

Agenda

1. **1:00 – Call to Order**
 - a. Introductions as needed
 - b. Business from audience
2. **1:05 – Consent Agenda – See separate Consent Agenda – Action (vote)**
3. **1:08 – Approval of Minutes – Action (vote)**
 - a. January 23, 2025 Regular Meeting
 - b. February 18, 2025 Special Meeting
4. **1:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **1:13 – Hospital Expansion Update – Dick Bratton – Info**
6. **Executive Reports**
 - a. **1:35 – Quality Report and Dashboard, Tori Bernier – Info**
 - i. 2024 Quality Final Report and 2025 Quality Plan- Diana Kolar
 - b. **1:50 – Finance Report, Rachel Brown and Leslie Hiebert – Info**
 - c. **2:05 – Advocacy Committee, Josh Martin – (as needed)**
 - d. **2:15 – Executive Report, Josh Martin – Info**
7. **Commissioner Business**
 - a. **2:30 – Medical Staff Privileges – Action (vote)**
 - i. Sarah Oliveira, ARNP-Ambulatory Nurse Practitioner (Cardiology) -Initial Appointment
 - ii. Oksana Prychyna, MD- Radiology- Initial Appointment
 - iii. Mariann Drucker, MD- Radiology- Initial Appointment
 - iv. Lisa Koch, MD- Pathology- Reappointment
 - v. Mimi Syed, DO- Emergency Medicine- Reappointment
 - vi. Anita Ganz, CRNA-Nurse Anesthetist-Reappointment
 - vii. Ioan Nicolescu, MD- Internal Medicine-Reappointment
 - viii. Pawani Sachar, MD- Neurology- Reappointment
 - ix. Vanessa Fisher, ARNP- Ambulatory Nurse Practitioner- Active Status
 - x. Lindsey Brightman, DNP- Ambulatory Nurse Practitioner-Active Status
 - b. **2:35 – Resolution 2025-02 Compensation Limit– Action (vote)**
 - c. **2:40 – Board Discussion (AHA Conference), Carolyn Wescott– Discussion**
 - d. **2:45 – Upcoming Events, Andrew Hooper**
 - e. **2:50 – Self Evaluation Update, Andrew Hooper**
 - f. **2:55 – Meeting Evaluation, Andrew Hooper**
8. **3:00 - Executive Session- (g) qualifications of applicant or review performance of public employee/elective office and (i) discuss claims with legal counsel existing or reasonably expected litigation**
9. **Commissioner Business Continued**

a. **3:15-** Resolution 2025-03 Superintendent Compensation

10. 3:30 - Hospital Expansion Tour

11. 4:30 – Adjourn – Action (vote)

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

- Board Hospital Expansion Tour | SPMC | February 27, 2025
- Golf Tournament | Salish Cliffs | May 9, 2025
- Ride the Harbor | July 26, 2025
- AWP/PHD and WSHA Rural Health Conference | Lake Chelan | June 22-25, 2025
- Board Strategic Planning Retreat | Union, WA | August 5-6, 2025

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:	
January 2025	
Description	Amount
Payroll	\$ 5,139,236
A/P Operations	\$ 3,434,581
A/P Capital	\$ 5,532,463
Community Care	\$ 175,821
Bad Debt	\$ 400,823
Property Tax Credit	\$ -
Total	\$ 14,682,924



BOARD OF COMMISSIONERS REGULAR MEETING MINUTES

January 23, 2025

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<p>CALL TO ORDER</p>	<p>CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 1:00 pm.</p> <p>Commissioners present: Gary Thumser, Georgette Hiles, Carolyn Wescott, Andrew Hooper, Kevin Bossard</p> <p>Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Jori Stott, Ken Dietrich, Leslie Hiebert, Rachel Brown, Weronika Nelson, Kaitlyn Granstrom, Ranessa Goddard, Sherry Catlett, Jenny Prentice, Christy White, Tracy Kateley, Brad Thomas, JJ Painter, Jeff Kruger, Sandy Abbott, Lynn Fifield, Lora Moore, Andy Burton, Evelyn Lewis, Lisa Voshell, Haylee Ward, Wendy Hawkins, Robin Johnson, Amy Donahue, Veronica Larson, Sadie Knapp, Sharlene Higa, Tracy Lear, Julie Barnes, Brandon Smith, Angie Gerber, Jennifer Brackeen, Marycel Crowell, Peter Seyfarth Lechner</p>	
<p>BUSINESS FROM AUDIENCE</p>	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
<p>CONSENT AGENDA</p>	<ul style="list-style-type: none"> • There was no discussion 	<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Bossard seconded the motion. All voted in favor.</i></p>
<p>MINUTES</p>	<ul style="list-style-type: none"> • <u>December 30, 2024 Regular Meeting Minutes</u> 	<p><i>Commissioner Wescott made a motion to approve the Regular Board December 30, 2024 minutes. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • CTLO Burkhardt shared patient story regarding interventional pain program (see patient Story for more details). 	
<p>WORKDAY RECOGNITION</p>	<ul style="list-style-type: none"> • CEO Martin acknowledge staff that were integral to the Workday implementation. • Employees honored included: <ul style="list-style-type: none"> ○ Veronica Larson ○ Haylee Ward 	



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<p>2025 STRAT PLAN</p>	<ul style="list-style-type: none"> ● CEO Martin presented 2024 Annual Report (see prezi for more details) ● CTLO Burkhardt provided an overview on achievement of People objectives. ● First year turnover and overall turnover was reduced by 10% in 2024. ● CEO Martin reviewed Stewardship Objectives. ● Interim CFO Hiebert shared that DCOH and Days in AR goal was met. Summit Pacific is an anomaly for critical access hospitals. Days in AR was 49 days. ● CEO Martin reviewed operating margin which was not met. We did not meet our goal for net operating margin. Most hospitals in Washington have a negative margin. Not meeting goal is contributed to agency utilization, inflation on supplies, 340b changes, and contractuals for payor denials. ● The total margin was 12%. ● The timeline for MFP is not on time due to circumstances outside of our control, but it is on budget. 	



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<p>COMMISSIONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Torchessa West-Jackson, LICSW – Licensed Independent Clinical Social Worker – Initial Appointment • Alison Vasan, MD – Radiology (Telemedicine) – Initial Appointment • Richard Iverson, DO – Hospitalist – Active Status • Neha Didwaniya, MD – Hospitalist – Active Status <p>Commissioner Office Elections</p> <ul style="list-style-type: none"> • Commissioner Officer elections occur every two years. <p>Bylaws Update</p> <ul style="list-style-type: none"> • Discussion regarding Bylaws section 4.3 odd calendar years that terms for two years and reelected for three consecutive terms. Board Governance met was intention in 	<p><i>Commissioner Wescott made a motion to approve Medical Staff privileges. Commissioner Bossard seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Bossard nominated Commissioner Hiles as Secretary. Commissioner Thumser seconded the nomination. All voted in favor. None opposed.</i></p> <p><i>Commissioner Wescott nominated Commissioner</i></p>



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Income Statement Summary










Favorable Variance = + | Unfavorable Variance = ()




January		Year to Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 22,357,189	\$ 18,621,421	\$ 3,735,769	20.1%	😊
-	Revenue Deductions	\$ 13,446,819	\$ 11,207,460	\$ (2,239,359)	(20.0%)	
+	340B Revenue	\$ 78,080	\$ 88,929	\$ (10,849)	(12.2%)	
=	Net Patient Revenue	\$ 8,988,450	\$ 7,502,890	\$ 1,485,560	19.8%	
+	Other Operating Revenue	\$ 268,192	\$ 457,788	\$ (189,596)	(41.4%)	
=	Net Operating Revenue	\$ 9,256,642	\$ 7,960,678	\$ 1,295,964	16.3%	
-	Total Operating Expenses	\$ 7,476,439	\$ 7,527,377	\$ 50,938	0.7%	😊
+/-	Non-Operating Rev / (Expenses)	\$ 115,555	\$ (115,123)	\$ 230,678	(200.4%)	
=	Net Income (Loss)	\$ 1,895,758	\$ 318,178	\$ 1,577,579	495.8%	😊

😊 Favorable Variance 😞 Unfavorable Variance up to (4.9%) 😡 Unfavorable Variance (.05%) & up

Finance Summary

Favorable Variance = + | Unfavorable Variance = ()

January	Year to Date				
	Actual	Goal/Budget	Variance	Var%	
Days in AR	54	50	(4)	(7.7%)	
DCOH	276	260	16	6.2%	
Operating Margin	13.6%	(1.2%)	14.8%		
Net Income Margin	20.5%	4.0%	16.5%		
Net Patient Revenue per FTE	\$ 22,060	\$ 17,786	\$ 4,274	24.0%	
Labor Cost per FTE	\$ 12,447	\$ 12,004	\$ (443)	(3.7%)	
Non Labor Cost per FTE	\$ 90	\$ 112	\$ 21	19.1%	
FTEs	385.9	405.0	19.1	4.7%	
FTEs including Agency	407.5	421.8	14.4	3.4%	

 Favorable Variance
  Unfavorable Variance up to (4.9%)
  Unfavorable Variance (.05%) & up

Cash Flow Statement

January	Current Month	Year to Date
Cash Flows From Operating Activities		
Net Income/(Loss)	\$ 1,895,758	\$ 1,895,758
Depreciation	\$ 386,319	\$ 386,319
(Inc)/Dec in Net Patient Accounts Receivable	\$ (1,710,615)	\$ (1,710,615)
(Inc)/Dec in Taxes Receivable	\$ 17,441	\$ 17,441
(Inc)/Dec in Other Receivables	\$ 11,543	\$ 11,543
(Inc)/Dec in Inventories	\$ (15,915)	\$ (15,915)
(Inc)/Dec in Prepaid Expenses	\$ (181,142)	\$ (181,142)
Inc/(Dec) in Accounts Payable	\$ (578,972)	\$ (578,972)
Inc/(Dec) in Other Payables	\$ 915,713	\$ 915,713
Inc/(Dec) in Accrued Payroll and Benefits	\$ (2,017,040)	\$ (2,017,040)
Inc/(Dec) in Interest Payable	\$ 461,801	\$ 461,801
Inc/(Dec) in Third Party Payers	\$ 93,993	\$ 93,993
Inc/(Dec) in Other Current Liabilities	\$ 52,667	\$ 52,667
Net Cash Provided by Operating Activities	\$ (668,449)	\$ (668,449)
Cash Flows from Investing Activities		
Purchase of Property, Plant and Equipment	\$ (5,776,591)	\$ (5,776,591)
(Inc)/Dec in Other Limited Use Assets	\$ -	\$ -
Net Cash Used by Investing Activities	\$ (5,776,591)	\$ (5,776,591)
Cash Flows from Financing Activities		
Inc/(Dec) in Other Long Term Liabilities	\$ (52,976)	\$ (52,976)
Net Cash Used for Financing Activities	\$ (52,976)	\$ (52,976)
MFP Construction Fund	\$ 3,337,555	\$ 3,337,555
Debt Reserve Fund	\$ -	\$ -
(Inc)/Dec in Net Restricted Assets	\$ 3,337,555	\$ 3,337,555
Net Inc/(Dec) in Cash	\$ (3,160,461)	\$ (3,160,461)
Cash, Beginning of Period	\$ 68,135,329	\$ 68,135,329
Cash, End of Period	\$ 64,974,868	\$ 64,974,868

Updates

- Agile
 - 2021-2023 review is still in process
- State Auditors Office
 - 2022 & 20223 audit is complete - Exit Conference will be March 10th
- DZA – Medicare Cost Report
 - DZA will be onsite for Cost Report fieldwork April 14th – 16th

January	Month to Date				Year to Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 9,175,829	\$ 7,476,320	\$ 1,699,509	22.7%	\$ 9,175,829	\$ 7,476,320	\$ 1,699,509	22.7%
Medicaid Revenue	\$ 5,439,080	\$ 4,816,251	\$ 622,829	12.9%	\$ 5,439,080	\$ 4,816,251	\$ 622,829	12.9%
Other Revenue	\$ 7,742,280	\$ 6,328,850	\$ 1,413,430	22.3%	\$ 7,742,280	\$ 6,328,850	\$ 1,413,430	22.3%
Total Gross Patient Revenue	\$ 22,357,189	\$ 18,621,421	\$ 3,735,769	20.1%	\$ 22,357,189	\$ 18,621,421	\$ 3,735,769	20.1%
Patient Revenue Deductions								
Medicare Contractual	\$ 5,419,271	\$ 5,061,469	\$ (357,802)	(7.1%)	\$ 5,419,271	\$ 5,061,469	\$ (357,802)	(7.1%)
Medicaid Contractual	\$ 3,555,174	\$ 3,193,174	\$ (362,000)	(11.3%)	\$ 3,555,174	\$ 3,193,174	\$ (362,000)	(11.3%)
Other Contractual	\$ 3,081,416	\$ 2,025,543	\$ (1,055,873)	(52.1%)	\$ 3,081,416	\$ 2,025,543	\$ (1,055,873)	(52.1%)
Bad Debt Expense	\$ 1,078,437	\$ 740,046	\$ (338,391)	(45.7%)	\$ 1,078,437	\$ 740,046	\$ (338,391)	(45.7%)
Community Care	\$ 107,693	\$ 56,675	\$ (51,018)	(90.0%)	\$ 107,693	\$ 56,675	\$ (51,018)	(90.0%)
Administrative Adjustments	\$ 204,829	\$ 130,553	\$ (74,276)	(56.9%)	\$ 204,829	\$ 130,553	\$ (74,276)	(56.9%)
Total Revenue Deductions	\$ 13,446,819	\$ 11,207,460	\$ (2,239,359)	(20.0%)	\$ 13,446,819	\$ 11,207,460	\$ (2,239,359)	(20.0%)
340B Revenue	\$ 78,080	\$ 88,929	\$ (10,849)	(12.2%)	\$ 78,080	\$ 88,929	\$ (10,849)	(12.2%)
Net Patient Revenue	\$ 8,988,450	\$ 7,502,890	\$ 1,485,560	19.8%	\$ 8,988,450	\$ 7,502,890	\$ 1,485,560	19.8%
Other Revenue								
Other Operating Income	\$ 268,192	\$ 457,788	\$ (189,596)	(41.4%)	\$ 268,192	\$ 457,788	\$ (189,596)	(41.4%)
Total Other Revenue	\$ 268,192	\$ 457,788	\$ (189,596)	(41.4%)	\$ 268,192	\$ 457,788	\$ (189,596)	(41.4%)
Net Operating Revenue	\$ 9,256,642	\$ 7,960,678	\$ 1,295,964	16.3%	\$ 9,256,642	\$ 7,960,678	\$ 1,295,964	16.3%
Operating Expenses								
Salaries & Wages	\$ 3,693,916	\$ 3,658,774	\$ (35,142)	(1.0%)	\$ 3,693,916	\$ 3,658,774	\$ (35,142)	(1.0%)
Benefits	\$ 869,807	\$ 1,007,660	\$ 137,853	13.7%	\$ 869,807	\$ 1,007,660	\$ 137,853	13.7%
Professional Fees	\$ 296,230	\$ 252,261	\$ (43,969)	(17.4%)	\$ 296,230	\$ 252,261	\$ (43,969)	(17.4%)
Supplies	\$ 576,881	\$ 534,852	\$ (42,029)	(7.9%)	\$ 576,881	\$ 534,852	\$ (42,029)	(7.9%)
Utilities	\$ 59,332	\$ 64,927	\$ 5,595	8.6%	\$ 59,332	\$ 64,927	\$ 5,595	8.6%
Purchased Services	\$ 1,207,937	\$ 1,212,899	\$ 4,961	0.4%	\$ 1,207,937	\$ 1,212,899	\$ 4,961	0.4%
Insurance	\$ 48,667	\$ 55,250	\$ 6,583	11.9%	\$ 48,667	\$ 55,250	\$ 6,583	11.9%
Other Expenses	\$ 321,911	\$ 314,512	\$ (7,400)	(2.4%)	\$ 321,911	\$ 314,512	\$ (7,400)	(2.4%)
Rentals & Leases	\$ 15,439	\$ 39,924	\$ 24,485	61.3%	\$ 15,439	\$ 39,924	\$ 24,485	61.3%
Depreciation	\$ 386,319	\$ 386,319	\$ 0	0.0%	\$ 386,319	\$ 386,319	\$ 0	0.0%
Total Operating Expenses	\$ 7,476,439	\$ 7,527,377	\$ 50,938	0.7%	\$ 7,476,439	\$ 7,527,377	\$ 50,938	0.7%
Operating Income (Loss)	\$ 1,780,203	\$ 433,301	\$ 1,346,902	310.8%	\$ 1,780,203	\$ 433,301	\$ 1,346,902	310.8%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 42,857	\$ 19,417	\$ 23,440	120.7%	\$ 42,857	\$ 19,417	\$ 23,440	120.7%
Contributions from SPMF	\$ 149,275	\$ -	\$ 149,275	(100.0%)	\$ 149,275	\$ -	\$ 149,275	(100.0%)
Interest Income	\$ 448,580	\$ 397,517	\$ 51,063	12.8%	\$ 448,580	\$ 397,517	\$ 51,063	12.8%
Interest Expense	\$ (525,156)	\$ (532,057)	\$ 6,900	(1.3%)	\$ (525,156)	\$ (532,057)	\$ 6,900	(1.3%)
Total Non-Operating Rev/(Expenses)	\$ 115,555	\$ (115,123)	\$ 230,678	(200.4%)	\$ 115,555	\$ (115,123)	\$ 230,678	(200.4%)
Net Income (Loss)	\$ 1,895,758	\$ 318,178	\$ 1,577,579	495.8%	\$ 1,895,758	\$ 318,178	\$ 1,577,579	495.8%

METRICS

Operating Margin	13.6%	-1.2%	14.8%	(1,192.9%)	13.6%	-1.2%	14.8%	(1,192.9%)
Net Income Margin	20.5%	4.0%	16.5%	412.4%	20.5%	4.0%	16.5%	412.4%
Days in AR					54	50	(4)	(7.7%)
DCOH					276	260	16	6.2%
Deduction %	60.1%	60.2%	0.0%	0.1%	60.1%	60.2%	0.0%	0.1%
NPSR %	39.9%	39.8%	0.0%	0.1%	39.9%	39.8%	0.0%	0.1%
Net Operating Revenue %	41.4%	42.8%	(1.3%)	(3.2%)	41.4%	42.8%	(1.3%)	(3.2%)
Benefits as a % Of SW	23.5%	27.5%	4.0%	14.5%	23.5%	27.5%	4.0%	14.5%
Benefits as a % of SWB	19.1%	21.6%	2.5%	11.7%	19.1%	21.6%	2.5%	11.7%
Paid FTEs (excludes Agency)	385.9	405.0	19.1	4.7%	385.9	405.0	19.1	4.7%
Salary per FTE	\$ 9,572	\$ 9,034	\$ (538)	(6.0%)	\$ 9,572	\$ 9,034	\$ (538)	(6.0%)
Hours	61,747	69,494	7,747	11.1%	61,747	69,494	7,747	11.1%
Avg Hourly Rate	\$ 59.82	\$ 52.65	\$ (7.17)	(13.6%)	\$ 59.82	\$ 52.65	\$ (7.17)	(13.6%)
Total Agency FTEs	21.5	16.8	(4.7)	(27.8%)	21.5	16.8	(4.7)	(27.8%)
Agency Staffing Expense	\$ 507,967	\$ 397,366	\$ (110,601)	(27.8%)	\$ 507,967	\$ 397,366	\$ (110,601)	(27.8%)
Net Patient Revenue per FTE (\$K)	\$ 22,060	\$ 17,786	\$ (4,274)	(24.0%)	\$ 22,060	\$ 17,786	\$ (4,274)	(24.0%)
Labor Cost per FTE (\$K)	\$ 12,447	\$ 11,345	\$ (1,102)	(9.7%)	\$ 12,447	\$ 12,004	\$ (443)	(3.7%)
Non Labor Cost per \$1K Gross Rev (\$K)	\$ 90	\$ 126	\$ 36	28.6%	\$ 90	\$ 112	\$ 21	19.1%

Balance Sheet as of January 2025

Assets	01/31/2025	12/31/2024	1 Month Variance	01/31/2024	12 Month Variance
Current Assets					
Operating Cash	63,017,368	66,177,829	(3,160,461)	56,217,309	6,800,059
Self-Insured Reserve	1,957,500	1,957,500	-	10	1,957,490
Total Operating Cash	64,974,868	68,135,329	(3,160,461)	56,217,319	8,757,549
MFP Construction Cash	33,118,366	36,455,921	(3,337,555)	58,381,889	(25,263,524)
Debt Reserve	8,253,492	8,253,492	-	8,253,492	-
Total Restricted Cash	41,371,858	44,709,413	(3,337,555)	66,635,382	(25,263,524)
Accounts Receivables	34,171,920	29,276,112	4,895,808	28,171,094	6,000,826
Less Allow for Uncollectables	(4,186,094)	(3,515,878)	(670,216)	(3,750,086)	(436,008)
Less Contractual Adjustments	(14,722,623)	(12,207,646)	(2,514,977)	(12,331,016)	(2,391,607)
Accounts Receivable - Net	15,263,203	13,552,587	1,710,615	12,089,992	3,173,211
Taxes Receivable	59,117	76,558	(17,441)	32,882	26,235
Other Receivables	2,278,000	2,289,543	(11,543)	3,603,816	(1,325,817)
Inventory	1,053,236	1,037,321	15,915	991,895	61,341
Prepaid Expenses	977,198	796,056	181,142	847,236	129,962
Total Current Assets	125,977,480	130,596,808	(4,619,328)	140,418,522	(14,441,042)
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,571,049	4,571,049	-	4,527,505	43,544
Buildings	47,846,488	47,846,488	-	47,402,703	443,785
Equipment	22,906,759	22,662,630	244,128	21,445,543	1,461,216
Construction In Progress	31,296,056	25,763,593	5,532,463	5,115,409	26,180,647
Less Accumulated Depreciation	(37,917,428)	(37,531,109)	(386,319)	(33,281,173)	(4,636,255)
Property, Plant and Equipment - Net	70,354,953	64,964,680	5,390,272	46,862,015	23,492,938
Total Assets	196,332,433	195,561,488	770,944	187,280,537	9,051,896

Balance Sheet as of January 2025

Liabilities	01/31/2025	12/31/2024	1 Month Variance	01/31/2024	12 Month Variance
Current Liabilities					
Accounts Payable	2,567,048	3,146,020	(578,972)	1,352,722	1,214,326
Other Payables	1,546,360	630,647	915,713	785,731	760,628
Payroll and Related Liabilities	2,875,050	4,892,090	(2,017,040)	5,173,639	(2,298,588)
Interest Payable	962,730	500,929	461,801	1,180,143	(217,413)
Third Party Settlement Payable	259,537	165,544	93,993	1,364,985	(1,105,448)
Other Current Liabilities	1,466,584	1,413,917	52,667	1,285,472	181,113
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	11,060,974	12,132,811	(1,071,837)	12,526,356	(1,465,383)
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	110,668,855	110,721,831	(52,976)	112,314,627	(1,645,772)
Total Non Current Liabilities	109,285,191	109,338,167	(52,976)	110,930,963	(1,645,772)
Total Liabilities	120,346,165	121,470,978	(1,124,814)	123,457,319	(3,111,154)
Net Assets					
Unrestricted Fund Balance	1,895,758	11,228,369	(9,332,611)	4,152,158	(2,256,401)
YTD Excess of Revenues	74,090,510	62,862,141	11,228,369	59,671,059	14,419,451
Total Net Assets	75,986,268	74,090,510	1,895,758	63,823,218	12,163,050
Total Liabilities and Net Assets	196,332,433	195,561,488	770,944	187,280,537	9,051,896

2025 Cash Flow Statement

January

Current Month

Year to Date

Cash Flows From Operating Activities

Net Income/(Loss)	\$ 1,895,758	\$ 1,895,758
Depreciation	\$ 386,319	\$ 386,319
(Inc)/Dec in Net Patient Accounts Receivable	\$ (1,710,615)	\$ (1,710,615)
(Inc)/Dec in Taxes Receivable	\$ 17,441	\$ 17,441
(Inc)/Dec in Other Receivables	\$ 11,543	\$ 11,543
(Inc)/Dec in Inventories	\$ (15,915)	\$ (15,915)
(Inc)/Dec in Prepaid Expenses	\$ (181,142)	\$ (181,142)
Inc/(Dec) in Accounts Payable	\$ (578,972)	\$ (578,972)
Inc/(Dec) in Other Payables	\$ 915,713	\$ 915,713
Inc/(Dec) in Accrued Payroll and Benefits	\$ (2,017,040)	\$ (2,017,040)
Inc/(Dec) in Interest Payable	\$ 461,801	\$ 461,801
Inc/(Dec) in Third Party Payers	\$ 93,993	\$ 93,993
Inc/(Dec) in Other Current Liabilities	\$ 52,667	\$ 52,667

Net Cash Provided by Operating Activities \$ **(668,449)** \$ **(668,449)**

Cash Flows from Investing Activities

Purchase of Property, Plant and Equipment	\$ (5,776,591)	\$ (5,776,591)
(Inc)/Dec in Other Limited Use Assets	\$ -	\$ -

Net Cash Used by Investing Activities \$ **(5,776,591)** \$ **(5,776,591)**

Cash Flows from Financing Activities

Inc/(Dec) in Other Long Term Liabilities	\$ (52,976)	\$ (52,976)
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Net Cash Used for Financing Activities \$ **(52,976)** \$ **(52,976)**

MFP Construction Fund	\$ 3,337,555	\$ 3,337,555
Debt Reserve Fund	\$ -	\$ -

(Inc)/Dec in Net Restricted Assets \$ **3,337,555** \$ **3,337,555**

Net Inc/(Dec) in Cash \$ **(3,160,461)** \$ **(3,160,461)**

Cash, Beginning of Period	\$ 68,135,329	\$ 68,135,329
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Cash, End of Period \$ **64,974,868** \$ **64,974,868**

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
INPATIENT DAYS	284												284
BUDGET	251	222	227	152	140	181	261	261	253	261	253	261	251
PRIOR	251	222	227	152	140	181	164	164	169	127	179	240	251
OBSERVATION HOURS	1,129												1,129
BUDGET	1,130	1,026	833	1,072	1,404	1,459	1,542	1,542	1,492	1,542	1,492	1,542	1,130
PRIOR	880	1,276	833	1,072	1,404	1,459	1,148	1,248	1,924	2,343	2,014	1,833	880
EMERGENCY DEPARTMENT VISITS	1,681												1,681
BUDGET	1,553	1,432	1,490	1,502	1,503	1,498	1,485	1,485	1,462	1,510	1,512	1,535	1,553
PRIOR	1,553	1,432	1,490	1,502	1,603	1,548	1,484	1,508	1,508	1,550	1,468	1,720	1,553
GI CASES	138												138
BUDGET	211	206	207	223	232	218	214	235	227	227	227	227	211
PRIOR	93	88	81	97	106	92	103	126	118	149	109	114	93
SLEEP LAB	27												27
BUDGET	28	23	34	34	21	24	26	30	27	27	27	27	28
PRIOR	28	23	34	34	21	24	18	27	24	27	23	15	28
LAB TESTS	21,483												21,483
BUDGET	18,327	16,768	18,626	18,089	18,659	16,645	18,619	18,619	18,019	18,619	18,019	18,619	18,327
PRIOR	18,336	16,848	18,647	18,106	18,760	16,744	17,820	18,077	17,805	19,252	16,965	18,484	18,336
XRAY EXAMS	1,992												1,992
BUDGET	1,541	1,362	1,393	1,497	1,660	1,407	1,590	1,590	1,539	1,590	1,539	1,590	1,541
PRIOR	1,541	1,362	1,393	1,497	1,660	1,407	1,522	1,430	1,652	1,740	1,728	1,863	1,541
CT EXAMS	704												704
BUDGET	616	558	573	563	621	565	590	590	571	590	571	590	616
PRIOR	616	558	573	563	621	565	653	645	613	654	592	713	616
ULTRASOUND EXAMS	467												467
BUDGET	387	392	396	487	471	390	452	452	438	452	438	452	387
PRIOR	360	365	369	460	444	363	460	445	359	450	387	442	360
MRI EXAMS	102												102
BUDGET	83	95	107	102	97	100	111	111	108	111	108	111	83
PRIOR	83	95	107	102	97	100	130	123	113	109	99	87	83
THERAPY TREATMENTS	1,484												1,484
BUDGET	1,255	1,255	1,255	1,255	1,255	1,255	1,304	1,311	1,307	1,525	1,525	1,525	1,255
PRIOR	1,018	882	929	1,191	1,267	951	1,308	1,261	1,207	1,295	1,171	1,273	1,018
URGENT CARE VISITS	1,453												1,453
URGENT CARE BUDGET	1,355	1,419	1,375	1,342	1,323	1,241	1,380	1,380	1,335	1,380	1,335	1,380	1,355
URGENT CARE PRIOR	1,429	1,496	1,450	1,415	1,395	1,309	1,246	1,381	1,419	1,386	1,221	1,412	1,429
KELSEY CLINIC VISITS	831												831
BUDGET	1,056	1,056	1,056	1,056	1,056	1,056	1,234	1,234	1,234	1,234	1,234	1,234	1,056
PRIOR	381	381	510	514	587	500	469	745	637	722	646	641	381
MCCLEARY HEALTHCARE CLINIC VISITS	1,031												1,031
BUDGET	960	960	960	960	960	960	1,205	1,205	1,205	1,205	1,205	1,205	960
PRIOR	737	627	792	774	824	773	725	797	780	979	853	941	737
SUMMIT PACIFIC HEALTH CLINIC VISITS	1,009												1,009
BUDGET	1,091	1,089	1,001	1,102	1,086	1,027	1,007	1,158	1,058	1,058	1,058	1,058	1,091
WELLNESS CENTER VISITS	3,138												3,138
BUDGET	3,090	3,105	3,105	3,194	3,194	3,168	3,242	3,302	3,350	3,350	3,350	3,350	3,090
PRIOR	2,658	2,482	2,792	2,816	2,861	2,483	2,726	2,913	2,623	2,987	2,685	2,691	2,658
CLINICS VISITS	6,009												6,009
CLINICS BUDGET	6,196	6,210	6,122	6,312	6,296	6,212	6,688	6,899	6,847	6,847	6,847	6,847	6,196
CLINICS PRIOR	4,534	4,247	4,790	4,870	5,027	4,470	4,832	5,425	5,017	5,744	5,062	5,207	4,534
OPERATING MARGIN	16.4%												
GOAL	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
PRIOR	5.1%	1.3%	2.0%	10.3%	7.6%	1.6%	3.5%	5.5%	6.9%	-5.6%	-5.9%	3.3%	
DAYS IN AR	54												
GOAL	50	50	50	50	50	50	50	50	50	50	50	50	
PRIOR	57	54	53	55	55	55	53	54	54	51	52	49	
DAYS CASH ON HAND	276												
GOAL	260	260	260	260	260	260	260	260	260	260	260	260	
PRIOR	262	275	267	262	273	266	275	269	274	270	288	300	
FTEs TOTAL PAID	385.9												385.9
FTEs INCLUDING AGENCY	407.4												407.4
BUDGET	360.0	363.0	366.0	369.0	372.0	375.0	378.0	381.0	384.0	387.0	390.0	393.0	360.0
PRIOR	385.2	393.5	401.2	403.0	407.5	406.9	397.5	420.8	412.2	425.3	408.6	415.3	406.4

