

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. May 28, 2026 Regular Meeting
 - b. June 12, 2026 Special Meeting
4. **1:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **1:15 – DZA 2025 Financial Audit Presentation – Luke Zarecor - 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)**
 - i. Benjamin Hillman, PA-C – Ambulatory Primary Care (Initial Appointment)
 - ii. Arthur Legg, MD – Pediatrics (Initial Appointment)
 - iii. Dominic Femiano, MD – Sports Medicine (Initial Appointment)
 - iv. Abigail Hilton, CRNA – CRNA Outpatient Procedures (Initial Appointment)
 - v. Brent Morel, MD – Tele-Neurology (Initial Appointment)
 - vi. Joyce-Christie Le, MD – Tele-Radiology (Initial Appointment)
 - vii. Jonathan Kreger, DO -ACU/ED (Initial Appointment)
 - viii. Kim Miker, ARNP- Ambulatory Primary Care (Reappointment)
 - ix. Jakdej Nikomorirak, MD- Sleep Medicine (Reappointment)
 - b. **2:52** Resolution 2026-06 Surplus Property “BioFire” – *Action (vote)*
 - c. **2:55-** Review Upcoming Events– *Info*
8. **3:00 – Adjourn – Action (vote)**

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

- **AWPHD and WSHA Rural Health Conference | Campbells Resort Lake Chelan, WA | June 27-July 1, 2026**
- **Hospital Expansion Grand Opening and Ribbon Cutting | Summit Pacific Medical Center | July 22, 2026 10:00 am**
- 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:

May 2026

Description	Amount
Payroll	\$ 3,984,610
A/P Operations	\$ 5,409,118
A/P Capital	\$ 744,027
Community Care	\$ 648,486
Bad Debt	\$ 610,439
Property Tax Credit	\$ -
Total	\$ 11,396,680



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

May 28, 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 Vice Chair Hiles at 1:00 p.m. Commissioners Present: Shannon Brear, Kevin Bossard, Carolyn Wescott, Georgette Hiles Commissioner Andrew Hooper was absent and excused. Present: Josh Martin, Cheryl Cornwell, Jennifer Burkhardt, Jori Stott, Sara Oliver, Tori Bernier, Angie Gerber, Hannah Quimby, Morgan Lundy, Ryan Berg, James Kaech, David Cundiff, Wendy Hawkins, Jakob Berentsen, JJ Painter, Traci Harris, Brittany Meers, Jennifer Dorsey, Cinthya Schuder, Angie Gerber, Ayan Rage, Lynn Fifield, Julie Gill, Stephanie Luellen, Matt Barrett, Tania Mendez, David Cundiff, James Kaech, Laura Cundiff, Sharlene Higa, Shawn Andrews, Diana Kolar, Brad Thomas, Brandy Dawson, Jesse Murphy, Steven Thomson, Marianne Smith, Heather Escalante, Sara Kinnison, Jonathan Hernandez-Tapia, Delaney Hanson, Jenny Prentice, Sabrina Perrin	
BUSINESS FROM AUDIENCE	<u>Business from Audience</u> There was no business from the audience.	
CONSENT AGENDA	There was no discussion.	<i>Commissioner Bossard made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i>
MINUTES	April 23, 2026, Regular Meeting Minutes	<i>Commissioner Wescott made a motion to approve the April 23, 2026, Regular Meeting Minutes. Commissioner Brear seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i>



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

May 28, 2026

PATIENT STORY	CTLO Burkhardt read a patient story regarding James Kaech. (See presentation for additional details.)	
PATIENT EXPERIENCE AWARDS	- CTLO Burkhardt, Hannah Quimby, Morgan Lundy, and each award recipient's supervisor announced the winners of the Patient Experience Award: - Wendy Hawkins - Jakob Berentsen - Traci Harris - Brittany Meers - Angie Gerber - Ayan Rage - Tania Mendez - David Cundiff - Sara Kinnison - Jonathan Hernandez-Tapia - Delaney Hanson	
THE RURAL COLLABORATIVE UPDATE	- Elya Prystowsky, Executive Director of the Rural Health Collaborative, provided an annual update on TRC and RHE. (See presentation for more details.) - Elya Prystowsky shared a personal story about wearing the Summit Pacific Ride the Harbor team captain jersey to the Tour de France. - There has been significant growth in the Collaborative over the past year with a total of 31 members. - Prystowsky shared a high-level overview of the Strategic Plan. - TRC is preparing plans for the \$5.4 million received through RHTP funds to reinvest back into rural hospitals. - The Breast Health screening campaign was a success, meeting the goal of screening 60.5% of eligible women. The campaign recently came to a close with a celebration. - Prystowsky reviewed some of the programs offered through RHE, specifically WHSN and Delegated Credentialing/CVO. - Prystowsky shared the success of RHE's staffing company, WHSN, which has had strong success in its inaugural years supporting members with access to agency staff while keeping costs low. - In 2025, RHE saved Summit Pacific \$622,850, and TRC saved Summit Pacific \$46,162. - Prystowsky commended Summit Pacific and its governance for setting a precedent of having an abundant mindset in a landscape that is clawing back during a time of	



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

May 28, 2026

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QUALITY REPORT	• CNO/COO Bernier reviewed the Quality Report and dashboard. • CNO/COO Bernier shared an update on the recent DNV survey. The Plan of Corrections was submitted on 5/15/26 and was approved within the last week. • CNO/COO Bernier shared the continued success of the Avasure patient monitoring service and its impact on patient fall rates at both Summit Pacific and Mason General. There is interest from more TRC member hospitals in possibly participating in this program in the future. That would need to be an internal discussion, as it would require additional resources. • Congratulations to Tracy Rogers for being the hand hygiene observer winner for the month! • Therapy had an exceptional month for volumes during the month of April. • Commissioner Brear and Commissioner Hiles shared their experience learning from the recent Board rounding. There is an opportunity to add a few questions to the list, but overall, they thought it was very impactful for the Board to round with patients.	
FINANCE REPORT	• CFO Cornwell presented the April Finance Report. • CFO Cornwell reviewed the deficit in budgeted primary care volumes. The finance team continues to monitor this closely. • ED visits met budget this month, and Urgent Care volumes continue to exceed budget. Discussion was held regarding potential impacts from the ED remodel and whether patients are self-selecting to go to Urgent Care as a result. • Summit Pacific is exceeding its goals for days cash on hand and operating budget. •	
ADVOCACY COMMITTEE	• CTLO Burkhardt provided an update on advocacy efforts. • Summit Pacific was selected as one of seven projects to advance to the Senate Appropriations Committee for inclusion in the Agriculture and Rural Development appropriations bill as part of Senator Patty Murray's FY2027 funding requests. • On April 26, a tour of Summit Pacific was conducted by Catalina Amortegui, Senator Murray's Thurston County and Olympic Peninsula District Director, and the	



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

May 28, 2026

	advancement of Summit Pacific's \$2.8 million request was announced during the visit.	
EXECUTIVE REPORT	• CEO Martin reviewed the Executive Report. (See report for additional details.) • CTLO Burkhardt shared the great success of Hospital Week. Staff were each given hand-curated blown glass from Opal Art Glass Studio. It was well received by staff and represented a strong partnership with a local artist. • CTLO Burkhardt shared information about the annual employee awards event, "Seattle Nights." The event was a great evening honoring employees with awards, food, and entertainment. • CEO Martin provided an update on two internships that started in May: a culinary internship through Grays Harbor College and a summer marketing internship. Both interns are exceptional students. • CEO Martin read Brad Thomas' summary regarding his upcoming retirement and thanked him for his service to the District. Schelli Slaughter has recently begun her role with Summit Pacific, and the two have been working together on warm handoffs and introductions to community members and donors.	
COMMISSIONER BUSINESS	Medical Staff Privileges • Timothy Gromley, MD – initial appointment Radiology • Trenton Overall, DO – initial appointment Neurology • Charles Lew, MD – initial appointment Emergency Medicine • Frank Yeh, MD – initial appointment Gastroenterology (Internal Medicine) • Katala Lach, ARNP – initial appointment Gastroenterology • Gara Knudtson, CRNA – initial appointment CRNA Outpatient Procedures and Interventional Pain Upcoming Events • The joint planning meeting is scheduled for June 12th. • Volunteers were encouraged to participate in Ride the Harbor in July, if available. • A ribbon cutting will be held for the grand opening of the expansion.	Commissioner Wescott made a motion to approve the Medical Staff privileges as presented. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

May 28, 2026

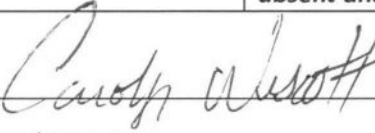
ADJOURNMENT

The regular session of the Board of Commissioners meeting adjourned at 3:06 p.m.

Commissioner Wescott made a motion to adjourn the meeting. Commissioner Brear seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.



Recording Secretary

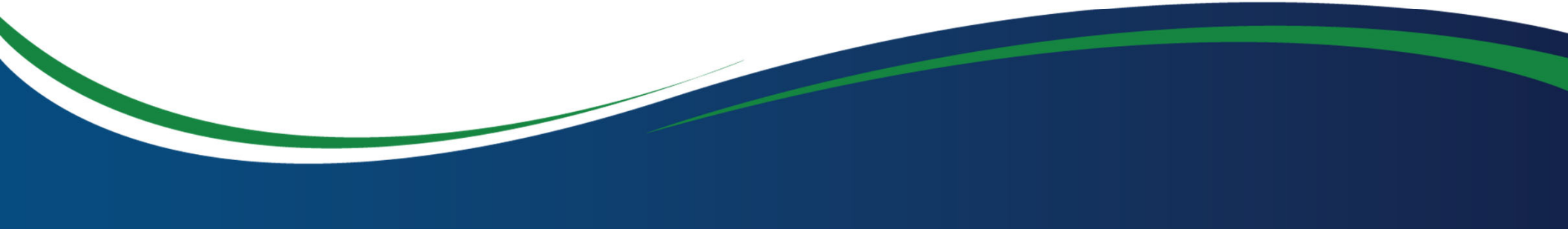


Board Secretary



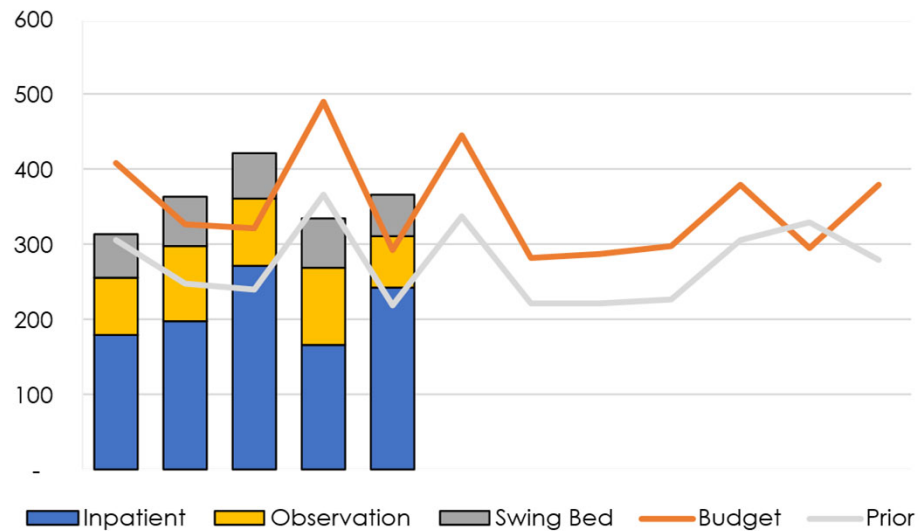
Finance Committee Meeting

June 19, 2026

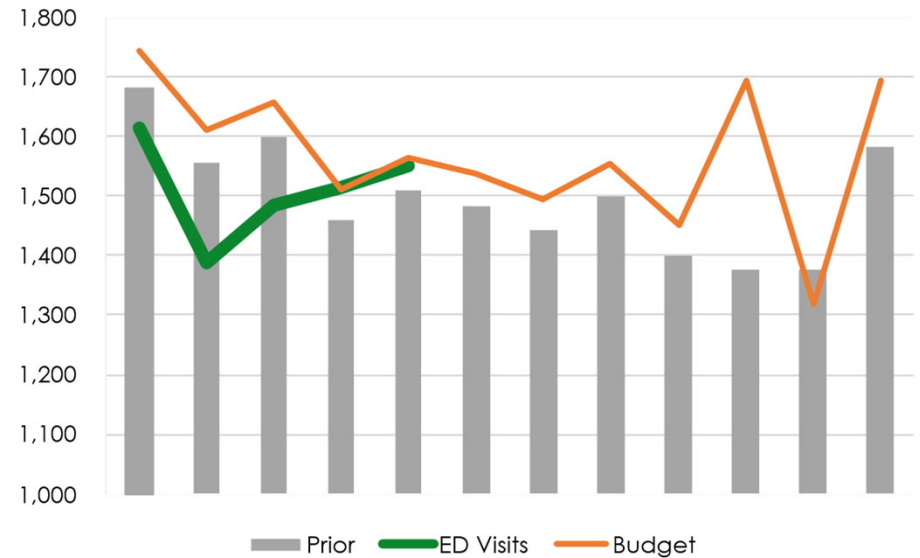


YTD IP & ED Volumes

Patient Days

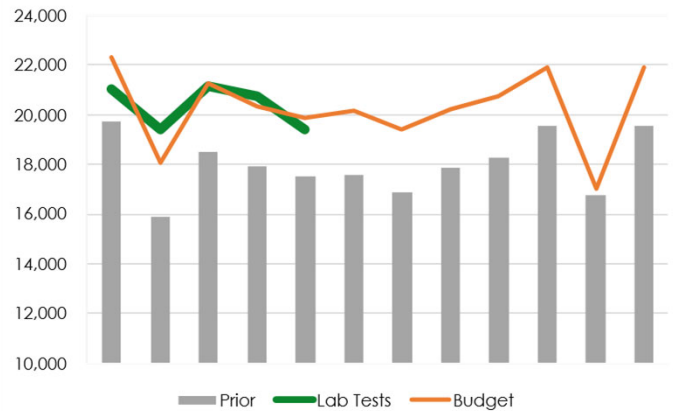


Emergency Department Visits

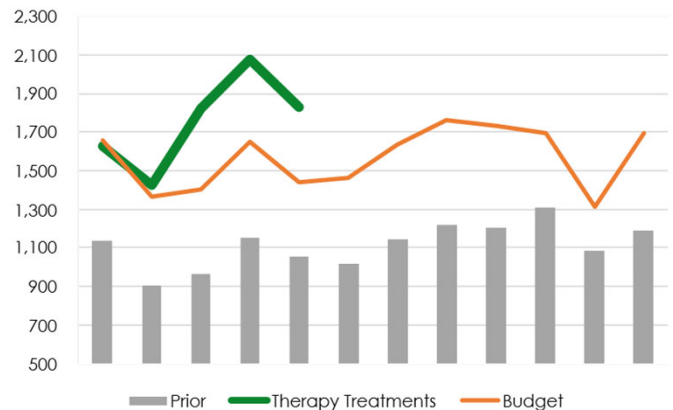


YTD Ancillary Volumes

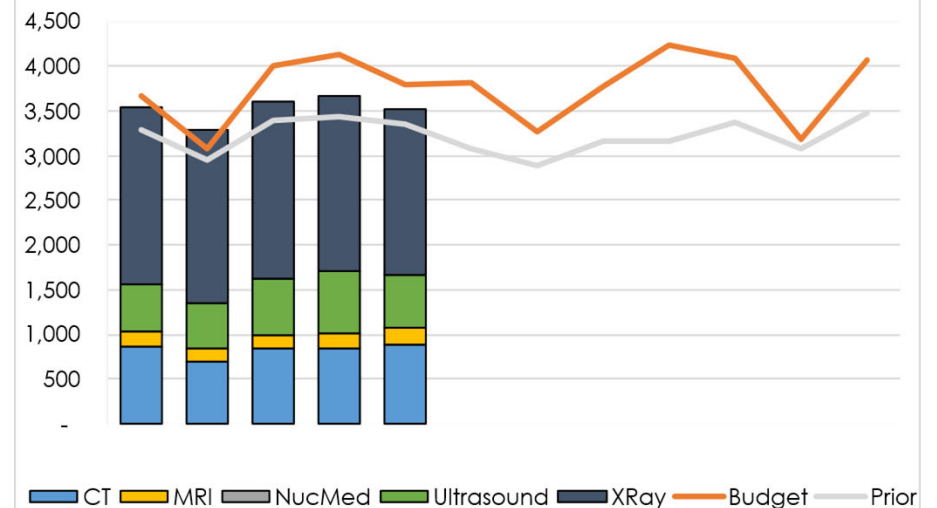
Lab Tests



Therapy Treatments

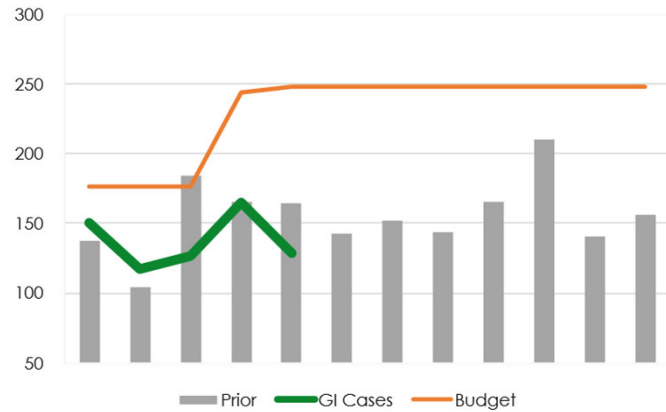


Diagnostic Imaging

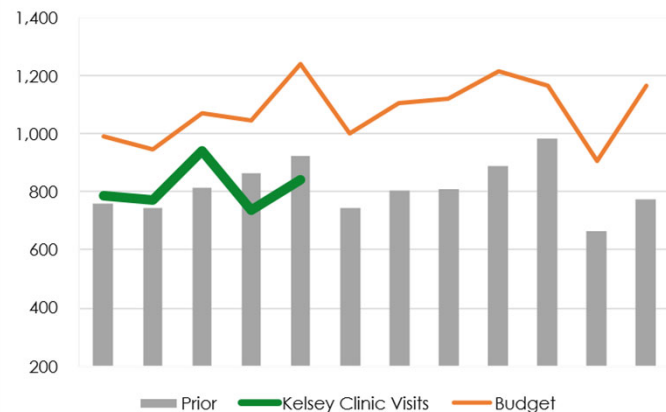


YTD Specialty Volumes

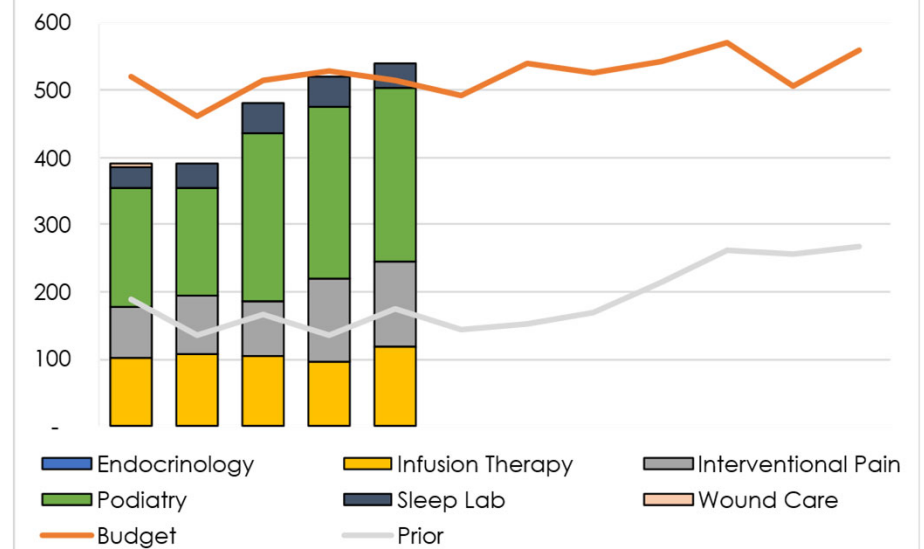
GI Cases



Specialty Clinic Visits

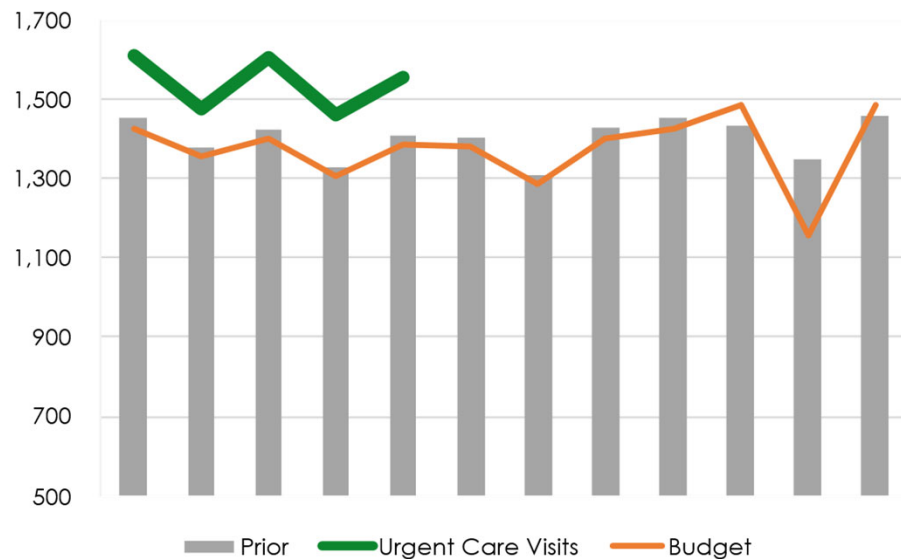


Hospital Outpatient Services

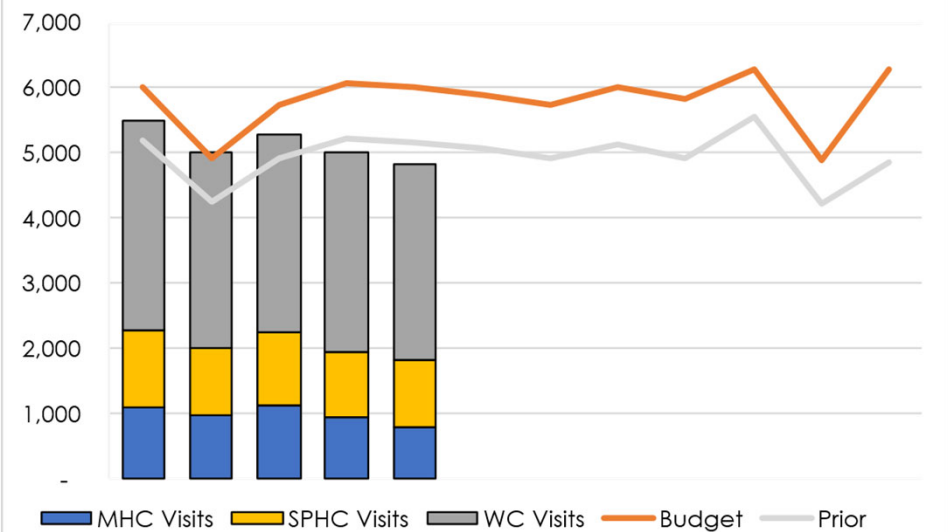


YTD Clinic Volumes

Urgent Care Visits



Primary Care Clinic Visits



May YTD Volumes

Year to Date Volumes				
Department	Actual	Budget	Surplus (Deficit)	Surplus (Deficit) %
Therapy Treatments	8,784	7,517	1,267	16.9%
Urgent Care Visits	7,707	6,877	830	12.1%
Lab Tests	101,758	101,852	(94)	(0.1%)
Patient Days (IP, Obs & SB)	1,806	1,841	(35)	(1.9%)
Diagnostic Imaging Exams	17,640	18,689	(1,049)	(5.6%)
Emergency Department Visits	7,552	8,089	(537)	(6.6%)
Hospital Outpatient Services	2,324	2,542	(218)	(8.6%)
Primary Care Clinic Visits	25,633	28,780	(3,147)	(10.9%)
Specialty Clinic Visits	4,077	5,292	(1,215)	(23.0%)
GI Cases	688	1,020	(332)	(32.5%)

Finance at a Glance

Summary Income Statement in \$Ks

Year-to-Date Income Statement	May-2026	+/-Budget	May-2025
Patient Revenue	\$ 114,465	\$ (6,489)	\$ 84,796
Revenue Deductions	\$ (70,660)	\$ 6,429	\$ (51,419)
Net Patient Revenue	\$ 43,804	\$ (60)	\$ 33,377
Other Operating Revenue	\$ 6,724	\$ 4,375	\$ 3,447
Total Operating Revenue	\$ 50,528	\$ 4,314	\$ 36,824
Salaries & Benefits	\$ (27,535)	\$ 343	\$ (18,654)
Supplies	\$ (2,796)	\$ 328	\$ (2,248)
Purchased Services	\$ (5,860)	\$ (453)	\$ (4,239)
Other	\$ (3,967)	\$ 51	\$ (2,322)
Depreciation	\$ (3,455)	\$ (325)	\$ (1,667)
Total Operating Expenses	\$ (43,614)	\$ (57)	\$ (29,130)
Operating Income (Loss)	\$ 6,914	\$ 4,258	\$ 7,694
Non-Operating Revenue	\$ 2,071	\$ (189)	\$ 2,184
Non-Operating Expense	\$ (2,612)	\$ (73)	\$ (2,112)
Net Income (Loss)	\$ 6,374	\$ 3,996	\$ 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

	May-2026	Apr-2026	May-2025
Cash	\$ 106,005	\$ 103,738	\$ 103,535
Net Accounts Receivable	\$ 12,965	\$ 11,775	\$ 14,070
Other Receivables	\$ 3,736	\$ 4,750	\$ 4,477
Total Current Assets	\$ 122,707	\$ 120,263	\$ 122,081
Property, Plant & Equipment, Net	\$ 89,114	\$ 88,678	\$ 85,334
Total Assets	\$ 211,820	\$ 208,941	\$ 207,415
Accounts Payable	\$ 560	\$ 118	\$ 6,829
Payroll Liabilities	\$ 7,271	\$ 6,294	\$ 5,515
Current Portion of Long Term Deb	\$ 3,006	\$ 3,006	\$ 2,768
Other Liabilities	\$ 5,151	\$ 5,427	\$ 5,475
Total Current Liabilities	\$ 15,988	\$ 14,845	\$ 20,587
Non Current Liabilities	\$ 104,986	\$ 104,682	\$ 108,001
Unrestricted Fund Balance	\$ 6,374	\$ 4,941	\$ 8,833
YTD Excess of Revenues	\$ 84,473	\$ 84,473	\$ 69,994
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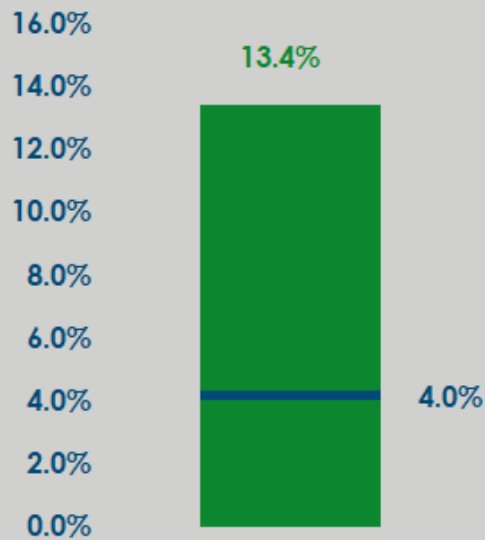
Snapshot of financial position at a specific point in time.

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

Net Assets - what we are worth.

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



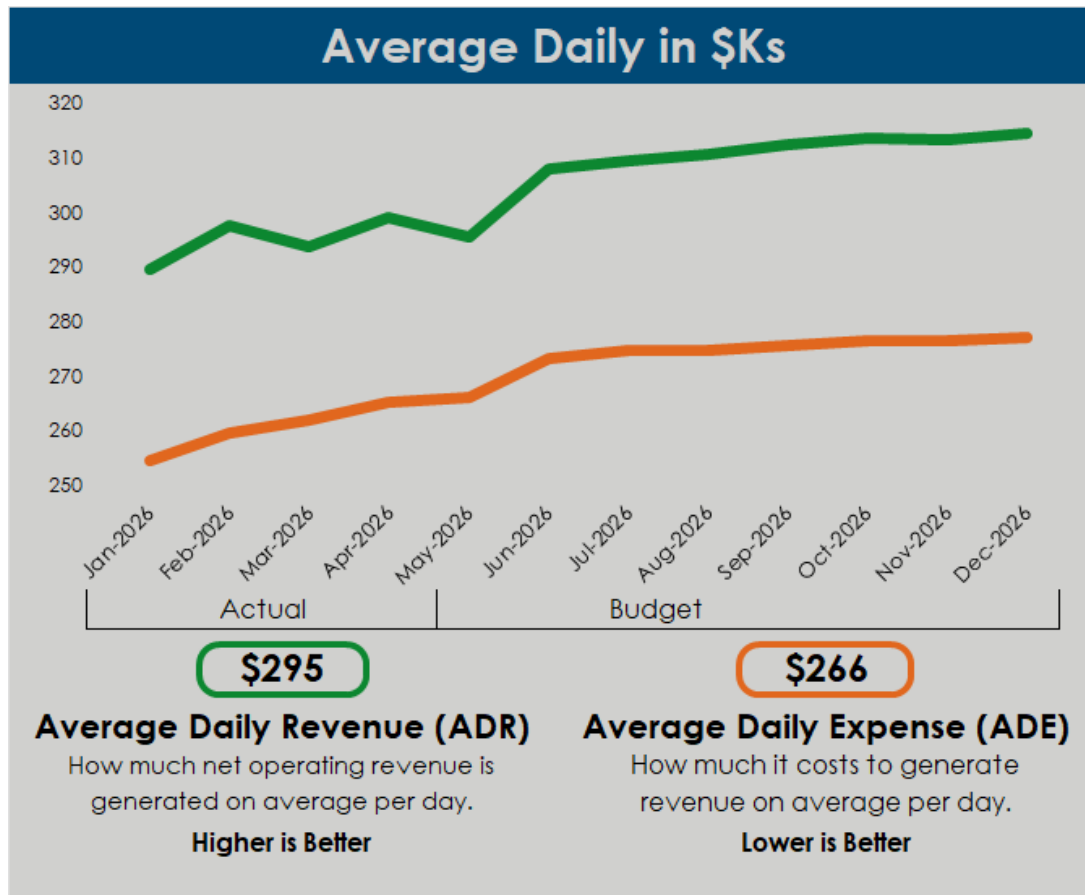
Days Cash On Hand Goal: 260

WA Average 2024: 194

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

Higher is Better

Finance at a Glance



Consent Agenda

For the Period:

May 2026

Description	Amount
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A/P Operations	\$ 5,409,118
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Summary & Highlights

Significant
Events

Out of the
Ordinary

Progress on
Projects

Achievements

Questions or Comments?

May 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%
14.0%
12.0%
10.0%
8.0%
6.0%
4.0%
2.0%
0.0%

13.7%



4.0%

Operating Margin Goal: 4.0%

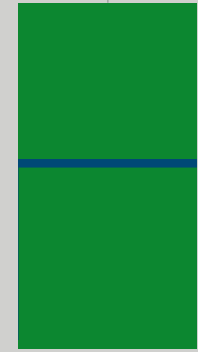
WA Average 2024: 4.9%

Ratio that reflects the profit from operations.

Higher is Better

320
300
280
260
240
220
200

315



260

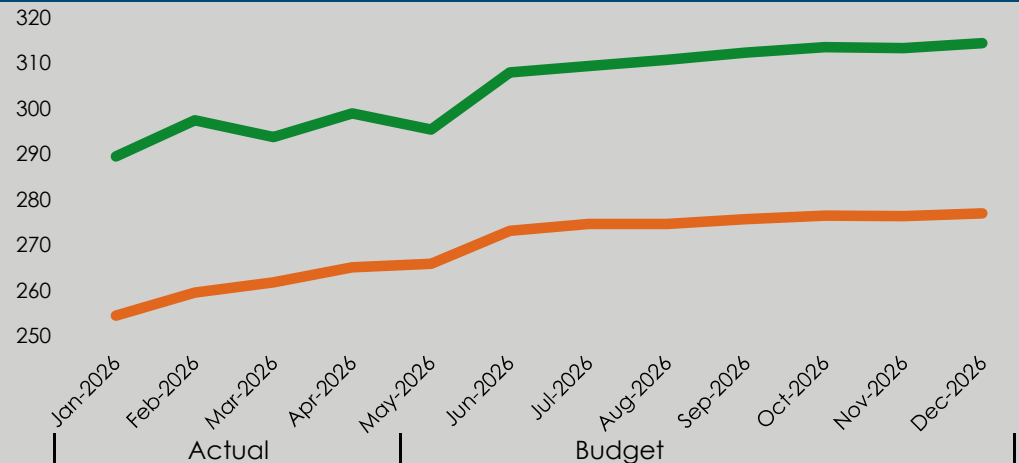
Days Cash On Hand Goal: 260

WA Average 2024: 194

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

Higher is Better

Average Daily in \$Ks



\$295

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

2026 Income Statement

May-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 10,621,495	\$ 10,500,022	\$ 121,473	1.2%	\$ 51,130,249	\$ 52,944,020	\$ (1,813,771)	(3.4%)
Medicaid Revenue	\$ 4,733,220	\$ 5,191,761	\$ (458,541)	(8.8%)	\$ 24,617,318	\$ 26,145,218	\$ (1,527,900)	(5.8%)
Other Revenue	\$ 7,237,352	\$ 8,411,356	\$ (1,174,004)	(14.0%)	\$ 38,444,003	\$ 41,656,336	\$ (3,212,333)	(7.7%)
Total Gross Patient Revenue	\$ 22,592,067	\$ 24,103,139	\$ (1,511,072)	(6.3%)	\$ 114,191,570	\$ 120,745,574	\$ (6,554,004)	(5.4%)
Patient Revenue Deductions								
Medicare Contractual	\$ 5,521,931	\$ 5,882,139	\$ 360,208	6.1%	\$ 28,717,801	\$ 34,068,187	\$ 5,350,386	15.7%
Medicaid Contractual	\$ 3,258,170	\$ 3,771,386	\$ 513,216	13.6%	\$ 17,010,971	\$ 18,644,510	\$ 1,633,539	8.8%
Other Contractual	\$ 2,503,059	\$ 3,256,523	\$ 753,465	23.1%	\$ 12,426,265	\$ 15,853,509	\$ 3,427,244	21.6%
Bad Debt Expense	\$ 202,124	\$ 2,122,526	\$ 1,920,402	90.5%	\$ 9,239,425	\$ 5,519,952	\$ (3,719,473)	(67.4%)
Community Care	\$ 648,486	\$ 354,897	\$ (293,589)	(82.7%)	\$ 1,985,305	\$ 1,748,345	\$ (236,960)	(13.6%)
Administrative Adjustments	\$ 726,454	\$ 255,301	\$ (471,153)	(184.5%)	\$ 1,280,702	\$ 1,254,897	\$ (25,804)	(2.1%)
Total Revenue Deductions	\$ 12,860,224	\$ 15,642,772	\$ 2,782,548	17.8%	\$ 70,660,469	\$ 77,089,400	\$ 6,428,931	8.3%
340B Revenue	\$ 9,988	\$ 41,667	\$ (31,679)	(76.0%)	\$ 272,989	\$ 208,333	\$ 64,655	31.0%
Net Patient Revenue	\$ 9,741,831	\$ 8,502,034	\$ 1,239,797	14.6%	\$ 43,804,090	\$ 43,864,508	\$ (60,418)	(0.1%)
Other Revenue								
Other Operating Income	\$ 473,832	\$ 469,816	\$ 4,016	0.9%	\$ 6,723,704	\$ 2,349,080	\$ 4,374,625	186.2%
Total Other Revenue	\$ 473,832	\$ 469,816	\$ 4,016	0.9%	\$ 6,723,704	\$ 2,349,080	\$ 4,374,625	186.2%
Net Operating Revenue	\$ 10,215,663	\$ 8,971,850	\$ 1,243,814	13.9%	\$ 50,527,794	\$ 46,213,588	\$ 4,314,207	9.3%
Operating Expenses								
Salaries & Wages	\$ 4,477,273	\$ 4,196,194	\$ (281,078)	(6.7%)	\$ 21,541,646	\$ 21,712,666	\$ 171,020	0.8%
Benefits	\$ 1,233,839	\$ 1,135,738	\$ (98,101)	(8.6%)	\$ 5,992,961	\$ 6,164,516	\$ 171,555	2.8%
Professional Fees	\$ 297,256	\$ 262,660	\$ (34,596)	(13.2%)	\$ 1,176,419	\$ 1,307,742	\$ 131,322	10.0%
Supplies	\$ 445,639	\$ 624,883	\$ 179,244	28.7%	\$ 2,796,408	\$ 3,124,414	\$ 328,006	10.5%
Utilities	\$ 87,174	\$ 67,843	\$ (19,331)	(28.5%)	\$ 383,577	\$ 339,213	\$ (44,364)	(13.1%)
Purchased Services	\$ 1,123,307	\$ 1,080,298	\$ (43,008)	(4.0%)	\$ 5,860,188	\$ 5,407,046	\$ (453,142)	(8.4%)
Insurance	\$ 57,221	\$ 55,167	\$ (2,054)	(3.7%)	\$ 206,592	\$ 275,833	\$ 69,241	25.1%
Other Expenses	\$ 606,158	\$ 392,965	\$ (213,193)	(54.3%)	\$ 2,133,344	\$ 2,039,956	\$ (93,388)	(4.6%)
Rentals & Leases	\$ 12,330	\$ 9,884	\$ (2,446)	(24.7%)	\$ 67,139	\$ 54,877	\$ (12,262)	(22.3%)
Depreciation	\$ 384,484	\$ 616,366	\$ 231,882	37.6%	\$ 3,455,472	\$ 3,130,856	\$ (324,616)	(10.4%)
Total Operating Expenses	\$ 8,724,680	\$ 8,441,997	\$ (282,683)	(3.3%)	\$ 43,613,746	\$ 43,557,119	\$ (56,627)	(0.1%)
Operating Income (Loss)	\$ 1,490,983	\$ 529,853	\$ 961,131	181.4%	\$ 6,914,049	\$ 2,656,469	\$ 4,257,580	160.3%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 102,875	\$ 117,000	\$ (14,125)	(12.1%)	\$ 490,763	\$ 572,000	\$ (81,237)	(14.2%)
Contributions from SPMF	\$ 22,251	\$ 65,000	\$ (42,749)	(65.8%)	\$ 22,251	\$ 325,000	\$ (302,749)	(93.2%)
Interest Income	\$ 322,512	\$ 272,670	\$ 49,842	18.3%	\$ 1,558,481	\$ 1,363,350	\$ 195,131	14.3%
Interest Expense	\$ (505,743)	\$ (467,538)	\$ (38,205)	8.2%	\$ (2,611,890)	\$ (2,538,891)	\$ (72,999)	2.9%
Total Non-Operating Rev/(Expenses)	\$ (58,105)	\$ (12,868)	\$ (45,237)	351.5%	\$ (540,396)	\$ (278,541)	\$ (261,855)	94.0%
Net Income (Loss)	\$ 1,432,878	\$ 516,985	\$ 915,894	177.2%	\$ 6,373,653	\$ 2,377,928	\$ 3,995,725	168.0%

May-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
METRICS								
Operating Margin (S&P)	9.6%	0.7%	8.9%		8.5%	0.3%	8.3%	
Operating Margin	14.6%	5.9%	8.7%		13.7%	5.7%	7.9%	
Net Income Margin	14.0%	5.8%	8.3%		12.6%	5.1%	7.5%	
Days in AR					49	50	1	2.9%
Days Cash on Hand					315	260	55	21.0%
Deduction %	56.9%	64.9%	8.0%		61.9%	63.8%	2.0%	
Net Patient Revenue %	43.1%	35.1%	8.0%		38.1%	36.2%	2.0%	
Net Operating Revenue %	45.2%	37.2%	8.0%		44.2%	38.3%	6.0%	
Paid FTEs (excludes Agency)	387.5	512.5	125.1	24.4%	460.4	510.6	50.1	9.8%
Hours	61,996	82,006	20,010	24.4%	390,410	424,844	34,434	8.1%
Net Patient Revenue per FTE (\$K)	\$ 25,142	\$ 16,588	\$ (8,554)	(51.6%)	\$ 95,141	\$ 85,916	\$ 9,225	10.7%
Labor Cost per FTE (\$K)	\$ 14,739	\$ 10,403	\$ (4,336)	(41.7%)	\$ 59,804	\$ 54,602	\$ (5,202)	(9.5%)

Balance Sheet as of May-2026

Assets	May-2026	Apr-2026	1 Month Variance	May-2025	12 Month Variance
Current Assets					
Operating Cash	88,351,136	85,468,477	2,882,659	67,514,904	20,836,232
Self-Insured Reserve	1,957,500	1,957,500	-	4,470,291	(2,512,791)
Total Operating Cash	90,308,636	87,425,977	2,882,659	71,985,194	18,323,442
MFP Construction Cash	7,442,977	8,058,922	(615,945)	23,296,010	(15,853,032)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
Total Restricted Cash	15,696,470	16,312,415	(615,945)	31,549,502	(15,853,032)
Accounts Receivables	37,079,936	37,373,921	(293,985)	35,835,826	1,244,110
Less Allow for Uncollectables	(6,183,867)	(7,768,914)	1,585,047	(5,999,976)	(183,891)
Less Contractual Adjustments	(17,930,611)	(17,830,119)	(100,492)	(15,765,906)	(2,164,705)
Accounts Receivable - Net	12,965,457	11,774,888	1,190,570	14,069,943	(1,104,486)
Taxes Receivable	102,875	316,885	(214,011)	117,222	(14,347)
Other Receivables	1,950,537	2,571,725	(621,188)	2,610,888	(660,351)
Inventory	892,787	896,682	(3,895)	933,116	(40,329)
Prepaid Expenses	789,896	964,300	(174,405)	815,396	(25,500)
Total Current Assets	122,706,658	120,262,872	2,443,786	122,081,261	625,396
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	88,567,955	(15,558)	47,846,490	40,705,907
Equipment	28,878,152	28,781,697	96,455	26,595,984	2,282,169
Right of Use Asset	2,451,672	2,451,672	-	-	-
Construction In Progress	9,277,048	8,533,021	744,027	45,076,266	(35,799,218)
Less Accumulated Depreciation	(47,866,552)	(47,477,365)	(389,187)	(40,408,289)	(7,458,262)
Property, Plant and Equipment - Net	89,113,809	88,678,072	435,737	85,333,528	3,780,281
Total Assets	211,820,467	208,940,944	2,879,523	207,414,789	4,405,678



Balance Sheet as of May-2026

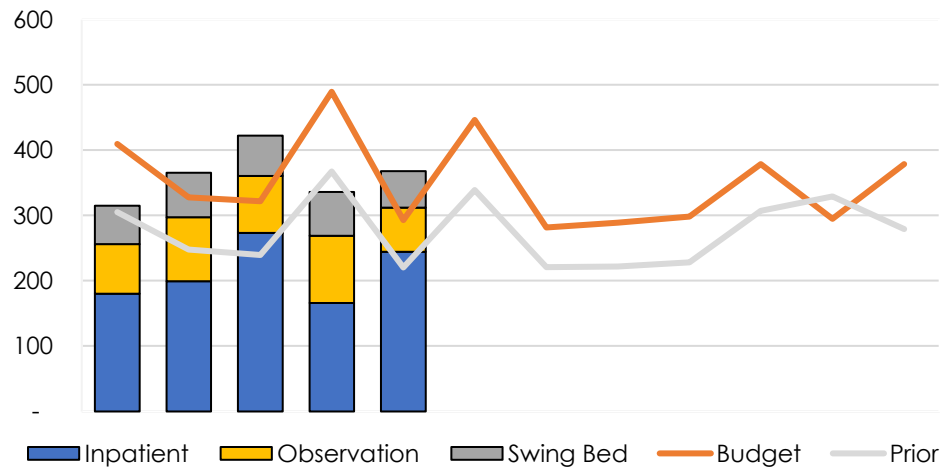
Liabilities	May-2026	Apr-2026	1 Month Variance	May-2025	12 Month Variance
Current Liabilities					
Accounts Payable	559,784	118,499	441,285	6,829,029	(6,269,245)
Other Payables	1,455,061	1,254,905	200,156	1,027,492	427,569
Payroll and Related Liabilities	7,271,239	6,293,859	977,380	5,515,330	1,755,909
Interest Payable	2,555,275	2,095,220	460,056	2,553,627	1,648
Third Party Settlement Payable	838,521	838,521	-	616,444	222,077
Other Current Liabilities	302,370	1,238,325	(935,955)	1,277,182	(974,812)
Current Maturities of LTD	3,005,661	3,005,661	-	2,767,516	238,145
Total Current Liabilities	15,987,912	14,844,990	1,142,923	20,586,620	(4,598,708)
Non Current Liabilities					
Current Maturities of LTD	(3,005,661)	(3,005,661)	-	(2,767,516)	(238,145)
Long Term Debt	107,991,267	107,687,545	303,721	110,768,653	(2,777,386)
Total Non Current Liabilities	104,985,606	104,681,885	303,721	108,001,137	(3,015,531)
Total Liabilities	120,973,518	119,526,874	1,446,644	128,587,757	(7,614,239)
Net Assets					
Unrestricted Fund Balance	8,055,347	8,055,347	-	8,055,347	-
YTD Excess of Revenues	76,417,949	76,417,949	-	61,938,216	14,479,732
YTD Earnings(Loss)	6,373,653	4,940,775	-	8,833,469	-
Total Net Assets	90,846,949	89,414,070	-	78,827,032	12,019,917
Total Liabilities and Net Assets	211,820,467	208,940,944	2,879,523	207,414,789	4,405,678

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	YTP
Inpatient Days	180	199	273	166	244	1,062
Budget	304	223	243	366	203	1,339
Prior	258	189	206	310	172	1,135
Observation Hours	1,825	2,358	2,094	2,464	1,627	10,368
Budget	1,318	1,638	927	1,539	1,355	6,777
Prior	1,129	1,403	794	1,382	1,161	5,869
Observation Days	76	98	87	103	68	432
Budget	55	68	39	64	56	282
Prior	47	58	33	58	48	245
Swing Bed Days	59	68	62	67	56	312
Budget	50	37	40	60	33	220
Prior	-	-	-	-	-	-
Patient Days (IP, Obs & SB)	315	365	422	336	368	1,806
Budget	409	328	321	490	293	1,841
Prior	305	247	239	368	220	1,380
Emergency Department Visits	1,613	1,389	1,485	1,514	1,551	7,552
Budget	1,742	1,612	1,658	1,512	1,564	8,089
Prior	1,682	1,556	1,600	1,459	1,509	7,806
GI Cases	150	117	127	165	129	688
Budget	176	176	176	244	248	1,020
Prior	138	104	184	166	164	756
Sleep Lab	31	38	46	44	39	198
Budget	31	27	46	38	46	188
Prior	8	7	12	10	12	49
Lab Tests	21,039	19,379	21,137	20,774	19,429	101,758
Budget	22,321	18,059	21,254	20,343	19,876	101,852
Prior	19,700	15,885	18,509	17,951	17,543	89,588
XRays Exams	1,981	1,935	1,972	1,977	1,858	9,723
Budget	1,925	1,503	2,217	2,341	2,030	10,016
Prior	2,019	1,865	2,014	1,994	1,984	9,876
CT Exams	864	695	842	852	878	4,131
Budget	1,059	952	1,019	960	956	4,946
Prior	704	642	701	725	735	3,507
Ultrasound Exams	529	511	631	675	583	2,929
Budget	572	538	599	665	660	3,034
Prior	467	355	550	586	517	2,475
MRI Exams	169	153	157	173	205	857
Budget	111	84	169	174	156	694
Prior	102	87	123	127	115	554

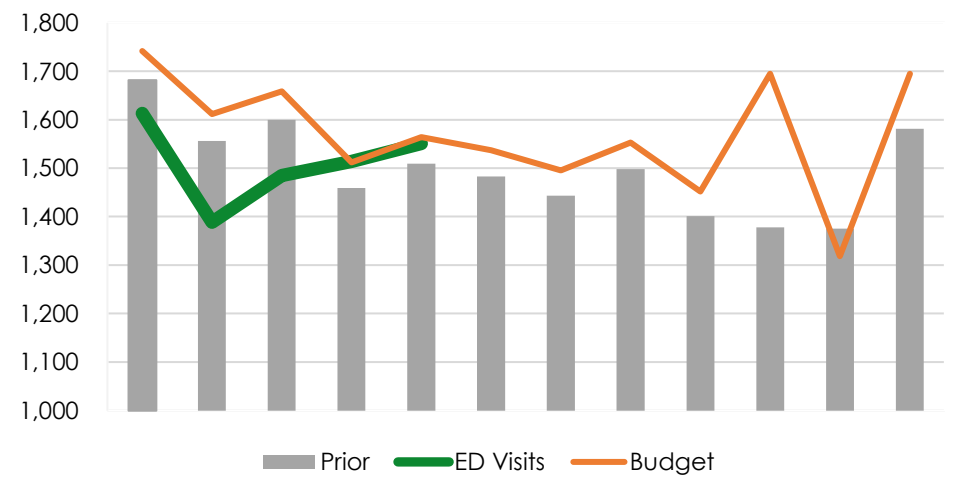
Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	YTP
Nuclear Medicine	-	-	-	-	-	-
Budget	-	-	-	-	-	-
Prior	-	-	-	-	-	-
All Diagnostic Imaging Exams	3,543	3,294	3,602	3,677	3,524	17,640
Budget	3,667	3,076	4,004	4,140	3,802	18,689
Prior	3,292	2,949	3,388	3,432	3,351	
Therapy Treatments	1,631	1,426	1,821	2,078	1,828	8,784
Budget	1,659	1,363	1,406	1,652	1,439	7,517
Prior	1,136	902	967	1,149	1,057	5,211
Respiratory Therapy	1,056	1,337	1,443	1,250	1,125	6,211
Budget	686	671	626	711	774	3,467
Prior	883	1,072	803	699	718	4,175
Infusion Therapy	102	106	104	97	118	527
Budget	92	71	81	92	81	417
Prior	94	80	80	64	69	387
Interventional Pain	76	87	81	122	128	494
Budget	144	144	144	144	144	720
Prior	86	48	73	60	95	362
Wound Care	5	-	-	-	-	5
Budget	96	83	91	96	91	96
Prior	-	-	-	-	-	-
Podiatry	177	160	250	257	256	1,100
Budget	159	138	152	159	152	761
Prior	-	-	-	-	-	-
Endocrinology	-	-				-
Budget	-	-	-	-	-	-
Prior	-	-	-	-	-	-
HOS	391	391	481	520	541	2,324
Budget	521	462	515	529	515	2,542
Prior	188	135	165	134	176	798

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	YTP
Urgent Care Visits	1,609	1,475	1,604	1,463	1,556	7,707
Budget	1,428	1,357	1,400	1,306	1,387	6,877
Prior	1,453	1,378	1,424	1,327	1,411	6,993
Kelsey Clinic Visits	786	772	941	735	843	4,077
Budget	989	945	1,070	1,048	1,239	5,292
Prior	760	746	813	863	924	4,106
McCleary Healthcare Clinic Visits	1,081	950	1,103	949	795	4,878
Budget	1,054	880	930	1,014	1,082	4,959
Prior	1,029	841	891	961	1,043	4,765
Summit Pacific Health Clinic Visits	1,190	1,056	1,135	975	1,035	5,391
Budget	1,255	1,163	1,134	1,270	1,291	6,113
Prior	1,008	933	913	1,016	1,032	4,902
Wellness Center Visits	3,214	3,009	3,052	3,080	3,009	15,364
Budget	3,703	2,887	3,667	3,803	3,648	17,707
Prior	3,146	2,460	3,114	3,237	3,096	15,053
All Clinics Visits	5,485	5,015	5,290	5,004	4,839	25,633
Budget	6,012	4,929	5,731	6,087	6,021	28,780
Prior	5,183	4,234	4,918	5,214	5,171	24,720
Operating Margin	3.3%	4.9%	32.1%	4.6%	0.1%	
Goal	5.6%	5.2%	6.1%	5.8%	5.9%	
Prior	13.6%	4.6%	29.5%	6.4%	6.7%	
Days in AR	51	53	51	48	49	
Goal	50	50	50	50	50	
Prior	54	53	53	54	52	
Days Cash On Hand	305	305	298	305	315	
Goal	260	260	260	260	260	
Prior	257	262	264	277	293	
FTEs Employees	445.5	452.9	462.4	469.0	472.3	460.4
Budget	507.6	507.6	512.5	512.5	512.5	510.6
Prior	256.1	386.6	399.9	406.3	408.7	371.5

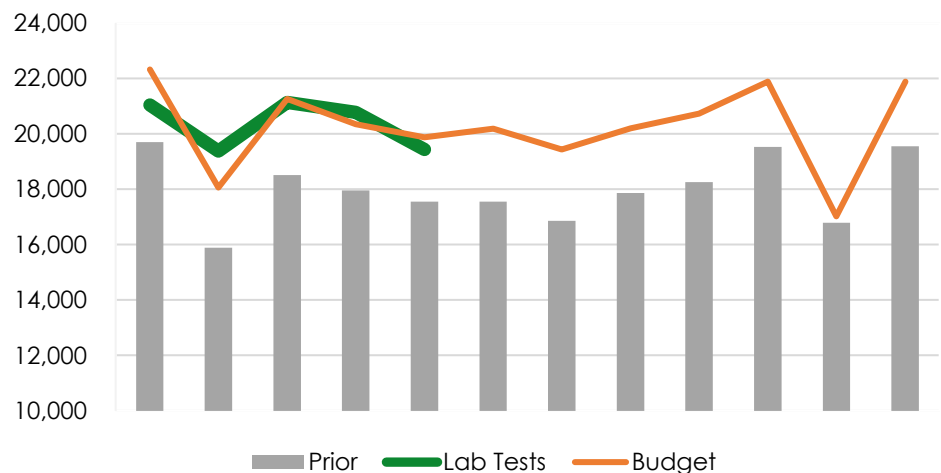
Patient Days



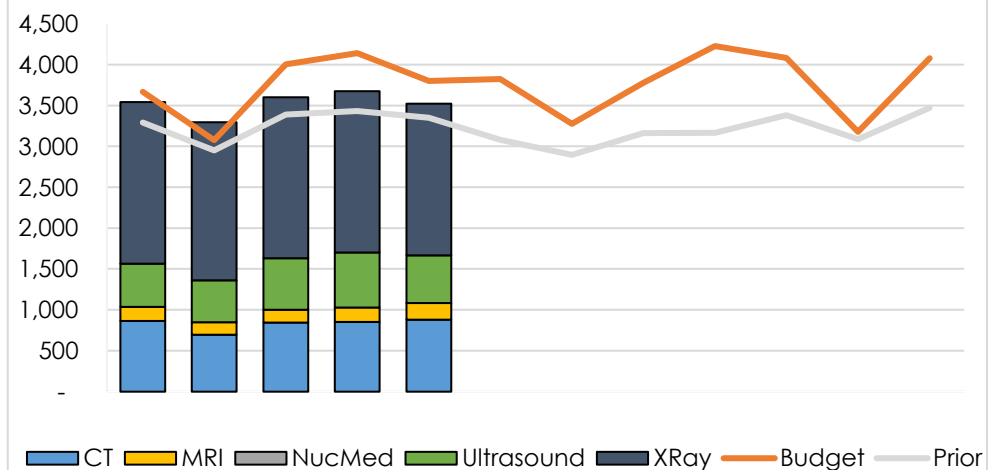
Emergency Department Visits



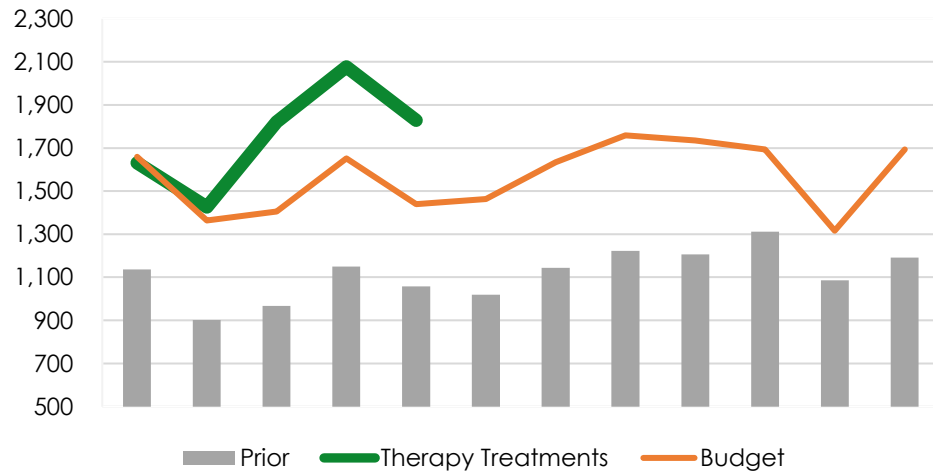
Lab Tests



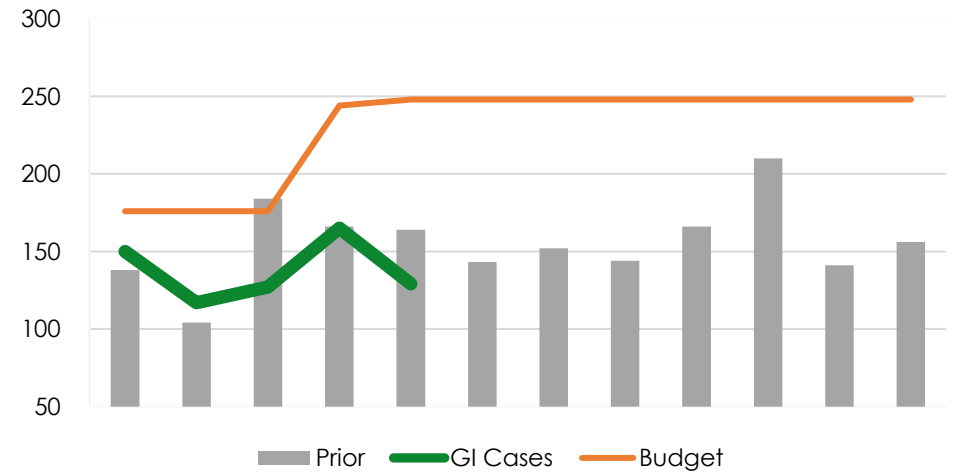
Diagnostic Imaging



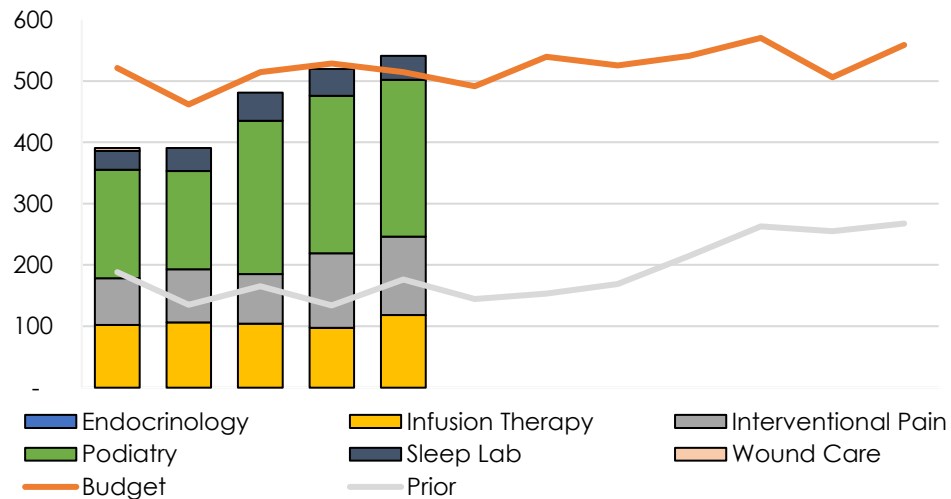
Therapy Treatments



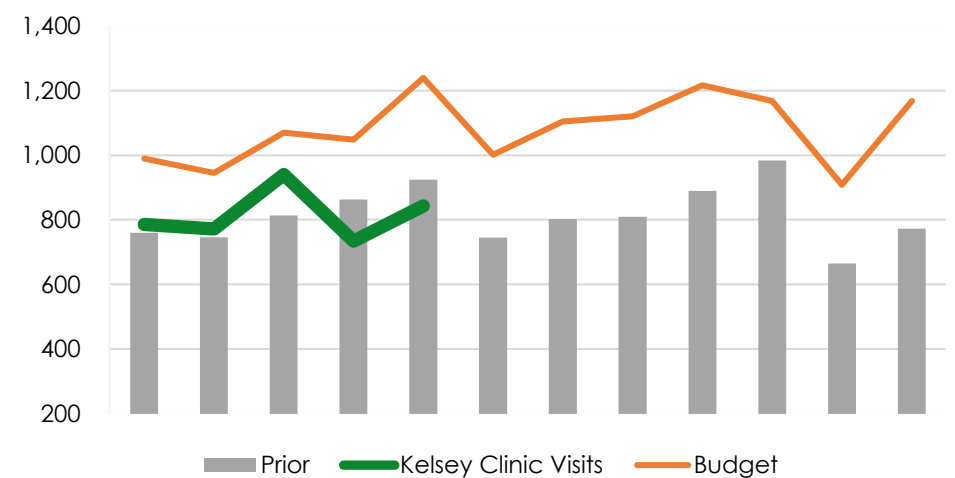
GI Cases



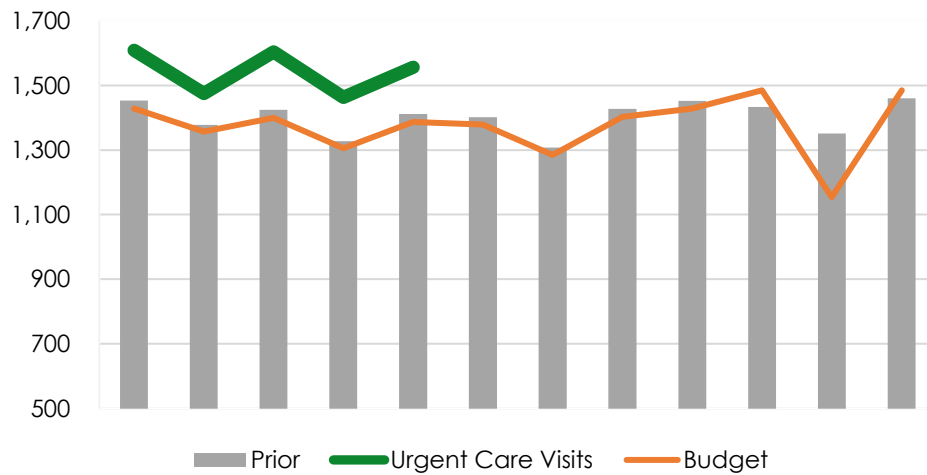
Hospital Outpatient Services



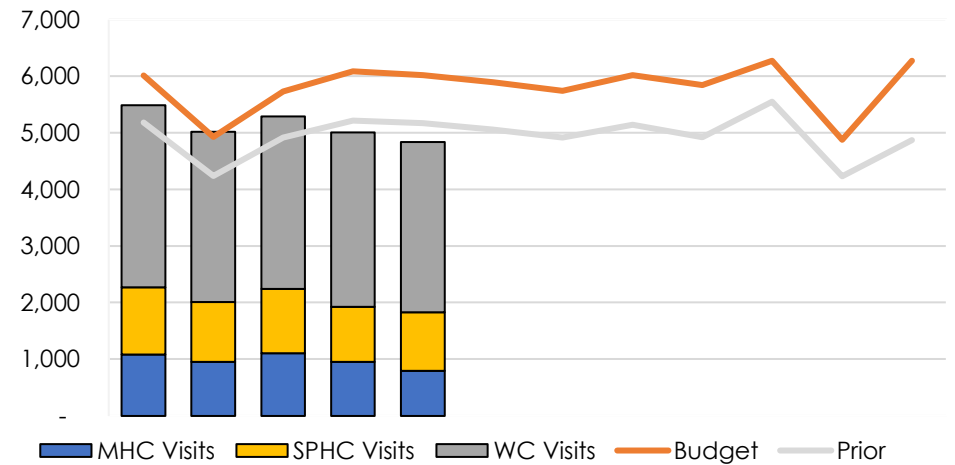
Specialty Clinic Visits



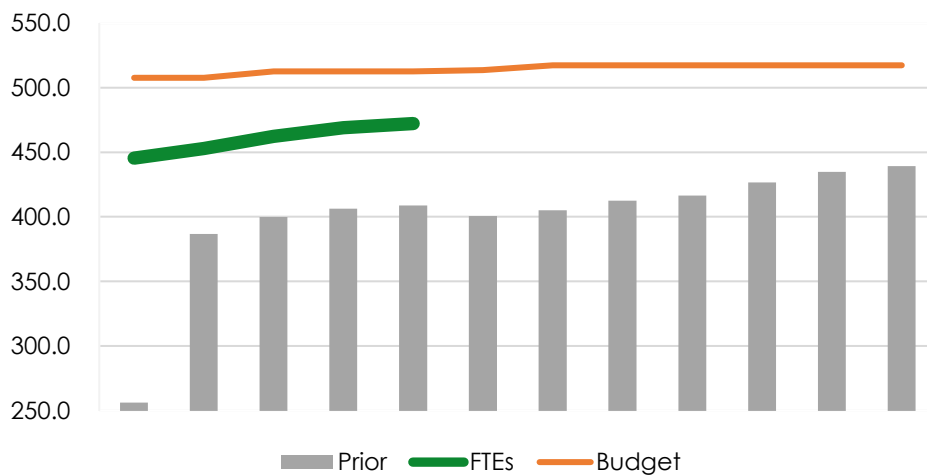
Urgent Care Visits



Primary Care Clinic Visits



FTEs



Days in AR

