



BOARD OF COMMISSIONERS' MEETING

June 30, 2022, 10:30 a.m., in the HUB Conference Room & Zoom
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNlI0YmhOczg1dz09>
 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	3-7
<ul style="list-style-type: none"> • Minutes 5/24/22 Board Meeting • Approval of Warrants • Financial Write-Off Report • Resolution 2022#6 Surplus Small Equipment 			
Correspondence		Nancy Giddings	
Public Comments		Nancy Giddings	
EHR Report		Adam Volluz	
Compliance Report		Spencer Hargett	
Quality Improvement		Cindy Chase	
COO/HR Report		Debbie DeCorde	8
CNO Report		Mike Martinoli	9
Clinic Report		Julia Santana	10
ALF Survey		Julie Twamley	
Medical Staff Report		Dr. Garcia	
Safety Report		Debbie DeCorde	

CEO/CFO Report	Jennifer Reed	11
Financial Report	Jennifer Reed	12-19
Old Business	Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update/Master Plan • Health Foundation • Strategic Planning • Pharmacy • Letter to the SO • Airport update • Safety Project 		
Board Representative Reports		
<ul style="list-style-type: none"> • Finance • Quality Improvement • Compliance/Risk Management • Medical Staff • Credentialing • EMS • Ethics Committee 	Ron Bacon/Sarah Krausse Jody Jannot/DiAnne Lundgren Ron Bacon/Sarah Krausse Nancy Giddings/DiAnne Lundgren DiAnne Lundgren/Nancy Giddings Nancy Giddings DiAnne Lundgren	
New Business	Nancy Giddings	
Executive Session	Nancy Giddings	
Executive Session – RCW 42.30.110(1)(g)		
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 July 26, 2022 @ 10:30 a.m. in the HUB Conference Room & via Zoom



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

May 24, 2022

CALL TO ORDER: Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:33 a.m. on May 24, 2022, in the HUB conference room at Ferry County Health and via zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, Sarah Krausse, DiAnne Lundgren and Jody Jannot. Jennifer Reed, CEO/CFO; Julia Santana Clinic Manager, James Davidson, IT Manager, Mike Martinoli, CNO; Spencer Hargget, Compliance Officer; Debbie DeCorde, COO; Adam Volluz, Informaticist and Lacy Sharbono, Executive Assistant were present.

GUESTS: Sally Baughman, Nancy Churchill, Jeremy Valdez, Shar Sheaffer

QUORUM ESTABLISHED: A quorum was present.

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

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

AUDIT REPORT: Shar Sheaffer reviewed the 2021 Cost Report.

CORRESPONDENCE: Giddings and Martinoli read thank you card.

PUBLIC COMMENTS: None

EHR REPORT: Volluz gave an update and Kudos on the Meditech implementation.

COMPLIANCE REPORT: Hargett reviewed his compliance work plan updates.

QI REPORT: Giddings read Chase's report.

HR REPORT: DeCorde reviewed her report.

CNO REPORT: Martinoli reviewed his report.

CLINIC REPORT: Santana reviewed her report.

Giddings called for a break at 12:10 p.m. Open session continued at 12:24 p.m.

ALF SURVEY: Reed noted there was a DSHS regular survey done in the ALF. Julia did a great job. We should have the final report in 10 days.

MEDICAL STAFF REPORT: Dr. Garcia gave his report via text to Reed.

*Board of Commissioners
36 Klondike Rd, Republic, WA 99166
P. (509) 775-8242 F. (509) 775-3866*

CEO/CFO/COO REPORT: Reed reviewed her report. She also discussed hiring JJCA to complete our Master Facility Plan.

A motion was made by Lundgren and seconded by Jannot to approve hiring JJCA to complete the Facility Master Plan. The motion passed unanimously.

FINANCIAL REPORT: Reed reviewed the April financials.

OLD BUSINESS:

- Board QI Project: No Board concerns.
- Facility Update: Company will be here in August to start the Master Facility Plan.
- Health Foundation: No update.
- Strategic Planning: Making progress.
- Pharmacy: No Board concerns.
- Letter to SO: Have not heard back from the Commissioners. Would like to submit our safety plan to the S.O.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: Pharmacy staff was present at the meeting to discuss concerns.
- Credentialing:
 1. **A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges by proxy for Integra Imaging providers: Dwane Brittain, MD; Jeffery Clarke, MD; Timothy Gormley, MD; Pushpender Gupta, MD; Chet Hunter, MD; Edward Iuliano, MD; Elizabeth Joiner, MD; Sean Koskinen, MD; Matthew Mesick, MD; Richard Nguyen, MD; Jason Roth, MD; Phillip Smith, MD. The motion passed unanimously.**
 2. **A motion was made by Lundgren and seconded by Krausse to approve the appointment of Courtesy Medical Staff privileges by proxy for Integra Imaging providers: Casey Cable, MD; Matthew Curtis, MD; Ryne Dougherty, MD; Brian Gump, DO, Gregory Kujawski, DO; Amy Newton, MD; Samuel Plesner, DO; Marian Shehata, MD; Adam Skibinski, MD; Jennifer Xiao, MD; Douglas Handley, MD; Jedidiah Schlung, MD. The motion passed unanimously.**
- EMS: Giddings noted they only received 1 bid for the EMS building. EMS board recommends that the city council accepts the bid.
- Ethics Committee: No action.



Ferry County Health

RESOLUTION 2022 #6

A RESOLUTION OF THE FERRY COUNTY HEALTH BOARD OF COMMISSIONERS, REPUBLIC WASHINGTON, AUTHORIZING THE DISPOSAL OF SURPLUS SMALL EQUIPMENT AND SUPPLIES.

WHEREAS, the District purchased and/or was donated several pieces of small equipment and supplies several years ago for multiple uses in different departments.

WHEREAS, the small equipment and supplies listed on attached Exhibit A are no longer in use and are in poor shape or obsolete,

WHEREAS, Exhibit A list of items are no longer necessary for the District’s use and it would be an inefficient use of resources to move or continue to store them,

THEREFORE, the Ferry County Health Commissioners hereby resolve the aforementioned small equipment and supplies listed on Exhibit A shall be deemed surplus and disposed of by the District Policy, at the discretion of the Plant Manager.

RESOLVED, this 30th day of June 2022.

APPROVED at regular meeting of the Commissioners of Ferry County Health, Republic, Washington, this 30th day of June 2022.

Nancy Giddings, Chair Date

Ronald Bacon, Vice Chair Date

DiAnne Lundgren, Secretary Date

Sarah Krausse, Commissioner Date

Jody Jannot, Commissioner Date

Board of Commissioners

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Asset Disposal Sheet (Quarterly Report)
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)
 For 2nd Quarter, 2022

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
	Equalizer Exercise Machine G00016	Replaced	Donation		asap		
2008	Hill-Rom Advanta P1600 Patient Bed	Broken	Habitat		asap		

APPROVED BY:

Facilities Mgr _____ Date: _____

CFO _____ Date: _____

CEO _____ Date: _____

BOD _____ Date: _____

Resolution 2022 #6
 Date Approved by BOC: 6/30/22



TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Debbie DeCorde
 Subject: COO Report

MEETING DATE: June 30, 2022

As of June 27, 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"> • Our business is built on caring for people, and we care for our work family just as much as our patients. We have positive updates on employee development opportunities and staffing levels. • Employee stats – 13 new hires; 5 of which are internal movement. 5 exits; one of which was retirement, and one elected to spend more time with family. 3 involuntary terminations. Current headcount is 160. We are working towards improved FTE reporting. • We are experiencing an uptick in COVID+ employees, which creates additional staffing challenges across all departments.
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"> • Employees are being informally asked "how are we doing?" We are honored with forthright feedback and have received frontline invitations for job shadowing with our work family. Jennifer Reed and I are each shadowing throughout the organization. I had a very productive session with our Clinic's Front Office and am looking forward to the next several sessions that have already been scheduled. • The formal employee engagement survey is being compiled and is planned for distribution this quarter.
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"> • Facility Manager Interviews are underway with anticipated announcements this week. This new position will support the Maintenance, Kitchen, Housekeeping and Laundry departments with management as well as the entire organization with Facility Planning and related projects.
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"> • An employee benefits review is in process. Our desire is to provide competitive benefits while being fiscally responsible with public funds.
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"> • NAC class applicants are being vetted through HR processes. We are preparing for internal growth which feeds the talent pipeline, provides careers for the community, and supports the ability to grow the organization to continue as the Provider Choice for the community.



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

MEETING DATE: June 30th, 2022

FROM: Mike Martinoli, Chief Nursing Officer

Subject: Nursing Department Report

As of, June 22 nd 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"> • Recruitment efforts are underway for noc RN's, a LTC Nurse, a day NAC, and noc NAC's. • We are happy to see the success of our temporary nurse position underway. Multiple nurses are planning to sign on long term PRN with our organization after the temp contract is complete. We are creating rewarding experiences for staff, and all of these members have well integrated to the team. • We continue to recruit for a new case manager, aka discharge planner. The new title of the position will be the 'Care Coordinator'. This person will cover hospital case management needs, utilization review, discharge planning, and also support patients on the outpatient level before/after they are admitted for care. We are planning for future growth with this role for chronic illness management assistance at home for the community.
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"> • Congratulations to Cindy RN for her dedication and attention to our QI Committee program, as we now have all district departments actively participating with great discussions monthly. Her support and leadership throughout these years is much appreciated. Mike will transition to the QI Director role this coming month. • Our Simulation Man has arrived! We are excited and eager to build a simulation program for the district. It was utilized at our recent Trauma skills day with nurses, NACs, and EMS members all coming together for fun training and learning. There is much to come with this tool impacting our quality of education, growth, and staff retention.
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"> • Emily, Mike and Larissa RN attended a SANE (sexual assault nurse examiner) refresher course last week. We are collaborating closely with the experts at Harborview Medical Center who instruct. We will soon have a program in the ED to offer strangulation assessments and care for domestic violence victims. As of this year, domestic violence victims are entitled to free strangulation assessments in the ED. A formal assessment and care program will soon be developed by our team.
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 was an upgrade for our two Defibrillators.
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"> • Relationship building with Okanogan and Spokane County hospital social workers has been very beneficial for quick and clear Swing Bed patient referrals. We plan for future site visits to promote our services even more. • Nursing meetings with the Meditech team have been very productive. We have focused meetings on patient care, surgical (endoscopy), case management, and patient registration in motion. Our entire Nursing team is very engaged for this project, and that is amazing!



TO: Ferry County Public Hospital District #1 Board of Commissioners MEETING DATE June 30th 2022
 FROM: Julia R Santana
 Subject: Board Report

As of June 27 th , 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"> • For the Clinic board report this month I will be presenting to the board our proposed changes to walk-ins. I am supplying a copy of the proposed changes for everyone. • The Clinic is loaning Corrine, one of our FOC-MAR's to cover referrals.
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"> • I am very entrenched with our Meditech implementation and am really enjoying the build and learning our new EMR.
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"> •
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"> • I have formulated an Annual Medicare Wellness template that is currently getting approved by coding to be sure all required aspects of the visit are met (and things not included that should not be). And I have updated the packet and information we give to patients at this visit.
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"> • We had a demo for a new SpaceLabs EKG machine last week and am hoping to purchasing one soon. • We have a "go live" goal date for our PFT's of July 1st. Clinic feels ready and we are finalizing the order sets.

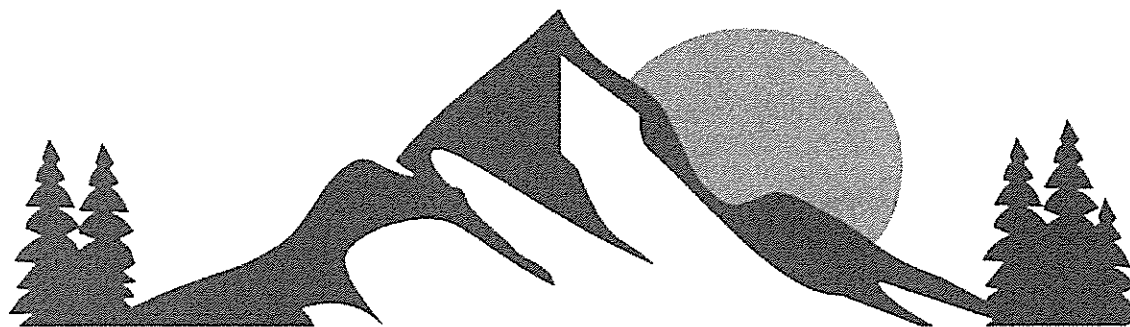


TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Jennifer Reed
 Subject: CEO/CFO Report

MEETING DATE: June 30, 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"> • Working to accommodate the "great reshuffle" with employee retention tactics, and satisfaction. • Working with other community health leaders to work toward how to provide a community paramedic program. • Shadowing with departments keeps going. Great way to get to know employees, and issues, is to work on the ground. • Re-implemented the administrator on call between myself, Debbie and Mike.
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 and Risk discussion.
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"> • Airport update. • Community Health Needs Assessment and other options for collaboration with our public health officials. • Community Paramedic program.
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"> • Insurance renewal. • Investment strategy. • 2023 Budget.
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"> • Facility Master Plan.

Ferry County Public Hospital District #1 Financial Statements
Month Ending May 31, 2022



Ferry County Health

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 May 31, 2022

	Q1	April	May	YTD	% of Gross Rev	% of Gross Rev
Operating revenue:						
Gross patient service revenue	6,649,669	2,388,324	2,344,092	11,382,085	89% \$	
Drug Store gross revenue	816,849	288,147	298,339	1,403,335	11% \$	
Contractual allowances and provisions for uncollectible accounts	(2,519,618)	(965,407)	(855,874)	(4,340,899)	-32% \$	-34%
Patient service revenue - (Net contractual allowances)	4,946,901	1,711,064	1,905,656	8,563,621	72% \$	67%
Bad debt expense	40,406	9,566	25,264	75,236	1% \$	1%
Other operating revenue	136,155	66,239	39,703	242,097	2% \$	2%
Total operating revenue	\$ 5,123,462	1,786,869	1,970,623	8,880,953	75% \$	69%
Operating expenses:						
Salaries and wages	2,126,184	699,650	751,141	3,576,975	28% \$	28%
Employee benefits	541,860	164,812	175,126	881,797	7% \$	7%
Professional fees	484,612	108,648	222,593	815,853	8% \$	6%
Supplies	363,629	85,175	124,342	573,146	5% \$	4%
Purchased services - Utilities	90,828	29,787	23,563	144,178	1% \$	1%
Purchased services - Other	359,625	82,295	191,520	633,440	7% \$	5%
Pharmacy Drugs	426,721	189,707	173,911	790,339	7% \$	6%
Drug Store Retail	32,661	12,589	6,371	51,621	0% \$	0%
Insurance	33,495	10,684	4,445	48,623	0% \$	0%
Other	138,903	31,227	43,637	213,767	2% \$	2%
Rent	66,930	19,826	20,346	107,102	1% \$	1%
Amortization	10,989	3,663	3,663	18,315	0% \$	0%
Depreciation	221,379	74,237	74,522	370,138	3% \$	3%
Total operating expenses	\$ 4,897,815	\$ 1,512,299	\$ 1,815,180	8,225,294	77% \$	64%
Gain (loss) from operations	225,647	274,570	155,443	655,659	7% \$	5%
Nonoperating revenues (expenses):						
Property taxes	89,272	38,563	29,719	157,554	1% \$	1%
Interest earnings	1,669	1,333	2,355	5,357	0% \$	0%
Interest expense	(13,122)	(4,414)	(4,140)	(21,675)	0% \$	0%
Grants and donations	6,542	407	-	6,949	0% \$	0%
Other	73,712	24,369	24,169	122,250	1% \$	1%
Total nonoperating revenues (expenses) - Net	\$ 158,073	\$ 60,258	52,103	270,434	2% \$	2%
Increase (decrease) in net position	\$ 383,720	\$ 334,828	\$ 207,545	926,093	8% \$	7%

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 May 31, 2022

<i>Assets</i>	YTD Balances April	YTD Balances May
Current assets:		
Cash and cash equivalents	\$ 8,253,488	\$ 8,202,175
Patient trust	-	-
Receivables:		
Gross AR	4,333,201	4,671,689
Contractual allowance	(1,627,209)	(1,727,359)
Patient AR - Net	2,832,757	3,179,339
Taxes	172,163	136,062
Estimated third-party payor settlements	-	-
Other	135,248	179,437
Inventories	477,156	480,962
Prepaid expenses	119,888	129,349
Total current assets	\$ 11,990,700	\$ 12,307,324
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	6,615,906	6,558,727
Construction in Progress	196,500	92,248
Total capital assets	\$ 6,839,688	\$ 6,678,257
TOTAL ASSETS	\$ 18,830,388	\$ 18,985,581

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 May 31, 2022

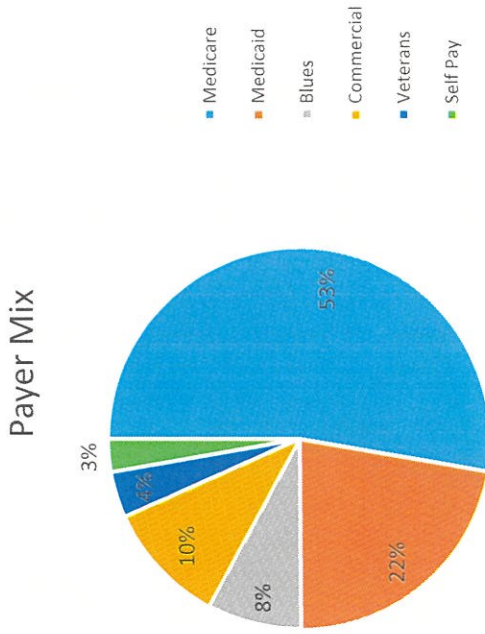
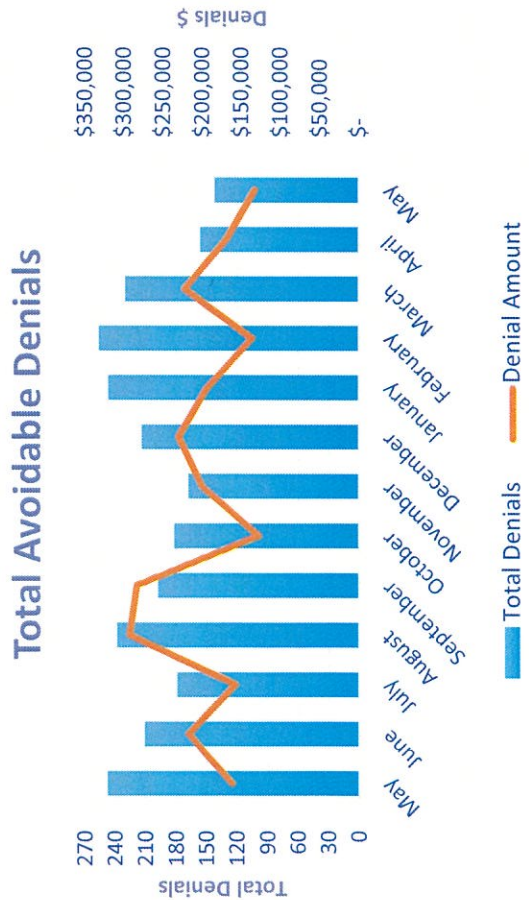
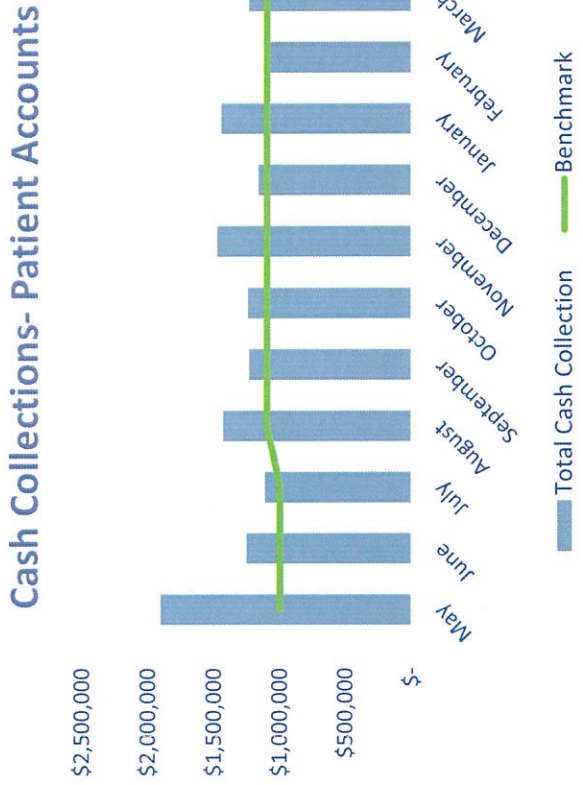
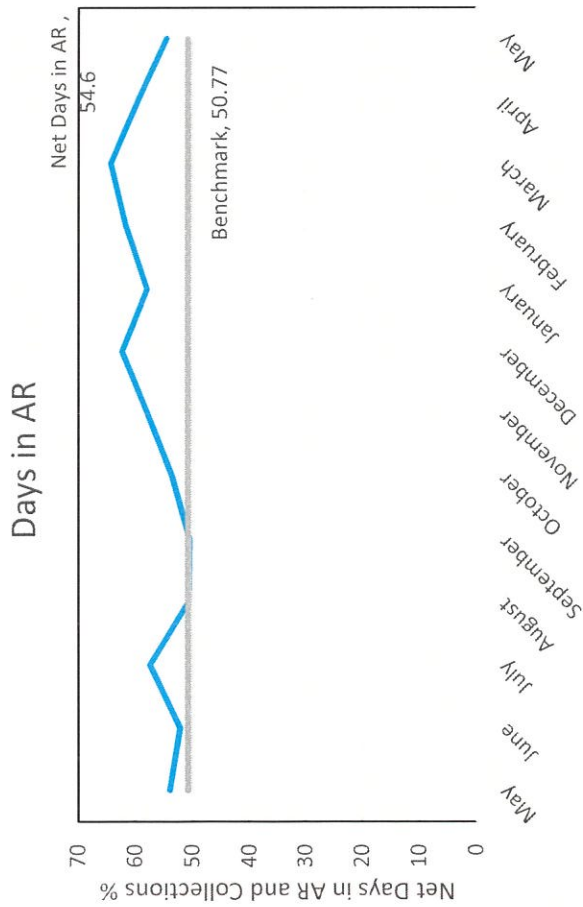
<i>Liabilities and Net Position</i>	YTD Balances April	YTD Balances May
Current liabilities:		
Current maturities - Long term debt	\$ 408,808	\$ 357,893
Current maturities - Capital lease obligations	19,760	20,259
Accounts payable	431,807	723,727
Warrants payable	1,666	1,539
Sales Tax Payable	3,695	3,790
Patient trust	500	500
Payroll and related expenses	383,864	460,754
Accrued vacation	409,764	418,392
Unearned tax revenue	237,171	207,525
Accrued interest payable	-	-
CARES ACT FEDERAL FUNDING	1,054,609	892,214
Estimated third-party payor settlements	216,000	51,056
Total current liabilities	\$ 3,167,643	\$ 3,137,649
Noncurrent liabilities:		
Long term debt	2,132,946	2,132,946
Capital lease obligations - Less current portion	34,858	32,849
Total noncurrent liabilities	2,167,804	2,165,795
Total liabilities	\$ 5,335,448	\$ 5,303,445
Net position:		
Invested in capital assets	4,046,816	4,042,062
Restricted expendables	-	-
Unrestricted	9,448,124	9,640,074
Total net position	13,494,940	13,682,136
TOTAL LIABILITIES AND NET POSITION	\$ 18,830,388	\$ 18,985,581

FINANCE DASHBOARD
Ferry County Public Hospital District #1
May 31, 2022

Stats	Current Month		Prior Year
	Current Total	Target	
1 Acute Care Patient Days	15	16	16
2 Skilled Swing Bed Patient Days	79	38	107
3 Non-Skilled Long Term Care Patient Days	310	362	209
4 Observation/Short Stay Hours	264	197	211
5 Admissions	5	6	4
6 Average Length of Stay (ALOS)	2.42	4.00	2.70
7 Outpatient # Visits	1026	832	863
8 ED # Visits	200	143	124
9 Emergency Admit to Inpatient	2.00%	2.80%	2.00%
10 Procedures/Treatment #Patients	19	20	13
11 Republic Clinic #Visits	892	877	669
12 Rehab Treatments	987	863	1063
13 Imaging Visits	512	350	369
14 Lab # Billable Tests	2763	2268	2309
Profitability			
14 Revenue Deductions % of Gross Revenue	32%	30%	37%
15 Salaries % Gross Patient Revenue	28%	45%	33%
16 Benefits % of Salary Expense	23%	26%	31%
17 Bad Debt % Gross Patient Revenue	1.08%	1.78%	2.30%
18 Charity % Gross Patient Revenue	2.10%	1%	0.27%
19 Total Salary Expense	\$ 751,141	\$ 600,000	\$ 599,825

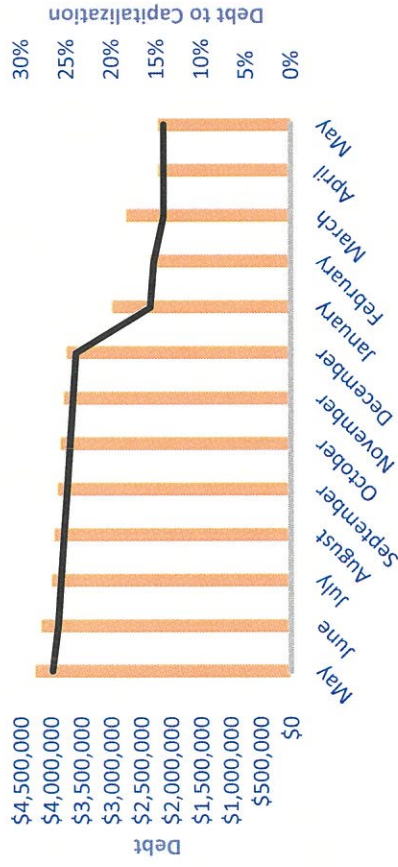
- Key**
- Meets or exceeds budget/target
 - Does not meet budget/target expectations by 5% or less
 - Does not meet budget/target expectations by greater than 5%

2022 Revenue Cycle

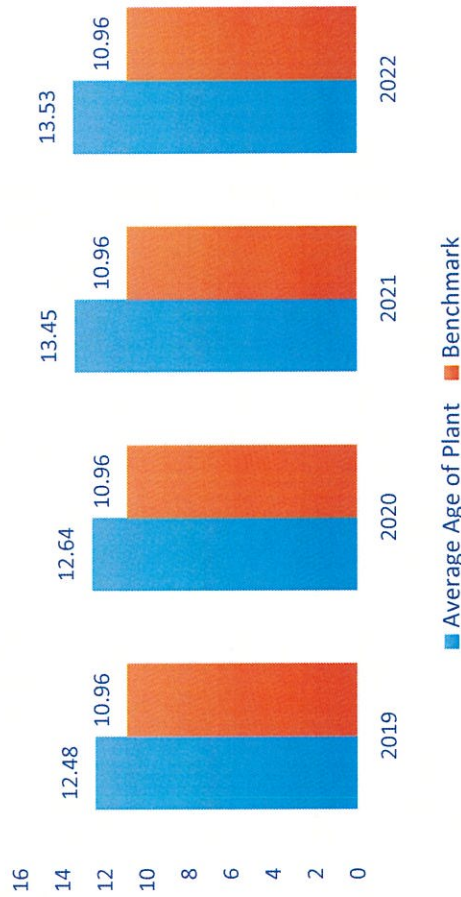


2022 Liquidity

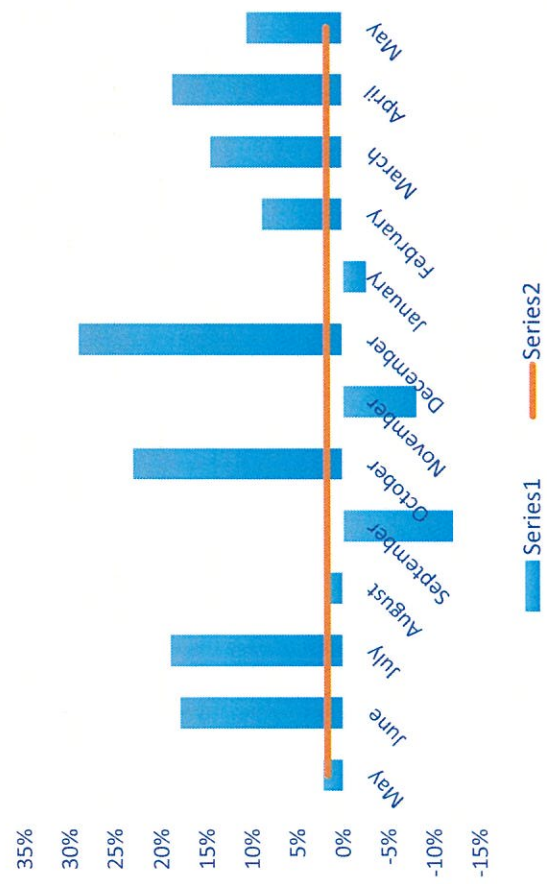
Debt to Capitalization



Average Age of Plant



Total Margin

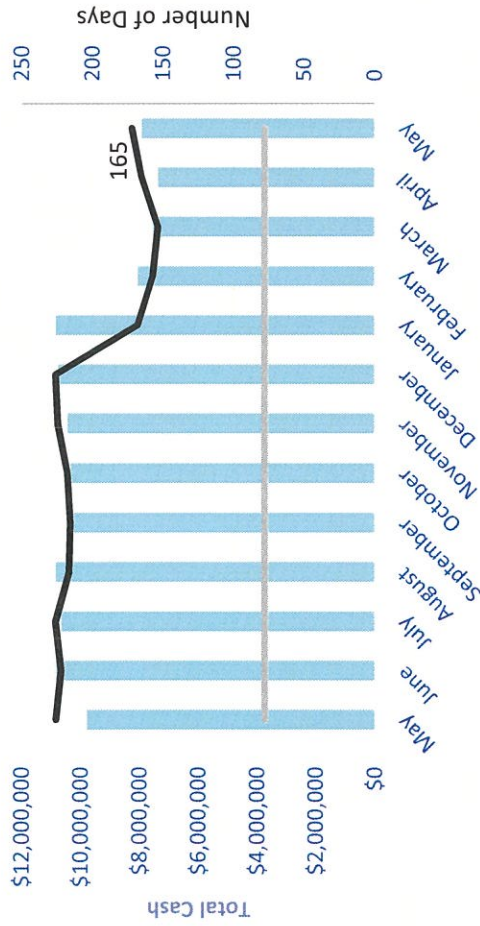


Labor as Percent of Operating Revenue

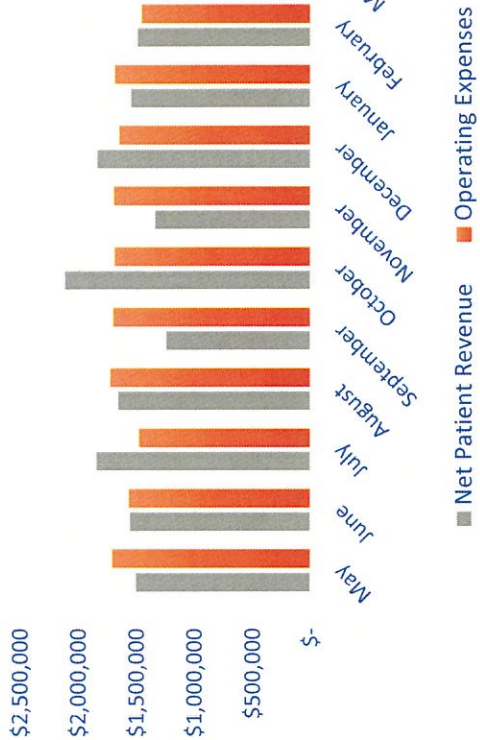


2022 Financial

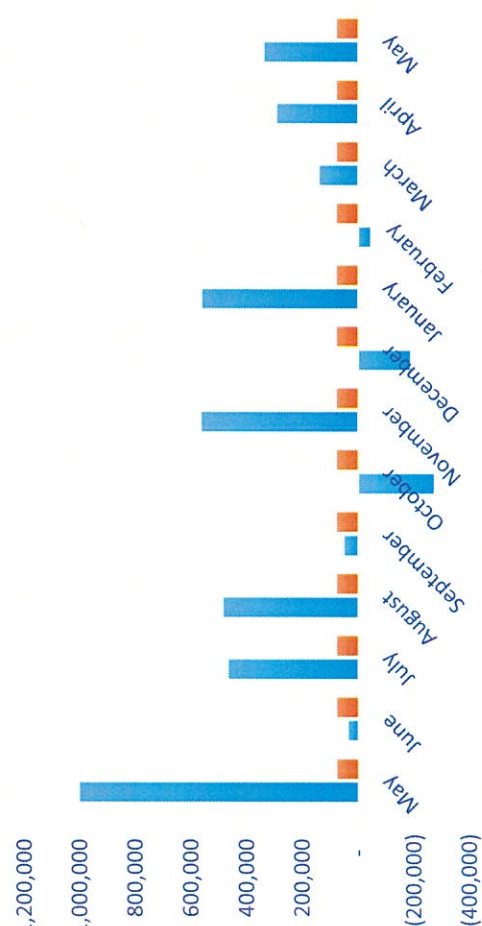
Days Cash on Hand



Net Patient Revenue vs Operating Expense



Net Profit/(Loss)



Cash vs Current Payables

