



BOARD OF COMMISSIONERS MEETING MINUTES
December 28, 2023

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Gary Thumser at 6:00 pm</p> <p>Commissioners present: Gary Thumser, Georgette Hiles, Carolyn Wescott, Kevin Bossard,</p> <p>Commissioner Absent: Andrew Hooper</p> <p>Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Winfried Danke, Jim Hansen, Tracy Kateley, Anna Taylor, Jori Stott, Lourdes Schoch, and Niesha Tolle</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
CONSENT AGENDA	<ul style="list-style-type: none"> • 	<p><i>Commissioner Hiles made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor. Chairman Hooper was absent and excused.</i></p>
MINUTES	<ul style="list-style-type: none"> • November 30, 2023 Regular Meeting 	<p><i>Commissioner Wescott made a motion to approve minutes November 30, 2023. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient story regarding Kavina Brown, RN (see patient story for more details). 	
SERVICE EXCELLENCE PRESENTATION	<ul style="list-style-type: none"> • CEO Martin presented 2024 Strategic Plan (see presentation for more details). • CEO Martin reviewed the highlights from this year’s Board and Executive team Strategic Planning retreats. • The decision was made to change name “Big Goal” to “Vision in Action” during the Board Strategic Planning Retreat. 	<p><i>Commissioner Hiles made a motion to approve the 2024 Strategic Plan. Commissioner Bossard seconded the motion. All voted in favor.</i></p>



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	<ul style="list-style-type: none"> Youth is still one of our greatest priorities for the next five years. CEO Martin reviewed the proposed 2024 strategic priorities, goals, objectives, and organizational strategies (see 2024 Strategic Plan for more details). CEO Martin shared experience presenting to the Kelsey Foundation two weeks ago. 2024 is going to be another year filled with a lot of hard work! 	<p><i>Commissioner Hooper was absent and excused.</i></p>
<p>QUALITY</p>	<ul style="list-style-type: none"> CNO Bernier reviewed the Quality Report and Dashboard (see presentation for more details). Restraint usage has gone down in the past month due to lower divert cases. Summit Pacific will be contracting with Avasure for telesitter program. The telesitter will help with high-risk restraints and fall risks. CNO Bernier reviewed the Physical Therapy visits. Internal gym visits for staff members have doubled this year. Bar code scanning rates have had great improvement. Leadership in all areas have pulled together to improve ratings. ED volumes dipped in November. Left without being seen rates have been decreasing. The average bed request to admission rates are being reviewed to ensure patients get to right status at the right time and get to industry standard of 30 minutes. The volumes continue to grow at the Summit Pacific Health Clinic. The community has really been accepting of this new service. The SPHC grand opening has been delayed due to some staffing challenges. There has been a lot of work on hand hygiene this year. The majority of patients using the sleep lab are newer patients needing CPAP machines. 	
<p>FINANCE</p>	<ul style="list-style-type: none"> CFO Hansen reviewed the Financial Report (see report for more details) ED visits have gone down in November by approximately 23%. Last year we saw very high volumes in November. Days in AR have been steadily decreasing and anticipated to decrease in December. Long term debt moved from 44 million to 109 million due to the bond closure. CFO Hansen provided a presentation on S&P Global impacts (see presentation for more details). Summit Pacific is providing endoscopy services. 	
<p>ADVOCACY</p>	<ul style="list-style-type: none"> CEO Martin provided an update on advocacy. The next Advocacy Committee is scheduled in February. 	



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	<ul style="list-style-type: none"> • Representative Tharinger will be visiting with the Advocacy Committee January 5th following the GGHI Legislative Send Off. • The Advocacy Committee is officially inviting Peter McMillin to serve as the community delegate for the Advocacy Committee. 													
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • The MRI trailer was moved to the healing garden for the first phase of our project and eventually will be moved to the Wellness Center for the second phase before its final home within the hospital expansion. • Cardiology will be launching mid-January. • CNO Bernier provided an update on our MFP. The helipad will go down January 2nd. Summit Pacific secured a temporary landing zone at Abundant Life church. There will be about 20 days where ambulance and life flight will meet at an alternative zone until the groundwork is complete at the church • COO Danke provided an update on our armed intruder exercise. The exercise had valuable learnings and tested our ALICE protocol. • Our hospital furniture was replaced this month. • CEO Martin will be stepping in as the chair of the AWPMD beginning the first of the year. • Amerigroup is in transition of a name change to Wellpoint. • Summit Serves was an organizational strategy for 2023. There will be a future report on this body of work. • Jori to bring Summit Serves list to CAM and to the Board. • Discussion if we can utilize the mobile to increase our Medicare wellness exam rates. 													
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <table border="1"> <tr> <td data-bbox="420 1187 1234 1243">Karissa Ellis, DO (Pediatric Medicine)</td> <td data-bbox="1234 1187 1512 1243">Initial Appointment</td> </tr> <tr> <td data-bbox="420 1243 1234 1300">Meridith Erin Johnson-Koontz, PMHNP (Psychiatric Mental Health)</td> <td data-bbox="1234 1243 1512 1300">Initial Appointment</td> </tr> <tr> <td data-bbox="420 1300 1234 1357">Ivy Kim-Aguilar, ARNP (Cardiology)</td> <td data-bbox="1234 1300 1512 1357">Initial Appointment</td> </tr> <tr> <td data-bbox="420 1357 1234 1414">Ricci St Jules, DO (Hospital Medicine) Telemedicine</td> <td data-bbox="1234 1357 1512 1414">Initial Appointment</td> </tr> <tr> <td data-bbox="420 1414 1234 1471">Gabriel Edwards, MD (Radiology)</td> <td data-bbox="1234 1414 1512 1471">Initial Appointment</td> </tr> <tr> <td data-bbox="420 1471 1234 1520">Meghana Kinariwala, MD (Neurology)</td> <td data-bbox="1234 1471 1512 1520">Initial Appointment</td> </tr> </table>	Karissa Ellis, DO (Pediatric Medicine)	Initial Appointment	Meridith Erin Johnson-Koontz, PMHNP (Psychiatric Mental Health)	Initial Appointment	Ivy Kim-Aguilar, ARNP (Cardiology)	Initial Appointment	Ricci St Jules, DO (Hospital Medicine) Telemedicine	Initial Appointment	Gabriel Edwards, MD (Radiology)	Initial Appointment	Meghana Kinariwala, MD (Neurology)	Initial Appointment	<p><i>Commissioner Hiles made a motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</i></p> <p><i>Commissioner Hiles made a motion to approve Resolution</i></p>
Karissa Ellis, DO (Pediatric Medicine)	Initial Appointment													
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Amin Hossein Rabiei, MD (Neurology)	Initial Appointment															
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ADJOURNMENT	<p>The regular session of the Board of Commissioner’s meeting adjourned at 8:10 pm.</p>	<p>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.</p>														

Recording Secretary

Board Secretary

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. December 28, 2023 Regular Meeting
4. **6:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **6:15 – 2023 Annual Report– Josh Martin, CEO – Info**
6. **Executive Reports**
 - a. **7:00** – Quality Report and Dashboard, Tori Bernier, CNO – *Info*
 - b. **7:15** – Finance Report, James Hansen, CFO – *Info*
 - c. **7:30** – Advocacy Committee, Josh Martin, CEO – *(as needed)*
 - d. **7:40** – Executive Report, Josh Martin, CEO – *Info*
7. **Commissioner Business**
 - a. **7:55** – Medical Staff Privileges – *Action (vote)*

John Ringquist, MD (Emergency Medicine)	Initial Appointment
Seth Kingree, MD (Hospital Medicine) Telemedicine	Initial Appointment
Darelle Walker, ARNP (Cardiology)	Initial Appointment
Laura Armstrong, MD (Family Medicine)	Active Status
Angela Shimoda, MD (Family Medicine)	Active Status
 - b. **8:00** – Board Bylaw Review– *Discussion*
 - c. **8:05** – Resolution 2024-01 2024 Regular Meeting Schedule– *Action (vote)*
 - d. **8:10**- Capital Campaign – *Discussion*
 - e. **8:15**- Reproductive Rights Act Response to ATG – *Discussion*
 - f. **8:20** – Hot Topic Discussion- Insurance Practices – *Discussion*
 - g. **8:25** – Upcoming Events, Andrew Hooper
 - h. **8:30** – Meeting Evaluation, Andrew Hooper
8. **8:35 - Executive Session (b) (c)real estate**
9. **Commissioner Business Continued**
 - a. **8:50**- Resolution 2024-02 Purchase of Property – *Action (vote)*
10. **8:55 – Adjourn – Action (vote)**

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

- **CEO Annual Evaluation Debrief | Hulscher Conference Room | February 8, 2024 at 3:00 pm**
- Estate Planning Seminar for Professional Advisors | February 16, 2024
- Annual Golf Tournament | Salish Cliffs | May 10, 2024
- **WSHA and AWPHD Rural Health Conference | Campbells Resort Lake Chelan | June 23-26, 2024**
- Employee Awards Ceremony | Ortquist Conference Room | July 24, 2024
- Ride the Harbor | McCleary, WA | August 3, 2024
- **Strategic Plan Retreat | Alderbrook Resort and Spa | August 6-7, 2024**
- Employee Picnic | TBD | August 28, 2024
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 14, 2024
- Donor Celebration – Saving Lives Celebration | Wellness Center | September 25, 2024
- Ladies’ Night Out | Wellness Center | October 10, 2024
- Harbor Lights Laser Show | Satsop Business Park | December 11-12, 2024
- Summit Fights Hunger | Wellness Center | December 18-19, 2024

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



Board of Commissioners Meeting

January 25, 2024

Summit Pacific Medical Center

Grays Harbor County Public Hospital District No. 1

Josh Martin, Chief Executive Officer

600 E Main, Elma, WA 98541 • Ph. (360) 346-2222 | Fax: (360) 346-2160
Owned and Operated by Grays Harbor County Public Hospital District No. 1
SPMC is an equal opportunity provider and employer.

For the Period:

December 2023

Description	Amount
Payroll	\$ 2,415,075
A/P Operations	\$ 2,183,534
A/P Capital	\$ 525,465
Community Care	\$ 18,729
Bad Debt	\$ 38,865
Property Tax Credit	\$ -
Total	\$ 5,181,667

2023 Income Statement Preliminary

December	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,209,117	\$ 6,179,825	\$ (970,708)	(15.7%)	\$ 67,792,716	\$ 71,728,613	\$ (3,935,897)	(5.5%)
Medicaid Revenue	\$ 3,919,843	\$ 4,337,262	\$ (417,420)	(9.6%)	\$ 46,996,421	\$ 51,287,356	\$ (4,290,935)	(8.4%)
Other Revenue	\$ 4,914,453	\$ 4,960,906	\$ (46,454)	(0.9%)	\$ 57,431,379	\$ 59,678,961	\$ (2,247,583)	(3.8%)
Total Gross Operating Revenue	\$ 14,043,412	\$ 15,477,993	\$ (1,434,581)	(9.3%)	\$ 172,220,516	\$ 182,694,930	\$ (10,474,414)	(5.7%)
Revenue Deductions								
Medicare Contractual	\$ 5,063,575	\$ 3,847,661	\$ (1,215,914)	(31.6%)	\$ 41,849,210	\$ 45,415,977	\$ 3,566,767	7.9%
Medicaid Contractual	\$ 530,384	\$ 2,591,538	\$ 2,061,153	79.5%	\$ 27,078,445	\$ 30,589,287	\$ 3,510,843	11.5%
Other Contractual	\$ 1,697,015	\$ 1,644,838	\$ (52,177)	(3.2%)	\$ 19,704,389	\$ 19,414,889	\$ (289,500)	(1.5%)
Bad Debt Expense	\$ 2,452,023	\$ 553,968	\$ (1,898,055)	(342.6%)	\$ 8,596,083	\$ 6,538,781	\$ (2,057,302)	(31.5%)
Community Care	\$ 18,729	\$ 209,005	\$ 190,277	91.0%	\$ 1,339,571	\$ 2,467,000	\$ 1,127,429	45.7%
Administrative Adjustments	\$ 458,691	\$ 86,003	\$ (372,688)	(433.3%)	\$ 3,307,474	\$ 1,015,140	\$ (2,292,333)	(225.8%)
Total Revenue Deductions	\$ 10,220,417	\$ 8,933,013	\$ (1,287,404)	(14.4%)	\$ 101,875,170	\$ 105,441,074	\$ 3,565,904	3.4%
Net Patient Revenue	\$ 3,822,995	\$ 6,544,980	\$ (2,721,985)	(41.6%)	\$ 70,345,346	\$ 77,253,856	\$ (6,908,511)	(8.9%)
Other Revenue								
Other Operating Income	\$ 1,283,050	\$ 316,354	\$ 966,696	305.6%	\$ 5,411,400	\$ 3,796,246	\$ 1,615,154	42.5%
Total Other Revenue	\$ 1,283,050	\$ 316,354	\$ 966,696	305.6%	\$ 5,411,400	\$ 3,796,246	\$ 1,615,154	42.5%
Net Operating Revenue	\$ 5,106,045	\$ 6,861,334	\$ (1,755,288)	(25.6%)	\$ 75,756,745	\$ 81,050,102	\$ (5,293,357)	(6.5%)
Operating Expenses								
Salaries & Wages	\$ 2,857,490	\$ 3,493,759	\$ 636,269	18.2%	\$ 33,527,646	\$ 38,451,736	\$ 4,924,090	12.8%
Benefits	\$ 484,919	\$ 862,399	\$ 377,480	43.8%	\$ 8,299,028	\$ 10,029,580	\$ 1,730,553	17.3%
Professional Fees	\$ 166,210	\$ 122,897	\$ (43,313)	(35.2%)	\$ 1,749,054	\$ 1,418,077	\$ (330,977)	(23.3%)
Supplies	\$ 324,698	\$ 386,072	\$ 61,374	15.9%	\$ 4,673,446	\$ 4,621,358	\$ (52,088)	(1.1%)
Utilities	\$ 51,124	\$ 34,722	\$ (16,402)	(47.2%)	\$ 608,583	\$ 510,480	\$ (98,104)	(19.2%)
Purchased Services	\$ 1,226,649	\$ 1,097,976	\$ (128,673)	(11.7%)	\$ 13,790,868	\$ 13,112,255	\$ (678,612)	(5.2%)
Insurance	\$ 41,545	\$ 36,650	\$ (4,895)	(13.4%)	\$ 482,560	\$ 439,804	\$ (42,756)	(9.7%)
Other Expenses	\$ 45,746	\$ 235,463	\$ 189,717	80.6%	\$ 2,751,292	\$ 4,050,631	\$ 1,299,339	32.1%
Rentals & Leases	\$ 44,983	\$ 58,566	\$ 13,583	23.2%	\$ 468,875	\$ 608,603	\$ 139,728	23.0%
Total Operating Expenses	\$ 5,243,365	\$ 6,328,505	\$ 1,085,141	17.1%	\$ 66,351,351	\$ 73,242,524	\$ 6,891,173	9.4%
EBITDA	\$ (137,319)	\$ 532,829	\$ (670,148)	(125.8%)	\$ 9,405,394	\$ 7,807,578	\$ 1,597,816	20.5%
Interest & Depreciation Expenses								
Interest	\$ 736,761	\$ 134,465	\$ (602,296)	(447.9%)	\$ 2,252,703	\$ 1,719,165	\$ (533,538)	(31.0%)
Depreciation	\$ 402,844	\$ 381,626	\$ (21,217)	(5.6%)	\$ 4,461,861	\$ 4,441,161	\$ (20,700)	(0.5%)
Total Interest & Depreciation Expenses	\$ 1,139,604	\$ 516,091	\$ (623,513)	(120.8%)	\$ 6,714,564	\$ 6,160,326	\$ (554,238)	(9.0%)
Operating Income (Loss)	\$ (1,276,924)	\$ 16,737	\$ (1,293,661)	(7,729.2%)	\$ 2,690,830	\$ 1,647,252	\$ 1,043,578	63.4%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 26,280	\$ 13,159	\$ 13,121	99.7%	\$ 914,635	\$ 757,500	\$ 157,135	20.7%
Misc Revenue/(Expenses)	\$ 712,906	\$ 55,652	\$ 657,254	1,181.0%	\$ 4,082,468	\$ 704,000	\$ 3,378,468	479.9%
Total Non-Operating Rev/(Expenses)	\$ 739,186	\$ 68,811	\$ 670,375	974.2%	\$ 4,997,103	\$ 1,461,500	\$ 3,535,603	241.9%
Net Income (Loss)	\$ (537,738)	\$ 85,549	\$ (623,286)	(728.6%)	\$ 7,687,933	\$ 3,108,752	\$ 4,579,181	147.3%

METRICS								
EBITDA Margin	(2.7%)	7.8%	(10.5%)	(134.6%)	12.4%	9.6%	2.8%	28.9%
Operating Margin	(25.0%)	0.2%	(25.3%)	(10,351.8%)	3.6%	2.0%	1.5%	74.8%
Net Income Margin	(10.5%)	1.2%	(11.8%)	(944.7%)	10.1%	3.8%	6.3%	164.6%
Days in AR					53	47	(6)	(12.9%)
DCOH					295	250	45	17.9%
Deduction %	72.8%	57.7%	(15.1%)	(26.1%)	59.2%	57.7%	(1.4%)	(2.5%)
NPSR %	27.2%	42.3%	(15.1%)	(35.6%)	40.8%	42.3%	(1.4%)	(3.4%)
Net Operating Revenue %	36.4%	44.3%	(8.0%)	(18.0%)	44.0%	44.4%	(0.4%)	(0.8%)
Benefits as a % Of SW	17.0%	24.7%	7.7%	31.3%	24.8%	26.1%	1.3%	5.1%
Benefits as a % of SWB	14.5%	19.8%	5.3%	26.7%	19.8%	20.7%	0.8%	4.1%
Paid FTEs (excludes Agency)	338.6	397.5	59.0	14.8%	330.4	391.0	60.6	15.5%
Salary per FTE	\$ 8,440	\$ 8,788	\$ 349	4.0%	\$ 101,473	\$ 98,350	\$ (3,123)	(3.2%)
Hours	59,811	70,405	10,593	15.0%	684,051	815,321	131,271	16.1%
Avg Hourly Rate	\$ 47.77	\$ 49.62	\$ 1.85	3.7%	\$ 49.01	\$ 47.16	\$ (1.85)	(3.9%)

Assets	12/31/2023	11/30/2023	1 Month Variance	12/31/2022	12 Month Variance
Current Assets					
Operating Cash	55,441,189	53,551,228	1,889,961	51,516,804	3,924,385
MFP Construction Cash	58,511,651	58,239,482	272,169	-	58,511,651
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Accounts Receivables	25,431,929	28,058,920	(2,626,991)	18,241,825	7,190,104
Less Allow for Uncollectables	(4,466,199)	(5,963,866)	1,497,667	(2,987,627)	(1,478,572)
Less Contractual Adjustments	(10,252,105)	(10,716,548)	464,443	(7,285,216)	(2,966,889)
Accounts Receivable - Net	10,713,625	11,378,506	(664,881)	7,968,982	2,744,643
Taxes Receivable	42,541	74,971	(32,430)	33,143	9,398
Other Receivables	3,542,469	2,772,755	769,714	2,949,670	592,799
Inventory	987,743	905,346	82,397	842,668	145,075
Prepaid Expenses	821,952	863,083	(41,131)	906,345	(84,394)
Total Current Assets	138,314,661	136,038,863	2,275,798	66,253,621	72,061,040
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,473,365	54,139
Buildings	47,402,703	47,402,703	-	44,995,219	2,407,484
Equipment	19,069,564	19,054,006	15,559	16,104,435	2,965,129
Construction In Progress	4,441,511	3,949,189	492,323	3,143,409	1,298,102
Less Accumulated Depreciation	(32,312,837)	(31,909,993)	(402,844)	(27,850,976)	(4,461,861)
Total Other Assets			-		-
Total Assets	183,095,137	180,714,301	2,380,836	108,771,103	74,324,034

Preliminary Balance Sheet as of Dec 2023

Liabilities	12/31/2023	11/30/2023	1 Month Variance	12/31/2022	12 Month Variance
Current Liabilities					
Accounts Payable	1,163,119	1,052,714	110,405	1,270,436	(107,317)
Other Payables	1,156,073	1,066,399	89,674	922,121	233,952
Payroll and Related Liabilities	4,261,881	4,104,272	157,608	3,977,293	284,588
Interest Payable	715,545	41,268	674,277	91,328	624,217
Third Party Settlement Payable	1,550,000	(289,275)	1,839,275	(1,142,205)	2,692,205
Other Current Liabilities	1,507,869	1,424,393	83,476	1,579,230	(71,362)
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	11,738,151	8,783,435	2,954,715	8,081,867	3,656,283
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	109,063,587	109,099,729	(36,142)	46,083,770	62,979,817
Total Non Current Liabilities	107,679,923	107,716,065	(36,142)	44,700,106	62,979,817
Total Liabilities	119,418,074	116,499,500	2,918,573	52,781,973	66,636,100
Net Assets					
Unrestricted Fund Balance	55,989,130	55,989,130	-	55,989,130	-
YTD Excess of Revenues	7,687,933	8,225,671	(537,738)	-	7,687,933
Total Net Assets	63,677,063	64,214,801	(537,738)	55,989,130	7,687,933
Total Liabilities and Net Assets	183,095,137	180,714,301	2,380,836	108,771,103	74,324,034

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
INPATIENT DAYS	309	173	205	193	175	158	230	185	158	174	201	190	2,351
BUDGET	214	196	161	149	193	155	228	239	161	228	233	243	2,400
PRIOR	143	183	107	129	157	127	180	204	133	187	181	187	1,918
OBSERVATION HOURS	871	3,119	2,755	1,882	1,272	1,394	696	994	818	2,141	1,842	818	18,602
BUDGET	650	1,235	1,637	1,054	1,126	3,200	752	825	990	1,020	1,092	1,668	15,249
PRIOR	750	1,425	1,919	1,214	1,302	5,432	943	954	1,142	1,178	567	977	17,803
EMERGENCY DEPARTMENT VISITS	1,502	1,372	1,615	1,497	1,638	1,529	1,534	1,539	1,487	1,522	1,336	1,534	18,105
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	18,813
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	19,496
GI CASES	97	51	65	78	87	75	72	80	73	103	87	51	919
BUDGET	174	90	174	168	166	161	168	97	135	117	97	103	1,650
PRIOR	32	43	37	57	36	29	43	49	72	112	101	64	675
SLEEP LAB	-	-	-	-	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	33	33	33	33	33	33	33	33	33	-
LAB TESTS	19,321	12,106	15,358	13,437	16,542	16,368	14,713	17,168	14,744	16,966	15,558	16,465	188,746
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	200,572
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	200,788
XRAY EXAMS	1,323	1,123	1,360	1,261	1,505	1,443	1,383	1,374	1,335	1,572	1,314	1,396	16,389
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	17,605
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	17,488
CT EXAMS	501	417	453	464	499	503	552	567	533	582	517	514	6,102
BUDGET	547	524	580	574	617	580	643	692	569	618	436	511	6,891
PRIOR	504	455	562	529	596	553	592	638	524	569	402	425	6,349
ULTRASOUND EXAMS	276	208	286	303	372	314	334	386	381	411	379	295	3,945
BUDGET	440	432	470	441	416	418	333	355	330	352	350	362	4,699
PRIOR	389	364	433	390	385	369	294	314	292	311	309	302	4,152
MRI EXAMS	82	43	59	31	41	72	57	56	65	89	109	74	778
BUDGET	63	80	80	52	77	66	50	118	96	71	90	119	960
PRIOR	43	54	54	35	52	45	34	80	24	-	-	81	502
THERAPY TREATMENTS	650	521	802	840	961	910	872	894	735	931	822	759	9,697
BUDGET	712	629	793	866	893	819	792	867	881	743	734	771	9,500
PRIOR	709	626	790	863	889	816	789	864	877	740	731	768	9,462
URGENT CARE VISITS	1,110	1,296	1,382	1,285	1,485	1,315	1,193	1,452	1,344	1,362	1,310	1,508	16,042
URGENT CARE 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	14,500
URGENT CARE 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	15,011
KELSEY CLINIC VISITS	-	71	177	83	206	209	195	260	243	270	318	281	2,313
MCCLEARY HEALTHCARE CLINIC VISITS	716	451	649	582	798	834	670	701	620	760	706	616	8,103
BUDGET	839	680	1,218	996	998	914	804	981	863	924	949	962	11,128
PRIOR	831	805	948	770	772	705	617	758	664	713	733	583	8,899
SUMMIT PACIFIC HEALTH CLINIC VISITS	-	-	-	-	-	267	264	478	584	632	697	696	3,618
BUDGET	-	-	304	504	740	739	732	730	715	718	722	715	5,071
PRIOR	184	180	205	188	195	194	188	186	173	176	179	173	1,269
WELLNESS CENTER VISITS	3,109	1,779	2,741	2,254	2,761	2,854	2,438	2,836	2,129	2,877	2,352	2,382	30,512
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	40,889
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	34,145
CLINICS VISITS	3,825	2,301	3,567	2,919	3,765	4,164	3,567	4,275	3,576	4,539	4,073	3,975	44,546
CLINICS BUDGET	4,529	3,152	5,160	4,583	5,023	4,879	4,885	5,805	5,018	5,450	5,211	4,943	58,636
CLINICS PRIOR	3,950	3,817	4,130	3,467	3,646	3,529	3,540	4,309	3,647	4,010	3,809	3,423	45,277
OPERATING MARGIN	19.4%	19.3%	10.6%	3.8%	1.0%	1.6%	4.2%	1.5%	-6.1%	0.6%	0.3%	-25.0%	
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%	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	62	68	74	70	66	64	59	53	
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	276	274	266	266	262	269	280	295	
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	334.6	325.4	315.8	328.8	325.3	349.4	356.3	338.6	330.0
FTEs INCLUDING AGENCY	340.6	335.8	347.5	358.3	364.6	356.0	343.5	358.0	353.3	381.3	384.4	363.1	357.2
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	391.0
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	319.9



