
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 – Residency Announcement** – Dr. Ken Dietrich – *Info*
4. **6:15 - Patient Story** – Lauri Bolton – *Info*
5. **6:20 – Master Facility Plan**– Josh Martin - *Info*
6. **Executive Reports**
 - a. **6:40** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:55** – Finance Report, James Hansen – *Info*
 - c. **7:10** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:20** – Executive Report, Josh Martin – *Info*
7. **Commissioner Business**
 - a. **7:35** – Medical Staff Privileges – *Action (vote)*
 - i. Carson Van Sanford, MD – Neurology – *Initial Appointment*
 - ii. Christopher Hartness, MD – Radiology – *Initial Appointment*
 - iii. Aaron Dewald, MD – Radiology – *Initial Appointment*
 - iv. Kambrie Kato, MD – Radiology – *Initial Appointment*
 - v. Lauren Fetty, MD – Radiology – *Initial Appointment*
 - vi. Bruce Geryk, MD – Neurology- *Reappointment*
 - vii. Valerie McWhorter, MD – Pathology – *Reappointment*
 - viii. Kelly Lloyd, MD – Pathology – *Reappointment*
 - ix. Joe Kohn, ARNP – Family Medicine – *Reappointment*
 - X. Laura Kelley, LMHC – Behavioral Health – *Initial Appointment (Licensed Mental Health Counselor)*
 - b. **7:40** – Resolution 2021-08 Levy Limit Factor Adoption – *Action (vote)*
 - c. **7:45** – Resolution 2021-09 Levy Refund – *Action (vote)*
 - d. **7:50** – Qui Tam Letter – *Discussion and Action (vote)*
 - e. **8:00**– Hot Topic Discussion – *Discussion*
 - f. **8:15** – Upcoming Events, Andrew Hooper
 - g. **8:20** – Meeting Evaluation, Andrew Hooper
8. **8:25 - Executive Session** - (g) qualifications of applicant or review performance of public employee/elective office
9. **Commissioner Business Continued**
 - a. **8:45** – CEO 360 Review – *Discussion and Action (vote)*

10. 8:50 – Adjourn – Action (vote)

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

- 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
- Thursday, December 30th 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. (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: October 28, 2021

Special Meeting Minutes: September 30, 2021, Budget 2022 Public Hearing October 28, 2021, October 28, 2021, November 11, 2021

For the Period:

October 2021

Description	Amount
Payroll	\$ 3,113,383
A/P Operations	\$ 1,803,115
A/P Construction	\$ -
Community Care	\$ 149,689
Bad Debt	\$ 458,183
Property Tax Credit	\$ 186
Total	\$ 5,524,556



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES
September 30, 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 Andrew Hooper at 10:00 am</p> <p>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper</p> <p>Kevin Bossard was absent and excused.</p> <p>Present: Josh Martin</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none">• n/a	
WSHA Annual Meeting eSeries	<ul style="list-style-type: none">• Dr. Kevin Jenkins presented on topic "Diversity, Equity and Inclusion" (See presentation for more details).• The board had discussion regarding diversity, equity and inclusion at Summit Pacific.	
ADJOURNMENT	<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>



Recording Secretary



Board Secretary



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES
October 28, 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 Andrew Hooper at 5:15 pm</p> <p>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper, Kevin Bossard</p> <p>Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Jori Stott, Ron Hulscher, Lauri Bolton (overflow room), Cecelia Tapp (virtual), Rachel Brown (virtual)</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • n/a 	
2022 Budget	<ul style="list-style-type: none"> • CFO Hansen reviewed the 2022 Budget (See presentation for more details) • Commissioner Hooper questioned if the district anticipates any increases or decreases in volumes in 2022. • Projected volumes are based off the first nine months of the previous year. • Discussion regarding billing for high and low acuity visits in the ED. Billing is based on the patient's acuity level not by the provider type. • Days Cash on Hand is budgeted to be higher due to an investment in a new EHR. • Population growth information is based on our master facility planning process and not during the budgeting process. Budgeting is a short window of time so it is primarily based on the year prior; however long-term planning assesses future community needs. 	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 5:47 am	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. The motion was approved by unanimous vote.</i>



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

October 28, 2021



Recording Secretary



Board Secretary



BOARD OF COMMISSIONERS MEETING MINUTES

October 28, 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 Andrew Hooper at 6:00 pm</p> <p>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper, Kevin Bossard</p> <p>Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Jori Stott, Ron Hulscher, Lauri Bolton (overflow room), Cecelia Tapp (virtual), Rachel Brown (virtual), Lourdes Schoch (overflow room), Dave Hauge (overflow room), Andrew Burton (virtual), Michelle King (virtual), Siedah Bodie(virtual), Anna Taylor (virtual)</p>	<p><i>Commissioner Hiles made a motion to approve the Consent Agenda. Commissioner Thumser seconded the motion. All voted in favor.</i></p>
BUSINESS FROM AUDIENCE	<p>Business from Audience</p> <ul style="list-style-type: none"> Dave Hauge, East Grays Harbor Fire and Rescue shared public comment as a concerned citizen. The Fire District and Hospital District have been impacted by the COVID pandemic and transport challenges which negatively effects community outcomes and quality of care. Hauge requested that the districts work together to work together to improve services. Chief Fulbright is happy to share more information with the board. Chairman Hooper thanked him for sharing and requested to meet with him at a future time Board chair to Board chair. 	
PATIENT STORY	<ul style="list-style-type: none"> Patient story regarding ultrasound patient and staff that went above and beyond to give patient a teddy bear with heart beat recording sound to mother who lost baby (see story for more details). 	
GI Presentation	<ul style="list-style-type: none"> Michelle King shared presentation on new GI service line (see presentation for more details). Patients do not have to be put to sleep to have a colonoscopy, but most providers like to discuss options with patients prior to making that decision. Summit Pacific providers can take biopsies instantaneously during routine endoscopy or colonoscopies. Summit Pacific plans to offer capsule endoscopy in 2022. CEO Martin and Chairman hooper thanked Michelle King, CMO Dietrich, CAO Rose and CNO Bernier for their hard work. 	
QUALITY	<ul style="list-style-type: none"> CMO Dietrich presented the quality report and dashboard (see report and dashboard for more details). 	



BOARD OF COMMISSIONERS MEETING MINUTES

October 28, 2021

	<ul style="list-style-type: none"> • Discussion regarding supply challenges with monoclonal antibodies due to federal and state roll out plans and medical administration challenges. • Summit Pacific has partnered with Elma Health Mart for COVID booster shots. • CXO Bolton shared influenza shot deadline was pushed from 10/15 to 11/15 due to the vaccine mandate. • Marketing is working on a plan for announcing DNV accreditation. • Discussion regarding challenges with providing in home care for cellulitis checks. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen presented the Finance Report (see report for more details). • There have been some coding challenges due to staffing which has affected our days in AR and monthly operating expenses. • Discussion regarding the challenges with forecasting volume trends due to the unprecedented times. 	
ADVOCACY	<ul style="list-style-type: none"> • Advocacy committee is starting to ramp up as we move closer into 2022. • Discussion regarding how we can train postgraduates. • Meetings are scheduled with several district 19 and 22 state legislators. 	
EXECUTIVE SUMMARY	<ul style="list-style-type: none"> • CXO Bolton shared the lab project has finally ended. • The Kelsey renovation project will likely end July 2022. • There are plans to improve Wi-Fi November 15th. • Discussion regarding continued transportation challenges. A large portion of patients are being transferred by flight. • Discussion regarding some medics and paramedics leaving the field due to HB 1013. 	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Carson Van Sanford, MD – Neurology – Initial Appointment • Christopher Hartness, MD – Radiology – Initial Appointment • Aaron Dewald, MD – Radiology – Initial Appointment • Kambrie Kato, MD – Radiology – Initial Appointment • Lauren Fetty, MD – Radiology – Initial Appointment • Bruce Geryk, MD – Neurology- Reappointment • Valerie McWhorter, MD – Pathology – Reappointment • Kelly Lloyd, MD – Pathology – Reappointment • Joe Kohn, ARNP – Family Medicine – Reappointment • Laura Kelley, LMHC – Behavioral Health – Initial Appointment (Licensed Mental Health Counselor) 	<p><i>Commissioner Hiles made motion to approve the Medical Staff privileges. Commissioner Thumser seconded the motion. All voted in favor.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

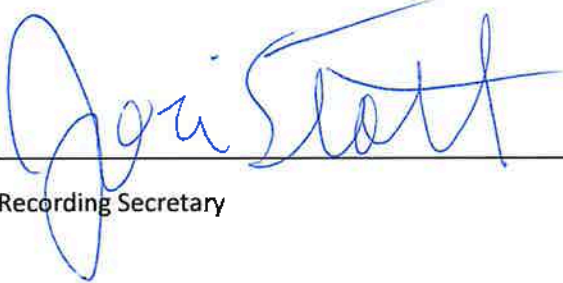
October 28, 2021

	<p>Resolution 2021-06 Operating Budget</p> <ul style="list-style-type: none"> CFO Hansen presented on the 2022 Budget in a Public Hearing October 28, 2021. (See resolution for more details) <p>Resolution 2021-07 Surplus Property</p> <ul style="list-style-type: none"> CFO Hansen provided an overview on equipment nearing end of life cycle. (See resolution for more details) <p>Board Norms</p> <ul style="list-style-type: none"> A committee of the Board met to review and update the Board Norms. Board Bylaws are how the Board operates and Board Norms are how the Board acts. (See Board Norms for more details). <p>Hot Topic Discussion</p> <ul style="list-style-type: none"> CEO Martin brought article to the Board to illustrate how other media is communicating regarding staffing shortages (see article for more details). Discussion regarding how Summit Pacific can work to create an environment staff want to work in during these challenging times. <p>Upcoming Events</p> <ul style="list-style-type: none"> Chairman Hooper reviewed upcoming events. The Foundation may not be hosting Harbor Lights this year. More to come. Chairman Hooper facilitated meeting evaluation. The Board was appreciative of the comments and discussion. 	<p><i>Commissioner Thumser made motion to approve Resolution 2021-06 Operating Budget. Commissioner Bossard seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Hiles made motion to approve Resolution 2021-07 Surplus Property. Commissioner Wescott seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Wescott made a motion to adopt new Board Norms. Commissioner Thumser seconded the motion. All voted in favor.</i></p>
EXECUTIVE SESSION	<ul style="list-style-type: none"> Board Chair Hooper announced the Board will be going to executive session (RCW 42.30.110) to discuss (d) negotiations of publicly bid contracts Board Chair Hooper announced the session was anticipated to last one hour with no anticipated action. The board recessed the session at 7:55 pm. The executive session convened at 8:00 pm. The executive session ended at 9:16 pm. The regular session reconvened at 9:16 pm. 	
ADJOURNMENT	<p>The regular session of the Board of Commissioner's meeting adjourned at 9:17 pm.</p>	<p><i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES
October 28, 2021

		<i>the motion. The motion was approved by unanimous vote.</i>
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Recording Secretary


Board Secretary



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES
November 11, 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 Vice Chairman Hooper at 10:00 am</p> <p>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper</p> <p>Kevin Bossard was absent and excused.</p> <p>Present: Josh Martin, Jori Stott</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • n/a 	
WSHA Annual Meeting eSeries	<ul style="list-style-type: none"> • Phil Gwoke presented on topic “Multi-Generational Work” (See presentation for more details). • Chairman Hooper facilitate discussion regarding the Boards role on how the topic of generational workplace. • The board can be mindful regarding how they communicate with each other as individuals from different generations. • Discussion regarding how the organization is preparing to recruit and retain Generation Z. • Discussion regarding the challenges with growth in a small organization. 	
ADJOURNMENT	The regular session of the Board of Commissioner’s meeting adjourned at 11:27 am.	<i>Commissioner Hiles 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>



BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES
November 11, 2021



Recording Secretary



Board Secretary

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

Favorable Variance = +
Unfavorable Variance = ()

	October				Year-to-Date				
	Actual	Budget	Variance	Var%	Actual	Budget	Var%	Month	YTD
Gross Operating Revenue	\$ 12,237,059	\$ 9,495,406	\$ 2,741,653	28.9%	\$ 106,540,783	\$ 90,747,386	17.4%	✓	✓
Total Operating Expenses	\$ 4,654,995	\$ 4,114,689	\$ (540,306)	(13.1%)	\$ 40,664,239	\$ 39,470,073	(3.0%)	✓	✓
Payment %	45.0%	45.2%	-0.2%	-0.2%	46.1%	45.2%	0.9%	✓	✓
AR Collection % (CM,PM)					41.7%	37.2%	4.5%		✓
EBITDA Margin	18.5%	10.1%		8.4%	27.5%	9.9%	17.5%	✓	✓
Operating Margin	11.0%	0.1%		10.9%	20.1%	0.0%	20.1%	✓	✓
Net Income Margin	16.7%	6.7%		10.1%	23.6%	3.3%	20.2%	✓	✓
Days in AR					59	50	(17.7%)		✗
DCOH					241	247	(2.3%)		✓

	October				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 4,706,572	\$ 3,474,369	\$ 1,232,203	35.5%	\$ 39,334,099	\$ 33,204,468	\$ 6,129,631	18.5%
Medicaid Revenue	\$ 3,586,015	\$ 2,916,989	\$ 669,026	22.9%	\$ 32,625,223	\$ 27,877,597	\$ 4,747,626	17.0%
Other Revenue	\$ 3,944,472	\$ 3,104,048	\$ 840,424	27.1%	\$ 34,581,461	\$ 29,665,321	\$ 4,916,140	16.6%
Total Gross Operating Revenue	\$ 12,237,059	\$ 9,495,406	\$ 2,741,653	28.9%	\$ 106,540,783	\$ 90,747,386	\$ 15,793,397	17.4%
Revenue Deductions								
Medicare Contractual	\$ 2,896,375	\$ 2,195,992	\$ (700,383)	(31.9%)	\$ 23,937,086	\$ 20,987,049	\$ (2,950,037)	(14.1%)
Medicaid Contractual	\$ 1,961,352	\$ 1,691,044	\$ (270,308)	(16.0%)	\$ 18,640,903	\$ 16,161,272	\$ (2,479,631)	(15.3%)
Other Contractual	\$ 1,047,358	\$ 816,686	\$ (230,672)	(28.2%)	\$ 9,597,399	\$ 7,805,053	\$ (1,792,346)	(23.0%)
Bad Debt Expense	\$ 554,799	\$ 227,981	\$ (326,818)	(143.4%)	\$ 2,994,144	\$ 2,178,810	\$ (815,334)	(37.4%)
Community Care	\$ 149,689	\$ 194,656	\$ 44,967	23.1%	\$ 1,616,373	\$ 1,860,321	\$ 243,948	13.1%
Administrative Adjustments	\$ 114,956	\$ 74,320	\$ (40,636)	(54.7%)	\$ 611,873	\$ 710,273	\$ 98,399	13.9%
Total Revenue Deductions	\$ 6,724,529	\$ 5,200,679	\$ (1,523,850)	(29.3%)	\$ 57,397,779	\$ 49,702,778	\$ (7,695,001)	(15.5%)
Net Patient Revenue	\$ 5,512,530	\$ 4,294,727	\$ 1,217,803	28.4%	\$ 49,143,004	\$ 41,044,608	\$ 8,098,396	19.7%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ 4,564,500	\$ -	\$ 4,564,500	(100.0%)
Other Operating Income	\$ 196,170	\$ 280,249	\$ (84,078)	(30.0%)	\$ 2,345,447	\$ 2,768,854	\$ (423,406)	(15.3%)
Total Other Revenue	\$ 196,170	\$ 280,249	\$ (84,078)		\$ 6,909,947	\$ 2,768,854	\$ 4,141,094	149.6%
Net Operating Revenue	\$ 5,708,700	\$ 4,574,975	\$ 1,133,725	24.8%	\$ 56,052,951	\$ 43,813,462	\$ 12,239,489	27.9%
Operating Expenses								
Salaries & Wages	\$ 2,449,767	\$ 2,491,946	\$ 42,179	1.7%	\$ 21,932,749	\$ 23,765,525	\$ 1,832,776	7.7%
Benefits	\$ 624,510	\$ 633,846	\$ 9,336	1.5%	\$ 5,575,040	\$ 6,044,950	\$ 469,910	7.8%
Professional Fees	\$ 91,466	\$ 24,089	\$ (67,377)	(279.7%)	\$ 594,726	\$ 242,771	\$ (351,956)	(145.0%)
Supplies	\$ 391,329	\$ 238,911	\$ (152,418)	(63.8%)	\$ 3,162,480	\$ 2,289,725	\$ (872,756)	(38.1%)
Utilities	\$ 43,281	\$ 39,540	\$ (3,741)	(9.5%)	\$ 407,129	\$ 397,282	\$ (9,847)	(2.5%)
Purchased Services	\$ 744,641	\$ 513,055	\$ (231,586)	(45.1%)	\$ 6,934,849	\$ 5,022,926	\$ (1,911,923)	(38.1%)
Insurance	\$ 36,589	\$ 25,000	\$ (11,589)	(46.4%)	\$ 262,494	\$ 242,000	\$ (20,494)	(8.5%)
Other Expenses	\$ 240,273	\$ 124,613	\$ (115,661)	(92.8%)	\$ 1,663,431	\$ 1,244,058	\$ (419,372)	(33.7%)
Rentals & Leases	\$ 33,138	\$ 23,690	\$ (9,448)	(39.9%)	\$ 131,341	\$ 220,837	\$ 89,495	40.5%
Total Operating Expenses	\$ 4,654,995	\$ 4,114,689	\$ (540,306)	(13.1%)	\$ 40,664,239	\$ 39,470,073	\$ (1,194,166)	(3.0%)
EBITDA	\$ 1,053,705	\$ 460,286	\$ 593,419		\$ 15,388,712	\$ 4,343,389	\$ 11,045,324	254.3%
Interest & Depreciation Expenses								
Interest	\$ 147,066	\$ 147,553	\$ 486	0.3%	\$ 1,450,132	\$ 1,483,861	\$ 33,729	2.3%
Depreciation	\$ 280,558	\$ 309,967	\$ 29,409	9.5%	\$ 2,669,993	\$ 2,845,064	\$ 175,071	6.2%
Total Interest & Depreciation Expenses	\$ 427,625	\$ 457,520	\$ 29,895	6.5%	\$ 4,120,125	\$ 4,328,926	\$ 208,800	4.8%
Net Income (Loss) from Operations	\$ 626,081	\$ 2,766	\$ 623,315		\$ 11,268,587	\$ 14,463	\$ 11,254,124	
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 266,107	\$ 222,546	\$ 43,561	19.6%	\$ 784,964	\$ 656,608	\$ 128,356	19.5%
Misc Revenue/(Expenses)	\$ 63,748	\$ 78,957	\$ (15,208)	(19.3%)	\$ 1,165,461	\$ 793,327	\$ 372,134	46.9%
Total Non-Operating Rev/(Expenses)	\$ 329,855	\$ 301,503	\$ 28,353	9.4%	\$ 1,950,425	\$ 1,449,935	\$ 500,491	34.5%
Net Income (Loss)	\$ 955,936	\$ 304,269	\$ 651,667		\$ 13,219,012	\$ 1,464,398	\$ 11,754,614	802.7%
Net Income (Loss) w/out PPP	\$ 955,936	\$ 304,269	\$ 651,667		\$ 8,654,512	\$ 1,464,398	\$ 7,190,114	491.0%

METRICS

EBITDA Margin	18.5%	10.1%	8.4%	83.5%	27.5%	9.9%	17.5%	176.9%
Operating Margin	11.0%	0.1%	10.9%		20.1%	0.0%	20.1%	
Net Income Margin	16.7%	6.7%	10.1%		23.6%	3.3%	20.2%	605.6%
Days in AR	59							
DCOH	241							

Balance Sheet as of October 2021

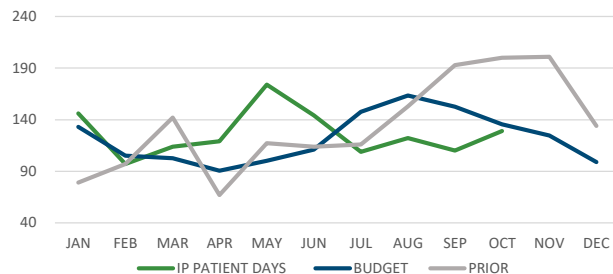
A S S E T S	10/31/2021	9/30/2021	1 Month Variance	10/31/2020	12 Month Variance
Current Assets					
Operating Cash	36,063,973	35,855,011	208,961	32,513,559	3,550,413
Covid Cares Restricted	4,688,971	4,688,971	-		4,688,971
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	22,134,219	21,662,179	472,040	16,278,268	5,855,951
Less Allow for Uncollectables	(3,552,991)	(3,369,946)	(183,045)	(3,440,436)	(112,555)
Less Contractual Adjustments	(9,352,258)	(9,127,736)	(224,522)	(8,064,166)	(1,288,092)
Accounts Receivable - Net	9,228,970	9,164,497	64,473	4,773,666	4,455,304
Taxes Receivable	282,367	30,980	251,388	271,839	10,528
Other Receivables	1,331,509	1,527,396	(195,888)	1,479,773	(148,265)
Inventory	553,044	541,508	11,536	427,182	125,862
Prepaid Expenses	685,225	680,993	4,233	470,433	214,792
Total Current Assets	54,850,067	54,505,365	344,702	41,952,461	12,897,606
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,424,240	4,424,240	-	4,418,767	5,473
Buildings	43,398,441	43,398,441	-	42,874,012	524,429
Equipment	13,456,642	13,193,384	263,258	11,159,880	2,296,762
Construction In Progress	608,724	497,017	111,707	29,068	579,656
Less Accumulated Depreciation	(23,538,031)	(23,257,472)	(280,558)	(20,333,057)	(3,204,974)
Property, Plant and Equipment - Net	40,002,046	39,907,639	94,407	39,800,700	201,346
TOTAL ASSETS	94,852,113	94,413,004	439,110	81,753,161	13,098,953

Balance Sheet as of October 2021

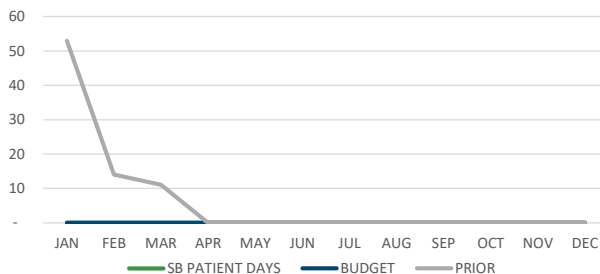
LIABILITIES	10/31/2021	09/30/2021	1 Month Variance	10/31/2020	12 Month Variance
Current Liabilities					
Accounts Payable	792,438	662,394	130,044	372,583	419,855
Other Payables	898,891	342,163	556,728	504,016	394,875
Payroll and Related Liabilities	3,023,132	3,579,711	(556,579)	1,848,055	1,175,076
Interest Payable	(4,093)	251,287	(255,380)	(3,504)	(590)
Third Party Settlement Payable	850,047	850,047	-	(404,884)	1,254,931
Other Current Liabilities	5,588,601	5,573,730	14,871	8,696,253	(3,107,653)
Current Maturities of LTD	1,192,955	1,192,955	-	901,404	291,551
Total Current Liabilities	12,341,970	12,452,286	(110,316)	11,913,924	428,047
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(901,404)	(291,551)
Long Term Debt	47,291,829	47,698,340	(406,511)	48,514,237	(1,222,408)
Total Non Current Liabilities	46,098,874	46,505,385	(406,511)	47,612,833	(1,513,959)
Total Liabilities	58,440,844	58,957,671	(516,826)	59,526,757	(1,085,912)
Net Assets					
Unrestricted Fund Balance	23,192,257	23,192,257	-	17,113,917	6,078,340
YTD Excess of Revenues	13,219,012	12,263,076	955,936	5,112,487	8,106,525
Total Net Assets	36,411,269	35,455,333	955,936	22,226,404	14,184,865
TOTAL LIABILITIES & NET ASSETS	94,852,113	94,413,004	439,110	81,753,161	13,098,953

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
INPATIENT STATISTICS													
IP DISCHARGES	42	25	29	36	43	37	20	20	31	38			321
PRIOR	21	33	42	27	34	36	40	37	34	41	35	36	345
IP PATIENT DAYS	146	97	114	119	174	144	109	122	110	129			1,264
BUDGET	133	105	103	90	100	111	148	164	153	135	125	99	1,241
PRIOR	79	97	142	67	117	114	116	153	193	200	201	134	1,278
IP EMERGENCY ADMITS	41	25	29	36	43	37	20	19	30	38			318
PRIOR	18	30	41	26	35	34	37	37	32	40	34	35	399
IP AVERAGE LENGTH OF STAY	3.5	3.9	3.9	3.3	4.0	3.9	5.5	6.1	3.5	3.4	-	-	3.9
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	3.7
SB PATIENT DAYS	-	-	-	-	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR	53	14	11	-	-	-	-	-	-	-	-	-	78
OUTPATIENT STATISTICS													
OBSERVATION HOURS	1,830	481	773	901	938	1,039	1,086	643	786	467			8,944
PRIOR	471	761	666	490	618	471	404	310	571	517	600	923	5,279
OBSERVATION STAYS	27	14	27	25	32	25	26	15	21	15			227
PRIOR	19	23	20	13	23	14	14	16	22	19	23	25	183
EMERGENCY DEPT VISITS	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450			13,349
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	11,897
PRIOR	1,448	1,321	1,252	886	1,033	1,145	1,219	1,220	1,219	1,210	1,145	1,082	11,953
MHC CLINIC VISITS	761	745	939	825	789	928	811	704	867	777			8,146
BUDGET	852	847	820	710	750	939	880	694	863	881	741	881	8,236
PRIOR	796	790	765	663	700	876	821	648	805	822	691	822	7,686
SPRES CLINIC VISITS	61	57	48	80	66	49	56	55	105	127			704
BUDGET	80	80	80	80	80	80	288	288	288	288	288	288	1,632
PRIOR	-	-	-	-	-	-	70	26	50	29	29	46	175
SPMAT CLINIC VISITS	203	203	232	218	186	224	218	190	198	207			2,079
BUDGET	244	217	198	196	164	191	182	214	211	234	218	227	2,051
PRIOR	250	222	203	200	168	195	186	219	216	239	223	232	2,098
SPWC CLINIC VISITS	2,601	2,284	2,848	2,588	2,589	2,989	2,990	3,359	3,021	3,257			28,526
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	27,314
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	26,011
ALL CLINIC VISITS	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191	4,368			39,455
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	39,233
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
PACC CLINIC VISITS	6	4	9	7	2	6	5	7	14	9			69
PRIOR	-	-	-	1	7	13	19	15	10	6	9	6	71
URGENT CARE VISITS	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184			12,154
BUDGET	1,072	1,071	1,228	933	962	759	763	875	901	876	901	1,123	9,439
PRIOR	1,583	1,699	1,196	554	687	759	913	915	882	874	852	847	10,062
PACC + URGENT CARE VISITS	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193			12,223
BUDGET	1,072	1,071	1,228	934	969	772	782	890	911	882	910	1,129	9,510
PRIOR	1,583	1,699	1,196	555	694	772	932	930	892	880	861	853	10,133
ANCILLARY STATISTICS													
LAB BILLABLE TEST	14,805	13,076	15,543	14,708	15,234	16,102	15,605	15,432	15,204	15,737			151,446
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	134,938
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	139,204
ALL XRAY EXAMS	1,161	1,087	1,348	1,330	1,346	1,428	1,270	1,431	1,323	1,479			13,193
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	11,901
PRIOR	1,448	1,285	1,250	733	992	1,067	1,145	1,140	1,149	1,215	1,056	1,086	11,424
XRAY EXAMS	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242			11,098
PRIOR	1,306	1,145	1,159	692	868	918	1,015	969	983	1,030	869	919	10,085
MAMMO EXAMS	135	150	193	133	124	212	159	182	178	195			1,661
PRIOR	116	127	80	34	110	124	111	142	152	174	151	137	1,170
DXA EXAMS	62	47	51	49	20	48	34	47	34	42			434
PRIOR	26	13	11	7	14	25	19	29	14	11	36	30	169
CT EXAMS	476	373	479	474	498	492	504	487	452	516			4,751
BUDGET	431	389	464	366	396	449	389	435	401	427	419	435	4,145
PRIOR	430	358	332	323	477	517	487	417	405	438	435	484	4,184
ALL ULTRASOUND EXAMS	304	311	352	337	333	377	379	384	325	406			3,508
BUDGET	276	255	301	302	302	295	308	276	273	304	347	270	2,890
PRIOR	288	275	240	223	303	316	310	313	328	331	316	313	2,927
ULTRASOUND EXAMS	265	274	309	302	289	328	327	332	301	349			3,076
PRIOR	252	240	195	193	266	276	269	274	292	292	275	267	2,549
ECHO EXAMS	39	37	43	35	44	49	52	52	24	57			432
PRIOR	36	35	45	30	37	40	41	39	36	39	41	46	378
MRI EXAMS	56	50	62	62	50	58	50	75	65	48			576
BUDGET	47	36	47	40	40	37	37	38	37	43	38	37	401
PRIOR	36	44	29	23	24	57	37	63	42	64	39	47	419
THERAPY EXAMS	899	842	1,003	868	843	842	921	881	993	936			9,028
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	12,154
PRIOR	1,035	997	856	766	775	884	914	858	939	1,028	927	958	9,052
PT EXAMS-OUTPATIENT	733	691	821	751	758	692	741	785	937	855			7,764
PT EXAMS-INPATIENT	11	9	8	7	14	12	7	10	9	14			101
OT EXAMS-OUTPATIENT	57	56	71	32	-	49	84	62	32	29			472
OT EXAMS-INPATIENT	8	3	5	3	8	4	6	6	7	10			60
ST EXAMS-OUTPATIENT	89	82	98	75	63	85	83	18	7	28			628
ST EXAMS-INPATIENT	1	1	-	-	-	-	-	-	1	-			3
AR & CASH STATISTICS													
DAYS IN AR	53	54	52	47	49	52	57	52	58	59			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
DAYS CASH ON HAND	255	256	262	254	259	257	249	249	245	241			253
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
FTEs TOTAL PAID	306.6	298.8	299.4	316.8	296.0	294.5	292.7	301.9	302.4	302.6			301.2
FTEs TOTAL INCLUDING AGENCY	313.6	310.9	314.8	329.8	308.6	306.0	305.1	314.4	317.1	320.9			314.1
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	345.1
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	294.7

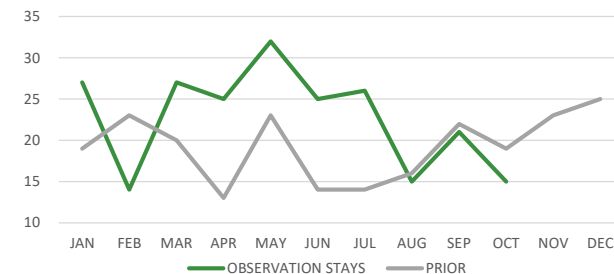
ACUTE CARE DAYS



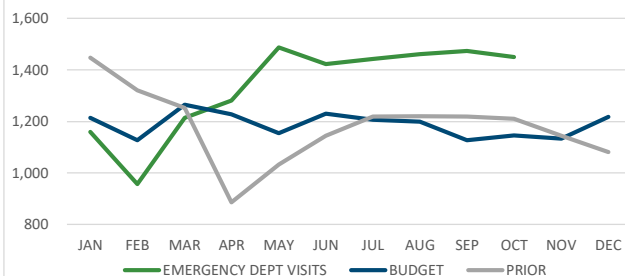
SWING BED DAYS



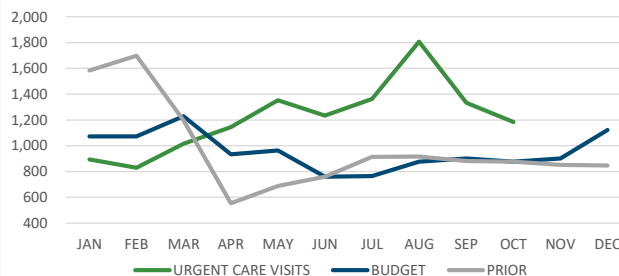
OBSERVATION STAYS



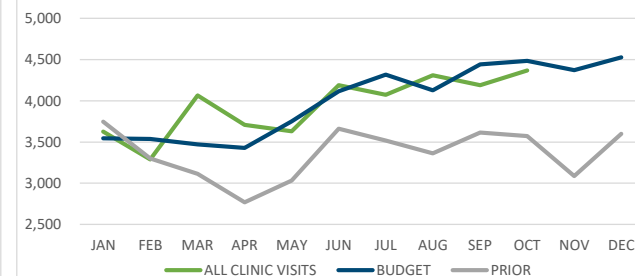
EMERGENCY DEPARTMENT VISITS



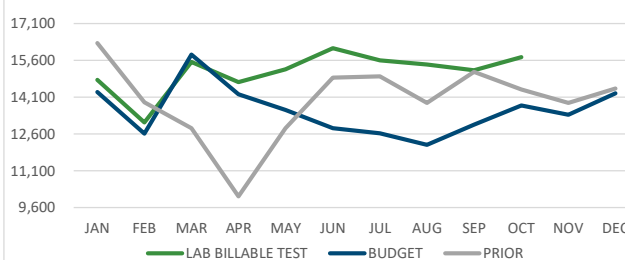
URGENT CARE VISITS



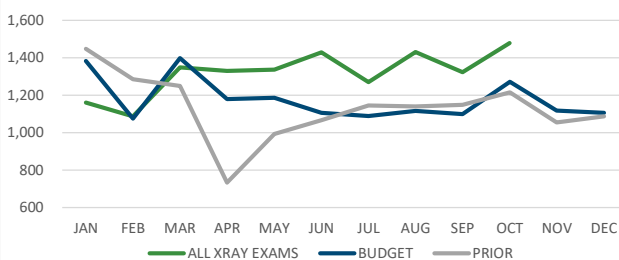
CLINIC VISITS



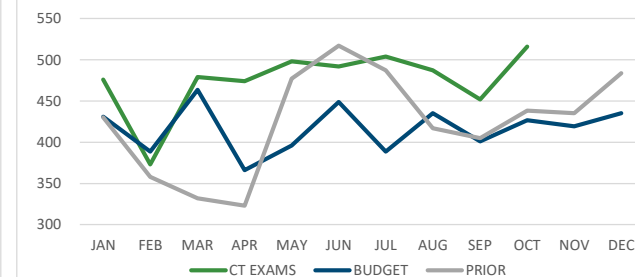
LAB TESTS



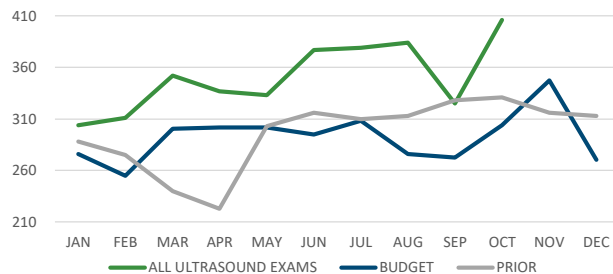
X-RAY EXAMS



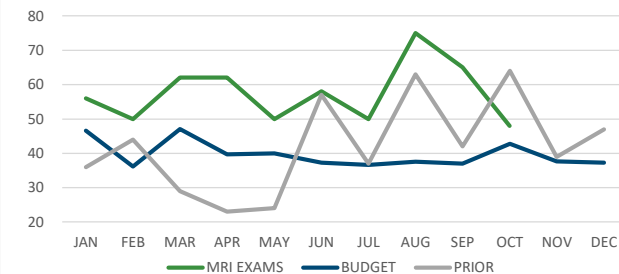
CT EXAMS



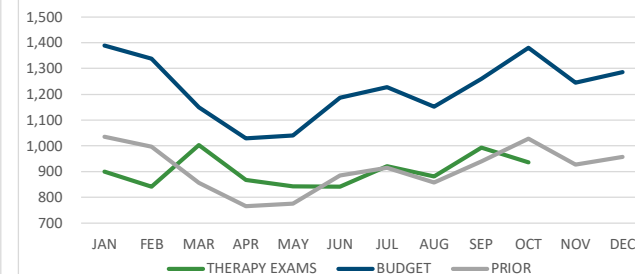
ULTRASOUND EXAMS



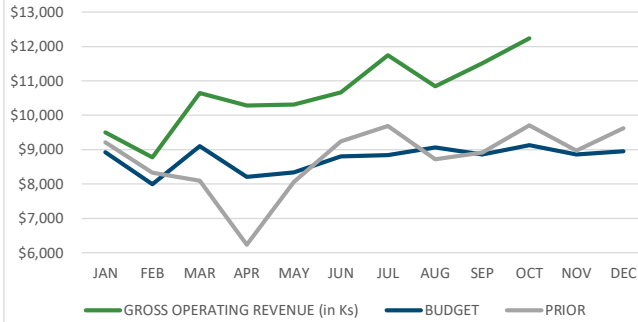
MRI EXAMS



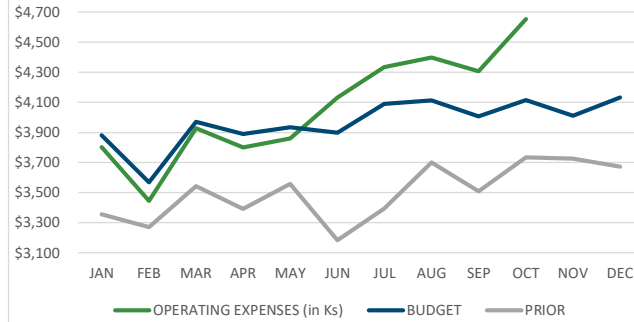
ALL THERAPY EXAMS



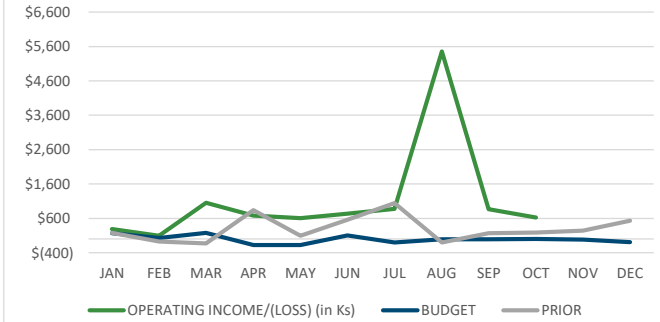
GROSS OPERATING REVENUE



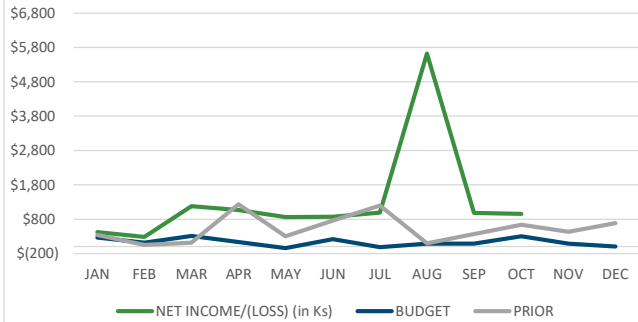
OPERATING EXPENSES



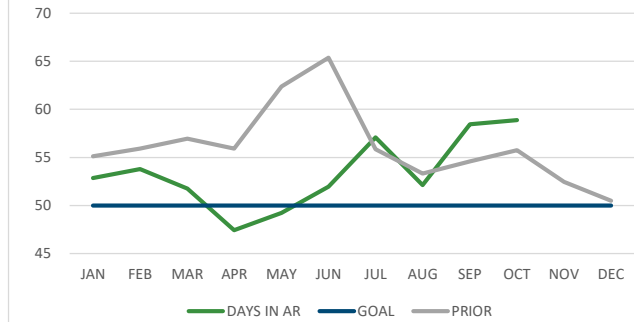
OPERATING INCOME/(LOSS)



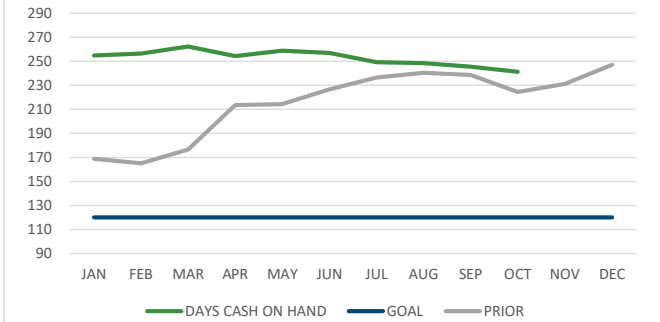
NET INCOME/(LOSS)



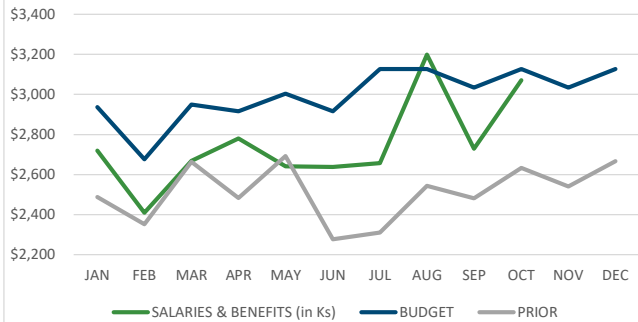
DAYS IN AR



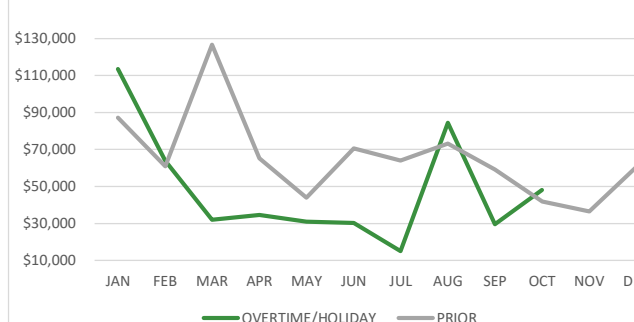
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

