SUMMIT PACIFIC
• MEDICAL CENTER •

Board of Commissioners Meeting

October 22, 2026
Summit Pacific Medical Center

Grays HarborCounty Public Hospital District No.1

Agenda

1. 12:15 pm - **Call to Order**

2. 12:20 pm – **Presentation of 2027 Annual Budget** – Cheryl Cornwell, CFO

3. 12:50 pm – **Public Questions & Answers session**

4. 12:55 pm - **Adjournment**

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

- 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

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Board of Commissioners Meeting

October 22, 2026
Summit Pacific Medical Center

Grays HarborCounty Public Hospital District No.1

Agenda

1. **1:00 – Call to Order**
   a. Introductions as needed
   b. Business from audience

2. **1:08 – Consent Agenda** – See separate Consent Agenda – *Action (vote)*

3. **1:10 – Approval of Minutes** – *Action (vote)*
   a. September 24, 2026 Regular Meeting

4. **1:12 - Patient Story** – Jennifer Burkhardt, CTLO – *Info*

5. **1:15** – **Safety Champion Award –** Sharlene Higa, Director of Nursing and Cynthia Schuder, Director of Revenue Cycle– *Info*

6. **1:20 – Hospital Expansion Update**– Josh Martin - *Info*

7. **Executive Reports**
   a. **1:35** – Quality Report and Dashboard, Tori Bernier, CNO/COO– *Info*
   b. **1:55** – Finance Report, Cheryl Cornwell, CFO– *Info*
   c. **2:15** – Advocacy Committee, Jennifer Burkhardt, CTLO – *Info*
   d. **2:35** – Executive Report, Josh Martin, CEO – *Info*

8. **Commissioner Business**
   a. **2:55 -** Medical Staff Privileges – *Action (vote)*

Initial Appointments	
Shavonne Borchardt, DO	Emergency Medicine
Brian Puzsar, MD	Tele-Radiology
Debra Schneider, MD	Tele-Radiology
Reappointments	
Bisher Abdullah, MD	Gastroenterology
Laura Brownsmith, ARNP	Ambulatory SPHC
Nicole Taylor, ND	Ambulatory McCleary
Brandy Zerby	Urgent Care
Lindsey Frischmann, MD	Tele-Neurology
Kelly Ann Lloyd, MD	Pathology

   b. **3:05-** Resolution 2026-07 Operating Budget
   c. **3:10** - Review Upcoming Events– *Info*

9. **3:15- Executive Session** - *(i) discuss claims with legal counsel existing or reasonably expected litigation*

10. **3:30 – Adjourn –** *Action (vote)*

Josh Martin, Chief Executive Officer
600 E Main, Elma, WA 98541 • Ph. (360) 346-2222 | Fax:(360) 346-2160
Owned and Operated by Grays Harbor County Public Hospital District No. 1
SPMC is an equal opportunity provider and employer.

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

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    h. (i) discuss claims with legal counsel
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Consent Agenda

September 2026

Description		Amount
Payroll	$	4,078,865
A/P Operations	$	5,609,367
A/P Capital	$	–
Community Care	$	184,154
Bad Debt	$	275,769
Property Tax Credit	$	–
Total	**$**	**10,148,155**

SUMMIT PACIFIC
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BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

September 24, 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, Dr. Ken Dietrich, Jori Stott, Angie Gerber, Sara Oliver, Dick Bratton, Lesley Kinzner, Lynn Fifield, Morgan Lundy, Carlene Heath, Cristina Torres, Hannah Harner, Diana Kolar, Cheri Spoon, Laura Cundiff	
BUSINESS FROM AUDIENCE	**Business from Audience** • The Board reviewed a patient complaint letter addressed to the Board of Commissioners. The patient had been contacted twice but had not been willing to share additional details about the experience to support resolution efforts.	
CONSENT AGENDA	• There was no discussion.	***Commissioner Wescott made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.***
MINUTES	• August 27, 2026, Regular Board Meeting	***Commissioner Bossard made a motion to approve the regular Board meeting minutes. Commissioner Wescott seconded the motion. All voted in favor.***
PATIENT STORY	• CTLO Burkhardt read a patient story regarding Dr. Andrews's care of a patient with an autoimmune disease. (See presentation for additional details.)	
PATIENT CHAMPION AWARD	• Jennifer Burkhardt presented the July and August Patient Champion awards Jen Petlig and Andy Lashus. • Lesley Kinzner accepted the Safety Champion awards on behalf of Jennifer and Andy.	

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BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

September 24, 2026

HOSPITAL EXPANSION UPDATE	• Dick Bratton provided an update on the hospital expansion. • Dick Bratton shared preliminary project metrics. • The hospital expansion was nearing completion, with several final components still outstanding. • More than $2.3 million in contingency funds had been authorized for change orders over the course of the project. Discussions were ongoing regarding opportunities to mitigate the financial impact. • The roof repair was expected to be completed within two to three weeks. • The project is anticipated to be completed in November. • CEO Martin recognized Dick Bratton for his leadership in resolving significant issues on behalf of the District. • CEO Martin presented Dick Bratton with the "Key to Summit."	
QUALITY REPORT	• Diana Kolar reviewed the Quality Report and Dashboard (see report for additional details). • The Café was inspected during the month, and the inspector noted that it was one of the cleanest facilities they had seen. No findings were identified. • No findings were identified during the Nuclear Medicine survey. • The new price transparency tool was implemented on our website. • Diana reviewed patient complaints and UOR data. • Blood culture contamination increased in August. Infection Control had been working with the Emergency Department and Laboratory to provide additional training. • Wendy Hawkins had assumed responsibility for the Safe Patient Handling program. • Inland Imaging continued to experience significant delays with STAT reads. Mandy was calling directly to request expedited reads. • A question was raised about reporting the longest wait time rather than the average for diagnostic imaging scheduling. Averages were generally used because extended wait times could depend on patient availability.	
FINANCE REPORT	• CFO Cornwell presented the Finance Report (see presentation for additional details). • CFO Cornwell reviewed August volumes. • The Board discussed whether the budget reflected economic impacts on consumers. Leadership monitored these impacts but did not typically incorporate them into the budget.	

	• CFO Cornwell reviewed the Signature implementation plan (see presentation for more details).	
ADVOCACY COMMITTEE	• CTLO Burkhardt and Commissioner Bossard shared experiences at this year's Rural Advocacy Days. • Significant discussion focused on labor and delivery costs, H.R. 1 impacts, and the 340B program. Summit Pacific Medical Center representatives met with Representative Randall, Senator Cantwell's staff, and Senator Murray. • Several bills posed potential threats to the 340B program. • HRSA issued a proposal to convert the 340B program to a rebate model.	
EXECUTIVE REPORT	• CEO Martin reviewed the Executive Report. (See report for additional details.) • CEO Martin thanked everyone who participated in Commissioner Thumser's memorial. • Federal funding from TRC supported a human resources audit. The process was valuable to the organization and was expected to strengthen future operations. The audit included multiple human resources components. • CTLO Burkhardt provided an update on the Health Fair. The event exceeded its goals for exhibitors and participation. • CMO Dietrich provided an update on Sports Medicine. • CEO Martin provided an update on Medicaid payer contracting negotiations. Summit Pacific Medical Center leaders met with Coordinated Care in Tacoma in September as part of the negotiation process. • Summit Pacific Medical Center applied for $2.1 million in Rural Health Transformation Program funding through the Washington State Hospital Association and the Health Care Authority. The organization received notice that funding had been awarded for a nurse training program. • A site visit with the HHS director was scheduled for September 30 at 10:00 a.m. Commissioners Hiles and Wescott agreed to participate.	
COMMISSIONER BUSINESS	**Medical Staff Privileges** **<u>Initial Appointments</u>** Wendy Lau, MD — ACU Alex Sheehy (Hagen), PA-C — Emergency Medicine	***Commissioner Bossard made a motion to approve the medical staff privileges as presented. Commissioner Hiles seconded the motion. All voted in favor.***

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BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

September 24, 2026

Justin Vaughn, CRNA	Anesthesia
Maxwell Knapp, MD	Pathology
Briana Poynor, MD	Tele-Neurology
Scott Caganap, MD	Tele-Neurology
Karen Briscoe, MD	Tele-Radiology
Philip Granchi, MD	Tele-Radiology
David Gruen, MD	Tele-Radiology
Ralph Ho, MD	Tele-Radiology
Geetika Klevos, MD	Tele-Radiology
Dhimiter Kondili, MD	Tele-Radiology
Laura Landrieu, MD	Tele-Radiology
Maurice Marchand, MD	Tele-Radiology
Nanci Mercer, MD	Tele-Radiology
Ross Parker, MD	Tele-Radiology
David Reynolds, DO	Tele-Radiology
Alfred Roschmann, MD	Tele-Radiology
David Samuelson, MD	Tele-Radiology
Arthy Saravanan, MD	Tele-Radiology

Commissioner Brear was absent and excused.

Ashley Sweeney, MD	Tele-Radiology
Shrey Thawait, MD	Tele-Radiology
Shambhavi Venkataraman, MD	Tele-Radiology
Susan Weinberg, MD	Tele-Radiology
Chen Yin, MD	Tele-Radiology

Reappointments

Thomas Griffith, ND	Ambulatory Wellness Center
Joseph Kohn, ARNP	Ambulatory McCleary
Bruce Geryk, MD	Tele-Neurology

Board Discussion

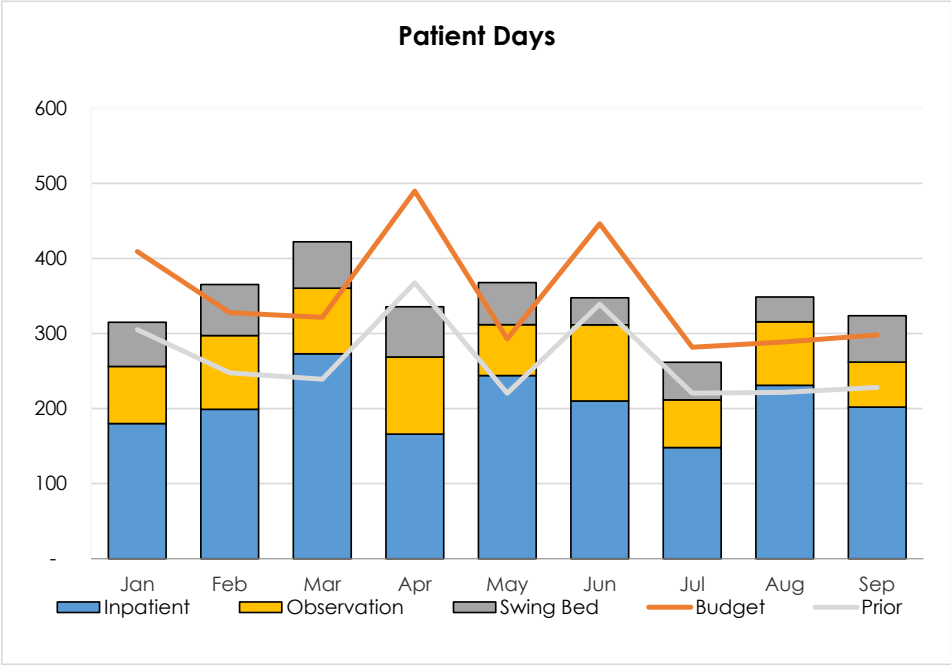
- Commissioner Hooper abstained from the discussion.
- CEO Martin discussed an article addressing the importance of key-person life insurance in the event of an executive's unexpected death. He noted that Jennifer Burkhardt, Cheryl Cornwell, and Jim Hansen had discussed the matter with him and researched several potential partners.
- The Board discussed the potential cost of a 15- to 30-year key-person life insurance policy for the CEO. CEO Martin stated that leadership would not pursue the option without the Board's support.
- A question was raised regarding why the policy would apply only to the CEO rather than to all executives.
- The Board requested additional information regarding the associated costs.

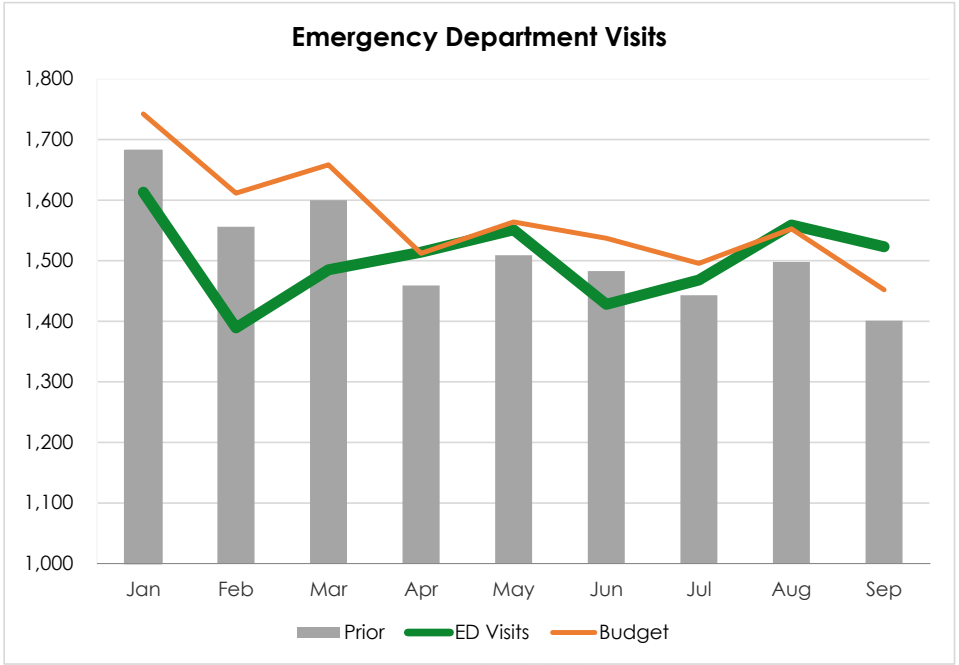
	• CEO Martin will provide a list of other public hospital districts that have made similar investments. **Upcoming Events** • The October budget hearing will begin at 12:15 p.m. **Executive Session** • At 3:12 p.m., Board Chair Hooper recessed the regular meeting for five minutes before convening an executive session to discuss potential litigation with legal counsel. No action was anticipated and the executive session was announced to last 10 minutes. Jennifer Burkhardt, Josh Martin, Andrew Hooper, Kevin Bossard, Carolyn Wescott, and Georgette Hiles attended the executive session. • The executive session began at 3:17 p.m., and the regular meeting reconvened at 3:25 p.m. • No action was taken.	
ADJOURNMENT	The regular meeting of the Board of Commissioners adjourned at 3:27 p.m.	***Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.***

Recording Secretary

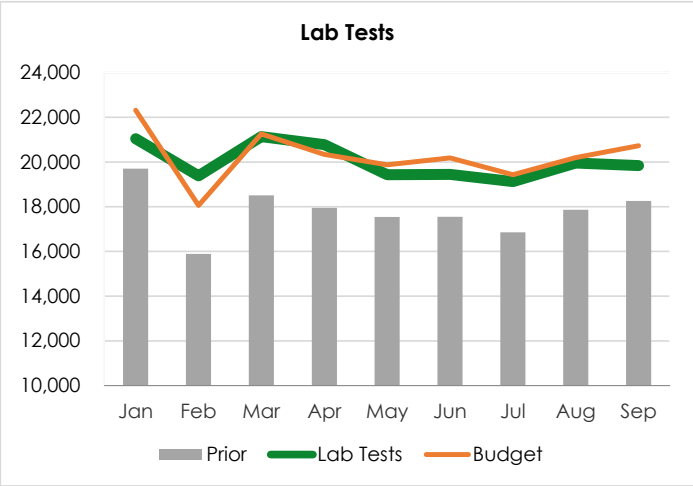
Board Secretary

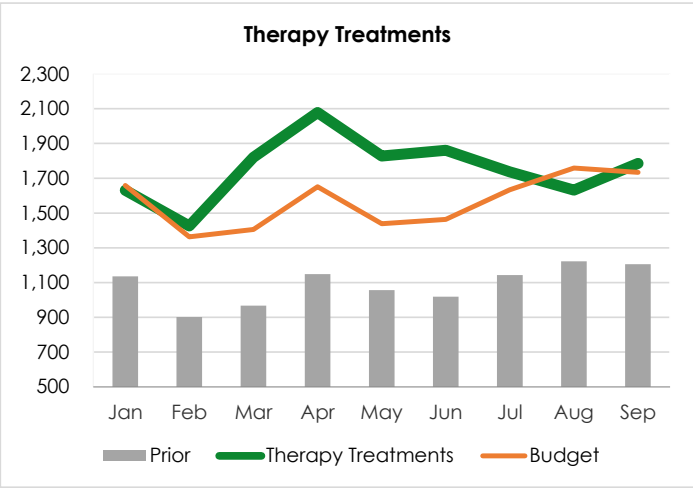
YTD IP & ED Volumes

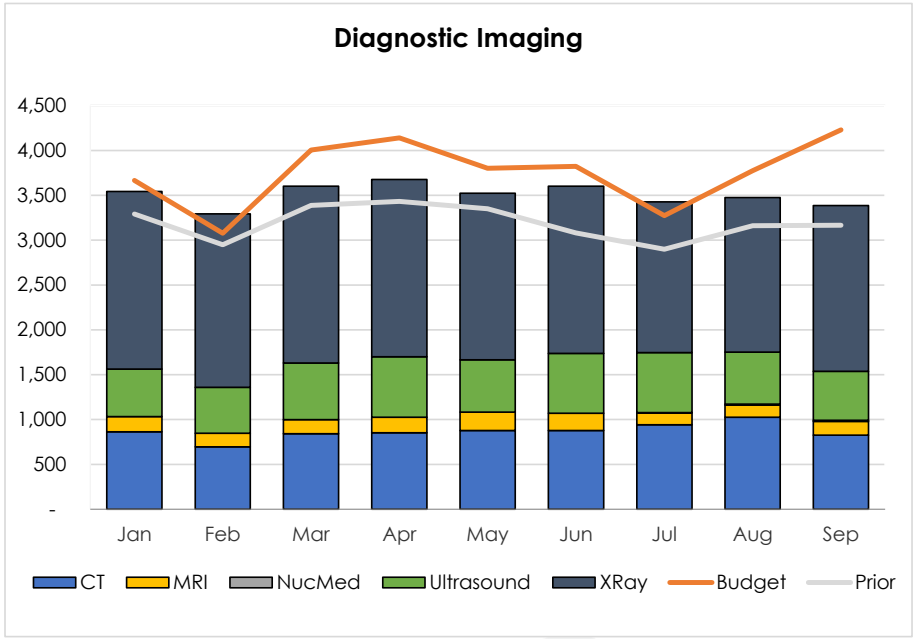




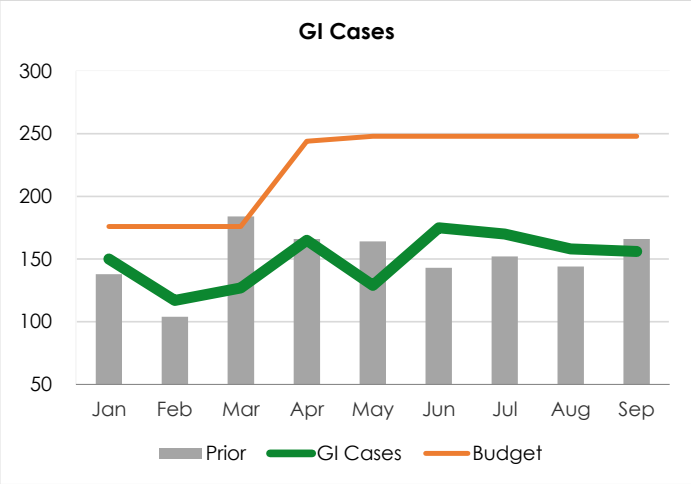
YTD Ancillary Volumes

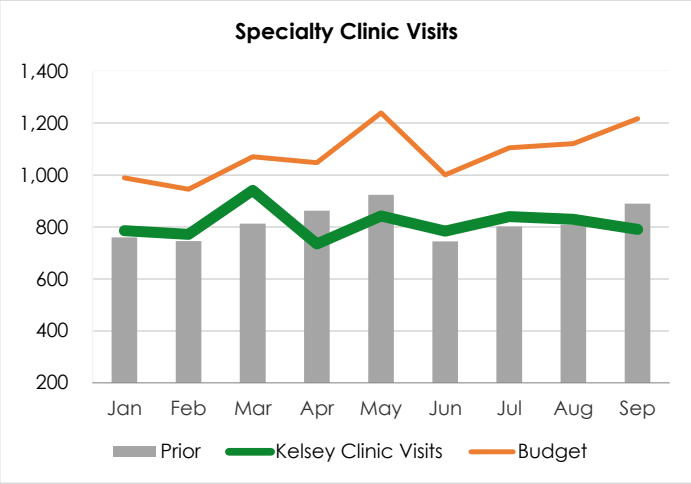


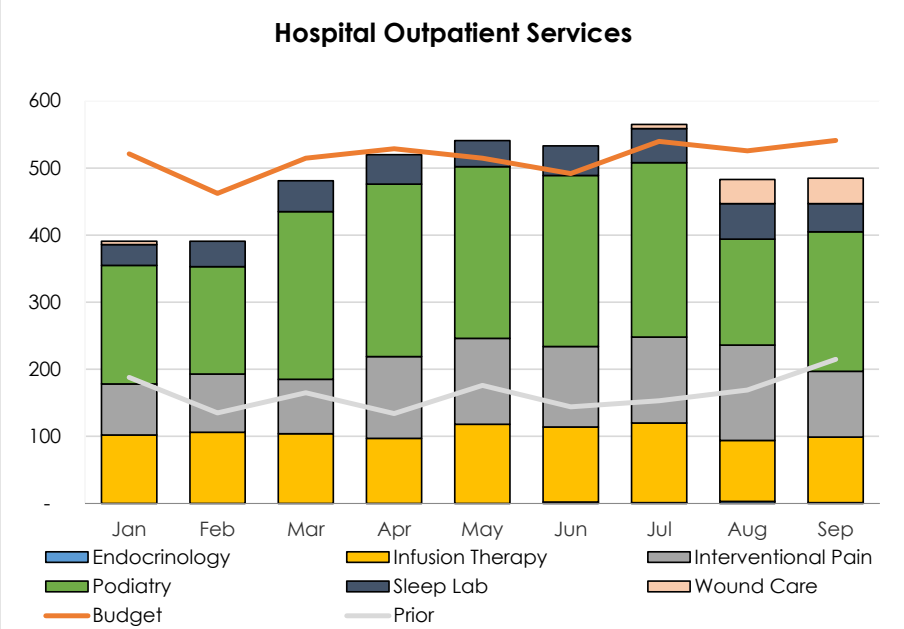




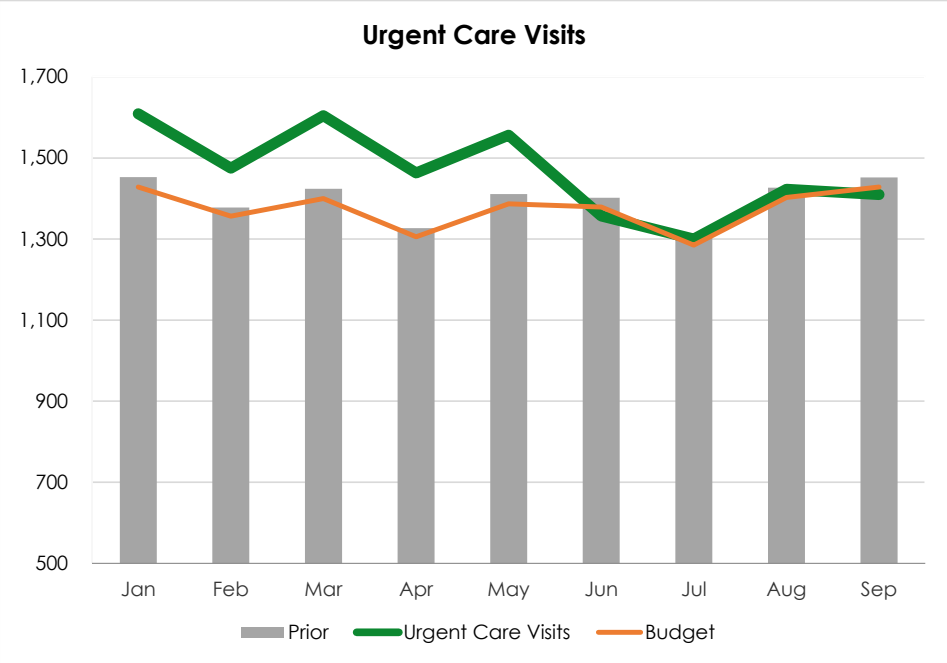
YTD Specialty Volumes

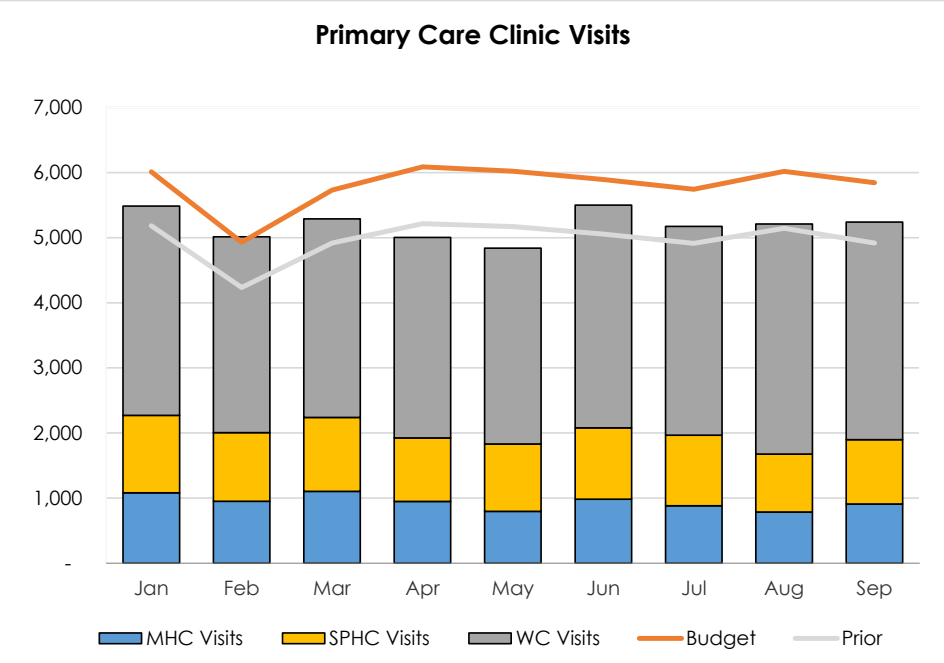






YTD Clinic Volumes





YTD Volumes

September 2026 YTD Volumes

Department	Actual	Budget	Surplus (Deficit)	Variance
Therapy Treatments	15,800	14,108	1,692	+12.0%
Urgent Care Visits	13,197	12,373	824	+6.7%
Lab Tests	180,121	182,392	(2,271)	-1.2%
Patient Days (IP, Obs & SB)	3,088	3,156	(68)	-2.2%
Emergency Department Visits	13,530	14,126	(596)	-4.2%
Hospital Outpatient Services	4,390	4,640	(250)	-5.4%
Diagnostic Imaging Exams	31,530	33,793	(2,263)	-6.7%
Primary Care Clinic Visits	46,759	52,282	(5,523)	-10.6%
Specialty Clinic Visits	7,322	9,735	(2,413)	-24.8%
GI Cases	1,347	2,012	(665)	-33.1%

Finance at a Glance

Summary Income Statement in $Ks

Year-to-Date Income Statement	Sep-2026	+/− Budget	Sep-2025
Patient Revenue	$ 208,938	$ (12,169)	$ 186,140
Revenue Deductions	$ (128,542)	$ 11,744	$ (111,991)
Net Patient Revenue	**$ 80,396**	**$ (424)**	**$ 74,149**
Other Operating Revenue	$ 9,252	$ 5,023	$ 6,127
Total Operating Revenue	**$ 89,648**	**$ 4,599**	**$ 80,276**
Salaries & Benefits	$ (50,909)	$ 1,158	$ (42,476)
Supplies	$ (5,109)	$ 515	$ (4,956)
Purchased Services	$ (10,331)	$ (603)	$ (10,219)
Other	$ (7,200)	$ (27)	$ (6,225)
Depreciation	$ (6,274)	$ (224)	$ (3,818)
Total Operating Expenses	**$ (79,823)**	**$ 819**	**$ (67,694)**
Operating Income (Loss)	**$ 9,824**	**$ 5,418**	**$ 12,582**
Non-Operating Revenue	$ 3,401	$ (306)	$ 4,979
Non-Operating Expense	$ (4,692)	$ (326)	$ (4,735)
Net Income (Loss)	**$ 8,533**	**$ 4,786**	**$ 12,827**

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

	Sep-2026	Aug-2026	Sep-2025
Cash	$ 105,251	$ 104,986	$ 98,366
Net Accounts Receivable	$ 14,739	$ 14,855	$ 13,805
Other Receivables	$ 4,845	$ 5,103	$ 4,589
Total Current Assets	**$ 124,835**	**$ 124,944**	**$ 116,761**
Property, Plant & Equipment, Net	$ 89,052	$ 89,640	$ 92,622
Total Assets	**$ 213,887**	**$ 214,583**	**$ 209,383**
Accounts Payable	$ 471	$ 1,150	$ 5,272
Payroll Liabilities	$ 8,681	$ 8,734	$ 5,723
Current Portion of Long Term Debt	$ 2,114	$ 2,114	$ 2,768
Other Liabilities	$ 1,748	$ 1,846	$ 5,155
Total Current Liabilities	**$ 13,015**	**$ 13,845**	**$ 18,917**
Non Current Liabilities	**$ 105,548**	**$ 105,550**	**$ 107,646**
Fund balance and prior surplus	$ 86,790	$ 86,790	$ 69,994
YTD earnings	$ 8,533	$ 8,398	$ 12,827
Total Net Assets	**$ 95,324**	**$ 95,189**	**$ 82,821**
Total Liabilities and Net Assets	**$ 213,887**	**$ 214,583**	**$ 209,383**

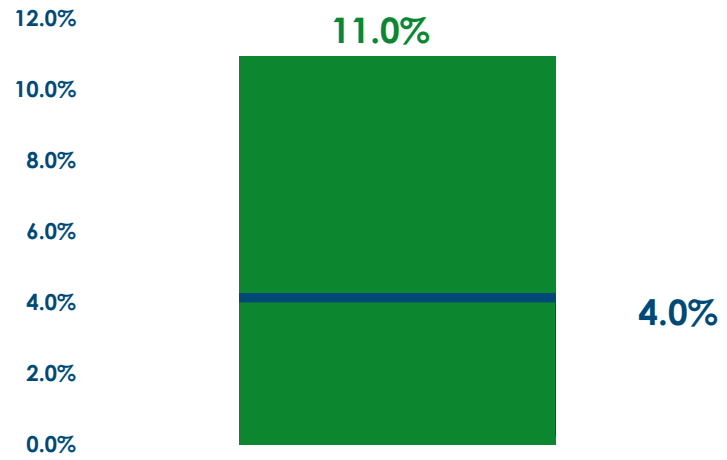
Snapshot of financial position at a specific point in time.

Assets - what we own. Liabilites - what we owe. Net Assets - what we are worth.

Finance at a Glance

Stewardship Strategic Goals – September 2026

Operating Margin



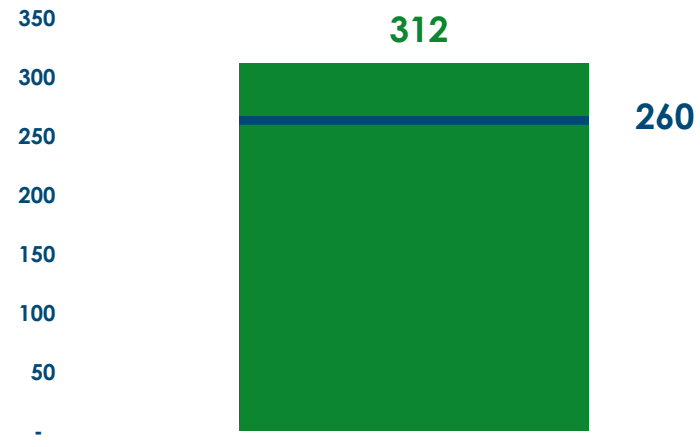
Goal: 4.0%

All WA Hospitals 2024: 2.3%

Profit from operations as a share of operating revenue.

Higher is better

Days Cash On Hand



Goal: 260 days

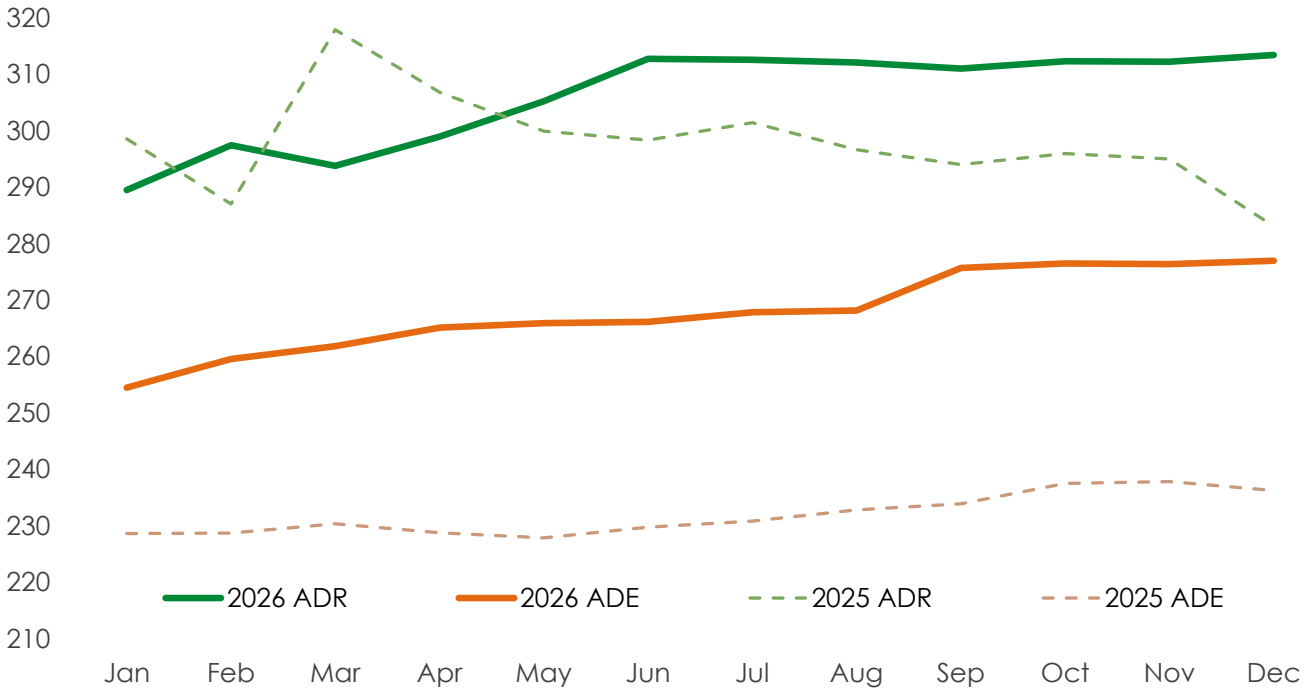
All WA Hospitals 2024: 79 days

Ability to cover expenses with no additional revenue.

Higher is better

Finance at a Glance

Average daily revenue and expense ($Ks)



$311K

Average Daily Revenue (ADR)

Net operating revenue generated per day.

Higher is better

$276K

Average Daily Expense (ADE)

Cost to generate revenue per day.

Lower is better

Summary & Highlights

- Significant Events
- Out of the Ordinary
- Progress on Projects
- Achievements

Questions or Comments?

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August 2026 Finance at a Glance

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Unrestricted Fund Balance	$ 8,533	$ 8,398	$ 12,827
YTD Excess of Revenues	$ 86,790	$ 86,790	$ 69,994
Total Net Assets	**$ 213,887**	**$ 214,583**	**$ 209,383**

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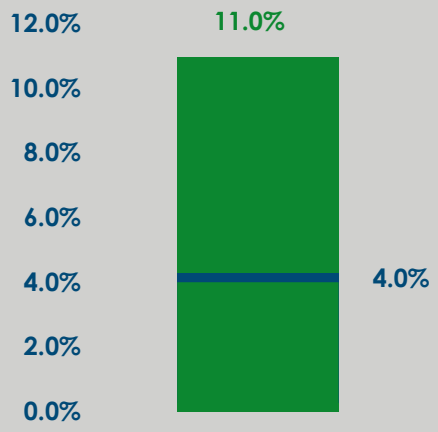
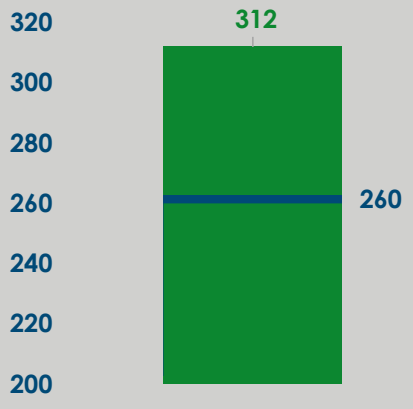
Assets - what we own. Liabilites - what we owe.
Net Assets - what we are worth.

STEWARDSHIP STRATEGIC GOALS

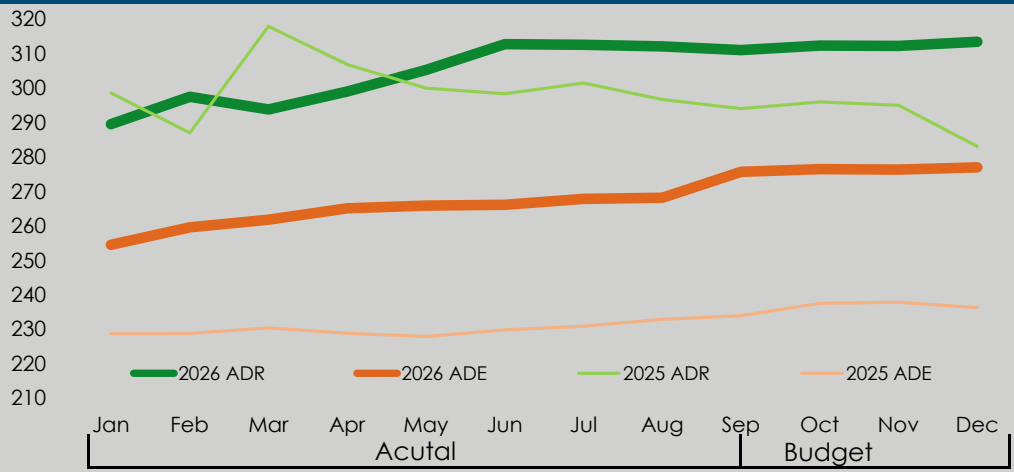


Operating Margin
Goal: 4.0%
All WA Hospitals 2024: 2.3%
Ratio that reflects the profit from operations.
Higher is Better



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

Average Daily in $Ks



$311

Average Daily Revenue (ADR)
How much net operating revenue is generated on average per day.
Higher is Better

$276

Average Daily Expense (ADE)
How much it costs to generate revenue on average per day.
Lower is Better

SUMMIT PACIFIC
MEDICAL CENTER

2026 Income Statement

Sep-2026	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	$ 10,746,389	$ 11,135,541	$ (389,152)	(3.5%)	$ 94,339,756	$ 96,651,913	$ (2,312,157)	(2.4%)
Medicaid Revenue	$ 5,021,969	$ 5,511,079	$ (489,110)	(8.9%)	$ 43,957,589	$ 47,598,189	$ (3,640,600)	(7.6%)
Other Revenue	$ 7,966,593	$ 9,197,942	$ (1,231,348)	(13.4%)	$ 70,123,047	$ 76,481,799	$ (6,358,752)	(8.3%)
Total Gross Patient Revenue	**$ 23,734,951**	**$ 25,844,561**	**$ (2,109,610)**	**(8.2%)**	**$ 208,420,392**	**$ 220,731,901**	**$ (12,311,508)**	**(5.6%)**
Patient Revenue Deductions								
Medicare Contractual	$ 7,085,723	$ 6,343,489	$ (742,234)	(11.7%)	$ 57,333,433	$ 62,105,311	$ 4,771,878	7.7%
Medicaid Contractual	$ 4,346,350	$ 3,952,540	$ (393,810)	(10.0%)	$ 31,823,648	$ 33,741,683	$ 1,918,035	5.7%
Other Contractual	$ 2,741,733	$ 3,460,805	$ 719,072	20.8%	$ 24,119,695	$ 28,926,814	$ 4,807,120	16.6%
Bad Debt Expense	$ 308,142	$ 2,190,406	$ 1,882,264	85.9%	$ 10,268,563	$ 10,046,386	$ (222,177)	(2.2%)
Community Care	$ 185,154	$ 377,507	$ 192,353	51.0%	$ 3,163,806	$ 3,182,705	$ 18,899	0.6%
Administrative Adjustments	$ 159,896	$ 270,547	$ 110,651	40.9%	$ 1,833,125	$ 2,283,814	$ 450,689	19.7%
Total Revenue Deductions	**$ 14,826,998**	**$ 16,595,294**	**$ 1,768,296**	**10.7%**	**$ 128,542,269**	**$ 140,286,713**	**$ 11,744,444**	**8.4%**
340B Revenue	$ 59,921	$ 41,667	$ 18,255	43.8%	$ 517,876	$ 375,000	$ 142,876	38.1%
Net Patient Revenue	**$ 8,967,874**	**$ 9,290,934**	**$ (323,060)**	**(3.5%)**	**$ 80,395,999**	**$ 80,820,188**	**$ (424,188)**	**(0.5%)**
Other Revenue								
Other Operating Income	$ 407,777	$ 469,816	$ (62,039)	(13.2%)	$ 9,251,541	$ 4,228,344	$ 5,023,197	118.8%
Total Other Revenue	**$ 407,777**	**$ 469,816**	**$ (62,039)**	**(13.2%)**	**$ 9,251,541**	**$ 4,228,344**	**$ 5,023,197**	**118.8%**
Net Operating Revenue	**$ 9,375,651**	**$ 9,760,750**	**$ (385,098)**	**(3.9%)**	**$ 89,647,540**	**$ 85,048,531**	**$ 4,599,009**	**5.4%**
Operating Expenses								
Salaries & Wages	$ 4,285,847	$ 4,776,031	$ 490,183	10.3%	$ 39,902,397	$ 40,836,124	$ 933,727	2.3%
Benefits	$ 1,201,295	$ 1,247,643	$ 46,348	3.7%	$ 11,007,084	$ 11,231,293	$ 224,209	2.0%
Professional Fees	$ 491,364	$ 262,660	$ (228,704)	(87.1%)	$ 2,475,367	$ 2,358,380	$ (116,988)	(5.0%)
Supplies	$ 583,705	$ 624,883	$ 41,178	6.6%	$ 5,109,438	$ 5,623,946	$ 514,507	9.1%
Utilities	$ 73,312	$ 67,843	$ (5,469)	(8.1%)	$ 640,858	$ 610,583	$ (30,274)	(5.0%)
Purchased Services	$ 1,211,755	$ 1,080,297	$ (131,457)	(12.2%)	$ 10,330,793	$ 9,728,236	$ (602,557)	(6.2%)
Insurance	$ 62,695	$ 55,167	$ (7,528)	(13.6%)	$ 369,219	$ 496,500	$ 127,281	25.6%
Other Expenses	$ 450,003	$ 396,510	$ (53,492)	(13.5%)	$ 3,604,708	$ 3,613,499	$ 8,791	0.2%
Rentals & Leases	$ 15,199	$ 9,884	$ (5,314)	(53.8%)	$ 110,035	$ 94,415	$ (15,620)	(16.5%)
Depreciation	$ 692,582	$ 759,396	$ 66,814	8.8%	$ 6,273,517	$ 6,049,805	$ (223,712)	(3.7%)
Total Operating Expenses	**$ 9,067,756**	**$ 9,280,313**	**$ 212,557**	**2.3%**	**$ 79,823,416**	**$ 80,642,780**	**$ 819,364**	**1.0%**
Operating Income (Loss)	**$ 307,895**	**$ 480,437**	**$ (172,541)**	**(35.9%)**	**$ 9,824,123**	**$ 4,405,751**	**$ 5,418,373**	**123.0%**
Non-Operating Revenue/(Expenses)								
Tax Revenue	$ 10,927	$ 14,000	$ (3,073)	(21.9%)	$ 523,820	$ 668,000	$ (144,180)	(21.6%)
Contributions from SPMF	$ 14,987	$ 65,000	$ (50,013)	(76.9%)	$ 37,238	$ 585,000	$ (547,762)	(93.6%)
Interest Income	$ 319,614	$ 272,670	$ 46,944	17.2%	$ 2,839,801	$ 2,454,030	$ 385,771	15.7%
Interest Expense	$ (518,317)	$ (449,721)	$ (68,596)	15.3%	$ (4,691,555)	$ (4,365,814)	$ (325,741)	7.5%
Total Non-Operating Rev/(Expenses)	**$ (172,789)**	**$ (98,051)**	**$ (74,738)**	**76.2%**	**$ (1,290,696)**	**$ (658,784)**	**$ (631,912)**	**95.9%**
Net Income (Loss)	**$ 135,106**	**$ 382,386**	**$ (247,279)**	**(64.7%)**	**$ 8,533,427**	**$ 3,746,967**	**$ 4,786,460**	**127.7%**

SUMMIT PACIFIC
MEDICAL CENTER

2026 Income Statement

Sep-2026	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
METRICS								
Operating Margin (S&P)	(2.2%)	0.3%	(2.6%)		5.7%	0.0%	5.7%	
Operating Margin	3.3%	4.9%	(1.6%)		11.0%	5.2%	5.8%	
Net Income Margin	1.4%	3.9%	(2.5%)		9.5%	4.4%	5.1%	
Days in AR					49	50	1	2.7%
Days Cash on Hand					312	260	52	20.0%
Deduction %	62.5%	64.2%	1.7%		61.7%	63.6%	1.9%	
Net Patient Revenue %	37.5%	35.8%	1.7%		38.3%	36.4%	1.9%	
Net Operating Revenue %	39.5%	37.8%	1.7%		43.0%	38.5%	4.5%	
Paid FTEs (excludes Agency)	462.4	517.4	55.1	10.6%	462.3	513.2	50.8	9.9%
Hours	73,977	86,926	12,950	14.9%	738,691	780,160	41,468	5.3%
Net Patient Revenue per FTE ($K)	$ 19,396	$ 17,956	$ (1,440)	(8.0%)	$ 173,891	$ 157,488	$ 16,403	10.4%
Labor Cost per FTE ($K)	$ 11,868	$ 11,642	$ (226)	(1.9%)	$ 110,114	$ 101,460	$ (8,654)	(8.5%)

SUMMIT PACIFIC
• MEDICAL CENTER •

Balance Sheet as of Sep-2026

Assets	Sep-2026	Aug-2026	1 Month Variance	Sep-2025	12 Month Variance
Current Assets					
Operating Cash	89,342,360	89,016,326	326,033	73,450,065	15,892,294
Self-Insured Reserve	1,957,500	1,957,500	-	1,957,500	-
Total Operating Cash	**91,299,860**	**90,973,826**	**326,033**	**75,407,565**	**15,892,294**
MFP Construction Cash	5,697,717	5,758,405	(60,688)	14,705,390	(9,007,673)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
Total Restricted Cash	**13,951,209**	**14,011,897**	**(60,688)**	**22,958,882**	**(9,007,673)**
Accounts Receivables	37,291,283	37,757,790	(466,506)	36,391,433	899,851
Less Allow for Uncollectables	(5,067,461)	(4,865,574)	(201,887)	(7,151,713)	2,084,252
Less Contractual Adjustments	(17,485,198)	(18,037,577)	552,379	(15,434,261)	(2,050,937)
Accounts Receivable - Net	**14,738,624**	**14,854,638**	**(116,014)**	**13,805,458**	**933,166**
Taxes Receivable	10,927	15,028	(4,101)	13,375	(2,448)
Other Receivables	2,950,679	3,071,910	(121,231)	2,264,032	686,647
Inventory	929,273	909,671	19,602	970,025	(40,752)
Prepaid Expenses	954,284	1,106,613	(152,329)	1,341,499	(387,215)
Total Current Assets	**124,834,856**	**124,943,584**	**(108,728)**	**116,760,836**	**8,074,020**
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	88,842,126	88,847,381	(5,255)	47,846,490	40,995,635
Equipment	29,768,069	29,635,874	132,195	27,082,768	2,685,301
Right of Use Asset	1,119,634	1,119,634		-	
Construction In Progress	10,872,583	10,889,908	(17,325)	53,598,172	(42,725,589)
Less Accumulated Depreciation	(49,371,371)	(48,674,086)	(697,285)	(42,128,522)	(7,242,849)
Property, Plant and Equipment - Net	**89,052,133**	**89,639,803**	**(587,670)**	**92,621,986**	**(3,569,854)**
Total Assets	**213,886,989**	**214,583,387**	**(696,398)**	**209,382,823**	**4,504,166**

SUMMIT PACIFIC
• MEDICAL CENTER •

Balance Sheet as of Sep-2026

Liabilities	Sep-2026	Aug-2026	1 Month Variance	Sep-2025	12 Month Variance
Current Liabilities					
Accounts Payable	471,063	1,150,375	(679,312)	5,271,915	(4,800,852)
Other Payables	1,571,311	1,985,843	(414,532)	1,422,956	148,355
Payroll and Related Liabilities	8,681,388	8,734,399	(53,010)	5,722,551	2,958,838
Interest Payable	1,861,847	1,439,182	422,665	1,883,377	(21,530)
Third Party Settlement Payable	(1,781,511)	(1,710,447)	(71,064)	616,444	(2,397,955)
Other Current Liabilities	96,706	131,647	(34,941)	1,231,817	(1,135,111)
Current Maturities of LTD	2,114,269	2,114,269	-	2,767,516	(653,247)
Total Current Liabilities	**13,015,074**	**13,845,268**	**(830,195)**	**18,916,575**	**(5,901,502)**
Non Current Liabilities					
Current Maturities of LTD	(2,114,269)	(2,114,269)	-	(2,767,516)	653,247
Long Term Debt	107,662,569	107,663,879	(1,310)	110,413,262	(2,750,693)
Total Non Current Liabilities	**105,548,300**	**105,549,610**	**(1,310)**	**107,645,746**	**(2,097,446)**
Total Liabilities	**118,563,374**	**119,394,878**	**(831,504)**	**126,562,322**	**(7,998,948)**
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)	8,533,427	8,398,321		12,826,938	
Total Net Assets	**95,323,615**	**95,188,509**	**-**	**82,820,501**	**12,503,114**
Total Liabilities and Net Assets	**213,886,989**	**214,583,387**	**(696,398)**	**209,382,823**	**4,504,166**

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	Aug-2026	Sep-2026	YTP
Inpatient Days	**180**	**199**	**273**	**166**	**244**	**210**	**148**	**231**	**202**	**1,853**
Budget	304	223	243	366	203	290	139	172	182	2,122
Prior	258	189	206	310	172	246	118	146	154	1,799
Observation Hours	**1,825**	**2,358**	**2,094**	**2,464**	**1,627**	**2,439**	**1,527**	**2,032**	**1,434**	**17,800**
Budget	1,318	1,638	927	1,539	1,355	2,606	2,873	2,117	2,079	16,453
Prior	1,129	1,403	794	1,382	1,161	2,232	2,461	1,813	1,781	14,156
Observation Days	**76**	**98**	**87**	**103**	**68**	**102**	**64**	**85**	**60**	**742**
Budget	55	68	39	64	56	109	120	88	87	686
Prior	47	58	33	58	48	93	103	76	74	590
Swing Bed Days	**59**	**68**	**62**	**67**	**56**	**36**	**50**	**33**	**62**	**493**
Budget	50	37	40	60	33	48	23	28	30	349
Prior	-	-	-	-	-	-	-	-	-	-
Patient Days (IP, Obs & SB)	**315**	**365**	**422**	**336**	**368**	**348**	**262**	**349**	**324**	**3,088**
Budget	409	328	321	490	293	446	282	289	298	3,156
Prior	305	247	239	368	220	339	221	222	228	2,389
Emergency Department Visits	**1,613**	**1,389**	**1,485**	**1,514**	**1,551**	**1,428**	**1,468**	**1,559**	**1,523**	**13,530**
Budget	1,742	1,612	1,658	1,512	1,564	1,537	1,496	1,553	1,452	14,126
Prior	1,682	1,556	1,600	1,459	1,509	1,483	1,443	1,498	1,401	13,631
GI Cases	**150**	**117**	**127**	**165**	**129**	**175**	**170**	**158**	**156**	**1,347**
Budget	176	176	176	244	248	248	248	248	248	2,012
Prior	138	104	184	166	164	143	152	144	166	1,361
Sleep Lab	**31**	**38**	**46**	**44**	**39**	**44**	**51**	**53**	**42**	**388**
Budget	31	27	46	38	46	23	15	23	38	287
Prior	8	7	12	10	12	6	4	6	10	75
Lab Tests	**21,039**	**19,379**	**21,137**	**20,774**	**19,429**	**19,444**	**19,128**	**19,955**	**19,836**	**180,121**
Budget	22,321	18,059	21,254	20,343	19,876	20,186	19,434	20,196	20,724	182,392
Prior	19,700	15,885	18,509	17,951	17,543	17,548	16,852	17,863	18,256	160,107
XRay Exams	**1,981**	**1,935**	**1,972**	**1,977**	**1,858**	**1,864**	**1,680**	**1,724**	**1,849**	**16,840**
Budget	1,925	1,503	2,217	2,341	2,030	2,179	1,695	2,086	2,583	18,559
Prior	2,019	1,865	2,014	1,994	1,984	1,735	1,614	1,699	1,738	16,662
CT Exams	**864**	**695**	**842**	**852**	**878**	**877**	**941**	**1,026**	**826**	**7,801**
Budget	1,059	952	1,019	960	956	866	768	849	870	8,299
Prior	704	642	701	725	735	710	736	851	731	6,535
Ultrasound Exams	**529**	**511**	**631**	**675**	**583**	**667**	**669**	**580**	**546**	**5,391**
Budget	572	538	599	665	660	596	632	671	611	5,545
Prior	467	355	550	586	517	514	486	509	555	4,539
MRI Exams	**169**	**153**	**157**	**173**	**205**	**193**	**135**	**136**	**153**	**1,474**
Budget	111	84	169	174	156	139	135	127	123	1,218
Prior	102	87	123	127	115	122	63	102	142	983

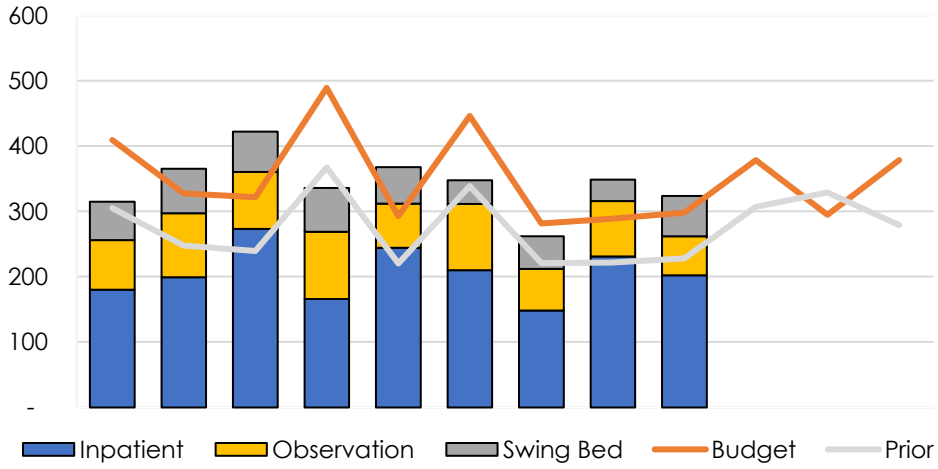
Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	Aug-2026	Sep-2026	YTP
Nuclear Medicine	-	-	-	**-**	**-**	**-**	**2**	**10**	**12**	**24**
Budget	-	-	-	-	-	42	44	42	42	129
Prior	-	-	-	-	-	-	-	-	-	-
All Diagnositic Imaging Exams	**3,543**	**3,294**	**3,602**	**3,677**	**3,524**	**3,601**	**3,427**	**3,476**	**3,386**	**31,530**
Budget	3,667	3,076	4,004	4,140	3,802	3,824	3,274	3,775	4,230	33,793
Prior	3,292	2,949	3,388	3,432	3,351	3,081	2,899	3,161	3,166	
Therapy Treatments	**1,631**	**1,426**	**1,821**	**2,078**	**1,828**	**1,861**	**1,737**	**1,632**	**1,786**	**15,800**
Budget	1,659	1,363	1,406	1,652	1,439	1,463	1,634	1,759	1,734	14,108
Prior	1,136	902	967	1,149	1,057	1,019	1,143	1,222	1,206	9,801
Sports Medicine	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**45**	**117**	**162**
Budget	-	-	-	-	-	-	-	-	-	-
Prior	-	-	-	-	-	-	-	-	-	-
Respiratory Therapy	**1,056**	**1,337**	**1,443**	**1,250**	**1,125**	**925**	**782**	**1,017**	**1,022**	**9,957**
Budget	686	671	626	711	774	1,186	926	563	856	6,999
Prior	883	1,072	803	699	718	1,101	859	523	796	7,454
Infusion Therapy	**102**	**106**	**104**	**97**	**118**	**112**	**119**	**91**	**98**	**947**
Budget	92	71	81	92	81	81	92	81	81	753
Prior	94	80	80	64	69	78	77	103	117	762
Interventional Pain	**76**	**87**	**81**	**122**	**128**	**120**	**128**	**142**	**98**	**982**
Budget	144	144	144	144	144	144	178	178	178	1,398
Prior	86	48	73	60	95	60	72	60	70	624
Wound Care	**5**	**-**	**-**	**-**	**-**	**-**	**6**	**36**	**38**	**85**
Budget	96	83	91	96	91	91	96	91	91	374
Prior	-	-	-	-	-	-	-	-	-	-
Podiatry	**177**	**160**	**250**	**257**	**256**	**255**	**260**	**158**	**208**	**1,981**
Budget	159	138	152	159	152	152	159	152	152	1,376
Prior	-	-	-	-	-	-	-	-	18	18
Endocrinology	**-**	**-**	**-**	**-**	**-**	**2**	**1**	**3**	**1**	**7**
Budget	-	-	-	-	-	-	-	-	-	-
Prior	-	-	-	-	-	-	-	-	-	-
HOS	**391**	**391**	**481**	**520**	**541**	**533**	**565**	**483**	**485**	**4,390**
Budget	521	462	515	529	515	492	540	526	541	4,640
Prior	188	135	165	134	176	144	153	169	215	1,479

Statistic	Jan-2026	Feb-2026	Mar-2026	Apr-2026	May-2026	Jun-2026	Jul-2026	Aug-2026	Sep-2026	YTP
Urgent Care Visits	**1,609**	**1,475**	**1,604**	**1,463**	**1,556**	**1,357**	**1,300**	**1,423**	**1,410**	**13,197**
Budget	1,428	1,357	1,400	1,306	1,387	1,379	1,285	1,403	1,428	12,373
Prior	1,453	1,378	1,424	1,327	1,411	1,402	1,307	1,427	1,452	12,581
Kelsey Clinic Visits	**786**	**772**	**941**	**735**	**843**	**784**	**840**	**830**	**791**	**7,322**
Budget	989	945	1,070	1,048	1,239	1,001	1,105	1,120	1,217	9,735
Prior	760	746	813	863	924	745	802	809	890	7,352
McCleary Healthcare Clinic Visits	**1,081**	**950**	**1,103**	**949**	**795**	**982**	**882**	**785**	**908**	**8,435**
Budget	1,054	880	930	1,014	1,082	1,038	970	932	1,101	9,000
Prior	1,029	841	891	961	1,043	999	918	883	1,041	8,606
Summit Pacific Health Clinic Visits	**1,190**	**1,056**	**1,135**	**975**	**1,035**	**1,098**	**1,083**	**890**	**989**	**9,451**
Budget	1,255	1,163	1,134	1,270	1,291	1,272	1,142	1,205	1,258	10,990
Prior	1,008	933	913	1,016	1,032	1,021	914	967	1,008	8,812
Wellness Center Visits	**3,214**	**3,009**	**3,052**	**3,080**	**3,009**	**3,421**	**3,209**	**3,535**	**3,344**	**28,873**
Budget	3,703	2,887	3,667	3,803	3,648	3,583	3,632	3,883	3,486	32,291
Prior	3,146	2,460	3,114	3,237	3,096	3,037	3,081	3,294	2,870	27,335
All Clinics Visits	**5,485**	**5,015**	**5,290**	**5,004**	**4,839**	**5,501**	**5,174**	**5,210**	**5,241**	**46,759**
Budget	6,012	4,929	5,731	6,087	6,021	5,894	5,744	6,020	5,844	52,282
Prior	5,183	4,234	4,918	5,214	5,171	5,057	4,913	5,144	4,919	44,753
Operating Margin	**3.3%**	**4.9%**	**32.1%**	**4.6%**	**14.6%**	**17.2%**	**3.7%**	**4.6%**	**3.3%**	
Goal	5.6%	5.2%	6.1%	5.8%	5.9%	3.8%	2.8%	6.5%	4.9%	
Prior	13.6%	4.6%	29.5%	6.4%	6.7%	12.4%	16.1%	-5.0%	-0.7%	
Days in AR	**51**	**53**	**51**	**48**	**49**	**49**	**47**	**49**	**49**	
Goal	50	50	50	50	50	50	50	50	50	
Prior	54	53	53	54	52	52	51	56	56	
Days Cash On Hand	**305**	**305**	**298**	**305**	**315**	**311**	**312**	**315**	**312**	
Goal	260	260	260	260	260	260	260	260	260	
Prior	257	262	264	277	293	285	296	293	300	
FTEs Employees	**445.5**	**452.9**	**462.4**	**469.0**	**472.3**	**462.6**	**466.0**	**468.0**	**462.4**	**462.3**
Budget	507.6	507.6	512.5	512.5	512.5	513.6	517.4	517.4	517.4	513.2
Prior	256.1	386.6	399.9	406.3	408.7	400.7	405.1	412.5	416.5	388.0

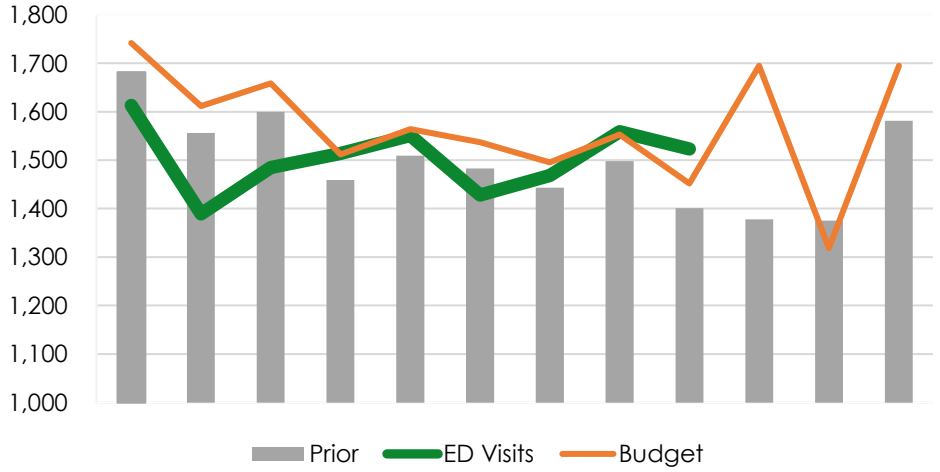
SUMMIT PACIFIC
FINANCE DEPARTMENT

2026 STATISTIC GRAPHS

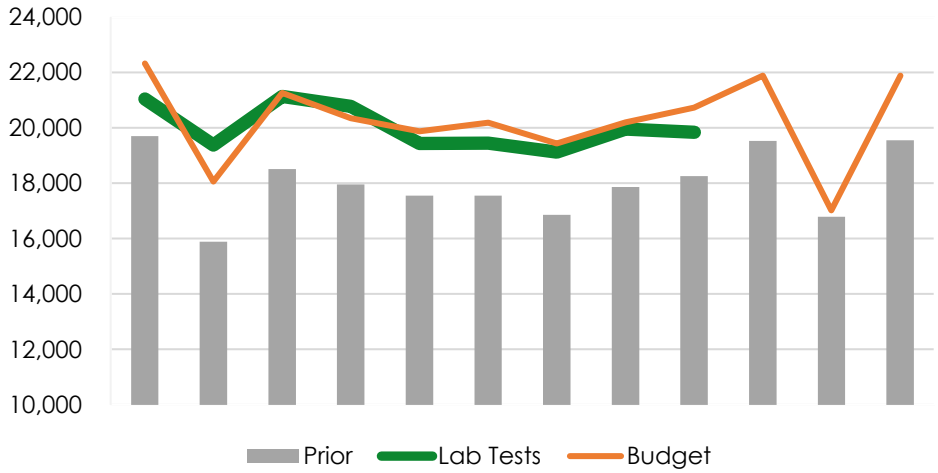
Patient Days



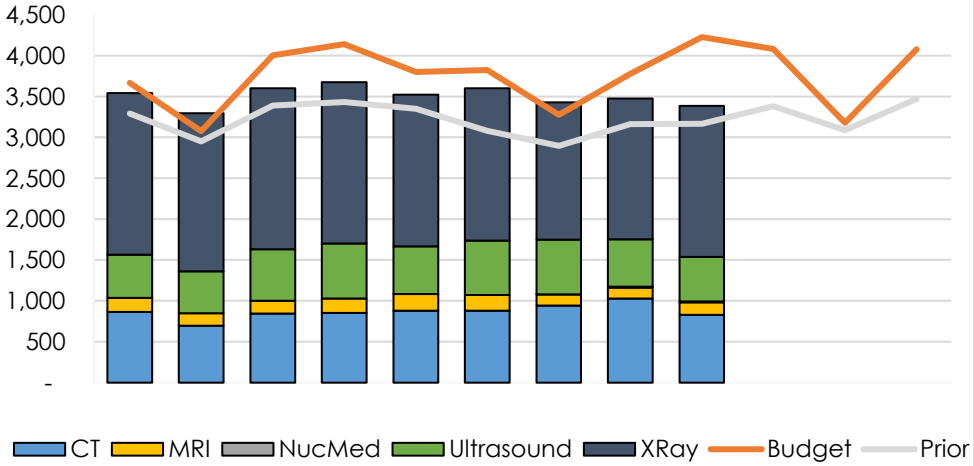
Emergency Department Visits



Lab Tests



Diagnostic Imaging



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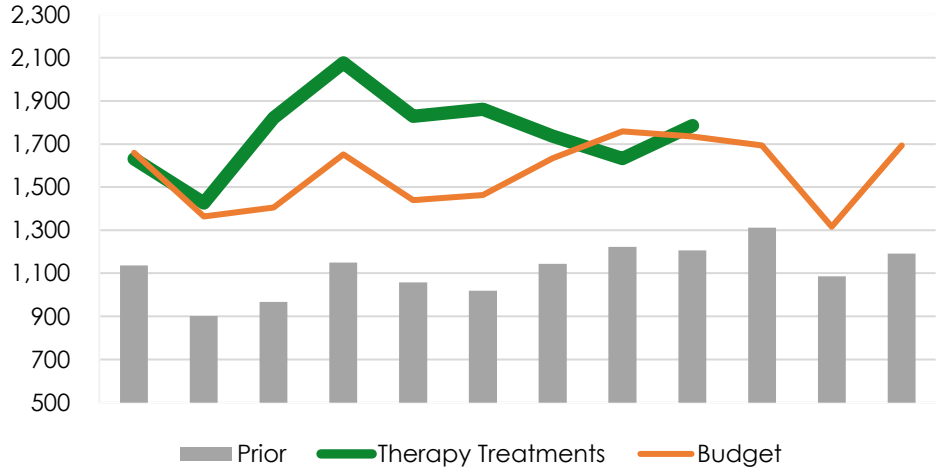
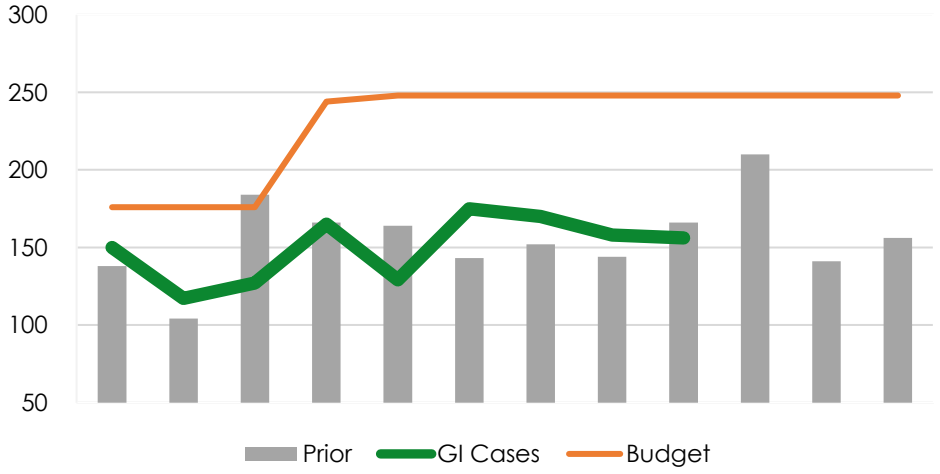
2026 STATISTIC GRAPHS

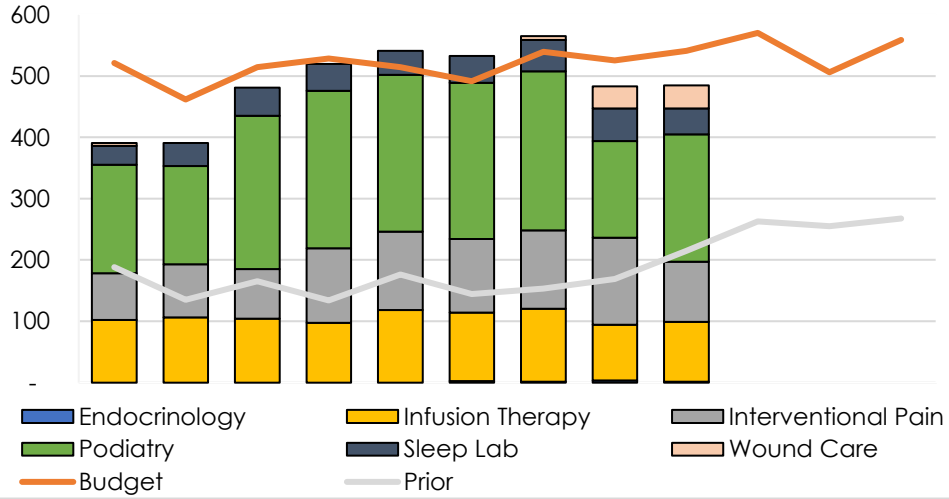
Therapy Treatments



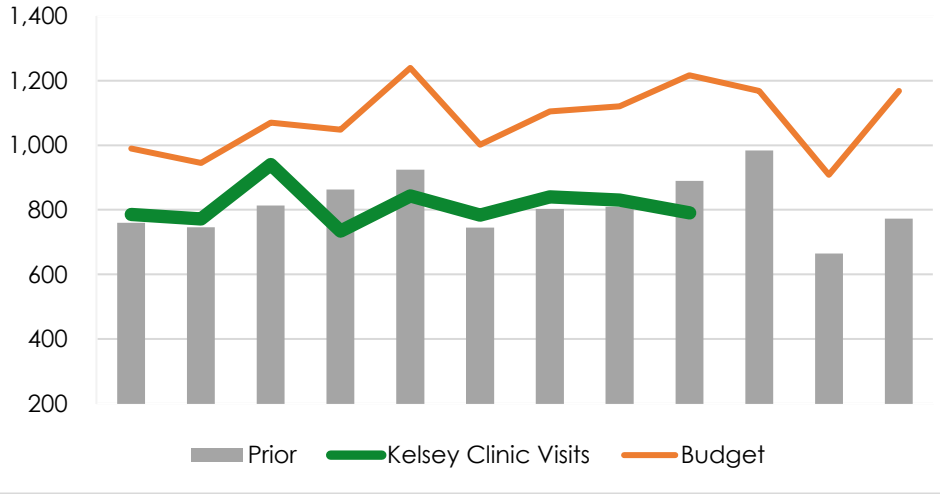
GI Cases



Hospital Outpatient Services



Specialty Clinic Visits



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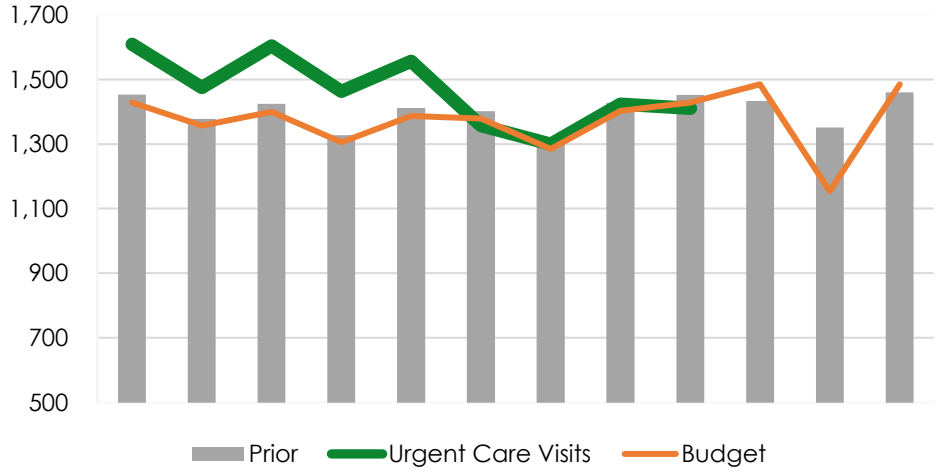
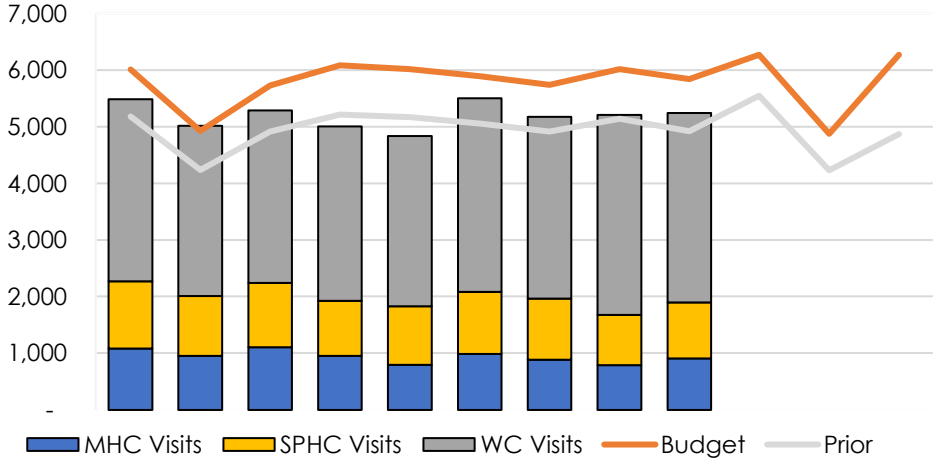
2026 STATISTIC GRAPHS

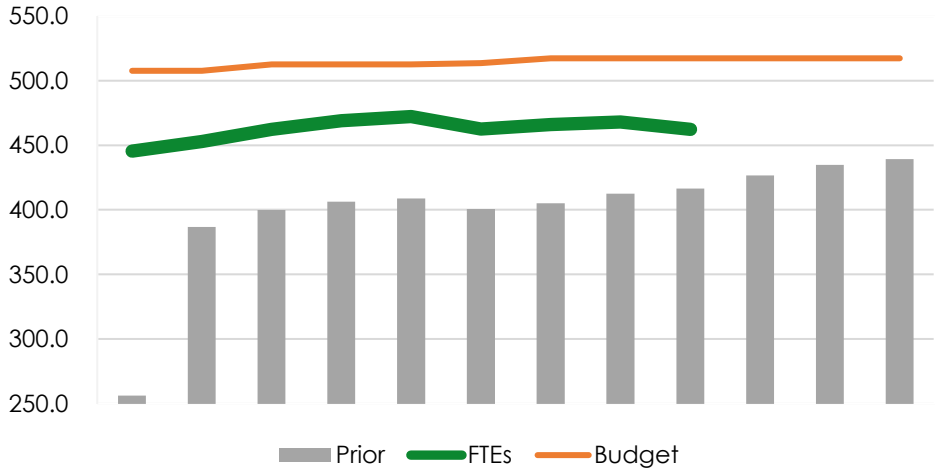
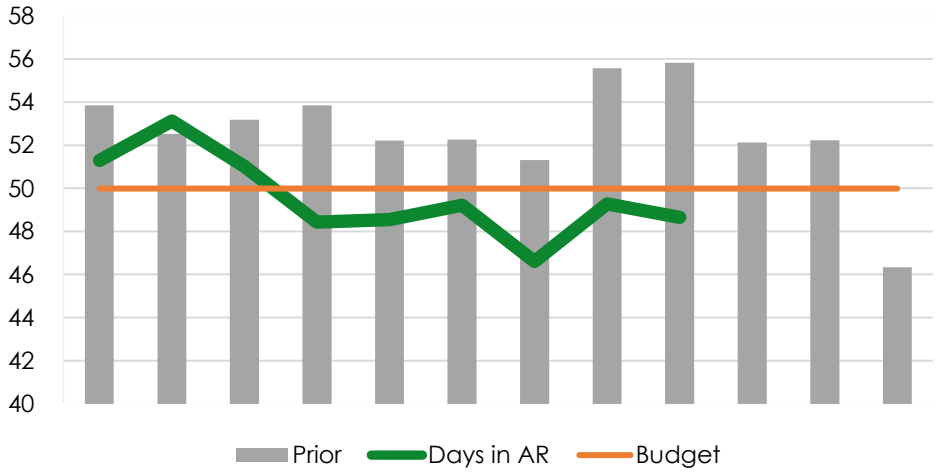
Urgent Care Visits



Primary Care Clinic Visits



FTEs



Days in AR