
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 – Lauri Bolton – Info**
5. **6:15 – Epic Update – Blake Rose – Info**
6. **Executive Reports**
 - a. **6:30** - Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:45** - Finance Report, James Hansen – *Info*
 - c. **7:00** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:10** – Executive Report, Josh Martin – *Info*
7. **Commissioner Business**
 - a. **7:30** – Medical Staff Privileges – *Action (vote)*
 - i. Robert Taber, MD – Emergency Medicine – Initial Appointment
 - ii. Kevin Caserta, MD – Psychiatry – Initial Appointment
 - iii. Elizabeth Walz, MD – Neurology – Initial Appointment
 - iv. Robert Apland, DO – Radiology – Initial Appointment
 - v. Christopher Krol, MD – Radiology - Reappointment
 - vi. Ross Ondersma, MD – Radiology - Reappointment
 - vii. Brandt Mohr, MD – Radiology – Reappointment
 - viii. John McGowan, MD – Radiology – Reappointment
 - ix. John Edwards, MD – Radiology - Reappointment
 - x. Garland McQuinn, MD – Radiology – Reappointment
 - xi. Alan Chan, MD – Radiology – Reappointment
 - xii. Phillip Lowe, MD – Radiology – Reappointment
 - xiii. Alice Josafat, MD – Radiology - Reappointment
 - xiv. David Atkins, MD – Radiology – Reappointment
 - xv. Navneet Singha, MD – Radiology – Reappointment
 - xvi. Yasmin Akbari, MD – Radiology – Reappointment
 - xvii. Madison Creel, SLP (Speech Language Pathologist) – Speech Pathology – Initial Appointment
 - b. **7:35** – The Rural Collaborative LLP – *Info*
 - c. **7:40** – Hot Topic Discussion – *Info*
 - d. **7:50** – Upcoming Events, Andrew Hooper
 - e. **8:00** – Meeting Evaluation, Andrew Hooper
8. **8:05– Adjourn – Action (vote)**

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

- Ride the Harbor | McCleary, WA | June 25, 2022
- **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):

- 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

For the Period:

April 2022

Description	Amount
Payroll	\$ 3,300,897
A/P Operations	\$ 3,222,877
A/P Construction	\$ -
Community Care	\$ 124,427
Bad Debt	\$ 548,945
Property Tax Credit	\$ 648
Total	\$ 7,197,794



BOARD OF COMMISSIONERS MEETING MINUTES

April 28, 2022

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: Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p>Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Lauri Bolton, Jori Stott, Tori Bernier, Lourdes Schoch (phone), Wendy Stirnkorb (phone), Rachel Brown (phone), Skip Houser (phone)</p>	<p><i>Commissioner Thumser made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
APPROVAL OF MINUTES		<p><i>Commissioner Hiles made a motion to approve the minutes. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
PATIENT STORY	<ul style="list-style-type: none"> • CXO Bolton shared thank you note to Ben Schultze, ARNP for hospitalization (see letter for more details). 	
TRANSPORTATION PRESENTATION	<ul style="list-style-type: none"> • CMO Dietrich gave presentation on the Ambulance Transport Service Plan (see presentation for more details). • Hospital beds continue to have a challenge accessing beds due to an increased demand in specialty care that was postponed due to COVID. Hospitals are seeing in an increase in sicker patients due to a delay in care. • CEO Martin thanked CMO Dietrich, CNO Bernier, Commissioner Hooper and Commissioner Bossard for their efforts. • CMO Dietrich, Commissioner Hooper and Commissioner Bossard attended a recent District 5 Fire meeting and presented data to their Board regarding significant decline in acceptance of interfacility transfers. • CMO Dietrich will provide statistics at the next Board meeting. • Marketing and CMO Dietrich created a video regarding the upcoming changes in transport. 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 28, 2022

	<ul style="list-style-type: none"> Summit Pacific signed a contract with Olympic Transport to provide transfer services. 	
QUALITY	<ul style="list-style-type: none"> CNO Bernier shared Quality Report and Dashboard (see report for more details). CMO Dietrich shared update on the Hospital District's decision to go to "Phase Blue" with our COVID protocol. CNO Bernier provided an update on a DOH investigation on an EMTALA complaint. The Quality team did a WSHA mock vaccine mandate survey and days later DOH arrived. Summit Pacific had no findings. Great job HR team! Summit Pacific expects DNV and DOH at any time for our survey. CEO Martin shared statement of deficiency from the DOH regarding the construction of the CT lift ramp. Summit Pacific did not receive a citation however the District did learn that the hospital does need to report to DOH immediately regarding any facility issues that affects patient care. Cecelia Tapp, Director of Quality and Risk and Jeff Kruger, Director of Facilities will be submitting the plan of action to DOH tomorrow. House Supervisors and Lourdes Schoch will be taking over the Trauma, Cardiac and Stroke program. Providence is currently building 30-40 more beds which will help our bed capacity for transfers. The Lab has a plan for improving blood culture contamination. 	
FINANCE	<ul style="list-style-type: none"> CFO Hansen presented the Finance Report (see report for more details). CFO Hansen shared that there was an emergency with our offsite coding company that resulted in an increase in days in AR. An increase in expenses was due to FEMA staffing moving to contracted agency staffing roughly in the amount of \$400 k. CFO Hansen provided an update on the ACO (see presentation for more details). Estimated share savings are not finalized until claims are processed. When results are available CFO Hansen will bring it to the Board for review. 	
ADVOCACY	<ul style="list-style-type: none"> The Advocacy Committee met in April and focused on identifying community representatives to sit on our Finance and Quality Board. NRHA is putting together a rural leadership program for Commissioners. Commissioner Hooper was asked to sit on the advisory board. CEO Martin provided an update on Welltower. Their challenge with our community was challenges with manufacturing. 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 28, 2022

EXECUTIVE SUMMARY	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • Dr. Kevin Caserta has joined the Summit Pacific team as the Population Health Senior Medical Director. • A provider retention policy has been implemented. • CAO Rose provided an update on our MA Apprenticeship Program. • CNO Bernier provided an update on the Nurse Residency Program. • CAO Rose provided an update on EPIC. Leaders met at a Leadership Retreat in April and started initial discussions for July implementation kick off. • CEO Martin gave an update on the MFP funding. Financing decision is a 6-month process. • CNO Bernier provided an update on the MFP architectural selection. • CEO Martin was awarded Administrator of the Year from Northwest Rural Health Association • CEO Martin provided an update on a housing development in Montesano. • Commissioner Hiles and Commissioner Wescott attended the Greater Grays Harbor Legislative forum. CEO Martin was asked to share on healthcare in Grays Harbor County. • The Medical Foundation's Annual Golf tournament is next Friday, May 6th. 	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • James Giles, MD – Neurology – Reappointment • James Wang, MD – Neurology – Reappointment • Jimmy Swan, MD – Cardiology – Reappointment • Robert Hawkins, MD – Radiology – Reappointment • Andrew Taylor, MD – Radiology – Reappointment • Dawn Hastreiter, MD – Radiology – Reappointment <p>House Bill 1329</p> <ul style="list-style-type: none"> • General Counsel Skip Houser shared updates to the Open Public Meeting Act. Changes agenda needs to be posted on the website (See document for more details). <p>Upcoming Events, Andrew Hooper</p> <ul style="list-style-type: none"> • Chairman Hooper reviewed upcoming events • Foundation trail ribbon cutting is May 20, 2022, at 9 am. • Save the date CT and Lab Walkthrough May 26, 2022, prior to regular Board meeting. 	<p><i>Commissioner Wescott made motion to approve the Medical Staff privileges. Commissioner Hiles seconded the motion. All voted in favor.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

April 28, 2022

	Meeting Evaluation, Andrew Hooper <ul style="list-style-type: none">Chairman Hooper facilitated meeting evaluation. There were no future hot topic articles of interest discussed.	
EXECUTIVE SESSION	<ul style="list-style-type: none">Board Chair Hooper announced the Board will be going to executive session (RCW 42.30.110) (bc) real estate and (g) potential litigationBoard Chair Hooper announced the session was anticipated to last 30 minutes with no anticipated action.The board recessed the session at 8:16 pm.The executive session convened at 8:20 pm.The executive session ended at 8:50 pm.The regular session reconvened at 8:50 pm.	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:50 pm.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor.</i>



Recording Secretary



Board Secretary

Financial Highlights – Monthly Dashboard

Summit Pacific Medical Center Finance Dashboard April 30, 2022

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +
Unfavorable Variance = ()

	April					Year-to-Date				
	Actual	Budget	Variance	Var%	Month	Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 12,412,795	\$10,843,347	\$1,569,448	14.5%	●	\$ 50,034,626	\$ 44,105,113	\$5,929,512	13.4%	●
Total Operating Expenses	\$ 4,703,591	\$ 4,638,313	\$ (65,278)	(1.4%)	●	\$ 17,847,777	\$ 18,776,197	\$ 928,420	4.9%	●
Payment %	46.0%	45.5%	0.5%	0.5%	●	45.3%	45.1%		0.2%	●
EBITDA Margin	22.5%	10.8%		11.7%	●	25.4%	10.4%		15.0%	●
Operating Margin	15.4%	1.8%		13.6%	●	18.2%	1.5%		16.7%	●
Net Income Margin	22.1%	7.6%		14.5%	●	21.6%	4.4%		17.2%	●
Days in AR						56	47	(9)	(19.9%)	●
DCOH						281	260	21	8.0%	●

	April				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,682,722	\$ 3,911,249	\$ 1,771,473	45.3%	\$ 19,284,464	\$ 16,738,380	\$ 2,546,084	15.2%
Medicaid Revenue	\$ 4,527,075	\$ 3,351,763	\$ 1,175,312	35.1%	\$ 14,405,965	\$ 13,215,464	\$ 1,190,501	9.0%
Other Revenue	\$ 2,202,998	\$ 3,580,335	\$ (1,377,337)	(38.5%)	\$ 16,344,197	\$ 14,151,269	\$ 2,192,928	15.5%
Total Gross Operating Revenue	\$ 12,412,795	\$ 10,843,347	\$ 1,569,448	14.5%	\$ 50,034,626	\$ 44,105,113	\$ 5,929,512	13.4%
Revenue Deductions								
Medicare Contractual	\$ 2,750,626	\$ 2,507,447	\$ (243,179)	(9.7%)	\$ 11,064,193	\$ 10,730,740	\$ (333,453)	(3.1%)
Medicaid Contractual	\$ 1,938,856	\$ 1,911,318	\$ (27,538)	(1.4%)	\$ 8,345,184	\$ 7,536,019	\$ (809,165)	(10.7%)
Other Contractual	\$ 1,257,937	\$ 986,383	\$ (271,554)	(27.5%)	\$ 5,222,081	\$ 3,898,676	\$ (1,323,405)	(33.9%)
Bad Debt Expense	\$ 563,992	\$ 289,521	\$ (274,471)	(94.8%)	\$ 1,828,637	\$ 1,177,620	\$ (651,017)	(55.3%)
Community Care	\$ 124,427	\$ 157,303	\$ 32,876	20.9%	\$ 640,061	\$ 639,827	\$ (234)	(0.0%)
Administrative Adjustments	\$ 61,346	\$ 57,077	\$ (4,269)	(7.5%)	\$ 261,768	\$ 232,158	\$ (29,610)	(12.8%)
Total Revenue Deductions	\$ 6,697,183	\$ 5,909,048	\$ (788,135)	(13.3%)	\$ 27,361,924	\$ 24,215,041	\$ (3,146,883)	(13.0%)
Net Patient Revenue	\$ 5,715,612	\$ 4,934,300	\$ 781,312	15.8%	\$ 22,672,701	\$ 19,890,072	\$ 2,782,629	14.0%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Other Operating Income	\$ 357,206	\$ 266,299	\$ 90,907	34.1%	\$ 1,263,345	\$ 1,065,198	\$ 198,147	18.6%
Total Other Revenue	\$ 357,206	\$ 266,299	\$ 90,907	34.1%	\$ 1,263,345	\$ 1,065,198	\$ 198,147	18.6%
Net Operating Revenue	\$ 6,072,818	\$ 5,200,599	\$ 872,219	16.8%	\$ 23,936,046	\$ 20,955,270	\$ 2,980,777	14.2%
Operating Expenses								
Salaries & Wages	\$ 2,269,839	\$ 2,621,827	\$ 351,989	13.4%	\$ 9,062,079	\$ 10,708,810	\$ 1,646,730	15.4%
Benefits	\$ 542,246	\$ 675,248	\$ 133,002	19.7%	\$ 2,373,083	\$ 2,758,865	\$ 385,782	14.0%
Professional Fees	\$ 72,491	\$ 25,292	\$ (47,199)	(186.6%)	\$ 209,515	\$ 109,010	\$ (100,505)	(92.2%)
Supplies	\$ 413,396	\$ 399,272	\$ (14,124)	(3.5%)	\$ 1,389,611	\$ 1,569,497	\$ 179,886	11.5%
Utilities	\$ 41,522	\$ 43,788	\$ 2,265	5.2%	\$ 178,086	\$ 170,915	\$ (7,171)	(4.2%)
Purchased Services	\$ 973,909	\$ 562,219	\$ (411,690)	(73.2%)	\$ 3,245,636	\$ 2,212,624	\$ (1,033,012)	(46.7%)
Insurance	\$ 36,710	\$ 34,905	\$ (1,805)	(5.2%)	\$ 162,901	\$ 139,620	\$ (23,281)	(16.7%)
Other Expenses	\$ 317,069	\$ 230,174	\$ (86,895)	(37.8%)	\$ 1,062,755	\$ 910,524	\$ (152,231)	(16.7%)
Rentals & Leases	\$ 36,409	\$ 45,587	\$ 9,178	20.1%	\$ 164,111	\$ 196,333	\$ 32,222	16.4%
Total Operating Expenses	\$ 4,703,591	\$ 4,638,313	\$ (65,278)	(1.4%)	\$ 17,847,777	\$ 18,776,197	\$ 928,420	4.9%
EBITDA	\$ 1,369,227	\$ 562,286	\$ 806,941	143.5%	\$ 6,088,270	\$ 2,179,073	\$ 3,909,197	179.4%
Interest & Depreciation Expenses								
Interest	\$ 145,121	\$ 145,121	\$ (0)	(0.0%)	\$ 581,333	\$ 581,332	\$ (1)	(0.0%)
Depreciation	\$ 288,678	\$ 321,482	\$ 32,804	10.2%	\$ 1,155,235	\$ 1,286,056	\$ 130,822	10.2%
Total Interest & Depreciation Expenses	\$ 433,799	\$ 466,602	\$ 32,803	7.0%	\$ 1,736,568	\$ 1,867,388	\$ 130,821	7.0%
Net Income (Loss) from Operations	\$ 935,428	\$ 95,684	\$ 839,744	(877.6%)	\$ 4,351,702	\$ 311,684	\$ 4,040,018	1,296.2%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 319,233	\$ 225,000	\$ 94,233	41.9%	\$ 463,830	\$ 322,500	\$ 141,330	43.8%
Misc Revenue/(Expenses)	\$ 88,200	\$ 74,716	\$ 13,484	18.0%	\$ 355,677	\$ 287,932	\$ 67,745	23.5%
Total Non-Operating Rev/(Expenses)	\$ 407,433	\$ 299,716	\$ 107,717	35.9%	\$ 819,507	\$ 610,432	\$ 209,075	34.3%
Net Income (Loss)	\$ 1,342,861	\$ 395,400	\$ 947,461	(239.6%)	\$ 5,171,209	\$ 922,117	\$ 4,249,093	460.8%
Net Income (Loss) w/out PPP+PRF	\$ 1,342,861	\$ 395,400	\$ 947,461	(239.6%)	\$ 5,171,209	\$ 922,117	\$ 4,249,093	460.8%

METRICS

EBITDA Margin	22.5%	10.8%	11.7%	108.5%	25.4%	10.4%	15.0%	144.6%
Operating Margin	15.4%	1.8%	13.6%	737.2%	18.2%	1.5%	16.7%	
Net Income Margin	22.1%	7.6%	14.5%	190.8%	21.6%	4.4%	17.2%	391.0%
Days in AR	56							
DCOH	281							
Deduction %	54.0%	54.5%	0.5%	1.0%	54.7%	54.9%	0.2%	0.4%
NPSR %	46.0%	45.5%	0.5%	1.2%	45.3%	45.1%	0.2%	0.5%
Net Operating Revenue %	48.9%	48.0%	1.0%	2.0%	47.8%	47.5%	0.3%	0.7%
Benefits as a % Of SW	23.9%	25.8%	1.9%	7.2%	26.2%	25.8%	(0.4%)	(1.6%)
Benefits as a % of SWB	19.3%	20.5%	1.2%	5.8%	20.8%	20.5%	(0.3%)	(1.3%)
Paid FTEs (excludes Agency)	293.9	370.4	76.4	20.6%	296.96	371.1	74.2	20.0%
Salary per FTE	\$ 7,723	\$ 7,079	\$ (644)	(9.1%)	\$ 30,516	\$ 28,855	\$ (1,660)	(5.8%)
Hours	50,247	63,483	13,236	20.8%	202,982	\$ 253,931	50,950	20.1%
Avg Hourly Rate	\$ 45.17	\$ 41.30	\$ (3.87)	(9.4%)	\$ 44.64	\$ 42.17	\$ (2.47)	(5.9%)

Balance Sheet as of April 2022

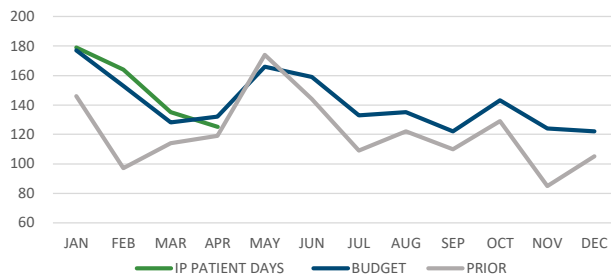
A S S E T S	4/30/2022	3/31/2022	1 Month Variance	03/31/2021	12 Month Variance
Current Assets					
Operating Cash	45,662,638	46,390,836	(728,198)	37,912,005	7,750,633
Covid Cares Restricted	1,285,388	1,285,388	-	-	1,285,388
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	23,786,442	25,214,230	(1,427,788)	15,392,772	8,393,670
Less Allow for Uncollectables	(3,751,491)	(3,741,376)	(10,115)	(3,297,973)	(453,518)
Less Contractual Adjustments	(10,893,025)	(11,856,003)	962,978	(6,586,473)	(4,306,552)
Accounts Receivable - Net	9,141,926	9,616,851	(474,925)	5,508,326	3,633,600
Taxes Receivable	427,772	108,539	319,233	275,239	152,534
Other Receivables	1,972,468	1,899,744	72,725	1,204,654	767,814
Inventory	766,166	691,570	74,595	527,053	239,113
Prepaid Expenses	578,364	701,336	(122,972)	593,745	(15,381)
Total Current Assets	61,850,730	62,710,273	(859,542)	48,037,030	13,813,701
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,440,695	4,440,695	-	4,407,786	32,910
Buildings	43,842,103	43,842,103	-	43,373,790	468,313
Equipment	14,541,886	13,901,366	640,521	11,898,507	2,643,379
Construction In Progress	1,524,876	1,003,741	521,135	71,030	1,453,846
Less Accumulated Depreciation	(25,291,236)	(25,002,557)	(288,678)	(21,918,686)	(3,372,550)
Property, Plant and Equipment - Net	40,710,353	39,837,376	872,977	39,484,456	1,225,898
TOTAL ASSETS	102,561,084	102,547,649	13,435	87,521,485	15,039,598

Balance Sheet as of April 2022

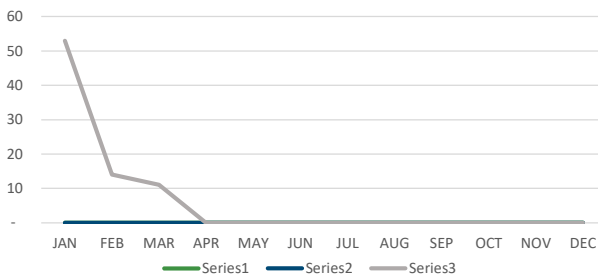
LIABILITIES	04/30/2022	03/31/2022	1 Month Variance	03/31/2021	12 Month Variance
Current Liabilities					
Accounts Payable	1,916,429	918,107	998,322	835,488	1,080,941
Other Payables	763,208	562,556	200,652	510,116	253,091
Payroll and Related Liabilities	2,348,829	3,643,345	(1,294,516)	2,139,021	209,808
Interest Payable	(4,091)	245,777	(249,868)	40,385	(44,476)
Third Party Settlement Payable	69,327	566,047	(496,719)	203,525	(134,197)
Other Current Liabilities	1,711,354	1,784,683	(73,329)	5,181,264	(3,469,910)
Current Maturities of LTD	1,192,955	1,192,955	-	1,192,955	-
Total Current Liabilities	7,998,010	8,913,469	(915,458)	10,102,753	(2,104,743)
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(1,192,955)	-
Long Term Debt	46,659,509	47,073,477	(413,968)	52,477,129	(5,817,621)
Total Non Current Liabilities	45,466,554	45,880,522	(413,968)	51,284,174	(5,817,621)
Total Liabilities	53,464,564	54,793,990	(1,329,427)	61,386,927	(7,922,364)
Net Assets					
Unrestricted Fund Balance	43,925,310	43,925,310	-	23,192,257	20,733,054
YTD Excess of Revenues	5,171,209	3,828,348	1,342,861	2,942,301	2,228,908
Total Net Assets	49,096,520	47,753,659	1,342,861	26,134,558	22,961,962
TOTAL LIABILITIES & NET ASSETS	102,561,084	102,547,649	13,435	87,521,485	15,039,598

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
INPATIENT STATISTICS													
IP DISCHARGES	35	45	34	39									153
PRIOR	42	25	29	35	43	37	20	20	31	37	30	29	131
IP PATIENT DAYS	179	164	135	125									603
BUDGET	177	153	128	132	166	159	133	135	122	143	124	122	590
PRIOR	146	97	114	119	174	144	109	122	110	129	85	105	476
IP EMERGENCY ADMITS	35	45	33	39									152
PRIOR	41	25	29	35	43	37	20	19	30	37	30	29	130
IP AVERAGE LENGTH OF STAY	5.1	3.6	4.0	3.2	-	-	-	-	-	-	-	-	3.9
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	3.6
OUTPATIENT STATISTICS													
OBSERVATION HOURS	751	1,428	1,892	1,219									5,290
PRIOR	1,830	481	773	935	938	1,039	1,086	643	786	467	396	729	4,019
OBSERVATION STAYS	17	32	38	27									114
PRIOR	27	14	27	26	32	25	26	15	21	15	12	16	94
EMERGENCY DEPT VISITS	1,433	1,264	1,509	1,549									5,755
BUDGET	1,153	947	1,190	1,269	1,457	1,411	1,489	1,444	1,475	1,437	1,375	1,353	4,559
PRIOR	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450	1,350	1,321	4,611
MHC CLINIC VISITS	831	805	948	770									3,354
BUDGET	902	873	1,085	945	875	1,036	911	797	986	890	1,015	813	3,805
PRIOR	761	745	939	825	789	928	811	704	867	777	835	713	3,270
SPRES CLINIC VISITS	160	150	257	224									791
BUDGET	133	124	105	174	146	118	224	320	364	294	294	204	536
PRIOR	61	57	48	80	66	49	56	55	105	127	127	93	246
SPMAT CLINIC VISITS	184	180	205	188									757
BUDGET	205	204	249	221	188	227	228	192	198	198	205	237	879
PRIOR	203	203	232	218	186	224	218	190	198	207	192	233	856
SPWC CLINIC VISITS	2,935	2,832	2,977	2,509									11,253
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	9,586
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	11,414
ALL CLINIC VISITS	4,110	3,967	4,387	3,691									16,155
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	14,806
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	14,693
PACC CLINIC VISITS	4	5	6	1									16
PRIOR	6	4	9	7	2	6	5	7	14	9	4	2	26
URGENT CARE VISITS	1,206	1,043	1,106	1,154									4,509
BUDGET	868	817	997	1,119	1,340	1,209	1,376	1,806	1,324	1,168	1,274	1,202	3,801
PRIOR	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248	1,175	3,882
PACC + URGENT CARE VISITS	1,210	1,048	1,112	1,155									4,525
BUDGET	874	821	1,006	1,126	1,342	1,215	1,381	1,813	1,338	1,177	1,278	1,204	3,827
PRIOR	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	1,252	1,177	3,908
ANCILLARY STATISTICS													
LAB BILLABLE TEST	15,376	14,561	16,892	15,253									62,082
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	59,342
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	58,132
ALL XRAY EXAMS	1,371	1,391	1,495	1,390									5,647
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	4,993
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	4,926
XRAY EXAMS	1,145	1,142	1,244	1,207									4,738
PRIOR	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242	1,177	1,130	4,106
MAMMO EXAMS	177	199	197	148									721
PRIOR	135	150	193	133	124	212	159	182	178	195	169	130	611
DXA EXAMS	49	50	54	35									188
PRIOR	62	47	51	49	20	48	34	47	34	42	33	34	209
CT EXAMS	504	455	562	529									2,050
BUDGET	512	401	516	510	536	529	542	524	486	555	520	478	1,939
PRIOR	476	373	479	474	498	492	504	487	452	516	483	444	1,802
ALL ULTRASOUND EXAMS	389	364	433	390									1,576
BUDGET	309	316	357	342	338	383	385	390	330	412	355	337	1,324
PRIOR	304	311	352	337	333	377	379	384	325	406	350	332	1,304
ULTRASOUND EXAMS	344	313	372	325									1,354
PRIOR	265	274	309	302	289	328	327	332	301	349	299	290	1,150
ECHO EXAMS	45	51	61	65									222
PRIOR	39	37	43	35	44	49	52	52	24	57	51	42	154
MRI EXAMS	43	54	54	35									186
BUDGET	98	87	108	108	87	101	87	131	114	84	107	35	402
PRIOR	56	50	62	62	50	58	50	75	65	48	61	20	230
THERAPY EXAMS	709	625	790	860									2,984
BUDGET	891	834	994	860	835	834	912	873	985	931	951	779	3,578
PRIOR	899	842	1,003	868	843	842	921	881	994	940	960	786	3,612
PT EXAMS-OUTPATIENT	648	565	698	776									2,687
PT EXAMS-INPATIENT	17	12	7	18									54
OT EXAMS-OUTPATIENT	32	41	81	52									206
OT EXAMS-INPATIENT	12	7	4	14									37
ST EXAMS-OUTPATIENT	-	-	-	-									-
ST EXAMS-INPATIENT	-	-	-	-									-
AR & CASH STATISTICS													
DAYS IN AR	57	56	60	56									57
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									310
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									297.0
FTEs TOTAL INCLUDING AGENCY	298.0	310.0	322.1	311.6	-	-	-	-	-	-	-	-	310.4
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	370.4
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	317.3

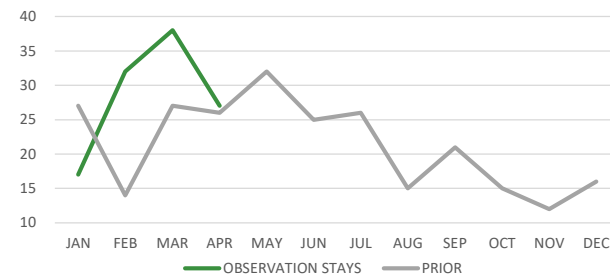
ACUTE CARE DAYS



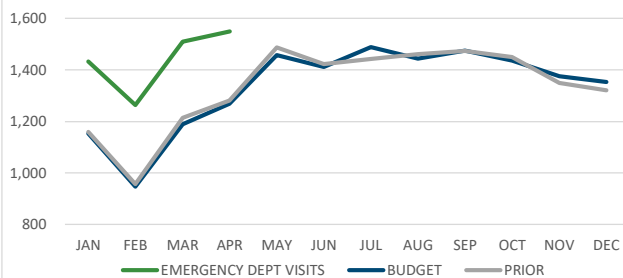
SWING BED DAYS



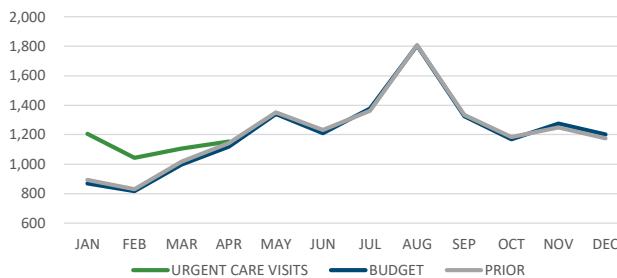
OBSERVATION STAYS



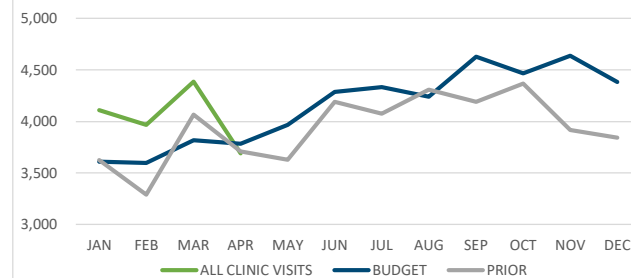
EMERGENCY DEPARTMENT VISITS



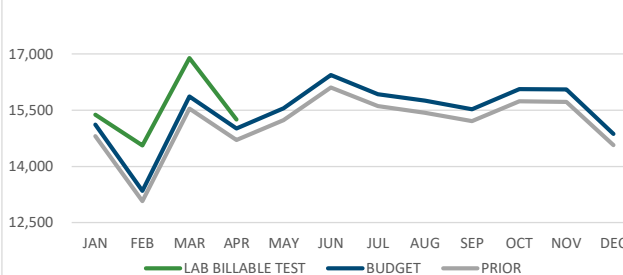
URGENT CARE VISITS



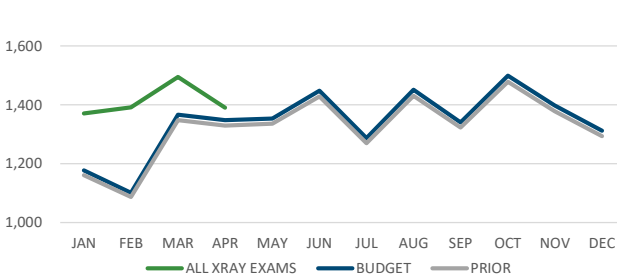
CLINIC VISITS



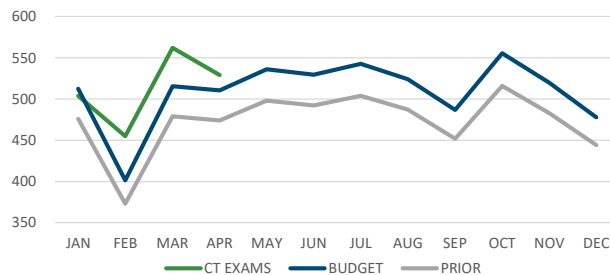
LAB TESTS



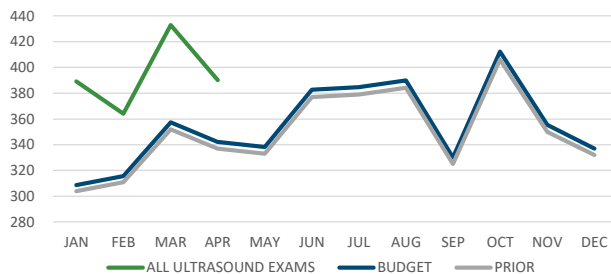
X-RAY EXAMS



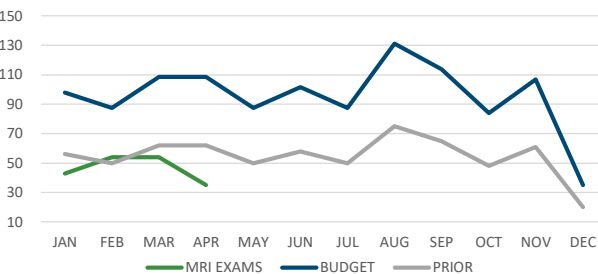
CT EXAMS



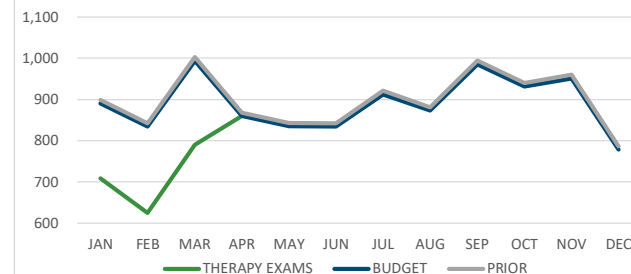
ULTRASOUND EXAMS



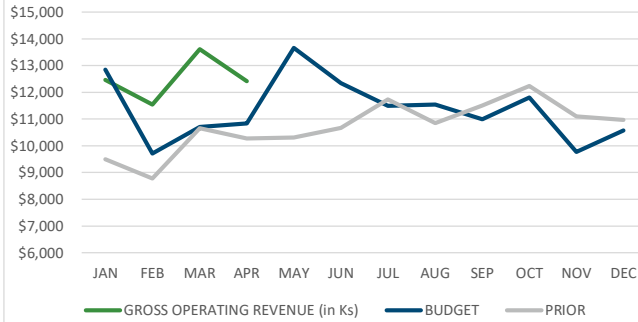
MRI EXAMS



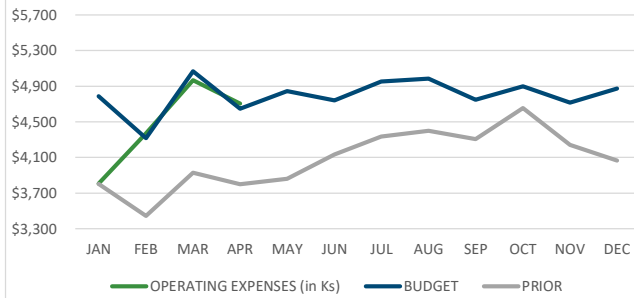
ALL THERAPY EXAMS



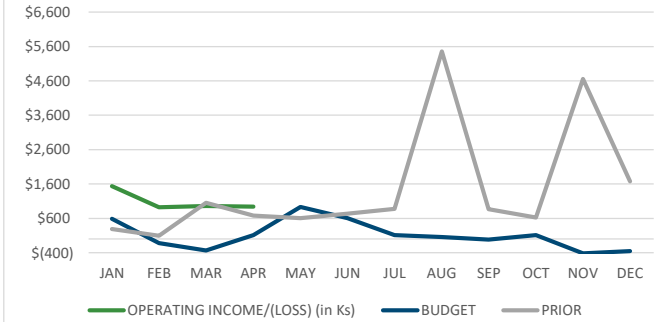
GROSS OPERATING REVENUE



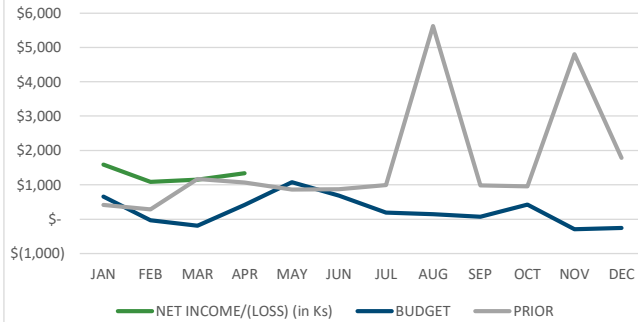
OPERATING EXPENSES



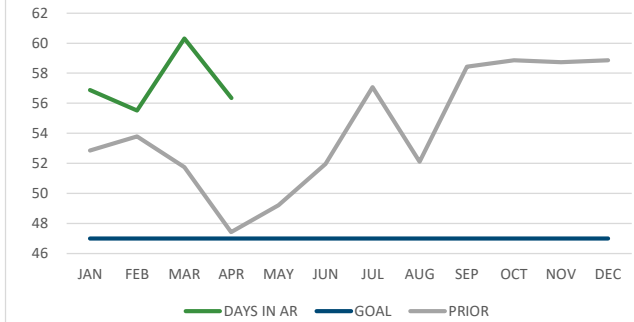
OPERATING INCOME/(LOSS)



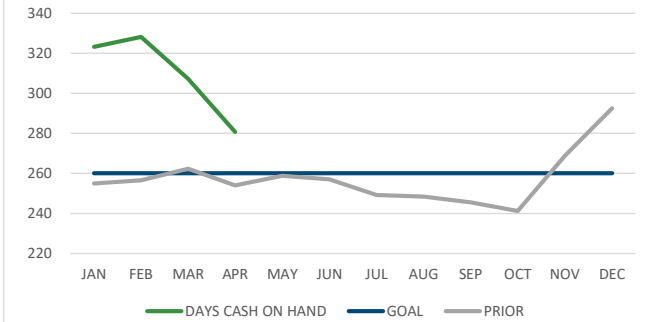
NET INCOME/(LOSS)



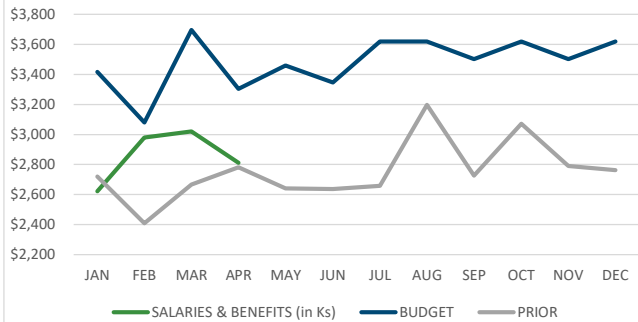
DAYS IN AR



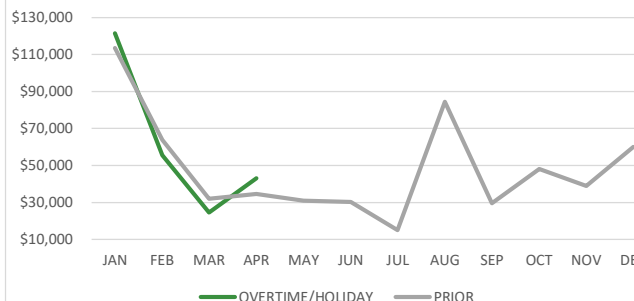
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

