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## 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 Annual Report**– Josh Martin – *Info*
5. **Executive Reports**
  - a. **6:45** – Quality Report and Dashboard, Tori Bernier – *Info*
  - b. **7:00** – Finance Report, James Hansen – *Info*
  - c. **7:15** – Advocacy Committee, Josh Martin – *(as needed)*
  - d. **7:20** – Executive Report, Josh Martin – *Info*
6. **Commissioner Business**
  - a. **7:35** – Medical Staff Privileges – *Action (vote)*
    - i. Ma'n Abdullah, MD – Gastroenterology – Initial Appointment
    - ii. Brandy Zerby, PA – Family Medicine/Urgent Care – Initial Appointment
    - iii. Manal Schoellerman, MD – Radiology – Initial Appointment
    - iv. Justin Taylor, ND – Family Medicine – Reappointment
    - v. Lawrence Bennett, MD – Radiology – Reappointment
    - vi. Tremont Parrino, MD – Radiology – Reappointment
    - vii. Peter Hu, MD – Radiology – Reappointment
    - viii. Kevin Roscoe, MD – Radiology – Reappointment
  - b. **7:45** – Resolution 2022-01 Acknowledgement of Ron Hulscher – *Action (vote)*
  - c. **8:00** – Board Bylaw Review – *Discussion*
  - d. **8:10**– Hot Topic Discussion – *Discussion*
  - e. **8:15** – Upcoming Events, Andrew Hooper
  - f. **8:20** – Meeting Evaluation, Andrew Hooper
7. **8:25 – 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

### **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: December 30, 2021

**For the Period:**

**December 2021**

| Description         | Amount              |
|---------------------|---------------------|
| Payroll             | \$ 2,037,680        |
| A/P Operations      | \$ 2,070,188        |
| A/P Construction    | \$ -                |
| Community Care      | \$ 305,027          |
| Bad Debt            | \$ 460,381          |
| Property Tax Credit | \$ 612              |
| <b>Total</b>        | <b>\$ 4,873,888</b> |



**BOARD OF COMMISSIONERS MEETING MINUTES**  
December 30, 2021

| AGENDA                        | DISCUSSION/CONCLUSIONS   | ACTIONS/FOLLOW-UP   |
|-------------------------------|--|---|
| <b>CALL TO ORDER</b>          | <p><b>CALL TO ORDER</b></p> <p>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><b>Commissioners present:</b> Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p><b>Present:</b> Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Tori Bernier, Jori Stott, Ron Hulscher, Lourdes Schoch (phone),</p>                                     | <p><i>Commissioner Wescott made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>   |
| <b>BUSINESS FROM AUDIENCE</b> | <p><b><u>Business from Audience</u></b></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>   |   |
| <b>PATIENT STORY</b>          | <ul style="list-style-type: none"> <li>• CEO Martin shared patient story regarding patient experience in the clinic and positive feedback about Dr. Marcus Heisler (see letter for more details).</li> <li>• CEO Martin shared thank you letter from Murdock Trust (see letter for more details).</li> </ul>   |   |
| <b>2022 Strategic Plan</b>    | <ul style="list-style-type: none"> <li>• CEO Martin shared 2022 Strategic Plan Presentation (see presentation for more details)</li> <li>• Discussion regarding financial measures: AR Days, Days Cash on hand and operating margin.</li> <li>• Commissioner discussion regarding concern regarding advocacy efforts and if legislation knows and cares what Summit is doing.</li> </ul>   | <p><i>Commissioner Thumser made a motion to approve the 2022 Strategic Plan. Commissioner Hiles seconded the motion. All voted in favor.</i></p>  |
| <b>MFP FINANCING</b>          | <ul style="list-style-type: none"> <li>• Jim Hansen shared presentation on Master Facility Plan (see presentation for more details).</li> <li>• Discussion regarding projected helipad costs and impacts due to inflation.</li> <li>• Discussion regarding income statement forecasts and the impact of growth in FTEs and space,</li> <li>• Discussion regarding financing scenarios.</li> <li>• Discussion regarding options for refinancing and partnering with local lenders.</li> </ul> | <p><i>Commissioner Thumser made a motion to approve the 2025 Master Facility Plan Project (not to exceed the amount of \$40 million and revisit in two years) and authorize pursuit of financing options. Commissioner Wescott seconded the motion. All voted in favor.</i></p> |
| <b>QUALITY</b>                | <ul style="list-style-type: none"> <li>• CNO Bernier presented the Quality Report and Dashboard (see report and dashboard for more details).</li> </ul>  |   |



**BOARD OF COMMISSIONERS MEETING MINUTES**

December 30, 2021

|                              |  |   |
|------------------------------|--|---|
|                              | <ul style="list-style-type: none"> <li>• Left without being seen rates were only .04% during November.</li> <li>• Physical therapy patients are internal and external referrals.</li> <li>• There is no outpatient speech therapist currently.</li> </ul>  |   |
| <b>FINANCE</b>               | <ul style="list-style-type: none"> <li>• CFO Hansen presented the Finance Report (see report for more details).</li> </ul>   |   |
| <b>ADVOCACY</b>              | <ul style="list-style-type: none"> <li>• The Advocacy Committee will be meeting in January.</li> <li>• WSHA will be doing virtual Annual Advocacy Days again. Recommendation to not have all commissioners attend.</li> <li>• Question regarding federal advocacy opportunities outside of rural advocacy days in DC.</li> </ul>   |   |
| <b>EXECUTIVE SUMMARY</b>     | <ul style="list-style-type: none"> <li>• CEO Martin reviewed the Executive Report (see report for more details).</li> <li>• CAO Rose gave an update on Kelsey remodel and Elma Family medicine.</li> <li>• CMO Dietrich provided an update on the residency program and potential opportunity to apply to expand additional spots.</li> <li>• CEO Martin provided an update on security services.</li> <li>• CFO Hansen provided an update on new HIM Manager, Diedre Barnett.</li> <li>• CEO Martin provided an update on CT upgrade.</li> <li>• CEO Martin provided an update on the Blue Zones project.</li> <li>• Harbor Lights was once again a great event and well received by the community!</li> <li>• Foundation Director Emily Dillingham will be moving on to another opportunity.</li> <li>• CEO Martin shared regarding presentation to Kelsey Foundation for the nurse residency program.</li> <li>• CEO Martin shared update regarding staffing crisis. FEMA will be allocating staffing and funding for COVID relief to allow RNs and Respiratory therapist to work at Summit starting next month.</li> <li>• CMO Dietrich provided an update on COVID regarding the Omicron variant and the CDC Quarantine guidelines.</li> <li>• CEO Marin and CFO Hansen are at the final steps of the Amerigroup contract.</li> </ul> |   |
| <b>COMMISSIONER BUSINESS</b> | <p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>○ Laura Kelley, LMHC – Behavioral Health – Initial Appointment</li> <li>○ David Miller, MD – Radiology – Reappointment</li> <li>○ Charles Shen, MD – Radiology – Reappointment</li> <li>○ Brianne Hoffman, PA – Family Medicine – Reappointment</li> <li>○ Nicole Taylor, ND – Family Medicine – Reappointment</li> <li>○ Hannu Huhdanpaa, MD- Radiology – Reappointment</li> <li>○ Brittany Lining, DPT – Physical Therapy – Reappointment</li> </ul>   | <p><b>Commissioner Wescott made motion to approve the Medical Staff privileges. Commissioner Hiles seconded the motion. All voted in favor.</b></p> |



**BOARD OF COMMISSIONERS MEETING MINUTES**  
December 30, 2021

|                    |  |  |
|--------------------|--|--|
|                    | <ul style="list-style-type: none"><li>○ Clyde Hanson, DO – Emergency Medicine – Reappointment</li><li>○ Joseph McFadden, ARNP – Family Medicine – Reappointment</li><li>○ Lindsey Frischmann, DO – Neurology – Reappointment</li><li>○ Leah Niccolacci, LMHC (Licensed Mental Health Counselor) – Behavioral Health – Initial Appointment</li><li>○ Matthew Carey, PA- Family Medicine/Urgent Care – Initial Appointment</li><li>● Discussion regarding the difference between LICSW and behavioral health clinician.</li></ul> <p><b>Hot Topic Discussion</b></p> <ul style="list-style-type: none"><li>● NA</li></ul> <p><b>Upcoming Events</b></p> <ul style="list-style-type: none"><li>● CEO Martin reviewed upcoming events.</li></ul> |  |
| <b>ADJOURNMENT</b> | The regular session of the Board of Commissioner’s meeting adjourned at 8:35 pm.   | <i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott 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  
December 31, 2021**

**Key Financial Results used in review of Operational and Financial Performance**

Favorable Variance = +  
Unfavorable Variance = ( )

|                                 | December      |              |             |              | Year-to-Date   |               |                |       |     |
|---------------------------------|---------------|--------------|-------------|--------------|----------------|---------------|----------------|-------|-----|
|                                 | Actual        | Budget       | Variance    | Var%         | Actual         | Budget        | Var%           | Month | YTD |
| <b>Gross Operating Revenue</b>  | \$ 10,968,860 | \$ 9,306,153 | \$1,662,708 | <b>17.9%</b> | \$ 128,613,275 | \$109,270,561 | <b>17.7%</b>   | ✓     | ✓   |
| <b>Total Operating Expenses</b> | \$ 4,067,164  | \$ 4,133,242 | \$ 66,077   | <b>1.6%</b>  | \$ 48,971,143  | \$ 47,613,212 | <b>(2.9%)</b>  | ✓     | ✓   |
| <b>Payment %</b>                | 53.1%         | 45.2%        | 7.9%        | <b>7.9%</b>  | 46.5%          | 45.2%         | <b>1.3%</b>    | ✓     | ✓   |
| <b>AR Collection % (CM,PM)</b>  |               |              |             |              | 39.9%          | 37.2%         | <b>2.7%</b>    |       | ✓   |
| <b>EBITDA Margin</b>            | 34.5%         | 8.1%         |             | <b>26.4%</b> | 31.6%          | 9.8%          | <b>21.8%</b>   | ✓     | ✓   |
| <b>Operating Margin</b>         | 27.0%         | (2.1%)       |             | <b>29.1%</b> | 24.6%          | -0.2%         | <b>24.8%</b>   | ✓     | ✓   |
| <b>Net Income Margin</b>        | 28.8%         | 0.0%         |             | <b>28.7%</b> | 27.7%          | 3.0%          | <b>24.7%</b>   | ✓     | ✓   |
| <b>Days in AR</b>               |               |              |             |              | 59             | 50            | <b>(17.7%)</b> |       | ✗   |
| <b>DCOH</b>                     |               |              |             |              | 293            | 247           | <b>18.4%</b>   |       | ✓   |

# Preliminary 2021 Income Statement

|   | December             |                     |                     |               | Year-to-Date          |                       |                       |                 |
|---|----------------------|---------------------|---------------------|---------------|-----------------------|-----------------------|-----------------------|-----------------|
|   | Actual               | Budget              | Variance            | Var%          | Actual                | Budget                | Variance              | Var%            |
| <b>Gross Operating Revenue</b>                    |                      |                     |                     |               |                       |                       |                       |                 |
| Medicare Revenue                                  | \$ 4,104,862         | \$ 3,405,121        | \$ 699,741          | 20.5%         | \$ 47,658,341         | \$ 39,982,098         | \$ 7,676,243          | 19.2%           |
| Medicaid Revenue                                  | \$ 3,357,402         | \$ 2,858,850        | \$ 498,552          | 17.4%         | \$ 39,132,864         | \$ 33,567,917         | \$ 5,564,948          | 16.6%           |
| Other Revenue                                     | \$ 3,506,597         | \$ 3,042,181        | \$ 464,415          | 15.3%         | \$ 41,822,070         | \$ 35,720,547         | \$ 6,101,523          | 17.1%           |
| <b>Total Gross Operating Revenue</b>              | <b>\$ 10,968,860</b> | <b>\$ 9,306,153</b> | <b>\$ 1,662,708</b> | <b>17.9%</b>  | <b>\$ 128,613,275</b> | <b>\$ 109,270,561</b> | <b>\$ 19,342,714</b>  | <b>17.7%</b>    |
| <b>Revenue Deductions</b>                         |                      |                     |                     |               |                       |                       |                       |                 |
| Medicare Contractual                              | \$ 1,820,966         | \$ 2,152,224        | \$ 331,258          | 15.4%         | \$ 28,443,131         | \$ 25,270,884         | \$ (3,172,247)        | (12.6%)         |
| Medicaid Contractual                              | \$ 1,793,383         | \$ 1,657,340        | \$ (136,043)        | (8.2%)        | \$ 22,301,509         | \$ 19,460,078         | \$ (2,841,431)        | (14.6%)         |
| Other Contractual                                 | \$ 1,078,660         | \$ 800,409          | \$ (278,251)        | (34.8%)       | \$ 12,016,832         | \$ 9,398,205          | \$ (2,618,627)        | (27.9%)         |
| Bad Debt Expense                                  | \$ 59,514            | \$ 223,437          | \$ 163,923          | 73.4%         | \$ 3,343,565          | \$ 2,623,544          | \$ (720,021)          | (27.4%)         |
| Community Care                                    | \$ 305,027           | \$ 190,776          | \$ (114,250)        | (59.9%)       | \$ 1,956,180          | \$ 2,240,047          | \$ 283,867            | 12.7%           |
| Administrative Adjustments                        | \$ 85,567            | \$ 72,839           | \$ (12,729)         | (17.5%)       | \$ 738,155            | \$ 855,252            | \$ 117,098            | 13.7%           |
| <b>Total Revenue Deductions</b>                   | <b>\$ 5,143,116</b>  | <b>\$ 5,097,024</b> | <b>\$ (46,092)</b>  | <b>(0.9%)</b> | <b>\$ 68,799,371</b>  | <b>\$ 59,848,010</b>  | <b>\$ (8,951,361)</b> | <b>(15.0%)</b>  |
| <b>Net Patient Revenue</b>                        | <b>\$ 5,825,744</b>  | <b>\$ 4,209,128</b> | <b>\$ 1,616,616</b> | <b>38.4%</b>  | <b>\$ 59,813,904</b>  | <b>\$ 49,422,551</b>  | <b>\$ 10,391,353</b>  | <b>21.0%</b>    |
| <b>Other Revenue</b>                              |                      |                     |                     |               |                       |                       |                       |                 |
| COVID Relief Income                               | \$ -                 | \$ -                | \$ -                | 0.0%          | \$ 8,746,607          | \$ -                  | \$ 8,746,607          | (100.0%)        |
| Other Operating Income                            | \$ 384,051           | \$ 288,525          | \$ 95,526           | 33.1%         | \$ 3,022,114          | \$ 3,335,041          | \$ (312,927)          | (9.4%)          |
| <b>Total Other Revenue</b>                        | <b>\$ 384,051</b>    | <b>\$ 288,525</b>   | <b>\$ 95,526</b>    |               | <b>\$ 11,768,721</b>  | <b>\$ 3,335,041</b>   | <b>\$ 8,433,680</b>   | <b>252.9%</b>   |
| <b>Net Operating Revenue</b>                      | <b>\$ 6,209,795</b>  | <b>\$ 4,497,653</b> | <b>\$ 1,712,142</b> | <b>38.1%</b>  | <b>\$ 71,582,625</b>  | <b>\$ 52,757,592</b>  | <b>\$ 18,825,032</b>  | <b>35.7%</b>    |
| <b>Operating Expenses</b>                         |                      |                     |                     |               |                       |                       |                       |                 |
| Salaries & Wages                                  | \$ 2,351,793         | \$ 2,491,946        | \$ 140,153          | 5.6%          | \$ 26,622,298         | \$ 28,676,124         | \$ 2,053,827          | 7.2%            |
| Benefits  | \$ 409,988           | \$ 633,846          | \$ 223,859          | 35.3%         | \$ 6,437,272          | \$ 7,294,000          | \$ 856,728            | 11.7%           |
| Professional Fees                                 | \$ 29,839            | \$ 25,269           | \$ (4,570)          | (18.1%)       | \$ 641,459            | \$ 292,094            | \$ (349,365)          | (119.6%)        |
| Supplies  | \$ 345,332           | \$ 244,282          | \$ (101,050)        | (41.4%)       | \$ 3,896,664          | \$ 2,768,745          | \$ (1,127,919)        | (40.7%)         |
| Utilities   | \$ 40,160            | \$ 41,423           | \$ 1,263            | 3.0%          | \$ 485,897            | \$ 478,245            | \$ (7,652)            | (1.6%)          |
| Purchased Services                                | \$ 691,882           | \$ 520,677          | \$ (171,206)        | (32.9%)       | \$ 8,394,664          | \$ 6,049,355          | \$ (2,345,309)        | (38.8%)         |
| Insurance   | \$ 36,225            | \$ 25,000           | \$ (11,225)         | (44.9%)       | \$ 334,944            | \$ 292,000            | \$ (42,944)           | (14.7%)         |
| Other Expenses                                    | \$ 179,695           | \$ 127,968          | \$ (51,728)         | (40.4%)       | \$ 2,026,380          | \$ 1,496,305          | \$ (530,075)          | (35.4%)         |
| Rentals & Leases                                  | \$ (17,749)          | \$ 22,832           | \$ 40,581           | 177.7%        | \$ 131,565            | \$ 266,344            | \$ 134,779            | 50.6%           |
| <b>Total Operating Expenses</b>                   | <b>\$ 4,067,164</b>  | <b>\$ 4,133,242</b> | <b>\$ 66,077</b>    | <b>1.6%</b>   | <b>\$ 48,971,143</b>  | <b>\$ 47,613,212</b>  | <b>\$ (1,357,931)</b> | <b>(2.9%)</b>   |
| <b>EBITDA</b>                                     | <b>\$ 2,142,631</b>  | <b>\$ 364,411</b>   | <b>\$ 1,778,219</b> |               | <b>\$ 22,611,482</b>  | <b>\$ 5,144,380</b>   | <b>\$ 17,467,101</b>  | <b>339.5%</b>   |
| <b>Interest &amp; Depreciation Expenses</b>       |                      |                     |                     |               |                       |                       |                       |                 |
| Interest  | \$ 145,686           | \$ 146,871          | \$ 1,185            | 0.8%          | \$ 1,741,644          | \$ 1,777,743          | \$ 36,099             | 2.0%            |
| Depreciation                                      | \$ 317,639           | \$ 309,967          | \$ (7,672)          | (2.5%)        | \$ 3,267,964          | \$ 3,465,000          | \$ 197,036            | 5.7%            |
| <b>Total Interest &amp; Depreciation Expenses</b> | <b>\$ 463,325</b>    | <b>\$ 456,838</b>   | <b>\$ (6,487)</b>   | <b>(1.4%)</b> | <b>\$ 5,009,608</b>   | <b>\$ 5,242,743</b>   | <b>\$ 233,135</b>     | <b>4.4%</b>     |
| <b>Net Income (Loss) from Operations</b>          | <b>\$ 1,679,305</b>  | <b>\$ (92,427)</b>  | <b>\$ 1,771,732</b> |               | <b>\$ 17,601,874</b>  | <b>\$ (98,363)</b>    | <b>\$ 17,700,237</b>  |                 |
| <b>Non-Operating Revenue/(Expenses)</b>           |                      |                     |                     |               |                       |                       |                       |                 |
| Tax Revenue                                       | \$ 24,873            | \$ 11,899           | \$ 12,974           | 109.0%        | \$ 867,717            | \$ 700,000            | \$ 167,717            | 24.0%           |
| Misc Revenue/(Expenses)                           | \$ 83,285            | \$ 82,717           | \$ 569              | 0.7%          | \$ 1,334,456          | \$ 955,000            | \$ 379,456            | 39.7%           |
| <b>Total Non-Operating Rev/(Expenses)</b>         | <b>\$ 108,158</b>    | <b>\$ 94,615</b>    | <b>\$ 13,542</b>    | <b>14.3%</b>  | <b>\$ 2,202,173</b>   | <b>\$ 1,655,000</b>   | <b>\$ 547,173</b>     | <b>33.1%</b>    |
| <b>Net Income (Loss)</b>                          | <b>\$ 1,787,463</b>  | <b>\$ 2,189</b>     | <b>\$ 1,785,274</b> |               | <b>\$ 19,804,047</b>  | <b>\$ 1,556,637</b>   | <b>\$ 18,247,410</b>  | <b>1,172.2%</b> |
| <b>Net Income (Loss) w/out PPP+PRF</b>            | <b>\$ 1,787,463</b>  | <b>\$ 2,189</b>     | <b>\$ 1,785,274</b> |               | <b>\$ 11,057,441</b>  | <b>\$ 1,556,637</b>   | <b>\$ 9,500,803</b>   | <b>610.3%</b>   |

## METRICS

|                          |       |        |       |        |       |        |       |        |
|--------------------------|-------|--------|-------|--------|-------|--------|-------|--------|
| <b>EBITDA Margin</b>     | 34.5% | 8.1%   | 26.4% | 325.9% | 31.6% | 9.8%   | 21.8% | 223.9% |
| <b>Operating Margin</b>  | 27.0% | (2.1%) | 29.1% |        | 24.6% | (0.2%) | 24.8% |        |
| <b>Net Income Margin</b> | 28.8% | 0.0%   | 28.7% |        | 27.7% | 3.0%   | 24.7% | 837.7% |
| <b>Days in AR</b>        | 59    |        |       |        |       |        |       |        |
| <b>DCOH</b>              | 293   |        |       |        |       |        |       |        |





## Preliminary Balance Sheet as of December 2021

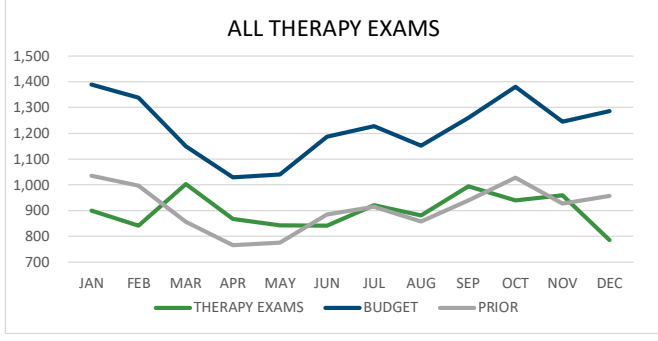
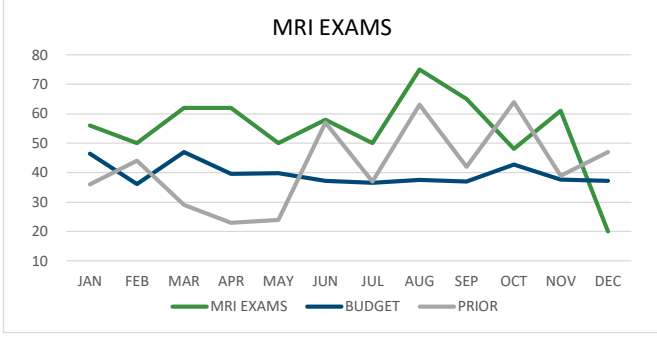
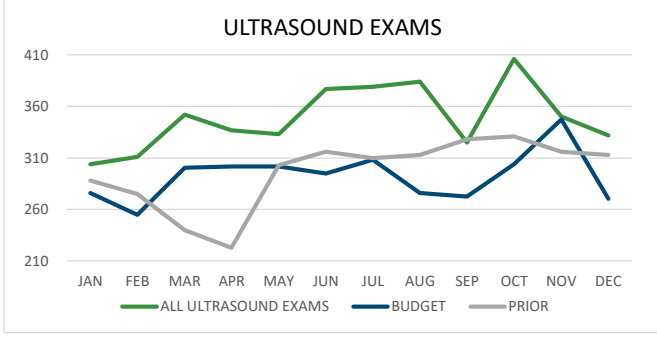
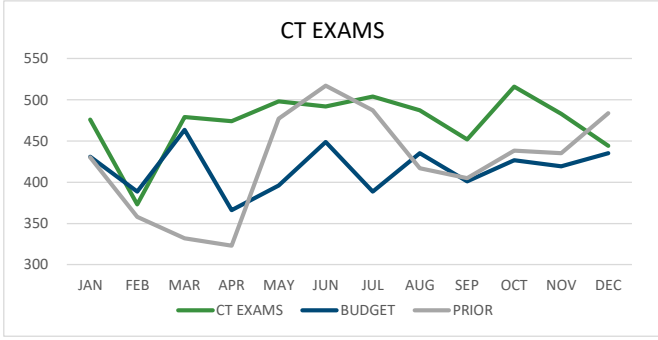
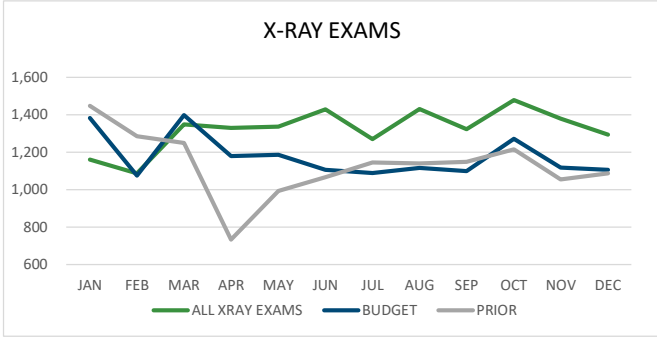
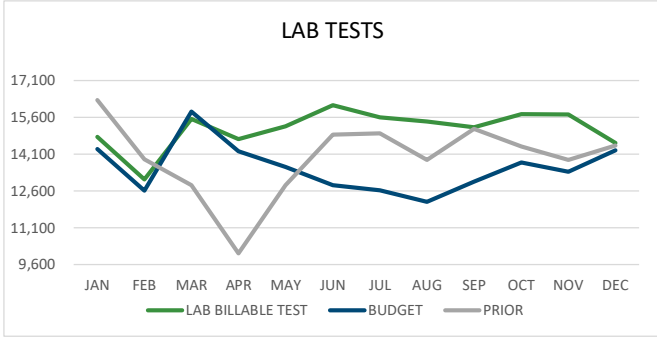
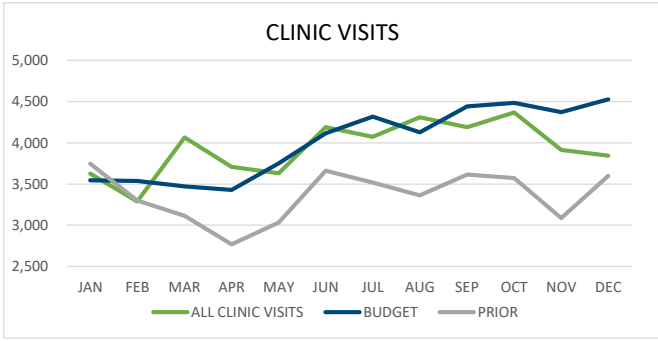
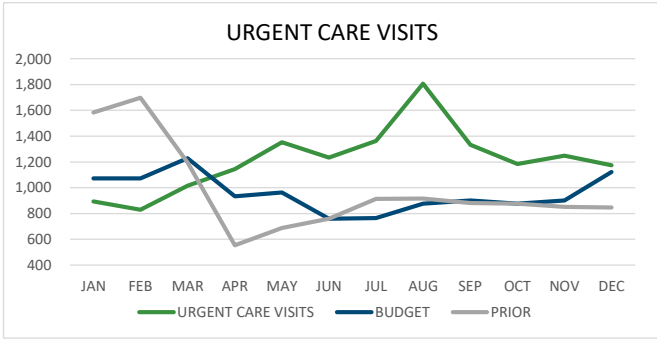
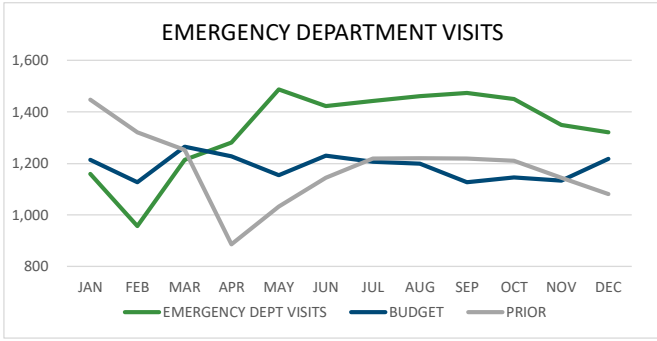
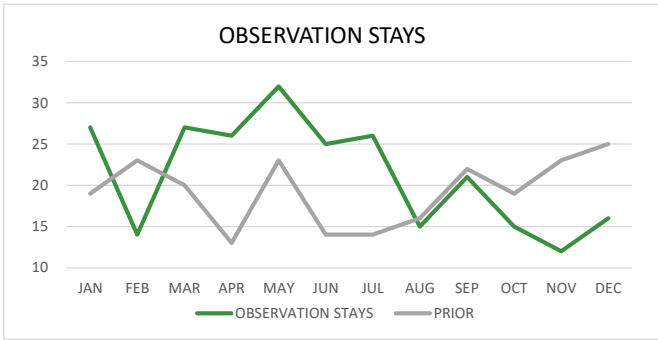
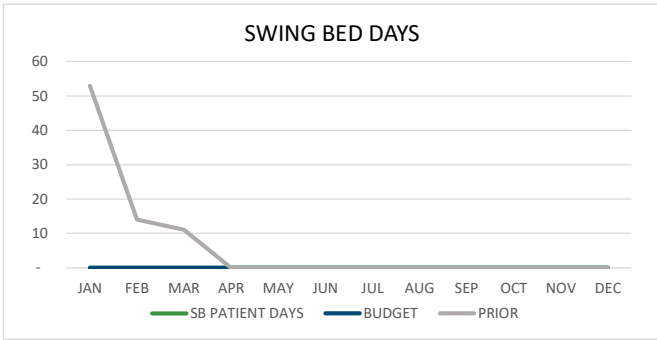
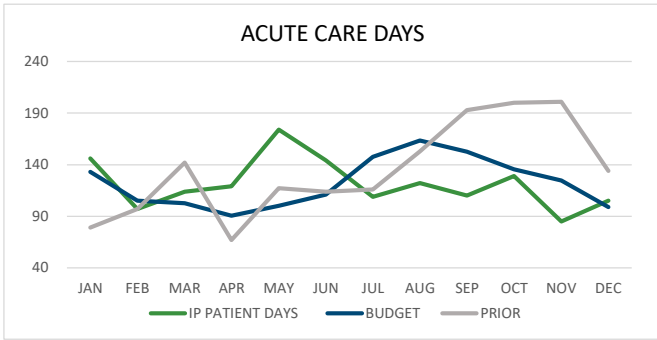
| <b>A S S E T S</b>                         | <b>12/31/2021</b> | <b>11/30/2021</b> | <b>1 Month Variance</b> | <b>12/31/2020</b> | <b>12 Month Variance</b> |
|--|-------------------|-------------------|-------------------------|-------------------|--------------------------|
| <b>Current Assets</b>                      |                   |                   |                         |                   |                          |
| Operating Cash                             | 42,628,020        | 40,309,797        | 2,318,222               | 36,006,100        | 6,621,920                |
| Covid Cares Restricted                     | 1,487,048         | 1,487,048         | -                       |                   | 1,487,048                |
| Debt Reserve                               | 2,016,008         | 2,016,008         | -                       | 2,016,008         | -                        |
| Accounts Receivables                       | 21,949,571        | 22,494,265        | (544,694)               | 14,741,767        | 7,207,804                |
| Less Allow for Uncollectables              | (3,386,847)       | (3,749,904)       | 363,057                 | (2,894,987)       | (491,860)                |
| Less Contractual Adjustments               | (9,287,906)       | (9,447,985)       | 160,079                 | (6,660,584)       | (2,627,322)              |
| <b>Accounts Receivable - Net</b>           | <b>9,274,818</b>  | <b>9,296,376</b>  | <b>(21,558)</b>         | <b>5,186,196</b>  | <b>4,088,622</b>         |
| Taxes Receivable                           | 41,133            | 74,141            | (33,008)                | 31,401            | 9,732                    |
| Other Receivables                          | 961,066           | 1,022,835         | (61,769)                | 1,439,493         | (478,427)                |
| Inventory                                  | 591,185           | 573,425           | 17,760                  | 488,847           | 102,338                  |
| Prepaid Expenses                           | 651,711           | 1,107,266         | (455,555)               | 510,241           | 141,470                  |
| <b>Total Current Assets</b>                | <b>57,650,990</b> | <b>55,886,897</b> | <b>1,764,093</b>        | <b>45,678,286</b> | <b>11,972,704</b>        |
| <b>Property, Plant and Equipment</b>       |                   |                   |                         |                   |                          |
| 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        | 43,430,486        | 411,617                 | 42,859,694        | 982,409                  |
| Equipment                                  | 13,864,494        | 13,648,325        | 216,169                 | 11,175,216        | 2,689,278                |
| Construction In Progress                   | 582,225           | 1,052,817         | (470,591)               | 16,102            | 566,123                  |
| Less Accumulated Depreciation              | (24,136,001)      | (23,818,362)      | (317,639)               | (20,868,037)      | (3,267,964)              |
| <b>Property, Plant and Equipment - Net</b> | <b>40,245,545</b> | <b>40,405,990</b> | <b>(160,445)</b>        | <b>39,242,789</b> | <b>1,002,756</b>         |
| <b>TOTAL ASSETS</b>                        | <b>97,896,535</b> | <b>96,292,888</b> | <b>1,603,647</b>        | <b>84,921,075</b> | <b>12,975,460</b>        |



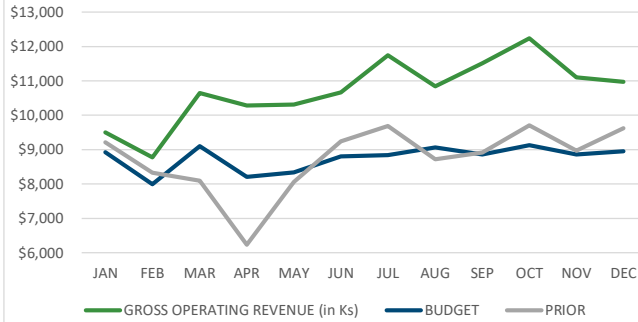
## Preliminary Balance Sheet as of December 2021

| LIABILITIES                               | 12/31/2021        | 11/30/2021        | 1 Month Variance | 12/31/2020        | 12 Month Variance  |
|---|-------------------|-------------------|------------------|-------------------|--------------------|
| <b>Current Liabilities</b>                |                   |                   |                  |                   |                    |
| Accounts Payable                          | 1,016,038         | 949,970           | 66,067           | 550,384           | 465,654            |
| Other Payables                            | 821,150           | 928,952           | (107,802)        | 693,418           | 127,732            |
| Payroll and Related Liabilities           | 3,482,931         | 3,349,604         | 133,327          | 3,049,794         | 433,138            |
| Interest Payable                          | 95,855            | 45,881            | 49,974           | 130,658           | (34,803)           |
| Third Party Settlement Payable            | 566,047           | 850,047           | (284,000)        | (302,016)         | 868,063            |
| Other Current Liabilities                 | 1,713,301         | 1,711,153         | 2,147            | 4,608,938         | (2,895,637)        |
| Current Maturities of LTD                 | 1,192,955         | 1,192,955         | -                | 1,176,829         | 16,126             |
| <b>Total Current Liabilities</b>          | <b>8,888,276</b>  | <b>9,028,562</b>  | <b>(140,286)</b> | <b>9,908,004</b>  | <b>(1,019,728)</b> |
| <b>Non Current Liabilities</b>            |                   |                   |                  |                   |                    |
| Current Maturities of LTD                 | (1,192,955)       | (1,192,955)       | -                | (1,176,829)       | (16,126)           |
| Long Term Debt                            | 47,204,910        | 47,248,440        | (43,530)         | 52,997,644        | (5,792,733)        |
| <b>Total Non Current Liabilities</b>      | <b>46,011,955</b> | <b>46,055,485</b> | <b>(43,530)</b>  | <b>51,820,815</b> | <b>(5,808,859)</b> |
| <b>Total Liabilities</b>                  | <b>54,900,231</b> | <b>55,084,047</b> | <b>(183,816)</b> | <b>61,728,818</b> | <b>(6,828,587)</b> |
| <b>Net Assets</b>                         |                   |                   |                  |                   |                    |
| Unrestricted Fund Balance                 | 23,192,257        | 23,192,257        | -                | 23,192,257        | -                  |
| YTD Excess of Revenues                    | 19,804,047        | 18,016,584        | 1,787,463        | -                 | 19,804,047         |
| <b>Total Net Assets</b>                   | <b>42,996,304</b> | <b>41,208,841</b> | <b>1,787,463</b> | <b>23,192,257</b> | <b>19,804,047</b>  |
| <b>TOTAL LIABILITIES &amp; NET ASSETS</b> | <b>97,896,535</b> | <b>96,292,888</b> | <b>1,603,647</b> | <b>84,921,075</b> | <b>12,975,460</b>  |

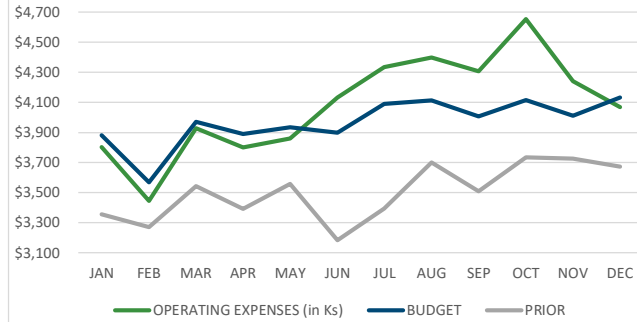




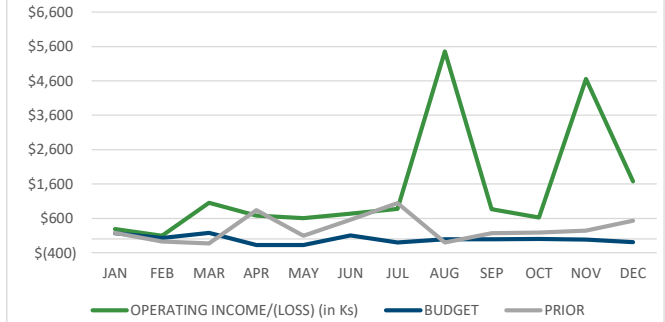
### GROSS OPERATING REVENUE



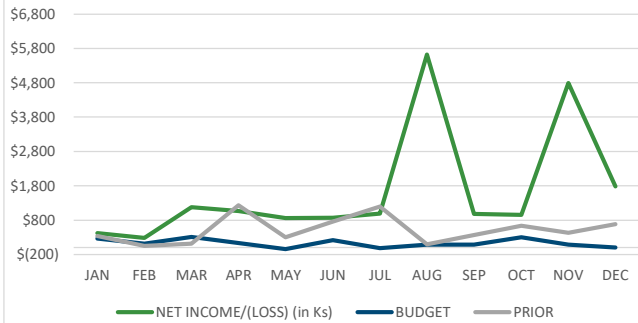
### OPERATING EXPENSES



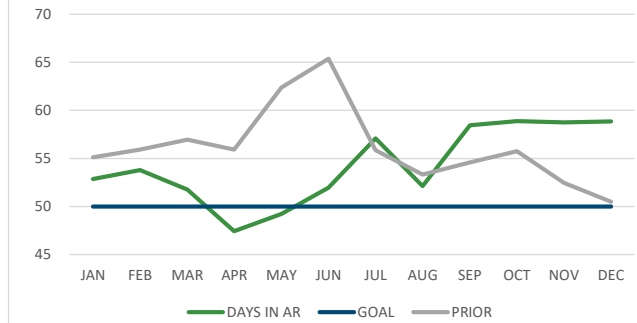
### OPERATING INCOME/(LOSS)



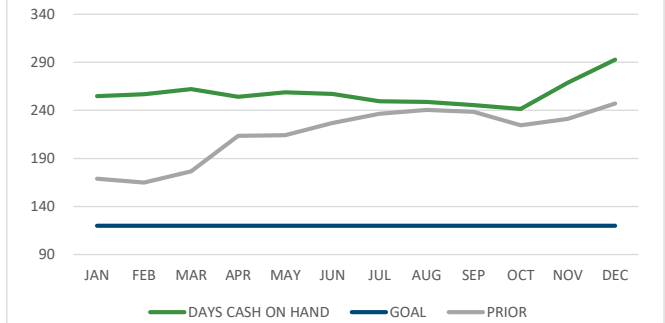
### NET INCOME/(LOSS)



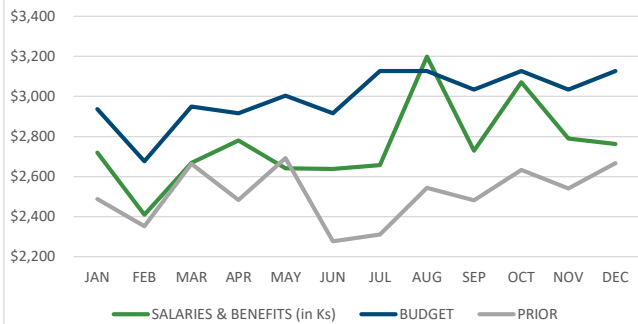
### DAYS IN AR



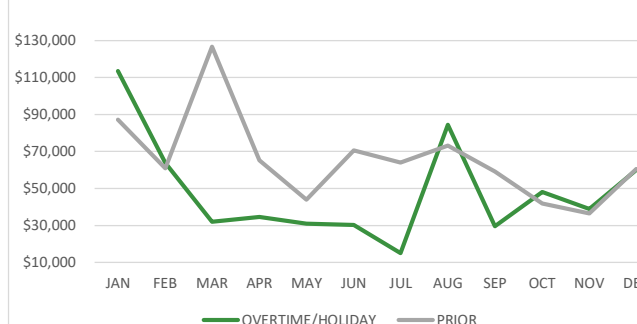
### DAYS CASH ON HAND



### SALARIES & BENEFITS



### OVERTIME & HOLIDAY PAY



### FTEs

