



BOARD OF COMMISSIONERS' MEETING

December 22, 2022 @ 1030AM HUB CONFERENCE ROOM
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOczg1dz09>
 Meeting ID: 924 7295 2116
 Passcode: 260559
 One tap mobile
 +12532158782,,92472952116# US (Tacoma)
 +13462487799,,92472952116# US (Houston)
 Mission Statement

"To strengthen the health and well-being of our community through partnership and trust."

AGENDA

		Page(s)
Call to Order	Nancy Giddings	
Quorum Established	Nancy Giddings	
Review, Amend, Accept Agenda	Nancy Giddings	
Introduction of Board, District Employees and Guests	Nancy Giddings	
<i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>		
Approval of Consent Agenda	ACTION Nancy Giddings	3-4
<ul style="list-style-type: none"> • Minutes 11/29/22 Board Meeting • Approval of Warrants • Financial Write-Off Report 		
Correspondence	Nancy Giddings	
Public Comments	Nancy Giddings	
EHR Report	Karen Quinnell	
Safety Update	Adam Volluz	
Compliance Report	Spencer Hargett	
Department Spotlight	Chi Pak	
CNO Report	Mike Martinoli	
Quality Improvement	Mike Martinoli	5
COO	Debbie DeCorde	6
Medical Staff Report	Richard Garcia, MD	

CEO/CFO Report	Jennifer Reed	7-17
Old Business	Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update/Master Plan • Health Foundation • Strategic Planning • Pharmacy • Airport update 		
Board Representative Reports		
<ul style="list-style-type: none"> • Finance • Quality Improvement • Compliance/Risk Management • Medical Staff • Credentialing 	Ron Bacon/Sarah Krausse Jody Jannot/DiAnne Lundgren Ron Bacon/Sarah Krausse Nancy Giddings/DiAnne Lundgren DiAnne Lundgren/Nancy Giddings	
<ul style="list-style-type: none"> ○ Request to approve Courtesy Medical Staff privileges by proxy for Integra Imaging provider: Michael Bayona, MD 		
<ul style="list-style-type: none"> • EMS 	Nancy Giddings	
New Business	Nancy Giddings	
<ul style="list-style-type: none"> • Holiday schedule for clinic & admin offices • CEO Evaluation 		
Executive Session (if needed)	Nancy Giddings	
Open Session	Nancy Giddings	
Adjournment	Nancy Giddings	

**Board meetings are usually the fourth Tuesday of each month at 10:30 a.m. unless otherwise posted.
The Public is encouraged to attend; Handicap access is available.**

Next regularly scheduled meeting is Tuesday January 24, 2023 @ 10:30 am in the HUB Conference Room



Ferry County Health
BOARD OF COMMISSIONERS' MEETING
November 29, 2022

CALL TO ORDER: Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:39 am, on November 29, 2022 in the HUB Conference Room and via zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, Sarah Krausse and DiAnne Lundgren. Jody Jannot was excused. Jennifer Reed, CEO/CFO; Mike Martinoli, CNO; Debbie DeCorde, COO; James Davidson, IT Manager; Karen Quinnell, Informaticist, and Lacy Sharbono, HR Coordinator were present.

GUESTS: Via Zoom – Gloria Gomez

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Bacon and seconded by Lundgren to accept the agenda as written. The motion passed unanimously.

APPROVAL OF CONSENT AGENDA: A motion was made by Lundgren and seconded by Bacon to accept the consent agenda. The motion passed unanimously.

CORRESPONDENCE: Giddings read a few thank you notes from some community members.

PUBLIC COMMENTS: None

EHR REPORT: Quinnell gave update with Gloria with Meditech.

COMPLIANCE REPORT: Hargett gave his compliance report.

COO: DeCorde reviewed her attached report. DeCorde went over the October HR Analytics. She also presented the Board with Drug Store numbers for Saturdays. The Board has agreed to have the Saturday hours decreased and they will close at 4:00pm. There will be communication to the community prior to this change.

CNO REPORT: Martinoli reviewed his attached report.

QI REPORT: Martinoli reviewed his QI report.

MEDICAL STAFF REPORT: Reed gave Dr. Garcia's report.

CEO & CFO REPORT: Reed reviewed her attached report.

FINANCIAL REPORT: Reed reviewed the September financials.

The Board noted that on the agenda the Budget Public Review had 2021 not 2023.

2023 BUDGET PUBLIC REVIEW: Reed reviewed the 2023 Budget.

- A motion to approve the 2023 Levy Resolution 2022#13 was made by Krausse and seconded by Bacon. The motion passed unanimously.
- A motion to approve the Levy Certification was made by Krausse and seconded by Bacon. The motion passed unanimously.
- A motion to approve the 2023 Klondike Hills Budget Resolution 2022#14 was made by Krausse and seconded by Bacon. The motion passed unanimously.
- A motion to approve the 2023 Hospital Budget Resolution 2022#15 was made by Krausse and seconded by Bacon. The motion passed unanimously.
- A motion was to approve the 2023 Pharmacy Budget Resolution 2022#16 was made by Krausse and seconded by Bacon. The motion passed unanimously.

OLD BUSINESS:

- Board QI Project: Rescheduled to the January nursing meeting.
- Facility Update: Given in CEO report.
- Health Foundation: New officers elected.
- Strategic Planning: Continuing.
- Pharmacy: Given in COO report.
- Airport update: No update.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing: None
- EMS: No Board concerns.

NEW BUSINESS: No new business

EXECUTIVE SESSION: Executive Session was called at 2:31 pm regarding RCW 42.30.110(1) (g).

OPEN SESSION resumed at 2:46 pm.

No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 2:46 pm.

Nancy Giddings, Chair Date

DiAnne Lundgren, Secretary Date

Lacy Sharbono, Recording Secretary Date



TO: Ferry County Public Hospital District #1 Board of Commissioners

FROM: Mike Martinoli, Chief Nursing Officer

MEETING DATE: December 22nd, 2022

SUBJECT: Nursing Department Report

As of, December 19th 2022

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • Priority recruitment needs include noc RN and NAC's to remain fully staffed for winter. • CNO was trained as a Handle of Care Instructor and excited to help develop the district program for de-escalation education. NM plans to train next year. The topic of workplace violence prevention and district support will remain a talking and action point within the department. • Annual skills and competency day for the Nursing team was a success! Engagement and teamwork from all staff was very strong. The topic of continuous learning experiences will be promoted within our department.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Quarterly and year end Quality Improvement Committee report to be delivered. • Re-introduction to the District PFAC and discussion about plans for 2023 year. • All Nursing staff have been educated about the purpose of safety event reporting via QMM database, the QI Committee, and introduced to a Just Culture of Safety. Planning for district wide education this upcoming year.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • November ED Volume: 209 patients and 8 transfers. • November Endoscopy Volume: 17 procedures • Skilled Swing Bed Volume: 45 days • Patient transfer delays are the regular with extended wait lists noted at tertiary hospitals. CNO continues to support ED Provider staff with communication and advocacy efforts to maximize operational efficiency. • The upcoming community education newspaper article will focus on air transport education and promotion of dual Airlift NW/Lifeflight memberships.
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • A budget purchase this month included an advanced acute care bed with an alternating air mattress and additional features that will increase our ability to care for bariatric patients, advanced wound care needs, and high acuity bedbound inpatient/skilled swing bed patients.
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • CNO completed a 5 day training for SANE program development in Seattle. Our district now has 4 RN's trained with more passionate to train next year. Planning to initiate community education about free/confidential services available for victims of sexual assault and strangulation. • Relationship building with surrounding hospital district leaders is underway with goals to support one another during times of high capacity. CNO will meet with Mid Valley Hospital Interim CNO this week. Actively receiving skilled swing bed referrals from Okanogan County at this time.



To: Ferry County Public Hospital District #1 Board of Commissioners
From: Debbie DeCorde

Meeting Date: December 22, 2022
Subject: COO Report

As of December 15, 2022

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> Employee statistics for the month of November includes 7 positions filled; 5 new hires and 2 internal transfers. Total Employees: 160 = Ferry County Health 140, Klondike Hills 9, and Republic Drug Store 11. We had 5 exits; 4 of which were resignations, one of which is due to temporary relocation with intent to reapply. Graphs will be handed out supporting a discussion of HR metrics. BambooHR went Live on Monday, December 19th and this month's reports are created via our new HRIS. District-wide compensation analysis is being reviewed with Administration. Washington state minimum wage increases to \$15.74 (+\$1.25) and takes effect January 1, 2023. We remain the state with the highest minimum wage rate.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> Quality Improvement Projects; Republic Drug Store, (RDS) and Republic Medical Center (RMC) updates. Creating a community feedback focus group for RMC modeled after the RMC session. Patient Experience is being improved in the Republic Medical Clinic with the addition of Susie Bell, the locum NP who is here for at least 6 months. Temporary staffing solutions being considered while implementing work flow efficiencies at the Medical Clinic.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> Employee Engagement Project. The Task Force continues meeting and will be submitting suggestions for an action plan, (including goals with the expectation of moving the survey needle in areas specifically identified). Their completion goal is just after the holidays. Participation is robust and the Executive Team looks forward to reviewing the Task Force's summary. They will meet again in 6 months to evaluate progress noted as well as needed. The Lab is experiencing supply chain issues intermittently. Supplies can be on backorder for a few weeks up to a couple of months. They do their best with alternate supplies and suppliers, and continue to try to provide un-interrupted service for our community. <ul style="list-style-type: none"> ➤ At home tests - the lab has a supply of at home Covid antigen tests available for staff or community members with a goal of always having in inventory.
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> The Clinic saw a total 707 patients (this includes 36 nurse -only appts). Providers saw a total of 671 patients (up three from Oct), of those 143 were walk-ins. Once again walk-ins were 21% of the total patients seen in November. The Physical Therapy Department saw 436 patients in November (compared to the 455 patients in October). This is a decrease of 19 patients. The wait list for Rehab in Republic is down to 17 and Curlew is at 32. We will be adding a treatment room to the Curlew Clinic. The Republic Drug Store's Saturday hours will be 9 am – 4 pm effective January 7, 2023.
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> In the last month, the Laboratory ran 135 4-Plex tests (Covid, Flu A, Flu B, and RSV) and 55 standalone Covid tests. This was an increase in testing volumes compared to previous months. Flu A is currently the most common strain seen among patients.



TO: Ferry County Public Hospital District #1 Board of Commissioners

MEETING DATE: December 22, 2022

FROM: Jennifer Reed

SUBJECT: CEO/CFO Report

Statement of Values

1. Quality/Safety: by constantly holding ourselves to a higher standard.
2. Integrity: through honesty and respect.
3. Compassion: by providing a nurturing and caring environment.
4. Stewardship: by utilizing our resources to their highest and best purpose.
5. Teamwork: by working together in a culture that promotes excellence.

People

To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District’s patient and resident needs.

- Workforce Issues. We currently have 14 open, listed positions and more nursing. This is an ongoing issue that we aim to address a bit in the next year. Some of our options and solutions surround long term solutions such as workforce training, both in house and at the schools, and short term solutions such as collaboration and utilizing telehealth.
- Still working toward filling Laura’s spot. Upped the salary range, posting in different locations, and also working to be creative with the solution with telehealth, and networking efforts. Will be working with other organizations to identify our role in the wider mental health story.
- We are in active campaign for third party representation but have not heard back from the PERC office to let us know what the group is. There is question about who they want to represent. We sent our thinking around this and are awaiting the decision.
- Meeting quarterly with providers and am enjoying getting their input and getting to know them.
- Working with surrounding organizations and hospitals to optimize the training that they provide, and filling in gaps between us.
- Working on employee engagement by addressing the employee survey, both as an ET and also with a focus group of concerned employees. We will be pushing out the results, along with the pending initiatives to address concerns very quickly. Employees want to know that we’re doing something with it, and our goal is to increase both participation and also response. This will address both culture and also communication.

Quality

To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.

- Working on QI projects with the team that are meaningful and show collaboration.
- Having a mock survey with Washington Hospital Services January 10, to spotlight opportunities to get “ready for business” in the facility. This is facility only.
- Working on reporting, and the measurement for improvement in the QMM reporting.

Service

- Working to get a safety survey for our facility, to identify vulnerabilities in safety in order to address in the next year.
- Emergency room doors will finally get installed on the 3rd of January.

To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.

- Swing bed program grant. Mike working hard on this, pulling teams together.
- Working to get the logistics and paperwork together for the opening at Curlew.
- Expanding services at Curlew Rehab to address the wait list times.
- Community Paramedicine program (Integrated Mobile Health) – next phase of planning to be an implementation plan to be written with all stakeholders. Dr. Artzis and Nurse John are beginning to plan the piece about cooperation with providers, and how the documentation will be handled.

Financial

To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.

- We had a loss in November, but a great month at the drugstore.
- Revenue cycle is working hard to bring AR down, increase collections and get coding to 3 days. They have presented an option of hiring temporary offshore workers to get it caught up, and I am awaiting some privacy and logistics information around doing this. I have told them not permanent but I would consider very limited temporary help.
- Collaborative will be focusing on one insurance payer at a time in the next year to collectively resolve payment issues and concerns.
- Master Facility Plan. We have experienced some delays from the surveyors, but they are working through it. Master plan will most likely be ready for presentation in March. This is just basic locations, so the real work will start when the budget is complete and we have a target financial number.
- No new news on the airport, other than we have identified the source of payment for a weather station. We will work closely with all to make sure that the county does this right, for us, from the start.
- Pushing the Charge master audit to first quarter, so that the Meditech CDM can be reviewed.

Ferry County Public Hospital District #1 Financial Statements
Month Ending November 30, 2022



Ferry County Public Hospital District No. 1
doing business as

Ferry County Memorial Hospital

Combined Income Statement: Hospital, Klondike Hills and Republic Drug Store

Year to Date November 30, 2022

	October	November	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:					
Gross patient service revenue	2,570,096	2,293,059	88%	\$ 25,800,178	
Drug Store gross revenue	297,468	301,050	12%	\$ 3,271,195	
Contractual allowances and provisions for uncollectible accounts	(1,044,464)	(1,265,851)	-49%	\$ (10,582,347)	-36%
Patient service revenue - (Net contractual allowances)	1,823,101	1,328,258	51%	\$ 18,608,124	64%
Bad debt expense	5,713	59,725	2%	\$ 183,035	1%
Other operating revenue	64,424	62,096	2%	\$ 602,709	2%
Total operating revenue	1,893,239	1,450,078	56%	\$ 19,393,868	67%
Operating expenses:					
Salaries and wages	821,273	788,860	30%	\$ 8,195,404	28%
Employee benefits	182,983	180,419	7%	\$ 1,930,982	7%
Professional fees	180,158	84,310	3%	\$ 1,683,398	6%
Supplies	206,774	115,895	4%	\$ 1,343,497	5%
Purchased services - Utilities	22,487	22,591	1%	\$ 262,657	1%
Purchased services - Other	141,731	103,946	4%	\$ 1,492,658	5%
Pharmacy Drugs	158,400	103,521	4%	\$ 1,795,593	6%
Drug Store Retail	10,766	8,902	0%	\$ 106,209	0%
Insurance	10,807	4,414	0%	\$ 122,081	0%
Other	52,744	57,409	2%	\$ 448,807	2%
Rent	21,214	21,006	1%	\$ 233,331	1%
Amortization	3,663	3,663	0%	\$ 40,292	0%
Depreciation	77,301	77,301	3%	\$ 833,347	3%
Total operating expenses	1,890,301	1,572,238	69%	\$ 18,488,255	64%
Gain (loss) from operations	2,938	(122,160)	-5%	\$ 905,613	3%
Nonoperating revenues (expenses):					
Property taxes	29,681	29,648	1%	\$ 352,921	1%
Interest earnings	-	-	0%	\$ 7,238	0%
Interest expense	(3,651)	(3,551)	0%	\$ (44,468)	0%
Grants and donations	-	1,000	0%	\$ 21,286	0%
Other	25,795	23,154	1%	\$ 285,439	1%
Total nonoperating revenues (expenses) - Net	51,825	50,251	2%	\$ 622,416	2%
Increase (decrease) in net position	\$ 54,764	\$ (71,909)	-3%	\$ 1,528,029	5%

Ferry County Public Hospital District No. 1
 doing business as
 Ferry County Memorial Hospital

Republic Drug Store Income Statement
 Year to Date November 30, 2022

	October	November	% of Total Rev	YTD
Operating revenue:				
Pharmacy revenue - (Allowances)	269,460	272,475	91%	2,973,250
Retail Revenue	28,008	28,575	9%	297,945
Total operating revenue	\$ 297,468	\$ 301,050	100%	\$ 3,271,195
Operating expenses:				
Salaries and wages	32,636	36,981	12%	338,545
Employee benefits	9,234	12,385	4%	96,099
Utilities	4,147	1,339	0%	19,308
Pharmacy Drugs	158,400	103,521	34%	1,795,593
Retail	10,766	8,902	3%	106,209
Supplies	3,061	221	0%	14,531
Purchased services- Other	2,338	2,574	1%	25,670
Taxes and Licences	3,776	3,799	1%	39,952
Advertising	144	288	0%	1,608
Professional Fees	3,980	5,393	2%	182,580
Other	1,304	945	0%	23,892
Amortization	3,663	3,663	1%	40,292
Depreciation	1,250	1,250	0%	13,755
Total operating expenses	\$ 234,699	\$ 181,262	60%	\$ 2,698,035
Gain (loss) from operations	62,768	119,788	40%	573,160
Nonoperating revenues (expenses):				
Grants and Donations	-	-	0%	-
Interest Expense	(941)	(910)	0%	(11,840)
Interest earnings	-	-	0%	-
Total nonoperating revenues (expenses) - Net	\$ (941)	\$ (910)	0%	\$ (11,840)
Increase (decrease) in net position	\$ 61,828	\$ 118,878	21%	\$ 561,320
			17%	

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)

Year to Date November 30, 2022

<i>Assets</i>	YTD Balances October	YTD Balances November
Current assets:		
Cash and cash equivalents	\$ 7,083,759	\$ 7,041,282
Receivables:		
Gross AR	5,685,973	\$ 5,637,360
Contractual allowance	(2,085,363)	(2,047,375)
Patient AR - Net	3,880,599	3,993,232
Taxes	35,448	19,216
Estimated third-party payor settlements	-	-
Other	98,832	18,071
Inventories	483,614	479,588
Prepaid expenses	165,289	178,151
Total current assets	\$ 11,747,541	\$ 11,729,540
Noncurrent cash and cash equivalents:		
Restricted cash & cash equivalent, USDA reserve	-	-
Internally designated cash and cash equip, funded depreciation		
Total noncurrent assets limited as to use	-	-
Capital assets:		
Nondepreciable capital assets	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	6,547,908	6,466,944
Construction in Progress	435,267	518,711
Total capital assets	\$ 7,010,458	\$ 7,012,938
TOTAL ASSETS	\$ 18,757,999	\$ 18,742,478

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)
Year to Date November 30, 2022

<i>Liabilities and Net Position</i>	YTD Balances October	YTD Balances November
Current liabilities:		
Current maturities - Long term debt	\$ 102,328	\$ 51,015
Current maturities - Capital lease obligations	22,367	22,815
Accounts payable	625,984	493,204
Warrants payable	-	-
Sales Tax Payable	3,776	3,799
Patient trust	500	500
Payroll and related expenses	479,166	538,832
Accrued vacation	423,721	435,379
Unearned tax revenue	(16,380)	13,413
Accrued interest payable	-	-
CARES ACT FEDERAL FUNDING	612,864	588,962
Estimated third-party payor settlements	(7,977)	156,967
Total current liabilities	\$ 2,246,349	\$ 2,304,885
Noncurrent liabilities:		
Long term debt	\$ 2,132,946	\$ 2,132,946
Capital lease obligations - Less current portion	22,722	20,574
Total noncurrent liabilities	2,155,669	2,153,521
Total liabilities	\$ 4,402,018	\$ 4,458,406
Net position:		
Invested in capital assets	\$ 4,294,826	\$ 4,266,877
Restricted expendables	-	-
Unrestricted	10,061,155	10,017,195
Total net position	\$ 14,355,981	\$ 14,284,072
TOTAL LIABILITIES AND NET POSITION	\$ 18,757,999	\$ 18,742,478

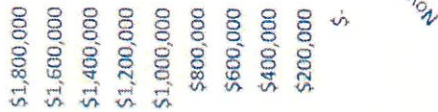
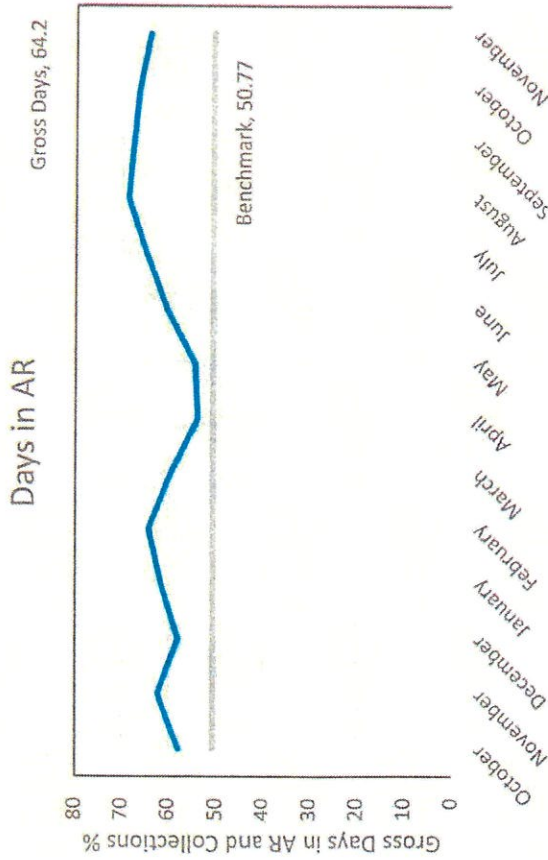
FINANCE DASHBOARD
Ferry County Public Hospital District #1
November 30, 2022

Stats	Current Month		Prior Year
	Current Total	Target	
1 Acute Care Patient Days	16	16	16
2 Skilled Swing Bed Patient Days	46	38	107
3 Non-Skilled Long Term Care Patient Days	289	362	209
4 Observation/Short Stay Hours	240	197	211
5 Admissions	4	6	4
6 Average Length of Stay (ALOS)	3.24	4.00	2.70
7 Outpatient # Visits	1025	832	863
8 ED # Visits	209	143	124
9 Emergency Admit to Inpatient	1.44%	2.80%	2.00%
10 Procedures/Treatment #Patients	17	20	13
11 Republic Clinic #Visits	823	877	669
12 Physical Therapy Treatments	1209	863	1063
13 Imaging Visits	383	350	369
14 Lab # Billable Tests	2587	2268	2309
Profitability			
14 Revenue Deductions % of Gross Revenue	49%	30%	37%
15 Salaries % Gross Patient Revenue	30%	45%	33%
16 Benefits % of Salary Expense	22%	26%	31%
17 Bad Debt % Gross Patient Revenue	2.6%	1.78%	2.30%
18 Charity % Gross Patient Revenue	0.4%	1%	0.27%
19 Total Salary Expense	\$ 788,860	\$ 600,000	\$ 599,825

Key

- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

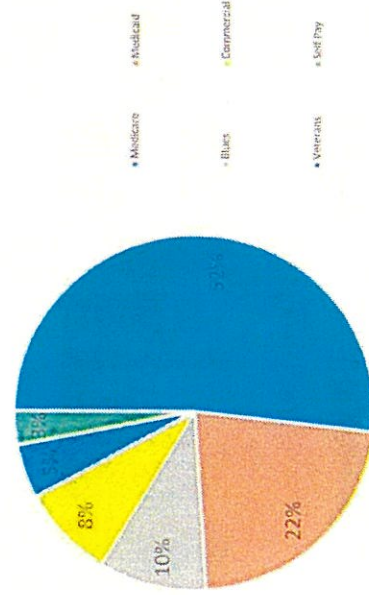
2022 Revenue Cycle



Total Avoidable Denials

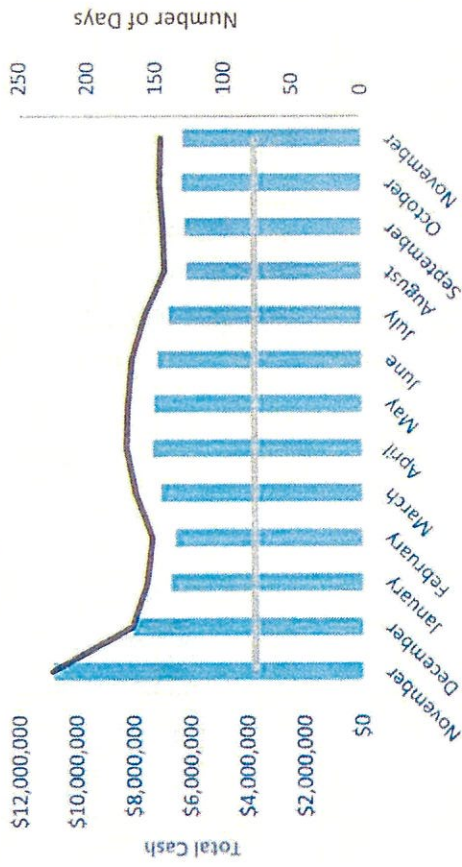


Payer Mix

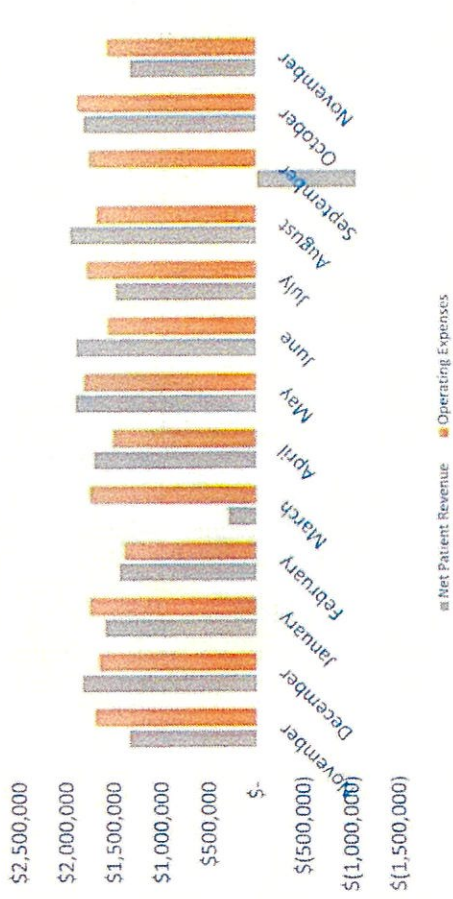


2022 Financial

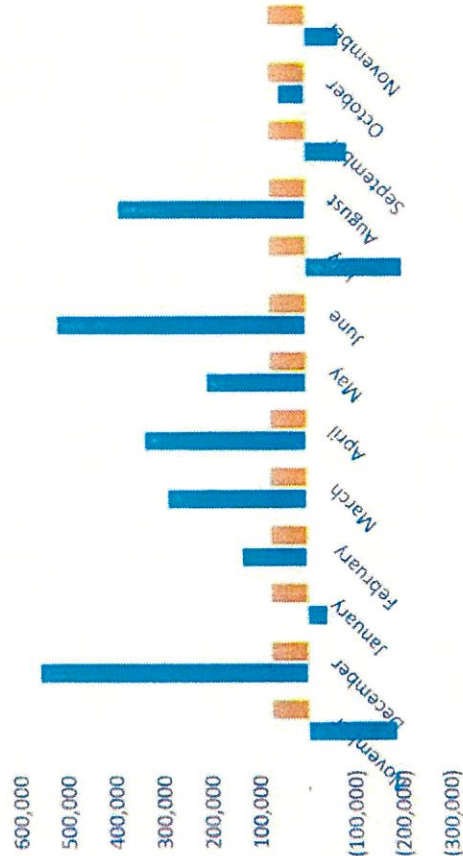
Days Cash on Hand



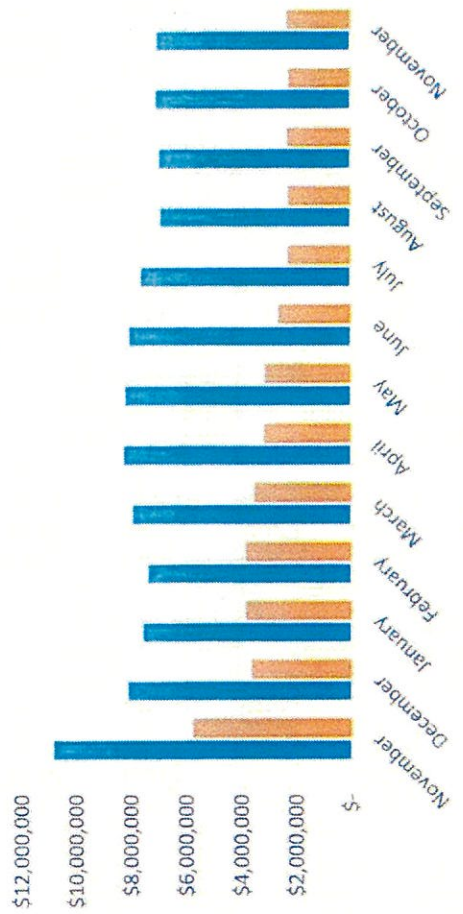
Net Patient Revenue vs Operating Expense



Net Profit/(Loss)

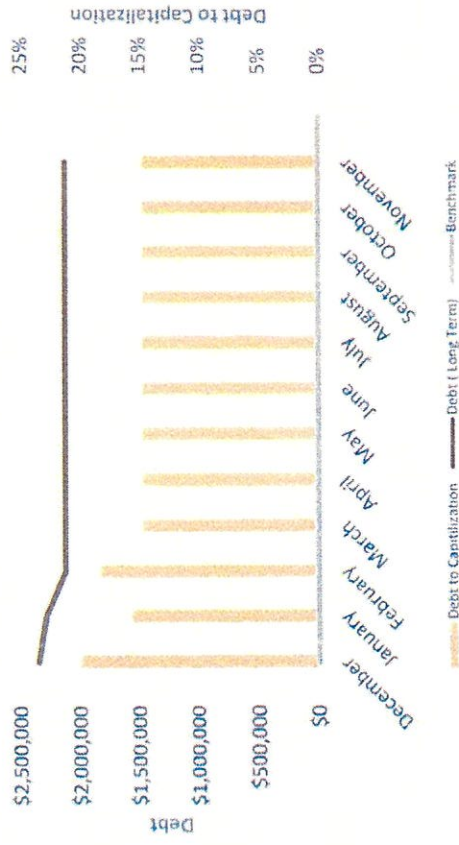


Cash vs Current Payables

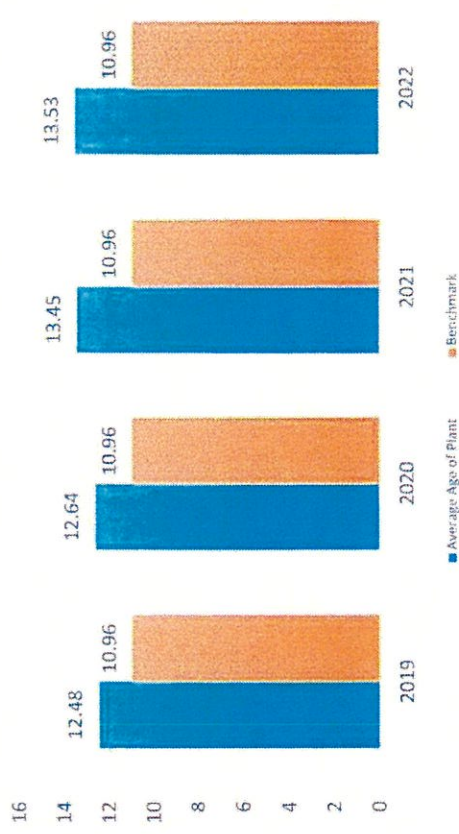


2022 Liquidity

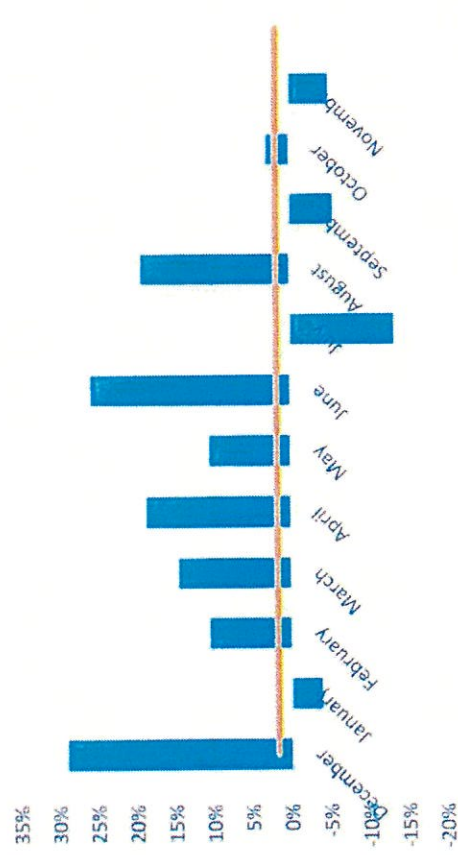
Debt to Capitalization



Average Age of Plant



Total Margin



Labor as Percent of Operating Revenue

