

Agenda

1. **1:00 – Call to Order**
 - a. Introductions as needed
 - b. Business from audience
2. **1:05- Remembering Commissioner Thumser– Info**
3. **1:08 – Consent Agenda – See separate Consent Agenda – Action (vote)**
4. **1:10 – Approval of Minutes – Action (vote)**
 - a. July 23, 2026 Regular Meeting
 - b. August 4-5, 2026 Strategic Planning Retreat Special Meeting Minutes
5. **1:12 - Patient Story – Jennifer Burkhardt, CTLO – Info**
6. **1:15 – Open Public Meeting Act– Jori Stott - Info**
7. **Executive Reports**
 - a. **2:00** – Quality Report and Dashboard, Tori Bernier, CNO/COO– *Info*
 - b. **2:15** – Finance Report, Cheryl Cornwell, CFO– *Info*
 - c. **2:30** – Advocacy Committee, Jennifer Burkhardt, CTLO – *Info*
 - d. **2:45** – Executive Report, Josh Martin, CEO – *Info*
8. **Commissioner Business**
 - a. **3:00** - Medical Staff Privileges – *Action (vote)*

Initial Appointments

Rami-James Assadi, MD	Tele-Neurology
Syed Jafri, MD	Tele-Neurology
Karen Wollenberg, ARNP	Cardiology
David Attaway, MD	Emergency Medicine

Reappointments

Amir Atabeygi, MD	Urgent Care
Jeremiah Price, PA-C	Urgent Care
Fahad Younas, MD	Cardiology
Haroon Yousaf, MD	Cardiology
Mohammad Hirzallah, MD	Tele-Neurology

- b. **3:02** - Review Upcoming Events– *Info*
9. **3:05 – Adjourn – Action (vote)**

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

- Employee Picnic | August 27, 2026 4:30 pm
- Ladies Night Out | October 8, 2026 5:30 pm
- Public Budget Hearing | October 22, 2026 12:15 pm
- Summit Fights Hunger | December 16-17, 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



“GROWING TO MEET THE NEEDS OF OUR COMMUNITY”

Board of Commissioners 2026 Strategic Planning Retreat

Alderbrook Resort, Union, WA

August 4–5, 2026

GOALS

1. Continue to build Board cohesion and camaraderie.
2. Advance Board capacity through learning and dialogue.
3. Guide the strategic direction for Summit Pacific Medical Center.

Day 1: Tuesday, August 4

Attendees: Andrew Hooper, Carolyn Wescott, Shannon Brear, Georgette Hiles, Kevin Bossard,
Josh Martin, Jori Stott

Facilitator: Tricia Roscoe

8:30	All	Group Breakfast
9:00	Drew/Josh	Welcome, Meeting Kickoff and Agenda Review • Drew kicked off the meeting with the agenda review. • Board Chair Hooper reminded Commissioners to speak up and ask questions as part of their governance responsibilities, encouraging full participation and open dialogue. • CEO Martin shared that this session would focus heavily on the CHNA and creating access to essential services.
9:15	Matt Ellsworth	State of the State • Matt provided an update on public hospital districts and industry trends. • A quarter of all commissioners in the state are newly elected. There is a growing trend of party politics in commissioner elections and hospital coalitions. • There has been an increasing trend in OPMA litigation and CEO turnover.

Josh Martin, Chief Executive Officer

600 East Main Street, Elma, Washington 98541 • Ph. (360) 346-2222

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		• The group discussed the state budget crisis and projected funding impacts. • The group discussed feedback from the Chelan retreat. The overall content was more focused on governance than operational issues, and Commissioners felt it was the most relevant and productive year. • A suggestion was made to include a session on how to ask effective questions.
10:30	All	B R E A K
10:45	Tricia	Hopes for Our Retreat • Clarity regarding GHC impacts. • Pursuit of Vision in Action. ○ Relationships ○ Next actions. • Board behavioral guides and Just Culture. • Continued focus on financial sustainability. • Providers → access → retention. • Learning Board-level processes. • Continuing the conversation and maintaining open-mindedness around the future and Vision in Action. • Confidence in the Board's ability to navigate future financial impacts. • CHNA issues: focus, vision, community leader ownership, and continued work.
11:00	Josh	Year in Review • CEO Martin provided an overview of the 2026 CEO Report (see presentation for additional details). • CEO Martin shared that SPMC is moving forward with a contract with Inflow Health to improve DI referral follow-up. • CEO Martin reviewed highlights from the 2025 CHNA. • CEO Martin shared proposed areas of focus for 2027. • The group discussed provider contracting and the importance of compliance. • The group discussed goals and priorities for the year, with a special focus on improving access.

		- The group discussed maximizing current volume through optimization, efficiency, and revenue cycle improvements. - The group discussed improving SPMC's social media presence to help inform healthy choices.
12:00	All	Working Lunch Community Health Needs Assessment <i>Best Practices for Translating into Community Action</i>

12:30	Tricia	Translating Our CHNA into Community Action and Impacting Our "Vision in Action" - What are the themes that should help shape our strategic planning goals? - Access to care - Community partnerships - Affordability, including housing; external and internal innovation; and operating model considerations. - Scale - External impacts on Summit, including policy, finance, partner success, human resources, and other factors. - Ability to sustain growth - Advocacy as a significant priority. - Environmental and political awareness - Leadership that is broad-based and sustained. - Multiagency - Joint planning, asset mapping, shared goals, and aligned strategic plans. - Where should we make investments? - Who are the partners we need? - What are critical considerations impacting access?
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Day 1: Tuesday, August 4 continued

1:30	Tricia	Review of Summit Pacific Strategic Priorities and Goals and Establish Priorities for the Next Year <i>Look at goals and priorities through the lens of the prior conversation</i>
3:30	Josh Martin	Meeting Wrap-Up and Final Day Agenda Review Adjourned at 3:43
3:45	Tricia	Meeting Evaluation and Action Items

Josh Martin, Chief Executive Officer

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SUMMIT PACIFIC

• MEDICAL CENTER •

4:00	All	Break
6:00	All	Dinner at 6:00 pm

Day 2: Wednesday, August 5	All	Group Breakfast
8:30	Josh / Tricia	Opening Remarks and Preparation for E-Team Handoff - Review the draft Day 1 summary to share with the E-Team. - Discuss priorities and goals for the E-Team handoff.
9:45	All	Break
10:00	All	Board Report Out to E-Team Commissioners reviewed priorities and goals for 2027 (see presentation for more details)
11:00	E-Team	E-Team Response
11:30	All	Board/E-Team Lunch
12:30	Board	Break — Commissioners Done for the Day 11:39 a.m. Adjourned.

Josh Martin
Carolyn Wescott



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

July 23, 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, Jori Stott, Angie Gerber, Andy Burton, Carlene Heath, Laura Cundiff, Cinthya Schuder, Schelli Slaughter, Morgan Lundy	
BUSINESS FROM AUDIENCE	<u>Business from Audience</u> - The Board discussed a patient complaint letter regarding concerns about being moved from a naturopathic provider due to Medicare coverage. - Discussion regarding improvements to SPMC's internal process for emails sent directly to the Board of Commissioners and proposed verbiage for automatic response to provide timely response. - The Board discussed how commissioners can help direct individuals with complaints to the appropriate resource, including redirecting concerns to the Patient Experience office. - Resolution will be updated during public meeting to ensure compliance with OPMA.	
CONSENT AGENDA	There was no discussion.	<i>Commissioner Hiles made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor.</i>
MINUTES	June 23, 2026, Special Board Meeting	<i>Commissioner Wescott made a motion to approve the June 23, 2026, Regular Board Meeting minutes. Commissioner Bossard seconded the motion. All voted in favor.</i>



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

July 23, 2026

PATIENT STORY	CTLO Burkhardt read a patient story regarding Dr. Shannon's care of a patient with an autoimmune disease. (See presentation for additional details.)	
MID YEAR REVIEW	- CEO Martin presented on the Strategic Plan Mid-Year Review (see presentation for more details). - CEO Martin reviewed the highlight of accomplishments for the last six months. - The executive team provided updates on the 2026 objectives. - SPMC's overall turnover rate remains low compared with industry benchmarks, and the engagement and retention committee continues to do excellent work supporting targeted plans identified through Press Ganey scores. - Financial targets are well above the goals for financial measures, including days cash on hand and an operating margin of 14%. - The elevator is almost commissioned and the first day for patients in the new space is Monday. The café will be opening in the next few weeks. J Street will be completed in October and November. - Quality risks have been identified by departments and compiled into a larger plan. - SPMC is retooling service excellence to incorporate just culture and is working through HR to educate leaders on applying it consistently across the organization. - The Board discussed whether just culture education should be applied to governance. Chairman Hooper shared that just culture should be implemented through the Board's practice, and it was suggested that the just culture framework be brought to the strategic planning retreat. - Jennifer provided an update on the Patient Family Advisory Committee. - Tori provided an update on work on data governance structure. - Discussion regarding updates on payor negotiations for Medicaid program and possibility for a value plan - The Board discussed whether there were any concerns for the remainder of the year, and the primary concern identified was payor strategy.	
QUALITY REPORT	- CNO/COO Bernier reviewed the Quality Report and dashboard. - CNO/COO Bernier provided an update on the upcoming monthly Safety Champion Award to be presented at the Board meeting. - UOR continues to remain high, although there was a small dip. The Board noted that UOR may increase with the rollout of the Safety Champion Award.	



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

July 23, 2026

FINANCE REPORT	• CFO Cornwell presented the June Finance Report (see presentation for more details). • The Board discussed the impacts of FMLA on costs and volumes. • The new care model has had some impact on volumes. • Suggestion to begin reporting on bills being dropped timely. • The Board discussed staffing plans for the opening of the addition. There are plans to flex up staffing if needed, but increases will be gradual because volumes are unlikely to increase overnight.	
ADVOCACY COMMITTEE	• CTLO Burkhardt provided an update on advocacy efforts. • There was a meeting earlier in July. • The advocacy plan for the coming year will focus on increasing access for patients. The committee is working with the lobbyist to review state and federal priorities and ensure SPMC supports the platforms most likely to achieve success. • There was strong attendance from Cantwell, Murray, Randall, Berbaum, Walsh, and Chapman. • Secretary Worsham was fully engaged throughout the meeting. He shared learnings from Taiwan's work to increase life expectancy. • Drew is meeting with AHA on August 6 to interview for participation on the AHA Governance Committee. • Drew shared that he attended the WSHA Board retreat this week. An AHA representative provided an update on major focus areas, including 340B and site neutrality, and highlighted the importance of transparency. • Drew will send an article to share with the Board for the slide deck and discussion questions about risk management.	
EXECUTIVE REPORT	• CEO Martin reviewed the Executive Report. (See report for additional details.) • Morgan Lundy provided an update on the establishment of the volunteer program. See flyers for more details. June the program launched. There are currently 4 with two interviews next year. Jennifer thanked Morgan for her diligence and hard work. • The Board asked how they can recognize volunteers. There are plans underway. • CEO Martin dismissed himself for community meeting.	
COMMISSIONER BUSINESS	Medical Staff Privileges <u>Initial Appointments</u> Alieu Jawara, CRNA Outpatient Procedures	<i>Commissioner Bossard made a motion to approve the Medical Staff privileges as presented.</i>



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

July 23, 2026

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

OPMA Training

- Jori will coordinate OPMA training for a special meeting to refresh commissioners on OPMA requirements.

AWPHD Retreat

- The Board discussed learnings from the AWPHD retreat.
- Commissioner Brear shared information from Marianne at Lake Chelan regarding committee charters and committee structure.
- Commissioner Bossard shared information regarding the long-range planning committee.
- The Board discussed the discharge policy for vaccine noncompliance and coordination with Patient Experience. Members noted that patients should not simply be discharged; they may be moved to another provider when appropriate. Behavioral concerns were noted as different from discontinuing an entire line of service.
- Commissioner Brear completed her WSHA governance log for education
- Email Board Chair Hooper for the governance education link.
- CTLO Burkhardt will follow up regarding annual D&O coverage information and add the review to the annual cycle.
- Jori Stott to add acronyms to the orientation packet

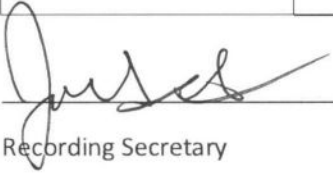
Commissioner Hiles seconded the motion. All voted in favor.

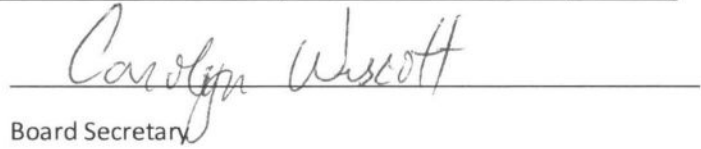


BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

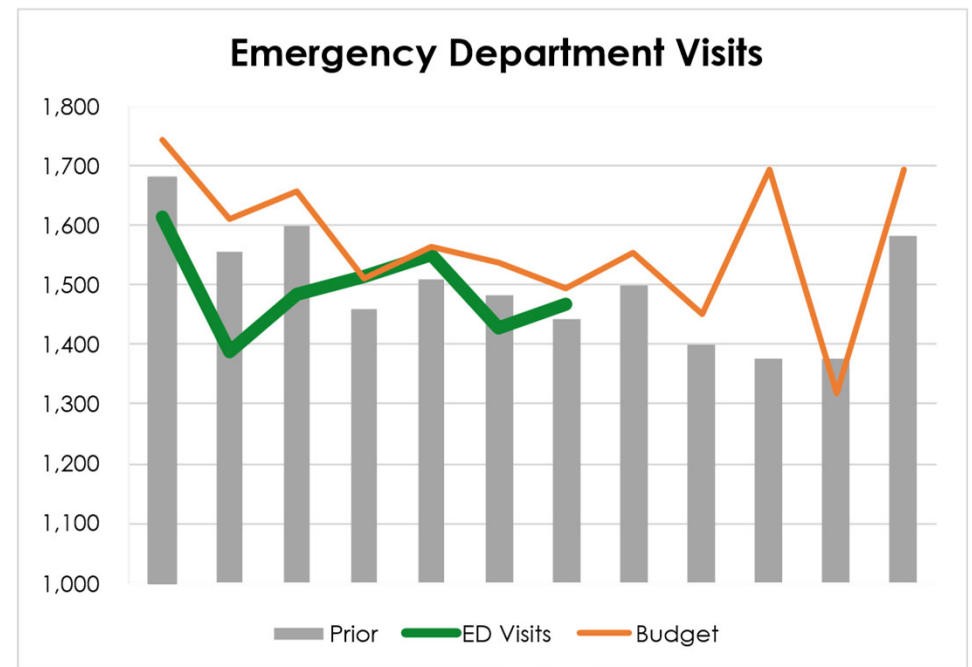
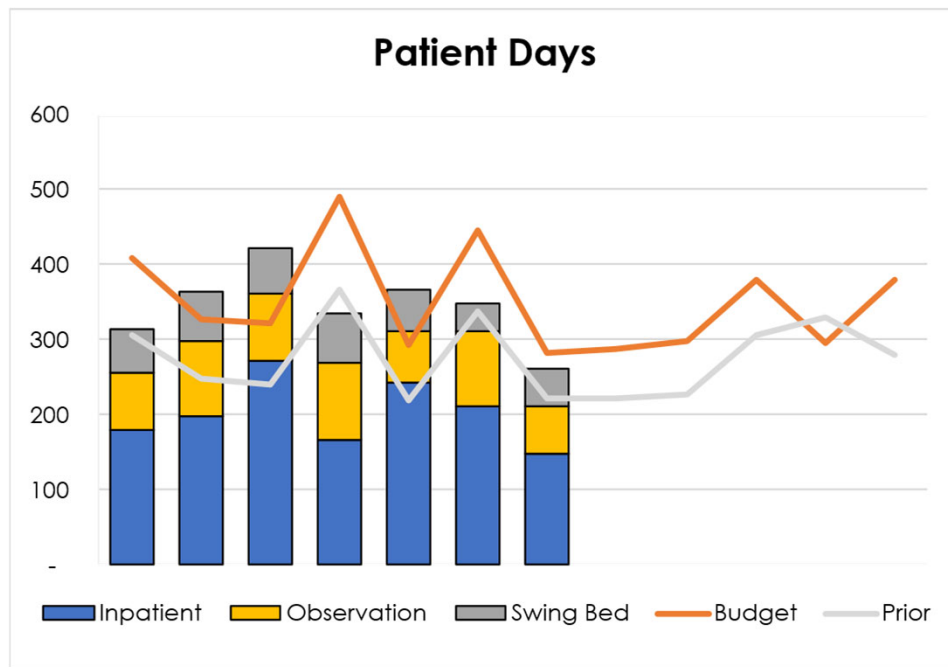
July 23, 2026

	Upcoming Events • Review Ride the Harbor events. • Commissioners were asked to read the articles in advance of the strategic planning meeting and be prepared to discuss the subjects in relation to those articles. • Board Chair Hooper reviewed the strategic planning agenda.	
ADJOURNMENT	The regular session of the Board of Commissioners meeting adjourned at 3:11 p.m.	<i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Brear seconded the motion. All voted in favor.</i>


Recording Secretary

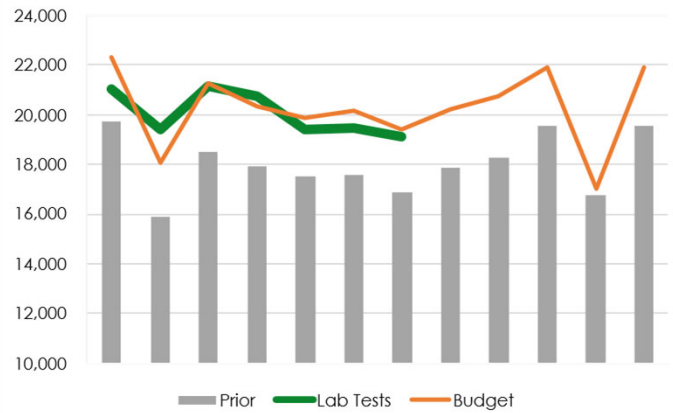

Board Secretary

YTD IP & ED Volumes

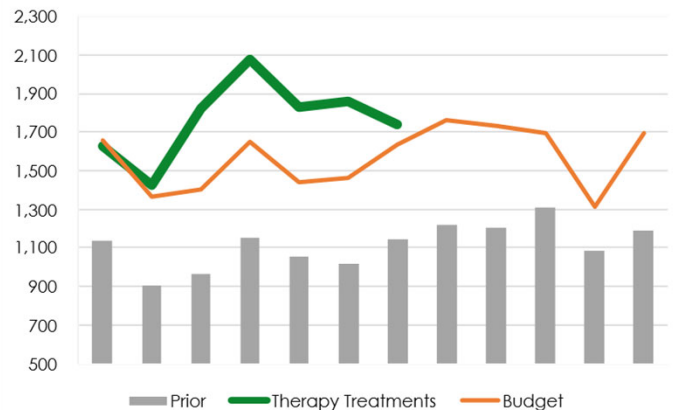


YTD Ancillary Volumes

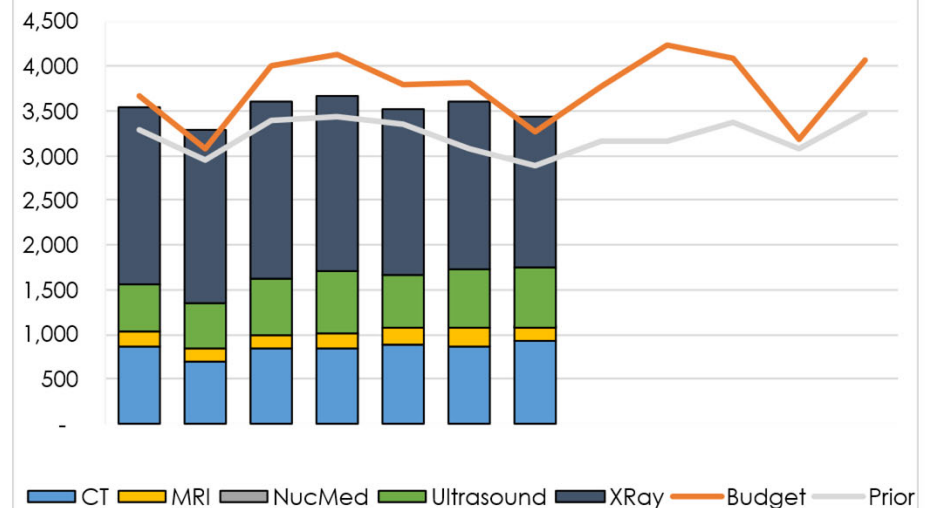
Lab Tests



Therapy Treatments

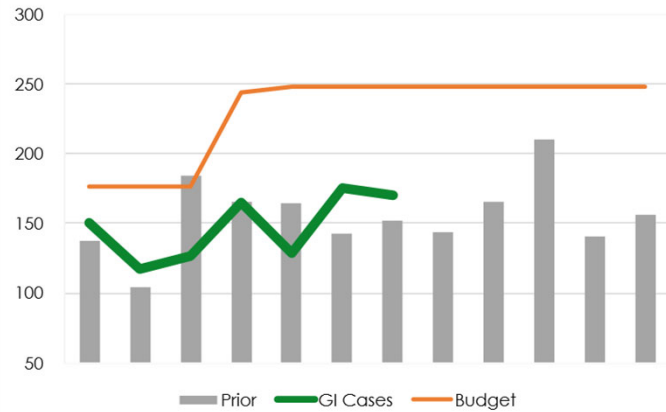


Diagnostic Imaging

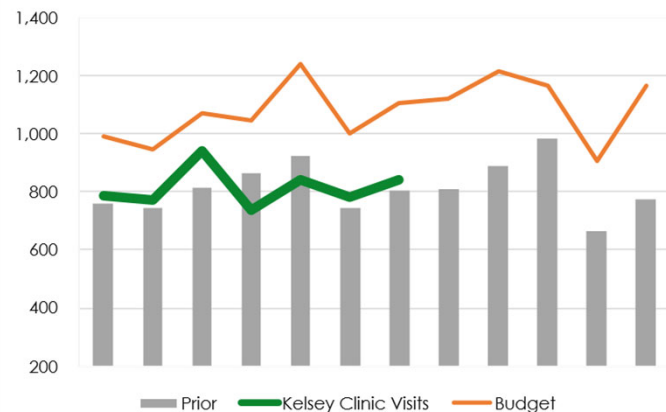


YTD Specialty Volumes

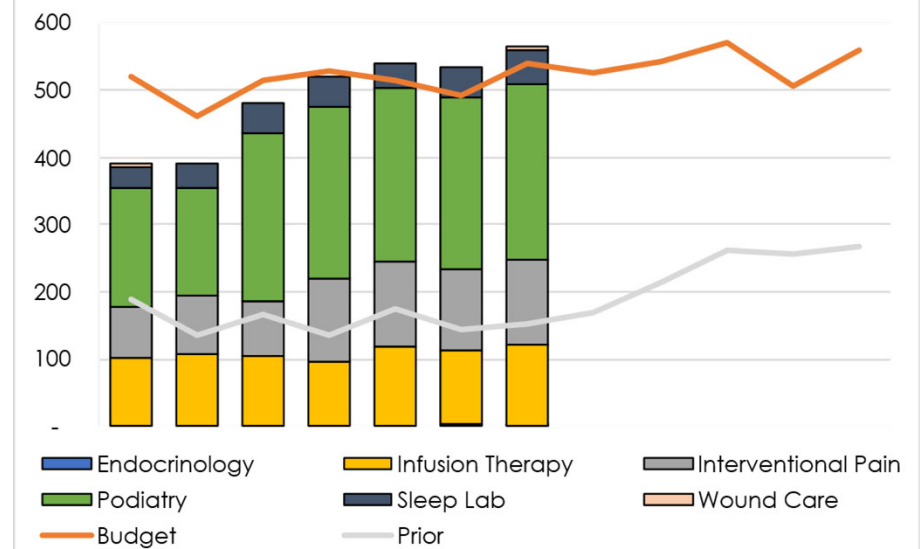
GI Cases



Specialty Clinic Visits

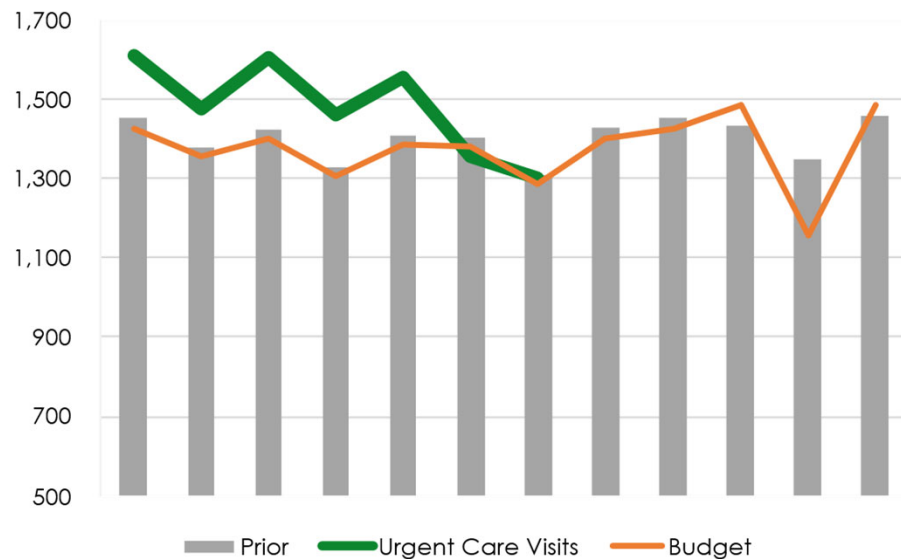


Hospital Outpatient Services

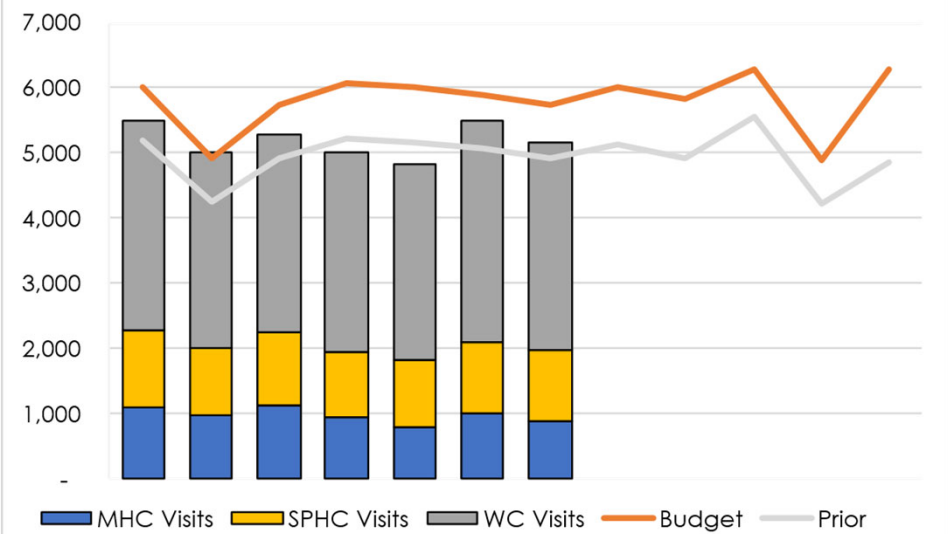


YTD Clinic Volumes

Urgent Care Visits



Primary Care Clinic Visits



YTD Volumes

Year to Date Volumes				
Department	Actual	Budget	Surplus (Deficit)	Surplus (Deficit) %
Therapy Treatments	12,382	10,614	1,768	16.7%
Urgent Care Visits	10,364	9,542	822	8.6%
Lab Tests	140,330	141,472	(1,142)	(0.8%)
Diagnostic Imaging Exams	24,668	25,787	(1,119)	(4.3%)
Hospital Outpatient Services	3,422	3,573	(151)	(4.2%)
Patient Days (IP, Obs & SB)	2,415	2,569	(154)	(6.0%)
Emergency Department Visits	10,448	11,121	(673)	(6.1%)
Primary Care Clinic Visits	36,308	40,418	(4,110)	(10.2%)
Specialty Clinic Visits	5,701	7,398	(1,697)	(22.9%)
GI Cases	1,033	1,516	(483)	(31.9%)

Finance at a Glance

Summary Income Statement in \$Ks

Year-to-Date Income Statement	Jul-2026	+/- Budget	Jul-2025
Patient Revenue	\$ 161,741	\$ (8,372)	\$ 84,796
Revenue Deductions	\$ (99,266)	\$ 8,769	\$ (51,419)
Net Patient Revenue	\$ 62,475	\$ 397	\$ 33,377
Other Operating Revenue	\$ 8,222	\$ 4,933	\$ 3,447
Total Operating Revenue	\$ 70,697	\$ 5,330	\$ 36,824
Salaries & Benefits	\$ (39,693)	\$ 323	\$ (18,654)
Supplies	\$ (3,851)	\$ 523	\$ (2,248)
Purchased Services	\$ (7,998)	\$ (430)	\$ (4,239)
Other	\$ (5,250)	\$ 343	\$ (2,322)
Depreciation	\$ (4,827)	\$ (296)	\$ (1,667)
Total Operating Expenses	\$ (61,620)	\$ 463	\$ (29,130)
Operating Income (Loss)	\$ 9,077	\$ 5,793	\$ 7,694
Non-Operating Revenue	\$ 2,731	\$ (243)	\$ 2,184
Non-Operating Expense	\$ (3,654)	\$ (192)	\$ (2,112)
Net Income (Loss)	\$ 8,155	\$ 5,357	\$ 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

	Jul-2026	Jun-2026	Jul-2025
Cash	\$ 104,254	\$ 105,114	\$ 100,170
Net Accounts Receivable	\$ 13,598	\$ 14,428	\$ 12,957
Other Receivables	\$ 4,015	\$ 3,668	\$ 6,601
Total Current Assets	\$ 121,867	\$ 123,210	\$ 119,729
Property, Plant & Equipment, Net	\$ 89,612	\$ 88,748	\$ 89,447
Total Assets	\$ 211,479	\$ 211,957	\$ 209,175
Accounts Payable	\$ 108	\$ 678	\$ 5,623
Payroll Liabilities	\$ 7,293	\$ 8,474	\$ 6,656
Current Portion of Long Term Deb	\$ 2,114	\$ 2,114	\$ 2,768
Other Liabilities	\$ 1,057	\$ 92	\$ 4,057
Total Current Liabilities	\$ 10,572	\$ 11,358	\$ 19,103
Non Current Liabilities	\$ 105,962	\$ 105,834	\$ 107,803
Unrestricted Fund Balance	\$ 8,155	\$ 7,975	\$ 12,276
YTD Excess of Revenues	\$ 86,790	\$ 86,790	\$ 69,994
Total Net Assets	\$ 211,479	\$ 211,957	\$ 209,175

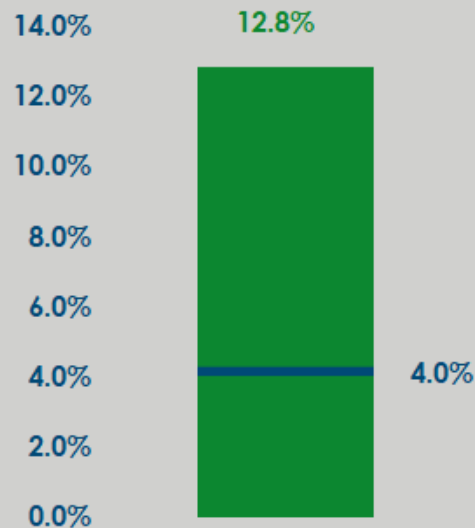
Snapshot of financial position at a specific point in time.

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

Net Assets - what we are worth.

Finance at a Glance

STEWARDSHIP STRATEGIC GOALS



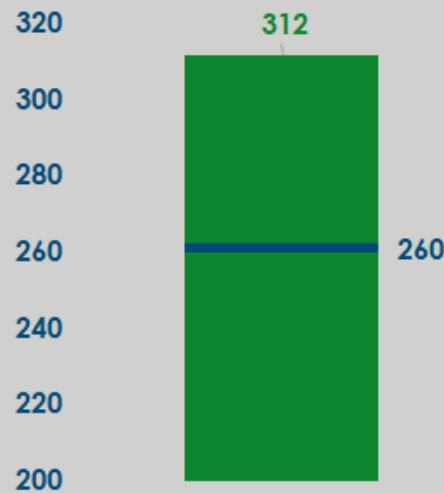
Operating Margin

Goal: 4.0%

All WA Hospitals 2024: 2.3%

Ratio that reflects the profit from operations.

Higher is Better



Days Cash On Hand

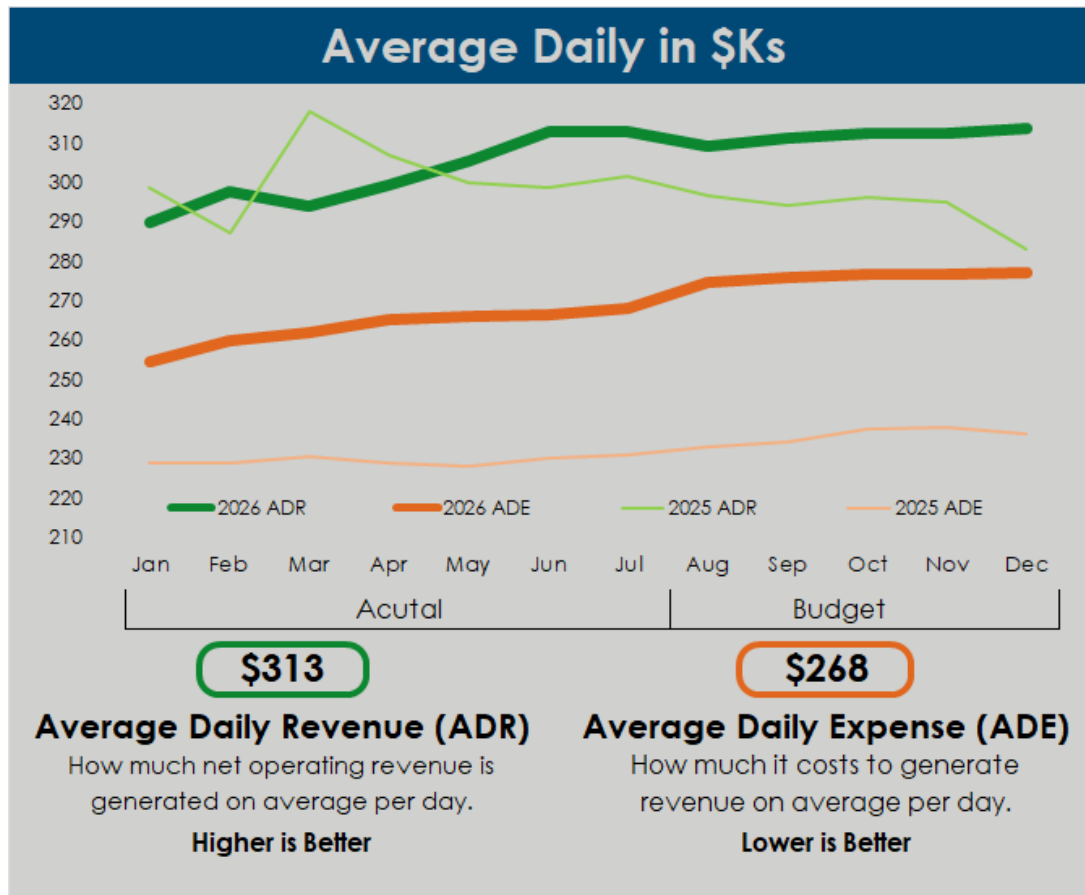
Goal: 260

All WA Hospitals 2024: 79

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

Higher is Better

Finance at a Glance



Consent Agenda

For the Period:

July 2026

Description	Amount
Payroll	\$ 6,561,807
A/P Operations	\$ 3,993,820
A/P Capital	\$ 1,377,105
Community Care	\$ 293,590
Bad Debt	\$ 828,231
Property Tax Credit	\$ -
Total	\$ 13,054,554

Summary & Highlights

Significant
Events

Out of the
Ordinary

Progress on
Projects

Achievements

Questions or Comments?

July 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

14.0%

12.8%

12.0%

10.0%

8.0%

6.0%

4.0%

2.0%

0.0%



Operating Margin

Goal: 4.0%

All WA Hospitals 2024: 2.3%

Ratio that reflects the profit from operations.

Higher is Better

320

300

280

260

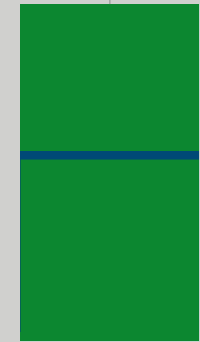
240

220

200

312

260



Days Cash On Hand

Goal: 260

All WA Hospitals 2024: 79

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

Higher is Better

Average Daily in \$Ks

320
310
300
290
280
270
260
250
240
230
220
210

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
Actual Budget

\$313

\$268

Average Daily Revenue (ADR)

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

Higher is Better

Average Daily Expense (ADE)

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

Lower is Better

2026 Income Statement

Jul-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 10,185,019	\$ 10,693,266	\$ (508,247)	(4.8%)	\$ 72,696,431	\$ 74,618,809	\$ (1,922,378)	(2.6%)
Medicaid Revenue	\$ 4,890,296	\$ 5,194,754	\$ (304,457)	(5.9%)	\$ 34,116,228	\$ 36,685,312	\$ (2,569,084)	(7.0%)
Other Revenue	\$ 8,357,231	\$ 8,300,132	\$ 57,099	0.7%	\$ 54,523,649	\$ 58,517,087	\$ (3,993,438)	(6.8%)
Total Gross Patient Revenue	\$ 23,432,546	\$ 24,188,151	\$ (755,605)	(3.1%)	\$ 161,336,307	\$ 169,821,207	\$ (8,484,901)	(5.0%)
Patient Revenue Deductions								
Medicare Contractual	\$ 6,887,047	\$ 5,596,850	\$ (1,290,197)	(23.1%)	\$ 43,268,460	\$ 47,850,200	\$ 4,581,740	9.6%
Medicaid Contractual	\$ 3,872,345	\$ 3,561,406	\$ (310,939)	(8.7%)	\$ 23,854,355	\$ 26,045,091	\$ 2,190,737	8.4%
Other Contractual	\$ 2,836,219	\$ 3,056,381	\$ 220,162	7.2%	\$ 18,082,389	\$ 22,199,376	\$ 4,116,987	18.5%
Bad Debt Expense	\$ 344,376	\$ 2,060,718	\$ 1,716,342	83.3%	\$ 9,826,084	\$ 7,732,909	\$ (2,093,175)	(27.1%)
Community Care	\$ 293,590	\$ 336,380	\$ 42,790	12.7%	\$ 2,699,054	\$ 2,449,044	\$ (250,010)	(10.2%)
Administrative Adjustments	\$ 156,744	\$ 241,072	\$ 84,328	35.0%	\$ 1,535,759	\$ 1,758,023	\$ 222,265	12.6%
Total Revenue Deductions	\$ 14,390,322	\$ 14,852,808	\$ 462,487	3.1%	\$ 99,266,100	\$ 108,034,644	\$ 8,768,543	8.1%
340B Revenue	\$ 94,114	\$ 41,667	\$ 52,448	125.9%	\$ 404,604	\$ 291,667	\$ 112,937	38.7%
Net Patient Revenue	\$ 9,136,339	\$ 9,377,010	\$ (240,671)	(2.6%)	\$ 62,474,810	\$ 62,078,230	\$ 396,580	0.6%
Other Revenue								
Other Operating Income	\$ 518,312	\$ 469,816	\$ 48,496	10.3%	\$ 8,221,959	\$ 3,288,712	\$ 4,933,247	150.0%
Total Other Revenue	\$ 518,312	\$ 469,816	\$ 48,496	10.3%	\$ 8,221,959	\$ 3,288,712	\$ 4,933,247	150.0%
Net Operating Revenue	\$ 9,654,650	\$ 9,846,826	\$ (192,175)	(2.0%)	\$ 70,696,769	\$ 65,366,942	\$ 5,329,827	8.2%
Operating Expenses								
Salaries & Wages	\$ 4,966,380	\$ 4,974,251	\$ 7,872	0.2%	\$ 31,173,157	\$ 31,289,691	\$ 116,534	0.4%
Benefits	\$ 1,321,420	\$ 1,323,432	\$ 2,012	0.2%	\$ 8,519,999	\$ 8,726,888	\$ 206,889	2.4%
Professional Fees	\$ 249,174	\$ 262,660	\$ 13,486	5.1%	\$ 1,656,296	\$ 1,833,061	\$ 176,765	9.6%
Supplies	\$ 534,531	\$ 624,883	\$ 90,352	14.5%	\$ 3,850,943	\$ 4,374,180	\$ 523,237	12.0%
Utilities	\$ 74,352	\$ 67,843	\$ (6,510)	(9.6%)	\$ 507,884	\$ 474,898	\$ (32,986)	(6.9%)
Purchased Services	\$ 1,092,393	\$ 1,080,297	\$ (12,095)	(1.1%)	\$ 7,998,064	\$ 7,567,641	\$ (430,423)	(5.7%)
Insurance	\$ 34,468	\$ 55,167	\$ 20,698	37.5%	\$ 273,283	\$ 386,167	\$ 112,884	29.2%
Other Expenses	\$ 328,057	\$ 392,263	\$ 64,206	16.4%	\$ 2,725,764	\$ 2,824,530	\$ 98,765	3.5%
Rentals & Leases	\$ 10,425	\$ 9,884	\$ (541)	(5.5%)	\$ 86,758	\$ 74,646	\$ (12,112)	(16.2%)
Depreciation	\$ 689,932	\$ 783,793	\$ 93,861	12.0%	\$ 4,827,469	\$ 4,531,015	\$ (296,454)	(6.5%)
Total Operating Expenses	\$ 9,301,132	\$ 9,574,473	\$ 273,341	2.9%	\$ 61,619,616	\$ 62,082,715	\$ 463,100	0.7%
Operating Income (Loss)	\$ 353,518	\$ 272,353	\$ 81,165	29.8%	\$ 9,077,153	\$ 3,284,226	\$ 5,792,927	176.4%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 2,721	\$ 12,000	\$ (9,279)	(77.3%)	\$ 497,865	\$ 611,000	\$ (113,135)	(18.5%)
Contributions from SPMF	\$ -	\$ 65,000	\$ (65,000)	(100.0%)	\$ 22,251	\$ 455,000	\$ (432,749)	(95.1%)
Interest Income	\$ 344,582	\$ 272,670	\$ 71,912	26.4%	\$ 2,211,319	\$ 1,908,690	\$ 302,629	15.9%
Interest Expense	\$ (521,275)	\$ (459,148)	\$ (62,127)	13.5%	\$ (3,653,970)	\$ (3,461,491)	\$ (192,479)	5.6%
Total Non-Operating Rev/(Expenses)	\$ (173,971)	\$ (109,478)	\$ (64,493)	58.9%	\$ (922,536)	\$ (486,801)	\$ (435,735)	89.5%
Net Income (Loss)	\$ 179,547	\$ 162,875	\$ 16,672	10.2%	\$ 8,154,617	\$ 2,797,425	\$ 5,357,192	191.5%

Jul-2026

	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
METRICS								
Operating Margin (S&P)	(1.7%)	(1.9%)	0.2%		7.7%	-0.3%	7.9%	
Operating Margin	3.7%	2.8%	0.9%		12.8%	5.0%	7.8%	
Net Income Margin	1.9%	1.7%	0.2%		11.5%	4.3%	7.3%	
Days in AR					47	50	3	6.8%
Days Cash on Hand					312	260	52	19.8%
Deduction %	61.4%	61.4%	(0.0%)		61.5%	63.6%	2.1%	
Net Patient Revenue %	38.6%	38.6%	(0.0%)		38.5%	36.4%	2.1%	
Net Operating Revenue %	41.2%	40.7%	0.5%		43.8%	38.5%	5.3%	
Paid FTEs (excludes Agency)	699.1	517.4	(181.6)	(35.1%)	494.8	512.0	17.2	3.4%
Hours	111,851	91,066	(20,785)	(22.8%)	589,841	606,307	16,466	2.7%
Net Patient Revenue per FTE (\$K)	\$ 13,069	\$ 18,123	\$ 5,053	27.9%	\$ 126,258	\$ 121,253	\$ 5,005	4.1%
Labor Cost per FTE (\$K)	\$ 8,995	\$ 12,171	\$ 3,177	26.1%	\$ 80,218	\$ 78,162	\$ (2,056)	(2.6%)

Balance Sheet as of Jul-2026

Assets	Jul-2026	Jun-2026	1 Month Variance	Jul-2025	12 Month Variance
Current Assets					
Operating Cash	87,865,888	87,536,021	329,867	71,512,517	16,353,371
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,500	-
Total Operating Cash	89,823,388	89,493,521	329,867	73,470,017	16,353,371
MFP Construction Cash	6,176,642	7,366,783	(1,190,141)	18,446,546	(12,269,905)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
Total Restricted Cash	14,430,134	15,620,275	(1,190,141)	26,700,039	(12,269,905)
Accounts Receivables	35,325,026	38,001,648	(2,676,621)	33,829,740	1,495,286
Less Allow for Uncollectables	(5,429,738)	(5,842,317)	412,579	(5,969,817)	540,079
Less Contractual Adjustments	(16,296,860)	(17,731,567)	1,434,707	(14,902,707)	(1,394,153)
Accounts Receivable - Net	13,598,428	14,427,764	(829,335)	12,957,216	641,212
Taxes Receivable	2,721	4,381	(1,659)	12,328	(9,607)
Other Receivables	2,305,445	1,976,833	328,612	4,412,249	(2,106,805)
Inventory	917,015	908,426	8,589	927,052	(10,037)
Prepaid Expenses	789,821	778,412	11,409	1,249,684	(459,863)
Total Current Assets	121,866,952	123,209,612	(1,342,659)	119,728,585	2,138,367
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	88,715,996	88,552,397	163,599	47,846,490	40,869,506
Equipment	28,932,927	28,772,808	160,119	27,021,859	1,911,067
Right of Use Asset	1,119,634	1,261,816	-	-	-
Construction In Progress	10,938,144	9,561,039	1,377,105	49,626,977	(38,688,832)
Less Accumulated Depreciation	(47,915,917)	(47,221,282)	(694,635)	(41,271,900)	(6,644,017)
Property, Plant and Equipment - Net	89,611,876	88,747,871	864,005	89,446,505	165,371
Total Assets	211,478,828	211,957,483	(478,655)	209,175,090	2,303,739

Balance Sheet as of Jul-2026

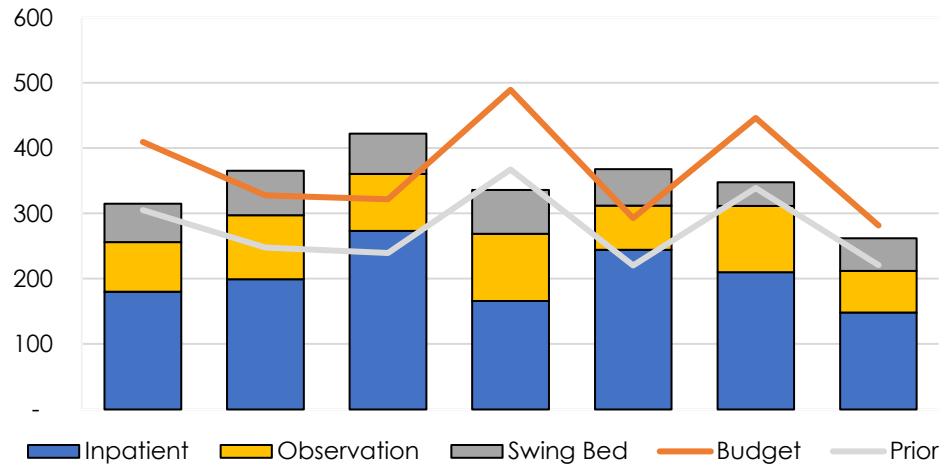
Liabilities	Jul-2026	Jun-2026	1 Month Variance	Jul-2025	12 Month Variance
Current Liabilities					
Accounts Payable	107,867	677,559	(569,692)	5,622,662	(5,514,795)
Other Payables	1,643,532	1,181,045	462,487	1,250,959	392,573
Payroll and Related Liabilities	7,292,918	8,474,359	(1,181,441)	6,655,591	637,327
Interest Payable	980,564	520,509	460,056	962,107	18,458
Third Party Settlement Payable	(1,710,447)	(1,710,447)	-	616,444	(2,326,891)
Other Current Liabilities	143,695	101,163	42,532	1,227,454	(1,083,758)
Current Maturities of LTD	2,114,269	2,114,269	-	2,767,516	(653,247)
Total Current Liabilities	10,572,399	11,358,457	(786,058)	19,102,733	(8,530,333)
Non Current Liabilities					
Current Maturities of LTD	(2,114,269)	(2,114,269)	-	(2,767,516)	653,247
Long Term Debt	108,075,893	107,948,037	127,856	110,570,448	(2,494,555)
Total Non Current Liabilities	105,961,624	105,833,768	127,856	107,802,932	(1,841,308)
Total Liabilities	116,534,023	117,192,225	(658,202)	126,905,665	(10,371,642)
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)	8,154,617	7,975,070		12,275,862	
Total Net Assets	94,944,805	94,765,258	-	82,269,425	12,675,380
Total Liabilities and Net Assets	211,478,828	211,957,483	(478,655)	209,175,090	2,303,739

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	YTP
Inpatient Days	180	199	273	166	244	210	148	1,420
Budget	304	223	243	366	203	290	139	1,768
Prior	258	189	206	310	172	246	118	1,499
Observation Hours	1,825	2,358	2,094	2,464	1,627	2,439	1,527	14,334
Budget	1,318	1,638	927	1,539	1,355	2,606	2,873	12,257
Prior	1,129	1,403	794	1,382	1,161	2,232	2,461	10,562
Observation Days	76	98	87	103	68	102	64	597
Budget	55	68	39	64	56	109	120	511
Prior	47	58	33	58	48	93	103	440
Swing Bed Days	59	68	62	67	56	36	50	398
Budget	50	37	40	60	33	48	23	291
Prior	-	-	-	-	-	-	-	-
Patient Days (IP, Obs & SB)	315	365	422	336	368	348	262	2,415
Budget	409	328	321	490	293	446	282	2,569
Prior	305	247	239	368	220	339	221	1,939
Emergency Department Visits	1,613	1,389	1,485	1,514	1,551	1,428	1,468	10,448
Budget	1,742	1,612	1,658	1,512	1,564	1,537	1,496	11,121
Prior	1,682	1,556	1,600	1,459	1,509	1,483	1,443	10,732
GI Cases	150	117	127	165	129	175	170	1,033
Budget	176	176	176	244	248	248	248	1,516
Prior	138	104	184	166	164	143	152	1,051
Sleep Lab	31	38	46	44	39	44	51	293
Budget	31	27	46	38	46	23	15	226
Prior	8	7	12	10	12	6	4	59
Lab Tests	21,039	19,379	21,137	20,774	19,429	19,444	19,128	140,330
Budget	22,321	18,059	21,254	20,343	19,876	20,186	19,434	141,472
Prior	19,700	15,885	18,509	17,951	17,543	17,548	16,852	123,988
XRay Exams	1,981	1,935	1,972	1,977	1,858	1,864	1,680	13,267
Budget	1,925	1,503	2,217	2,341	2,030	2,179	1,695	13,890
Prior	2,019	1,865	2,014	1,994	1,984	1,735	1,614	13,225
CT Exams	864	695	842	852	878	877	941	5,949
Budget	1,059	952	1,019	960	956	866	768	6,580
Prior	704	642	701	725	735	710	736	4,953
Ultrasound Exams	529	511	631	675	583	667	669	4,265
Budget	572	538	599	665	660	596	632	4,262
Prior	467	355	550	586	517	514	486	3,475
MRI Exams	169	153	157	173	205	193	135	1,185
Budget	111	84	169	174	156	139	135	968
Prior	102	87	123	127	115	122	63	739

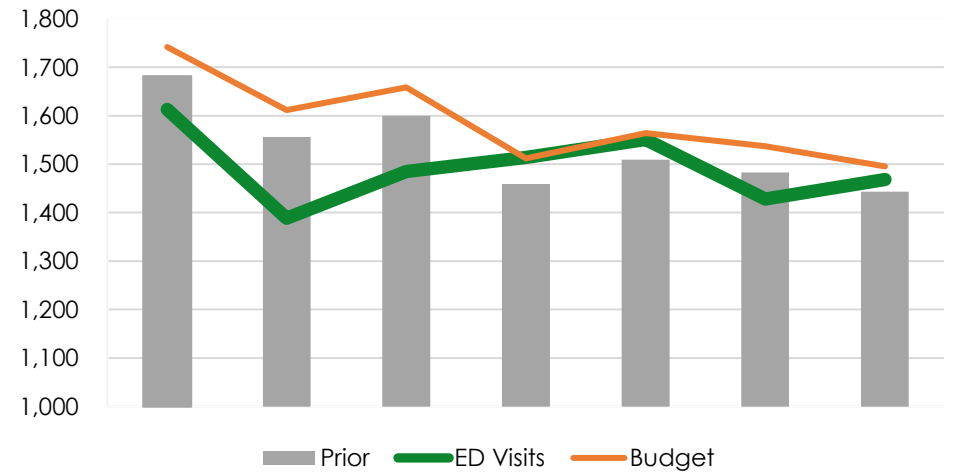
Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	YTP
Nuclear Medicine	-	-	-	-	-	-	2	2
Budget	-	-	-	-	-	42	44	44
Prior	-	-	-	-	-	-	-	-
All Diagnostic Imaging Exams	3,543	3,294	3,602	3,677	3,524	3,601	3,427	24,668
Budget	3,667	3,076	4,004	4,140	3,802	3,824	3,274	25,787
Prior	3,292	2,949	3,388	3,432	3,351	3,081	2,899	
Therapy Treatments	1,631	1,426	1,821	2,078	1,828	1,861	1,737	12,382
Budget	1,659	1,363	1,406	1,652	1,439	1,463	1,634	10,614
Prior	1,136	902	967	1,149	1,057	1,019	1,143	7,373
Respiratory Therapy	1,056	1,337	1,443	1,250	1,125	925	782	7,918
Budget	686	671	626	711	774	1,186	926	5,579
Prior	883	1,072	803	699	718	1,101	859	6,135
Infusion Therapy	102	106	104	97	118	112	119	758
Budget	92	71	81	92	81	81	92	590
Prior	94	80	80	64	69	78	77	542
Interventional Pain	76	87	81	122	128	120	128	742
Budget	144	144	144	144	144	144	178	1,042
Prior	86	48	73	60	95	60	72	494
Wound Care	5	-	-	-	-	-	6	11
Budget	96	83	91	96	91	91	96	191
Prior	-	-	-	-	-	-	-	-
Podiatry	177	160	250	257	256	255	260	1,615
Budget	159	138	152	159	152	152	159	1,072
Prior	-	-	-	-	-	-	-	-
Endocrinology	-	-	-	-	-	2	1	3
Budget	-	-	-	-	-	-	-	-
Prior	-	-	-	-	-	-	-	-
HOS	391	391	481	520	541	533	565	3,422
Budget	521	462	515	529	515	492	540	3,573
Prior	188	135	165	134	176	144	153	1,095

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	YTP
Urgent Care Visits	1,609	1,475	1,604	1,463	1,556	1,357	1,300	10,364
Budget	1,428	1,357	1,400	1,306	1,387	1,379	1,285	9,542
Prior	1,453	1,378	1,424	1,327	1,411	1,402	1,307	9,702
Kelsey Clinic Visits	786	772	941	735	843	784	840	5,701
Budget	989	945	1,070	1,048	1,239	1,001	1,105	7,398
Prior	760	746	813	863	924	745	802	5,653
McCleary Healthcare Clinic Visits	1,081	950	1,103	949	795	982	882	6,742
Budget	1,054	880	930	1,014	1,082	1,038	970	6,967
Prior	1,029	841	891	961	1,043	999	918	6,682
Summit Pacific Health Clinic Visits	1,190	1,056	1,135	975	1,035	1,098	1,083	7,572
Budget	1,255	1,163	1,134	1,270	1,291	1,272	1,142	8,528
Prior	1,008	933	913	1,016	1,032	1,021	914	6,837
Wellness Center Visits	3,214	3,009	3,052	3,080	3,009	3,421	3,209	21,994
Budget	3,703	2,887	3,667	3,803	3,648	3,583	3,632	24,923
Prior	3,146	2,460	3,114	3,237	3,096	3,037	3,081	21,171
All Clinics Visits	5,485	5,015	5,290	5,004	4,839	5,501	5,174	36,308
Budget	6,012	4,929	5,731	6,087	6,021	5,894	5,744	40,418
Prior	5,183	4,234	4,918	5,214	5,171	5,057	4,913	34,690
Operating Margin	3.3%	4.9%	32.1%	4.6%	14.6%	17.2%	3.7%	
Goal	5.6%	5.2%	6.1%	5.8%	5.9%	3.8%	2.8%	
Prior	13.6%	4.6%	29.5%	6.4%	6.7%	12.4%	16.1%	
Days in AR	51	53	51	48	49	49	47	
Goal	50	50	50	50	50	50	50	
Prior	54	53	53	54	52	52	51	
Days Cash On Hand	305	305	298	305	315	311	312	
Goal	260	260	260	260	260	260	260	
Prior	257	262	264	277	293	285	296	
FTEs Employees	445.5	452.9	462.4	469.0	472.3	462.6	699.1	494.8
Budget	507.6	507.6	512.5	512.5	512.5	513.6	517.4	512.0
Prior	256.1	386.6	399.9	406.3	408.7	400.7	405.1	380.5

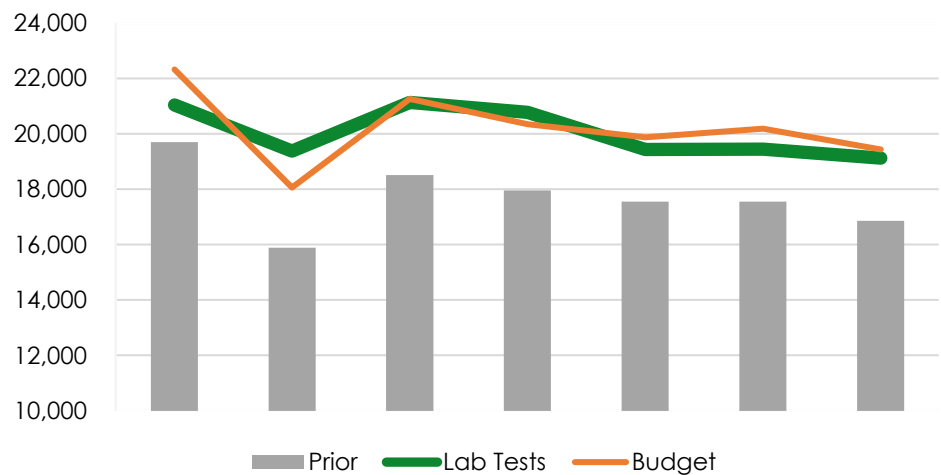
Patient Days



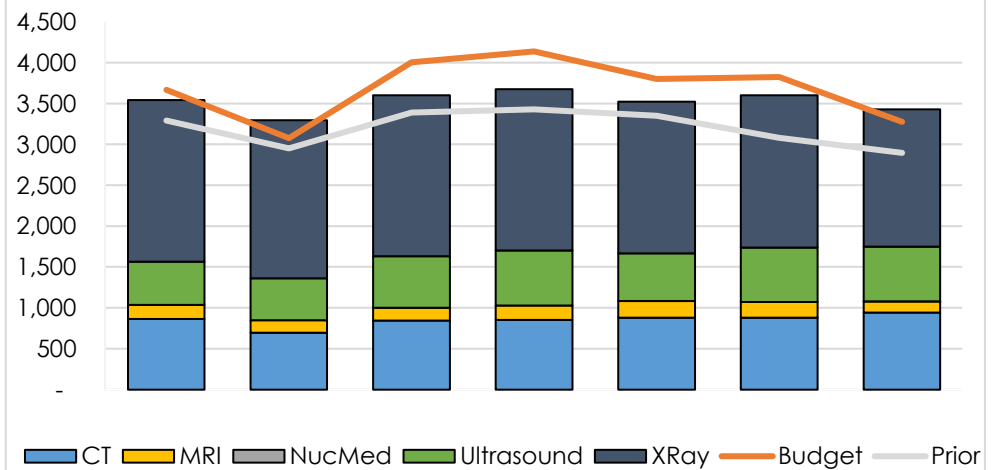
Emergency Department Visits



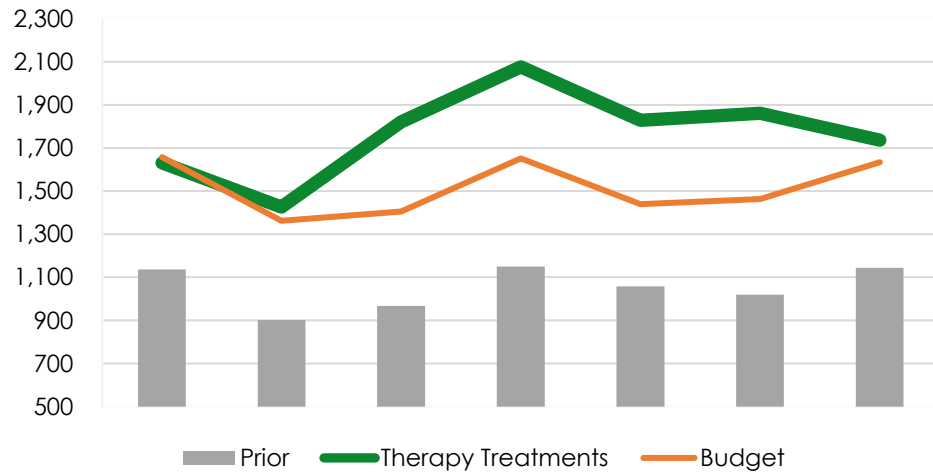
Lab Tests



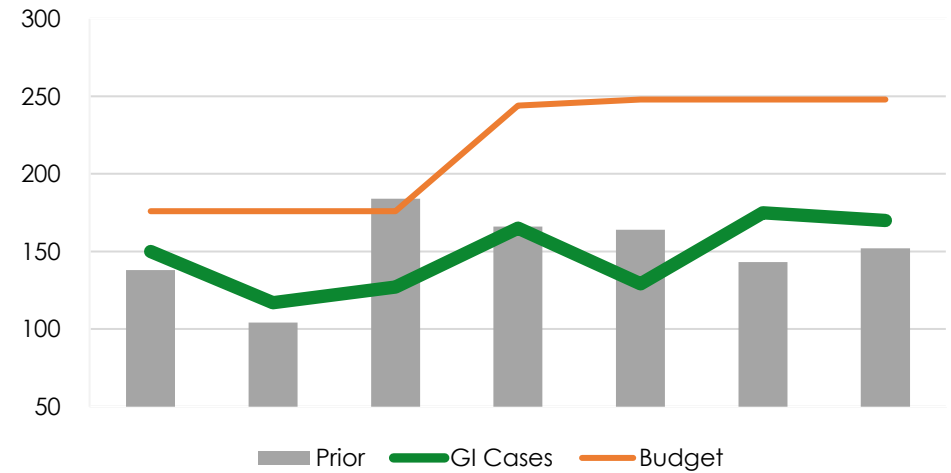
Diagnostic Imaging



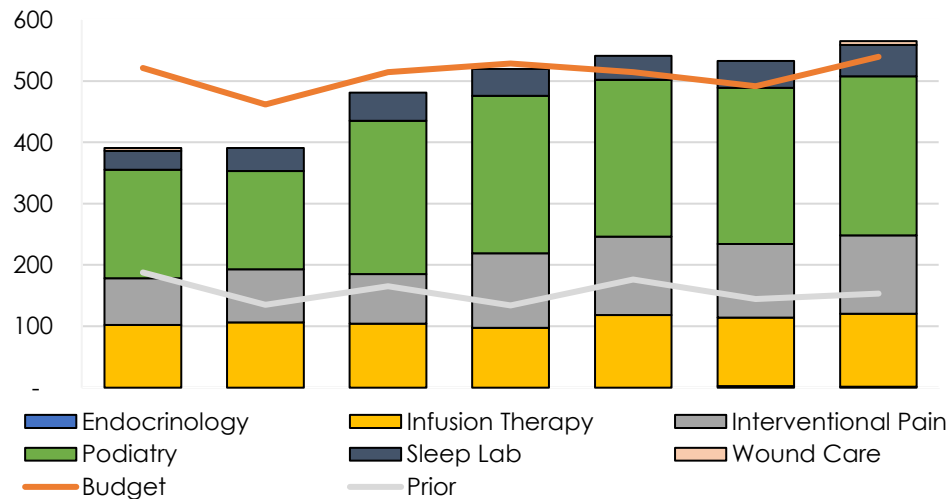
Therapy Treatments



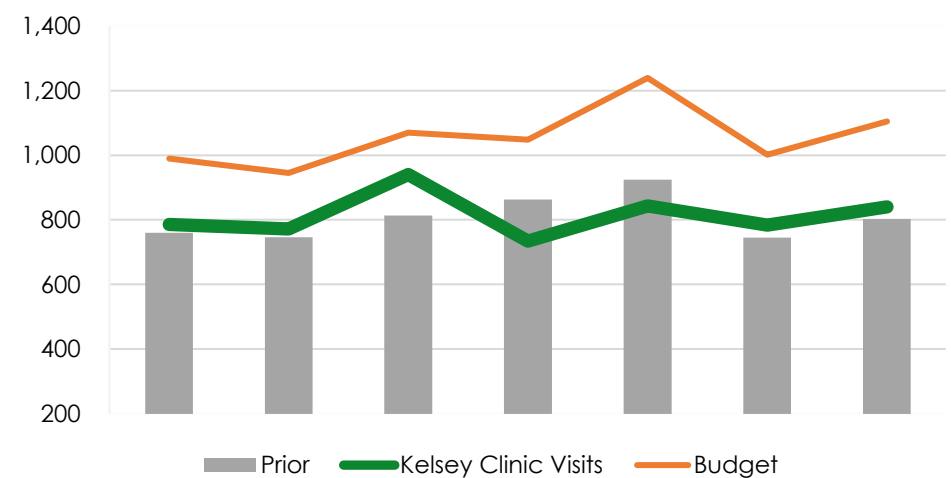
GI Cases



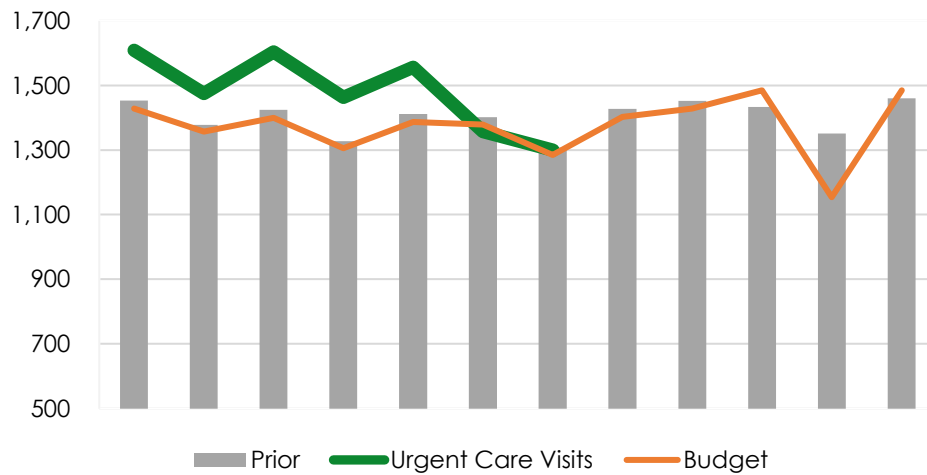
Hospital Outpatient Services



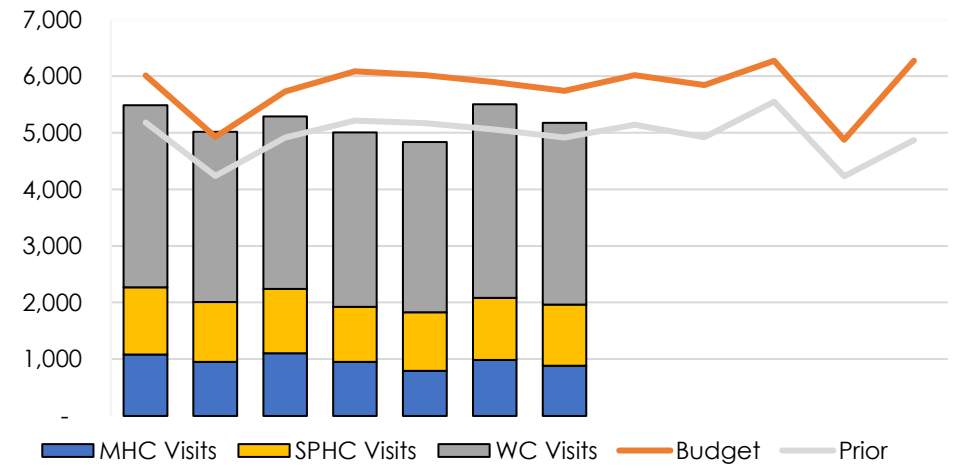
Specialty Clinic Visits



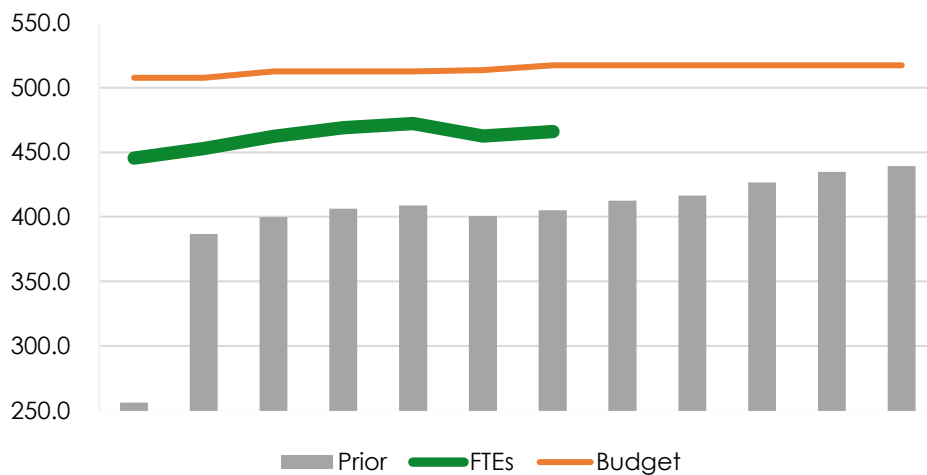
Urgent Care Visits



Primary Care Clinic Visits



FTEs



Days in AR

