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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 – 2022 Strategic Plan**– Josh Martin – *Info*
5. **6:30 - Master Facility Plan** – Josh Martin - *Vote*
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. Laura Kelley, LMHC – Behavioral Health – *Initial Appointment*
    - ii. David Miller, MD – Radiology – *Reappointment*
    - iii. Charles Shen, MD – Radiology – *Reappointment*
    - iv. Brianne Hoffman, PA – Family Medicine – *Reappointment*
    - v. Nicole Taylor, ND – Family Medicine – *Reappointment*
    - vi. Hannu Huhdanpaa, MD- Radiology – *Reappointment*
    - vii. Brittany Lining, DPT – Physical Therapy – *Reappointment*
    - viii. Clayde Hanson, DO – Emergency Medicine – *Reappointment*
    - ix. Joseph McFadden, ARNP – Family Medicine – *Reappointment*
    - x. Lindsey Frischmann, DO – Neurology – *Reappointment*
    - xi. Leah Niccolucci, LMHC (Licensed Mental Health Counselor) – Behavioral Health – *Initial Appointment*
  - b. **8:00**– Hot Topic Discussion – *Discussion*
  - c. **8:15** – Upcoming Events, Andrew Hooper
  - d. **8:20** – Meeting Evaluation, Andrew Hooper
8. **8:50 – Adjourn** – *Action (vote)*

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

- Annual Golf Tournament | Salish Cliffs | May 6, 2022
- Ride the Harbor | McCleary, WA | June 25, 2022

### **Consent Agenda**

A very useful technique involves the use of a consent agenda. The board agenda planners (usually the executive or governance committee, but occasionally the board chair with the CEO) divide agenda issues into two groups of items. The first are those items that must be acted on because of legal, regulatory, or other requirements, but are not significant enough to warrant discussion by the full board. Such issues are combined into a single section of the board agenda book; members review these materials prior to the meeting, and if no one has any questions or concerns, the entire block of issues is approved with one board vote and no discussion. This frees up a tremendous amount of time that would otherwise be squandered on minor issues. Any member can request that an item be removed from the consent agenda and discussed by the full board. The success of the consent agenda is predicated upon all board members reading the material in the consent agenda section of the board agenda book. If they do not, then the board becomes a veritable rubber stamp. The second group of agenda items are those important issues that require discussion, deliberation, and action by the board. These are addressed one by one.

### **Executive Session Justification**

Executive Session is convened to discuss the following topics, as permitted by the cited sections of the Revised Code of Washington (RCW):

- Executive session (RCW 42.30.110)
  - a. (a) national security
  - b. (b) (c) real estate
  - c. (d) negotiations of publicly bid contracts
  - d. (e) export trading
  - e. (f) complaints against public officers/employees
  - f. (g) qualifications of applicant or review performance of public employee/elective office
  - g. (h) evaluate qualifications of candidate for appointment to elective office
  - h. (i) discuss claims with legal counsel
    - i. existing or reasonably expected litigation
    - ii. litigation or legal risks expected to result in adverse legal or financial consequences
    - iii. presence of legal counsel alone does not justify executive session
  - i. QI/peer review committee documents and discussions
- Final action must be in open meeting

Minutes: November 18, 2021

Special Meeting Minutes: December 9, 2021, December 15, 2021

**For the Period:**

**November 2021**

Description	Amount
Payroll	\$ 1,950,550
A/P Operations	\$ 2,761,447
A/P Construction	\$ -
Community Care	\$ 221,872
Bad Debt	\$ 179,598
Property Tax Credit	\$ 54
<b>Total</b>	<b>\$ 5,113,522</b>



## BOARD OF COMMISSIONERS MEETING MINUTES

November 18, 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 Gary Thumser at 6:00 pm</p> <p><b>Commissioners present:</b> Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p>Commissioners absent and excused Andrew Hooper</p> <p><b>Present:</b> Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Tori Bernier, Jori Stott, Ron Hulscher, Dr. Shawn Andrews, Carrie Wetzel (phone), Anna Taylor (phone), Rachel Brown (phone), Cecelia Tapp (phone), Lourdes Schoch (phone), Natasha Chapin (phone), Wendy Stirnkorb (phone)</p>	<p><i>Commissioner Wescott made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Hooper and Kevin Bossard were absent.</i></p>
<b>BUSINESS FROM AUDIENCE</b>	<p><u><b>Business from Audience</b></u></p> <ul style="list-style-type: none"> <li>• NA</li> </ul>	
<b>ACGME ACCREDITATION</b>	<ul style="list-style-type: none"> <li>• Dr. Shawn Andrews announced ACGME accreditation.</li> <li>• The preparation for the four-hour onsite review took hundreds of hours.</li> <li>• A special thank you Anthony Ybarbo, Lynn Fifield, Summit Pacific Core Faculty, Dr. Workman, Dr. Snell, Dr. Andrews and Dr. Dietrich.</li> </ul>	
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>• CXO Bolton shared patient story regarding patient experience in the lab (see letter for more details).</li> </ul>	
<b>GI Presentation</b>	<ul style="list-style-type: none"> <li>• Josh Martin shared presentation on Master Facility Plan (see presentation for more details).</li> <li>• CXO Bernier shared the benefits of having a single-story model being economy of scale and continuity of care for ED and ACU.</li> <li>• CXO Bernier shared that the plan would include Behavioral Health rooms and a secondary trauma room.</li> <li>• CAO Rose shared update on Kelsey remodel project.</li> <li>• Discussion regarding the continued use of Blue House for residency lodging per ACGME accreditation requirement.</li> <li>• CFO Hansen and CEO Martin will present financing options at the next Board meeting.</li> </ul>	
<b>QUALITY</b>	<ul style="list-style-type: none"> <li>• CNO Bernier presented the Quality Report and Dashboard (see report and dashboard for more details).</li> </ul>	



## BOARD OF COMMISSIONERS MEETING MINUTES

November 18, 2021

	<ul style="list-style-type: none"> <li>• CNO Bernier and Cecelia Tapp, Director of Quality and Risk attended annual DNV conference.</li> <li>• Lab and DI have done a great job with process improvements.</li> <li>• Discussion regarding increase in blood culture contaminations across the nation. The team has a plan in place to identify the cause.</li> <li>• HR did a great job with collecting COVID vaccine documentation.</li> </ul>	
<b>FINANCE</b>	<ul style="list-style-type: none"> <li>• CFO Hansen presented the Finance Report (see report for more details).</li> <li>• Days in AR is continued to be impacted by coding. There is a permanent solution in place by contracting with an external group for hospital coding.</li> <li>• HIM Manager position was offered to a candidate.</li> <li>• Purchased services continues to be up for cost associated to traveling staff and the MFP.</li> </ul>	
<b>ADVOCACY</b>	<ul style="list-style-type: none"> <li>• Jennifer Brackeen, Director of innovation presented Qui Tam letter (see letter for more details).</li> <li>• The letter was requested by Senator Van De Wege to advocate against bill in legislative session.</li> </ul>	<i>Commissioner Wescott made motion to sign Que Tam letter. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i>
<b>EXECUTIVE SUMMARY</b>	<ul style="list-style-type: none"> <li>• CEO Martin reviewed the Executive Report (see report for more details).</li> <li>• CMO Dietrich provided an update on the national nurse shortage.</li> <li>• CXO Bolton provided an update on leadership development.</li> <li>• CNO Bernier provided an update on the Grays Harbor EMS Council.</li> <li>• Summit Pacific received USDA grant to remodel Kelsey conference room into a clinic.</li> <li>• CEO Martin provided an update on the Medicaid contract.</li> </ul>	
<b>COMMISSIONER BUSINESS</b>	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>• Carson Van Sanford, MD – Neurology – Initial Appointment</li> <li>• Christopher Hartness, MD – Radiology – Initial Appointment</li> <li>• Aaron Dewald, MD – Radiology – Initial Appointment</li> <li>• Kambrie Kato, MD – Radiology – Initial Appointment</li> <li>• Lauren Fetty, MD – Radiology – Initial Appointment</li> <li>• Bruce Geryk, MD – Neurology- Reappointment</li> <li>• Valerie McWhorter, MD – Pathology – Reappointment</li> <li>• Kelly Lloyd, MD – Pathology – Reappointment</li> </ul>	<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>



## BOARD OF COMMISSIONERS MEETING MINUTES

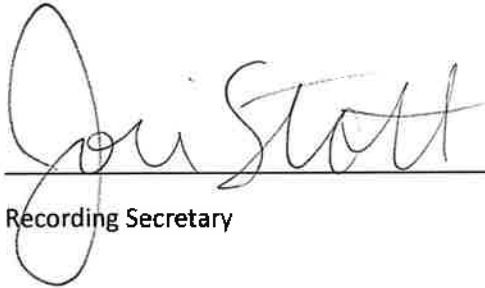
November 18, 2021

	<ul style="list-style-type: none"> <li>• Joe Kohn, ARNP – Family Medicine – Reappointment</li> <li>• Laura Kelley, LMHC – Behavioral Health – Initial Appointment (Licensed Mental Health Counselor)</li> </ul> <p><b>Resolution 2021-08 Levy Limit Factor Adoption</b></p> <ul style="list-style-type: none"> <li>• CFO Hansen presented on the 2022 Budget in a Public Hearing October 28, 2021. (See resolution for more details)</li> </ul> <p><b>Resolution 2021-09 Levy Refund</b></p> <ul style="list-style-type: none"> <li>• CFO Hansen provided an overview on equipment nearing end of life cycle. (See resolution for more details)</li> </ul> <p><b>Hot Topic Discussion</b></p> <ul style="list-style-type: none"> <li>• Chairman Hooper met with Fire District Commissioner Hauge.</li> <li>• Summit Pacific and District 5 will be meeting next week to review statistics.</li> <li>• District 5 is now only transporting 50% of transfers.</li> <li>• RTW has given Summit Pacific a proposal.</li> <li>• Commissioner Bossard suggested contacting Olympic ambulance services.</li> </ul> <p><b>Upcoming Events</b></p> <ul style="list-style-type: none"> <li>• CEO Martin reviewed upcoming events.</li> </ul>	<p><i>Commissioner Bossard made motion to approve Resolution 2021-08 Levy Limit Factor Adoption. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p> <p><i>Commissioner Hiles made motion to approve Resolution 2021-07 Levy Refund. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p>
<b>EXECUTIVE SESSION</b>	<ul style="list-style-type: none"> <li>• Vice Chair Thumser announced the Board will be going to executive session (RCW 42.30.110) to discuss</li> <li>• Vice Chair Thumser announced the session was anticipated to last 15 minutes with anticipated action.</li> <li>• The board recessed the session at 8:21 pm.</li> <li>• The executive session convened at 8:28 pm.</li> <li>• The executive session ended at 8:42 pm.</li> <li>• The regular session reconvened at 8:43pm.</li> </ul>	
<b>COMMISSIONER BUSINESS CONTINUED</b>	<ul style="list-style-type: none"> <li>• Discussion regarding CEO evaluation process.</li> </ul>	<p><i>Commissioner Thumser made a motion to contract with Medrice Coluccio to facilitate the CEO 360 review to improve the annual CEO evaluation.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES  
November 18, 2021

		<i>Commissioner Hiles seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i>
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:46 pm.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. The motion was approved by unanimous vote.</i>

  
Recording Secretary

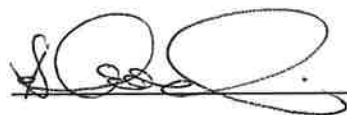
  
Board Secretary



## BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

December 09, 2021

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<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 Chairman Hooper at 10:00 am  <b>Commissioners present:</b> Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper  Kevin Bossard was absent and excused.  <b>Present:</b> Daria Brockliss	
<b>BUSINESS FROM AUDIENCE</b>	<b><u>Business from Audience</u></b> <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. Abdul El-Sayed Washington State Hospital Association speaker series on: The Science, Culture, and Policy of Public Health (See presentation for more details).</li><li>• Chairman Hooper facilitate discussion regarding insurance companies, how we make people healthier. Discussion regarding the differences between social and cultural determinates.</li><li>• The commissioners discussed the importance that the community has access to our campus and that we are working with schools more now.</li></ul>	
<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner's meeting adjourned at 11:18 am.	<b><i>Commissioner Thumser made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.</i></b>



Daria Brockliss

Recording Secretary



Georgette Hiles

Board Secretary





## BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES

December 15, 2021

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<b>CALL TO ORDER</b>	<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 Chairman Hooper at 8:01 am  <b>Commissioners present:</b> Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper  Kevin Bossard was absent and excused.  <b>Present:</b> Josh Martin, Medrice Coluccio	
<b>BUSINESS FROM AUDIENCE</b>	<b><u>Business from Audience</u></b> <ul style="list-style-type: none"><li>• n/a</li></ul>	
	<ul style="list-style-type: none"><li>• Chairman Hooper announced the Board will be going to executive session (RCW 42.30.110) (g) qualifications of applicant or review performance of public employee/elective office.</li><li>• Board Chair announced the session was anticipated to last 1 hour with no anticipated action.</li><li>• The board recessed the session at 8:01 am.</li><li>• The executive session convened at 8:01 am.</li><li>• The executive session ended at 9:00 am.</li><li>• The regular session reconvened at 9:01 am.</li></ul>	
<b>ADJOURNMENT</b>	The regular session of the Board of Commissioner's meeting adjourned at 9:01 am.	<b><i>Commissioner Thumser made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.</i></b>

  
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Recording Secretary

  
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Board Secretary

# Financial Highlights – Monthly Dashboard

## Summit Pacific Medical Center Finance Dashboard November 30, 2021

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +  
Unfavorable Variance = ( )

	November				Year-to-Date				
	Actual	Budget	Variance	Var%	Actual	Budget	Var%	Month	YTD
Gross Operating Revenue	\$ 11,103,632	\$ 9,217,022	\$ 1,886,610	20.5%	\$ 117,644,414	\$ 99,964,408	17.7%	✓	✓
Total Operating Expenses	\$ 4,239,739	\$ 4,009,897	\$ (229,843)	(5.7%)	\$ 44,903,979	\$ 43,479,970	(3.3%)	✓	✓
Payment %	43.6%	45.2%	-1.6%	-1.6%	45.9%	45.2%	0.7%	✓	✓
AR Collection % (CM,PM)					39.6%	37.2%	2.4%		✓
EBITDA Margin	54.5%	9.8%		44.7%	31.3%	9.9%	21.4%	✓	✓
Operating Margin	49.9%	(0.5%)		50.4%	24.4%	0.0%	24.4%	✓	✓
Net Income Margin	51.5%	2.0%		49.5%	27.6%	3.2%	24.3%	✓	✓
Days in AR					59	50	(17.5%)		✗
DCOH					269	247	8.8%		✓

	November				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
<b>Gross Operating Revenue</b>								
Medicare Revenue	\$ 4,219,380	\$ 3,372,508	\$ 846,872	25.1%	\$ 43,553,479	\$ 36,576,976	\$ 6,976,503	19.1%
Medicaid Revenue	\$ 3,150,239	\$ 2,831,469	\$ 318,770	11.3%	\$ 35,775,463	\$ 30,709,067	\$ 5,066,396	16.5%
Other Revenue	\$ 3,734,012	\$ 3,013,045	\$ 720,968	23.9%	\$ 38,315,473	\$ 32,678,365	\$ 5,637,108	17.3%
<b>Total Gross Operating Revenue</b>	<b>\$ 11,103,632</b>	<b>\$ 9,217,022</b>	<b>\$ 1,886,610</b>	<b>20.5%</b>	<b>\$ 117,644,414</b>	<b>\$ 99,964,408</b>	<b>\$ 17,680,006</b>	<b>17.7%</b>
<b>Revenue Deductions</b>								
Medicare Contractual	\$ 2,685,079	\$ 2,131,611	\$ (553,468)	(26.0%)	\$ 26,622,165	\$ 23,118,660	\$ (3,503,505)	(15.2%)
Medicaid Contractual	\$ 1,867,223	\$ 1,641,467	\$ (225,757)	(13.8%)	\$ 20,508,126	\$ 17,802,738	\$ (2,705,388)	(15.2%)
Other Contractual	\$ 1,153,679	\$ 792,743	\$ (360,936)	(45.5%)	\$ 10,751,079	\$ 8,597,796	\$ (2,153,283)	(25.0%)
Bad Debt Expense	\$ 289,908	\$ 221,297	\$ (68,611)	(31.0%)	\$ 3,284,052	\$ 2,400,107	\$ (883,945)	(36.8%)
Community Care	\$ 221,872	\$ 188,949	\$ (32,923)	(17.4%)	\$ 1,838,246	\$ 2,049,270	\$ 211,025	10.3%
Administrative Adjustments	\$ 40,714	\$ 72,141	\$ 31,427	43.6%	\$ 652,587	\$ 782,414	\$ 129,826	16.6%
<b>Total Revenue Deductions</b>	<b>\$ 6,258,476</b>	<b>\$ 5,048,207</b>	<b>\$ (1,210,268)</b>	<b>(24.0%)</b>	<b>\$ 63,656,255</b>	<b>\$ 54,750,985</b>	<b>\$ (8,905,269)</b>	<b>(16.3%)</b>
<b>Net Patient Revenue</b>	<b>\$ 4,845,156</b>	<b>\$ 4,168,815</b>	<b>\$ 676,341</b>	<b>16.2%</b>	<b>\$ 53,988,160</b>	<b>\$ 45,213,423</b>	<b>\$ 8,774,737</b>	<b>19.4%</b>
<b>Other Revenue</b>								
COVID Relief Income	\$ 4,182,107	\$ -	\$ 4,182,107	100.0%	\$ 8,746,607	\$ -	\$ 8,746,607	(100.0%)
Other Operating Income	\$ 292,616	\$ 277,662	\$ 14,953	5.4%	\$ 2,638,063	\$ 3,046,516	\$ (408,453)	(13.4%)
<b>Total Other Revenue</b>	<b>\$ 4,474,722</b>	<b>\$ 277,662</b>	<b>\$ 4,197,060</b>		<b>\$ 11,384,670</b>	<b>\$ 3,046,516</b>	<b>\$ 8,338,153</b>	<b>273.7%</b>
<b>Net Operating Revenue</b>	<b>\$ 9,319,878</b>	<b>\$ 4,446,477</b>	<b>\$ 4,873,401</b>	<b>109.6%</b>	<b>\$ 65,372,830</b>	<b>\$ 48,259,939</b>	<b>\$ 17,112,890</b>	<b>35.5%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,337,756	\$ 2,418,654	\$ 80,898	3.3%	\$ 24,270,505	\$ 26,184,179	\$ 1,913,674	7.3%
Benefits	\$ 452,244	\$ 615,204	\$ 162,960	26.5%	\$ 6,027,284	\$ 6,660,154	\$ 632,869	9.5%
Professional Fees	\$ 16,894	\$ 24,055	\$ 7,160	29.8%	\$ 611,621	\$ 266,825	\$ (344,795)	(129.2%)
Supplies	\$ 388,852	\$ 234,739	\$ (154,113)	(65.7%)	\$ 3,551,332	\$ 2,524,463	\$ (1,026,869)	(40.7%)
Utilities	\$ 38,609	\$ 39,540	\$ 931	2.4%	\$ 445,738	\$ 436,822	\$ (8,916)	(2.0%)
Purchased Services	\$ 767,933	\$ 505,753	\$ (262,180)	(51.8%)	\$ 7,702,782	\$ 5,528,679	\$ (2,174,103)	(39.3%)
Insurance	\$ 36,225	\$ 25,000	\$ (11,225)	(44.9%)	\$ 298,719	\$ 267,000	\$ (31,719)	(11.9%)
Other Expenses	\$ 183,254	\$ 124,279	\$ (58,975)	(47.5%)	\$ 1,846,685	\$ 1,368,337	\$ (478,347)	(35.0%)
Rentals & Leases	\$ 17,972	\$ 22,675	\$ 4,702	20.7%	\$ 149,314	\$ 243,511	\$ 94,198	38.7%
<b>Total Operating Expenses</b>	<b>\$ 4,239,739</b>	<b>\$ 4,009,897</b>	<b>\$ (229,843)</b>	<b>(5.7%)</b>	<b>\$ 44,903,979</b>	<b>\$ 43,479,970</b>	<b>\$ (1,424,009)</b>	<b>(3.3%)</b>
<b>EBITDA</b>	<b>\$ 5,080,139</b>	<b>\$ 436,581</b>	<b>\$ 4,643,558</b>		<b>\$ 20,468,851</b>	<b>\$ 4,779,969</b>	<b>\$ 15,688,882</b>	<b>328.2%</b>
<b>Interest &amp; Depreciation Expenses</b>								
Interest	\$ 145,826	\$ 147,011	\$ 1,185	0.8%	\$ 1,595,958	\$ 1,630,872	\$ 34,914	2.1%
Depreciation	\$ 280,331	\$ 309,969	\$ 29,637	9.6%	\$ 2,950,324	\$ 3,155,033	\$ 204,709	6.5%
<b>Total Interest &amp; Depreciation Expenses</b>	<b>\$ 426,157</b>	<b>\$ 456,979</b>	<b>\$ 30,822</b>	<b>6.7%</b>	<b>\$ 4,546,282</b>	<b>\$ 4,785,905</b>	<b>\$ 239,623</b>	<b>5.0%</b>
<b>Net Income (Loss) from Operations</b>	<b>\$ 4,653,982</b>	<b>\$ (20,399)</b>	<b>\$ 4,674,381</b>		<b>\$ 15,922,569</b>	<b>\$ (5,936)</b>	<b>\$ 15,928,505</b>	
<b>Non-Operating Revenue/(Expenses)</b>								
Tax Revenue	\$ 57,881	\$ 31,493	\$ 26,388	83.8%	\$ 842,845	\$ 688,101	\$ 154,744	22.5%
Misc Revenue/(Expenses)	\$ 85,709	\$ 78,957	\$ 6,752	8.6%	\$ 1,251,170	\$ 872,283	\$ 378,887	43.4%
<b>Total Non-Operating Rev/(Expenses)</b>	<b>\$ 143,590</b>	<b>\$ 110,450</b>	<b>\$ 33,140</b>	<b>30.0%</b>	<b>\$ 2,094,015</b>	<b>\$ 1,560,385</b>	<b>\$ 533,631</b>	<b>34.2%</b>
<b>Net Income (Loss)</b>	<b>\$ 4,797,572</b>	<b>\$ 90,051</b>	<b>\$ 4,707,521</b>		<b>\$ 18,016,584</b>	<b>\$ 1,554,449</b>	<b>\$ 16,462,135</b>	<b>1,059.0%</b>
<b>Net Income (Loss) w/out PPP+PRF</b>	<b>\$ 615,465</b>	<b>\$ 90,051</b>	<b>\$ 525,414</b>		<b>\$ 9,269,977</b>	<b>\$ 1,554,449</b>	<b>\$ 7,715,529</b>	<b>496.4%</b>

## METRICS

<b>EBITDA Margin</b>	54.5%	9.8%	44.7%	455.2%	31.3%	9.9%	21.4%	216.1%
<b>Operating Margin</b>	49.9%	(0.5%)	50.4%		24.4%	(0.0%)	24.4%	
<b>Net Income Margin</b>	51.5%	2.0%	49.5%		27.6%	3.2%	24.3%	755.6%
<b>Days in AR</b>	59							
<b>DCOH</b>	269							

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	37	34		354
PRIOR	21	33	42	27	34	36	40	37	34	41	35	36	380
IP PATIENT DAYS	146	97	114	119	174	144	109	122	110	129	85		1,349
BUDGET	133	105	103	90	100	111	148	164	153	135	125	99	1,366
PRIOR	79	97	142	67	117	114	116	153	193	200	201	134	1,479
IP EMERGENCY ADMITS	41	25	29	36	43	37	20	19	30	37	34		351
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	3.5	2.5	-	3.8
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	3.9
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	396		9,340
PRIOR	471	761	666	490	618	471	404	310	571	517	600	923	5,879
OBSERVATION STAYS	27	14	27	25	32	25	26	15	21	15	12		239
PRIOR	19	23	20	13	23	14	14	16	22	19	23	25	206
EMERGENCY DEPT VISITS	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450	1,350		14,699
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	13,030
PRIOR	1,448	1,321	1,252	886	1,033	1,145	1,219	1,220	1,219	1,210	1,145	1,082	13,098
MHC CLINIC VISITS	761	745	939	825	789	928	811	704	867	777	835		8,981
BUDGET	852	847	820	710	750	939	880	694	863	881	741	881	8,977
PRIOR	796	790	765	663	700	876	821	648	805	822	691	822	8,377
SPRES CLINIC VISITS	61	57	48	80	66	49	56	55	105	127	127		831
BUDGET	80	80	80	80	80	80	288	288	288	288	288	288	1,920
PRIOR	-	-	-	-	-	-	70	26	50	29	29	46	204
SPMAT CLINIC VISITS	203	203	232	218	186	224	218	190	198	207	192		2,271
BUDGET	244	217	198	196	164	191	182	214	211	234	218	227	2,269
PRIOR	250	222	203	200	168	195	186	219	216	239	223	232	2,321
SPWC CLINIC VISITS	2,601	2,284	2,848	2,588	2,589	2,989	2,990	3,359	3,021	3,257	2,762		31,288
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	30,439
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	28,407
ALL CLINIC VISITS	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191	4,368	3,916		43,371
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	43,605
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	4		73
PRIOR	-	-	-	1	7	13	19	15	10	6	9	6	80
URGENT CARE VISITS	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248		13,402
BUDGET	1,072	1,071	1,228	933	962	759	763	875	901	876	901	1,123	10,339
PRIOR	1,583	1,699	1,196	554	687	759	913	915	882	874	852	847	10,914
PACC + URGENT CARE VISITS	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	1,252		13,475
BUDGET	1,072	1,071	1,228	934	969	772	782	890	911	882	910	1,129	10,419
PRIOR	1,583	1,699	1,196	555	694	772	932	930	892	880	861	853	10,994
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	15,724		167,170
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	148,318
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	153,069
ALL XRAY EXAMS	1,161	1,087	1,348	1,330	1,336	1,428	1,270	1,431	1,323	1,479	1,379		14,572
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	13,019
PRIOR	1,448	1,285	1,250	733	992	1,067	1,145	1,140	1,149	1,215	1,056	1,086	12,480
XRAY EXAMS	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242	1,177		12,275
PRIOR	1,306	1,145	1,159	692	868	918	1,015	969	983	1,030	869	919	10,954
MAMMO EXAMS	135	150	193	133	124	212	159	182	178	195	169		1,830
PRIOR	116	127	80	34	110	124	111	142	152	174	151	137	1,321
DXA EXAMS	62	47	51	49	20	48	34	47	34	42	33		467
PRIOR	26	13	11	7	14	25	19	29	14	11	36	30	205
CT EXAMS	476	373	479	474	498	492	504	487	452	516	483		5,234
BUDGET	431	389	464	366	396	449	389	435	401	427	419	435	4,565
PRIOR	430	358	332	323	477	517	487	417	405	438	435	484	4,619
ALL ULTRASOUND EXAMS	304	311	352	337	333	377	379	384	325	406	350		3,858
BUDGET	276	255	301	302	302	295	308	276	273	304	347	270	3,238
PRIOR	288	275	240	223	303	316	310	313	328	331	316	313	3,243
ULTRASOUND EXAMS	265	274	309	302	289	328	327	332	301	349	299		3,375
PRIOR	252	240	195	193	266	276	269	274	292	292	275	267	2,824
ECHO EXAMS	39	37	43	35	44	49	52	52	24	57	51		483
PRIOR	36	35	45	30	37	40	41	39	36	39	41	46	419
MRI EXAMS	56	50	62	62	50	58	50	75	65	48	61		637
BUDGET	47	36	47	40	40	37	37	38	37	43	38	37	438
PRIOR	36	44	29	23	24	57	37	63	42	64	39	47	458
THERAPY EXAMS	899	842	1,003	868	843	842	921	881	994	940	959		9,992
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	13,398
PRIOR	1,035	997	856	766	775	884	914	858	939	1,028	927	958	9,979
PT EXAMS-OUTPATIENT	733	691	821	751	758	692	741	785	938	859	862		8,631
PT EXAMS-INPATIENT	11	9	8	7	14	12	7	10	9	14	9		110
OT EXAMS-OUTPATIENT	57	56	71	32	-	49	84	62	32	29	49		521
OT EXAMS-INPATIENT	8	3	5	3	8	4	6	6	7	10	3		63
ST EXAMS-OUTPATIENT	89	82	98	75	63	85	83	18	7	28	35		663
ST EXAMS-INPATIENT	1	1	-	-	-	-	-	-	1	-	1		4
AR & CASH STATISTICS													
DAYS IN AR	53	54	52	47	49	52	57	52	58	59	59		54
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	269		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
FTEs TOTAL PAID	306.6	298.8	299.4	316.8	296.0	294.5	292.7	301.9	302.4	302.6	310.6		302.0
FTEs TOTAL INCLUDING AGENCY													

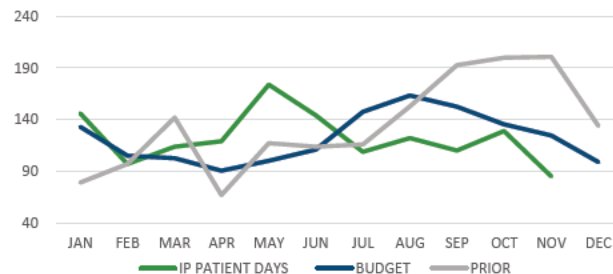
## Balance Sheet as of November 2021

<b>A S S E T S</b>	<b>11/30/2021</b>	<b>10/31/2021</b>	<b>1 Month Variance</b>	<b>11/30/2020</b>	<b>12 Month Variance</b>
<b>Current Assets</b>					
Operating Cash	40,309,797	36,063,973	4,245,825	33,690,187	6,619,610
Covid Cares Restricted	1,487,048	4,688,971	(3,201,923)		1,487,048
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	22,494,265	22,134,219	360,046	15,599,865	6,894,400
Less Allow for Uncollectables	(3,749,904)	(3,552,991)	(196,913)	(2,626,132)	(1,123,772)
Less Contractual Adjustments	(9,447,985)	(9,352,258)	(95,727)	(7,390,830)	(2,057,156)
<b>Accounts Receivable - Net</b>	<b>9,296,376</b>	<b>9,228,970</b>	<b>67,406</b>	<b>5,582,904</b>	<b>3,713,472</b>
Taxes Receivable	74,141	282,367	(208,226)	56,332	17,809
Other Receivables	1,022,835	1,331,509	(308,673)	1,464,270	(441,435)
Inventory	573,425	553,044	20,381	462,236	111,189
Prepaid Expenses	1,107,266	685,225	422,041	436,192	671,075
<b>Total Current Assets</b>	<b>55,886,897</b>	<b>54,850,067</b>	<b>1,036,830</b>	<b>43,708,129</b>	<b>12,178,769</b>
<b>Property, Plant and Equipment</b>					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,440,695	4,424,240	16,455	4,418,767	21,928
Buildings	43,430,486	43,398,441	32,045	42,874,012	556,474
Equipment	13,648,325	13,456,642	191,683	11,168,140	2,480,185
Construction In Progress	1,052,817	608,724	444,092	29,068	1,023,749
Less Accumulated Depreciation	(23,818,362)	(23,538,031)	(280,331)	(20,600,304)	(3,218,058)
<b>Property, Plant and Equipment - Net</b>	<b>40,405,990</b>	<b>40,002,046</b>	<b>403,944</b>	<b>39,541,712</b>	<b>864,278</b>
<b>TOTAL ASSETS</b>	<b>96,292,888</b>	<b>94,852,113</b>	<b>1,440,774</b>	<b>83,249,841</b>	<b>13,043,047</b>

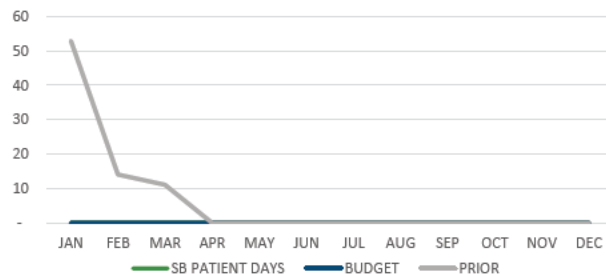
## Balance Sheet as of November 2021

LIABILITIES	11/30/2021	10/31/2021	1 Month Variance	11/30/2020	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	949,970	792,438	157,532	605,794	344,177
Other Payables	928,952	898,891	30,061	504,682	424,270
Payroll and Related Liabilities	3,349,604	3,023,132	326,473	2,087,421	1,262,183
Interest Payable	45,881	(4,093)	49,974	48,749	(2,869)
Third Party Settlement Payable	850,047	850,047	-	(94,378)	944,425
Other Current Liabilities	1,711,153	5,588,601	(3,877,448)	10,022,156	(8,311,003)
Current Maturities of LTD	1,192,955	1,192,955	-	901,404	291,551
<b>Total Current Liabilities</b>	<b>9,028,562</b>	<b>12,341,970</b>	<b>(3,313,408)</b>	<b>14,075,827</b>	<b>(5,047,265)</b>
<b>Non Current Liabilities</b>					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(901,404)	(291,551)
Long Term Debt	47,248,440	47,291,829	(43,389)	48,473,755	(1,225,315)
<b>Total Non Current Liabilities</b>	<b>46,055,485</b>	<b>46,098,874</b>	<b>(43,389)</b>	<b>47,572,351</b>	<b>(1,516,866)</b>
<b>Total Liabilities</b>	<b>55,084,047</b>	<b>58,440,844</b>	<b>(3,356,797)</b>	<b>61,648,178</b>	<b>(6,564,131)</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	23,192,257	23,192,257	-	17,113,917	6,078,340
YTD Excess of Revenues	18,016,584	13,219,012	4,797,572	4,487,746	13,528,838
<b>Total Net Assets</b>	<b>41,208,841</b>	<b>36,411,269</b>	<b>4,797,572</b>	<b>21,601,663</b>	<b>19,607,178</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>96,292,888</b>	<b>94,852,113</b>	<b>1,440,774</b>	<b>83,249,841</b>	<b>13,043,047</b>

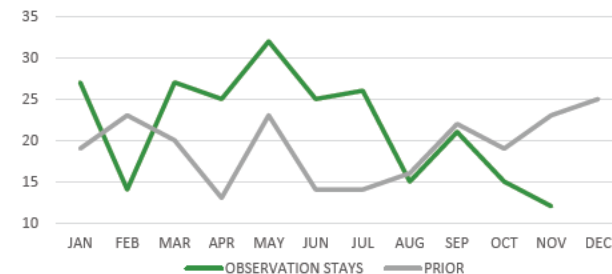
ACUTE CARE DAYS



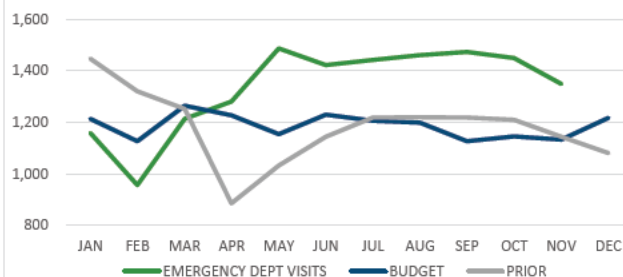
SWING BED DAYS



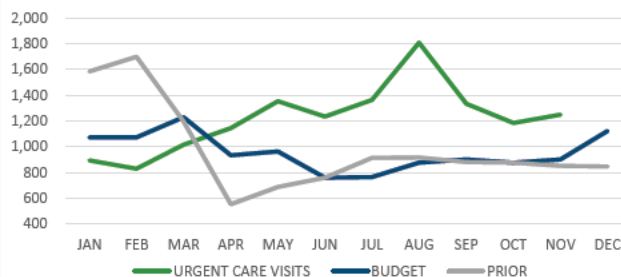
OBSERVATION STAYS



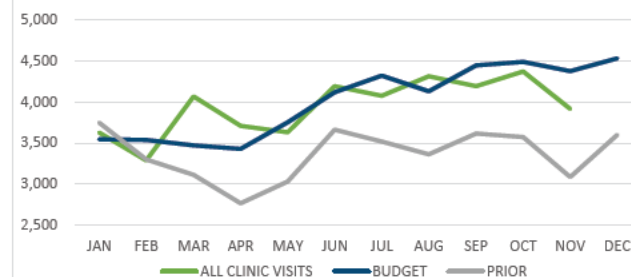
EMERGENCY DEPARTMENT VISITS



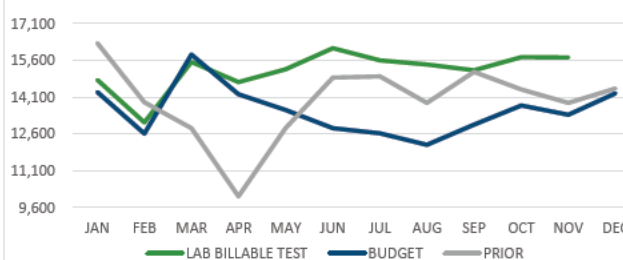
URGENT CARE VISITS



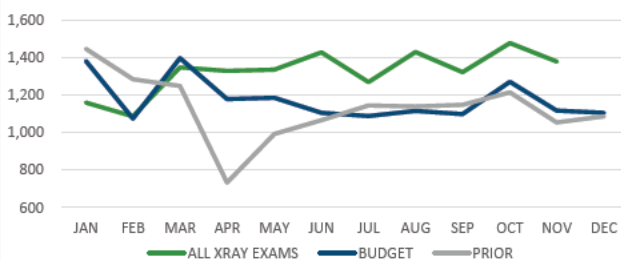
CLINIC VISITS



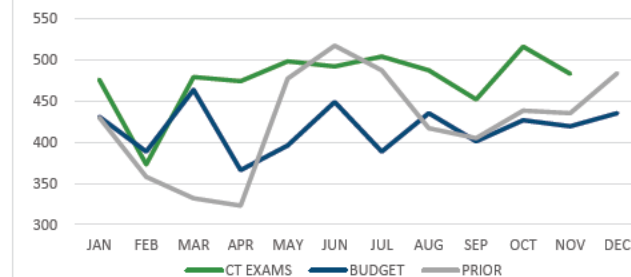
LAB TESTS



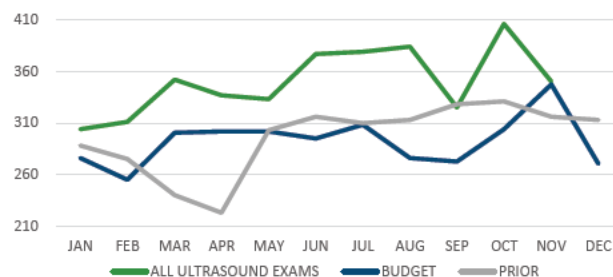
X-RAY EXAMS



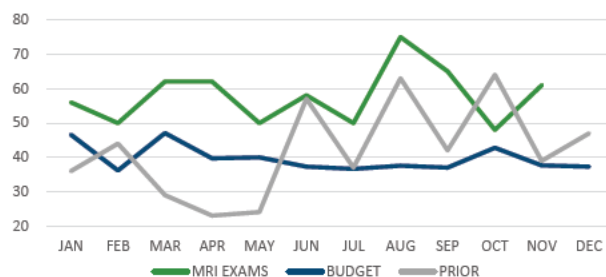
CT EXAMS



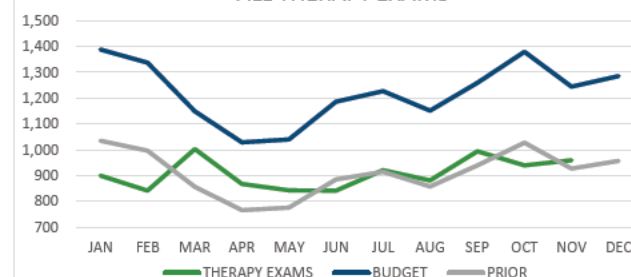
ULTRASOUND EXAMS



MRI EXAMS

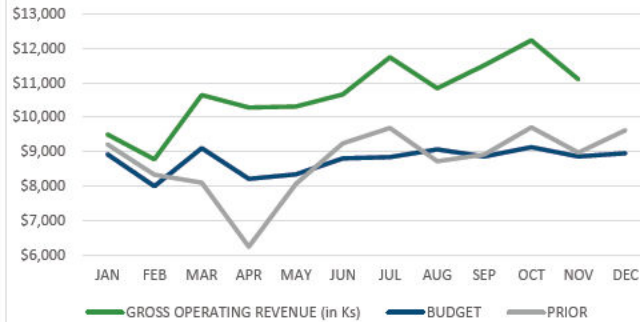


ALL THERAPY EXAMS

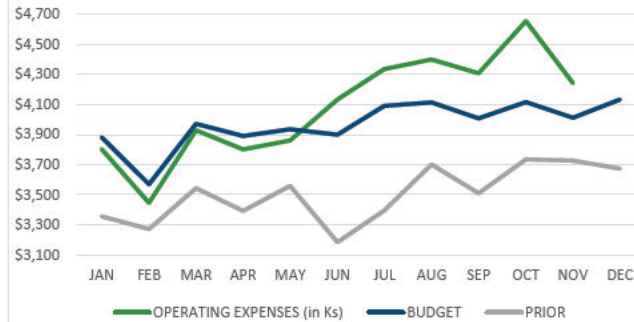




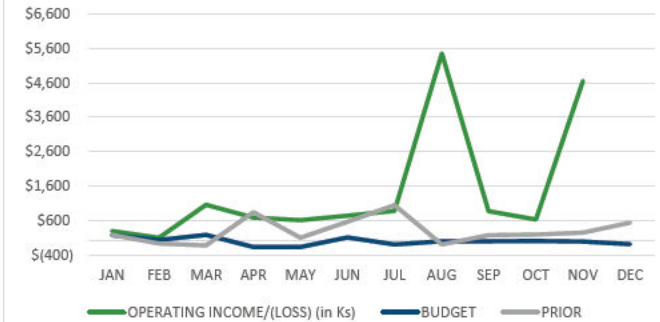
## GROSS OPERATING REVENUE



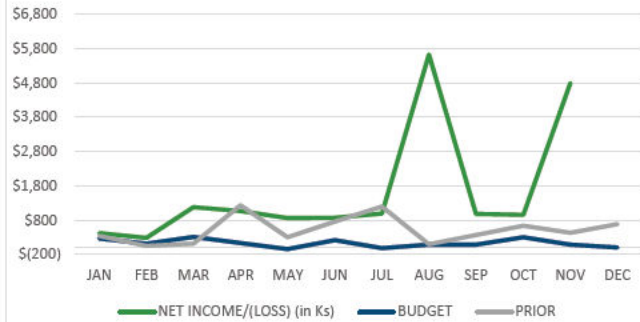
## OPERATING EXPENSES



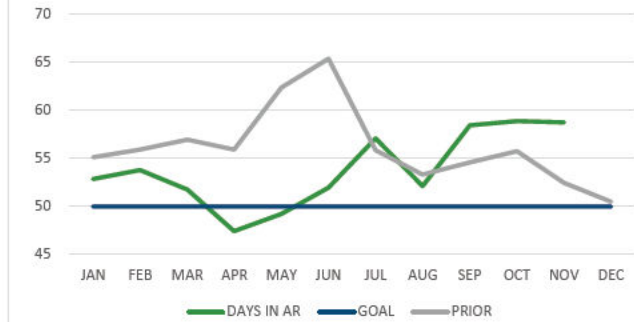
## OPERATING INCOME/(LOSS)



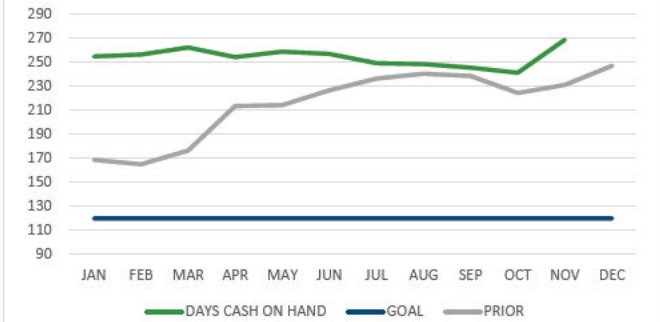
## NET INCOME/(LOSS)



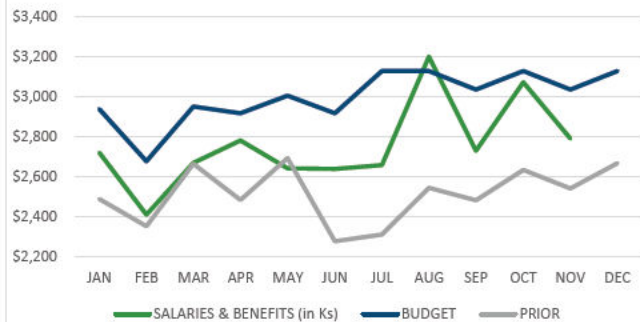
## DAYS IN AR



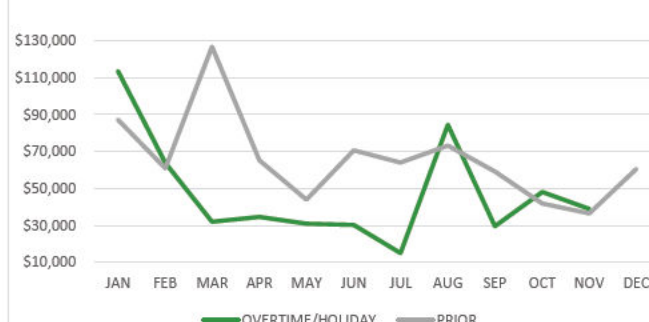
## DAYS CASH ON HAND



## SALARIES & BENEFITS



## OVERTIME & HOLIDAY PAY



## FTEs

