
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 – Grays Harbor Foster Care** – Chisana White, DSHS -*Info*

5. **6:30 – Opioid Consortium Video** – Jennifer Brackeen, Director of Care Innovation - *Info*

6. **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*

7. **Commissioner Business**
 - a. **7:40** – Medical Staff Privileges – *Action (vote)*
 - i. *Kindra Lynch, CRNA – Anesthesia – Initial Appointment*
 - ii. *Rebecca Mougel, SLP (Speech Language Pathologist) – Therapy Services – Initial Appointment*
 - iii. *Tera Lovell, OT – Therapy Services – Initial Appointment*
 - iv. *Abdelrahman Beltagy, MD – Nuerology – Reappointment*
 - v. *Neha Mirchandani, MD – Neurology – Reappointment*
 - vi. *Matthew Stein, MD – Radiology – Reappointment*
 - vii. *Meredith Stormer, ARNP – Emergency Medicine – Initial Appointment*
 - viii. *Ryan Pederson, ARNP – Emergency Medicine – Initial Appointment*
 - b. **7:45** – Board Norms Subgroup – *Action (vote)*
 - c. **7:50** – Resolution 2021-05 Surplus Property – *Action (vote)*
 - d. **8:00** – November and December Board Meeting Dates – *Action (vote)*
 - e. **8:05** – Hot Topic Discussion” – *Discussion*
 - f. **8:15** – Upcoming Events, Andrew Hooper
 - g. **8:20** – Meeting Evaluation, Andrew Hooper

8. **8:25 – Adjourn**

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

- Thursday, September 30th 10:00-11:30 am | WSHA Annual eSeries with Dr. Kevin Ahmaad Jenkins
|Ortquist Conference Room

- Thursday, October 14th | Ladies' Night Out | Virtual
- Thursday, October 28th 10:00 am-12:00 pm | WSHA Annual eSeries and WSHA Business Meeting | Ortquist Conference Room
- Thursday, November 11th 10:00-11:30 am | WSHA Annual eSeries and WSHA Business Meeting | Ortquist Conference Room
- Thursday, December 9th 10:00-11:30 am | WSHA Annual eSeries and WSHA Business Meeting | Ortquist Conference Room
- Thursday, December 16th - Friday, December 17th | Summit Fights Hunger | Summit Pacific
- Wednesday, December 22nd - Thursday, December 23rd - Harbor Lights

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) national security
 - (b) (c) real estate
 - (d) negotiations of publicly bid contracts
 - (e) export trading
 - (f) complaints against public officers/employees
 - (g) qualifications of applicant or review performance of public employee/elective office
 - (h) evaluate qualifications of candidate for appointment to elective office
 - (i) discuss claims with legal counsel
 - existing or reasonably expected litigation
 - litigation or legal risks expected to result in adverse legal or financial consequences
 - presence of legal counsel alone does not justify executive session
 - QI/peer review committee documents and discussions
- Final action must be in open meeting

Minutes: August 26, 2021

Special Meeting Minutes: August 26, 2021

For the Period:

August 2021

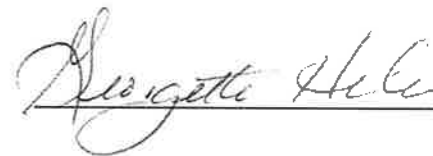
| Description | Amount |
|---------------------|---------------------|
| Payroll | \$ 2,274,753 |
| A/P Operations | \$ 1,896,366 |
| A/P Construction | \$ - |
| Community Care | \$ 200,717 |
| Bad Debt | \$ 448,411 |
| Property Tax Credit | \$ 826 |
| Total | \$ 4,821,074 |



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES
August 26, 2021

| AGENDA | DISCUSSION/CONCLUSIONS | ACTIONS/FOLLOW-UP |
|------------------------|--|---|
| CALL TO ORDER | <p>CALL TO ORDER</p> <p>The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Gary Thumser 5:00 pm</p> <p>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p>Andrew Hooper absent and excused.</p> <p>Present: Josh Martin, Brad Berg (phone), Skip Houser (phone)</p> | |
| BUSINESS FROM AUDIENCE | <p><u>Business from Audience</u></p> <ul style="list-style-type: none">• n/a | |
| EXECUTIVE SESSION | <ul style="list-style-type: none">• Vice Chairman Thumser announced the board will be going to executive session (RCW 42.30.110) to (i) discuss claims with legal counsel for 45 minutes. There was no anticipated action.• The board recessed the session at 5:00 pm.• The executive session convened at 5:01 pm. • The executive session ended at 5:43 pm.• The regular session reconvened at 5:43 pm. | |
| ADJOURNMENT | <p>The regular session of the Board of Commissioner's meeting adjourned at 5:45 pm.</p> | <p><i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote. Commissioner Hooper was absent and excused.</i></p> |







BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

August 26, 2021

Recording Secretary

Board Secretary



BOARD OF COMMISSIONERS MEETING MINUTES
August 26, 2021

| AGENDA | DISCUSSION/CONCLUSIONS | ACTIONS/FOLLOW-UP |
|-------------------------------|--|---|
| CALL TO ORDER | <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 Gary Thumser 6:00 pm</p> <p>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p>Andrew Hooper absent and excused.</p> <p>Present: Josh Martin, Jim Hansen, Lauri Bolton, Dr. Ken Dietrich, Tori Bernier, Ron Hulscher, Blake Rose (phone), Jori Stott, Luke Zarecor (phone), Tracy Kateley (phone), 5096808126, Rachel Brown (phone), Emily Dillingham (phone), Cecelia Tapp (phone), Blake Rose (phone), Lourdes Schoch (phone), Carrie Wetzel (phone), Wendy Stirnkorb (phone), Nikki Edwards (phone), Dr. Shawn Andrew (phone)</p> <p>*** Virtual Meeting due to Governor Inslee's COVID Order</p> | |
| BUSINESS FROM AUDIENCE | <p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • N/A | |
| CONSENT AGENDA | <ul style="list-style-type: none"> • (See Consent Agenda for more details) | <p><i>Commissioner Wescott made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p> |
| PATIENT STORY | <ul style="list-style-type: none"> • CEO Martin shared update on staff retention bonus which will give employees \$500 in October and \$500 in February. • CNO Bernier shared how touched she was to witness CFO Hansen guide a blind man down the hall. Everyone has going above and beyond the call of duty to help | |
| 2020 AUDIT | <ul style="list-style-type: none"> • Luke Zarecor presented 2020 Financial Audit (see presentation for more details). • Summit Pacific had a 7.2 million dollar increase from operations even amidst a pandemic. • Net position is negative due to capital asset of the Wellness Center. • Summit operated unlike any other hospitals similar in size and function. Very few hospitals were able to have a positive margin outside of the CARES dollars in 2020. | |



BOARD OF COMMISSIONERS MEETING MINUTES

August 26, 2021

| | | |
|-------------------------------------|--|---|
| <p>DNV PRESENTATION</p> | <ul style="list-style-type: none"> • CNO Bernier provided background for presentation and introduced Cecelia Tapp, Director of Quality and Risk. • Cecelia Tapp gave presentation on DNV accreditation selection (see presentation for more details). • Summit Pacific received accreditation by DNV. • CNO Bernier shared that the Summit Pacific team did a great job during the survey as E-Team was offsite at the annual strategic planning retreat. • | |
| <p>FINANCE REPORT</p> | <ul style="list-style-type: none"> • CFO Hansen provided an overview of the August Financial Report (see report for more details). • CFO Hansen reviewed new financial dashboard format (see dashboard for more details). • CFO Hansen presented FTE Needs Review (See presentation for more details). • Discussion regarding the need for a recruiting position. • Discussion regarding how long it takes to onboard a position. • CXO Bolton to bring data on how long it takes to onboard new employees. | |
| <p>ADVOCACY COMMITTEE</p> | <ul style="list-style-type: none"> • Jori Stott will be reaching out to schedule the next Advocacy Committee. | |
| <p>EXECUTIVE REPORT</p> | <ul style="list-style-type: none"> • CEO Martin reviewed the July Executive Report (see report for more details). • CMO Dietrich and CNO Bernier gave an update on Incident Command in response to surge of patients, challenges with transferring and staffing shortages. • Summit Pacific is electing to move forward with the next year of the ACO. • CEO Martin provided an update on 2022 Value based contracting negotiation efforts. | |
| <p>COMMISSIONER BUSINESS</p> | <p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Aaron Ward – Physical Therapy – Initial Appointment • Stephanie Parker – Physical Therapy – Initial Appointment • Lise Labiche, MD – Neurology – Initial Appointment • Michael Fisher, CRNA – Anesthesiology – Initial Appointment • Terra Grandmason, ARNP – Family Med/Urgent Care – Initial Appointment/Rehire • Jakdej Nicomborirak, MD – Sleep Medicine – Initial Appointment • Naeemah Johnson, LICSW – Social Work – Initial Appointment | <p><i>Commissioner Hiles made motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p> |



BOARD OF COMMISSIONERS MEETING MINUTES
August 26, 2021

| | | |
|--------------------|--|--|
| | <p>Hot Topic Article</p> <ul style="list-style-type: none">• Commissioner Wescott facilitated discussion on hot topic article “Hospitals Train Staff to Spot Victims of Human Trafficking.”• Discussion who we can call if someone is identified as a trafficked person and what additional training can be provided to staff.• Suggestion to hold on hot topic articles in the foreseeable future to focus more on internal hot topics.• The Board will discuss transportation challenges next month. <p>Upcoming Events</p> <ul style="list-style-type: none">• CEO Martin reviewed upcoming events.• The Wellness Fair was cancelled but Summit Pacific will still be holding the 5k and ensure all safety protocols are met.• The Blue Zones Community Assessment will be entirely virtual due to COVID concerns. <p>Meeting Evaluation</p> <ul style="list-style-type: none">• Vice Chair Thumser facilitated meeting evaluation. | |
| ADJOURNMENT | The regular session of the Board of Commissioner’s meeting adjourned at 8:02 pm. | <i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. The motion was approved by unanimous vote. Commissioner Hooper was absent and excused.</i> |



Recording Secretary



Board Secretary

**Summit Pacific Medical Center
Finance Dashboard
August 31, 2021
Key Financial Results used in review of Operational and Financial Performance**

Favorable Variance = +
Unfavorable Variance = ()

| | August | | | Year-to-Date | | | | |
|---------------------------------|---------------|--------------|---------------|---------------|---------------|---------------|-------|-----|
| | Actual | Budget | Var% | Actual | Budget | Var% | Month | YTD |
| Gross Operating Revenue | \$ 10,847,153 | \$ 9,422,965 | 15.1% | \$ 82,794,110 | \$ 72,034,885 | 14.9% | ✓ | ✓ |
| Total Operating Expenses | \$ 4,397,705 | \$ 4,113,455 | (6.9%) | \$ 31,702,608 | \$ 31,346,961 | (1.1%) | ✓ | ✓ |
| Payment % | 49.3% | 45.2% | 4.1% | 46.3% | 45.2% | 1.0% | ✓ | ✓ |
| AR Collection % (CM,PM) | | | | 41.9% | 37.2% | 4.7% | | ✓ |
| EBITDA Margin | 57.0% | 9.6% | 47.4% | 29.2% | 9.9% | 19.3% | ✓ | ✓ |
| Operating Margin | 53.4% | (0.1%) | 53.5% | 21.8% | 0.1% | 21.8% | ✓ | ✓ |
| Net Income Margin | 55.0% | 2.0% | 53.1% | 25.2% | 3.1% | 22.1% | ✓ | ✓ |
| Days in AR | | | | 52 | 50 | (4.0%) | | ✗ |
| DCOH | | | | 249 | 247 | 0.8% | | ✓ |

| | August | | | | Year-to-Date | | | |
|---|----------------------|---------------------|---------------------|---------------|----------------------|----------------------|-----------------------|----------------|
| | Actual | Budget | Variance | Var% | Actual | Budget | Variance | Var% |
| Gross Operating Revenue | | | | | | | | |
| Medicare Revenue | \$ 3,914,893 | \$ 3,447,863 | \$ 467,030 | 13.5% | \$ 30,647,495 | \$ 26,357,564 | \$ 4,289,932 | 16.3% |
| Medicaid Revenue | \$ 3,219,410 | \$ 2,894,735 | \$ 324,675 | 11.2% | \$ 25,464,190 | \$ 22,129,117 | \$ 3,335,073 | 15.1% |
| Other Revenue | \$ 3,712,850 | \$ 3,080,367 | \$ 632,483 | 20.5% | \$ 26,682,425 | \$ 23,548,204 | \$ 3,134,220 | 13.3% |
| Total Gross Operating Revenue | \$ 10,847,153 | \$ 9,422,965 | \$ 1,424,188 | 15.1% | \$ 82,794,110 | \$ 72,034,885 | \$ 10,759,225 | 14.9% |
| Revenue Deductions | | | | | | | | |
| Medicare Contractual | \$ 2,410,935 | \$ 2,179,239 | \$ (231,696) | (10.6%) | \$ 18,657,511 | \$ 16,659,429 | \$ (1,998,082) | (12.0%) |
| Medicaid Contractual | \$ 1,890,659 | \$ 1,678,143 | \$ (212,516) | (12.7%) | \$ 14,601,873 | \$ 12,828,748 | \$ (1,773,125) | (13.8%) |
| Other Contractual | \$ 783,314 | \$ 810,456 | \$ 27,141 | 3.3% | \$ 7,342,156 | \$ 6,195,618 | \$ (1,146,538) | (18.5%) |
| Bad Debt Expense | \$ 157,756 | \$ 226,242 | \$ 68,486 | 30.3% | \$ 2,086,721 | \$ 1,729,530 | \$ (357,191) | (20.7%) |
| Community Care | \$ 200,717 | \$ 193,171 | \$ (7,546) | (3.9%) | \$ 1,354,500 | \$ 1,476,715 | \$ 122,215 | 8.3% |
| Administrative Adjustments | \$ 53,839 | \$ 73,753 | \$ 19,914 | 27.0% | \$ 439,756 | \$ 563,812 | \$ 124,056 | 22.0% |
| Total Revenue Deductions | \$ 5,497,220 | \$ 5,161,003 | \$ (336,217) | (6.5%) | \$ 44,482,517 | \$ 39,453,851 | \$ (5,028,665) | (12.7%) |
| Net Patient Revenue | \$ 5,349,933 | \$ 4,261,962 | \$ 1,087,972 | 25.5% | \$ 38,311,593 | \$ 32,581,033 | \$ 5,730,559 | 17.6% |
| Other Revenue | | | | | | | | |
| COVID Relief Income | \$ 4,564,500 | \$ - | \$ 4,564,500 | 100.0% | \$ 4,564,500 | \$ - | \$ 4,564,500 | (100.0%) |
| Other Operating Income | \$ 302,461 | \$ 286,295 | \$ 16,166 | 5.6% | \$ 1,873,176 | \$ 2,211,729 | \$ (338,553) | (15.3%) |
| Total Other Revenue | \$ 4,866,961 | \$ 286,295 | \$ 4,580,666 | | \$ 6,437,676 | \$ 2,211,729 | \$ 4,225,947 | 191.1% |
| Net Operating Revenue | \$ 10,216,895 | \$ 4,548,257 | \$ 5,668,638 | 124.6% | \$ 44,749,269 | \$ 34,792,763 | \$ 9,956,506 | 28.6% |
| Operating Expenses | | | | | | | | |
| Salaries & Wages | \$ 2,649,822 | \$ 2,491,946 | \$ (157,876) | (6.3%) | \$ 17,217,239 | \$ 18,854,925 | \$ 1,637,687 | 8.7% |
| Benefits | \$ 547,754 | \$ 633,846 | \$ 86,092 | 13.6% | \$ 4,488,827 | \$ 4,795,900 | \$ 307,073 | 6.4% |
| Professional Fees | \$ 53,418 | \$ 25,186 | \$ (28,232) | (112.1%) | \$ 450,810 | \$ 194,649 | \$ (256,161) | (131.6%) |
| Supplies | \$ 199,613 | \$ 235,941 | \$ 36,328 | 15.4% | \$ 2,403,213 | \$ 1,815,101 | \$ (588,113) | (32.4%) |
| Utilities | \$ 41,171 | \$ 41,423 | \$ 252 | 0.6% | \$ 324,040 | \$ 318,202 | \$ (5,837) | (1.8%) |
| Purchased Services | \$ 659,455 | \$ 509,788 | \$ (149,667) | (29.4%) | \$ 5,327,877 | \$ 4,006,886 | \$ (1,320,990) | (33.0%) |
| Insurance | \$ 28,222 | \$ 24,000 | \$ (4,222) | (17.6%) | \$ 189,977 | \$ 192,000 | \$ 2,023 | 1.1% |
| Other Expenses | \$ 212,763 | \$ 127,853 | \$ (84,911) | (66.4%) | \$ 1,229,963 | \$ 995,097 | \$ (234,866) | (23.6%) |
| Rentals & Leases | \$ 5,487 | \$ 23,472 | \$ 17,985 | 76.6% | \$ 70,663 | \$ 174,201 | \$ 103,539 | 59.4% |
| Total Operating Expenses | \$ 4,397,705 | \$ 4,113,455 | \$ (284,251) | (6.9%) | \$ 31,702,608 | \$ 31,346,961 | \$ (355,647) | (1.1%) |
| EBITDA | \$ 5,819,190 | \$ 434,802 | \$ 5,384,388 | | \$ 13,046,661 | \$ 3,445,801 | \$ 9,600,859 | 278.6% |
| Interest & Depreciation Expenses | | | | | | | | |
| Interest | \$ 89,990 | \$ 147,831 | \$ 57,841 | 39.1% | \$ 1,153,500 | \$ 1,188,617 | \$ 35,116 | 3.0% |
| Depreciation | \$ 272,451 | \$ 293,002 | \$ 20,552 | 7.0% | \$ 2,116,932 | \$ 2,237,927 | \$ 120,995 | 5.4% |
| Total Interest & Depreciation Expenses | \$ 362,441 | \$ 440,833 | \$ 78,392 | 17.8% | \$ 3,270,432 | \$ 3,426,544 | \$ 156,111 | 4.6% |
| Net Income (Loss) from Operations | \$ 5,456,749 | \$ (6,031) | \$ 5,462,780 | | \$ 9,776,229 | \$ 19,258 | \$ 9,756,971 | |
| Non-Operating Revenue/(Expenses) | | | | | | | | |
| Tax Revenue | \$ 11,718 | \$ 12,084 | \$ (367) | (3.0%) | \$ 504,139 | \$ 420,326 | \$ 83,812 | 19.9% |
| Misc Revenue/(Expenses) | \$ 154,894 | \$ 82,717 | \$ 72,177 | 87.3% | \$ 1,003,210 | \$ 635,413 | \$ 367,797 | 57.9% |
| Total Non-Operating Rev/(Expenses) | \$ 166,612 | \$ 94,801 | \$ 71,811 | 75.7% | \$ 1,507,349 | \$ 1,055,740 | \$ 451,609 | 42.8% |
| Net Income (Loss) | \$ 5,623,361 | \$ 88,770 | \$ 5,534,591 | | \$ 11,283,577 | \$ 1,074,998 | \$ 10,208,580 | 949.6% |
| Net Income (Loss) w/out PPP | \$ 1,058,861 | \$ 88,770 | \$ 970,091 | | \$ 6,719,077 | \$ 1,074,998 | \$ 5,644,080 | 525.0% |

METRICS

| | | | | | | | | |
|-------------------|-------|--------|-------|--------|-------|------|-------|--------|
| EBITDA Margin | 57.0% | 9.6% | 47.4% | 495.8% | 29.2% | 9.9% | 19.3% | 194.4% |
| Operating Margin | 53.4% | (0.1%) | 53.5% | | 21.8% | 0.1% | 21.8% | |
| Net Income Margin | 55.0% | 2.0% | 53.1% | | 25.2% | 3.1% | 22.1% | 716.1% |
| Days in AR | 52 | | | | | | | |
| DCOH | 249 | | | | | | | |

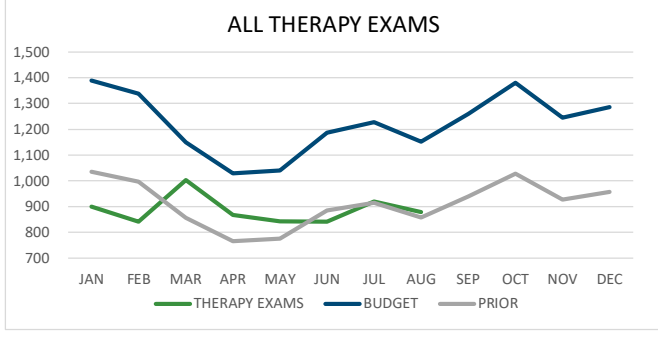
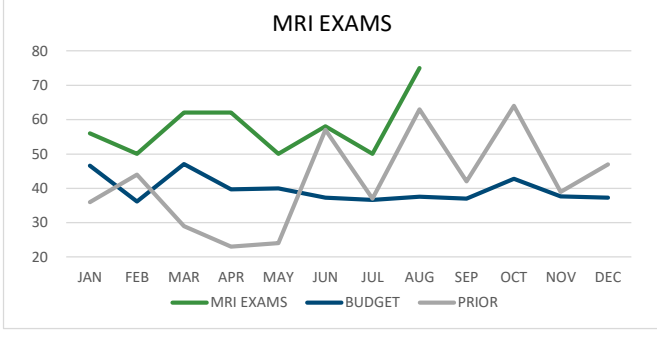
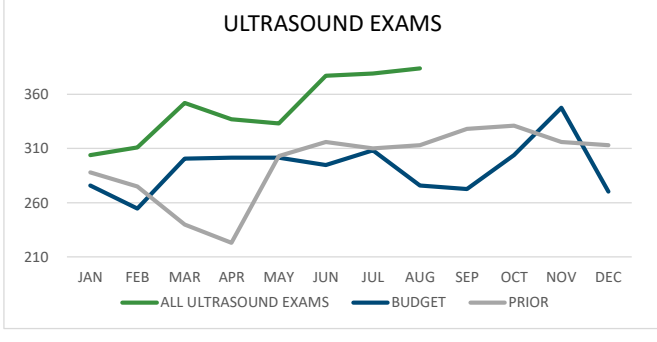
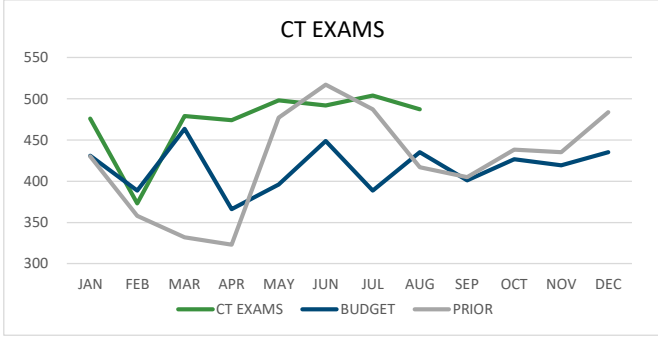
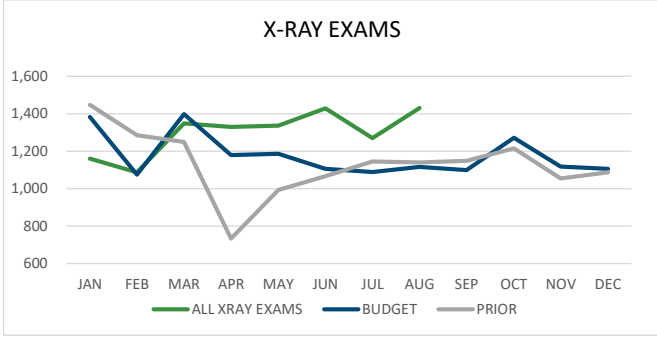
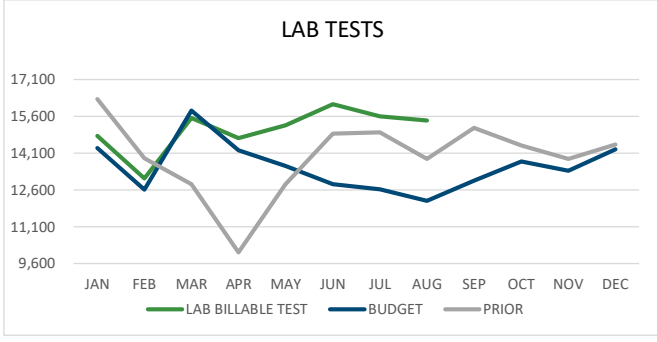
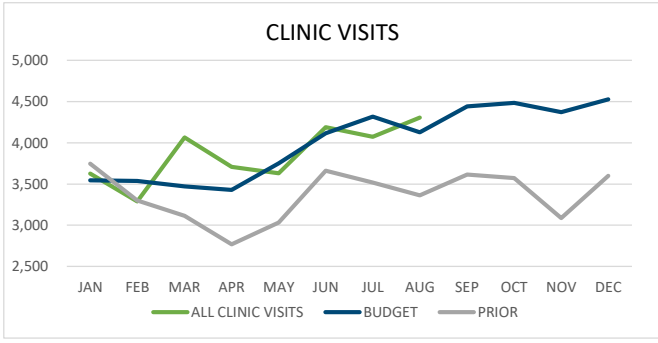
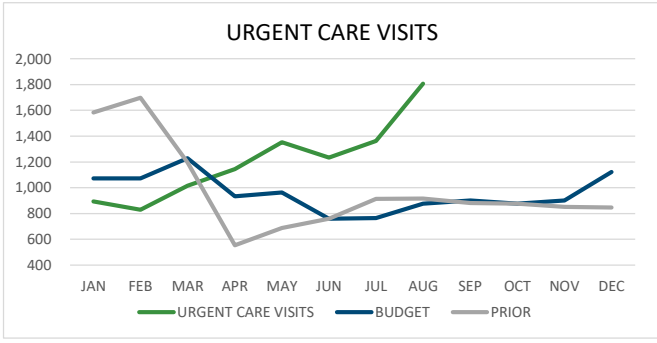
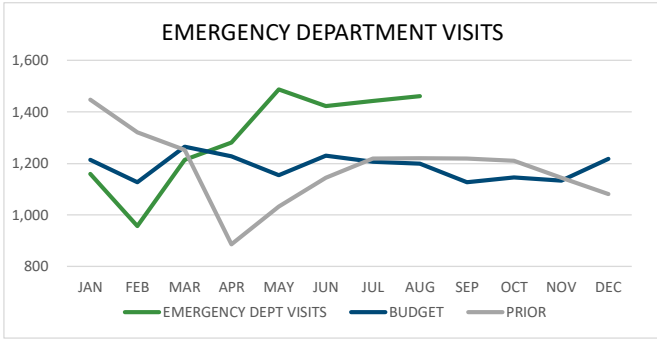
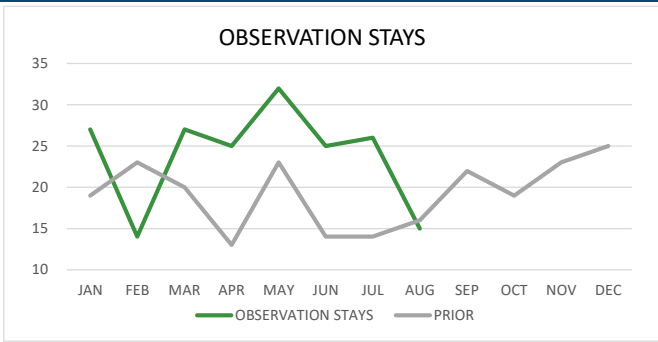
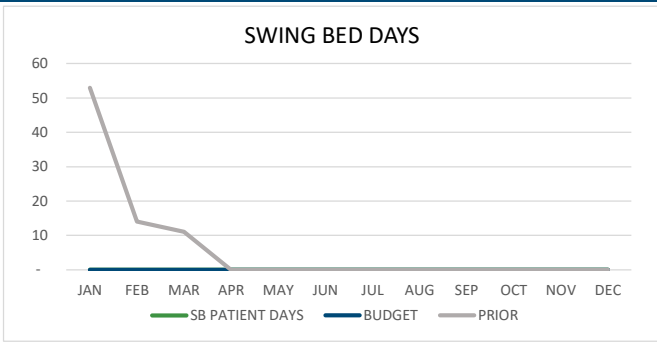
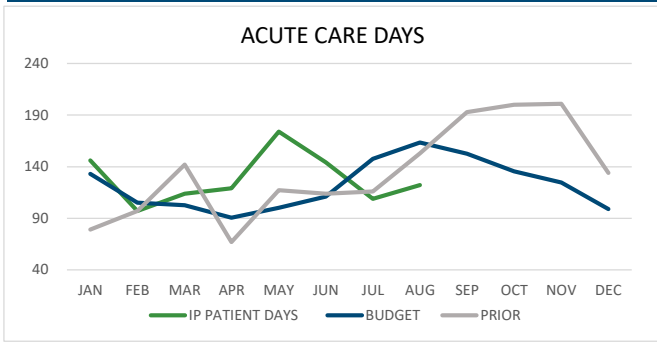


Balance Sheet as of August 2021

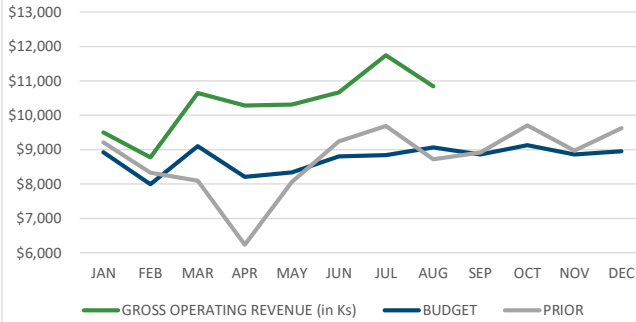
| A S S E T S | 8/31/2021 | 07/31/2021 | 1 Month Variance | 08/31/2020 | 12 Month Variance |
|--|-------------------|-------------------|-------------------------|-------------------|--------------------------|
| Current Assets | | | | | |
| Operating Cash | 35,831,870 | 34,644,503 | 1,187,366 | 32,751,916 | 3,079,954 |
| Covid Cares Restricted | 4,688,971 | 4,688,971 | - | | 4,688,971 |
| Debt Reserve | 2,016,008 | 2,016,008 | - | 2,016,008 | - |
| Accounts Receivables | 18,841,547 | 20,305,942 | (1,464,395) | 15,743,652 | 3,097,895 |
| Less Allow for Uncollectables | (3,169,062) | (3,343,697) | 174,635 | (3,850,983) | 681,921 |
| Less Contractual Adjustments | (7,771,202) | (9,320,081) | 1,548,879 | (7,069,116) | (702,086) |
| Accounts Receivable - Net | 7,901,283 | 7,642,164 | 259,119 | 4,823,553 | 3,077,729 |
| Taxes Receivable | 27,978 | 24,830 | 3,148 | 31,637 | (3,658) |
| Other Receivables | 1,477,099 | 1,261,511 | 215,588 | 1,468,363 | 8,735 |
| Inventory | 569,712 | 534,129 | 35,583 | 423,817 | 145,895 |
| Prepaid Expenses | 607,917 | 662,215 | (54,298) | 359,856 | 248,061 |
| Total Current Assets | 53,120,837 | 51,474,332 | 1,646,505 | 41,875,150 | 11,245,687 |
| Property, Plant and Equipment | | | | | |
| Land | 1,652,029 | 1,652,029 | - | 1,652,029 | - |
| Land Improvements | 4,407,786 | 4,407,786 | - | 4,405,067 | 2,719 |
| Buildings | 43,387,314 | 43,387,314 | - | 42,874,012 | 513,302 |
| Equipment | 12,896,989 | 12,640,577 | 256,412 | 11,197,780 | 1,699,210 |
| Construction In Progress | 398,642 | 274,620 | 124,021 | 77,539 | 321,103 |
| Less Accumulated Depreciation | (22,984,970) | (22,712,519) | (272,451) | (19,799,116) | (3,185,853) |
| Property, Plant and Equipment - Net | 39,757,790 | 39,649,807 | 107,983 | 40,407,309 | (649,519) |
| TOTAL ASSETS | 92,878,627 | 91,124,139 | 1,754,488 | 82,282,459 | 10,596,168 |

Balance Sheet as of August 2021

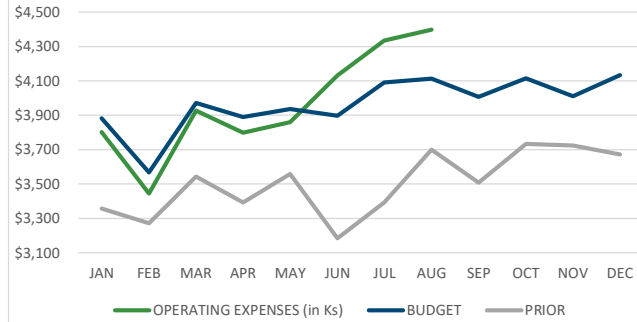
| LIABILITIES | 08/31/2021 | 07/31/2021 | 1 Month Variance | 08/31/2020 | 12 Month Variance |
|---|-------------------|-------------------|--------------------|-------------------|--------------------|
| Current Liabilities | | | | | |
| Accounts Payable | 786,109 | 1,027,205 | (241,096) | 819,811 | (33,702) |
| Other Payables | 295,410 | 359,360 | (63,950) | 1,106,832 | (811,422) |
| Payroll and Related Liabilities | 3,297,667 | 2,903,676 | 393,991 | 1,682,161 | 1,615,506 |
| Interest Payable | 197,852 | 204,131 | (6,279) | 209,956 | (12,104) |
| Third Party Settlement Payable | 811,525 | 165,003 | 646,522 | 910,668 | (99,144) |
| Other Current Liabilities | 5,272,780 | 5,263,368 | 9,411 | 7,381,471 | (2,108,692) |
| Current Maturities of LTD | 1,192,955 | 1,192,955 | - | 901,404 | 291,551 |
| Total Current Liabilities | 11,854,297 | 11,115,697 | 738,600 | 13,012,304 | (1,158,007) |
| Non Current Liabilities | | | | | |
| Current Maturities of LTD | (1,192,955) | (1,192,955) | - | (901,404) | (291,551) |
| Long Term Debt | 47,741,451 | 52,348,923 | (4,607,472) | 48,945,203 | (1,203,752) |
| Total Non Current Liabilities | 46,548,496 | 51,155,968 | (4,607,472) | 48,043,799 | (1,495,303) |
| Total Liabilities | 58,402,793 | 62,271,665 | (3,868,872) | 61,056,103 | (2,653,310) |
| Net Assets | | | | | |
| Unrestricted Fund Balance | 23,192,257 | 23,192,257 | - | 17,113,917 | 6,078,340 |
| YTD Excess of Revenues | 11,283,577 | 5,660,217 | 5,623,361 | 4,112,439 | 7,171,139 |
| Total Net Assets | 34,475,834 | 28,852,473 | 5,623,361 | 21,226,356 | 13,249,478 |
| TOTAL LIABILITIES & NET ASSETS | 92,878,627 | 91,124,139 | 1,754,488 | 82,282,459 | 10,596,168 |



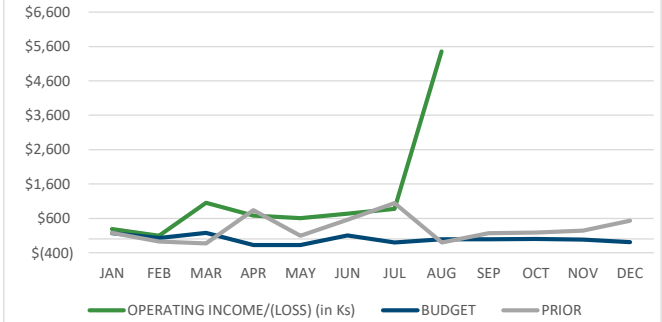
GROSS OPERATING REVENUE



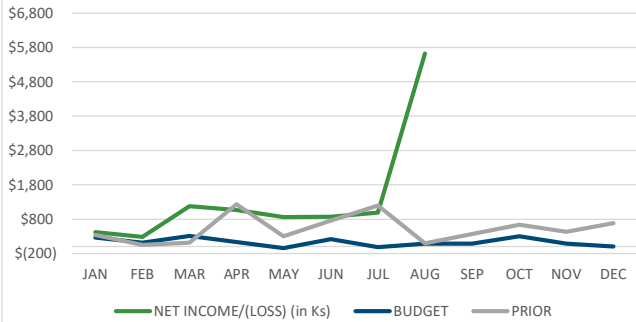
OPERATING EXPENSES



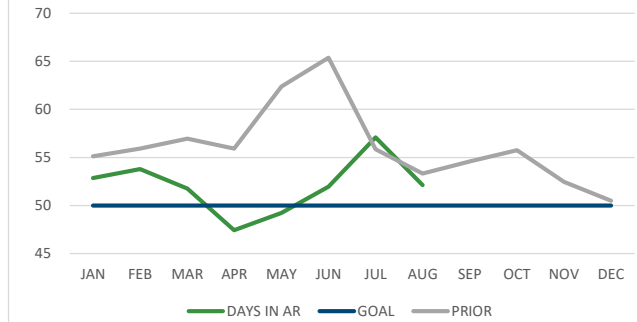
OPERATING INCOME/(LOSS)



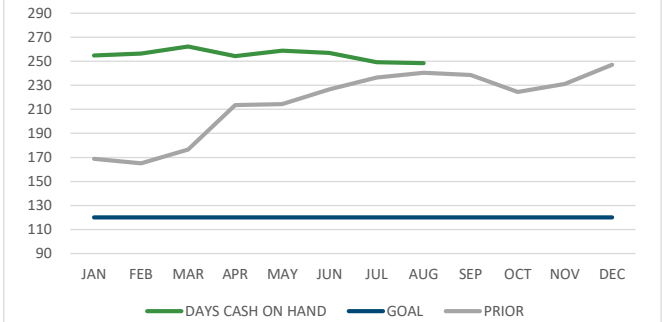
NET INCOME/(LOSS)



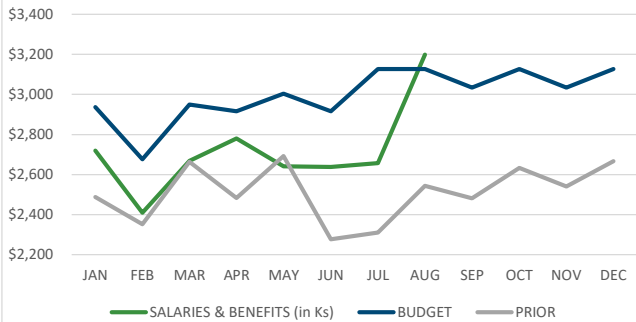
DAYS IN AR



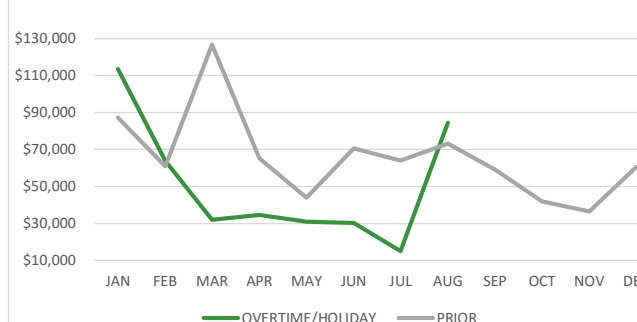
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

