
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)**
 - a. August 25, 2022 Regular Meeting
4. **6:10 - Patient Story – Tori Bernier, CNO – Info**
5. **6:15 – Population Health and Summit Care 3.0 – Dr. Kevin Caserta and Jennifer Brackeen – Info**
6. **Executive Reports**
 - a. **6:35** - Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:50** - Finance Report, James Hansen – *Info*
 - c. **7:05** – 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. Jessica Rydelski, ARNP- Emergency Medicine-Initial Appointment
 - ii. Georgi (Alex) Grekoff, MD- Emergency Medicine-Initial Appointment
 - iii. Ryan Richards, PA-C- Sleep Clinic-Initial Appointment
 - iv. Joel Stewart, PMHNP, Psychiatric Mental Health-Initial Appointment
 - v. Jennifer Theohairs, MD- Radiology- Initial Appointment
 - vi. Daniel Do-Dai, MD- Radiology- Initial Appointment
 - vii. Satish Kumar Cullath Harikkishnan, MD- Nocturnist (Hospitalist)-Initial Appointment
 - viii. Michael Magee, MD- Nocturnist (Hospitalist)-Initial Appointment
 - ix. Lauren Tada, DO- Nocturnist (Hospitalist)-Initial Appointment
 - x. Moshe Kovacevich, MD- Nocturnist (Hospitalist)-Initial Appointment
 - xi. Thomas Lee, MD- Nocturnist (Hospitalist)-Initial Appointment
 - xii. Gavind Niamatali, MD- Nocturnist (Hospitalist)-Initial Appointment
 - xiii. John Zurasky, MD- Neurology-Re-Appointment
 - xiv. Ravi Menon, MD- Neurology-Re-Appointment
 - xv. Corey White, DO- Neurology-Re-Appointment
 - xvi. Tarvinder Singh, MD- Neurology-Re-Appointment
 - xvii. Biggya Sapkota, MD- Neurology-Re-Appointment
 - xviii. Ravi Pande, MD Neurology-Re-Appointment
 - xix. Margarita Oveian, MD- Neurology-Re-Appointment
 - xx. Aixa Espinosa-Morales, MD- Neurology-Re-Appointment
 - xxi. Nicholas Okon, DO- Neurology-Re-Appointment
 - b. **7:40** – USDA Preliminary Architectural Report– *Info*
 - c. **7:50** – “US Life Expectancy Declines” Hot Topic Discussion– *Info*
 - d. **8:00** – Upcoming Events, Andrew Hooper
 - e. **8:05** – Meeting Evaluation, Andrew Hooper

8. 8:10– Adjourn – Action (vote)

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

- Ladies Night Out | Wellness Center | October 6, 2022
- **WSHA Annual Member Meeting | Renton, WA | October 16-18, 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

For the Period:

August 2022

Description	Amount
Payroll	\$ 2,380,494
A/P Operations	\$ 3,650,210
A/P Capital	\$ 275,046
Community Care	\$ 235,135
Bad Debt	\$ 710,017
Property Tax Credit	\$ 966
Total	\$ 7,251,869



BOARD OF COMMISSIONERS MEETING MINUTES

August 25, 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, Jim Hansen, Tori Bernier, Jori Stott, Luke Zarecor, Anna Taylor (virtual), Justin Wozab (virtual), Lisa Carrell (virtual), Lourdes Schoch (virtual), Rachel Brown (virtual)</p>	
CONSENT AGENDA	<ul style="list-style-type: none"> Discussion regarding the \$ 4 million in operations during the month of July. The Finance Team will be providing detailed report next month. 	<p><i>Commissioner Thumser made a motion to approve the Consent Agenda. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
APPROVAL OF MINUTES		<p><i>Commissioner Hiles made a motion to approve the July 28, 2022 minutes. Commissioner Thumser seconded the motion.</i></p> <p><i>Commissioner Hiles amended motion to approve the July 28, 2022 minutes and the Strategic Planning Retreat minutes. All voted in favor.</i></p>
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <p>NA</p>	
PATIENT STORY	<ul style="list-style-type: none"> CNO Bernier shared patient story (see patient story for more details). 	
Audit PRESENTATION	<ul style="list-style-type: none"> CFO Hansen introduced founding partner of DZA Associates, Luke Zarecor. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 25, 2022

	<ul style="list-style-type: none"> • Luke Zarecor, Auditor gave presentation on the 2021 Financial Audit (see presentation and 2021 audit for more details). • Zarecor shared the Finance team did a fantastic job amidst COVID confusion. There was only one adjustment needed whereas similar organizations DZA has identified 20-30 corrections. • Days cash on hand is very healthy. • Zarecor reviewed the financial indicators. Similar hospitals were chosen to compare, however may not be of similar size. • Summit Pacific is overperforming in operating margin and proves to be a sustainable business model. • CFO Hansen shared the differentiation between the auditing data is 365 days vs the Finances team that uses 90 days. • Many patients used economic stimulus dollars to pay medical debt which improved bad debt recovery statewide. • Commissioner Hooper thanked Luke Zarecor for the presentation. • CEO Martin thanked the Finance team for a great job! 	
TRANSPORT UPDATE	<ul style="list-style-type: none"> • CMO Dietrich provided an update on interfacility transports (see presentation for more details). • Discussion regarding the remodel to the Maple Street House for the Olympic Ambulance group lease. 	
QUALITY	<ul style="list-style-type: none"> • CNO Bernier shared that Quality Report and Dashboard (see report and dashboard for more details). • There is an uptick in COVID numbers in our county although people seem to be not "as sick". • CDC has eased COVID requirements. Hospitals are waiting on the Governor to make announcements for state COVID requirements. • DOH came onsite for a focused survey for EMTALA complaint and Summit Pacific was found to be in compliance. • ACU continues to maintain positive patient experience scores even with a much higher volume. • Physical therapy did great with their patient survey outcomes in July. • There were zero (0) falls in July even with higher acuity and a higher census. • Pharmacy has been doing a lot of work on rapid sequence intubation kits. • A new 340b vendor will launch early quarter four. • There was one (1) employee injury in July. There was no lost time. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 25, 2022

	<ul style="list-style-type: none"> • Karla De La Kruz is launching the speedy audit tool, a phone-based app to help with hand hygiene auditing. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen presented the Finance Report (see report for more details). • YTD actual margins are very strong for EBITDA, operating and net income. • For the month of July, Summit Pacific was over budget due to high volumes. • Total operating expense were above budget in July due to labor costs and 8-9% inflation. • Georgette thanked CMO Dietrich and CFO Hansen for sending the GI letter for patient accounts that have not been billed. • Inpatient days are up, and observations are back to normal. • Ultrasounds were down in July because of a staffing issue. • Commissioner Bossard questioned if Summit Pacific does heat mapping to identify where patients are coming from. Heat mapping is not a regular process, but has been used for special projects i.e. Master Facility Plan. 	
ADVOCACY	<ul style="list-style-type: none"> • Advocacy met this week to review federal, state, and local advocacy initiatives. • This weekend some local community leaders have been invited to attend a dinner with Congressman Kilmer. • CEO Martin and Commissioner Hiles will be attending Rural Advocacy Days in Washington DC the end of September. • Summit Pacific and other hospitals are working with state legislators to address staffing and funding challenges. Summit Pacific will invite our legislators to come onsite. • Dr. Dietrich was chosen to serve on the County Public Health Board. • Summit Pacific has plans to do advocacy training with leaders in partnership with Jennifer Brackeen, Director of Care Innovation. • CAM will be relaunching in January and will be incorporating participation from the Board, • Blue Zones is still in need of an executive director for Grays Harbor County. • Brenda Orffer will be serving as the community member on the Quality Committee. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • CEO Martin introduced Foundation recipient video (see video for more details) • Dr. Teresa Lanier will be joining us as the ACU Medical Director early 2023. • Congrats to Dr. Justin Taylor who was selected to serve on the Board of the Washington Association of Naturopathic Physicians • Congrats Michael Fisher for being elected to the Washington Association of Nurse Anesthetists. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 25, 2022

	<ul style="list-style-type: none"> • CNO Bernier provided an update on the Master Facility Plan (MFP) process. • The MFP Executive summary will be submitted to USDA. • The Foundation Board did an annual strategic planning retreat facilitated by Tricia Roscoe. • Brad Thomas, Foundation Director will provide an update on Foundation Strategic Plan at a future meeting. • Impact campaign for employees is closing tomorrow. The campaign well exceeded its goal and raised \$71,225. • Elma High School FFA leaders and ACENSUS both used our facilities for team building during the month of July. • Summit care 3.0 is coming! Dr. Kevin Caserta and Jennifer Brackeen, Director of Care Innovation will give a presentation next month. 	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Sophia Liu, MD- Emergency Medicine – Initial Appointment • Timothy Jan, DO – Radiology – Initial Appointment • Robert Rookstool, MD – Emergency Medicine - Initial Appointment • Diane Brett, OT – Occupational Therapy – Initial Appointment • Jennifer Martin, PA – Emergency Medicine – Initial Appointment • James Wallace, MD -Emergency Medicine- Initial Appointment • Lindsey Brightman, DNP – Family Medicine -Initial Appointment • Udayan Srivastava, MD – Radiology – Initial Appointment • Jonathan Lee, MD – Radiology – Initial Appointment • Alexander Castiello, MD – Pathology – Initial Appointment • Olivia Nicholls, DPT – Physical Therapy – Initial Appointment • William Feldmann, MD – Radiology – Initial Appointment • Terra Grandmason, ARNP – Emergency Medicine- Secondary Privileges • Sean Cherry, PA – Emergency Medicine – Secondary Privileges • Janelle Wortman, PharmD – Pharmacy – Reappointment • Kishan Patel, MD – Neurology – Reappointment • Stephen Burton, MD – Neurology – Reappointment • Lilith Judd, MD – Neurology – Reappointment • George Lopez, MD – Neurology – Reappointment • Sheila Smith, MD – Neurology – Reappointment • Kyle Ogami, MD – Neurology – Reappointment 	<p><i>Commissioner Hiles made motion to approve the Medical Staff privileges as presented. Commissioner Thumser seconded the motion. All voted in favor.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

August 25, 2022

	<ul style="list-style-type: none"> • Joseph Freeburg, MD – Neurology – Reappointment • David Alexader, MD – Radiology - Reappointment • James Bell, MD – Radiology – Reappointment • Mark Mayhle, MD – Radiology – Reappointment • David Johnson, MD – Radiology – Reappointment • Scott Vanderheiden, MD – Radiology – Reappointment • Carter Yeatman, MD – Radiology – Reappointment • Daniel Susanto, MD – Radiology – Reappointment • Discussion was had regarding a secondary privilege. Secondary privileges are given to providers who may work in multiple areas. <p>Resolution 2022-06 Surplus Property</p> <ul style="list-style-type: none"> • Commissioner Hooper discussed purpose of surplus property resolutions. Surplus property resolutions happen regularly within the District to determine when items are no longer of value to the District can be either sold or destroyed. <p>Hot topic discussion</p> <ul style="list-style-type: none"> • Discussion regarding “Why American teens are so sad.” • Discussion regarding the impacts of technology and social media to youth mental health. • Discussion regarding what Summit Pacific’s role is to address this problem. • Discussion regarding the Behavioral Health Crisis meeting and the discussion around involving and belonging in our teens and kids and what we can do. • Suggestion to have CMO Dietrich provide a community education event to discuss the impacts of technology to pediatric mental health. <p>Upcoming Events, Andrew Hooper</p> <ul style="list-style-type: none"> • Chairman Hooper reviewed upcoming events • Donor appreciation event is August 31, 2022. <p>Meeting Evaluation, Andrew Hooper</p> <ul style="list-style-type: none"> • Chairman Hooper facilitated meeting evaluation. • Tobacco cessation as a future meeting topic. 	<p><i>Commissioner Thumser made a motion to approve Resolution 2022-06 Surplus Property. Commissioner Bossard seconded the motion. All voted in favor.</i></p>
EXECUTIVE SESSION	<ul style="list-style-type: none"> • Board Chair Hooper announced the Board will be going to executive session (RCW 42.30.110) (g) to review performance of a public employee. • Board Chair Hooper announced the session was anticipated to last 10 minutes with no anticipated action. 	



BOARD OF COMMISSIONERS MEETING MINUTES

August 25, 2022

	<ul style="list-style-type: none">• The board recessed the session at 8:15 pm.• The executive session convened at 8:20 pm.• Chairman Hooper announced to the audience the addition of 5 minutes at 8:30 pm.• The executive session ended at 8:35 pm.• The regular session reconvened at 8:35 pm.	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:35 pm.	<i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.</i>



Recording Secretary



Board Secretary

Financial Highlights – Monthly Dashboard

Summit Pacific Medical Center

Finance Dashboard

August 31, 2022

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +

Unfavorable Variance = ()

	August				Month	Year-to-Date				
	Actual	Budget	Variance	Var%		Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 13,655,478	\$11,537,607	\$ 2,117,871	18.4%	●	\$ 102,498,608	\$ 92,961,931	\$ 9,536,677	10.3%	●
Total Operating Expenses	\$ 5,647,818	\$ 4,976,476	\$ (671,343)	(13.5%)	●	\$ 39,428,967	\$ 38,357,180	\$ (1,071,787)	(2.8%)	●
Payment %	45.7%	45.5%	0.1%	0.1%	●	45.2%	45.0%		0.2%	●
EBITDA Margin	13.5%	9.3%		4.2%	●	20.6%	12.7%		7.9%	●
Operating Margin	7.0%	1.0%		6.0%	●	13.7%	4.3%		9.4%	●
Net Income Margin	8.9%	2.5%		6.4%	●	15.8%	6.6%		9.2%	●
Days in AR						52	47	(5)	(11.2%)	●
DCOH						265	260	5	1.9%	●

	August				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,558,570	\$ 4,097,801	\$ 1,460,768	35.6%	\$ 41,204,274	\$ 34,947,670	\$ 6,256,604	17.9%
Medicaid Revenue	\$ 3,582,855	\$ 3,637,055	\$ (54,200)	(1.5%)	\$ 28,862,929	\$ 28,092,409	\$ 770,520	2.7%
Other Revenue	\$ 4,514,054	\$ 3,802,751	\$ 711,303	18.7%	\$ 32,431,406	\$ 29,921,852	\$ 2,509,554	8.4%
Total Gross Operating Revenue	\$ 13,655,478	\$ 11,537,607	\$ 2,117,871	18.4%	\$ 102,498,608	\$ 92,961,931	\$ 9,536,677	10.3%
Revenue Deductions								
Medicare Contractual	\$ 3,346,274	\$ 2,627,043	\$ (719,231)	(27.4%)	\$ 24,502,570	\$ 22,484,470	\$ (2,018,100)	(9.0%)
Medicaid Contractual	\$ 1,798,649	\$ 2,074,003	\$ 275,354	13.3%	\$ 15,966,364	\$ 16,036,618	\$ 70,254	0.4%
Other Contractual	\$ 1,201,335	\$ 1,047,658	\$ (153,676)	(14.7%)	\$ 10,187,094	\$ 8,252,935	\$ (1,934,159)	(23.4%)
Bad Debt Expense	\$ 767,207	\$ 308,058	\$ (459,150)	(149.0%)	\$ 3,665,102	\$ 2,487,164	\$ (1,177,938)	(47.4%)
Community Care	\$ 235,135	\$ 167,375	\$ (67,761)	(40.5%)	\$ 1,288,267	\$ 1,351,332	\$ 63,064	4.7%
Administrative Adjustments	\$ 69,997	\$ 60,731	\$ (9,266)	(15.3%)	\$ 529,075	\$ 490,324	\$ (38,752)	(7.9%)
Total Revenue Deductions	\$ 7,418,598	\$ 6,284,868	\$ (1,133,730)	(18.0%)	\$ 56,138,474	\$ 51,102,842	\$ (5,035,631)	(9.9%)
Net Patient Revenue	\$ 6,236,881	\$ 5,252,740	\$ 984,141	18.7%	\$ 46,360,135	\$ 41,859,089	\$ 4,501,046	10.8%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Other Operating Income	\$ 291,272	\$ 235,222	\$ 56,051	23.8%	\$ 3,319,950	\$ 2,099,318	\$ 1,220,632	58.1%
Total Other Revenue	\$ 291,272	\$ 235,222	\$ 56,051	23.8%	\$ 3,319,950	\$ 2,099,318	\$ 1,220,632	58.1%
Net Operating Revenue	\$ 6,528,153	\$ 5,487,961	\$ 1,040,192	19.0%	\$ 49,680,085	\$ 43,958,407	\$ 5,721,678	13.0%
Operating Expenses								
Salaries & Wages	\$ 2,393,813	\$ 2,868,225	\$ 474,411	16.5%	\$ 18,180,831	\$ 21,845,913	\$ 3,665,082	16.8%
Benefits	\$ 605,330	\$ 739,627	\$ 134,296	18.2%	\$ 4,741,587	\$ 5,629,634	\$ 888,047	15.8%
Professional Fees	\$ 146,680	\$ 25,705	\$ (120,975)	(470.6%)	\$ 756,350	\$ 322,488	\$ (433,862)	(134.5%)
Supplies	\$ 538,654	\$ 414,603	\$ (124,051)	(29.9%)	\$ 3,066,378	\$ 3,229,965	\$ 163,588	5.1%
Utilities	\$ 72,579	\$ 43,918	\$ (28,661)	(65.3%)	\$ 383,435	\$ 344,989	\$ (38,446)	(11.1%)
Purchased Services	\$ 1,568,368	\$ 570,468	\$ (997,900)	(174.9%)	\$ 9,668,090	\$ 4,472,365	\$ (5,195,725)	(116.2%)
Insurance	\$ 45,758	\$ 34,905	\$ (10,853)	(31.1%)	\$ 308,947	\$ 279,240	\$ (29,707)	(10.6%)
Other Expenses	\$ 195,250	\$ 232,739	\$ 37,489	16.1%	\$ 1,899,351	\$ 1,832,096	\$ (67,255)	(3.7%)
Rentals & Leases	\$ 81,385	\$ 46,287	\$ (35,098)	(75.8%)	\$ 423,998	\$ 400,488	\$ (23,510)	(5.9%)
Total Operating Expenses	\$ 5,647,818	\$ 4,976,476	\$ (671,343)	(13.5%)	\$ 39,428,967	\$ 38,357,180	\$ (1,071,787)	(2.8%)
EBITDA	\$ 880,335	\$ 511,486	\$ 368,849	72.1%	\$ 10,251,118	\$ 5,601,227	\$ 4,649,891	83.0%
Interest & Depreciation Expenses								
Interest	\$ 143,426	\$ 143,426	\$ (1)	(0.0%)	\$ 1,155,899	\$ 1,155,896	\$ (3)	(0.0%)
Depreciation	\$ 279,972	\$ 312,776	\$ 32,803	10.5%	\$ 2,277,055	\$ 2,539,092	\$ 262,036	10.3%
Total Interest & Depreciation Expenses	\$ 423,399	\$ 456,201	\$ 32,803	7.2%	\$ 3,432,955	\$ 3,694,988	\$ 262,033	7.1%
Operating Income (Loss)	\$ 456,936	\$ 55,284	\$ 401,652	726.5%	\$ 6,818,163	\$ 1,906,239	\$ 4,911,924	257.7%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 13,348	\$ 7,500	\$ 5,848	78.0%	\$ 598,147	\$ 427,500	\$ 170,647	39.9%
Misc Revenue/(Expenses)	\$ 109,736	\$ 74,716	\$ 35,020	46.9%	\$ 432,888	\$ 578,598	\$ (145,710)	(25.2%)
Total Non-Operating Rev/(Expenses)	\$ 123,084	\$ 82,216	\$ 40,867	49.7%	\$ 1,031,035	\$ 1,006,098	\$ 24,937	2.5%
Net Income (Loss)	\$ 580,020	\$ 137,501	\$ 442,519	321.8%	\$ 7,849,198	\$ 2,912,337	\$ 4,936,861	169.5%
Net Income (Loss) w/out PPP+PRF	\$ 580,020	\$ 137,501	\$ 442,519	321.8%	\$ 7,849,198	\$ 2,912,337	\$ 4,936,861	169.5%
METRICS								
EBITDA Margin	13.5%	9.3%	4.2%	44.7%	20.6%	12.7%	7.9%	61.9%
Operating Margin	7.0%	1.0%	6.0%	594.8%	13.7%	4.3%	9.4%	
Net Income Margin	8.9%	2.5%	6.4%	254.6%	15.8%	6.6%	9.2%	138.5%
Days in AR	52							
DCOH	265							
Deduction %	54.3%	54.5%	0.1%	0.3%	54.8%	55.0%	0.2%	0.4%
NPSR %	45.7%	45.5%	0.1%	0.3%	45.2%	45.0%	0.2%	0.4%
Net Operating Revenue %	47.8%	47.6%	0.2%	0.5%	48.5%	47.3%	1.2%	2.5%
Benefits as a % Of SW	25.3%	25.8%	0.5%	1.9%	26.1%	25.8%	(0.3%)	(1.2%)
Benefits as a % of SWB	20.2%	20.5%	0.3%	1.5%	20.7%	20.5%	(0.2%)	(1.0%)
Paid FTEs (excludes Agency)	303.4	376.2	72.8	19.3%	293.01	371.1	78.1	21.0%
Salary per FTE	\$ 7,890	\$ 7,625	\$ (265)	(3.5%)	\$ 62,048	\$ 58,865	\$ (3,183)	(5.4%)
Hours	53,595	66,624	13,028	19.6%	405,653	517,581	111,928	21.6%
Avg Hourly Rate	\$ 44.66	\$ 43.05	\$ (1.61)	(3.7%)	\$ 44.82	\$ 42.21	\$ (2.61)	(6.2%)

Balance Sheet as of August 2022

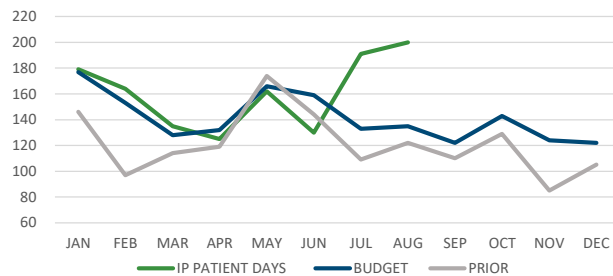
A S S E T S	8/31/2022	7/31/2022	1 Month Variance	07/31/2021	12 Month Variance
Current Assets					
Operating Cash	48,857,314	49,235,981	(378,667)	40,520,841	8,336,473
Covid Cares Restricted	782,270	782,270	-	-	782,270
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	22,743,248	22,514,653	228,597	18,841,547	3,901,701
Less Allow for Uncollectables	(4,382,006)	(4,241,624)	(140,382)	(3,169,062)	(1,212,944)
Less Contractual Adjustments	(9,495,380)	(9,932,457)	437,077	(7,771,202)	(1,724,178)
Accounts Receivable - Net	8,865,862	8,340,572	525,292	7,901,283	964,579
Taxes Receivable	29,608	37,210	(7,602)	27,978	1,630
Other Receivables	1,941,215	1,812,422	128,792	1,477,099	464,116
Inventory	781,626	776,441	5,185	569,712	211,914
Prepaid Expenses	1,015,977	687,726	328,252	607,917	408,061
Total Current Assets	64,289,880	63,688,630	601,253	53,120,837	11,169,043
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	-	43,387,314	454,789
Equipment	14,547,274	14,548,386	(1,112)	12,896,989	1,650,285
Construction In Progress	3,446,518	2,607,015	839,503	398,642	3,047,876
Less Accumulated Depreciation	(26,413,056)	(26,133,084)	(279,972)	(22,984,970)	(3,428,087)
Property, Plant and Equipment - Net	41,515,562	40,957,144	558,419	39,757,790	1,757,772
TOTAL ASSETS	105,805,443	104,645,773	1,159,671	92,878,627	12,926,816

Balance Sheet as of August 2022

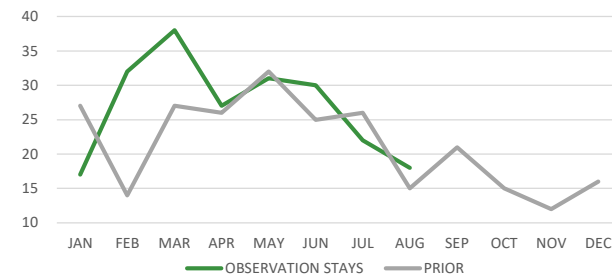
LIABILITIES	08/31/2022	07/31/2022	1 Month Variance	07/31/2021	12 Month Variance
Current Liabilities					
Accounts Payable	2,059,386	1,651,046	408,340	786,109	1,273,277
Other Payables	776,704	773,860	2,844	295,410	481,294
Payroll and Related Liabilities	3,462,794	3,360,632	102,161	3,297,667	165,126
Interest Payable	191,317	142,465	48,852	197,852	(6,535)
Third Party Settlement Payable	(356,363)	(356,363)	-	811,525	(1,167,887)
Other Current Liabilities	1,838,452	1,776,330	62,122	5,272,780	(3,434,328)
Current Maturities of LTD	1,192,955	1,192,955	-	1,192,955	-
Total Current Liabilities	9,165,244	8,540,926	624,318	11,854,297	(2,689,053)
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(1,192,955)	-
Long Term Debt	46,481,702	46,526,369	(44,667)	47,741,451	(1,259,749)
Total Non Current Liabilities	45,288,747	45,333,414	(44,667)	46,548,496	(1,259,749)
Total Liabilities	54,453,991	53,874,340	579,651	58,402,793	(3,948,802)
Net Assets					
Unrestricted Fund Balance	43,502,255	43,502,255	-	23,192,256.55	20,309,998
YTD Excess of Revenues	7,849,198	7,269,178	580,020	11,283,577.45	(3,434,379)
Total Net Assets	51,351,453	50,771,433	580,020	34,475,834	16,875,619
TOTAL LIABILITIES & NET ASSETS	105,805,443	104,645,773	1,159,671	92,878,627	12,926,816

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
INPATIENT STATISTICS													
IP DISCHARGES	35	45	33	38	39	30	55	43					318
PRIOR	42	25	29	35	43	37	20	20	31	37	30	29	251
IP PATIENT DAYS	179	164	135	125	162	130	191	200					1,286
BUDGET	177	153	128	132	166	159	133	135	122	143	124	122	1,183
PRIOR	146	97	114	119	174	144	109	122	110	129	85	105	1,025
IP EMERGENCY ADMITS	35	45	33	38	42	37	54	43					327
PRIOR	41	25	29	35	43	37	20	19	30	37	30	29	249
IP AVERAGE LENGTH OF STAY	5.1	3.6	4.1	3.3	4.2	4.3	3.5	4.7	-	-	-	-	4.0
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	4.1
OUTPATIENT STATISTICS													
OBSERVATION HOURS	751	1,428	1,892	1,219	1,302	5,433	869	835					13,729
PRIOR	1,830	481	773	935	938	1,039	1,086	643	786	467	396	729	7,725
OBSERVATION STAYS	17	32	38	27	31	30	22	18					215
PRIOR	27	14	27	26	32	25	26	15	21	15	12	16	192
EMERGENCY DEPT VISITS	1,433	1,264	1,509	1,549	1,785	1,789	1,694	1,659					12,682
BUDGET	1,153	947	1,190	1,269	1,457	1,411	1,489	1,444	1,475	1,437	1,375	1,353	10,360
PRIOR	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450	1,350	1,321	10,425
MHC CLINIC VISITS	831	805	948	770	772	705	617	637					6,085
BUDGET	902	873	1,085	945	875	1,036	911	797	986	890	1,015	813	7,424
PRIOR	761	745	939	825	789	928	811	704	867	777	835	713	6,502
SPRES CLINIC VISITS	160	150	257	224	205	201	379	311					1,887
BUDGET	133	124	105	174	146	118	224	320	364	294	294	204	1,344
PRIOR	61	57	48	80	66	49	56	55	105	127	127	93	472
SPMAT CLINIC VISITS	184	180	205	188	195	194	188	76					1,410
BUDGET	205	204	249	221	188	227	228	192	198	198	205	237	1,714
PRIOR	203	203	232	218	186	224	218	190	198	207	192	233	1,674
SPWC CLINIC VISITS	2,935	2,832	2,977	2,509	2,679	2,629	2,733	2,870					22,164
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	21,152
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	23,502
ALL CLINIC VISITS	4,110	3,967	4,387	3,691	3,851	3,729	3,917	3,894					31,546
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	31,634
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	30,896
PACC CLINIC VISITS	4	5	6	1	1	2	11	1					31
PRIOR	6	4	9	7	2	6	5	7	14	9	4	2	46
URGENT CARE VISITS	1,206	1,043	1,106	1,154	1,371	1,257	1,087	1,237					9,461
BUDGET	868	817	997	1,119	1,340	1,209	1,376	1,806	1,324	1,168	1,274	1,202	9,532
PRIOR	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248	1,175	9,637
PACC + URGENT CARE VISITS	1,210	1,048	1,112	1,155	1,372	1,259	1,098	1,238					9,492
BUDGET	874	821	1,006	1,126	1,342	1,215	1,381	1,813	1,338	1,177	1,278	1,204	9,578
PRIOR	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	1,252	1,177	9,683
ANCILLARY STATISTICS													
LAB BILLABLE TEST	15,376	14,561	16,892	15,253	16,049	15,628	16,426	18,345					128,530
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	123,013
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	120,505
ALL XRAY EXAMS	1,371	1,391	1,495	1,390	1,553	1,502	1,333	1,419					11,482
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	10,533
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	10,391
XRAY EXAMS	1,145	1,142	1,244	1,207	1,338	1,312	1,169	1,193					9,750
PRIOR	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242	1,177	1,130	8,745
MAMMO EXAMS	177	199	197	148	170	168	125	164					1,348
PRIOR	135	150	193	133	124	212	159	182	178	195	169	130	1,288
DXA EXAMS	49	50	54	35	45	50	39	62					384
PRIOR	62	47	51	49	20	48	34	47	34	42	33	34	358
CT EXAMS	504	455	562	529	596	553	592	638					4,429
BUDGET	512	401	516	510	536	529	542	524	486	555	520	478	4,071
PRIOR	476	373	479	474	498	492	504	487	452	516	483	444	3,783
ALL ULTRASOUND EXAMS	389	364	433	390	385	369	294	314					2,938
BUDGET	309	316	357	342	338	383	385	390	330	412	355	337	2,819
PRIOR	304	311	352	337	333	377	379	384	325	406	350	332	2,777
ULTRASOUND EXAMS	344	313	372	325	321	314	239	261					2,489
PRIOR	265	274	309	302	289	328	327	332	301	349	299	290	2,426
ECHO EXAMS	45	51	61	65	64	55	55	53					449
PRIOR	39	37	43	35	44	49	52	52	24	57	51	42	351
MRI EXAMS	43	54	54	35	52	45	34	80					397
BUDGET	98	87	108	108	87	101	87	131	114	84	107	35	810
PRIOR	56	50	62	62	50	58	50	75	65	48	61	20	463
THERAPY EXAMS	709	626	790	863	889	816	789	864					6,346
BUDGET	891	834	994	860	835	834	912	873	985	931	951	779	7,033
PRIOR	899	842	1,003	868	843	842	921	881	994	940	960	786	7,099
PT EXAMS-OUTPATIENT	648	566	698	778	785	713	658	723					5,569
PT EXAMS-INPATIENT	17	12	7	18	16	7	25	8					110
OT EXAMS-OUTPATIENT	32	41	81	53	76	74	61	83					501
OT EXAMS-INPATIENT	12	7	4	14	12	6	24	29					108
ST EXAMS-OUTPATIENT	-	-	-	-	-	16	20	18					54
ST EXAMS-INPATIENT	-	-	-	-	-	-	1	3					4
AR & CASH STATISTICS													
DAYS IN AR	57	56	60	56	52	50	53	52					54
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	277	265					295
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	255
FTEs TOTAL PAID	285.5	303.4	305.1	293.9	294.2	278.3	280.3	303.4					293.0
FTEs TOTAL INCLUDING AGENCY	298.2	311.6	320.3	321.4	325.0	303.8	311.1	328.2	-	-	-	-	314.9
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	372.8
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	313.0

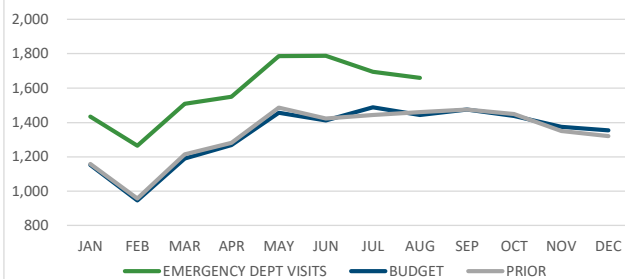
ACUTE CARE DAYS



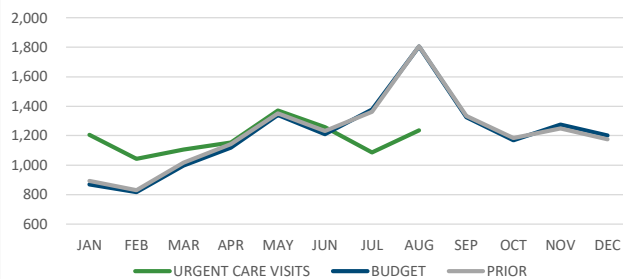
OBSERVATION STAYS



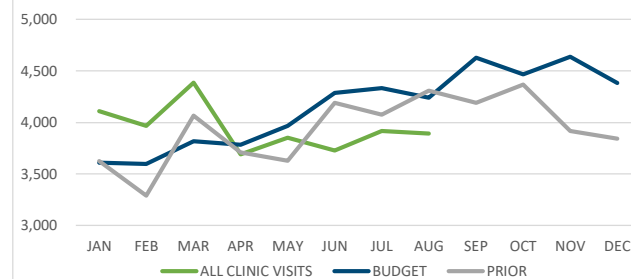
EMERGENCY DEPARTMENT VISITS



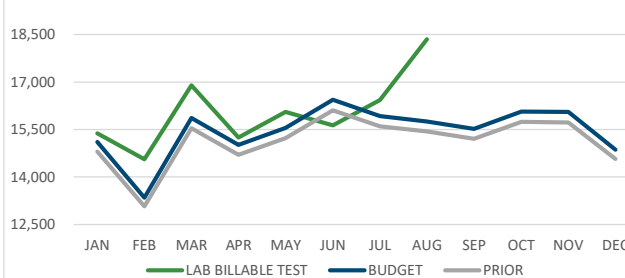
URGENT CARE VISITS



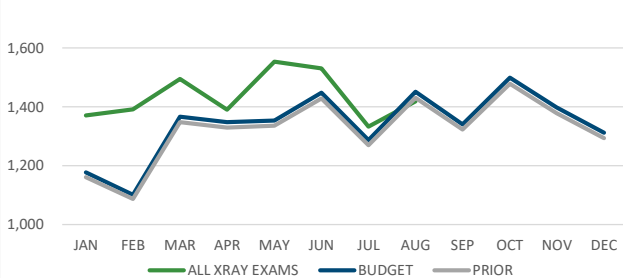
CLINIC VISITS



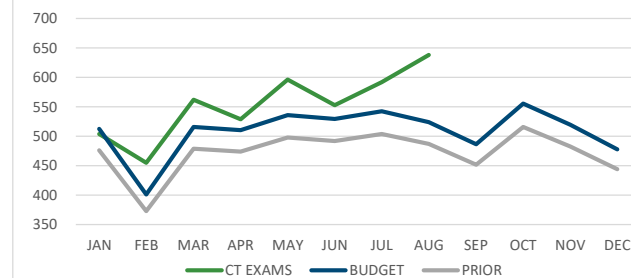
LAB TESTS



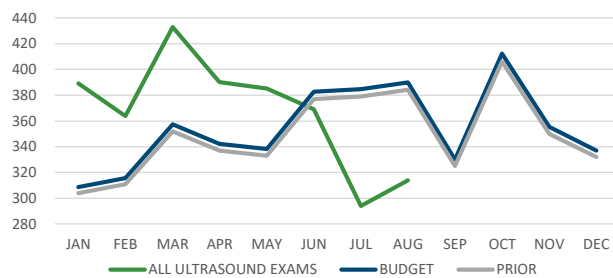
X-RAY EXAMS



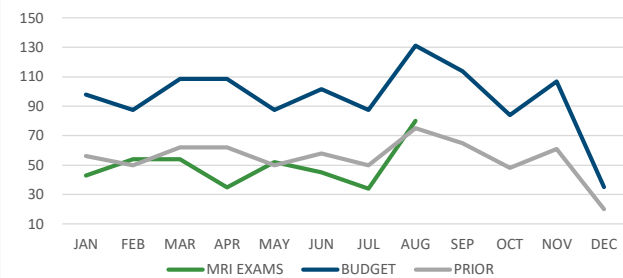
CT EXAMS



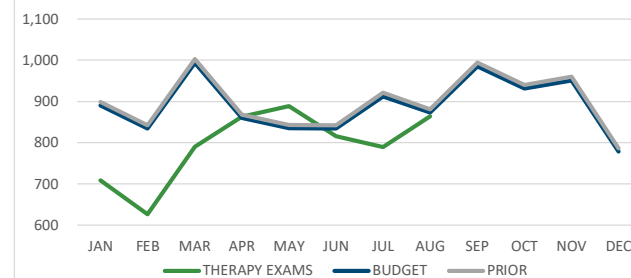
ULTRASOUND EXAMS



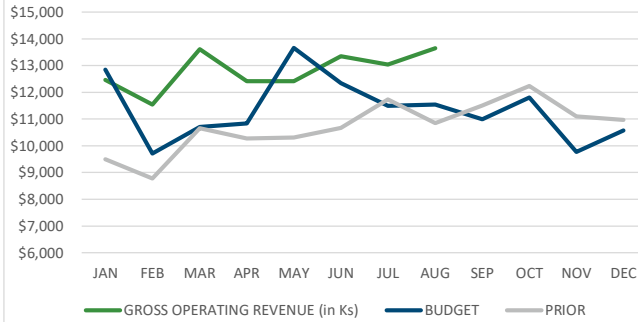
MRI EXAMS



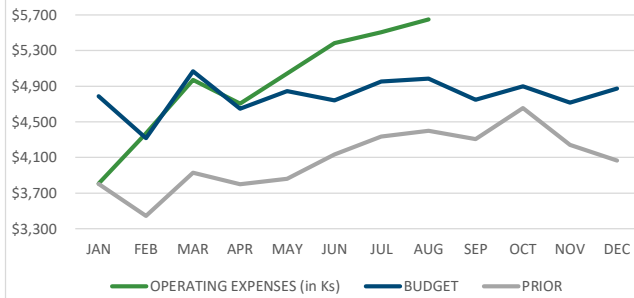
ALL THERAPY EXAMS



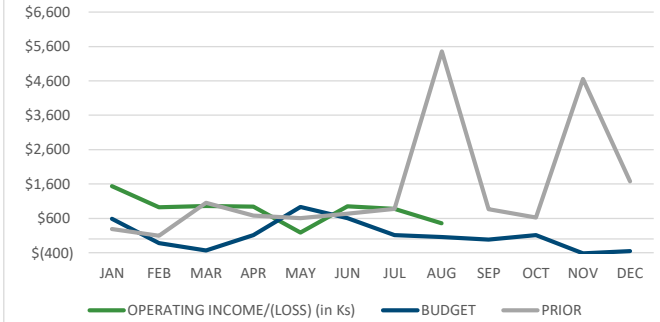
GROSS OPERATING REVENUE



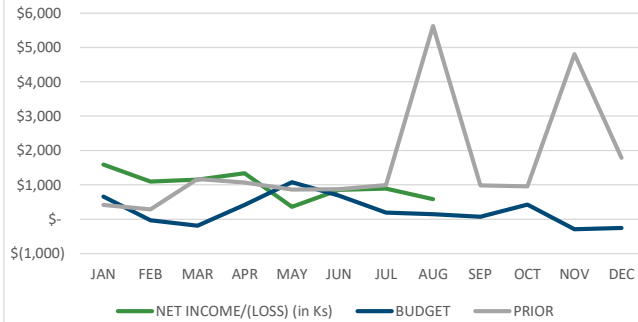
OPERATING EXPENSES



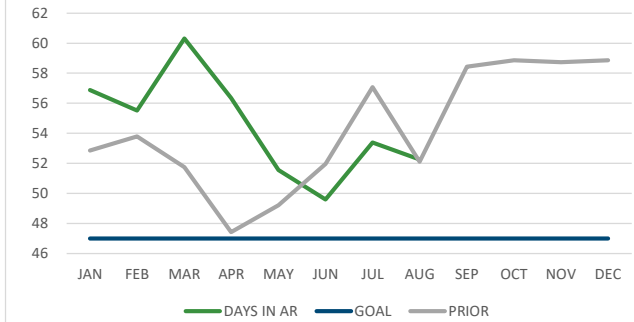
OPERATING INCOME/(LOSS)



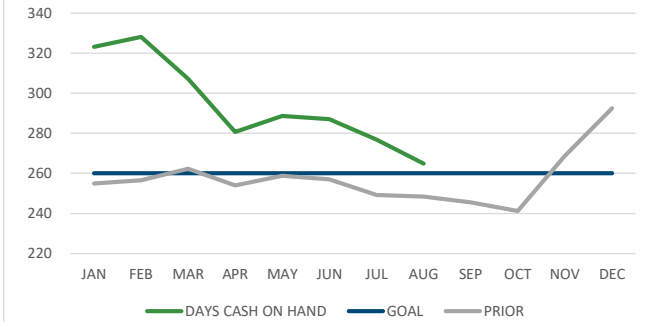
NET INCOME/(LOSS)



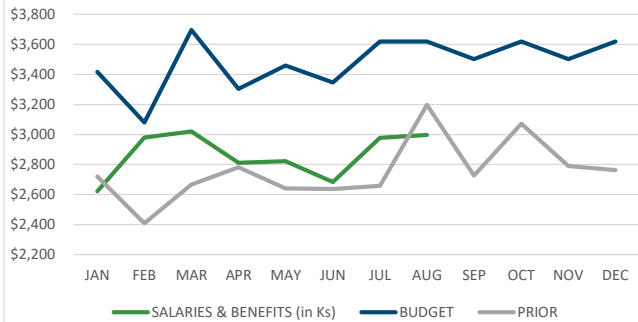
DAYS IN AR



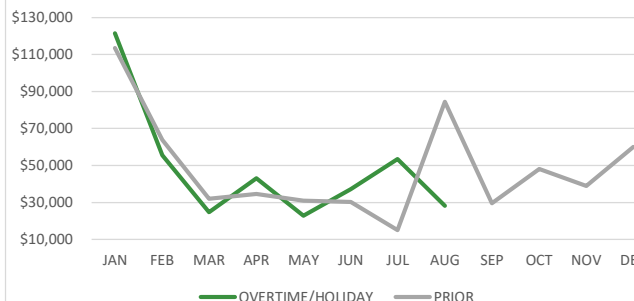
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

