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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 – GI Presentation – Michelle King - 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. *Robert Jackson, MD – Neurology – Initial Appointment*
    - ii. *Mohammad Hirzallah, MD – Neurology – Initial Appointment*
    - iii. *Tim Richardson, PA – Family Medicine/UC – Initial Appointment*
    - iv. *William Hutton, MD – Pediatrics – Reappointment*
    - v. *Mary Ellan Biggerstaff, DNP – Family Med – Reappointment*
    - vi. *Amir Atabeygi, MD – Family Medicine - Reappointment*
    - vii. *Bonnie McReynolds, ARNP – Family Med – Reappointment*
    - viii. *Jessica Jurasin, ARNP – Pediatrics – Reappointment*
    - ix. *Diane DeVita, MD – Emergency Medicine – Reappointment*
  - b. **7:40** – Resolution 2021-06 Operating Budget – *Action (vote)*
  - c. **7:45** - Resolution 2021- 07 Surplus Property – *Action (vote)*
  - d. **7:50** – Board Norms Review – *Action (vote)*
  - e. **8:00**– Hot Topic Article “WA hospitals on the brink of unprecedented crisis – *Discussion*
  - f. **8:15** – Upcoming Events, Andrew Hooper
  - g. **8:20** – Meeting Evaluation, Andrew Hooper
7. **8:30 - Executive Session (RCW 42.30.110) (d) negotiations of publicly bid contracts**
8. **9:30 – Adjourn**

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

- Thursday, November 11<sup>th</sup> 10:00-11:30 am | WSHA Annual eSeries and WSHA Business Meeting | Ortquist Conference Room

- Thursday, November 18<sup>th</sup> 6:00 pm | Rescheduled November Board Meeting | Ortquist Conference Room
- Thursday, December 9<sup>th</sup> 10:00-11:30 am | WSHA Annual eSeries and WSHA Business Meeting | Ortquist Conference Room
- Thursday, December 16<sup>th</sup> - Friday, December 17<sup>th</sup> | Summit Fights Hunger | Summit Pacific
- Wednesday, December 22<sup>nd</sup> - Thursday, December 23<sup>rd</sup> - Harbor Lights
- Thursday, December 30<sup>th</sup> 6:00 pm | Rescheduled December Board Meeting | Ortquist Conference Room

### **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: September 23, 2021

Special Meeting Minutes: September 30, 2021

**For the Period:**

**September 2021**

Description	Amount
Payroll	\$ 2,004,229
A/P Operations	\$ 2,494,674
A/P Construction	\$ -
Community Care	\$ 112,184
Bad Debt	\$ 203,826
Property Tax Credit	\$ 852
<b>Total</b>	<b>\$ 4,815,765</b>



**BOARD OF COMMISSIONERS MEETING MINUTES**  
September 23, 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 6:00 pm</p> <p><b>Commissioners present:</b> Gary Thumser, Carolyn Wescott, Andrew Hooper, Georgette Hiles</p> <p>Kevin Bossard absent and excused.</p> <p><b>Present:</b> Josh Martin, Jim Hansen, Lauri Bolton, Dr. Ken Dietrich, Tori Bernier, Ron Hulscher, Blake Rose, Jori Stott, Tracy Kateley (phone), Sarah White (phone), Natasha Chapin (phone), Angela Crowley (phone), Cecelia Tapp (phone), Patti Jo Farr (phone), Rachel Brown (phone), Christina Mitchell (phone), Chisana White (phone), Nikki Edwards (phone), Anna Taylor (phone), Jennifer Brackeen (phone)</p> <p>*** Virtual Meeting due to Governor Inslee's COVID Order</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><b><u>Business from Audience</u></b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>	
<b>CONSENT AGENDA</b>	<ul style="list-style-type: none"> <li>• (See Consent Agenda for more details)</li> <li>• Commissioner Hooper to remove Andrew Hooper as present.</li> </ul>	<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>• CXO Bolton shared patient survey for GI program (see patient story for more details).</li> </ul>	
<b>Foster Care Presentation</b>	<ul style="list-style-type: none"> <li>• Chisana White presented Foster Care Presentation (see presentation for more details).</li> <li>• CEO Martin thanked Chisana for her leadership in the county and asked questions about data regarding foster care in Grays Harbor County.</li> <li>• There are currently 79 total foster families in Grays Harbor County.</li> </ul>	
<b>Opioid Consortium</b>	<ul style="list-style-type: none"> <li>• CEO Martin shared Opioid Consortium video.</li> <li>• CEO Martin facilitated discussion regarding the Opioid Consortium video.</li> <li>• Discussion regarding the multiple types of stigma.</li> </ul>	



**BOARD OF COMMISSIONERS MEETING MINUTES**  
September 23, 2021

	<ul style="list-style-type: none"> <li>• Discussion regarding appropriate help versus inappropriate help and determining boundaries.</li> <li>• CMO Dietrich shared the biggest issue is due to stigma and as a result people not seeking treatment.</li> </ul>	
	<ul style="list-style-type: none"> <li>• CNO Bernier reviewed Quality Report and Dashboard (see quality report and dashboard for more details).</li> <li>• COVID is currently in a contingency level statewide for staffing and bed availability.</li> <li>• Discussion regarding using a provider to help with triaging in ED to help with volume and acuity.</li> <li>• Discussion regarding staffing impacts due to vaccine mandate.</li> </ul>	
<b>FINANCE REPORT</b>	<ul style="list-style-type: none"> <li>• CFO Hansen provided an overview of the September Financial Report (see report for more details).</li> <li>• CFO Hansen shared staffing issues with coding which are affecting days in AR.</li> <li>• CARES dollars were forgiven and accounted as income.</li> <li>• The organization is currently going through the budgeting process for 2022.</li> <li>• Observation days were down because we prioritized keeping ED open and moved Acute beds down to five beds to help support influx of ED.</li> </ul>	
<b>ADVOCACY COMMITTEE</b>	<ul style="list-style-type: none"> <li>• Advocacy committee met yesterday and prioritized discussion on federal, state and local advocacy needs.</li> <li>• Summit Pacific will be trying to have some legislators onsite for advocacy.</li> <li>• Summit Pacific will be doing a special meeting in the future to focus on community asset mapping</li> </ul>	
<b>EXECUTIVE REPORT</b>	<ul style="list-style-type: none"> <li>• CEO Martin reviewed the September Executive Report (see report for more details).</li> <li>• CXO Bolton gave an update on the lab expansion. Construction is essentially done, and we anticipate opening in mid-October due to some equipment arrival.</li> <li>• GI will provide a presentation at a future meeting.</li> <li>• Jori Stott provided an update on the Blue Zones Community Assessment process.</li> <li>• Summit Pacific has met with Molina, Amerigroup and United and will be negotiating value based contracts for 2022.</li> </ul>	
<b>COMMISSIONER BUSINESS</b>	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>• Kindra Lynch, CRNA – Anesthesia – Initial Appointment</li> <li>• Rebecca Mauge, SLP (Speech Language Pathologist) – Therapy Services – Initial Appointment</li> </ul>	<p><i>Commissioner Hiles made motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion.</i></p>



**BOARD OF COMMISSIONERS MEETING MINUTES**

September 23, 2021

	<ul style="list-style-type: none"><li>• <i>Tera Lovell, OT – Therapy Services – Initial Appointment</i></li><li>• <i>Abdelrahman Beltagy, MD – Nuerology – Reappointment</i></li><li>• <i>Neha Mirchandani, MD – Neurology – Reappointment</i></li><li>• <i>Matthew Stein, MD – Radiology – Reappointment</i></li><li>• <i>Meredith Stormer, ARNP – Emergency Medicine – Initial Appointment</i></li><li>• <i>Ryan Pederson, ARNP – Emergency Medicine – Initial Appointment</i></li><li>•</li></ul> <p><b>Board Norms Sub Group</b></p> <ul style="list-style-type: none"><li>• At the Strategic Planning retreat the Board suggested developing a subgroup to review the norms. Commissioner Thumser and Commissioner Hiles volunteered to participate.</li></ul> <p><b>Resolution 2021-05 Surplus Property</b></p> <ul style="list-style-type: none"><li>• CFO Hansen reviewed surplus property resolution for IT equipment (see resolution for more details).</li></ul> <p><b>November and December Board meetings</b></p> <ul style="list-style-type: none"><li>• Discussion regarding date conflicts with November and December regular meetings due to holidays.</li></ul> <p><b>Upcoming Events</b></p> <ul style="list-style-type: none"><li>• Chairman Hooper reviewed upcoming events.</li><li>• WSHA eSeries will be held in Ortquist</li></ul> <p><b>Meeting Evaluation</b></p> <ul style="list-style-type: none"><li>• Chairman hooper facilitated meeting evaluation.</li><li>• Suggestion was made to discuss transportation at a future meeting.</li></ul>	<p><i>All voted in favor. Commissioner Bossard was absent and excused.</i></p> <p><i>Commissioner Hiles made motion to approve Resolution 2021-05 Surplus Property. Commissioner Thumser seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p> <p><i>Commissioner Hiles made a motion to reschedule November regular meeting to November 18<sup>th</sup> at 6:00 pm and December regular meeting to December 30<sup>th</sup> at 6:00 pm. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
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**BOARD OF COMMISSIONERS MEETING MINUTES**  
September 23, 2021

<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner's meeting adjourned at 8:18 pm.	<i>Commissioner Wescott 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>
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Recording Secretary

  
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Board Secretary



**BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES**  
September 30, 2021

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>CALL TO ORDER</b> 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 10:00 am</p> <p><b>Commissioners present:</b> Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper</p> <p>Kevin Bossard was absent and excused.</p> <p><b>Present:</b> Josh Martin</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> <li>• n/a</li> </ul>	
<b>WSHA Annual Meeting eSeries</b>	<ul style="list-style-type: none"> <li>• Dr. Kevin Jenkins presented on topic "Diversity, Equity and Inclusion" (See presentation for more details).</li> <li>• The board had discussion regarding diversity, equity and inclusion at Summit Pacific.</li> </ul>	
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner's meeting adjourned at 11:30 am.</p>	<p><i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.</i></p>

  
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Recording Secretary

  
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Board Secretary



**Summit Pacific Medical Center  
Finance Dashboard  
September 30, 2021  
Key Financial Results used in Review of  
Operational and Financial Performance  
Dollars in \$1,000s**

Favorable Variance = +  
Unfavorable Variance = ( )

	Year-to-Date			
	Actual	Budget	Var%	YTD
<b>Gross Operating Revenue</b>	\$ 94,304	\$ 81,252	16.1%	✔
<b>Total Operating Expenses</b>	\$ 36,009	\$ 35,355	(1.8%)	✔
<b>FTEs (Including Agency)</b>	313	345	9.3%	✔
<b>Payment %</b>	46.3%	45.2%	1.1%	✔
<b>EBITDA Margin</b>	28.5%	9.9%	18.6%	✔
<b>Operating Margin</b>	21.1%	0.0%	21.1%	✔
<b>Net Income Margin</b>	24.4%	3.0%	21.4%	✔
<b>Days in AR</b>	58	50	(16.9%)	✘
<b>DCOH</b>	245	245	0.0%	✔

	September				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Operating Revenue</b>								
Medicare Revenue	\$ 3,980,031	\$ 3,372,535	\$ 607,496	18.0%	\$ 34,627,526	\$ 29,730,099	\$ 4,897,428	16.5%
Medicaid Revenue	\$ 3,575,019	\$ 2,831,492	\$ 743,527	26.3%	\$ 29,039,208	\$ 24,960,609	\$ 4,078,600	16.3%
Other Revenue	\$ 3,954,564	\$ 3,013,068	\$ 941,496	31.2%	\$ 30,636,989	\$ 26,561,273	\$ 4,075,716	15.3%
<b>Total Gross Operating Revenue</b>	<b>\$ 11,509,614</b>	<b>\$ 9,217,095</b>	<b>\$ 2,292,519</b>	<b>24.9%</b>	<b>\$ 94,303,724</b>	<b>\$ 81,251,980</b>	<b>\$ 13,051,744</b>	<b>16.1%</b>
<b>Revenue Deductions</b>								
Medicare Contractual	\$ 2,383,200	\$ 2,131,628	\$ (251,572)	(11.8%)	\$ 21,040,711	\$ 18,791,057	\$ (2,249,654)	(12.0%)
Medicaid Contractual	\$ 2,077,679	\$ 1,641,480	\$ (436,199)	(26.6%)	\$ 16,679,551	\$ 14,470,228	\$ (2,209,324)	(15.3%)
Other Contractual	\$ 1,207,885	\$ 792,749	\$ (415,136)	(52.4%)	\$ 8,550,041	\$ 6,988,367	\$ (1,561,675)	(22.3%)
Bad Debt Expense	\$ 352,624	\$ 221,299	\$ (131,325)	(59.3%)	\$ 2,439,345	\$ 1,950,829	\$ (488,516)	(25.0%)
Community Care	\$ 112,184	\$ 188,950	\$ 76,767	40.6%	\$ 1,466,684	\$ 1,665,666	\$ 198,981	11.9%
Administrative Adjustments	\$ 57,161	\$ 72,141	\$ 14,980	20.8%	\$ 496,917	\$ 635,953	\$ 139,036	21.9%
<b>Total Revenue Deductions</b>	<b>\$ 6,190,733</b>	<b>\$ 5,048,247</b>	<b>\$ (1,142,486)</b>	<b>(22.6%)</b>	<b>\$ 50,673,250</b>	<b>\$ 44,502,099</b>	<b>\$ (6,171,151)</b>	<b>(13.9%)</b>
<b>Net Patient Revenue</b>	<b>\$ 5,318,881</b>	<b>\$ 4,168,848</b>	<b>\$ 1,150,033</b>	<b>27.6%</b>	<b>\$ 43,630,474</b>	<b>\$ 36,749,881</b>	<b>\$ 6,880,592</b>	<b>18.7%</b>
<b>Other Revenue</b>								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ 4,564,500	\$ -	\$ 4,564,500	(100.0%)
Other Operating Income	\$ 276,101	\$ 276,876	\$ (775)	(0.3%)	\$ 2,149,277	\$ 2,488,605	\$ (339,328)	(13.6%)
<b>Total Other Revenue</b>	<b>\$ 276,101</b>	<b>\$ 276,876</b>	<b>\$ (775)</b>		<b>\$ 6,713,777</b>	<b>\$ 2,488,605</b>	<b>\$ 4,225,172</b>	<b>169.8%</b>
<b>Net Operating Revenue</b>	<b>\$ 5,594,982</b>	<b>\$ 4,445,724</b>	<b>\$ 1,149,258</b>	<b>25.9%</b>	<b>\$ 50,344,251</b>	<b>\$ 39,238,487</b>	<b>\$ 11,105,764</b>	<b>28.3%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,265,743	\$ 2,418,654	\$ 152,911	6.3%	\$ 19,482,982	\$ 21,273,579	\$ 1,790,597	8.4%
Benefits	\$ 461,703	\$ 615,204	\$ 153,501	25.0%	\$ 4,950,530	\$ 5,411,104	\$ 460,574	8.5%
Professional Fees	\$ 52,451	\$ 24,033	\$ (28,418)	(118.2%)	\$ 503,260	\$ 218,682	\$ (284,579)	(130.1%)
Supplies	\$ 367,938	\$ 235,713	\$ (132,225)	(56.1%)	\$ 2,771,152	\$ 2,050,814	\$ (720,338)	(35.1%)
Utilities	\$ 39,808	\$ 39,540	\$ (268)	(0.7%)	\$ 363,848	\$ 357,742	\$ (6,106)	(1.7%)
Purchased Services	\$ 862,331	\$ 502,985	\$ (359,346)	(71.4%)	\$ 6,190,208	\$ 4,509,871	\$ (1,680,337)	(37.3%)
Insurance	\$ 35,927	\$ 25,000	\$ (10,927)	(43.7%)	\$ 225,905	\$ 217,000	\$ (8,905)	(4.1%)
Other Expenses	\$ 193,194	\$ 124,349	\$ (68,845)	(55.4%)	\$ 1,423,157	\$ 1,119,446	\$ (303,711)	(27.1%)
Rentals & Leases	\$ 27,541	\$ 22,945	\$ (4,595)	(20.0%)	\$ 98,203	\$ 197,147	\$ 98,943	50.2%
<b>Total Operating Expenses</b>	<b>\$ 4,306,636</b>	<b>\$ 4,008,423</b>	<b>\$ (298,213)</b>	<b>(7.4%)</b>	<b>\$ 36,009,244</b>	<b>\$ 35,355,384</b>	<b>\$ (653,860)</b>	<b>(1.8%)</b>
<b>EBITDA</b>	<b>\$ 1,288,346</b>	<b>\$ 437,301</b>	<b>\$ 851,045</b>		<b>\$ 14,335,007</b>	<b>\$ 3,883,102</b>	<b>\$ 10,451,904</b>	<b>269.2%</b>
<b>Interest &amp; Depreciation Expenses</b>								
Interest	\$ 149,566	\$ 147,692	\$ (1,874)	(1.3%)	\$ 1,303,066	\$ 1,336,308	\$ 33,243	2.5%
Depreciation	\$ 272,503	\$ 297,170	\$ 24,667	8.3%	\$ 2,389,435	\$ 2,535,097	\$ 145,662	5.7%
<b>Total Interest &amp; Depreciation Expenses</b>	<b>\$ 422,069</b>	<b>\$ 444,862</b>	<b>\$ 22,793</b>	<b>5.1%</b>	<b>\$ 3,692,501</b>	<b>\$ 3,871,406</b>	<b>\$ 178,905</b>	<b>4.6%</b>
<b>Net Income (Loss) from Operations</b>	<b>\$ 866,277</b>	<b>\$ (7,561)</b>	<b>\$ 873,838</b>		<b>\$ 10,642,506</b>	<b>\$ 11,697</b>	<b>\$ 10,630,809</b>	
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 14,719	\$ 13,736	\$ 983	7.2%	\$ 518,858	\$ 434,062	\$ 84,795	19.5%
Misc Revenue/(Expenses)	\$ 98,502	\$ 78,957	\$ 19,546	24.8%	\$ 1,101,713	\$ 714,370	\$ 387,343	54.2%
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ 113,221</b>	<b>\$ 92,693</b>	<b>\$ 20,529</b>	<b>22.1%</b>	<b>\$ 1,620,570</b>	<b>\$ 1,148,432</b>	<b>\$ 472,138</b>	<b>41.1%</b>
<b>Net Income (Loss)</b>	<b>\$ 979,499</b>	<b>\$ 85,131</b>	<b>\$ 894,367</b>		<b>\$ 12,263,076</b>	<b>\$ 1,160,129</b>	<b>\$ 11,102,947</b>	<b>957.0%</b>
<b>Net Income (Loss) w/out PPP</b>	<b>\$ 979,499</b>	<b>\$ 85,131</b>	<b>\$ 894,367</b>		<b>\$ 7,698,576</b>	<b>\$ 1,160,129</b>	<b>\$ 6,538,447</b>	<b>563.6%</b>

## METRICS

EBITDA Margin	23.0%	9.8%	13.2%	134.1%	28.5%	9.9%	18.6%	187.7%
Operating Margin	15.5%	(0.2%)	15.7%		21.1%	0.0%	21.1%	
Net Income Margin	17.5%	1.9%	15.6%		24.4%	3.0%	21.4%	723.9%
Days in AR	58							
DCOH	245							



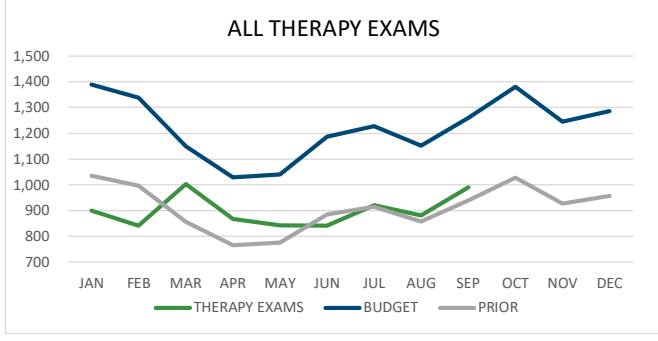
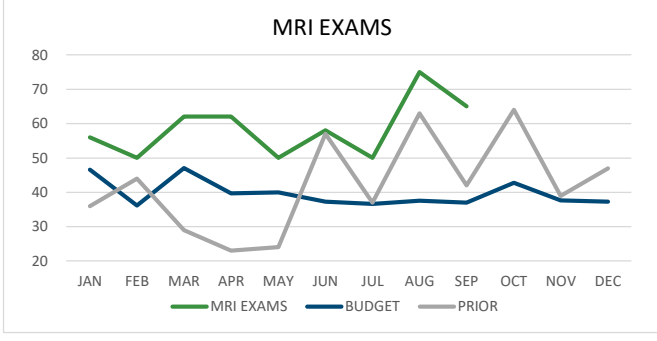
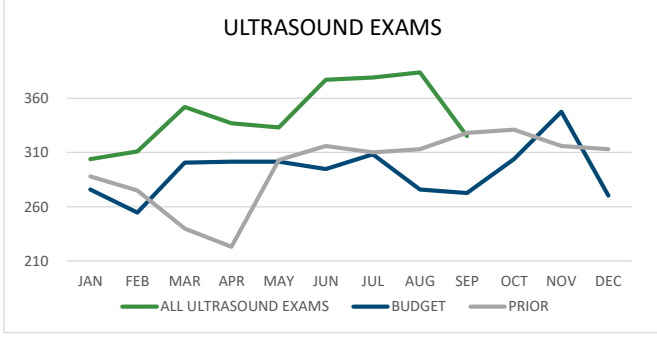
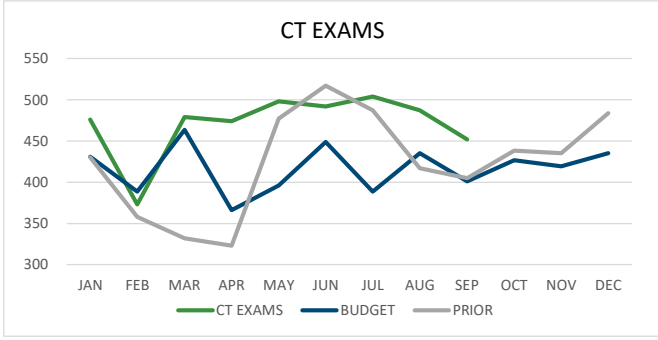
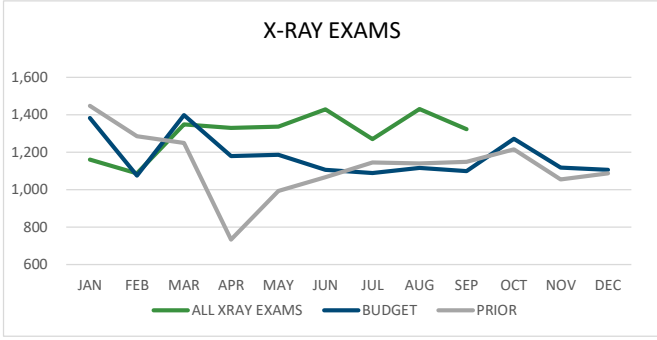
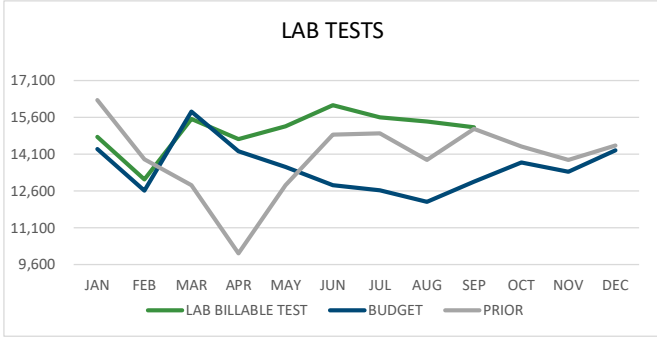
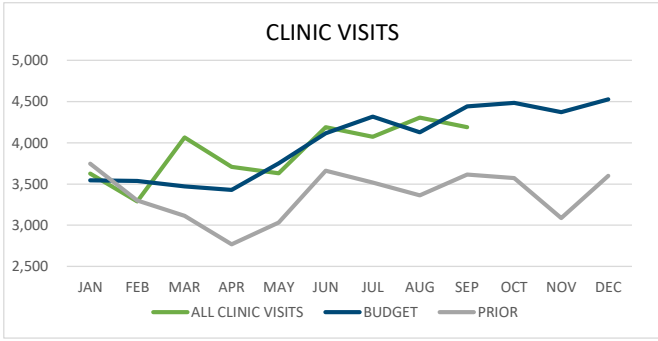
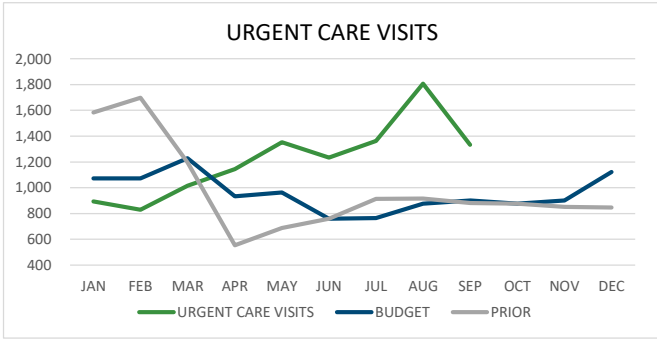
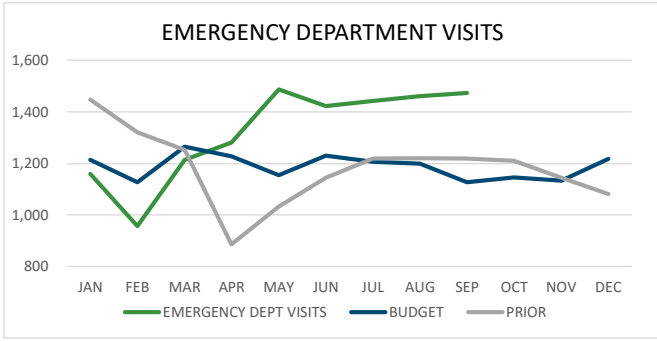
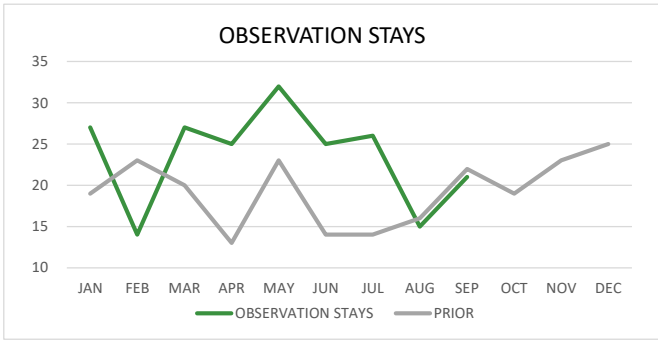
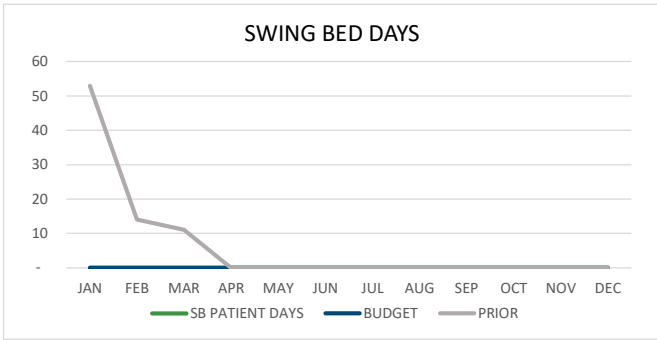
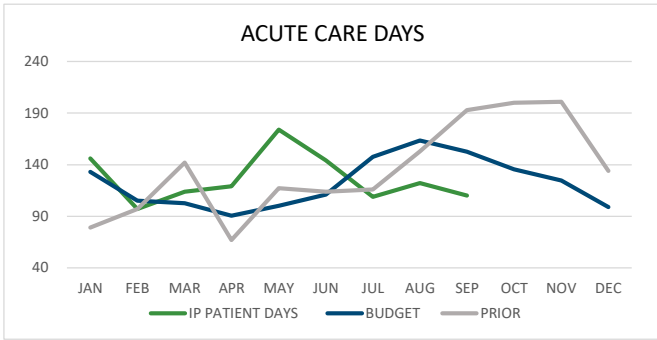
## Balance Sheet as of September 2021

<b>A S S E T S</b>	<b>9/30/2021</b>	<b>08/31/2021</b>	<b>1 Month Variance</b>	<b>09/30/2020</b>	<b>12 Month Variance</b>
<b>Current Assets</b>					
Operating Cash	35,855,011	35,831,870	23,141	33,359,612	2,495,400
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	21,662,179	18,841,547	2,820,633	15,928,358	5,733,822
Less Allow for Uncollectables	(3,369,946)	(3,169,062)	(200,884)	(3,487,510)	117,564
Less Contractual Adjustments	(9,127,736)	(7,771,202)	(1,356,534)	(7,624,628)	(1,503,108)
<b>Accounts Receivable - Net</b>	<b>9,164,497</b>	<b>7,901,283</b>	<b>1,263,215</b>	<b>4,816,220</b>	<b>4,348,277</b>
Taxes Receivable	30,980	27,978	3,001	33,738	(2,758)
Other Receivables	1,527,396	1,477,099	50,297	1,427,676	99,720
Inventory	541,508	569,712	(28,204)	430,062	111,447
Prepaid Expenses	680,993	607,917	73,076	419,121	261,872
<b>Total Current Assets</b>	<b>54,505,365</b>	<b>53,120,837</b>	<b>1,384,528</b>	<b>42,502,436</b>	<b>12,002,928</b>
<b>Property, Plant and Equipment</b>					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,424,240	4,407,786	16,455	4,405,067	19,174
Buildings	43,398,441	43,387,314	11,127	42,874,012	524,429
Equipment	13,193,384	12,896,989	296,395	11,232,052	1,961,332
Construction In Progress	497,017	398,642	98,376	42,430	454,587
Less Accumulated Depreciation	(23,257,472)	(22,984,970)	(272,503)	(20,065,810)	(3,191,662)
<b>Property, Plant and Equipment - Net</b>	<b>39,907,639</b>	<b>39,757,790</b>	<b>149,849</b>	<b>40,139,779</b>	<b>(232,140)</b>
<b>TOTAL ASSETS</b>	<b>94,413,004</b>	<b>92,878,627</b>	<b>1,534,376</b>	<b>82,642,216</b>	<b>11,770,788</b>

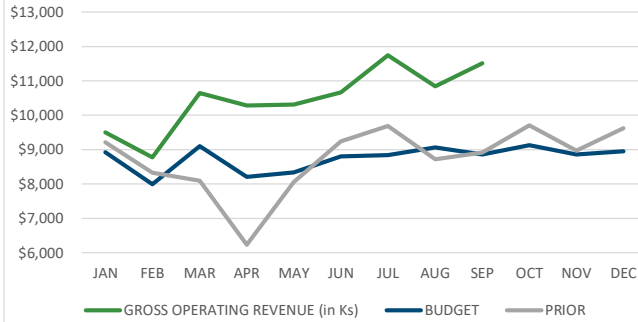
## Balance Sheet as of September 2021

LIABILITIES	09/30/2021	08/31/2021	1 Month Variance	09/30/2020	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	662,394	786,109	(123,715)	451,927	210,467
Other Payables	342,163	295,410	46,753	682,363	(340,200)
Payroll and Related Liabilities	3,579,711	3,297,667	282,044	2,455,265	1,124,446
Interest Payable	251,287	197,852	53,435	262,890	(11,603)
Third Party Settlement Payable	850,047	811,525	38,522	(404,884)	1,254,931
Other Current Liabilities	5,573,730	5,272,780	300,950	8,697,483	(3,123,753)
Current Maturities of LTD	1,192,955	1,192,955	-	901,404	291,551
<b>Total Current Liabilities</b>	<b>12,452,286</b>	<b>11,854,297</b>	<b>597,989</b>	<b>13,046,447</b>	<b>(594,161)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(901,404)	(291,551)
Long Term Debt	47,698,340	47,741,451	(43,111)	48,904,979	(1,206,638)
<b>Total Non Current Liabilities</b>	<b>46,505,385</b>	<b>46,548,496</b>	<b>(43,111)</b>	<b>48,003,575</b>	<b>(1,498,189)</b>
<b>Total Liabilities</b>	<b>58,957,671</b>	<b>58,402,793</b>	<b>554,878</b>	<b>61,050,021</b>	<b>(2,092,350)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	23,192,257	23,192,257	-	17,113,917	6,078,340
YTD Excess of Revenues	12,263,076	11,283,577	979,499	4,478,277	7,784,799
<b>Total Net Assets</b>	<b>35,455,333</b>	<b>34,475,834</b>	<b>979,499</b>	<b>21,592,194</b>	<b>13,863,138</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>94,413,004</b>	<b>92,878,627</b>	<b>1,534,376</b>	<b>82,642,216</b>	<b>11,770,788</b>

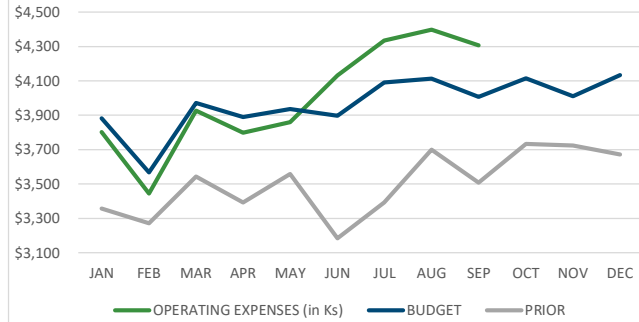
2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
<b>INPATIENT STATISTICS</b>													
<b>IP DISCHARGES</b>	42	25	29	36	43	37	20	20	32				284
PRIOR	21	33	42	27	34	36	40	37	34	41	35	36	304
<b>IP PATIENT DAYS</b>	146	97	114	119	174	144	109	122	110				1,135
BUDGET	133	105	103	90	100	111	148	164	153	135	125	99	1,106
PRIOR	79	97	142	67	117	114	116	153	193	200	201	134	1,078
<b>IP EMERGENCY ADMITS</b>	41	25	29	36	43	37	20	19	30				280
PRIOR	18	30	41	26	35	34	37	37	32	40	34	35	399
<b>IP AVERAGE LENGTH OF STAY</b>	3.5	3.9	3.9	3.3	4.0	3.9	5.5	6.1	3.4	-	-	-	4.0
PRIOR	4.4	3.1	3.5	2.5	3.3	3.2	2.9	4.1	5.5	4.8	5.7	3.7	3.5
<b>SB PATIENT DAYS</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR	53	14	11	-	-	-	-	-	-	-	-	-	78
<b>OUTPATIENT STATISTICS</b>													
<b>OBSERVATION HOURS</b>	1,830	481	773	901	938	1,039	1,086	649	786				8,483
PRIOR	471	761	666	490	618	471	404	310	571	517	600	923	4,762
<b>OBSERVATION STAYS</b>	27	14	27	25	32	25	26	15	21				212
PRIOR	19	23	20	13	23	14	14	16	22	19	23	25	164
<b>EMERGENCY DEPT VISITS</b>	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474				11,899
BUDGET	1,214	1,127	1,265	1,227	1,154	1,230	1,206	1,199	1,127	1,146	1,133	1,218	10,751
PRIOR	1,448	1,321	1,252	886	1,033	1,145	1,219	1,220	1,219	1,210	1,145	1,082	10,743
<b>MHC CLINIC VISITS</b>	761	745	939	825	789	928	811	704	867				7,369
BUDGET	852	847	820	710	750	939	880	694	863	881	741	881	7,355
PRIOR	796	790	765	663	700	876	821	648	805	822	691	822	6,864
<b>SPRES CLINIC VISITS</b>	61	57	48	80	66	49	56	55	105				577
BUDGET	80	80	80	80	80	80	288	288	288	288	288	288	1,344
PRIOR	-	-	-	-	-	-	70	26	50	29	29	46	146
<b>SPMAT CLINIC VISITS</b>	203	203	232	218	186	224	218	190	198				1,872
BUDGET	244	217	198	196	164	191	182	214	211	234	218	227	1,817
PRIOR	250	222	203	200	168	195	186	219	216	239	223	232	1,859
<b>SPWC CLINIC VISITS</b>	2,601	2,284	2,848	2,588	2,589	2,989	2,990	3,359	3,021				25,269
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	24,231
PRIOR	2,950	2,511	2,349	2,106	2,334	2,787	2,698	2,714	2,812	2,750	2,396	2,779	23,261
<b>ALL CLINIC VISITS</b>	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191				35,087
BUDGET	3,545	3,540	3,475	3,430	3,753	4,116	4,319	4,128	4,441	4,486	4,372	4,527	34,747
PRIOR	3,746	3,301	3,114	2,769	3,034	3,663	3,519	3,362	3,617	3,572	3,087	3,601	40,385
<b>PACC CLINIC VISITS</b>	6	4	9	7	2	6	5	7	14				60
PRIOR	-	-	-	1	7	13	19	15	10	6	9	6	65
<b>URGENT CARE VISITS</b>	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333				10,970
BUDGET	1,072	1,071	1,228	933	962	759	763	875	901	876	901	1,123	8,563
PRIOR	1,583	1,699	1,196	554	687	759	913	915	882	874	852	847	9,188
<b>PACC + URGENT CARE VISITS</b>	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347				11,030
BUDGET	1,072	1,071	1,228	934	969	772	782	890	911	882	910	1,129	8,628
PRIOR	1,583	1,699	1,196	555	694	772	932	930	892	880	861	853	9,253
<b>ANCILLARY STATISTICS</b>													
<b>LAB BILLABLE TEST</b>	14,805	13,076	15,543	14,708	15,234	16,102	15,605	15,432	15,204				135,709
BUDGET	14,310	12,614	15,840	14,222	13,583	12,834	12,622	12,157	12,984	13,772	13,380	14,254	121,166
PRIOR	16,301	13,902	12,840	10,062	12,845	14,892	14,952	13,866	15,131	14,413	13,865	14,457	124,791
<b>ALL XRAY EXAMS</b>	1,161	1,087	1,348	1,330	1,336	1,428	1,270	1,431	1,323				11,714
BUDGET	1,382	1,075	1,398	1,179	1,186	1,106	1,088	1,117	1,099	1,271	1,118	1,106	10,630
PRIOR	1,448	1,285	1,250	733	992	1,067	1,145	1,140	1,149	1,215	1,056	1,086	10,209
<b>XRAY EXAMS</b>	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111				9,856
PRIOR	1,306	1,145	1,159	692	868	918	1,015	969	983	1,030	869	919	9,055
<b>MAMMO EXAMS</b>	135	150	193	133	124	212	159	182	178				1,466
PRIOR	116	127	80	34	110	124	111	142	152	174	151	137	996
<b>DXA EXAMS</b>	62	47	51	49	20	48	34	47	34				392
PRIOR	26	13	11	7	14	25	19	29	14	11	36	30	158
<b>CT EXAMS</b>	476	373	479	474	498	492	504	487	452				4,235
BUDGET	431	389	464	366	396	449	389	435	401	427	419	435	3,719
PRIOR	430	358	332	323	477	517	487	417	405	438	435	484	3,746
<b>ALL ULTRASOUND EXAMS</b>	304	311	352	337	333	377	379	384	325				3,102
BUDGET	276	255	301	302	302	295	308	276	273	304	347	270	2,586
PRIOR	288	275	240	223	303	316	310	313	328	331	316	313	2,596
<b>ULTRASOUND EXAMS</b>	265	274	309	302	289	328	327	332	301				2,727
PRIOR	252	240	195	193	266	276	269	274	292	292	275	267	2,257
<b>ECHO EXAMS</b>	39	37	43	35	44	49	52	52	24				375
PRIOR	36	35	45	30	37	40	41	39	36	39	41	46	339
<b>MRI EXAMS</b>	56	50	62	62	50	58	50	75	65				528
BUDGET	47	36	47	40	40	37	37	38	37	43	38	37	358
PRIOR	36	44	29	23	24	57	37	63	42	64	39	47	355
<b>THERAPY EXAMS</b>	899	842	1,003	868	843	842	921	881	991				8,090
BUDGET	1,390	1,339	1,149	1,028	1,041	1,187	1,227	1,152	1,261	1,380	1,245	1,286	10,773
PRIOR	1,035	997	856	766	775	884	914	858	939	1,028	927	958	8,024
<b>PT EXAMS-OUTPATIENT</b>	733	691	821	751	758	692	741	785	936				6,908
<b>PT EXAMS-INPATIENT</b>	11	9	8	7	14	12	7	10	9				87
<b>OT EXAMS-OUTPATIENT</b>	57	56	71	32	-	49	84	62	32				443
<b>OT EXAMS-INPATIENT</b>	8	3	5	3	8	4	6	6	7				50
<b>ST EXAMS-OUTPATIENT</b>	89	82	98	75	63	85	83	18	6				599
<b>ST EXAMS-INPATIENT</b>	1	1	-	-	-	-	-	-	1				3
<b>AR &amp; CASH STATISTICS</b>													
<b>DAYS IN AR</b>	53	54	52	47	49	52	57	52	58				53
GOAL	50	50	50	50	50	50	50	50	50	50	50	50	50
PRIOR	55	56	57	56	62	65	56	53	55	56	52	50	50
<b>DAYS CASH ON HAND</b>	255	256	262	254	259	257	249	249	245				254
GOAL	120	120	120	120	120	120	120	120	120	120	120	120	120
PRIOR	169	165	177	213	214	227	236	240	238	225	231	247	247
<b>FTEs TOTAL PAID</b>	306.6	298.8	299.4	316.8	296.0	294.5	292.7	301.9	302.4				301.0
<b>FTEs TOTAL INCLUDING AGENCY</b>	313.6	310.4	314.8	331.4	306.8	305.0	307.6	313.1	311.8				312.7
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	344.6
PRIOR	279.8	289.7	302.7	301.4	299.4	293.7	286.1	293.7	295.3	305.1	317.0	327.9	293.5



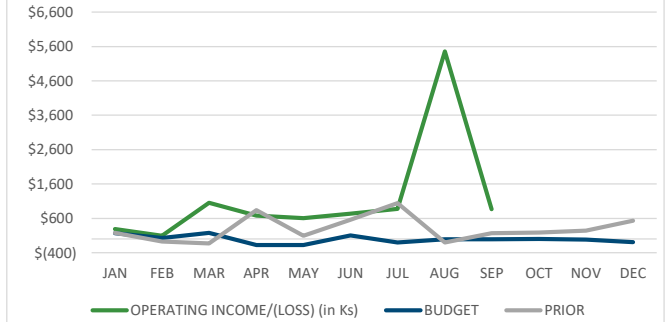
### GROSS OPERATING REVENUE



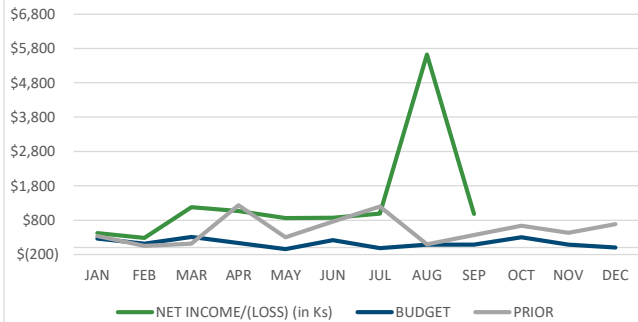
### OPERATING EXPENSES



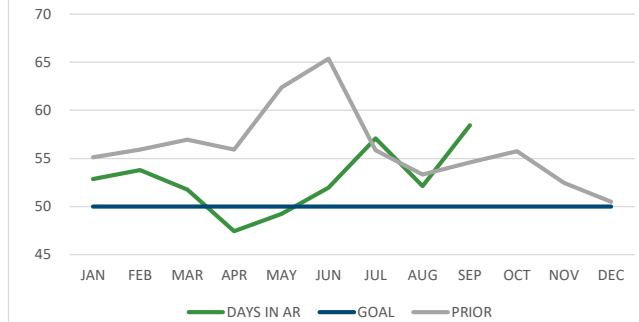
### OPERATING INCOME/(LOSS)



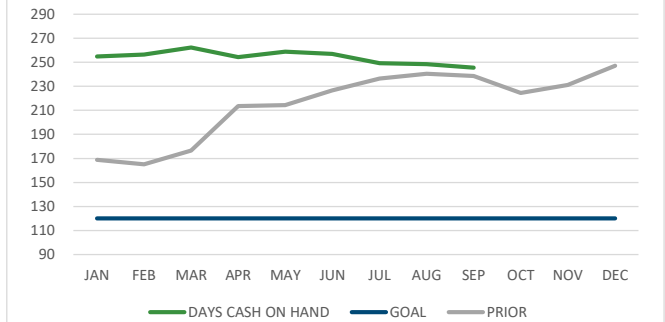
### NET INCOME/(LOSS)



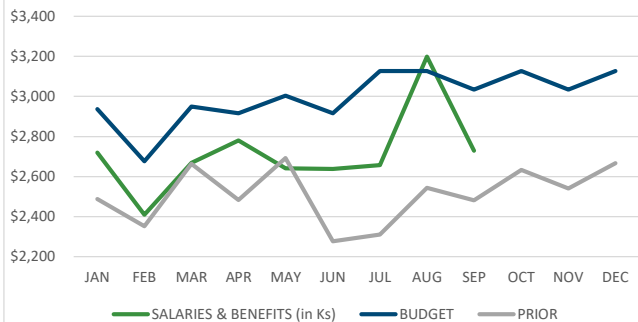
### DAYS IN AR



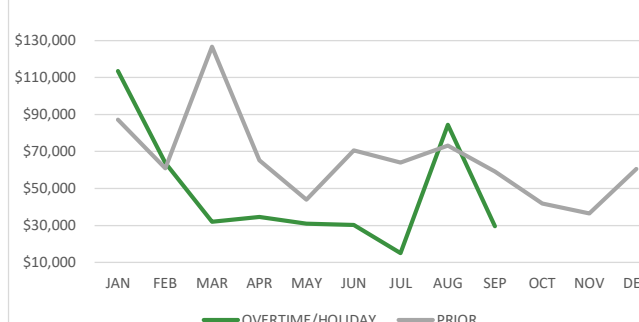
### DAYS CASH ON HAND



### SALARIES & BENEFITS



### OVERTIME & HOLIDAY PAY



### FTEs

