Therapy Treatments	1,631	1,426	1,821	2,078	1,828	1,861	10,645
Budget	1,659	1,363	1,406	1,652	1,439	1,463	8,981
Prior	1,136	902	967	1,149	1,057	1,019	6,230
Respiratory Therapy	1,056	1,337	1,443	1,250	1,125	925	7,136
Budget	686	671	626	711	774	1,186	4,653
Prior	883	1,072	803	699	718	1,101	5,276
Infusion Therapy	102	106	104	97	118	112	639
Budget	92	71	81	92	81	81	499
Prior	94	80	80	64	69	78	465
Interventional Pain	76	87	81	122	128	120	614
Budget	144	144	144	144	144	144	864
Prior	86	48	73	60	95	60	422
Wound Care	5	-	-	-	-	-	5
Budget	96	83	91	96	91	91	96
Prior	-	-	-	-	-	-	-
Podiatry	177	160	250	257	256	255	1,355
Budget	159	138	152	159	152	152	913
Prior	-	-	-	-	-	-	-
Endocrinology	-	-	-	-	-	2	2
Budget	-	-	-	-	-	-	-
Prior	-	-	-	-	-	-	-
HOS	391	391	481	520	541	533	2,857
Budget	521	462	515	529	515	492	3,034
Prior	188	135	165	134	176	144	942

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	YTP
Urgent Care Visits	1,609	1,475	1,604	1,463	1,556	1,357	9,064
Budget	1,428	1,357	1,400	1,306	1,387	1,379	8,257
Prior	1,453	1,378	1,424	1,327	1,411	1,402	8,395
Kelsey Clinic Visits	786	772	941	735	843	784	4,861
Budget	989	945	1,070	1,048	1,239	1,001	6,293
Prior	760	746	813	863	924	745	4,851
McCleary Healthcare Clinic Visits	1,081	950	1,103	949	795	982	5,860
Budget	1,054	880	930	1,014	1,082	1,038	5,998
Prior	1,029	841	891	961	1,043	999	5,764
Summit Pacific Health Clinic Visits	1,190	1,056	1,135	975	1,035	1,098	6,489
Budget	1,255	1,163	1,134	1,270	1,291	1,272	7,386
Prior	1,008	933	913	1,016	1,032	1,021	5,923
Wellness Center Visits	3,214	3,009	3,052	3,080	3,009	3,421	18,785
Budget	3,703	2,887	3,667	3,803	3,648	3,583	21,290
Prior	3,146	2,460	3,114	3,237	3,096	3,037	18,090
All Clinics Visits	5,485	5,015	5,290	5,004	4,839	5,501	31,134
Budget	6,012	4,929	5,731	6,087	6,021	5,894	34,674
Prior	5,183	4,234	4,918	5,214	5,171	5,057	29,777
Operating Margin	3.3%	4.9%	32.1%	4.6%	14.6%	17.2%	
Goal	5.6%	5.2%	6.1%	5.8%	5.9%	3.8%	
Prior	13.6%	4.6%	29.5%	6.4%	6.7%	12.4%	
Days in AR	51	53	51	48	49	49	
Goal	50	50	50	50	50	50	
Prior	54	53	53	54	52	52	
Days Cash On Hand	305	305	298	305	315	311	
Goal	260	260	260	260	260	260	
Prior	257	262	264	277	293	285	
FTEs Employees	445.5	452.9	462.4	469.0	472.3	462.6	460.8
Budget	507.6	507.6	512.5	512.5	512.5	513.6	511.1
Prior	256.1	386.6	399.9	406.3	408.7	400.7	376.4

2026 Income Statement

Jun-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 11,381,163	\$ 10,981,523	\$ 399,640	3.6%	\$ 62,511,412	\$ 63,925,543	\$ (1,414,131)	(2.2%)
Medicaid Revenue	\$ 4,608,613	\$ 5,345,340	\$ (736,727)	(13.8%)	\$ 29,225,931	\$ 31,490,558	\$ (2,264,627)	(7.2%)
Other Revenue	\$ 7,722,415	\$ 8,560,619	\$ (838,204)	(9.8%)	\$ 46,166,418	\$ 50,216,955	\$ (4,050,537)	(8.1%)
Total Gross Patient Revenue	\$ 23,712,190	\$ 24,887,482	\$ (1,175,291)	(4.7%)	\$ 137,903,761	\$ 145,633,056	\$ (7,729,295)	(5.3%)
Patient Revenue Deductions								
Medicare Contractual	\$ 7,663,612	\$ 6,185,163	\$ (1,478,449)	(23.9%)	\$ 36,381,413	\$ 41,253,350	\$ 4,871,937	11.8%
Medicaid Contractual	\$ 2,971,038	\$ 3,839,175	\$ 868,137	22.6%	\$ 19,982,009	\$ 22,483,685	\$ 2,501,676	11.1%
Other Contractual	\$ 2,819,905	\$ 3,289,486	\$ 469,581	14.3%	\$ 15,246,171	\$ 19,142,995	\$ 3,896,825	20.4%
Bad Debt Expense	\$ 242,283	\$ 2,152,238	\$ 1,909,955	88.7%	\$ 9,481,708	\$ 6,672,190	\$ (2,809,518)	(42.1%)
Community Care	\$ 420,159	\$ 364,319	\$ (55,840)	(15.3%)	\$ 2,405,464	\$ 2,112,664	\$ (292,800)	(13.9%)
Administrative Adjustments	\$ 98,313	\$ 262,054	\$ 163,741	62.5%	\$ 1,379,014	\$ 1,516,951	\$ 137,937	9.1%
Total Revenue Deductions	\$ 14,215,310	\$ 16,092,436	\$ 1,877,126	11.7%	\$ 84,875,779	\$ 93,181,835	\$ 8,306,057	8.9%
340B Revenue	\$ 37,500	\$ 41,667	\$ (4,166)	(10.0%)	\$ 310,489	\$ 250,000	\$ 60,489	24.2%
Net Patient Revenue	\$ 9,534,381	\$ 8,836,713	\$ 697,668	7.9%	\$ 53,338,471	\$ 52,701,221	\$ 637,251	1.2%
Other Revenue								
Other Operating Income	\$ 979,943	\$ 469,816	\$ 510,127	108.6%	\$ 7,703,647	\$ 2,818,896	\$ 4,884,752	173.3%
Total Other Revenue	\$ 979,943	\$ 469,816	\$ 510,127	108.6%	\$ 7,703,647	\$ 2,818,896	\$ 4,884,752	173.3%
Net Operating Revenue	\$ 10,514,324	\$ 9,306,529	\$ 1,207,795	13.0%	\$ 61,042,119	\$ 55,520,116	\$ 5,522,002	9.9%
Operating Expenses								
Salaries & Wages	\$ 4,665,131	\$ 4,602,774	\$ (62,357)	(1.4%)	\$ 26,206,777	\$ 26,315,440	\$ 108,662	0.4%
Benefits	\$ 1,205,618	\$ 1,238,940	\$ 33,322	2.7%	\$ 7,198,579	\$ 7,403,456	\$ 204,877	2.8%
Professional Fees	\$ 230,703	\$ 262,660	\$ 31,956	12.2%	\$ 1,407,122	\$ 1,570,401	\$ 163,279	10.4%
Supplies	\$ 520,004	\$ 624,883	\$ 104,878	16.8%	\$ 3,316,412	\$ 3,749,297	\$ 432,885	11.5%
Utilities	\$ 49,955	\$ 67,843	\$ 17,888	26.4%	\$ 433,532	\$ 407,056	\$ (26,476)	(6.5%)
Purchased Services	\$ 1,045,483	\$ 1,080,297	\$ 34,815	3.2%	\$ 6,905,671	\$ 6,487,344	\$ (418,327)	(6.4%)
Insurance	\$ 32,222	\$ 55,167	\$ 22,945	41.6%	\$ 238,814	\$ 331,000	\$ 92,186	27.9%
Other Expenses	\$ 264,363	\$ 392,310	\$ 127,947	32.6%	\$ 2,397,707	\$ 2,432,266	\$ 34,559	1.4%
Rentals & Leases	\$ 9,194	\$ 9,884	\$ 690	7.0%	\$ 76,333	\$ 64,761	\$ (11,571)	(17.9%)
Depreciation	\$ 682,065	\$ 616,367	\$ (65,699)	(10.7%)	\$ 4,137,537	\$ 3,747,222	\$ (390,314)	(10.4%)
Total Operating Expenses	\$ 8,704,738	\$ 8,951,124	\$ 246,386	2.8%	\$ 52,318,484	\$ 52,508,243	\$ 189,759	0.4%
Operating Income (Loss)	\$ 1,809,586	\$ 355,405	\$ 1,454,181	409.2%	\$ 8,723,635	\$ 3,011,874	\$ 5,711,761	189.6%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 4,381	\$ 27,000	\$ (22,619)	(83.8%)	\$ 495,144	\$ 599,000	\$ (103,856)	(17.3%)
Contributions from SPMF	\$ -	\$ 65,000	\$ (65,000)	(100.0%)	\$ 22,251	\$ 390,000	\$ (367,749)	(94.3%)
Interest Income	\$ 308,256	\$ 272,670	\$ 35,586	13.1%	\$ 1,866,737	\$ 1,636,020	\$ 230,717	14.1%
Interest Expense	\$ (520,805)	\$ (463,452)	\$ (57,353)	12.4%	\$ (3,132,696)	\$ (3,002,343)	\$ (130,353)	4.3%
Total Non-Operating Rev/(Expenses)	\$ (208,169)	\$ (98,782)	\$ (109,387)	110.7%	\$ (748,564)	\$ (377,323)	\$ (371,241)	98.4%
Net Income (Loss)	\$ 1,601,418	\$ 256,623	\$ 1,344,795	524.0%	\$ 7,975,070	\$ 2,634,550	\$ 5,340,520	202.7%

Jun-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
METRICS								
Operating Margin (S&P)	12.3%	(1.2%)	13.4%		9.2%	0.0%	9.1%	
Operating Margin	17.2%	3.8%	13.4%		14.3%	5.4%	8.9%	
Net Income Margin	15.2%	2.8%	12.5%		13.1%	4.7%	8.3%	
Days in AR					49	50	1	1.6%
Days Cash on Hand					311	260	51	19.6%
Deduction %	59.9%	64.7%	4.7%		61.5%	64.0%	2.4%	
Net Patient Revenue %	40.1%	35.3%	4.7%		38.5%	36.0%	2.4%	
Net Operating Revenue %	44.3%	37.4%	6.9%		44.3%	38.1%	6.1%	
Paid FTEs (excludes Agency)	462.6	513.6	51.0	9.9%	460.8	511.1	50.3	9.8%
Hours	74,015	90,397	16,382	18.1%	477,990	515,241	37,251	7.2%
Net Patient Revenue per FTE (\$K)	\$ 20,611	\$ 17,205	\$ (3,406)	(19.8%)	\$ 115,758	\$ 103,120	\$ 12,637	12.3%
Labor Cost per FTE (\$K)	\$ 12,691	\$ 11,374	\$ (1,317)	(11.6%)	\$ 72,498	\$ 65,978	\$ (6,520)	(9.9%)

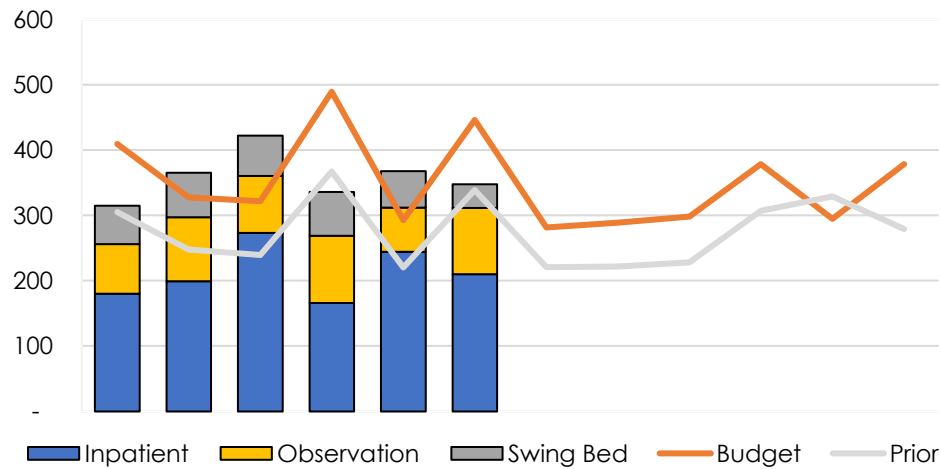
Balance Sheet as of Jun-2026

Assets	Jun-2026	May-2026	1 Month Variance	Jun-2025	12 Month Variance
Current Assets					
Operating Cash	87,536,021	88,351,136	(815,116)	68,432,041	19,103,980
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,500	-
Total Operating Cash	89,493,521	90,308,636	(815,116)	70,389,541	19,103,980
MFP Construction Cash	7,366,783	7,442,977	(76,195)	21,133,514	(13,766,732)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
Total Restricted Cash	15,620,275	15,696,470	(76,195)	29,387,007	(13,766,732)
Accounts Receivables	38,001,648	37,079,936	921,712	35,796,559	2,205,089
Less Allow for Uncollectables	(5,842,317)	(6,183,867)	341,550	(6,091,198)	248,881
Less Contractual Adjustments	(17,731,567)	(17,930,611)	199,044	(15,784,874)	(1,946,693)
Accounts Receivable - Net	14,427,764	12,965,457	1,462,306	13,920,487	507,277
Taxes Receivable	4,381	102,875	(98,494)	27,056	(22,676)
Other Receivables	1,976,833	1,950,537	26,296	2,681,121	(704,288)
Inventory	908,426	892,787	15,639	911,975	(3,549)
Prepaid Expenses	778,412	789,896	(11,483)	726,643	51,770
Total Current Assets	123,209,612	122,706,658	502,954	118,043,830	5,165,782
Property, Plant and Equipment					
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	28,772,808	28,878,152	(105,344)	26,757,458	2,015,350
Right of Use Asset	1,261,816	1,119,634	-	-	-
Construction In Progress	9,561,039	9,277,048	283,992	47,054,034	(37,492,995)
Less Accumulated Depreciation	(47,221,282)	(46,534,514)	(686,768)	(40,838,314)	(6,382,968)
Property, Plant and Equipment - Net	88,747,871	89,113,809	(365,938)	87,042,746	1,705,126
Total Assets	211,957,483	211,820,467	137,016	205,086,576	6,870,908

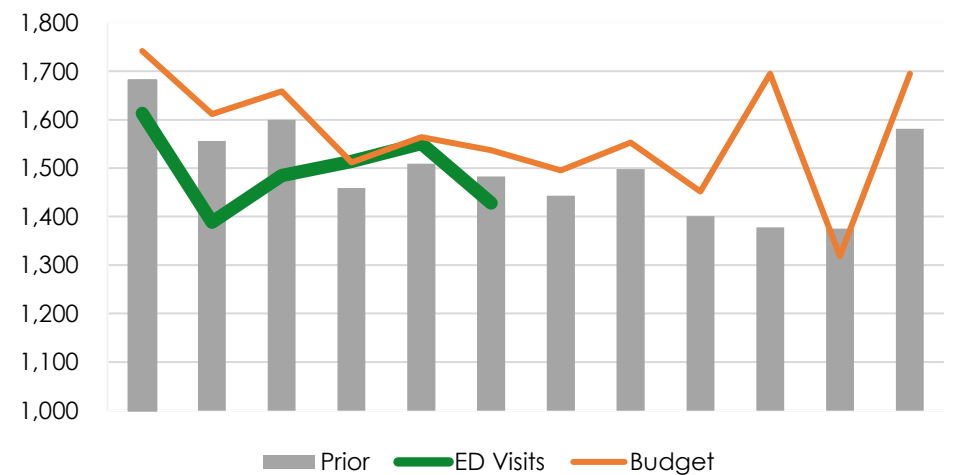
Balance Sheet as of Jun-2026

Liabilities	Jun-2026	May-2026	1 Month Variance	Jun-2025	12 Month Variance
Current Liabilities					
Accounts Payable	677,559	559,784	117,775	4,903,873	(4,226,315)
Other Payables	1,181,045	1,455,061	(274,016)	1,139,357	41,689
Payroll and Related Liabilities	8,474,359	7,503,315	971,044	6,251,322	2,223,037
Interest Payable	520,509	2,555,275	(2,034,766)	501,472	19,037
Third Party Settlement Payable	(1,710,447)	(1,710,447)	-	616,444	(2,326,891)
Other Current Liabilities	101,163	302,370	(201,208)	1,220,334	(1,119,171)
Current Maturities of LTD	2,114,269	3,005,661	(891,392)	2,767,516	(653,247)
Total Current Liabilities	11,358,457	13,671,020	(2,312,563)	17,400,318	(6,041,860)
Non Current Liabilities					
Current Maturities of LTD	(2,114,269)	(3,005,661)	891,392	(2,767,516)	653,247
Long Term Debt	107,948,037	107,991,267	(43,230)	110,674,027	(2,725,991)
Total Non Current Liabilities	105,833,768	104,985,606	848,162	107,906,511	(2,072,744)
Total Liabilities	117,192,225	118,656,626	(1,464,401)	125,306,829	(8,114,604)
Net Assets					
Unrestricted Fund Balance	8,055,347	8,055,347	-	8,055,347	-
YTD Excess of Revenues	78,734,841	78,734,841	-	61,938,216	16,796,624
YTD Earnings(Loss)	7,975,070	6,373,653	-	9,786,183	-
Total Net Assets	94,765,258	93,163,841	-	79,779,747	14,985,512
Total Liabilities and Net Assets	211,957,483	211,820,467	137,016	205,086,576	6,870,908

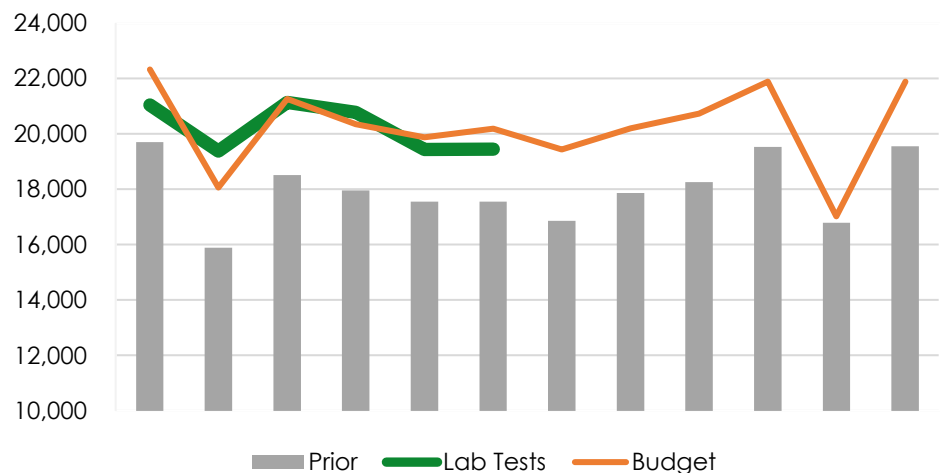
Patient Days



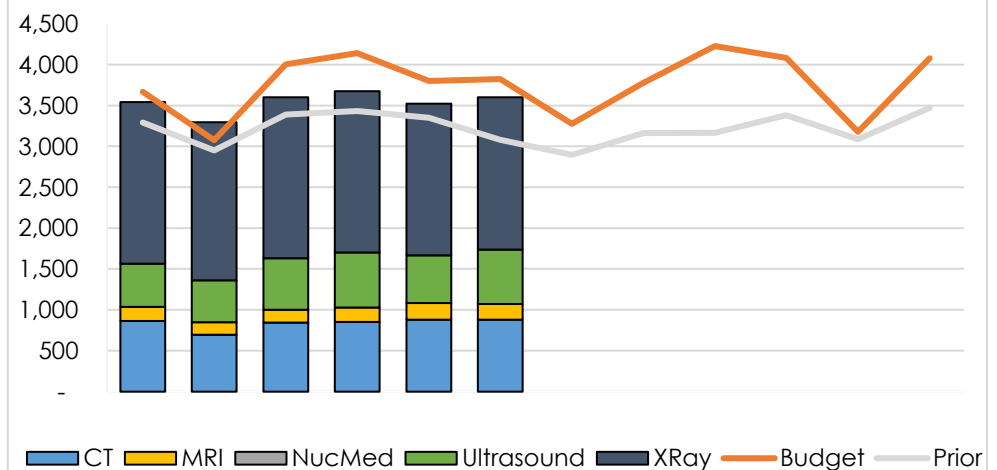
Emergency Department Visits



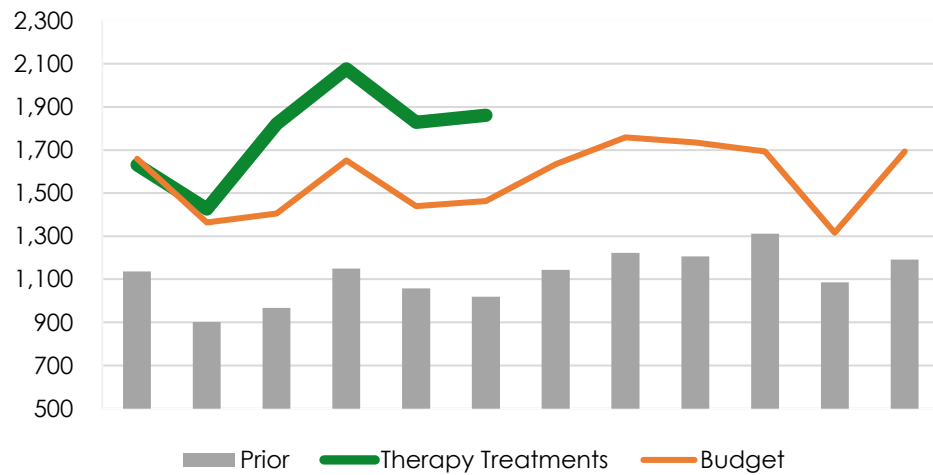
Lab Tests



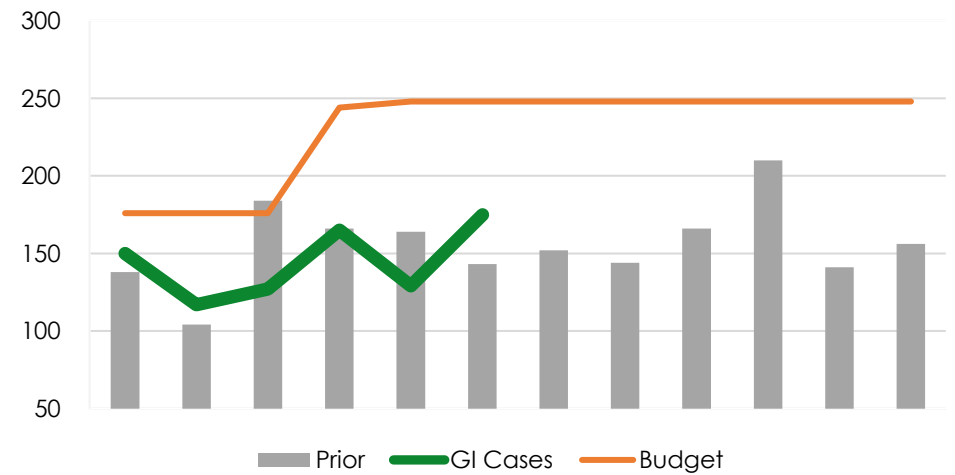
Diagnostic Imaging



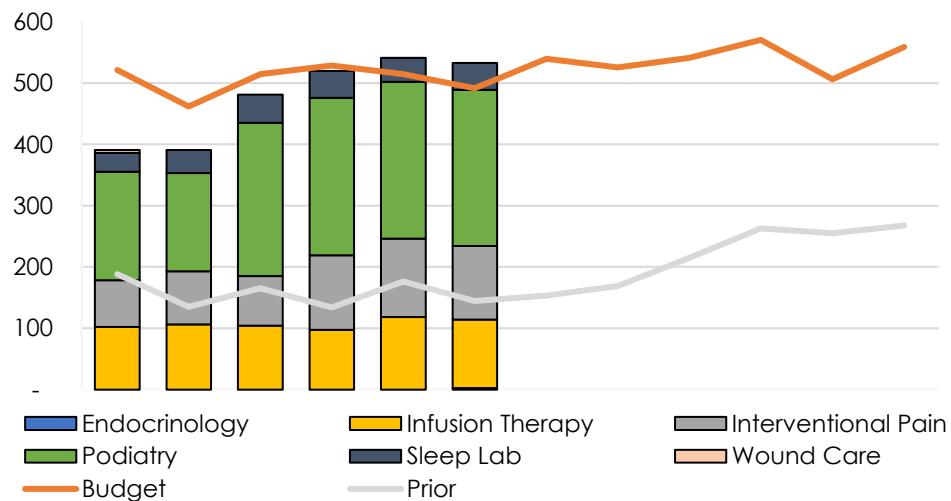
Therapy Treatments



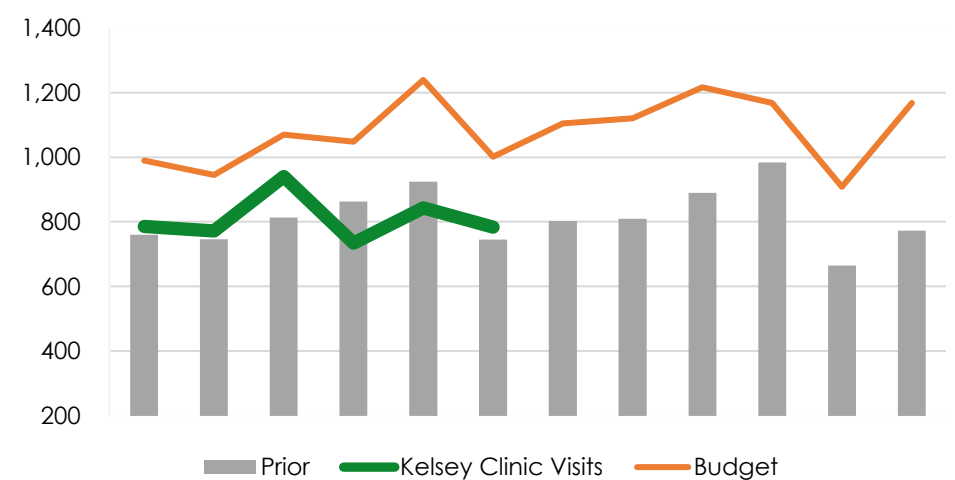
GI Cases



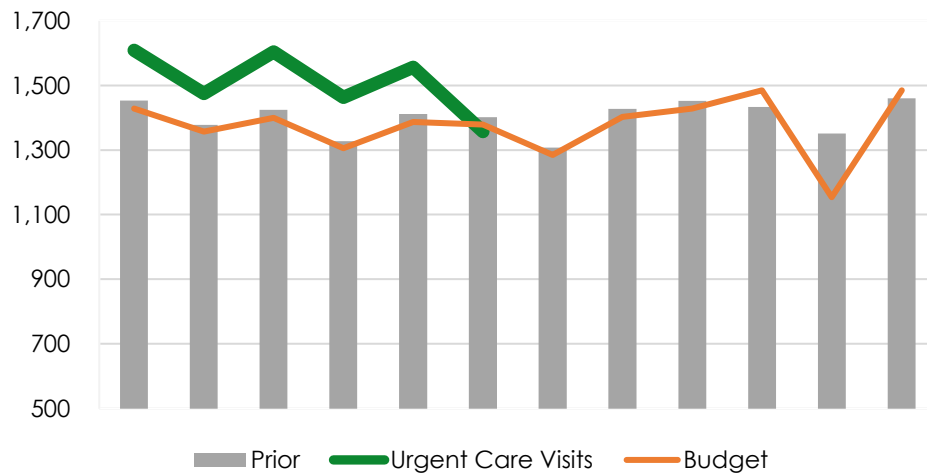
Hospital Outpatient Services



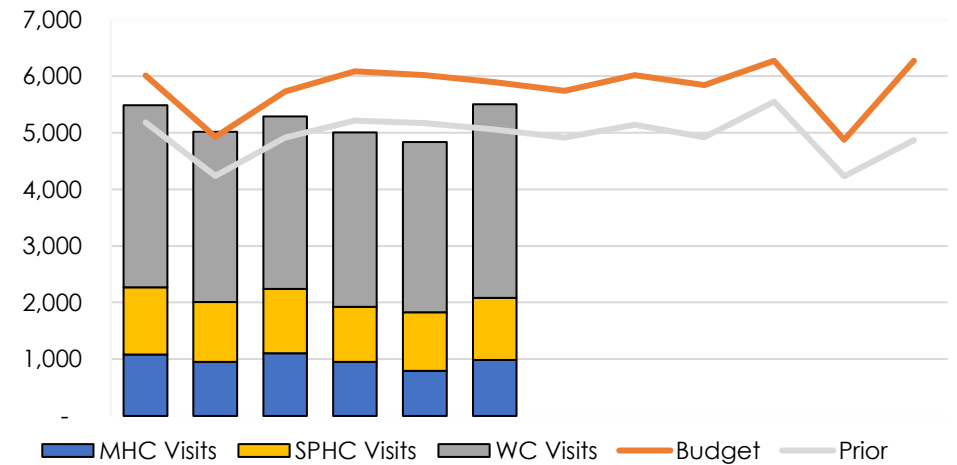
Specialty Clinic Visits



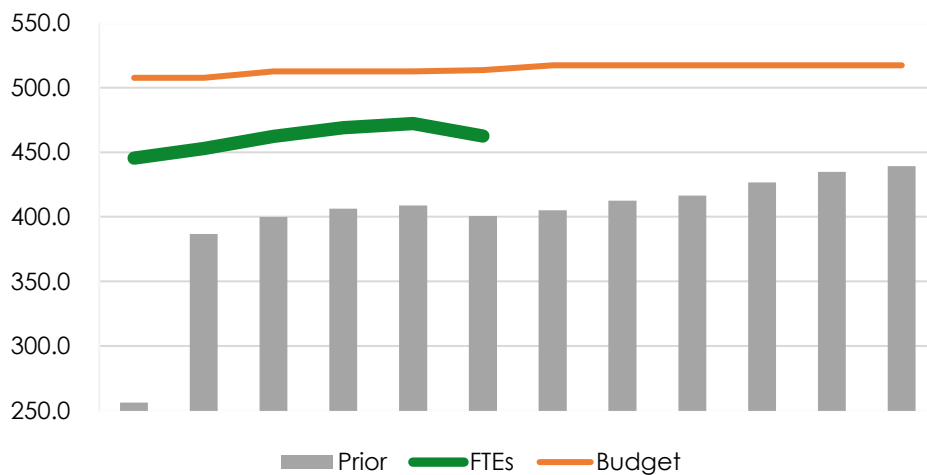
Urgent Care Visits



Primary Care Clinic Visits



FTEs



Days in AR

