
Agenda

1. **6:00 – Call to Order**
 - a. Introductions as needed
 - b. Business from audience
2. **6:05 – Consent Agenda – See separate Consent Agenda – Action (vote)**
3. **6:10 - Patient Story – Lauri Bolton – Info**
4. **6:15 – 2021 Quality Improvement Plan, 2021 Infection Control Plan- Cecelia Tapp – Info**
5. **Executive Reports**
 - a. **6:30** - Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:45** - Finance Report, James Hansen – *Info*
 - c. **7:00** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:15** – Executive Report, Josh Martin – *Info*
6. **Commissioner Business**
 - a. **7:30** – Medical Staff Privileges – *Action (vote)*
 - i. *Xi Zhang, MD – Radiology – Reappointment*
 - ii. *Colin Poon, MD – Radiology – Reappointment*
 - iii. *Jack Fields, MD – Radiology – Reappointment*
 - iv. *John Bartow, DO – Radiology – Reappointment*
 - v. *Alfonso Urdaneta Moncada, MD - Radiology – Reappointment*
 - vi. *Tariq Balawi, MD – Radiology – Reappointment*
 - vii. *Shawn Andrews, MD – Family Medicine – Reappointment*
 - viii. *Ken Dietrich, MD – Hospitalist – Reappointment*
 - ix. *Ryan Frederickson, MD – Radiology – Initial Appointment*
 - x. *Michael Starkey, MD – Radiology – Initial Appointment*
 - xi. *Michael Chen, MD – Neurology – Initial Appointment by proxy*
 - xii. *William Lou, MD – Neurology – Initial Appointment by proxy*
 - b. **7:40** – Resolution 2022-02 Compensation Limit – *Action (vote)*
 - c. **7:45** - Resolution 2022-03 Surplus Property – *Action (vote)*
 - d. **7:50** – Board Bylaw Review – *Discussion*
 - e. **7:55** – Committee Appointment – *Discussion*
 - f. **8:00** – Virtual Meeting Format – *Discussion*
 - g. **8:10**– Hot Topic Discussion – *Discussion*
 - h. **8:15** – Upcoming Events, Andrew Hooper
 - i. **8:25** – Meeting Evaluation, Andrew Hooper
7. **8:30- Executive Session – Action Anticipated**
 - a. (b) (c) real estate
 - b. (g) review performance of public employee/elective office
8. **Commissioner Business Continued**

a. 9:00 – Resolution 2022-04 Superintendent Compensation – *Action (vote)*

9. 9:05 – Adjourn – Action (vote)

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

- Annual Golf Tournament | Salish Cliffs | May 6, 2022
- **HOLD- WSHA Board Education | Walla Walla, WA | May 15-May 18**
- Ride the Harbor | McCleary, WA | June 25, 2022
- *Annual Strategic Planning | Union, WA | August 1-3**

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

Minutes: January 27, 2022

Special Meeting Minutes: February 22, 2022

For the Period:

January 2022

Description	Amount
Payroll	\$ 2,332,993
A/P Operations	\$ 2,546,735
A/P Construction	\$ -
Community Care	\$ 122,793
Bad Debt	\$ 259,750
Property Tax Credit	\$ 330
Total	\$ 5,262,601



BOARD OF COMMISSIONERS MEETING MINUTES

January 27, 2022

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<p>CALL TO ORDER</p>	<p>CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 6:00 pm</p> <p>Commissioners present: Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard was absent and excused</p> <p>Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Lauri Bolton, Jori Stott, Ron Hulscher, Lourdes Schoch (phone), Angie Hulverson (phone), Christina Mitchell (phone), Rachel Brown (phone), Anna Taylor (phone), Chris K (phone), Diedre Barnett (phone), Dr. Shawn Andrews (phone)</p>	<p><i>Commissioner Thumser made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
<p>BUSINESS FROM AUDIENCE</p>	<p>Business from Audience</p> <ul style="list-style-type: none"> • NA 	
<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • CXO Bolton shared patient story regarding patient experience with Dr. Amanda Achterman(see letter for more details). 	
<p>ANNUAL REPORT</p>	<ul style="list-style-type: none"> • CEO Martin shared 2021 Annual Report Plan Presentation (see prezi for more details) • Great job Nichole Pas for taking lead on the 2021 Annual Report document. • The organization met all financial targets except days in AR due to challenges with staffing. • CEO Martin reviewed 2021 financial statistics and service volumes. • CEO Martin reviewed annual highlights in 2021. • CEO Martin read 2021 Annual Letter from the CEO (See Annual Report for more details). 	
<p>QUALITY</p>	<ul style="list-style-type: none"> • CMO Dietrich presented the Quality Report and Dashboard (see report and dashboard for more details). • The ED has instituted new policy of not doing COVID testing in the ED due to critical supplies and high volumes of patients seeking emergent services for covid testing. • Discussion regarding the impact of mortality rates on staff as they are caring for higher acuity patients. • CMO Dietrich reviewed patient satisfaction scores. • The format of the quality report has been changed to be more reader friendly. 	



BOARD OF COMMISSIONERS MEETING MINUTES

January 27, 2022

<p>FINANCE</p>	<ul style="list-style-type: none"> • CFO Hansen presented the Finance Report (see report for more details). • Volumes in December continue to exceed budget and drive operating revenue. • Days in AR have been impacted with external coding partner and has significantly impacted numbers and should see it drop drastically in Q1. • The commissioners on the Finance Committee were excited by the good learnings in 2021 and enhanced external partners. 	
<p>ADVOCACY</p>	<ul style="list-style-type: none"> • CEO Martin shared update on newly introduced legislation HB and SB structured around identifying staffing shortages. It does not enhance nursing compensation, the number of staff that can be hired and the nurse shortages. 	
<p>EXECUTIVE SUMMARY</p>	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • CXO Bolton provided an update on hiring Jeff Kruger, Facilities Director. • CXO Bolton shared Tsu West was promoted as Lab Manager and Justin McClintock was promoted as Lab Supervisor. • CEO Martin shared the District is moving forward with a Nurse Preceptor and Residency Program. • CAO Rose provided an update on Epic. • CAO Rose shared an update on the at home COVID testing kits available for employees and commissioners. • CEO Martin shared update on the FEMA nurses. • CEO Martin presented the Master Facility Plan to the Elma City Council and plans to attend a future McCleary City Council. • CEO Martin shared we are still awaiting the final Amerigroup value-based contract. • CEO Martin shared the Blue Zones Steering Committee has committed to a 3 year Activate project. 	
<p>COMMISSIONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Ma'n Abdullah, MD – Gastroenterology – Initial Appointment • Brandy Zerby, PA – Family Medicine/Urgent Care – Initial Appointment • Manal Schoellerman, MD – Radiology – Initial Appointment • Justin Taylor, ND – Family Medicine – Reappointment • Lawrence Bennett, MD – Radiology – Reappointment • Tremont Parrino, MD – Radiology – Reappointment • Peter Hu, MD – Radiology – Reappointment • Kevin Roscoe, MD – Radiology – Reappointment <p>Resolution 2022-01</p> <ul style="list-style-type: none"> • CEO Martin shared Ron Hulscher presentation tribute (see presentation) 	<p><i>Commissioner Wescott made motion to approve the Medical Staff privileges. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p> <p><i>Commissioner Thumser made a motion to approve resolution 2022-01 Acknowledgement of</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

January 27, 2022

	<ul style="list-style-type: none"> • CEO Martin read Resolution 2022-01 honoring Ron Hulscher’s service to the District(see resolution for more details). • Chairman Hooper shared that Hulscher was the guardian angel for the District in its greatest time of need. • Hulscher shared he could not step away if it were not in good hands with a good CEO and team. “The District is in good hands”. <p>Board Bylaws</p> <ul style="list-style-type: none"> • Every even year the Board is required to review the Bylaws. • Discussion regarding if the Board needs to develop a subcommittee or can have governance review and submit for approval. • Decision was made to have the bylaws sent out in advance this month and make decision at the February Board meeting if any changes need to be made. <p>Hot Topic Discussion</p> <ul style="list-style-type: none"> • Commissioners were requested to send topics of interest to Chairman Hooper, CEO Martin or Jori Stott. <p>Upcoming Events</p> <ul style="list-style-type: none"> • Chairman Hooper reviewed upcoming events. <p>Meeting Evaluation</p> <ul style="list-style-type: none"> • Chairman Hooper shared it was great opportunity to celebrate Ron Hulscher and he will be greatly missed. 	<p><i>Ron Hulscher. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
ADJOURNMENT	The regular session of the Board of Commissioner’s meeting adjourned at 8:01 pm.	<p><i>Commissioner Thumser made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES
January 27, 2022

A handwritten signature in blue ink, appearing to read "Jari Stott", written over a horizontal line.

Recording Secretary

A handwritten signature in black ink, appearing to read "Georgette Aila", written over a horizontal line.

Board Secretary



BOARD OF COMMISSIONERS MEETING MINUTES
February 22, 2022

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 9:00 am Commissioners present: Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard (Zoom) Present: Medrice Coluccio (Zoom)	
BUSINESS FROM AUDIENCE	<ul style="list-style-type: none"> • Chairman Hooper announced the Board will be going to executive session (RCW 42.30.110) to discuss (g) review of a public employee with no anticipated action. • Chairman Hooper announced the session was anticipated to last 1 hour with anticipated action. • The board recessed the session at 9:00 am • The executive session convened at 9:02 am. • The executive session ended at 10:00 am. • The regular session reconvened at 10:00 am. 	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 10:00 am.	<i>Commissioner Thumser made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote.</i>



Recording Secretary



Board Secretary

Financial Highlights – Monthly Dashboard

Summit Pacific Medical Center Finance Dashboard January 31, 2022

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +
Unfavorable Variance = ()

	January				Year-to-Date				
	Actual	Budget	Variance	Var%	Actual	Budget	Var%	Month	YTD
Gross Operating Revenue	\$ 12,459,395	\$11,357,707	\$1,101,688	9.7%	\$ 12,459,395	\$ 11,357,707	9.7%	✓	✓
Total Operating Expenses	\$ 3,805,850	\$ 4,797,687	\$ 991,837	20.7%	\$ 3,805,850	\$ 4,797,687	20.7%	✓	✓
Payment %	44.3%	45.3%	-1.0%	-1.0%	44.3%	45.3%	-1.0%	✓	✓
EBITDA Margin	34.1%	10.5%		23.6%	34.1%	10.5%	23.6%	✓	✓
Operating Margin	26.6%	2.0%		24.6%	26.6%	2.0%	24.6%	✓	✓
Net Income Margin	27.5%	4.5%		23.0%	27.5%	4.5%	23.0%	✓	✓
Days in AR					57	47	(21.0%)		✗
DCOH					299	260	15.0%		✓

	January				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 4,735,015	\$ 4,166,966	\$ 568,049	13.6%	\$ 4,735,015	\$ 4,166,966	\$ 568,049	13.6%
Medicaid Revenue	\$ 3,649,965	\$ 3,494,157	\$ 155,808	4.5%	\$ 3,649,965	\$ 3,494,157	\$ 155,808	4.5%
Other Revenue	\$ 4,074,414	\$ 3,696,584	\$ 377,830	10.2%	\$ 4,074,414	\$ 3,696,584	\$ 377,830	10.2%
Total Gross Operating Revenue	\$ 12,459,395	\$ 11,357,707	\$ 1,101,688	9.7%	\$ 12,459,395	\$ 11,357,707	\$ 1,101,688	9.7%
Revenue Deductions								
Medicare Contractual	\$ 2,498,474	\$ 2,671,383	\$ 172,910	6.5%	\$ 2,498,474	\$ 2,671,383	\$ 172,910	6.5%
Medicaid Contractual	\$ 2,585,978	\$ 1,992,517	\$ (593,461)	(29.8%)	\$ 2,585,978	\$ 1,992,517	\$ (593,461)	(29.8%)
Other Contractual	\$ 1,223,647	\$ 1,018,409	\$ (205,238)	(20.2%)	\$ 1,223,647	\$ 1,018,409	\$ (205,238)	(20.2%)
Bad Debt Expense	\$ 426,246	\$ 303,254	\$ (122,992)	(40.6%)	\$ 426,246	\$ 303,254	\$ (122,992)	(40.6%)
Community Care	\$ 122,793	\$ 164,765	\$ 41,972	25.5%	\$ 122,793	\$ 164,765	\$ 41,972	25.5%
Administrative Adjustments	\$ 77,585	\$ 59,784	\$ (17,801)	(29.8%)	\$ 77,585	\$ 59,784	\$ (17,801)	(29.8%)
Total Revenue Deductions	\$ 6,934,723	\$ 6,210,113	\$ (724,610)	(11.7%)	\$ 6,934,723	\$ 6,210,113	\$ (724,610)	(11.7%)
Net Patient Revenue	\$ 5,524,672	\$ 5,147,594	\$ 377,078	7.3%	\$ 5,524,672	\$ 5,147,594	\$ 377,078	7.3%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Other Operating Income	\$ 249,936	\$ 215,097	\$ 34,839	16.2%	\$ 249,936	\$ 215,097	\$ 34,839	16.2%
Total Other Revenue	\$ 249,936	\$ 215,097	\$ 34,839		\$ 249,936	\$ 215,097	\$ 34,839	16.2%
Net Operating Revenue	\$ 5,774,608	\$ 5,362,692	\$ 411,917	7.7%	\$ 5,774,608	\$ 5,362,692	\$ 411,917	7.7%
Operating Expenses								
Salaries & Wages	\$ 2,017,424	\$ 2,761,038	\$ 743,614	26.9%	\$ 2,017,424	\$ 2,761,038	\$ 743,614	26.9%
Benefits	\$ 605,291	\$ 711,621	\$ 106,330	14.9%	\$ 605,291	\$ 711,621	\$ 106,330	14.9%
Professional Fees	\$ 26,714	\$ 36,874	\$ 10,160	27.6%	\$ 26,714	\$ 36,874	\$ 10,160	27.6%
Supplies	\$ 308,566	\$ 393,274	\$ 84,708	21.5%	\$ 308,566	\$ 393,274	\$ 84,708	21.5%
Utilities	\$ 40,863	\$ 42,743	\$ 1,880	4.4%	\$ 40,863	\$ 42,743	\$ 1,880	4.4%
Purchased Services	\$ 564,437	\$ 557,607	\$ (6,830)	(1.2%)	\$ 564,437	\$ 557,607	\$ (6,830)	(1.2%)
Insurance	\$ 36,225	\$ 34,905	\$ (1,320)	(3.8%)	\$ 36,225	\$ 34,905	\$ (1,320)	(3.8%)
Other Expenses	\$ 176,389	\$ 216,330	\$ 39,941	18.5%	\$ 176,389	\$ 216,330	\$ 39,941	18.5%
Rentals & Leases	\$ 29,942	\$ 43,296	\$ 13,354	30.8%	\$ 29,942	\$ 43,296	\$ 13,354	30.8%
Total Operating Expenses	\$ 3,805,850	\$ 4,797,687	\$ 991,837	20.7%	\$ 3,805,850	\$ 4,797,687	\$ 991,837	20.7%
EBITDA	\$ 1,968,758	\$ 565,005	\$ 1,403,754		\$ 1,968,758	\$ 565,005	\$ 1,403,754	248.4%
Interest & Depreciation Expenses								
Interest	\$ 145,545	\$ 143,822	\$ (1,723)	(1.2%)	\$ 145,545	\$ 143,822	\$ (1,723)	(1.2%)
Depreciation	\$ 288,604	\$ 314,829	\$ 26,225	8.3%	\$ 288,604	\$ 314,829	\$ 26,225	8.3%
Total Interest & Depreciation Expenses	\$ 434,149	\$ 458,651	\$ 24,502	5.3%	\$ 434,149	\$ 458,651	\$ 24,502	5.3%
Net Income (Loss) from Operations	\$ 1,534,609	\$ 106,354	\$ 1,428,255	1,342.9%	\$ 1,534,609	\$ 106,354	\$ 1,428,255	1,342.9%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 14,800	\$ 62,500	\$ (47,700)	(76.3%)	\$ 14,800	\$ 62,500	\$ (47,700)	(76.3%)
Misc Revenue/(Expenses)	\$ 41,286	\$ 72,439	\$ (31,152)	(43.0%)	\$ 41,286	\$ 72,439	\$ (31,152)	(43.0%)
Total Non-Operating Rev/(Expenses)	\$ 56,086	\$ 134,939	\$ (78,852)	(58.4%)	\$ 56,086	\$ 134,939	\$ (78,852)	(58.4%)
Net Income (Loss)	\$ 1,590,695	\$ 241,293	\$ 1,349,403	559.2%	\$ 1,590,695	\$ 241,293	\$ 1,349,403	559.2%
Net Income (Loss) w/out PPP+PRF	\$ 1,590,695	\$ 241,293	\$ 1,349,403	559.2%	\$ 1,590,695	\$ 241,293	\$ 1,349,403	559.2%

METRICS

EBITDA Margin	34.1%	10.5%	23.6%	223.6%	34.1%	10.5%	23.6%	223.6%
Operating Margin	26.6%	2.0%	24.6%	1,240.0%	26.6%	2.0%	24.6%	
Net Income Margin	27.5%	4.5%	23.0%	512.2%	27.5%	4.5%	23.0%	512.2%
Days in AR	57							
DCOH	299							



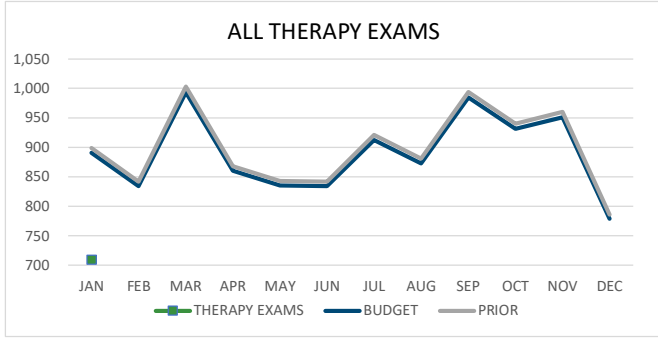
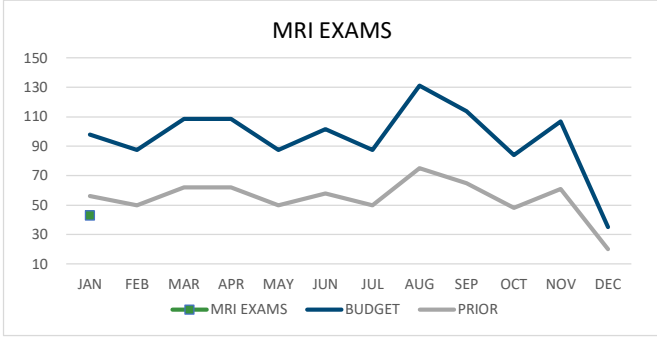
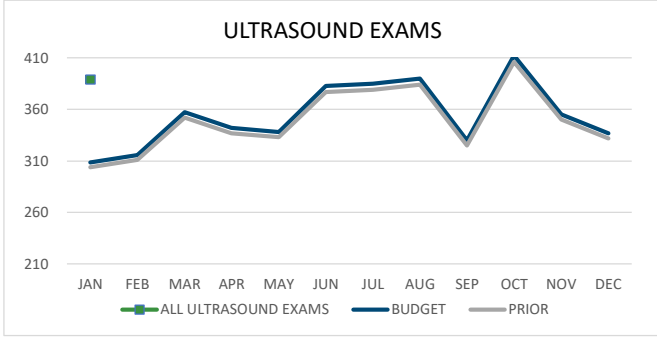
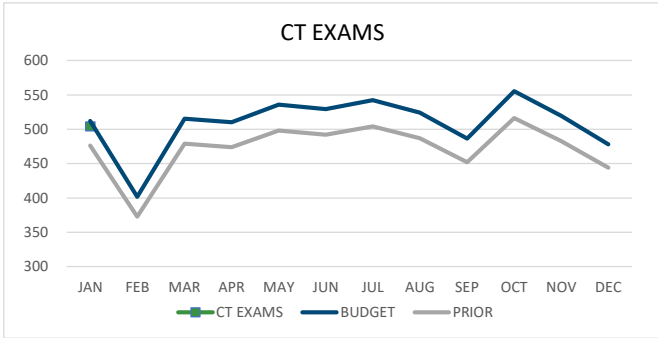
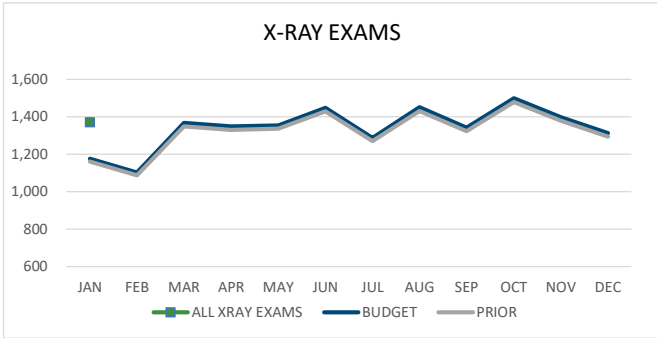
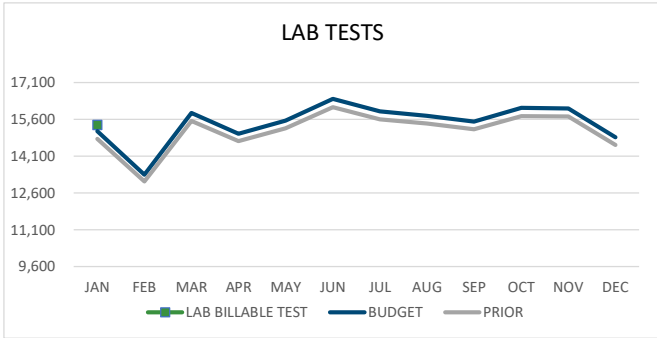
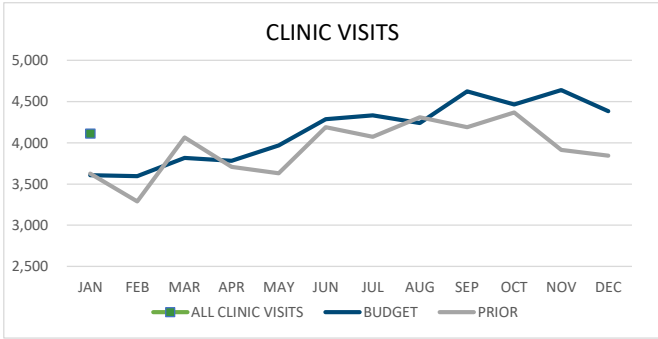
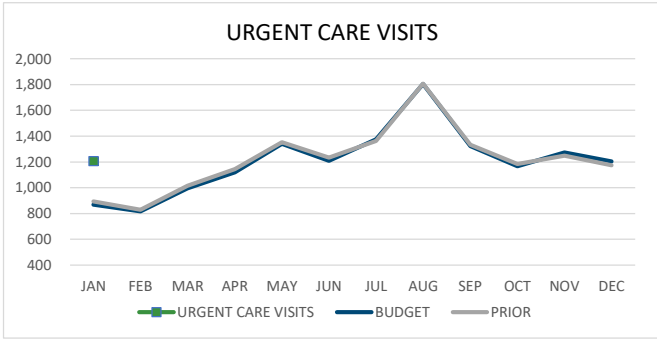
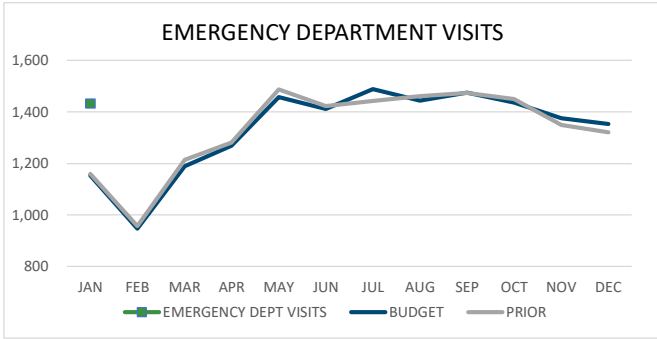
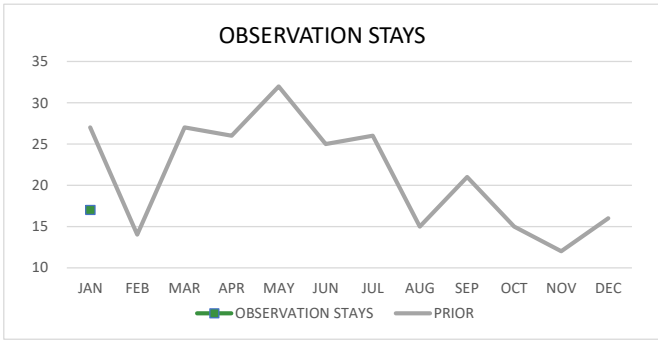
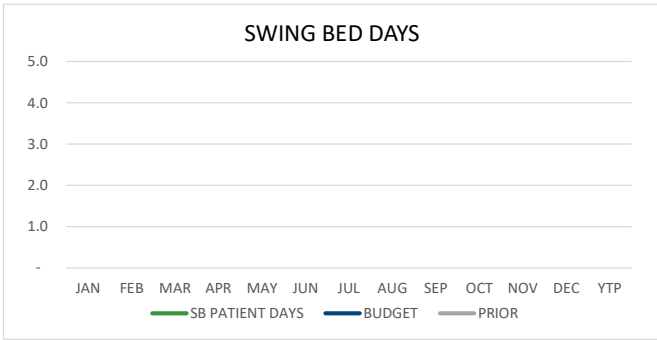
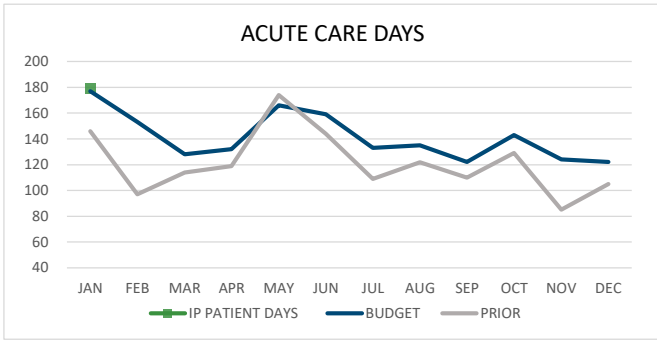
Balance Sheet as of January 2022

A S S E T S	1/31/2022	12/31/2021	1 Month Variance	01/31/2021	12 Month Variance
Current Assets					
Operating Cash	44,085,436	42,627,697	1,457,739	37,230,969	6,854,467
Covid Cares Restricted	1,429,408	1,487,048	(57,640)		1,429,408
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	21,352,797	21,949,571	(596,774)	16,138,684	5,214,113
Less Allow for Uncollectables	(3,561,354)	(3,386,847)	(174,507)	(3,082,351)	(479,003)
Less Contractual Adjustments	(9,104,250)	(9,287,906)	183,656	(7,327,095)	(1,777,155)
Accounts Receivable - Net	8,687,193	9,274,818	(587,625)	5,729,238	2,957,955
Taxes Receivable	31,061	41,133	(10,073)	25,869	5,191
Other Receivables	969,715	1,030,424	(60,709)	1,188,434	(218,719)
Inventory	750,123	738,611	11,511	542,166	207,956
Prepaid Expenses	715,916	651,711	64,205	574,711	141,205
Total Current Assets	58,684,860	57,867,452	817,408	47,307,396	11,377,464
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,440,695	4,440,695	-	4,407,786	32,910
Buildings	43,842,103	43,842,103	-	42,859,694	982,409
Equipment	13,864,494	13,864,494	-	11,240,350	2,624,144
Construction In Progress	709,684	643,305	66,379	17,026	692,658
Less Accumulated Depreciation	(24,424,605)	(24,136,001)	(288,604)	(21,135,479)	(3,289,127)
Property, Plant and Equipment - Net	40,084,399	40,306,625	(222,225)	39,041,406	1,042,993
TOTAL ASSETS	98,769,259	98,174,077	595,183	86,348,802	12,420,457

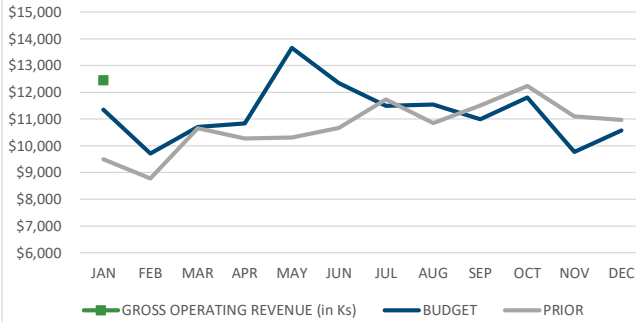
Balance Sheet as of January 2022

LIABILITIES	01/31/2022	12/31/2021	1 Month Variance	01/31/2021	12 Month Variance
Current Liabilities					
Accounts Payable	1,028,148	1,029,713	(1,565)	550,010	478,139
Other Payables	151,922	844,646	(692,724)	940,116	(788,194)
Payroll and Related Liabilities	3,238,185	3,467,141	(228,957)	2,956,498	281,686
Interest Payable	145,829	95,855	49,974	186,715	(40,886)
Third Party Settlement Payable	566,047	566,047	-	203,525	362,522
Other Current Liabilities	1,703,754	1,713,301	(9,546)	4,943,690	(3,239,936)
Current Maturities of LTD	1,192,955	1,192,955	-	1,176,829	16,126
Total Current Liabilities	8,026,839	8,909,657	(882,818)	10,957,383	(2,930,543)
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(1,176,829)	(16,126)
Long Term Debt	47,161,240	47,204,910	(43,670)	52,956,902	(5,795,662)
Total Non Current Liabilities	45,968,285	46,011,955	(43,670)	51,780,073	(5,811,788)
Total Liabilities	53,995,125	54,921,613	(926,488)	62,737,456	(8,742,331)
Net Assets					
Unrestricted Fund Balance	43,183,439	43,252,464	(69,025)	23,192,257	19,991,182
YTD Excess of Revenues	1,590,695	-	1,590,695	419,089	1,171,606
Total Net Assets	44,774,134	43,252,464	1,521,671	23,611,346	21,162,789
TOTAL LIABILITIES & NET ASSETS	98,769,259	98,174,077	595,183	86,348,802	12,420,457

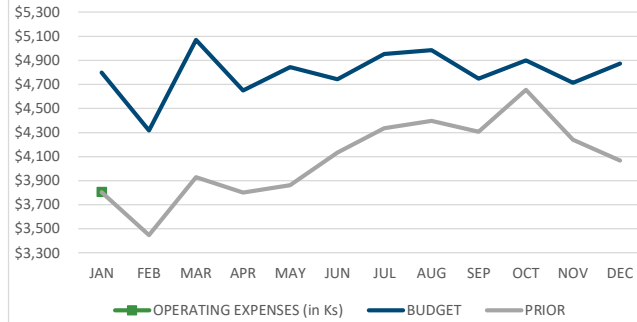
2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
INPATIENT STATISTICS													
IP DISCHARGES	35												35
PRIOR	42	25	29	35	43	37	20	20	31	37	30	29	42
IP PATIENT DAYS	179												179
BUDGET	177	153	128	132	166	159	133	135	122	143	124	122	177
PRIOR	146	97	114	119	174	144	109	122	110	129	85	105	146
IP EMERGENCY ADMITS	35												35
PRIOR	41	25	29	35	43	37	20	19	30	37	30	29	41
IP AVERAGE LENGTH OF STAY	5.1	-	-	-	-	-	-	-	-	-	-	-	5.1
PRIOR	3.5	3.9	3.9	3.4	4.0	3.9	5.5	6.1	3.5	3.5	2.8	3.2	3.5
SB PATIENT DAYS	-												-
BUDGET	-												-
PRIOR	-												-
OUTPATIENT STATISTICS													
OBSERVATION HOURS	751												751
PRIOR	1,830	481	773	935	938	1,039	1,086	643	786	467	396	729	1,830
OBSERVATION STAYS	17												17
PRIOR	27	14	27	26	32	25	26	15	21	15	12	16	27
EMERGENCY DEPT VISITS	1,433												1,433
BUDGET	1,153	947	1,190	1,269	1,457	1,411	1,489	1,444	1,475	1,437	1,375	1,353	1,153
PRIOR	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450	1,350	1,321	1,159
MHC CLINIC VISITS	831												831
BUDGET	902	873	1,085	945	875	1,036	911	797	986	890	1,015	813	902
PRIOR	761	745	939	825	789	928	811	704	867	777	835	713	761
SPRES CLINIC VISITS	160												160
BUDGET	133	124	105	174	146	118	224	320	364	294	294	204	133
PRIOR	61	57	48	80	66	49	56	55	105	127	127	93	61
SPMAT CLINIC VISITS	184												184
BUDGET	205	204	249	221	188	227	228	192	198	198	205	237	2,552
PRIOR	203	203	232	218	186	224	218	190	198	207	192	233	2,504
SPWC CLINIC VISITS	2,935												2,935
BUDGET	2,369	2,396	2,377	2,444	2,759	2,906	2,969	2,932	3,079	3,083	3,125	3,131	2,369
PRIOR	2,833	2,534	3,162	2,885	2,745	2,981	2,986	3,376	3,066	3,364	3,165	3,053	2,833
ALL CLINIC VISITS	4,110												4,110
BUDGET	3,609	3,597	3,816	3,784	3,968	4,287	4,332	4,241	4,627	4,465	4,639	4,385	3,609
PRIOR	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191	4,368	3,916	3,842	47,213
PACC CLINIC VISITS	4												4
PRIOR	6	4	9	7	2	6	5	7	14	9	4	2	6
URGENT CARE VISITS	1,206												1,206
BUDGET	868	817	997	1,119	1,340	1,209	1,376	1,806	1,324	1,168	1,274	1,202	868
PRIOR	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248	1,175	893
PACC + URGENT CARE VISITS	1,210												1,210
BUDGET	874	821	1,006	1,126	1,342	1,215	1,381	1,813	1,338	1,177	1,278	1,204	874
PRIOR	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	1,252	1,177	899
ANCILLARY STATISTICS													
LAB BILLABLE TEST	15,376												15,376
BUDGET	15,113	13,348	15,866	15,014	15,551	16,437	15,930	15,753	15,520	16,065	16,051	14,870	15,113
PRIOR	14,805	13,076	15,543	14,708	15,234	16,102	15,605	15,432	15,204	15,737	15,724	14,567	14,805
ALL XRAY EXAMS	1,371												1,371
BUDGET	1,177	1,102	1,366	1,348	1,354	1,448	1,287	1,451	1,341	1,499	1,398	1,312	1,177
PRIOR	1,161	1,087	1,348	1,330	1,336	1,428	1,270	1,431	1,323	1,479	1,379	1,294	1,161
XRAY EXAMS	1,145												1,145
PRIOR	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242	1,177	1,130	964
MAMMO EXAMS	177												177
PRIOR	135	150	193	133	124	212	159	182	178	195	169	130	135
DXA EXAMS	49												49
PRIOR	62	47	51	49	20	48	34	47	34	42	33	34	62
CT EXAMS	504												504
BUDGET	512	401	516	510	536	529	542	524	486	555	520	478	512
PRIOR	476	373	479	474	498	492	504	487	452	516	483	444	476
ALL ULTRASOUND EXAMS	389												389
BUDGET	309	316	357	342	338	383	385	390	330	412	355	337	309
PRIOR	304	311	352	337	333	377	379	384	325	406	350	332	304
ULTRASOUND EXAMS	344												344
PRIOR	265	274	309	302	289	328	327	332	301	349	299	290	265
ECHO EXAMS	45												45
PRIOR	39	37	43	35	44	49	52	52	24	57	51	42	39
MRI EXAMS	43												43
BUDGET	98	87	108	108	87	101	87	131	114	84	107	35	98
PRIOR	56	50	62	62	50	58	50	75	65	48	61	20	56
THERAPY EXAMS	709												709
BUDGET	891	834	994	860	835	834	912	873	985	931	951	779	891
PRIOR	899	842	1,003	868	843	842	921	881	994	940	960	786	899
PT EXAMS-OUTPATIENT	648												648
PT EXAMS-INPATIENT	17												17
OT EXAMS-OUTPATIENT	32												32
OT EXAMS-INPATIENT	12												12
ST EXAMS-OUTPATIENT	-												-
ST EXAMS-INPATIENT	-												-
AR & CASH STATISTICS													
DAYS IN AR	57												57
GOAL	47	47	47	47	47	47	47	47	47	47	47	47	47
PRIOR	53	54	52	47	49	52	57	52	58	59	59	59	59
DAYS CASH ON HAND	299												299
GOAL	260	260	260	260	260	260	260	260	260	260	260	260	260
PRIOR	255	256	262	254	259	257	249	249	245	241	269	293	255
FTEs TOTAL PAID	285.5												285.5
FTEs TOTAL INCLUDING AGENCY	293.9												24.5
BUDGET	339.8	340.2	341.2	344.2	344.2	344.2	349.2	349.2	349.2	349.2	349.2	349.2	339.8
PRIOR	313.6	310.9	314.8	329.8	308.6	306.6	305.4	314.6	315.5	315.0	325.9	319.6	313.6



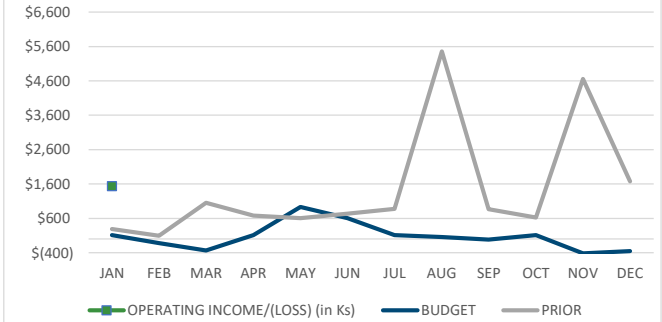
GROSS OPERATING REVENUE



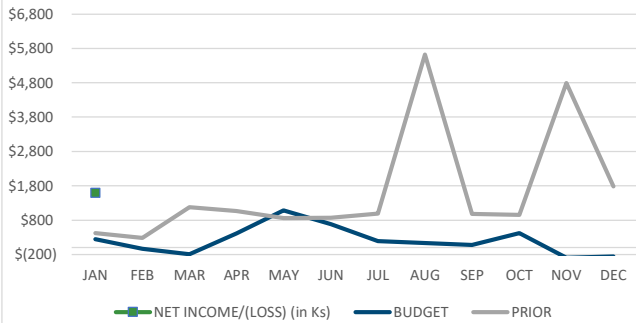
OPERATING EXPENSES



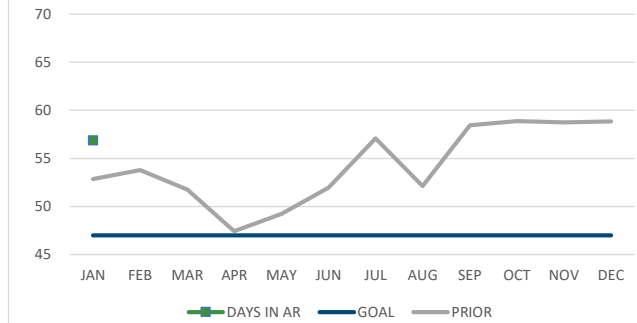
OPERATING INCOME/(LOSS)



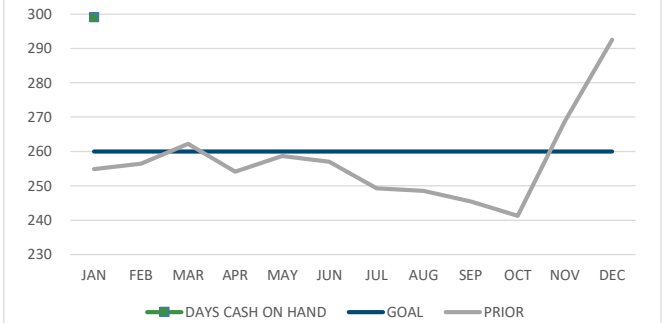
NET INCOME/(LOSS)



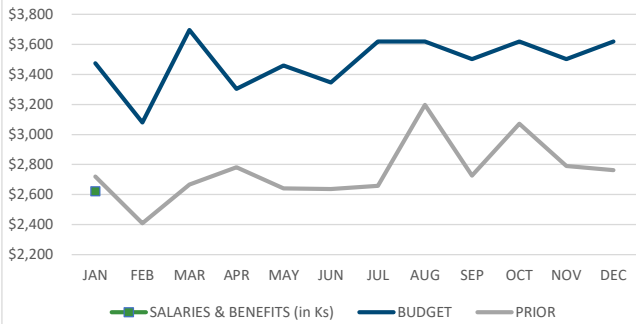
DAYS IN AR



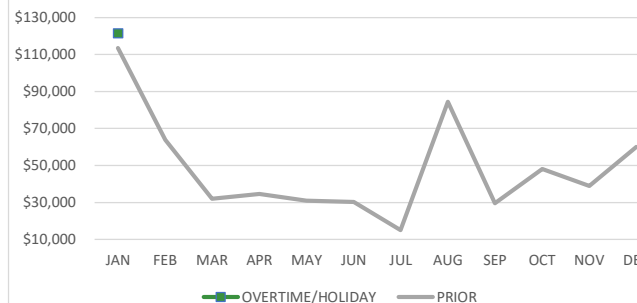
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

