
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. April 27, 2023 Regular Meeting
 - b. May 10, 2023 Special Meeting
4. **6:10 - Patient Story** – Jennifer Burkhardt– *Info*
5. **6:15 – PORT OF GRAYS HARBOR** – Kayla Dunlap, Director of Government and Public Affairs– *Info*
6. **6:30 – Adolescent Mental Health Outreach in Rural Primary Care**– *Jessica Jurasin, MSN, FNP-C, ARNP Info*
7. **Executive Reports**
 - a. **6:45** – Quality Report and Dashboard, Dr. Ken Dietrich – *Info*
 - b. **7:00** – Finance Report, James Hansen – *Info*
 - c. **7:15** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:25** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
 - a. **7:45** – Medical Staff Privileges – *Action (vote)*
 - i. Murali Nalluri, MD - Gastroenterology Privileges- Initial Appointment
 - ii. Marc Hartung, DO- Family Medicine Privileges- Initial Appointment
 - iii. Olivia Nicholls, PT- Physical Therapy Privileges- Initial Appointment
 - iv. Marcus Heisler, MD- Primary Family Medicine Privileges, Secondary Hospital & Emergency Medicine Privileges- Reappointment
 - v. Yue Teng, MD- Family Medicine Privileges- Reappointment
 - vi. Satwant Parmar, MD- Emergency Medicine Privileges- Reappointment
 - vii. Yi Mao, MD- Neurology Privileges- Reappointment
 - viii. Andrew Rontal, MD- Neurology Privileges- Reappointment
 - b. **7:50**– Resolution 2023-04 Declaration of Official Intent to Reimburse Certain Expenditures from Proceeds Of Indebtedness – *Action (vote)*
 - c. **7:55**– Hot Topic Discussion ‘Louisiana's largest hospital system lays off 800 staffers — as Biden cuts funding to facilities at end of Covid pandemic’ and ‘How Regional Hospitals Bolster Rural Hospitals’ – *Discussion*
 - d. **8:00** – Upcoming Events, Andrew Hooper
 - e. **8:05** – Meeting Evaluation, Andrew Hooper
9. **8:10 – Adjourn** – *Action (vote)*

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

- Ride the Harbor | McCleary, WA | June 17, 2023
- **Rural Hospital Leadership Conference | Campbells Resort Lake Chelan, WA | June 26-28, 2023 12:00-1:00 pm**
- **The Board's Role in CEO Succession Planning | Hulscher Conference Room | July 12, 2023 12:00-1:00 pm**
- **Strategic Plan Retreat | Alderbrook Resort and Spa | July 30-August 2, 2023**
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 16, 2023
- Ladies' Night Out | Wellness Center | October 12, 2023
- Harbor Lights Laser Show | Satsop Business Park | December 13 & 14, 2023
- Summit Fights Hunger | Wellness Center | December 19 & 20, 2023

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 2023

Description	Amount
Payroll	\$ 2,848,912
A/P Operations	\$ 2,582,580
A/P Capital	\$ 178,769
Community Care	\$ 36,244
Bad Debt	\$ 479,601
Property Tax Credit	\$ 606
Total	\$ 6,126,712



BOARD OF COMMISSIONERS MEETING MINUTES

April 27, 2023

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, Commissioner Bossard</p> <p>Present: Josh Martin, Jim Hansen, Jori Stott, Dr. Ken Dietrich, Winfried Danke, Jennifer Burkhardt, Christi Kershaw, Lily Bossard, Lora Moore (phone), Lourdes Schoch (phone), Sharlene Higa, Rachel Brown, Anna Taylor, Christie Kershaw, Delayne Hanson, Olivia Niemi, Lily Bossard, Grace Smith and Kara Heley</p>	
CONSENT AGENDA	<ul style="list-style-type: none"> See Consent Agenda for more details. 	<i>Commissioner Thumser made a motion to approve the Consent Agenda. Commissioner Wescott seconded the motion. All voted in favor.</i>
APPROVAL OF MINUTES	<ul style="list-style-type: none"> March 23, 2023 April 5, 2023 April 20, 2023 April 21, 2023 	<i>Commissioner Wescott made a motion to approve March 23, April 5, meeting minutes. Commissioner Hiles seconded the motion. All voted in favor.</i>
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <p>NA</p>	
PATIENT STORY	<ul style="list-style-type: none"> CXO Burkhardt shared patient story regarding care provided by nurse Tina Russell (see story for more details). 	
QUALITY	<ul style="list-style-type: none"> CNO Bernier shared Quality Report and Dashboard (See report and dashboard) CNO Bernier provided an update on masking policy on Summit Pacific premises. Summit Pacific received an acceptance for submitted corrective action plan from DOH. CNO Bernier provided an update on the new department Performance Excellence. 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 27, 2023

	<ul style="list-style-type: none"> • For a few months we were unable to receive data on trauma, stroke and cardiac. A special thank you to Lourdes Schoch for her hard work submitting trauma application and receiving trauma designation. • A special thank you to Jennifer for her help with the contract review process. • Hand hygiene infection prevention team is doing a good job to obtain hand hygiene audits. There is a plan in place to increase audits. • ED volumes continue to be high. Left without being seen and left against medical advice has dropped significantly due to improved reporting capabilities through EPIC. • Access has improved from 50% more visits a day to about 80% capacity. COO Danke has helped improve training around EPIC and the organization has outsourced chart reconciliation in the clinics. Extensive efforts are being made to get more MA and RN help to assist in provider availability. • Commissioner Thumser questioned patient portal lab results not including ranges. CMO Dietrich to investigate Mychart issue. • The number of Mychart users has steadily grown. There are currently 5000 users in our system. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen presented the Finance Report (see report for more details). • Volumes in March continued to exceed the budget. • Exceeding ED volumes and ACU days have been driving revenue. • Days in AR continue to increase due to Epic implementation. It is expected to continue to go up and level off. • CFO Hansen shared the ACU dip and increase in observation volumes is due to trying to accept the right patients and transfer patients to correct level of care. • Currently Hospital RN staffing is 30% travelers whereas last year it was at 70%. • There were 18 and 19 new employees at the last couple NEOs. • Volumes for ancillary services were down due to EPIC. • Commissioner Bossard had an introductory meeting to finance with CFO Hansen this month. 	
	<ul style="list-style-type: none"> • Christie Kershaw introduced the Elma High School FFA team. The team were state champions and ranked 7th overall in the nation for their Community Garden presentation. • Christie Kershaw thanked the District for their partnership. • Delayne Hanson, Olivia Niemi, Lily Bossard, Grace Smith and Kara Heley presented Agricultural Communication Media Plan (see presentation for more details) 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 27, 2023

	<ul style="list-style-type: none"> • The competition guidelines allot a hypothetical \$5,000 to develop a budget for the sake of the competition. • The board and leadership commended the group on how well the team presented. • The group shared how much they learned from the presentation and the research process. • Commissioner Hooper asked advisor Christie Kershaw how she would want to partner with the District if money and time were not an issue. <ul style="list-style-type: none"> ○ Work at facilitating to have a community garden to be housed at Summit Pacific and hire student interns over the summer and teach people how to have healthy foods. ○ Work together to build a program with high school to house and train high school students 16- and 17-year-olds who are interested in health services. Students could receive MA or CNA license through the program. 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin provided an update on advocacy. • The committee met April 10th and reviewed federal, state and local updates. • Summit Pacific has moved to alternate funding sources for the MFP. USDA is not out of the question, but our pre-application was denied. • The Daily world published an article this week about the District's potential bond funding. • State passed increased SNAP reimbursement benefit. Thank you to WSHA for their great job advocating on this issue. • Jori Stott will be working to reactivate CAM. • Brad Thomas and Tricia Roscoe are working together to launch the Capital campaign. • CMO Dietrich and CEO Martin have plans to meet with Oakville superintendent to discuss how to partner to provide school-based medicine. • Discussion regarding current utilization of Oakville residents of our facilities and their community needs. • Discussion regarding patient access and how we are reaching out to get patients without providers established in primary care. • Discussion regarding plans for a low barrier clinic. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • CTLO Burkhardt provided an HR update. There were record setting new employee orientation sessions and decreased open positions in March. • The Recruitment and Retention Committee has been formed. 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 27, 2023

	<ul style="list-style-type: none"> • A recruiter was hired to join the Summit Pacific team. • Leadership development has been well received by giving them Franklin Covey tools. • Patient access hired an interim manager, Stana Dukic to build the program. The focus will be on proper training and a consistent approach to improve the patient experience. The intent is to have Stana help develop the permanent position who will ultimately oversee a staff of 50. • COO Danke provided an update on primary care access and strategies to alleviate challenges. The primary focus is on pre-charting and training. • COO Danke provided an update on the Food Rx Program. The metrics for evaluating the program are focused on the number of referred people, dietician project, number attending classes, percent of food waster, café utilization outcome measures, reduction in a1c, reduction cholesterol and triglycerides, and weight reduction. • Patients have to consent to be included in reporting for the Food Rx project. • CTLO Burkhardt provided an update on patient experience program and partnership with consultant Patti Haught. • WSHA has requested CEO Martin to sit on their Payment Reform Committee. • CMO Dietrich provided an update on population health. • Summit Pacific applied for mental health clinic from Grays Harbor County. • The Population Health team is working on a mobile care plan. • Pediatric provider received national award for improving adolescent behavior health with depression screening. This project has been impactful to integrating team into process. • Mobile Care can only provide virtual services outside of District. • The Blue Zones Grays Harbor Facebook page is live. The project is moving into a built environment phase. 	
COMMISSIONER BUSINESS	<ul style="list-style-type: none"> • Drew has been participating in the development of a national board certification program through NRHA. Commissioner Hooper will proctor three of the thirteen classes. <p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Laura Armstrong, MD- Family Medicine- Initial Appointment • Dianna Kaiser, ARNP- Nurse Practitioner Outpatient Gastroenterology- Initial Appointment 	<i>Commissioner Wescott made a motion to approve the Medical Staff privileges as presented.</i>



BOARD OF COMMISSIONERS MEETING MINUTES

April 27, 2023

	<ul style="list-style-type: none">• Lisa Koch, MD- Pathologist - Initial Appointment• Kinjal Desai, MD- Neurologist- Reappointment• Hanbing Wand, MD- Neurologist- Reappointment <p>Resolution 2023 Surplus Property</p> <ul style="list-style-type: none">• Suggestion was made to auction the available lumber. <p>Hot topic Discussion ‘</p> <ul style="list-style-type: none">• Discussion regarding future topics to include insurance.• Next month’s article will be around why hospitals in Louisiana are completely closing and CEO walking out with money. <p>Upcoming Events</p> <ul style="list-style-type: none">• Commissioner Hooper reviewed upcoming events (see events for more details).• Connect with Natalie Jensen to volunteer with Ride the Harbor.• The AWPFD Rural hospital retreat is in June.• The Board is invited to attend the graduation for the first class of Family Residents June 21st 5:30.	<p><i>Commissioner Hiles seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Thumser made a motion to approve Resolution 2023-03 Surplus Property. Commissioner Hiles Seconded the motion. All voted in favor.</i></p>
ADJOURNMENT	The regular session of the Board of Commissioner’s meeting adjourned at 8:25 pm.	<p><i>Commissioner wESCOTT made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. All voted in favor.</i></p>


Recording Secretary

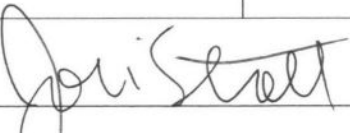

Board Secretary

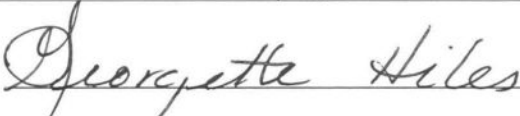


BOARD OF COMMISSIONERS MEETING MINUTES

May 10, 2023

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	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 Commissioner Thumser at 12:02 pm Commissioners present: Andrew Hooper, Carolyn Wescott, Georgette Hiles, Commissioner Kevin Bossard and Commissioner Gary Thumser absent and excused. Present: Josh Martin, Jori Stott	
WSHA WEBNAR	<ul style="list-style-type: none">• Kim Russell presented on topic "2023 Maximizing Your Board's Efficiency" (see presentation for more details).• Discussion regarding board' engagement in active discussion and the desire from more board member's nation wide to have more time for discussion.• Kim Russel reviewed AHA Board meeting data (see presentation for more details).• Kim Russel reviewed Baller Associates 7 key questions:<ul style="list-style-type: none">○ Is it big?○ Is it about the future?○ Is it critical to the mission?○ Is it a red flag?○ Does the CEO need the board's support?○ Is it more of a watchdog?• Discussion regarding the importance of having a CEO authority policy.• Discussion regarding board agenda restructuring to focus more on strategy.	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 1:05 pm.	<i>Commissioner Hiles 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 Month-to-Date

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +

Unfavorable Variance = ()

April	Month-to-Date				Month	Year-to-Date				
	Actual	Budget	Variance	Var%		Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 13,664,720	\$ 14,711,427	\$ (1,046,707)	(7.1%)	●	\$ 58,621,860	\$ 57,399,518	\$ 1,222,343	2.1%	●
Total Operating Expenses	\$ 5,473,010	\$ 5,871,886	\$ 398,876	6.8%	●	\$ 21,166,294	\$ 23,093,361	\$ 1,927,068	8.3%	●
EBITDA Margin	11.0%	10.2%		0.8%	●	20.6%	9.6%		11.0%	●
Operating Margin	3.8%	2.2%		1.6%	●	13.6%	1.7%		11.9%	●
Net Income Margin	9.7%	6.9%		2.8%	●	17.4%	4.1%		13.3%	●
Payment %						43.0%	42.3%		0.7%	●
Days in AR						61	47	(14)	(29.8%)	●
DCOH						271	250	21	8.4%	●

2023 Income Statement

April	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,187,368	\$ 5,662,368	\$ (475,000)	(8.4%)	\$ 22,779,120	\$ 22,515,851	\$ 263,269	1.2%
Medicaid Revenue	\$ 4,055,701	\$ 4,146,193	\$ (90,492)	(2.2%)	\$ 16,029,604	\$ 15,974,211	\$ 55,393	0.3%
Other Revenue	\$ 4,421,651	\$ 4,902,866	\$ (481,215)	(9.8%)	\$ 19,813,136	\$ 18,909,456	\$ 903,681	4.8%
Total Gross Operating Revenue	\$ 13,664,720	\$ 14,711,427	\$ (1,046,707)	(7.1%)	\$ 58,621,860	\$ 57,399,518	\$ 1,222,343	2.1%
Revenue Deductions								
Medicare Contractual	\$ 3,388,649	\$ 3,657,101	\$ 268,452	7.3%	\$ 14,493,067	\$ 14,268,897	\$ (224,170)	(1.6%)
Medicaid Contractual	\$ 2,548,326	\$ 2,463,189	\$ (85,138)	(3.5%)	\$ 9,549,433	\$ 9,610,613	\$ 61,180	0.6%
Other Contractual	\$ 1,632,409	\$ 1,563,375	\$ (69,034)	(4.4%)	\$ 6,741,025	\$ 6,099,815	\$ (641,210)	(10.5%)
Bad Debt Expense	\$ 223,784	\$ 526,532	\$ 302,749	57.5%	\$ 1,772,383	\$ 2,054,369	\$ 281,986	13.7%
Community Care	\$ 36,244	\$ 198,654	\$ 162,410	81.8%	\$ 623,164	\$ 775,088	\$ 151,923	19.6%
Administrative Adjustments	\$ 74,986	\$ 81,744	\$ 6,758	8.3%	\$ 257,360	\$ 318,939	\$ 61,579	19.3%
Total Revenue Deductions	\$ 7,904,398	\$ 8,490,595	\$ 586,197	6.9%	\$ 33,436,433	\$ 33,127,722	\$ (308,711)	(0.9%)
Net Patient Revenue	\$ 5,760,321	\$ 6,220,832	\$ (460,510)	(7.4%)	\$ 25,185,428	\$ 24,271,796	\$ 913,632	3.8%
Other Revenue								
Other Operating Income	\$ 389,642	\$ 316,354	\$ 73,288	23.2%	\$ 1,461,099	\$ 1,265,415	\$ 195,684	15.5%
Total Other Revenue	\$ 389,642	\$ 316,354	\$ 73,288	23.2%	\$ 1,461,099	\$ 1,265,415	\$ 195,684	15.5%
Net Operating Revenue	\$ 6,149,964	\$ 6,537,186	\$ (387,222)	(5.9%)	\$ 26,646,527	\$ 25,537,211	\$ 1,109,315	4.3%
Operating Expenses								
Salaries & Wages	\$ 2,733,870	\$ 2,973,235	\$ 239,364	8.1%	\$ 10,830,371	\$ 11,699,187	\$ 868,816	7.4%
Benefits	\$ 705,126	\$ 804,555	\$ 99,429	12.4%	\$ 2,890,246	\$ 3,127,649	\$ 237,404	7.6%
Professional Fees	\$ 67,401	\$ 100,239	\$ 32,838	32.8%	\$ 314,419	\$ 421,485	\$ 107,065	25.4%
Supplies	\$ 363,569	\$ 372,241	\$ 8,673	2.3%	\$ 1,314,280	\$ 1,488,726	\$ 174,445	11.7%
Utilities	\$ 44,333	\$ 44,255	\$ (78)	(0.2%)	\$ 192,625	\$ 170,360	\$ (22,265)	(13.1%)
Purchased Services	\$ 1,243,211	\$ 1,080,396	\$ (162,815)	(15.1%)	\$ 4,254,638	\$ 4,313,067	\$ 58,429	1.4%
Insurance	\$ 40,986	\$ 36,650	\$ (4,336)	(11.8%)	\$ 163,996	\$ 146,601	\$ (17,395)	(11.9%)
Other Expenses	\$ 243,045	\$ 419,204	\$ 176,159	42.0%	\$ 1,028,750	\$ 1,538,715	\$ 509,965	33.1%
Rentals & Leases	\$ 31,468	\$ 41,110	\$ 9,642	23.5%	\$ 176,969	\$ 187,572	\$ 10,603	5.7%
Total Operating Expenses	\$ 5,473,010	\$ 5,871,886	\$ 398,876	6.8%	\$ 21,166,294	\$ 23,093,361	\$ 1,927,068	8.3%
EBITDA	\$ 676,953	\$ 665,300	\$ 11,654	1.8%	\$ 5,480,233	\$ 2,443,850	\$ 3,036,383	124.2%
Interest & Depreciation Expenses								
Interest	\$ 143,635	\$ 147,913	\$ 4,278	2.9%	\$ 567,862	\$ 582,485	\$ 14,624	2.5%
Depreciation	\$ 297,631	\$ 374,283	\$ 76,652	20.5%	\$ 1,281,693	\$ 1,417,663	\$ 135,970	9.6%
Total Interest & Depreciation Expenses	\$ 441,266	\$ 522,196	\$ 80,931	15.5%	\$ 1,849,554	\$ 2,000,148	\$ 150,594	7.5%
Operating Income (Loss)	\$ 235,688	\$ 143,103	\$ 92,584	64.7%	\$ 3,630,678	\$ 443,702	\$ 3,186,977	718.3%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 302,431	\$ 248,828	\$ 53,603	21.5%	\$ 417,496	\$ 361,535	\$ 55,961	15.5%
Misc Revenue/(Expenses)	\$ 59,903	\$ 58,435	\$ 1,468	2.5%	\$ 590,178	\$ 233,739	\$ 356,439	152.5%
Total Non-Operating Rev/(Expenses)	\$ 362,334	\$ 307,263	\$ 55,071	17.9%	\$ 1,007,675	\$ 595,274	\$ 412,400	69.3%
Net Income (Loss)	\$ 598,021	\$ 450,366	\$ 147,655	32.8%	\$ 4,638,353	\$ 1,038,976	\$ 3,599,377	346.4%
METRICS								
EBITDA Margin	11.0%	10.2%	0.8%	8.2%	20.6%	9.6%	11.0%	114.9%
Operating Margin	3.8%	2.2%	1.6%	75.1%	13.6%	1.7%	11.9%	684.2%
Net Income Margin	9.7%	6.9%	2.8%	41.1%	17.4%	4.1%	13.3%	327.8%
Days in AR					61	47	(14)	(29.8%)
DCOH					271	250	21	8.4%
Deduction %	57.8%	57.7%	(0.1%)	(0.2%)	57.0%	57.7%	0.7%	1.2%
NPSR %	42.2%	42.3%	(0.1%)	(0.3%)	43.0%	42.3%	0.7%	1.6%
Net Operating Revenue %	45.0%	44.4%	0.6%	1.3%	45.5%	44.5%	1.0%	2.2%
Benefits as a % Of SW	25.8%	27.1%	1.3%	4.7%	26.7%	26.7%	0.0%	0.2%
Benefits as a % of SWB	20.5%	21.3%	0.8%	3.7%	21.1%	21.1%	0.0%	0.1%
Paid FTEs (excludes Agency)	331.0	390.0	59.1	15.1%	321.9	383.0	61.1	16.0%
Salary per FTE	\$ 8,260	\$ 7,623	\$ (637)	(8.4%)	\$ 33,649	\$ 30,550	\$ (3,099)	(10.1%)
Hours	56,252	66,836	10,584	15.8%	218,305	262,471	44,166	16.8%
Avg Hourly Rate	\$ 48.60	\$ 44.49	\$ (4.11)	(9.2%)	\$ 49.61	\$ 44.57	\$ (5.04)	(11.3%)

Balance Sheet as of April 2023

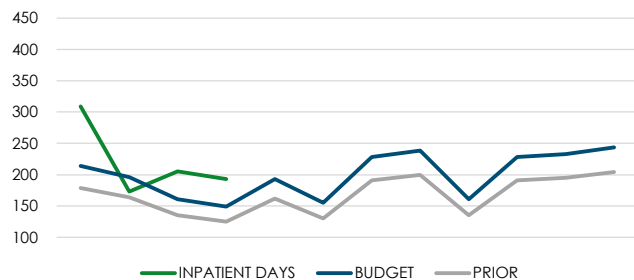
Assets	04/30/2023	03/31/2023	1 Month Variance	04/30/2022	12 Month Variance
Current Assets					
Operating Cash	49,530,151	49,990,330	(460,179)	46,948,026	2,582,126
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	29,321,961	28,851,109	470,852	23,786,442	5,535,519
Less Allow for Uncollectables	(3,083,829)	(3,257,490)	173,661	(3,751,491)	667,662
Less Contractual Adjustments	(13,515,350)	(13,226,500)	(288,850)	(10,893,025)	(2,622,325)
Accounts Receivable - Net	12,722,782	12,367,119	355,663	9,141,926	3,580,855
Taxes Receivable	318,692	82,826	235,866	427,772	(109,081)
Other Receivables	1,778,888	2,114,810	(335,922)	1,844,807	(65,918)
Inventory	939,806	923,003	16,803	766,166	173,640
Prepaid Expenses	791,703	832,355	(40,651)	578,364	213,340
Total Current Assets	68,098,030	68,326,450	(228,420)	61,723,069	6,374,961
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,478,409	4,473,365	5,043	4,440,695	37,713
Buildings	45,737,551	44,996,173	741,379	43,842,103	1,895,449
Equipment	16,221,489	16,170,023	51,466	14,541,886	1,679,603
Construction In Progress	4,664,077	5,029,156	(365,080)	5,610,606	(946,529)
Less Accumulated Depreciation	(29,132,668)	(28,835,038)	(297,631)	(25,287,461)	(3,845,208)
Property, Plant and Equipment - Net	43,620,886	43,485,709	135,178	44,799,858	(1,178,972)
Total Assets	111,718,916	111,812,158	(93,242)	106,522,927	5,195,989

Balance Sheet as of April 2023

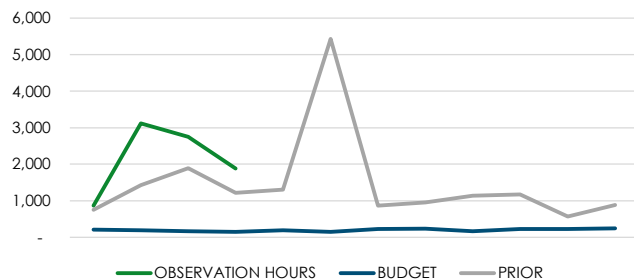
Liabilities	04/30/2023	03/31/2023	1 Month Variance	04/30/2022	12 Month Variance
Current Liabilities					
Accounts Payable	924,102	599,800	324,302	2,023,881	(1,099,779)
Other Payables	857,281	932,176	(74,895)	5,048,885	(4,191,604)
Payroll and Related Liabilities	2,394,638	2,665,550	(270,911)	2,348,829	45,809
Interest Payable	(4,092)	234,452	(238,544)	(4,091)	(1)
Third Party Settlement Payable	1,303,260	1,303,260	-	458,264	844,995
Other Current Liabilities	1,082,890	1,070,114	12,776	1,711,354	(628,464)
Current Maturities of LTD	1,383,664	1,383,664	-	1,192,955	190,709
Total Current Liabilities	7,941,743	8,189,015	(247,272)	12,780,077	(4,838,334)
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,192,955)	(190,709)
Long Term Debt	45,503,157	45,947,149	(443,991)	46,659,509	(1,156,351)
Total Non Current Liabilities	44,119,494	44,563,485	(443,991)	45,466,554	(1,347,060)
Total Liabilities	52,061,236	52,752,500	(691,263)	58,246,630	(6,185,394)
Net Assets					
Unrestricted Fund Balance	55,019,326	55,019,326	-	43,105,087	11,914,239
YTD Excess of Revenues	4,638,353	4,040,332	598,021	5,171,209	(532,856)
Total Net Assets	59,657,680	59,059,658	598,021	48,276,297	11,381,383
Total Liabilities and Net Assets	111,718,916	111,812,158	(93,242)	106,522,927	5,195,989

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
INPATIENT DAYS	309	173	205	193									880
BUDGET	214	196	161	149	193	155	228	239	161	228	233	243	720
PRIOR	179	164	135	125	162	130	191	200	135	191	195	204	603
OBSERVATION HOURS	871	3,119	2,755	1,882									8,627
BUDGET	650	1,235	1,637	1,054	1,126	3,200	752	825	990	1,020	1,092	1,668	4,576
PRIOR	751	1,428	1,892	1,219	1,302	5,433	869	954	1,145	1,179	569	888	5,290
EMERGENCY DEPARTMENT VISITS	1,502	1,372	1,615	1,497									5,986
BUDGET	1,383	1,220	1,456	1,495	1,722	1,706	1,635	1,601	1,605	1,580	1,738	1,673	5,553
PRIOR	1,433	1,264	1,509	1,549	1,785	1,789	1,694	1,659	1,663	1,637	1,801	1,713	5,755
GI CASES	97	51	67	161									376
BUDGET	174	90	174	168	166	161	168	97	135	117	97	103	606
PRIOR	32	43	37	57	36	29	43	49	72	112	101	64	169
SLEEP LAB	-	-	-	-	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	33	33	33	33	33	33	33	33	33	-
PRIOR	-	-	-	-	-	-	-	-	-	-	-	-	-
LAB TESTS	19,321	12,106	15,358	13,437									60,222
BUDGET	15,359	15,445	15,974	15,237	15,957	15,611	16,408	18,325	15,982	17,589	20,808	17,877	62,015
PRIOR	15,376	14,561	16,892	15,253	16,049	15,628	16,426	18,345	15,999	17,608	20,830	17,821	62,082
XRAY EXAMS	1,323	1,123	1,360	1,261									5,067
BUDGET	1,380	1,480	1,425	1,399	1,463	1,495	1,442	1,428	1,554	1,509	1,541	1,487	5,685
PRIOR	1,371	1,391	1,495	1,390	1,553	1,530	1,333	1,419	1,544	1,499	1,531	1,432	5,647
CT EXAMS	501	417	453	464									1,835
BUDGET	547	524	580	574	617	580	643	692	569	618	436	511	2,225
PRIOR	504	455	562	529	596	553	592	638	524	569	402	425	2,050
ULTRASOUND EXAMS	276	208	286	303									1,073
BUDGET	440	432	470	441	416	418	333	355	330	352	350	362	1,784
PRIOR	389	364	433	390	385	369	294	314	292	311	309	302	1,576
MRI EXAMS	82	43	59	31									215
BUDGET	63	80	80	52	77	66	50	118	96	71	90	119	274
PRIOR	43	54	54	35	52	45	34	80	24	-	-	81	186
THERAPY TREATMENTS	650	521	802	784									2,757
BUDGET	712	629	793	866	893	819	792	867	881	743	734	771	3,000
PRIOR	709	626	790	863	889	816	789	864	877	740	731	768	2,988
URGENT CARE VISITS	1,110	1,296	1,382	1,285									5,073
BUDGET	1,165	1,007	1,068	1,115	1,324	1,214	1,050	1,195	1,176	1,252	1,530	1,404	4,356
PRIOR	1,206	1,043	1,106	1,154	1,371	1,257	1,087	1,237	1,217	1,296	1,584	1,453	4,509
KELSEY CLINIC VISITS	-	71	177	83									331
BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR	-	-	-	-	-	-	-	-	-	-	-	-	-
MCCLEARY HEALTHCARE CLINIC VISITS	716	451	649	582									2,398
BUDGET	839	680	1,218	996	998	914	804	981	863	924	949	962	3,733
PRIOR	831	805	948	770	772	705	617	758	664	713	733	583	3,354
SUMMIT PACIFIC HEALTH CLINIC VISITS	-	-	-	-									-
BUDGET	-	-	304	504	740	739	732	730	715	718	722	715	-
PRIOR	184	180	205	188	195	194	188	186	173	176	179	173	-
WELLNESS CENTER VISITS	3,109	1,787	2,761	2,272									9,929
BUDGET	3,690	2,472	3,638	3,083	3,285	3,225	3,349	4,094	3,440	3,807	3,540	3,267	12,883
PRIOR	2,935	2,832	2,977	2,509	2,679	2,629	2,733	3,362	2,810	3,120	2,895	2,664	11,253
OPERATING MARGIN	19.4%	19.3%	10.6%	3.8%									
GOAL	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
PRIOR	26.6%	16.1%	15.1%	15.4%	3.3%	14.0%	12.9%	7.0%	15.2%	0.8%	13.3%	4.3%	
DAYS IN AR	50	54	58	61									
GOAL	47	47	47	47	47	47	47	47	47	47	47	47	
PRIOR	57	56	60	56	52	50	53	52	49	48	47	43	
2017 MEDITECH GO LIVE	65	76	83	84	84	79	77	82	81	81	77	77	
DAYS CASH ON HAND	296	290	279	271									
GOAL	250	250	250	250	250	250	250	250	250	250	250	250	
PRIOR	323	328	307	281	289	287	277	265	269	265	277	287	
2017 MEDITECH GO LIVE	133	97	88	75	67	63	65	76	72	55	57	76	
FTEs TOTAL PAID	315.9	314.7	324.2	331.0									321.4
FTEs INCLUDING AGENCY	339.5	335.0	351.4	356.7									345.7
BUDGET	380.3	380.3	381.3	390.0	390.0	390.5	394.5	396.5	396.5	396.5	397.5	397.5	383.0
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	344.0	349.5	351.8	361.7	344.0

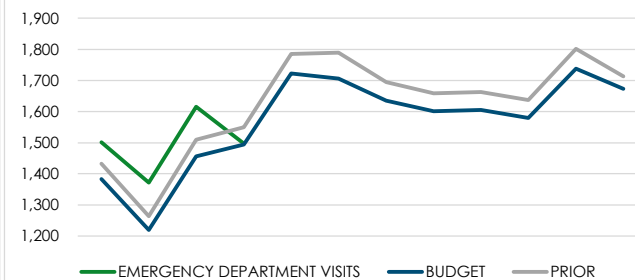
INPATIENT DAYS



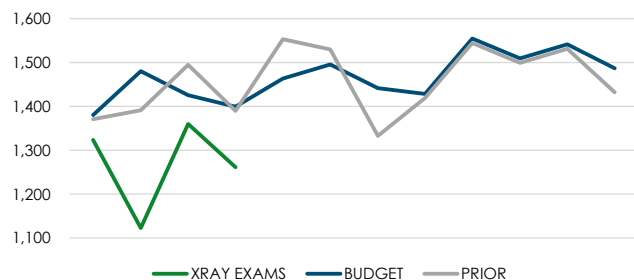
OBSERVATION HOURS



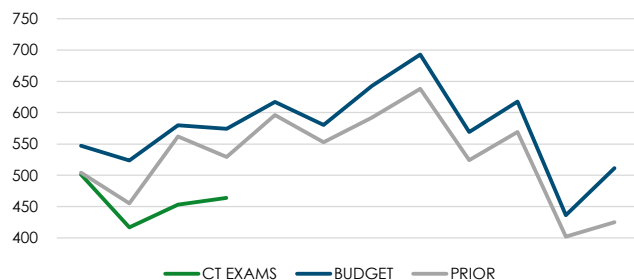
EMERGENCY DEPARTMENT VISITS



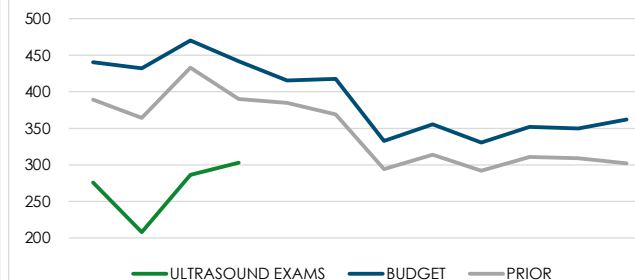
XRAY EXAMS



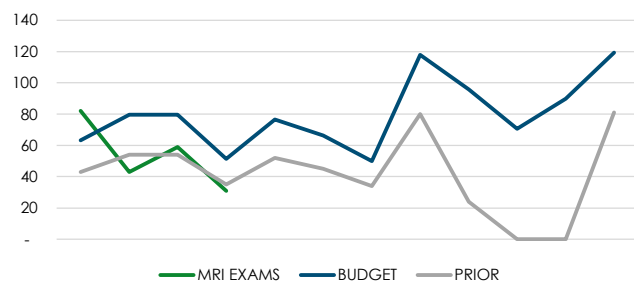
CT EXAMS



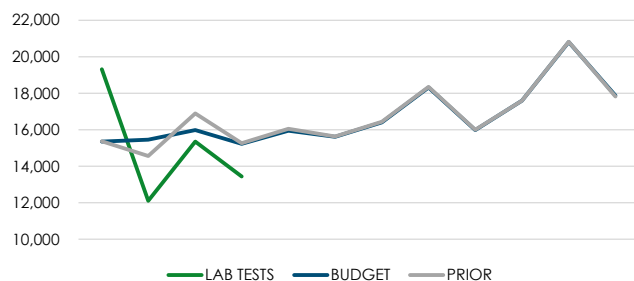
ULTRASOUND EXAMS



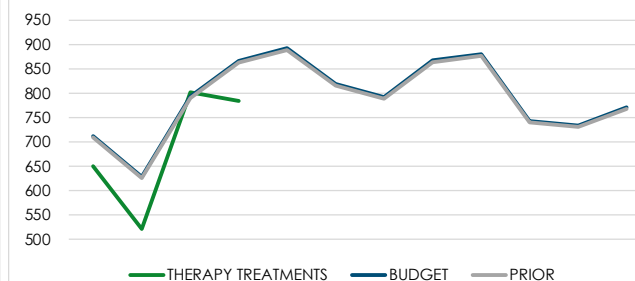
MRI EXAMS



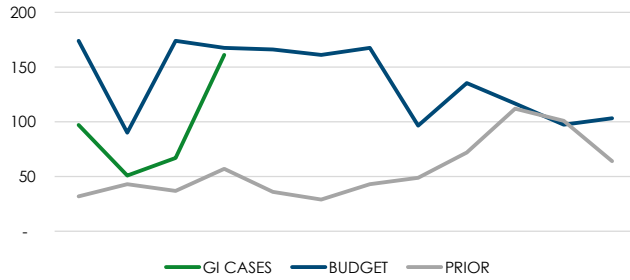
LAB TESTS



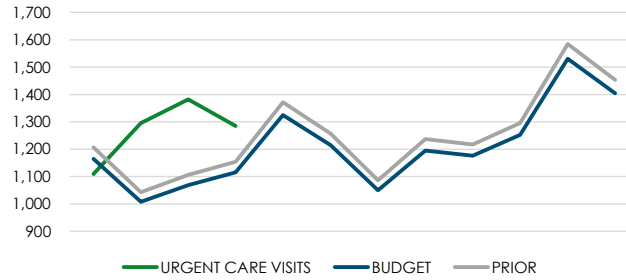
THERAPY TREATMENTS



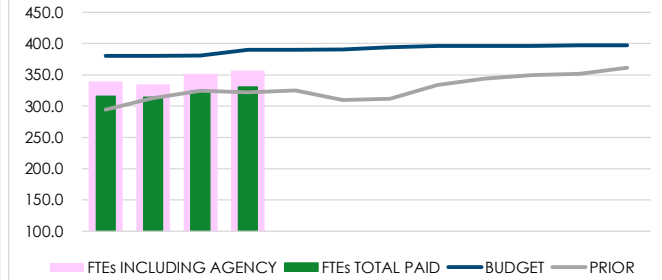
GI CASES



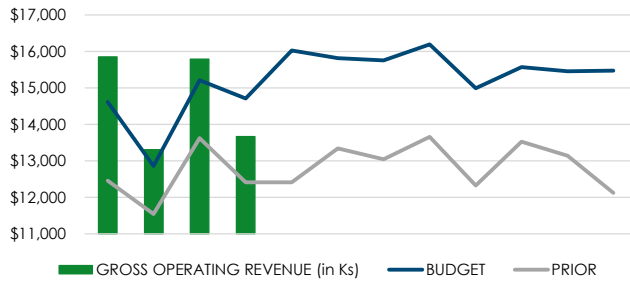
URGENT CARE VISITS



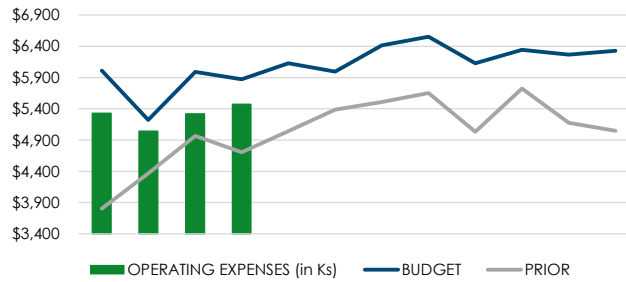
FTEs



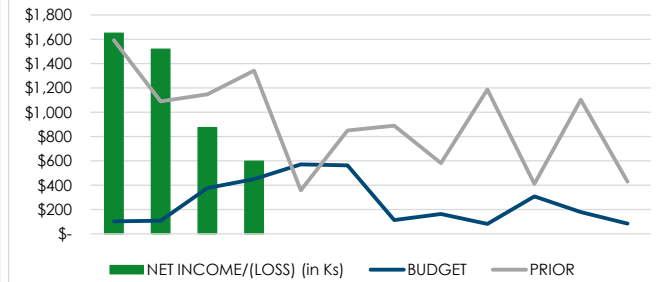
GROSS OPERATING REVENUE



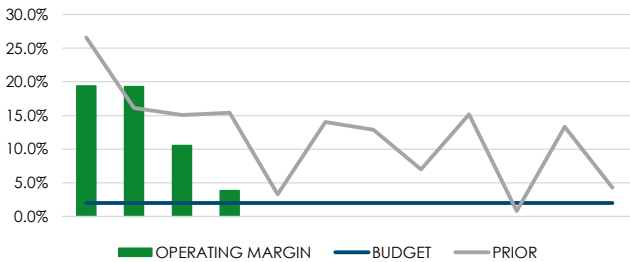
OPERATING EXPENSES



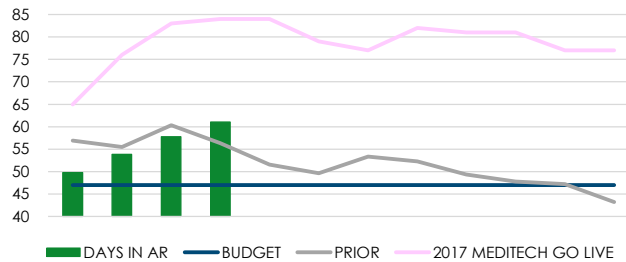
NET INCOME/(LOSS)



OPERATING MARGIN HIGHER IS BETTER



DAYS IN AR LOWER IS BETTER



DAYS CASH ON HAND HIGHER IS BETTER

