
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. **6:08- Approval of Minutes** – *Action (vote)*
4. **6:10 - Patient Story** – *Tori Bernier – Info*
5. **6:15 – Welcome New Leader!** – *Info*
6. **6:25 – Strategic Plan Mid-Year Review** – *Josh Martin – Info*
7. **Executive Reports**
 - a. **6:50** - Quality Report and Dashboard, *Tori Bernier – Info*
 - b. **7:05** - Finance Report, *James Hansen – Info*
 - c. **7:20** – Advocacy Committee, *Josh Martin – (as needed)*
 - d. **7:30** – Executive Report, *Josh Martin – Info*
8. **Commissioner Business**
 - a. **7:45** – Medical Staff Privileges – *Action (vote)*
 - i. Robert Rookstool, MD – Emergency Medicine – Initial Appointment
 - ii. Diane Brett, OT – Occupational Therapy – Initial Appointment
 - iii. Rahkee Goel, MD – Radiology – Initial Appointment
 - iv. Mark Winkler, MD – Radiology – Initial Appointment
 - v. David Gorrell, MD – Radiology – Initial Appointment
 - vi. Kaylyn Wayman, ARNP – Family Medicine – Reappointment
 - vii. Jennifer McEvoy, MD – Radiology – Reappointment
 - viii. Jigish Patel, MD – Radiology – Reappointment
 - ix. Brian Tryon, MD – Radiology – Reappointment
 - x. Ryan Herde, MD – Radiology – Reappointment
 - xi. Harold Prow, MD – Radiology – Reappointment
 - xii. Ben Harmon, MD – Radiology – Reappointment
 - b. **7:50** – Hot Topic Discussion “WA hospitals are far over capacity, as backlogs and staff shortages add up” – *Info*
 - c. **8:00** – Board Retreat Prep, *Andrew Hooper – Info*
 - d. **8:10** – Upcoming Events, *Andrew Hooper– Info*
 - e. **8:15** – Meeting Evaluation, *Andrew Hooper*
9. **8:20 Executive Session** *(i) discuss claims with legal counsel and (o) consider information regarding staff privileges or quality improvement committees under RCW 70.41.205*
10. **8:50– Adjourn** – *Action (vote)*

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

➤ **Annual Strategic Planning | Union, WA | August 1-3**

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 42.30.110):

- (a)(i) To consider matters affecting national security;
 - (ii) To consider, if in compliance with any required data security breach disclosure under RCW 19.255.010 and 42.56.590, and with legal counsel available, information regarding the infrastructure and security of computer and telecommunications networks, security and service recovery plans, security risk assessments and security test results to the extent that they identify specific system vulnerabilities, and other information that if made public may increase the risk to the confidentiality, integrity, or availability of agency security or to information technology infrastructure or assets;
- (b) To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price;
- (c) To consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price. However, final action selling or leasing public property shall be taken in a meeting open to the public;
- (d) To review negotiations on the performance of publicly bid contracts when public knowledge regarding such consideration would cause a likelihood of increased costs;
- (e) To consider, in the case of an export trading company, financial and commercial information supplied by private persons to the export trading company;
- (f) To receive and evaluate complaints or charges brought against a public officer or employee.
- (g) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. However, subject to RCW 42.30.140(4),
- (h) To evaluate the qualifications of a candidate for appointment to elective office.
- (i) To discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency.
 - (i) Litigation that has been specifically threatened to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party;
 - (ii) Litigation that the agency reasonably believes may be commenced by or against the agency, the governing body, or a member acting in an official capacity; or
 - (iii) Litigation or legal risks of a proposed action or current practice that the agency has identified when public discussion of the litigation or legal risks is likely to result in an adverse legal or financial consequence to the agency;
- (j) To consider, in the case of the state library commission or its advisory bodies, western library network prices, products, equipment, and services, when such discussion would be likely to adversely affect the network's ability to conduct business in a competitive economic climate. However, final action on these matters shall be taken in a meeting open to the public;
- (k) To consider, in the case of the state investment board, financial and commercial information when the information relates to the investment of public trust or retirement funds and when public knowledge regarding the discussion would result in loss to such funds or in private loss to the providers of this information;
- (l) To consider proprietary or confidential nonpublished information related to the development, acquisition, or implementation of state purchased health care services as provided in RCW 41.05.026;



Board of Commissioners Meeting

July 28, 2022

Summit Pacific Medical Center

Grays Harbor County Public Hospital District No.1

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- (m) To consider in the case of the life sciences discovery fund authority, the substance of grant applications and grant awards when public knowledge regarding the discussion would reasonably be expected to result in private loss to the providers of this information;
 - (n) To consider in the case of a health sciences and services authority, the substance of grant applications and grant awards when public knowledge regarding the discussion would reasonably be expected to result in private loss to the providers of this information;
 - (o) To consider information regarding staff privileges or quality improvement committees under RCW 70.41.205;
 - (p) To consider proprietary or confidential data collected or analyzed pursuant to chapter 70.405 RCW.

Josh Martin, Chief Executive Officer

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Owned and Operated by Grays Harbor County Public Hospital District No. 1

SPMC is an equal opportunity provider and employer.

For the Period:

June 2022

Description	Amount
Payroll	\$ 1,849,923
A/P Operations	\$ 3,897,331
A/P Construction	\$ -
Community Care	\$ 180,341
Bad Debt	\$ 270,950
Property Tax Credit	\$ 1,278
Total	\$ 6,199,824



BOARD OF COMMISSIONERS MEETING MINUTES

June 23, 2022

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 6:01 pm</p> <p>Commissioners present: Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p>Present: Josh Martin, Blake Rose, James Hansen, Tori Bernier, Lauri Bolton, Jori Stott, Lourdes Schoch, Becky Blackhawk Peterson, Justin Wozab, Brad Thomas, Wendy Stirnkorb (phone), Dave Salisbury, Rachel Brown (phone)</p>	<p><i>Commissioner Hiles made a motion to approve the Consent Agenda. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u> After 8 years of service, CEO Martin thanked Lauri Bolton for dedication to the Hospital District and wished her the best with her new position.</p>	
APPROVAL OF MINUTES		<p><i>Commissioner Thumser made a motion to approve the minutes. Commissioner Bossard seconded the motion. All voted in favor.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • CXO Bolton shared patient thank you letters regarding Acute Care and McCleary clinic (see patient letters for more details). • Consistently the McCleary clinic is exceeding patient experience scores (see attached letter regarding care at McCleary clinic). 	
	<ul style="list-style-type: none"> • CEO Martin introduced Brad Thomas, new Foundation Director. • CNO Bernier introduced new leaders Dave Salisbury, Director of Nursing Justin Wozab, Nursing Manager, Becky Blackhawk Peterson, Clinical education and nurse residency manager and Lourdes schoch, supervisor. • Summit is excited for all the new leadership in the organization! • Commissioners Hooper, Hiles, Thumser, Wescott, Bossard and Wescott introduced themselves to the new leaders and explained why they ran for office. 	
PRESENTATION	<ul style="list-style-type: none"> • Becky Blackhawk Peterson gave presentation on New Grad RN Residency Program (see presentation for more details). 	
QUALITY	<ul style="list-style-type: none"> • CNO Bernier shared that Quality Report and Dashboard (see report and dashboard for more details). 	



BOARD OF COMMISSIONERS MEETING MINUTES

June 23, 2022

	<ul style="list-style-type: none"> • Discussion regarding the increase in UORs. Summit Pacific is regulatory required to document all times someone walks out or did not register. • Urgent Care has had zero complaints with record volumes. • Blood culture contamination has decreased significantly- thank you Tsu and Lab team for hard work with training! • Discussion regarding the cancellation rate in physical therapy. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen presented the Finance Report (see report for more details). • CFO Hansen shared reasons for outliers on the financial dashboards for operating revenue, expense, EBITDA, operating margin and net income. Specifically, purchased services has been expensive due to contracted/ traveling staff. • Days in AR are improving from 56 to 52 and anticipate additional improvement. • Summit Pacific will be applying to FEMA dollars. FEMA has extended PAG waiver to apply for additional dollars for health emergency. • Next board meeting we will provide an update on comp reviews. • Discussion regarding market and impacts with inflation. 	
ADVOCACY	<ul style="list-style-type: none"> • Advocacy committee met in June with a big focus on AHA with their diversity equity and inclusion initiatives. • Summit Pacific will be reaching out to legislators this summer to meet and advocate. • Working to identify two community members to serve on the finance and quality committees. • The next Advocacy Committee will be held in August. 	
EXECUTIVE SUMMARY	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • Employee Celebration is scheduled July 27th. Commissioners are invited to join, but are not allowed to speak about governor business. • CAO Rose provided an update on the Kelsey remodel. • CNO Bernier provided an update on the Master Facility Plan. The committee is in the final stages of selecting an architect • CAO Rose provided an update on EPIC preparation. • CEO Martin provided an update on the visit to Chehalis tribe. • CEO Martin, Jori Stott SR EA and Brad Thomas, Foundation Director went to Aberdeen city council to share about Blue Zones. 	



BOARD OF COMMISSIONERS MEETING MINUTES

June 23, 2022

<p>COMMISSIONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Jori Stott, SR EA read names for privileging: • Dr. Michael Peters – re-appointment radiology • Dr. Ruben Krishnananthan- reappointment radiology • Dr. Brenden McCullough- reappointment radiology • Dr. Kenneth Hebert- reappointment radiology • Dr. Jonathan Kullnat-reappointment radiology • Dr. Justin Siegal- reappointment radiology • Dr. Uresh Patel- reappointment radiology • Dr. Bart Keogh- reappointment radiology • Dr. Timothy Larson- reappointment radiology • Dr. Harrison March- reappointment radiology • Dr. Patrick Hurley- reappointment radiology • Dr. Marc Koenig-initial appointment radiology • Dr. Richard Goodfried-reappointment emergency • Dr. Kelly Stiger initial appointment PT • Dr. Sean Cherry appointment family medicine • Dr. Melody Albano, initial appointment family medicine and emergency medicine • Holly Lickwala- initial appointment PT • Dr. Ilyod Stambaugh- reappointment radiology • Dr. Mimi Lee- reappointment neurology <p>2022-05 TRC Interlocal Resolution</p> <ul style="list-style-type: none"> • CEO Martin reviewed interlocal resolution for the The Rural Collaborative (see resolution for more details). <p>Representative Chapman Letter</p> <ul style="list-style-type: none"> • CEO Martin read letter and requested signatures from Commissioners (see letter for more details). <p>Strategic Plan</p> <ul style="list-style-type: none"> • CEO Martin reviewed the strategic plan agenda and distributed homework for reading in preparation. • Chairman Hooper will be giving Commissioner’s questions in advance of the Board retreat. 	<p><i>Commissioner Wescott made motion to approve the Medical Staff privileges as presented. Commissioner Hiles seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Thumser made motion to approve resolution. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
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BOARD OF COMMISSIONERS MEETING MINUTES

June 23, 2022

	<p>Hot topic discussion</p> <ul style="list-style-type: none">• Suggested topics for future articles included: programs for alcohol and smoking cessation, national trend on wellness,• Dr. Heisler is well underway working on smoking cessation initiative. <p>Upcoming Events, Andrew Hooper</p> <ul style="list-style-type: none">• Chairman Hooper reviewed upcoming events <p>Meeting Evaluation, Andrew Hooper</p> <ul style="list-style-type: none">• Chairman Hooper facilitated meeting evaluation.	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 7:40 pm.	<i>Commissioner Thumser made a motion to adjourn the meeting. Commissioner Bossard seconded the motion. All voted in favor.</i>



Recording Secretary



Board Secretary

Financial Highlights – Monthly Dashboard

Summit Pacific Medical Center Finance Dashboard June 30, 2022

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +
Unfavorable Variance = ()

	June					Year-to-Date				
	Actual	Budget	Variance	Var%	Month	Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 13,349,411	\$12,353,337	\$ 996,074	8.1%	●	\$ 75,800,372	\$ 69,928,366	\$5,872,006	8.4%	●
Total Operating Expenses	\$ 5,384,972	\$ 4,731,501	\$ (653,471)	(13.8%)	●	\$ 28,275,819	\$ 28,438,831	\$ 163,012	0.6%	●
Payment %	46.5%	45.2%	1.3%	1.3%	●	45.3%	44.9%		0.4%	●
EBITDA Margin	20.3%	19.0%		1.3%	●	22.2%	13.7%		8.5%	●
Operating Margin	14.0%	11.2%		2.8%	●	15.1%	5.3%		9.8%	●
Net Income Margin	12.6%	12.6%		(0.1%)	●	17.6%	7.8%		9.7%	●
Days in AR						50	47	(3)	(5.5%)	●
DCOH						287	260	27	10.4%	●

	June				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,633,698	\$ 4,632,720	\$ 1,000,978	21.6%	\$ 30,078,633	\$ 26,768,413	\$ 3,310,220	12.4%
Medicaid Revenue	\$ 3,764,230	\$ 3,744,475	\$ 19,756	0.5%	\$ 21,632,559	\$ 20,853,818	\$ 778,740	3.7%
Other Revenue	\$ 3,951,482	\$ 3,976,142	\$ (24,660)	(0.6%)	\$ 24,089,180	\$ 22,306,135	\$ 1,783,045	8.0%
Total Gross Operating Revenue	\$ 13,349,411	\$ 12,353,337	\$ 996,074	8.1%	\$ 75,800,372	\$ 69,928,366	\$ 5,872,006	8.4%
Revenue Deductions								
Medicare Contractual	\$ 3,301,219	\$ 2,969,972	\$ (331,248)	(11.2%)	\$ 17,871,915	\$ 17,240,863	\$ (631,052)	(3.7%)
Medicaid Contractual	\$ 1,904,883	\$ 2,135,258	\$ 230,375	10.8%	\$ 12,037,375	\$ 11,908,866	\$ (128,508)	(1.1%)
Other Contractual	\$ 1,324,755	\$ 1,095,428	\$ (229,327)	(20.9%)	\$ 7,640,070	\$ 6,154,804	\$ (1,485,267)	(24.1%)
Bad Debt Expense	\$ 377,023	\$ 329,838	\$ (47,185)	(14.3%)	\$ 2,573,115	\$ 1,872,161	\$ (700,954)	(37.4%)
Community Care	\$ 180,341	\$ 179,208	\$ (1,133)	(0.6%)	\$ 970,804	\$ 1,017,187	\$ 46,382	4.6%
Administrative Adjustments	\$ 58,921	\$ 65,025	\$ 6,104	9.4%	\$ 399,473	\$ 369,081	\$ (30,392)	(8.2%)
Total Revenue Deductions	\$ 7,147,142	\$ 6,774,729	\$ (372,413)	(5.5%)	\$ 41,492,753	\$ 38,562,962	\$ (2,929,791)	(7.6%)
Net Patient Revenue	\$ 6,202,269	\$ 5,578,608	\$ 623,661	11.2%	\$ 34,307,619	\$ 31,365,405	\$ 2,942,215	9.4%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Other Operating Income	\$ 555,856	\$ 266,299	\$ 289,557	108.7%	\$ 2,040,548	\$ 1,597,797	\$ 442,751	27.7%
Total Other Revenue	\$ 555,856	\$ 266,299	\$ 289,557	108.7%	\$ 2,040,548	\$ 1,597,797	\$ 442,751	27.7%
Net Operating Revenue	\$ 6,758,125	\$ 5,844,908	\$ 913,217	15.6%	\$ 36,348,167	\$ 32,963,201	\$ 3,384,966	10.3%
Operating Expenses								
Salaries & Wages	\$ 2,134,343	\$ 2,654,889	\$ 520,546	19.6%	\$ 13,439,436	\$ 16,109,464	\$ 2,670,029	16.6%
Benefits	\$ 549,396	\$ 683,886	\$ 134,490	19.7%	\$ 3,501,562	\$ 4,150,381	\$ 648,819	15.6%
Professional Fees	\$ 99,380	\$ 28,843	\$ (70,537)	(244.6%)	\$ 503,991	\$ 271,379	\$ (232,612)	(85.7%)
Supplies	\$ 335,844	\$ 422,352	\$ 86,509	20.5%	\$ 2,042,951	\$ 2,411,629	\$ 368,677	15.3%
Utilities	\$ 44,128	\$ 44,957	\$ 829	1.8%	\$ 267,713	\$ 258,971	\$ (8,742)	(3.4%)
Purchased Services	\$ 1,952,017	\$ 577,763	\$ (1,374,254)	(237.9%)	\$ 6,498,113	\$ 3,347,682	\$ (3,150,431)	(94.1%)
Insurance	\$ 36,710	\$ 34,905	\$ (1,805)	(5.2%)	\$ 226,964	\$ 209,430	\$ (17,533)	(8.4%)
Other Expenses	\$ 184,468	\$ 232,023	\$ 47,555	20.5%	\$ 1,491,676	\$ 1,371,510	\$ (120,166)	(8.8%)
Rentals & Leases	\$ 48,687	\$ 51,882	\$ 3,195	6.2%	\$ 303,413	\$ 308,385	\$ 4,972	1.6%
Total Operating Expenses	\$ 5,384,972	\$ 4,731,501	\$ (653,471)	(13.8%)	\$ 28,275,819	\$ 28,438,831	\$ 163,012	0.6%
EBITDA	\$ 1,373,152	\$ 1,113,406	\$ 259,746	23.3%	\$ 8,072,349	\$ 4,524,370	\$ 3,547,978	78.4%
Interest & Depreciation Expenses								
Interest	\$ 143,714	\$ 143,713	\$ (1)	(0.0%)	\$ 868,903	\$ 868,901	\$ (2)	(0.0%)
Depreciation	\$ 280,844	\$ 313,648	\$ 32,803	10.5%	\$ 1,716,924	\$ 1,913,353	\$ 196,429	10.3%
Total Interest & Depreciation Expenses	\$ 424,558	\$ 457,361	\$ 32,803	7.2%	\$ 2,585,827	\$ 2,782,254	\$ 196,427	7.1%
Operating Income (Loss)	\$ 948,594	\$ 656,046	\$ 292,549	(44.6%)	\$ 5,486,522	\$ 1,742,117	\$ 3,744,405	214.9%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 12,360	\$ 7,500	\$ 4,860	64.8%	\$ 563,850	\$ 412,500	\$ 151,350	36.7%
Misc Revenue/(Expenses)	\$ (111,854)	\$ 74,716	\$ (186,571)	(249.7%)	\$ 329,293	\$ 431,898	\$ (102,605)	(23.8%)
Total Non-Operating Rev/(Expenses)	\$ (99,494)	\$ 82,216	\$ (181,710)	(221.0%)	\$ 893,143	\$ 844,398	\$ 48,745	5.8%
Net Income (Loss)	\$ 849,100	\$ 738,262	\$ 110,838	(15.0%)	\$ 6,379,665	\$ 2,586,515	\$ 3,793,150	146.7%
Net Income (Loss) w/out PPP+PRF	\$ 849,100	\$ 738,262	\$ 110,838	(15.0%)	\$ 6,379,665	\$ 2,586,515	\$ 3,793,150	146.7%

METRICS

EBITDA Margin	20.3%	19.0%	1.3%	6.7%	22.2%	13.7%	8.5%	61.8%
Operating Margin	14.0%	11.2%	2.8%	25.1%	15.1%	5.3%	9.8%	
Net Income Margin	12.6%	12.6%	(0.1%)	(0.5%)	17.6%	7.8%	9.7%	123.7%
Days in AR	50							
DCOH	287							
Deduction %	53.5%	54.8%	1.3%	2.4%	54.7%	55.1%	0.4%	0.7%
NPSR %	46.5%	45.2%	1.3%	2.9%	45.3%	44.9%	0.4%	0.9%
Net Operating Revenue %	50.6%	47.3%	3.3%	7.0%	48.0%	47.1%	0.8%	1.7%
Benefits as a % Of SW	25.7%	25.8%	0.0%	0.1%	26.1%	25.8%	(0.3%)	(1.1%)
Benefits as a % of SWB	20.5%	20.5%	0.0%	0.1%	20.7%	20.5%	(0.2%)	(0.9%)
Paid FTEs (excludes Agency)	278.3	374.2	95.8	25.6%	293.40	371.1	77.7	20.9%
Salary per FTE	\$ 7,669	\$ 7,096	\$ (573)	(8.1%)	\$ 45,806	\$ 43,408	\$ (2,398)	(5.5%)
Hours	47,581	64,132	16,551	25.8%	302,541	384,334	81,793	21.3%
Avg Hourly Rate	\$ 44.86	\$ 41.40	\$ (3.46)	(8.4%)	\$ 44.42	\$ 41.92	\$ (2.51)	(6.0%)

Balance Sheet as of June 2022

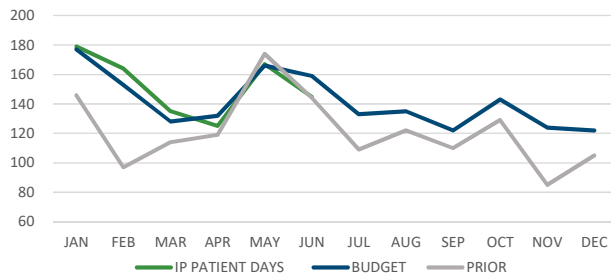
A S S E T S	6/30/2022	5/31/2022	1 Month Variance	05/31/2021	12 Month Variance
Current Assets					
Operating Cash	49,113,275	47,537,877.35	1,575,397	39,295,452	9,817,823
Covid Cares Restricted	782,270	1,285,387.65	(503,118)	-	782,270
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	20,809,082	21,542,271	(733,189)	17,389,778	3,419,304
Less Allow for Uncollectables	(3,911,866)	(3,749,109)	(162,757)	(3,192,534)	(719,332)
Less Contractual Adjustments	(9,169,394)	(9,519,897)	350,503	(8,042,696)	(1,126,698)
Accounts Receivable - Net	7,727,822	8,273,265	(545,443)	6,154,548	1,573,274
Taxes Receivable	28,621	103,920	(75,299)	27,063	1,558
Other Receivables	1,693,892	1,312,122	381,770	1,163,232	530,660
Inventory	762,711	749,461	13,250	518,510	244,201
Prepaid Expenses	678,195	577,432	100,763	589,233	88,962
Total Current Assets	62,802,793	61,855,472	947,321	49,764,045	13,038,748
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,440,695	4,440,695	-	4,421,310	19,386
Buildings	43,842,103	43,842,103	-	43,373,790	468,313
Equipment	14,541,886	14,541,886	-	12,247,590	2,294,296
Construction In Progress	1,677,041	1,628,046	48,995	139,566	1,537,475
Less Accumulated Depreciation	(25,852,925)	(25,572,081)	(280,844)	(22,447,111)	(3,405,814)
Property, Plant and Equipment - Net	40,300,828	40,532,678	(231,850)	39,387,173	913,655
TOTAL ASSETS	103,103,621	102,388,150	715,471	89,151,218	13,952,404

Balance Sheet as of June 2022

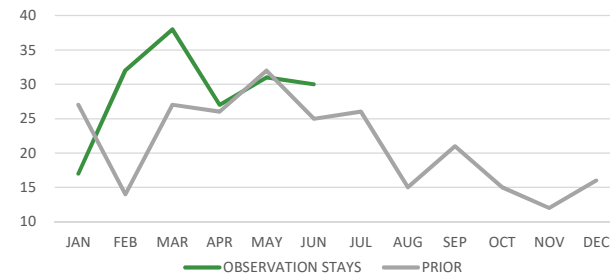
LIABILITIES	06/30/2022	05/31/2022	1 Month Variance	05/31/2021	12 Month Variance
Current Liabilities					
Accounts Payable	1,870,335	2,048,048	(177,713)	417,358	1,452,977
Other Payables	294,014	546,835	(252,821)	243,967	50,047
Payroll and Related Liabilities	3,013,302	2,737,389	275,913	2,652,394	360,908
Interest Payable	93,613	44,761	48,852	149,549	(55,936)
Third Party Settlement Payable	(356,363)	(356,363)	-	203,525	(559,887)
Other Current Liabilities	1,735,910	1,719,391	16,520	5,229,826	(3,493,916)
Current Maturities of LTD	1,192,955	1,192,955	-	1,192,955	-
Total Current Liabilities	7,843,765	7,933,015	(89,250)	10,089,574	(2,245,808)
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(1,192,955)	-
Long Term Debt	46,570,892	46,615,272	(44,380)	52,391,757	(5,820,865)
Total Non Current Liabilities	45,377,937	45,422,317	(44,380)	51,198,802	(5,820,865)
Total Liabilities	53,221,702	53,355,331	(133,629)	61,288,375	(8,066,673)
Net Assets					
Unrestricted Fund Balance	43,502,255	43,502,255	-	23,192,257	20,309,998
YTD Excess of Revenues	6,379,665	5,530,564	849,100	4,670,586	1,709,078
Total Net Assets	49,881,919	49,032,819	849,100	27,862,843	22,019,076
TOTAL LIABILITIES & NET ASSETS	103,103,621	102,388,150	715,471	89,151,218	13,952,404

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
INPATIENT STATISTICS													
IP DISCHARGES	35	45	33	38	39	30							220
PRIOR	42	25	29	35	43	37	20	20	31	37	30	29	211
IP PATIENT DAYS	179	164	135	125	167	145							915
BUDGET	177	153	128	132	166	159	133	135	122	143	124	122	915
PRIOR	146	97	114	119	174	144	109	122	110	129	85	105	794
IP EMERGENCY ADMITS	35	45	33	38	42	37							230
PRIOR	41	25	29	35	43	37	20	19	30	37	30	29	210
IP AVERAGE LENGTH OF STAY	5.1	3.6	4.1	3.3	4.3	4.8	-	-	-	-	-	-	4.2
PRIOR	3.5	3.9	3.9	3.4	4.0	3.9	5.5	6.1	3.5	3.5	2.8	3.2	3.8
OUTPATIENT STATISTICS													
OBSERVATION HOURS	751	1,428	1,892	1,219	1,302	5,433							12,025
PRIOR	1,830	481	773	935	938	1,039	1,086	643	786	467	396	729	5,996
OBSERVATION STAYS	17	32	38	27	31	30							175
PRIOR	27	14	27	26	32	25	26	15	21	15	12	16	151
EMERGENCY DEPT VISITS	1,433	1,264	1,509	1,549	1,785	1,789							9,329
BUDGET	1,153	947	1,190	1,269	1,457	1,411	1,489	1,444	1,475	1,437	1,375	1,353	7,427
PRIOR	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450	1,350	1,321	7,521
MHC CLINIC VISITS	831	805	948	770	772	705							4,831
BUDGET	902	873	1,085	945	875	1,036	911	797	986	890	1,015	813	5,716
PRIOR	761	745	939	825	789	928	811	704	867	777	835	713	4,987
SPRES CLINIC VISITS	160	150	257	224	205	201							1,197
BUDGET	133	124	105	174	146	118	224	320	364	294	294	204	800
PRIOR	61	57	48	80	66	49	56	55	105	127	127	93	361
SPMAT CLINIC VISITS	184	180	205	188	195	194							1,146
BUDGET	205	204	249	221	188	227	228	192	198	198	205	237	1,294
PRIOR	203	203	232	218	186	224	218	190	198	207	192	233	1,266
SPWC CLINIC VISITS	2,935	2,832	2,977	2,509	2,679	2,629							16,561
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	15,251
PRIOR	2,833	2,534	3,162	2,885	2,745	2,981	2,986	3,376	3,066	3,364	3,165	3,053	17,140
ALL CLINIC VISITS	4,110	3,967	4,387	3,691	3,851	3,729							23,735
BUDGET	3,609	3,597	3,816	3,784	3,968	4,287	4,332	4,241	4,627	4,465	4,639	4,385	23,061
PRIOR	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191	4,368	3,916	3,842	22,513
PACC CLINIC VISITS	4	5	6	1	1	2							19
PRIOR	6	4	9	7	2	6	5	7	14	9	4	2	34
URGENT CARE VISITS	1,206	1,043	1,106	1,154	1,371	1,257							7,137
BUDGET	868	817	997	1,119	1,340	1,209	1,376	1,806	1,324	1,168	1,274	1,202	6,350
PRIOR	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248	1,175	6,467
PACC + URGENT CARE VISITS	1,210	1,048	1,112	1,155	1,372	1,259							7,156
BUDGET	874	821	1,006	1,126	1,342	1,215	1,381	1,813	1,338	1,177	1,278	1,204	6,384
PRIOR	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	1,252	1,177	6,501
ANCILLARY STATISTICS													
LAB BILLABLE TEST	15,376	14,561	16,892	15,253	16,049	15,628							93,759
BUDGET	15,113	13,348	15,866	15,014	15,551	16,437	15,930	15,753	15,520	16,065	16,051	14,870	91,330
PRIOR	14,805	13,076	15,543	14,708	15,234	16,102	15,605	15,432	15,204	15,737	15,724	14,567	89,468
ALL XRAY EXAMS	1,371	1,391	1,495	1,390	1,553	1,530							8,730
BUDGET	1,177	1,102	1,366	1,348	1,354	1,448	1,287	1,451	1,341	1,499	1,398	1,312	7,795
PRIOR	1,161	1,087	1,348	1,330	1,336	1,428	1,270	1,431	1,323	1,479	1,379	1,294	7,690
XRAY EXAMS	1,145	1,142	1,244	1,207	1,338	1,312							7,388
PRIOR	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242	1,177	1,130	6,466
MAMMO EXAMS	177	199	197	148	170	168							1,059
PRIOR	135	150	193	133	124	212	159	182	178	195	169	130	947
DXA EXAMS	49	50	54	35	45	50							283
PRIOR	62	47	51	49	20	48	34	47	34	42	33	34	277
CT EXAMS	504	455	562	529	596	553							3,199
BUDGET	512	401	516	510	536	529	542	524	486	555	520	478	3,005
PRIOR	476	373	479	474	498	492	504	487	452	516	483	444	2,792
ALL ULTRASOUND EXAMS	389	364	433	390	385	369							2,330
BUDGET	309	316	357	342	338	383	385	390	330	412	355	337	2,045
PRIOR	304	311	352	337	333	377	379	384	325	406	350	332	2,014
ULTRASOUND EXAMS	344	313	372	325	321	314							1,989
PRIOR	265	274	309	302	289	328	327	332	301	349	299	290	1,767
ECHO EXAMS	45	51	61	65	64	55							341
PRIOR	39	37	43	35	44	49	52	52	24	57	51	42	247
MRI EXAMS	43	54	54	35	52	45							283
BUDGET	98	87	108	108	87	101	87	131	114	84	107	35	591
PRIOR	56	50	62	62	50	58	50	75	65	48	61	20	338
THERAPY EXAMS	709	626	790	863	889	816							4,693
BUDGET	891	834	994	860	835	834	912	873	985	931	951	779	5,247
PRIOR	899	842	1,003	868	843	842	921	881	994	940	960	786	5,297
PT EXAMS-OUTPATIENT	648	566	698	778	785	713							4,188
PT EXAMS-INPATIENT	17	12	7	18	16	7							77
OT EXAMS-OUTPATIENT	32	41	81	53	76	74							357
OT EXAMS-INPATIENT	12	7	4	14	12	6							55
ST EXAMS-OUTPATIENT	-	-	-	-	-	16							16
ST EXAMS-INPATIENT	-	-	-	-	-	-							-
AR & CASH STATISTICS													
DAYS IN AR	57	56	60	56	52	50							55
GOAL	47	47	47	47	47	47	47	47	47	47	47	47	47
PRIOR	53	54	52	47	49	52	57	52	58	59	59	59	59
DAYS CASH ON HAND	323	328	307	281	289	287							303
GOAL	260	260	260	260	260	260	260	260	260	260	260	260	260
PRIOR	255	256	262	254	259	257	249	249	245	241	269	293	257
FTEs TOTAL PAID	285.5	303.4	305.1	293.9	294.2	278.3							293.4
FTEs TOTAL INCLUDING AGENCY	298.2	311.6	320.3	321.2	324.8	302.4	-	-	-	-	-	-	313.1
BUDGET	370.4	370.4	370.4	370.4	374.2	374.2	376.2	376.2	376.2	376.2	376.2	376.2	371.6
PRIOR	313.6	310.9	314.8	329.8	308.6	306.6	305.4	314.6	315.5	315.0	325.9	319.6	314.0

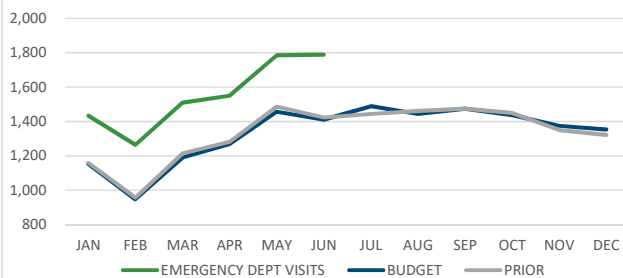
ACUTE CARE DAYS



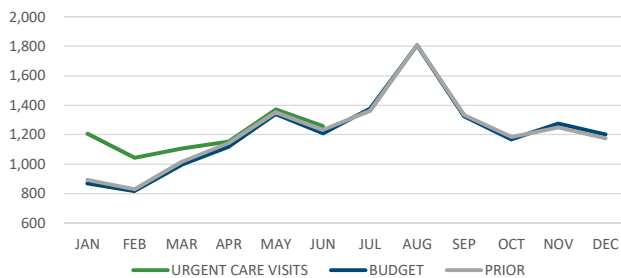
OBSERVATION STAYS



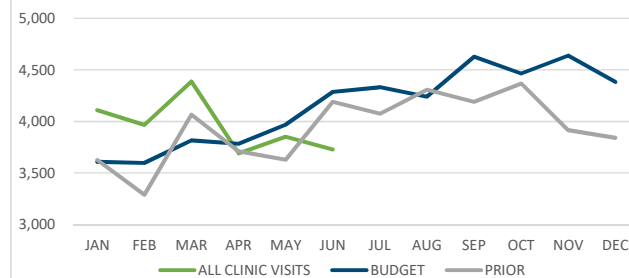
EMERGENCY DEPARTMENT VISITS



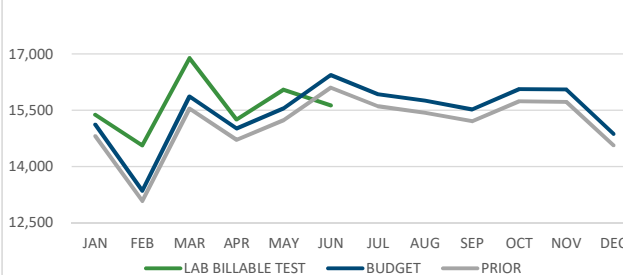
URGENT CARE VISITS



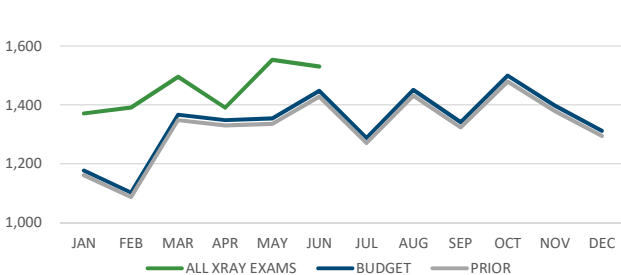
CLINIC VISITS



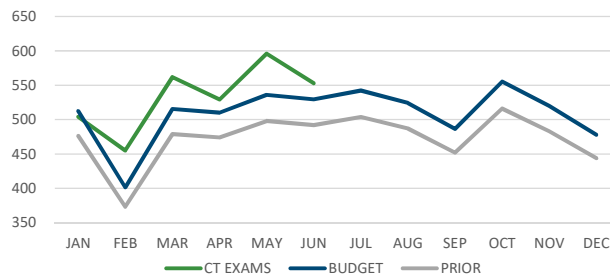
LAB TESTS



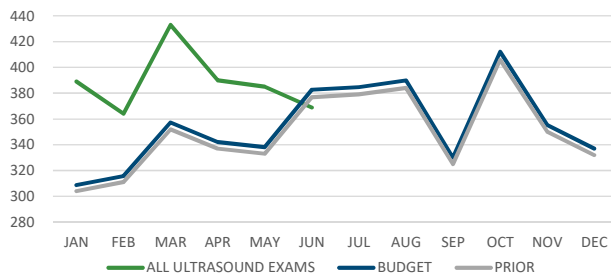
X-RAY EXAMS



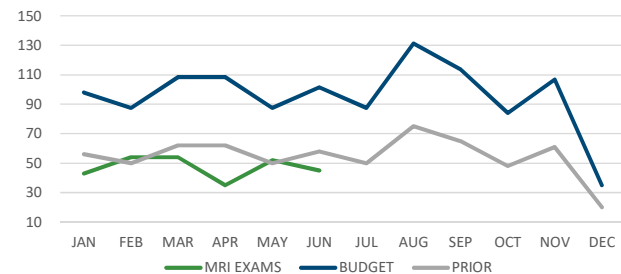
CT EXAMS



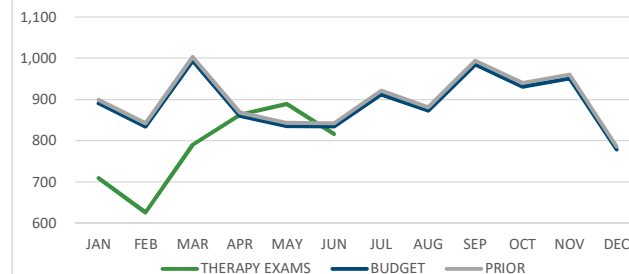
ULTRASOUND EXAMS



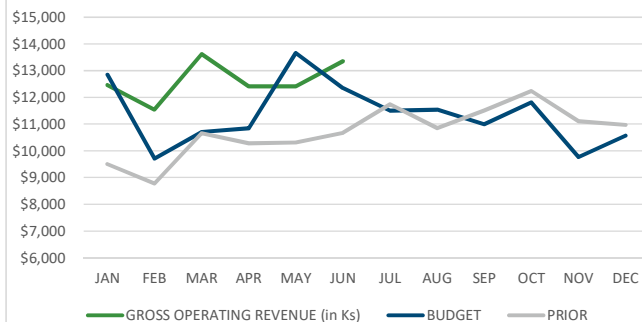
MRI EXAMS



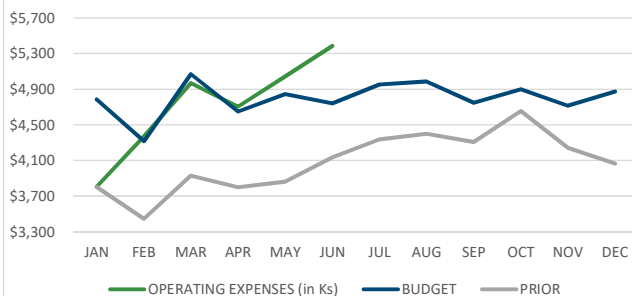
ALL THERAPY EXAMS



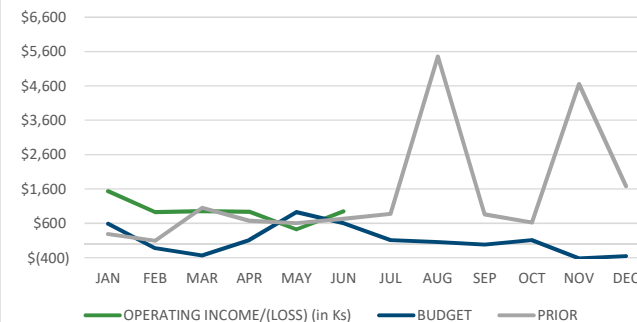
GROSS OPERATING REVENUE



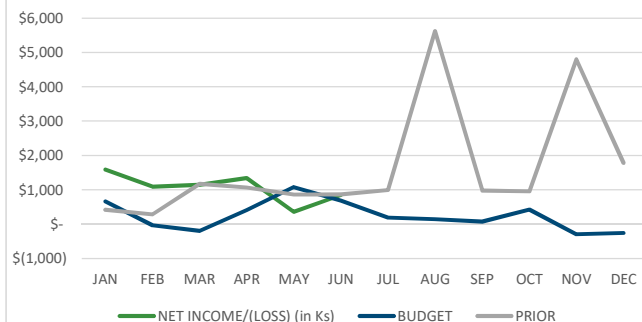
OPERATING EXPENSES



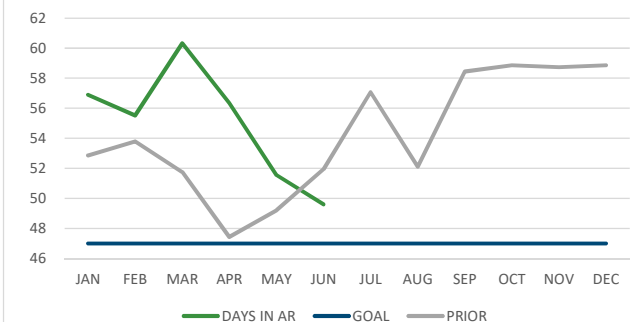
OPERATING INCOME/(LOSS)



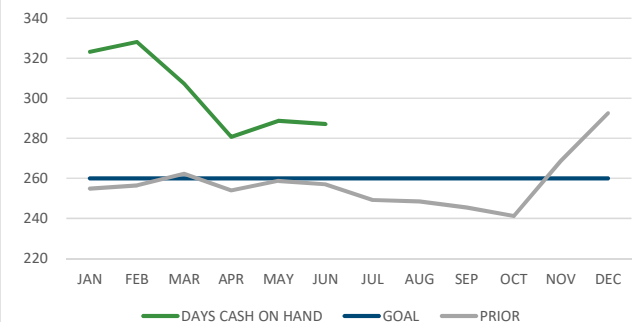
NET INCOME/(LOSS)



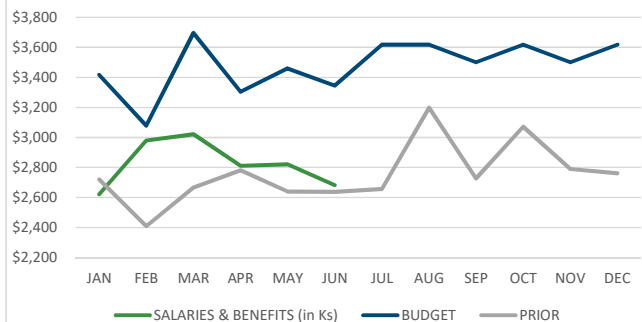
DAYS IN AR



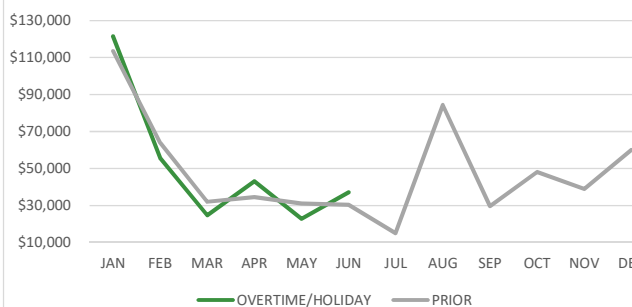
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

