

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT #2  
Meeting of the Board of Commissioners  
**October 26, 2022**  
East Adams Rural Healthcare  
Conference Room  
Ritzville, WA

- I) Call to Order
- II) Additions or Corrections to the Agenda
- III) Public Comment
- IV) Approval of Minutes-September 28, 2022
- V) Consent Agenda
  - i) Chief Nursing Officer Report
  - ii) EMS Report
  - iii) HR Report
  - iv) Quality Report
- VI) Medical Staff Report
- VII) CEO Report
- VIII) Committee Reports
  - i) Finance Committee
    - (1) Financials – September
    - (2) Approval of Warrants and Vouchers
  - ii) Building Committee
  - iii) Compliance Committee
- IX) Old Business
  - i) Daycare
  - ii) EMS Levy
- X) New Business
  - i) Board/Admin Retreat November 9, 2022 8 a.m.-5 p.m., Pillar Rock Grill, Moses Lake
  - ii) 2023 Budget
  - iii) Employee Engagement Survey
- XI) Public Comment
- XII) Executive Session
- XIII) Special Meeting Budget Hearing at 5:30 p.m. November 10, 2022  
Next Board Meeting at 5:30 p.m. November 17, 2022
- XIII) Adjourn

Washington State law states that all meetings of public bodies such as ours be open to attendance by the public, save for executive sessions or if a meeting has been closed owing to disruption. But that law is equally clear that there is no requirement that public attendees at such meetings be permitted to take any part in the proceedings. This Board, however, promotes open dealings with our community, and welcomes appropriate public participation; but, considering interests such as efficiency and simple civility, we do have rules governing that participation.

We generally have on our agenda a period intended for public comments and questions, and we ask that members of the public confine questions and comments to that period. If, however, during our deliberations on a given matter a member of the public believes that he or she has some clearly relevant information that we have not considered, he or she may raise his or her hand and the Board Chair, in his or her discretion, may allow that member of the public to provide a brief factual comment.

Moreover, both during meetings and in the specified comment period, we require that questions or comments be concise, factual, and, notably, that they be civil. We willingly accept tough questions and critical comments, but we will not accept generalized negative opinions, rambling, personal attacks, or perceived disparagement of individuals. Comments are limited to three minutes.

The Board reserves the right to terminate a question or comment at any point if the Board determines in its discretion that the comment or question is unacceptable or disruptive. Please remember the need for civility and compliance with our rules.

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

East Adams Rural Hospital

903 S. Adams

Ritzville, WA 99169

Meeting of the Board of Commissioners

September 28, 2022

PRESENT:	John Kragt	Chairman
	Eric Walker	Commissioner
	Stacey Plummer	Vice Chair
	Jerry Crossler	Commissioner
	Dan Duff	Commissioner/Secretary
	Corey Fedie	CEO
	Kimberly Polanco	CFO
	Jackie Mathis	Interim Chief Nursing Officer
	Nelson McKay, MD	Physician

ABSENT: Dr. Sackmann

GUESTS: Kelly Wiggins, Colene Hickman

There were no community members present.

John Kragt, Board Chair, called the meeting to order at 5:32 p.m.

**INTRODUCTIONS-** None

**ADDITIONS AND CORRECTIONS**

None

**PUBLIC COMMENT**

None

**APPROVAL OF MINUTES**

The August 24th Board Meeting minutes were presented. Commissioner Dan Duff made a motion to approve the August 24th Board Meeting minutes. Commissioner Eric Walker seconded. Commissioners Crossler and Plummer abstained. Motion passed 3-0.

**CONSENT AGENDA:**

John Kragt, Board Chair polled the Board if they would like anything moved from the Consent Agenda to the regular agenda. The Board did not request anything to be moved.

## **MEDICAL STAFF REPORT:**

Dr. Nelson McKay gave report on behalf of Dr. Sackmann. Dr. McKay reported that everyone is working hard and preparing for EPIC transition. Hospital beds are full to staffing capacity. There are currently five Medicare swing bed patients and two unskilled patients. Corey said that Medical Staff has been working extra hard to make sure that documentation is completed. The butterfly machine that was previously requested is here. Once providers complete the training and education, it will begin being used. Legal counsel attended the Med Staff meeting and advised that there was a misinterpretation of what the state cited us for. The by-laws are fine and do not need to be changed. Commissioner Eric Walker asked if the by-laws had to be approved by the Board. Chair John Kragt said that since there were no changes to them they were approved by the Board two years ago. Some of the providers have completed ATLS. Providers would like to do a mass casualty scenario training, as well as, an updated visual call tree. This would help all staff to have a plan and know where all supplies are located. Chair John Kragt asked Dr. McKay if there was a Fentanyl issue here locally. Dr. McKay said that yes, there have been some cases that have come through the ER. Lab test to test specifically for Fentanyl have to be sent to a specialty lab so providers have to diagnose based off symptoms. We do have Narcan that can be administered to reverse the effects of a Fentanyl overdose. Chair John Kragt asked Dr. McKay if providers could do some outreach and education to the schools. Corey said that could be arranged.

## **CEO REPORT- See attached**

Corey Fedie, CEO reported that we have been doing more community outreach and getting lots of positive feedback. Some quotes for the therapy building have been received. In order to get the building properly licensed there are some plumbing updates that need to be completed. The bids are varying between \$40,000-\$60,000, which includes adding sinks and fixtures. Chair John Kragt asked if administration moved in there would we have to do all the upgrades. Corey said that we would not because it would not be patient care area. There are no options space wise to move therapy into the hospital. An option to change the therapy building to office space and demolish the old admin building to build an addition for therapy could work. We have received quite a few CNO candidates. A few on-site visits have been scheduled. Chair John Kragt asked who was on the interview committee. Corey said that all of administration and possibly a couple of managers. A Board member is not necessary. Chair John Kragt asked about a Speech Therapist. A letter was sent out by the school and John wanted to know if the hospital was aware of this letter. Chair John Kragt suggested talking to the school because the way it was worded it looks like the hospital is not doing anything. We have contracted with the school for PT and OT. We also signed a contract with Washtucna and Odessa schools. Corey said that we are still looking for a Speech Therapist and if we can get one we will contract those services with the school as well. Chair John Kragt switched to the topic of childcare. John informed the Board that the City of Colfax is experiencing a huge need for childcare. The hospital in Colfax said that it was going to take on the childcare project and one of the churches has agreed to partner with them to complete a million dollar project to get a childcare facility in the community. Chair John Kragt said that we really need to work on getting a childcare facility for current staff, as well as, to help with recruitment. John suggested talking to some of the local churches. Commissioner Eric Walker asked about the difficulty of licensure. John said that it is a huge undertaking. There was a brief discussion about possibly talking to the new owner of the care center to see if they would be interested in converting the space to a childcare facility. Corey explained that we could operate it under the district and it would be a separate cost report.

## **COMMITTEE REPORTS**

### **Finance Committee- See Attached Report**

### **CFO REPORT - See attached**

Kim Polanco, CFO reported that August business resulted in a Net Gain of \$270,731 for the month and a Net Loss of (\$89,450) for the year. Operations resulted in a gain of \$169,303 for the month and a loss of (\$1,109,984) for the year. The District has 202 days cash on hand. Gross Patient AR decreased \$761,785 or 14.9%. Net Patient AR decreased \$734,270 or 24%. Gross Accounts Receivable Days decreased from 147 to 141. Net Patient Accounts Receivable Days decreased from 94 to 84. Accounts receivable over 120 days increased from 35% to 43% with more recent revenue collected in August shifting a higher percentage of receivables being over 120 days old. Revenue collection continues to be on a positive trend. Delayed Medicare payments were collected in August due to the Medicare Cost Report being filed in June rather than May. August expenses were \$1,113,843, which is 18% over budget, which is mostly due to contract nursing, as well as, equipment purchases for mobile clinic. Board Chair John asked how many nursing staff we are short. Jackie said that we are currently down by three. John asked if we are offering sign on bonuses. Jackie said that we are not but we are right on line for pay with the surrounding areas. Year to date expenses are 9% over budget. Chair John Kragt noted that Dr. Zuver's patient numbers are going up quickly. Chair John Kragt asked Jackie about the influx in patients. Jackie explained that there has been a lot of outreach and follow up to get patients back that are sent out.

### **WARRANTS & VOUCHERS: EARH**

Commissioner Dan Duff presented the following warrants for approval Accounts Payable Warrants #064564 to #064713 for \$1,075,826.25 and an additional \$405,290.21 for payroll direct deposits and \$160,865.06 for payroll tax deposits. Commissioner Eric Walker made a motion to approve. Commissioner Dan Duff seconded. Motion passed unanimously.

### **BUILDING COMMITTEE-NONE**

**COMPLIANCE COMMITTEE-**Will be discussed in executive session.

**OLD BUSINESS** Board Chair John Kragt asked that Daycare be added to the agenda permanently.

### **NEW BUSINESS**

Standing Agenda Items: None

Resolution 22-04; Signer of warrants

Commissioner Dan Duff read aloud resolution 22-04 to remove Jennifer Pepperd and add Pamela Gilmore as a check signer. Commissioner Eric Walker made a motion to approve resolution 22-04. Commissioner Dan Duff seconded. Motion passed unanimously.

## Resolution 22-05; Authorization of transfers

Commissioner Dan Duff read aloud resolution 22-05 to remove Jennifer Pepper and add Pamela Gilmore as an authorized person to transfer funds. Commissioner Eric Walker made a motion to approve resolution 22-05. Commissioner Dan Duff seconded. Motion passed unanimously.

## Board/Finance Meeting Schedule

Kim Polanco, CFO asked the Board if the November and December Finance and Board meetings could be moved and to add a public hearing for budget. Kim Polanco suggested that the November Finance meeting be moved to November 14<sup>th</sup> and the Board meeting be moved to November 17<sup>th</sup>. Kim would like to add a public hearing for budget on November 10<sup>th</sup> at 5:30 p.m., as well as, change the December Finance committee meeting to December 21<sup>st</sup> and the Board meeting to December 22<sup>nd</sup>. Commissioner Eric Walker made a motion to move the November and December Board meetings and add a public hearing on November 10<sup>th</sup> at 5:30 p.m. Commissioner Dan Duff seconded. Motion passed unanimously.

## Capital Purchase Requests:

Kim Polanco, CFO presented a Capital Purchase Request for a CT Injector that is used to administer contrast to patients for CT scans. The current is no longer serviceable. The estimated purchase price for a new one is \$25,942. Commissioner Eric Walker made a motion to approve the purchase of the CT Injector. Commissioner Dan Duff seconded. Vice-Chair Stacey Plummer asked if this was included in the budget. It was not however, there were other items that were included that were not purchased so there are funds available for the purchase. The motion passed unanimously.

Kim Polanco, CFO presented a Capital Purchase Request for a digital radiology computer tablet for imaging. The current tablet is obsolete and operates on Windows 7, which is no longer supported. The estimated purchase price for a new one is \$25,447.14. Commissioner Eric Walker made a motion to approve the purchase of the digital radiology computer tablet. Commissioner Dan Duff seconded. The motion passed unanimously.

**PUBLIC COMMENT**-None

## **EXECUTIVE SESSION**

The Board went into Executive Session at 6:40 p.m. to discuss RCW 42.30.111(o); to consider information regarding staff privileges or quality improvement committees under RCW 70.41.205 and RCW 42.30.110(g); to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The estimated length of the executive session was 15 minutes. The Board came out of Executive Session at 6:55 p.m. Vice-Chair Stacey Plummer made a motion, seconded by Commissioner Eric Walker that Lexie Zuver, DO and Tracy Ross, ARNP be appointed to the Medical Staff of East Adams Rural Healthcare. The motion passed.

Commissioner Eric Walker made a motion, seconded by Commissioner Dan Duff to adjourn the meeting. The motion passed.

The meeting adjourned at 6:56 p.m.

Respectfully submitted,  
Kylie Buell, Executive Assistant

AMBULANCE RUNS SEPTEMBER 2022								
UNIT	TRANSPORT	EARH	REFUSAL/ NON- INJURY	CANCEL/ UTL	TREAT & RELEASE	OTHER FACILITY	LIFT ASSIST/ Standby	TOTAL
3						1		1
4	4	22	10	2		4	4	46
6	2	3	3	2			2	12
7								0
ALL	6	25	13	4	0	5	6	59
UNIT	STARTING MILEAGE	ENDING MILEAGE						TOTAL MILEAGE
3	90673	90806						133
4	161899	163339						1440
6	57643	58154						511
7	24074	24074						0
ALL								2084

2021 YTD Total **\_761\_** runs

2022 YTD Total runs **527**

**69% Complete**

Month 2021 **\_54\_** runs

Month 2022 **\_59\_** runs

Increase/Decrease of **\_+5\_** from





# East Adams Rural Healthcare

903 South Adams  
Ritzville, Washington 99169  
509-659-1200

CEO Report to the Board

Board of Commissioners  
East Adams Rural Healthcare  
October 26<sup>th</sup>, 2022

We continue to be in full swing of our EPIC electronic medical record implementation. Although stressful, the feedback from both our team and the MultiCare EPIC Implementation team is that we are doing well. There are some delays in a few areas that are currently threatening our implementation date of November 13<sup>th</sup>, but we are working to mitigate them. Over and over the EARH team is rising to the challenges to make sure we are successful. This will continue to be our main focus for some time as we implement and work through any issues for the months ahead.

We are also in full swing of budget season. We are still building data into the new finance software and we are projecting off of recent history. It will be nice to have a full year of data in a reliable system and one that integrates into our other systems as well for more reliable data.

We continue to interview for CNO candidates. We are fortunate to have several great applicants. Our last interview is scheduled for November 4<sup>th</sup> and hope to reach a decision shortly after.

Lastly, we held an administrative retreat October 6<sup>th</sup> and 7<sup>th</sup> to review and update the strategic plan as well as in-depth discussion about the budget in preparation for our presentation to the board. It went very well and we will plan on a having this planning retreat going forward to ensure leadership is fully engaged in these processes.

As always, it is a privilege to serve the board and our community.

Respectfully,

Corey Fedie, CEO



# **Finance Committee**

## **Meeting Minutes**

October 24, 2022

### **I. Call to order**

Corey Fedie called the meeting of the Finance Committee for Adams County Public Hospital District #2 to order at 12:35 p.m.

### **II. In Attendance**

Jerry Crossler, Board Member; Dan Duff, Board Member; Beverly Kelley, Volunteer Committee Member, Corey Fedie, CEO; Kim Polanco, CFO

Absent: Colene Hickman, Revenue Cycle Manager, Kelly Wiggins, Interim Revenue Cycle Manager

### **III. Review and Approve meeting minutes: September 2022**

- a) See attached- Dan Duff moved to approve the August 2022 meeting minutes, Beverly Kelley seconded the motion, motion passed.

### **IV. Review Warrants and Vouchers: September 2022**

- a) See attached- Dan Duff moved to approve, Jerry Crossler seconded the motion, motion passed.

### **V. Financial Statements: September 2022**

- a) See Attached – Kim Polanco reported net a net gain of \$166,519 for the month and a net loss of (\$499,792) for the year. Due to a continued higher census of inpatient and swing bed patients over the past couple of months along with Medicare collections, operations resulted in a gain of \$52,094, however year to date the operational loss is (\$1,644,594) with lower patient days earlier in the year and the higher cost in contract nursing and supplies.
- b) Kim Polanco briefly mentioned some major and unusual warrants issued in relation to the Epic Implementation. The committee requested additional information in the warrants report due to newer unfamiliar vendors which will be included next month.
- c) Kim Polanco commented on year to date expenses being within budget with the exception of contract staffing, medical supplies, and equipment for the Epic implementation..
- d) Corey Fedie noted the District is fortunate to be near breakeven or better by year end given the current healthcare environment. Information heard in state and regional calls report higher expenses and struggles in balancing with the market with an unknown future. The District won't relent, will continue to seek referrals, and keep on the path to help the bottom line. State and national reports also indicate an influx of repeat colds, flu, and other illness after hibernating and immune systems weakened over the past couple of years. We're here to serve the community and will continue to with connecting with partners in the area and in process improvement.

## VI. Additional Information

- a) **2023 Budget Draft** - Kim presented the first draft of the budget delineating the framework for expectations in 2023. Inpatient admissions are budgeted at a consistent level with 2022 at an average daily census of 0.60, swing admissions are set at an increase of 13% with an average daily census of 2, and long term care at 2. Rural health clinic visits are budgeted to increase 15% with a full staff of providers, continuing with the gradual increase in new patients seen over the past couple of years. Expenses are budgeted at the current higher levels without an indication of a decrease in inflation at this point. A cost of living increase of 3% has been included, however management and the committee would like further discussion around this.

### 1) Adjourn

Dan Duff moved to adjourn, Jerry Crossler seconded. Meeting adjourned at 1:40 p.m.

Respectfully Submitted by Kim Polanco

FINANCE COMMITTEE AGENDA  
Adams County Public Hospital District #2  
October 24, 2022

- I. Call to Order
- II. Attendance
- III. Review/approve meeting minutes: September 2022
- IV. Review of Warrants & Vouchers: September 2022
- V. Financial Statements: September 2022
- VI. Additional Information
  1. 2023 Budget Draft
- VII. Adjourn

# **Finance Committee**

## **Meeting Minutes**

September 21, 2022

### **I. Call to order**

Corey Fedie called the meeting of the Finance Committee for Adams County Public Hospital District #2 to order at 12:30 p.m.

### **II. In Attendance**

Jerry Crossler, Board Member; Dan Duff, Board Member; Beverly Kelley, Volunteer Committee Member, Corey Fedie, CEO; Kim Polanco, CFO; Kelly Wiggins, Interim Revenue Cycle Manager

Absent: Colene Hickman, Revenue Cycle Manager

### **III. Review and Approve meeting minutes: August 2022**

- a) See attached- Dan Duff moved to approve the July 2022 meeting minutes, Beverly Kelley seconded the motion, motion passed.

### **IV. Review Warrants and Vouchers: August 2022**

- a) See attached- Dan Duff moved to approve, Jerry Crossler seconded the motion, motion passed.

### **V. Financial Statements: August 2022**

- a) See Attached – Kim Polanco reported net a net gain of \$270,731 for the month and a net loss of (\$89,450) for the year. Due to a continued slight increase in inpatient and swing bed days over the past couple of months along with Medicare collections, operations resulted in a gain of \$169,303, however year to date the operational loss is (\$1,109,984) with lower patient days earlier in the year.
- b) Kim Polanco briefly mentioned some major and unusual warrants issued in relation to the Epic Implementation and the Medicare Cost Report Settlement for 2021.
- c) Kim Polanco commented on year to date expenses being within budget with the exception of contract staff and the addition of the electronic medical record expenses which will be capitalized.
- d) Corey Fedie talked briefly about recent healthcare discussions and the District's position through the ongoing healthcare environment as being stable. However, District management will be proposing an increase to the rural healthcare clinic reimbursement rate due to increased costs.

## VI. Additional Information

- a) Capital Request - Replacement of Radiology Digital Computer Tablet – the committee discussed the need for this replacement equipment.
- b) Capital Request – Replacement Computer Tomography (CT) Intravenous (IV) Contrast Injector – the committee discussed the need for this replacement equipment.

Jerry Crossler moved to approve recommendation to the Board of Commissioners, Dan Duff seconded the motion, motion passed.

- c) Proposed Budget Schedule – the committee discussed the plans for first and second draft budget versions as well as a proposed date for a Public Hearing in November. The scheduled will be proposed to the Board of Commissioners.

### 1) Adjourn

Dan Duff moved to adjourn, Jerry Crossler seconded. Meeting adjourned at 12:57 p.m.

Respectfully Submitted by Kim Polanco

DRAFT

EARH			
Check Number	Vendor Name	Check Date	Check Amount
64714	V00030--A-L COMPRESSED GASES	9/9/2022	739.77
64715	V00009--ABILITY NETWORK INC	9/9/2022	3,543.85
64716	V00010--Abney, Theresa	9/9/2022	160.00
64717	V00029--AION Women's Health	9/9/2022	2,975.00
64718	V00056--AMERISOURCEBERGEN	9/9/2022	3,186.63
64719	V00628--Artios Career Consultants LLC	9/9/2022	12,000.00
64720	V00075--Avanos Medical, Inc.	9/9/2022	17,988.68
64721	V00077--AVISTA UTILITIES	9/9/2022	43.24
64722	V00091--BERHANE, HABTE	9/9/2022	145.00
64723	V00105--BRONCO FARM SUPPLY	9/9/2022	2,230.07
64724	V00131--CENTURYLINK	9/9/2022	5,852.75
64725	V00133--Change Healthcare	9/9/2022	10.74
64726	V00150--CONSOLIDATED DISPOSAL SVCS	9/9/2022	440.00
64727	V00166--DATAPRO SOLUTIONS INC	9/9/2022	14,951.95
64728	V00610--DeliverHealth	9/9/2022	301.12
64729	V00191--DT Micro	9/9/2022	1,155.00
64730	V00196--EARH INSURANCE & PENSION	9/9/2022	14,561.93
64731	V00212--Family Support Registry	9/9/2022	92.76
64732	V00234--Gretchen Millard	9/9/2022	150.00
64733	V00236--Grove Menus Inc	9/9/2022	55.00
64734	V00595--Health Carousel	9/9/2022	13,913.00
64735	V00253--Hospital Services Corporation	9/9/2022	25.00
64736	V00264--INLAND IMAGING BUSINESS Associ	9/9/2022	1,483.32
64737	V00298--LANDAUER INC.	9/9/2022	182.59
64738	V00625--Larmer, Sarah	9/9/2022	2,805.00
64739	V00345--MRI MOBILE	9/9/2022	5,269.02
64740	V00629--Navex Global Inc	9/9/2022	4,930.00
64741	V00367--Nuance Communications, Inc	9/9/2022	291.61
64742	V00369--ODESSA MEMORIAL HEALTHCARE C	9/9/2022	1,070.05
64743	V00375--OMNI STAFFING SERVICES, INC.	9/9/2022	26,576.10
64744	V00381--OWENS & MINOR	9/9/2022	3,717.45
64745	V00619--Pacific Office Automation	9/9/2022	66.27
64746	V00383--Pacific Office Automation INC	9/9/2022	1,411.67
64747	V00401--PHD UNEMPLOYMENT COMPENSAT	9/9/2022	2,952.00
64748	V00402--PHD WORKERS COMPENSATION	9/9/2022	4,145.00
64749	V00415--Press Ganey Association	9/9/2022	722.91
64750	V00620--Providence	9/9/2022	575.00
64751	V00422--Quadient Finance USA, Inc	9/9/2022	332.00
64752	V00599--Ricoh	9/9/2022	239.76
64753	V00430--RICOH USA INC	9/9/2022	1,197.24
64754	V00436--RITZVILLE DRUG	9/9/2022	89.69
64755	V00446--RITZVILLE, CITY OF	9/9/2022	5,818.46

64756	V00468--SENSKE	9/9/2022	140.40
64757	V00630--Three Rivers Hospital	9/9/2022	33.09
64758	V00518--Travelers CL Remittance Center	9/9/2022	411.16
64759	V00534--US Bank Community Card	9/9/2022	1,633.69
64760	V00626--US Bank Equipment Finance	9/9/2022	153.37
64761	V00536--US Foods	9/9/2022	3,802.05
64762	V00541--VIAVANT, PETER	9/9/2022	23,375.00
64763	V00012--Access Information Protected	9/23/2022	212.40
64764	V00029--AION Women's Health	9/23/2022	10,000.00
64765	V00038--Allied Fire and Security	9/23/2022	170.46
64766	V00040--ALSCO	9/23/2022	2,353.88
64767	V00044--Amelia Bernal	9/23/2022	22.99
64768	V00053--AMERICAN PROFICIENCY INSTITU	9/23/2022	4,706.32
64769	V00077--AVISTA UTILITIES	9/23/2022	2,012.32
64770	V00601--Basic Benefits	9/23/2022	50.00
64771	V00082--BASIN REFRIGERATION	9/23/2022	640.31
64772	V00084--BAXTER HEALTHCARE CORP	9/23/2022	42,700.00
64773	V00088--Beacon Management, LLC	9/23/2022	18,519.50
64774	V00624--Butterfly Network, Inc.	9/23/2022	19,808.33
64775	V00116--Canon Medical Systems	9/23/2022	6,290.55
64776	V00121--CARDINAL HEALTH	9/23/2022	3,444.94
64777	V00614--CellNetix Pathology, PLLC	9/23/2022	112.50
64778	V00133--Change Healthcare	9/23/2022	421.26
64779	V00137--Clearwater Springs	9/23/2022	303.63
64780	V00139--COBRA Management Services, LLC	9/23/2022	288.00
64781	V00151--Control Solutions Northwest, Inc.	9/23/2022	378.00
64782	V00166--DATAPRO SOLUTIONS INC	9/23/2022	16,177.47
64783	V00183--DINGUS, ZARECOR & ASSOCIATES	9/23/2022	2,250.00
64784	V00191--DT Micro	9/23/2022	9,242.12
64785	V00192--DTG Medical Electronics, Inc.	9/23/2022	863.92
64786	V00196--EARH INSURANCE & PENSION	9/23/2022	14,618.95
64787	V00212--Family Support Registry	9/23/2022	92.76
64788	V00213--FARMER BROS CO	9/23/2022	392.18
64789	V00215--Fasthealth	9/23/2022	325.00
64790	V00216--FEDERAL EXPRESS CORP	9/23/2022	96.84
64791	V00220--FIRST CHOICE HEALTH	9/23/2022	62.40
64792	V00221--FISHER HEALTHCARE	9/23/2022	38,716.36
64793	V00634--Griffin, Richard	9/23/2022	38.66
64794	V00236--Grove Menus Inc	9/23/2022	55.00
64795	V00595--Health Carousel	9/23/2022	15,249.75
64796	V00251--Holistic Pain Management of Colo	9/23/2022	32,040.00
64797	V00633--Hunt, Dorcey	9/23/2022	221.51
64798	V00623--Imprivata, Inc.	9/23/2022	20,237.02
64799	V00277--Johnson Law Group	9/23/2022	2,500.00

64800	V00299--Language Link	9/23/2022	14.50
64801	V00305--Life Flight Network Foundation	9/23/2022	1,416.00
64802	V00316--LocalTel Communications	9/23/2022	209.70
64803	V00332--MEDICATION REVIEW	9/23/2022	5,760.60
64804	V00334--MEDLINE INDUSTRIES, INC.	9/23/2022	31.18
64805	V00336--MedWorxs	9/23/2022	788.00
64806	V00347--MultiMedical Systems, LLC	9/23/2022	1,020.38
64807	V00351--Nanosonics, Inc.	9/23/2022	1,524.00
64808	V00356--NextGen	9/23/2022	1,803.60
64809	V00359--NORCO INC	9/23/2022	238.50
64810	V00617--Ohio Medical	9/23/2022	2,315.31
64811	V00379--Otis Elevator Company	9/23/2022	4,393.57
64812	V00381--OWENS & MINOR	9/23/2022	11,997.08
64813	V00621--Pacific Office Automation	9/23/2022	300.57
64814	V00387--PARA HealthCare Analytics, LLC	9/23/2022	2,500.00
64815	V00393--PC Connection Sales Corporation	9/23/2022	86,571.31
64816	V00396--Performance Health Supply, Inc	9/23/2022	360.26
64817	V00409--POSITIVE PROMOTIONS INC	9/23/2022	1,547.95
64818	V00422--Quadient Finance USA, Inc	9/23/2022	672.00
64819	V00631--Quadient Leasing USA, Inc	9/23/2022	1,042.51
64820	V00423--QuadraMed	9/23/2022	23,640.54
64821	V00430--RICOH USA INC	9/23/2022	475.07
64822	V00445--RITZVILLE TIRE COMPANY	9/23/2022	87.74
64823	V00446--RITZVILLE, CITY OF	9/23/2022	3,124.01
64824	V00447--RLDatix	9/23/2022	246.24
64825	V00627--Safe Sitter, Inc	9/23/2022	622.00
64826	V00460--Samaritan Healthcare	9/23/2022	16.00
64827	V00464--SANOFI PASTEUR INC	9/23/2022	6,543.73
64828	V00480--SPHC Service	9/23/2022	415.70
64829	V00487--STAPLES	9/23/2022	2,576.54
64830	V00632--Tech Direct Imaging	9/23/2022	1,766.88
64831	V00514--TIERPOINT	9/23/2022	640.00
64832	V00517--Todd Nida	9/23/2022	291.01
64833	V00612--United Healthcare	9/23/2022	50,431.35
64834	V00626--US Bank Equipment Finance	9/23/2022	232.43
64835	V00540--VERIZON WIRELESS	9/23/2022	1,236.47
64836	V00542--Vitalant	9/23/2022	7,620.00
64837	V00568--WASHTUCNA, TOWN OF	9/23/2022	156.52
64838	V00571--WAYSTAR	9/23/2022	195.79
64839	V00579--WHIT	9/23/2022	467.97
			678,853.73





# East Adams Rural Healthcare

903 South Adams  
Ritzville, Washington 99169  
509-659-1200

CFO Report to the Board  
Board of Commissioners  
East Adams Rural Healthcare  
October 14, 2022

## SEPTEMBER 2022 FINANCIAL OVERVIEW

### September Financial Status

East Adams Rural Healthcare's September business resulted in a Net Gain of \$166,519 for the month and Net Loss of (\$499,792) for the year. Operations resulted in a gain of \$52,094 for the month and a loss of (\$1,644,594) for the year. The District has 263 days cash on hand.

### Accounts Receivable

Gross Patient AR decreased \$27,177 or 1%. Net Patient AR decreased \$167,982 or 7%. Gross Accounts Receivable Days remained at 141. Net Patient Accounts Receivable Days decreased from 84 to 75. Accounts receivable over 120 days decreased from 43% to 39%.

### Expenses

September expenses were \$1,012,531, less than 1% under budget. Year to date expenses are 8% over budget. The increase in expenses continues to be primarily due to higher contract nursing expense along with some equipment purchases for the mobile clinic and replacement of other hospital equipment which are both funded through grants.

The EPIC Care Connect implementation is on track and set for Go-Live on November 13<sup>th</sup>. The project has primarily been on track in total with variances in additional expenses for interfaces and equipment purchases with less expected revenue loss for training time.

Best Regards,

Kimberly Polanco, CHFP

Adams County Public Hospital District No. 2  
Statement of Operations  
For the Period Ending  
The Eight Months Ended September 30, 2022

	Prior Month 8/31/2022	Month Ending 9/30/2022			Year To Date 9/30/2022			Prior YTD 9/30/2021		
	Prior Month Actual	Current Month Actual	Budget	Variance to Budget	% Variance	YTD Actual	YTD Budget	YTD Variance	% Variance	Prior Year YTD
Patient Service Revenue	28,688	48,751	10,206	38,545	378%	310,271	91,854	218,417	238%	69,964
Daily Inpatient Services	58,531	109,081	116,955	(7,874)	-7%	554,604	1,045,874	(491,270)	-47%	840,375
Swingbed Room Revenue	140,381	128,139	63,279	64,860	102%	848,637	569,511	279,126	49%	574,694
Physician/Clinic Services	14,551	31,643	9,032	22,612	250%	234,026	69,830	164,196	235%	65,220
Ancillary Inpatient Services	812,682	1,038,112	658,082	380,030	58%	7,943,965	5,922,737	2,021,228	34%	5,483,690
Ancillary Outpatient Services										
Total Gross Patient Revenue	\$ 1,054,332	\$ 1,355,726	\$ 857,553	\$ 498,173	58%	\$ 9,891,503	\$ 7,699,805	\$ 2,191,698	28%	\$ 7,033,943
Deductions from Revenue	(222,117)	291,539	(29,068)	320,607	-1103%	1,785,126	(261,612)	2,046,738	-782%	(295,517)
Net Patient Service Revenue	\$ 1,276,949	\$ 1,064,187	\$ 886,621	\$ 177,566	20%	\$ 8,106,377	\$ 7,961,417	\$ 144,960	2%	\$ 7,329,460
Other Operating Revenue	3,794	438	40,833	(40,395)	-99%	138,780	367,497	(228,717)	-62%	245,784
Total Operating Revenue	\$ 1,280,743	\$ 1,064,625	\$ 927,454	\$ 137,171	15%	\$ 8,245,157	\$ 8,328,914	\$ (83,757)	-1%	\$ 7,575,244
Expenses										
Salary and Wages	509,262	465,927	504,845	(38,918)	-8%	4,378,373	4,543,607	(165,234)	-4%	3,757,925
Employee Benefits	145,321	111,737	107,016	4,721	4%	985,593	963,140	22,453	2%	923,483
Purchased Services	196,994	145,926	120,808	25,118	21%	1,817,501	1,073,402	744,099	69%	1,230,582
Professional Fees	38,470	18,125	32,125	(14,000)	-44%	427,652	289,122	138,530	48%	647,451
Supplies	104,493	102,625	54,780	47,845	87%	712,931	493,019	219,912	45%	293,662
Repairs and Maintenance	2,566	7,517	22,431	(14,914)	-66%	117,122	201,883	(84,761)	-42%	146,946
Utilities	23,631	10,514	17,682	(7,148)	-40%	177,894	158,959	18,935	12%	166,327
Advertising and Marketing	568	0	9,692	(9,692)	-100%	16,903	87,228	(70,325)	-81%	60,854
Depreciation	61,688	61,688	67,716	(6,028)	-9%	555,187	609,444	(54,257)	-9%	608,016
Insurance	11,091	1,403	11,205	(9,802)	-87%	126,602	100,847	25,755	26%	101,739
Education/Travel/Dues	3,575	6,820	2,917	3,903	134%	72,913	26,441	46,472	176%	17,788
Interest Expense	30,395	30,394	30,917	(523)	-2%	273,740	283,973	(10,233)	-4%	292,247
Taxes & Licenses	1,921	668	15,468	(14,800)	-96%	63,522	139,208	(75,686)	-54%	39,567
Rent Expense	0	(150)	2,446	(2,596)	-106%	9,490	22,016	(12,526)	-57%	42,580
Bad Debt Expense	28,373	31,647	13,270	18,377	138%	68,755	119,430	(50,675)	-42%	(468,139)
Other Expenses	7,001	17,690	2,776	14,914	537%	85,573	24,987	60,586	242%	2,994
Total Operating Expenses	\$ 1,165,349	\$ 1,012,531	\$ 1,016,073	\$ (3,542)	-0.3%	\$ 9,889,751	\$ 9,136,704	\$ 753,047	8%	\$ 7,864,022
Operating Income (Loss)	\$ 115,394	\$ 52,094	\$ (88,619)	\$ 140,713	-159%	\$ (1,644,594)	\$ (807,790)	\$ (836,803)	104%	\$ (288,778)
Non-Operating Income										
Grant Revenue	1,994	9,937	12,340	(2,403)	-19%	204,014	996,777	(792,763)	-80%	1,594,866
Interest Income	234	65	17	48	282%	726	153	573	375%	956,000
Tax Levy Income	102,686	104,423	100,019	4,404	4%	940,062	900,171	39,891	4%	121
Total Non-Operating Income	\$ 104,914	\$ 114,425	\$ 112,376	\$ 2,049	2%	\$ 1,144,802	\$ 1,897,101	\$ (752,299)	-40%	\$ 2,550,987
Net Income	\$ 220,308	\$ 166,519	\$ 23,757	\$ 142,762	601%	\$ (499,792)	\$ 1,089,311	\$ (1,589,102)	-146%	\$ 2,262,209

ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2  
EAST ADAMS RURAL HEALTHCARE & DISTRICT CLINICS  
STATISTICS



	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Year To Date		12 Month Average	% Change from Prior Year
													Last Year	Current		
Days In Period	31	30	31	31	28	31	30	31	30	30	31	30	273	273	30,336	
Admits	2	6	2	5	4	3	6	4	2	4	5	5	9	38	4.18	322%
Discharges	2	5	3	5	3	3	6	3	4	4	3	3	7	38	4.18	443%
Patient Days	9	16	8	26	23	5	16	22	10	17	16	26	27	161	16.82	486%
Average LOS per Discharge	4.50	3.20	2.67	5.20	7.67	1.67	2.67	7.33	2.50	4.25	5.33	3.71	3.86	4.24	4.20	10%
Average Daily Census	0.29	0.53	0.26	0.84	0.82	0.16	0.53	0.71	0.33	0.55	0.52	0.87	0.10	0.59	0.56	496%
Laboratory Billable Tests	1,427	1,398	1,375	1,794	1,438	1,364	1,335	1,220	1,375	1,483	1,345	1,600	10,684	12,954	1,430	21%
EKG Charges	31	35	66	26	42	54	35	35	45	49	86	69	376	441	49	17%
X-rays	133	112	126	141	114	113	117	121	149	115	108	156	930	1,134	125	22%
CT Scans	55	50	78	64	41	40	77	36	67	54	57	88	410	524	59	28%
MRI Scans	8	5	7	4	9	3	14	5	3	6	7	10	44	61	7	39%
ULTRASOUND Scans	15	20	23	30	18	27	30	12	16	13	4	22	138	172	20	25%
Pain Management Procedures	33	19	23	26	23	35	25	28	36	33	25	44	110	275	29	1%
ER Visits	100	62	176	90	104	84	101	70	61	113	122	99	832	844	98	-7%
Ambulance Runs	49	52	93	70	46	49	70	44	62	67	60	59	567	527	61	-40%
Skilled Swing Days	47	80	78	5	15	33	28	9	32	42	35	58	426	257	39	-43%
Skilled Average Daily Census	2.16	2.87	1.52	0.81	0.54	1.06	0.93	0.29	1.03	1.35	1.13	1.93	426	257	39	100%
Non-Skilled Swing Days	51	48	60	96	108	109	84	93	90	86	60	62	530	304	81	100%
Observation Hours	120	275	70	128	265	189	196	27	24	73	195	259	679	1,356	155	100%
Observation Days	5.00	11.46	2.92	5.33	11.04	7.88	8.17	1.13	1.00	3.04	8.13	10.79	28.29	56.50	6.4	100%
Physical Therapy Treatments	760	844	779	498	518	738	682	733	456	454	559	550	5,522	5,188	619	-6%

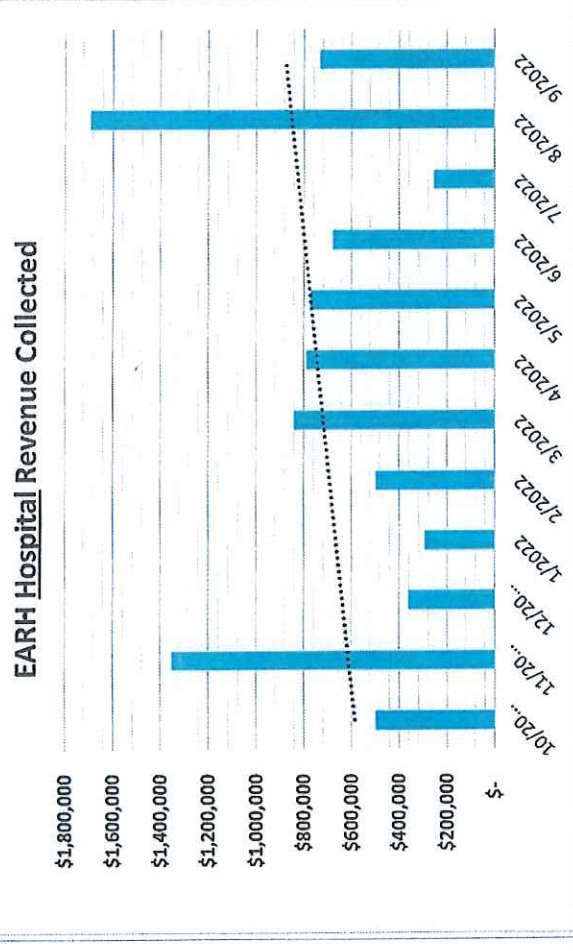
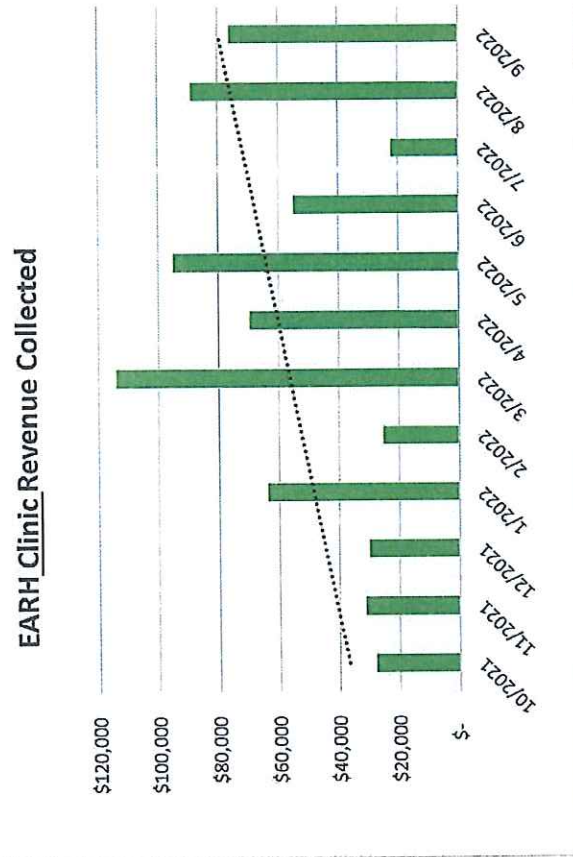


ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2  
EAST ADAMS RURAL HEALTHCARE & DISTRICT CLINICS  
STATISTICS

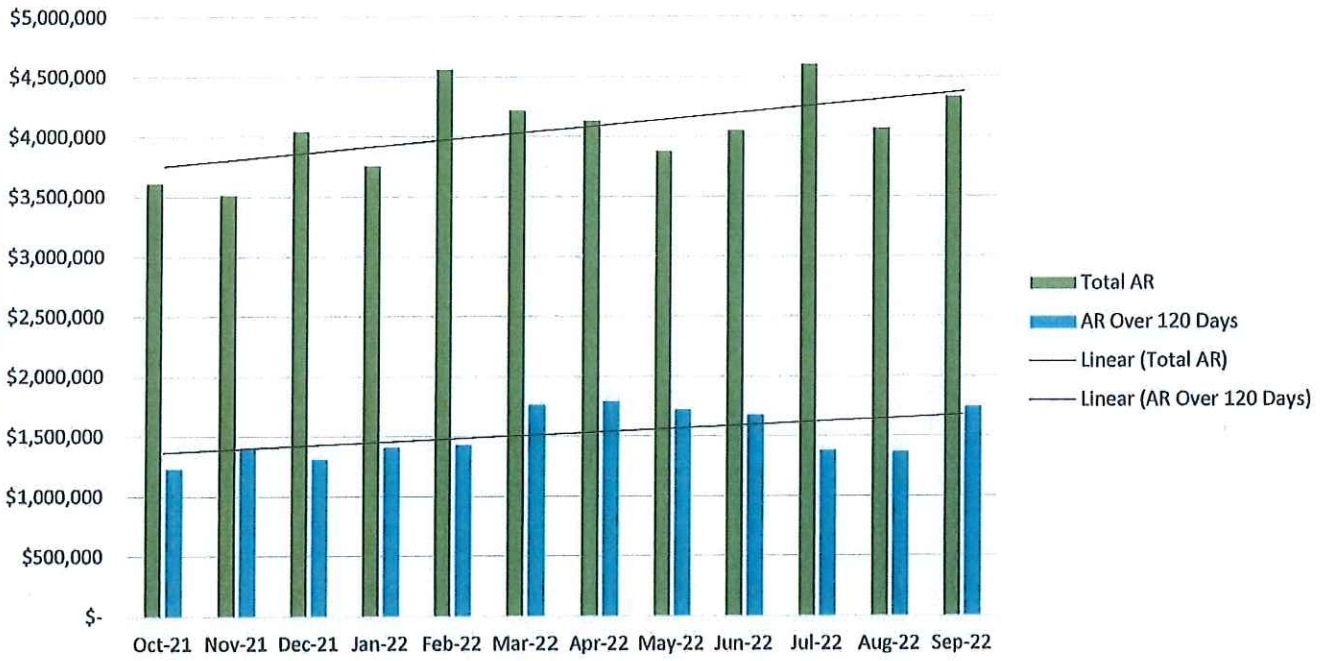
	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Year To Date		12 Month Average	% Change from Prior Year	
													Last Year	Current			
Days in Period	31	30	31	31	28	31	30	31	30	30	31	31	30	273	273	30.36	
Provider Visits																	
Doctors	56	82	107	142	135	125	125	111	125	147	182	130	130	719	1,222	128.27	70%
Mid-Levels	461	396	386	365	358	431	389	398	440	394	378	390	390	3,390	3,543	393.18	5%
Nurses	85	29	28	12	4	15	9	9	4	8	0	18	18	33	79	12.36	139%
Total Provider Visits	604	507	521	519	497	571	523	518	569	549	560	538	538	4,142	4,844	533.82	17%
Provider Visits by Location																	
Ritzville	514	489	517	503	489	571	508	502	449	401	455	519	519	3,513	4,397	491.18	25%
Washtuena	5	3	3	4	4	3	6	7	6	1	4	1	1	30	36	3.82	20%
Total	519	492	520	507	493	574	514	509	455	402	459	520	520	3,543	4,433	495.00	25%
Provider Visits by Provider																	
Trofimo	0	0	0	0	0	0	0	0	0	0	0	0	0	349	0	0.00	
Shapiro	79	113	82	66	67	96	84	70	115	94	88	90	90	883	770	87.73	
Jones	96	96	98	96	136	111	106	152	103	113	83	136	136	128	1,036	111.82	
Boyer	157	133	163	160	125	179	160	128	173	142	152	153	153	1,199	1,372	151.64	
Noble	10	8	20	12	12	11	9	14	19	5	17	11	11	68	110	12.55	
Bryant	0	0	0	0	0	0	0	0	0	0	0	0	0	373	0	0.00	
McKay	28	66	93	87	78	85	60	72	74	78	77	76	76	0	687	76.91	
Miner (Pain Mgmt)	45	44	38	35	46	23	26	18	34	30	34	30	30	0	337	32.55	
Zuver (Women's Health)																	
Visiting Doctors	35	46	23	26	18	34	30	34	30	39	23	38	35	161	284	32.09	
TOTAL	451	506	517	482	498	553	506	525	571	540	512	569	569	3,161	4,596	525	

# EARH Revenue Collections 12 Month Trend

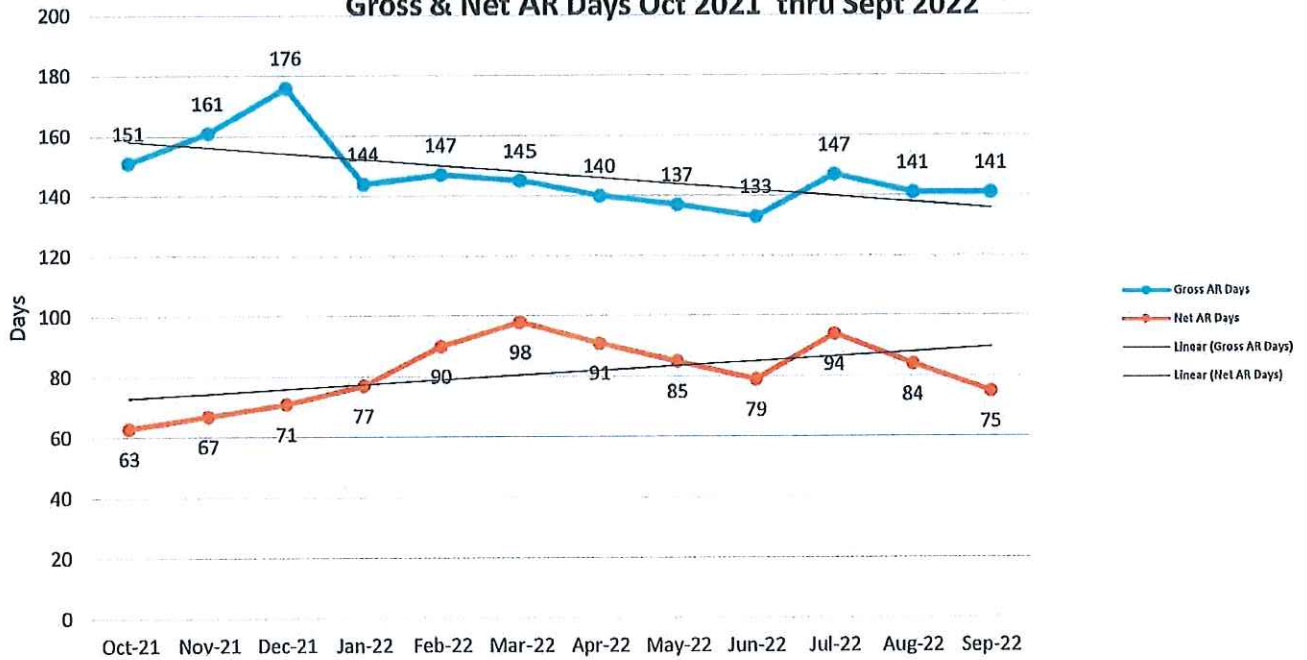
Month/Year	Total Deposits	Clinic	Hospital	Grants/Other	COVID Funds
7/2021	\$ 352,041	\$ 66,237	\$ 273,773	\$ 12,030	\$ -
8/2021	\$ 442,031	\$ 32,485	\$ 377,607	\$ 31,939	\$ -
9/2021	\$ 438,609	\$ 37,088	\$ 325,985	\$ 75,536	\$ -
10/2021	\$ 806,874	\$ 27,909	\$ 500,063	\$ 26,219	\$ 252,684 (WA SHIP Vaccine Mitigation Grant)
11/2021	\$ 1,540,730	\$ 31,280	\$ 1,354,015	\$ 25,827	\$ 129,608 (CARES Act Phase 4)
12/2021	\$ 819,851	\$ 30,053	\$ 361,866	\$ 427,932	\$ -
1/2022	\$ 646,179	\$ 63,810	\$ 294,334	\$ 272,147	\$ 15,889 (CARES Act Phase 4)
2/2022	\$ 648,252	\$ 25,189	\$ 497,656	\$ 125,407	\$ -
3/2022	\$ 1,112,421	\$ 113,944	\$ 841,596	\$ 156,881	\$ -
4/2022	\$ 931,309	\$ 69,707	\$ 790,282	\$ 71,319	\$ -
5/2022	\$ 923,732	\$ 95,004	\$ 773,803	\$ 54,924	\$ -
6/2022	\$ 901,380	\$ 54,838	\$ 677,329	\$ 169,213	\$ -
7/2022	\$ 317,038	\$ 22,297	\$ 255,452	\$ 39,289	\$ -
8/2022	\$ 1,815,105	\$ 88,959	\$ 1,693,890	\$ 32,256	\$ -
9/2022	\$ 880,920	\$ 76,139	\$ 733,380	\$ 71,400	\$ -



### EARH Gross AR Balances Over 120 Days Month Trend Ending September 2022



### Gross & Net AR Days Oct 2021 thru Sept 2022





# East Adams Rural Healthcare

## VOUCHER CERTIFICATION AND APPROVAL

I, THE UNDERSIGNED SUPERINTENDENT, DO HEREBY CERTIFY UNDER PENALTY OF PERJURY THAT THE MATERIALS HAVE BEEN FURNISHED, THE SERVICES RENDERED AND THE LABOR PERFORMED AS DESCRIBED HEREIN AND THAT THE CLAIMS ARE JUST AND PAID OBLIGATIONS BY ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2 AND THAT I AM AUTHORIZED TO AUTHENTICATE AND CERTIFY TO SAID CLAIMS.

\_\_\_\_\_  
COREY FEDIE, SUPERINTENDENT

WARRANTS AUDITED AND CERTIFIED BY THE SUPERINTENDENT HAVE BEEN RECORDED ON THE ATTACHED LISTING.

WE, THE UNDERSIGNED BOARD OF DIRECTORS OF ADAMS COUNTY PUBLIC HOSPITAL DISTRICT NO. 2, ADAMS COUNTY, WASHINGTON, DO APPROVE THOSE WARRANTS INCLUDED IN THE ATTACHED LIST AND FURTHER DESCRIBED AS ACCOUNTS PAYABLE WARRANTS #064714 THROUGH #064839 IN THE AMOUNT OF \$678,853.73 AND AN ADDITIONAL \$566,942.54 FOR PAYROLL DIRECT DEPOSITS AND \$190,663.99 FOR PAYROLL TAX DEPOSITS.

SIGNED THIS 26TH DAY OF OCTOBER 2022:

\_\_\_\_\_  
ERIC WALKER, COMMISSIONER

\_\_\_\_\_  
JOHN KRAGT, CHAIRMAN

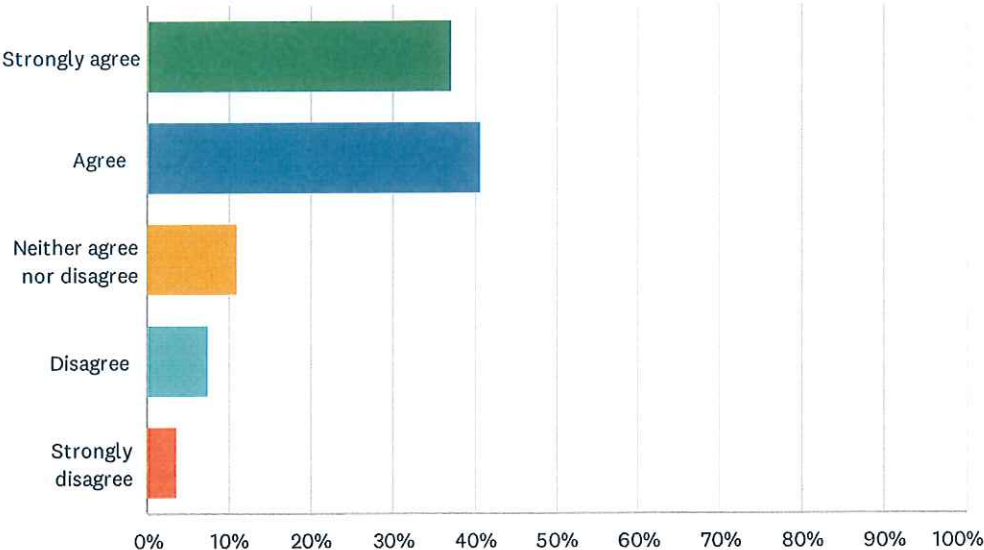
\_\_\_\_\_  
STACEY PLUMMER, VICE CHAIRMAN

\_\_\_\_\_  
JERRY CROSSLER, COMMISSIONER

\_\_\_\_\_  
DAN DUFF, SECRETARY/COMMISSIONER

### Q1 I am satisfied with educational opportunities provided by my organization.

Answered: 54 Skipped: 0

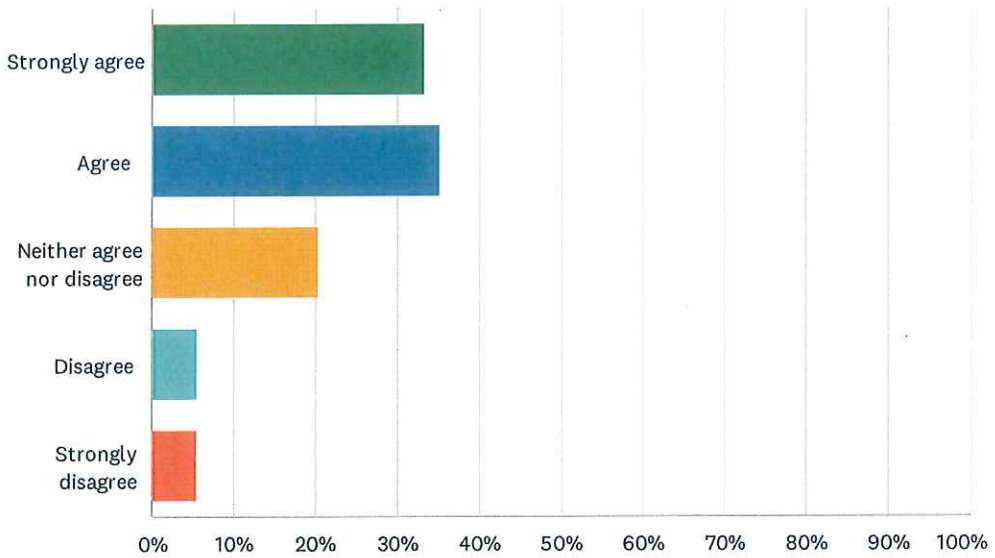


ANSWER CHOICES	RESPONSES	
Strongly agree	37.04%	20
Agree	40.74%	22
Neither agree nor disagree	11.11%	6
Disagree	7.41%	4
Strongly disagree	3.70%	2
<b>TOTAL</b>		<b>54</b>



## Q2 I am satisfied with the career advancement opportunities available to me.

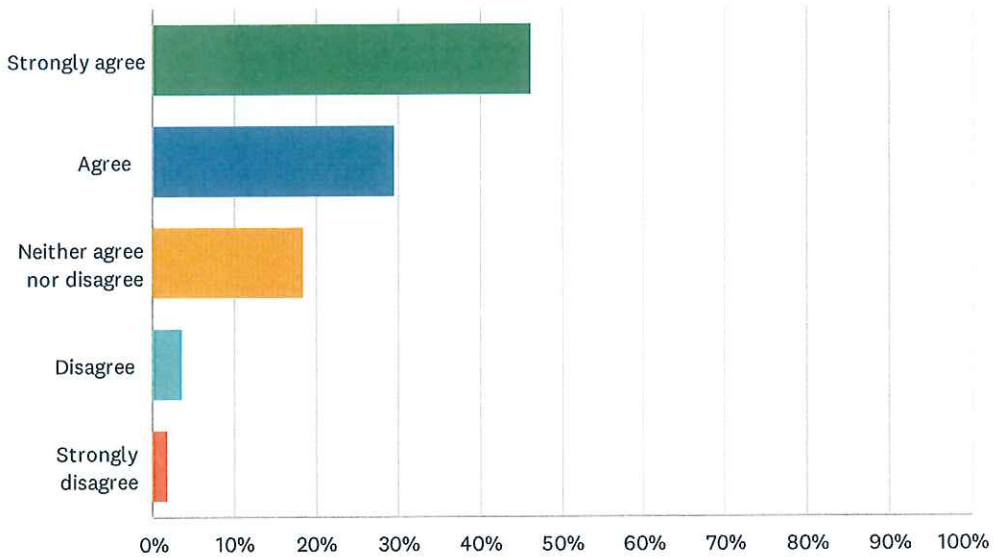
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	18
Agree	35.19%	19
Neither agree nor disagree	20.37%	11
Disagree	5.56%	3
Strongly disagree	5.56%	3
<b>TOTAL</b>		<b>54</b>

### Q3 I trust EARH's Executive Team to make sound decisions regarding the direction of the business.

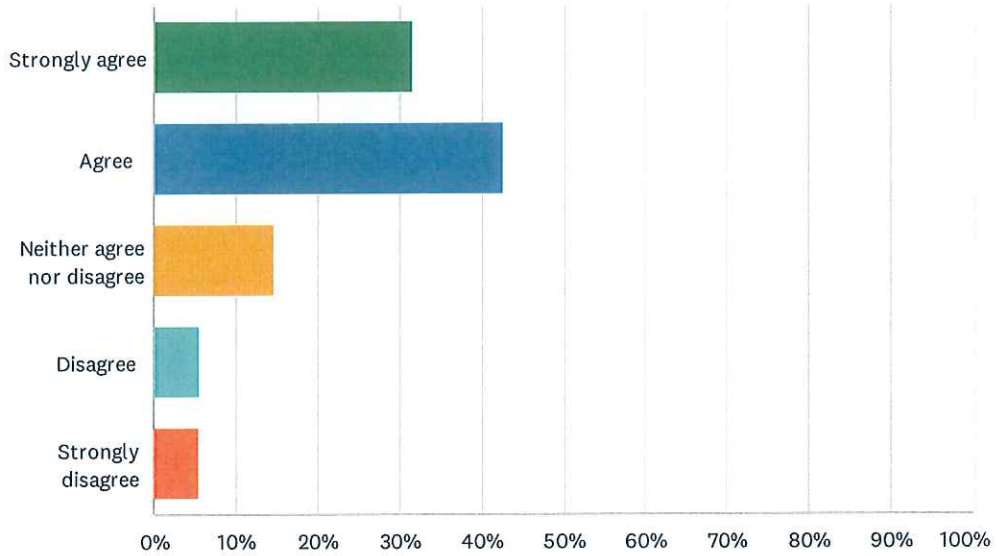
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.30%	25
Agree	29.63%	16
Neither agree nor disagree	18.52%	10
Disagree	3.70%	2
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

Q4 I am satisfied with the job-related training my organization offers.

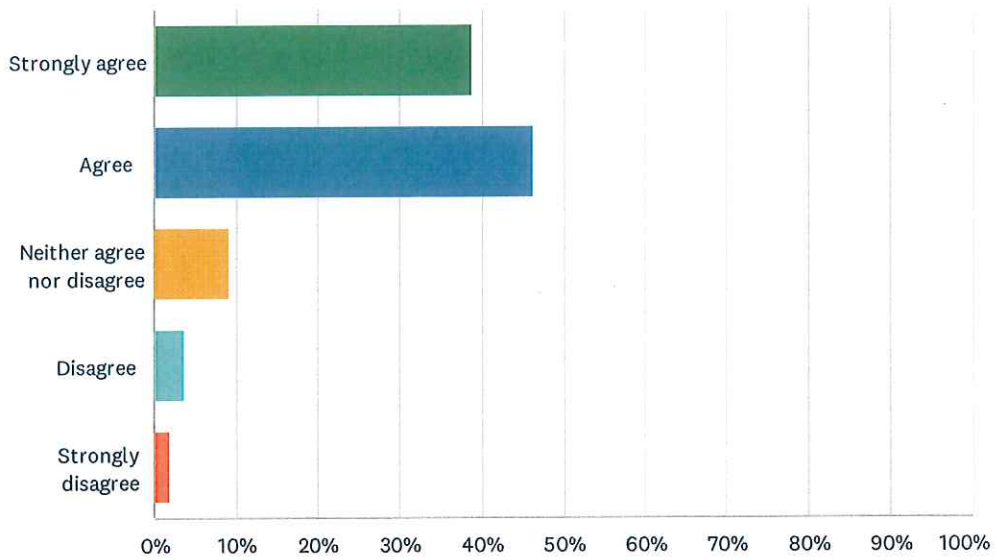
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	31.48%	17
Agree	42.59%	23
Neither agree nor disagree	14.81%	8
Disagree	5.56%	3
Strongly disagree	5.56%	3
<b>TOTAL</b>		<b>54</b>

### Q5 I am satisfied that I have the opportunities to apply my talents and expertise.

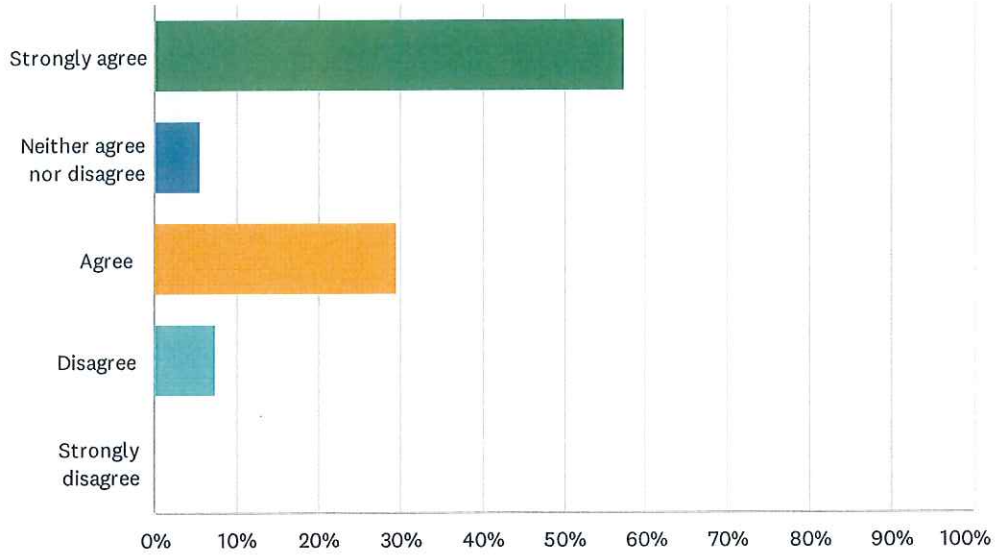
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	38.89%	21
Agree	46.30%	25
Neither agree nor disagree	9.26%	5
Disagree	3.70%	2
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

### Q6 At work I feel cared about as a person.

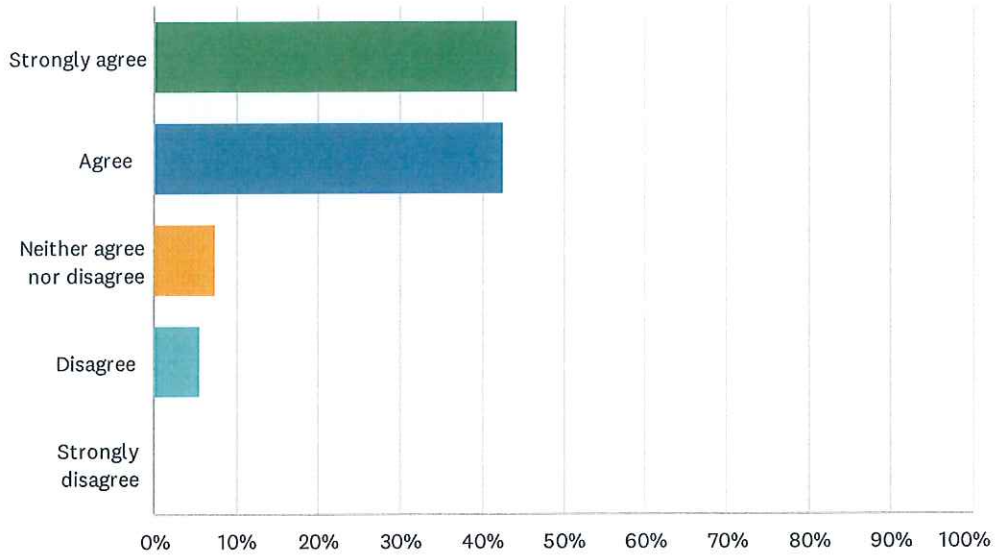
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	57.41%	31
Neither agree nor disagree	5.56%	3
Agree	29.63%	16
Disagree	7.41%	4
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q7 I am inspired to meet my goals at work.

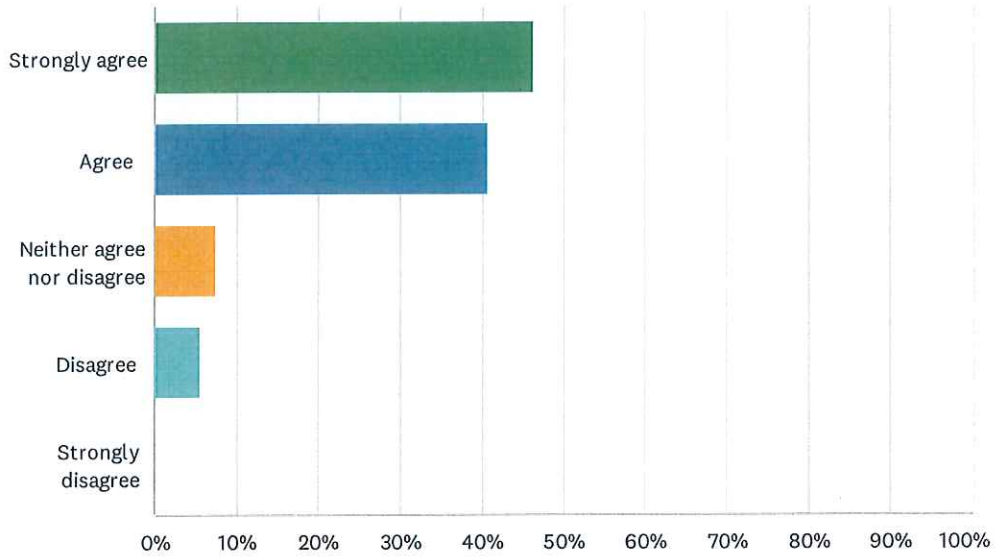
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	44.44%	24
Agree	42.59%	23
Neither agree nor disagree	7.41%	4
Disagree	5.56%	3
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q8 I feel a sense of belonging at EARH.

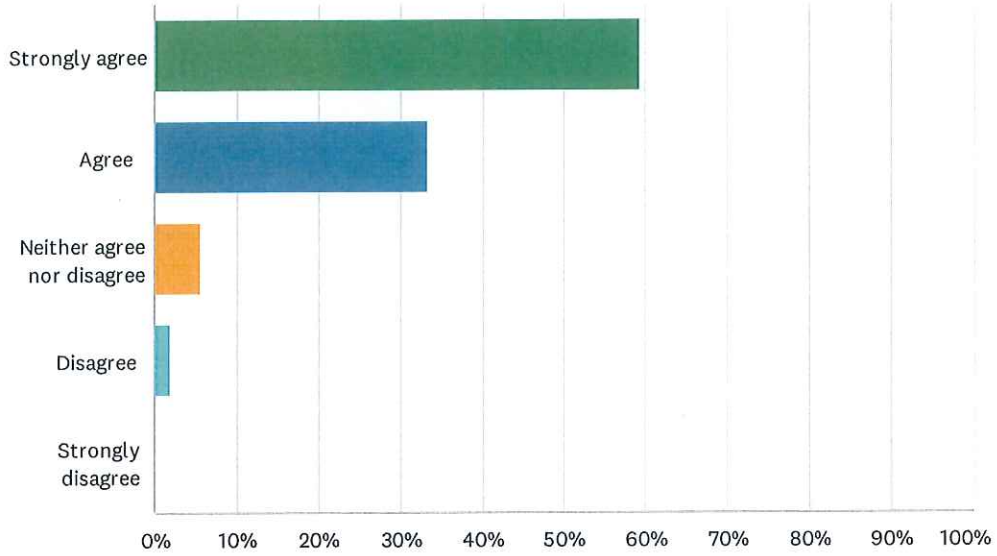
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.30%	25
Agree	40.74%	22
Neither agree nor disagree	7.41%	4
Disagree	5.56%	3
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q9 I am happy working at EARH.

Answered: 54 Skipped: 0

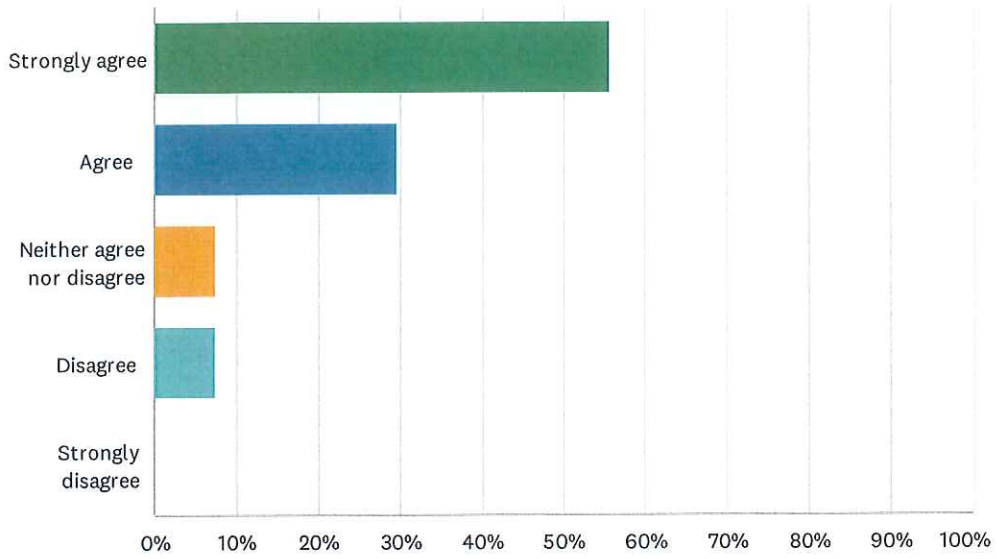


ANSWER CHOICES	RESPONSES	
Strongly agree	59.26%	32
Agree	33.33%	18
Neither agree nor disagree	5.56%	3
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>



Q10 I am often so involved in my work that the day goes by very quickly.

Answered: 54 Skipped: 0



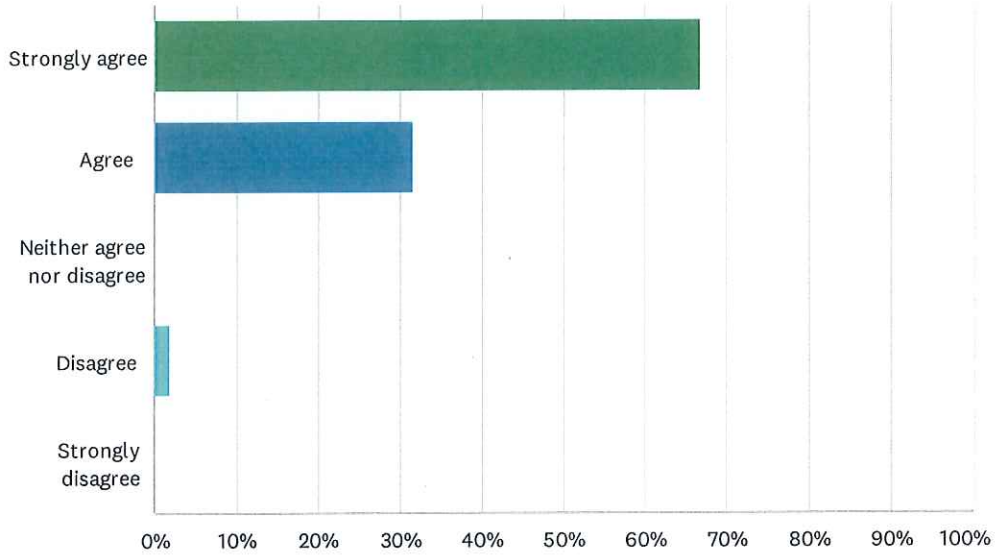
ANSWER CHOICES	RESPONSES	
Strongly agree	55.56%	30
Agree	29.63%	16
Neither agree nor disagree	7.41%	4
Disagree	7.41%	4
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

## Q11 Comments for questions 1-10

Answered: 18 Skipped: 36

Q12 I am determined to give my best effort at work each day.

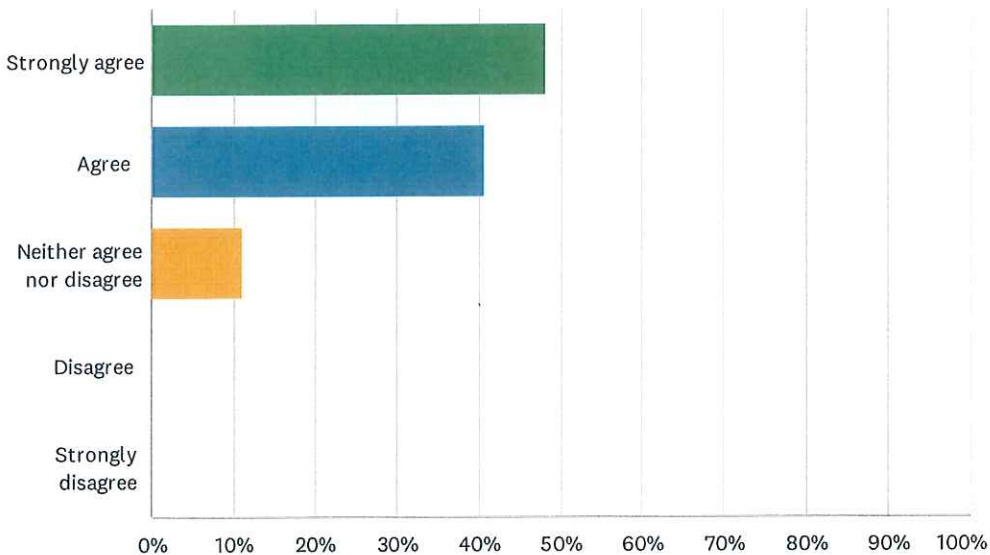
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	36
Agree	31.48%	17
Neither agree nor disagree	0.00%	0
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q13 When at work, I am completely focused on my job duties.

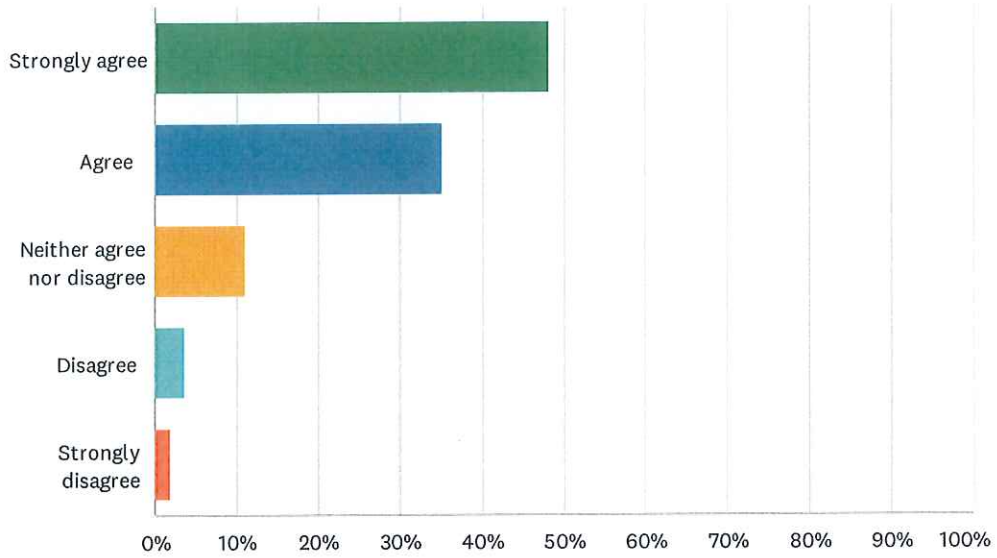
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.15%	26
Agree	40.74%	22
Neither agree nor disagree	11.11%	6
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		54

Q14 I feel supported in my efforts to adapt to organizational changes.

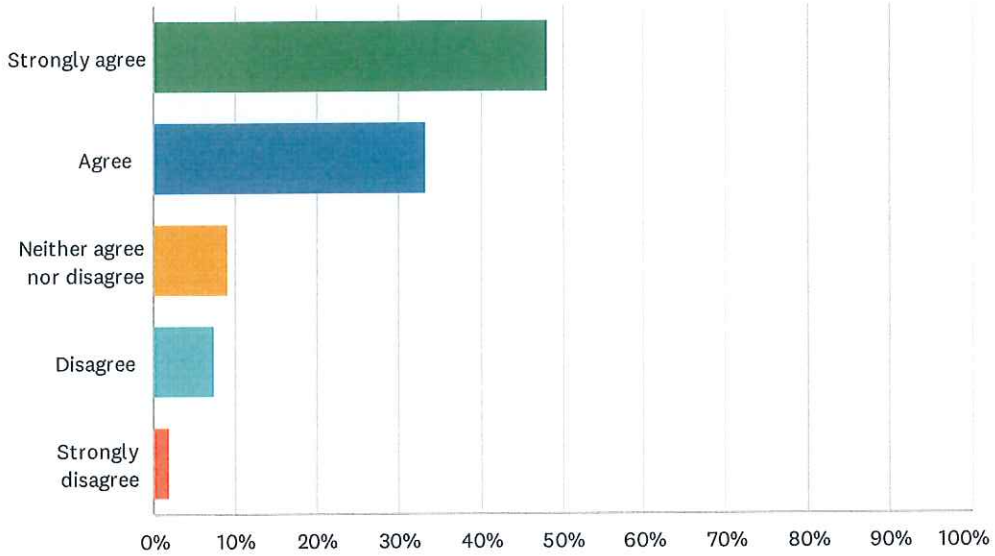
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.15%	26
Agree	35.19%	19
Neither agree nor disagree	11.11%	6
Disagree	3.70%	2
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

Q15 Q15. Employees here always keep going when the going gets tough.

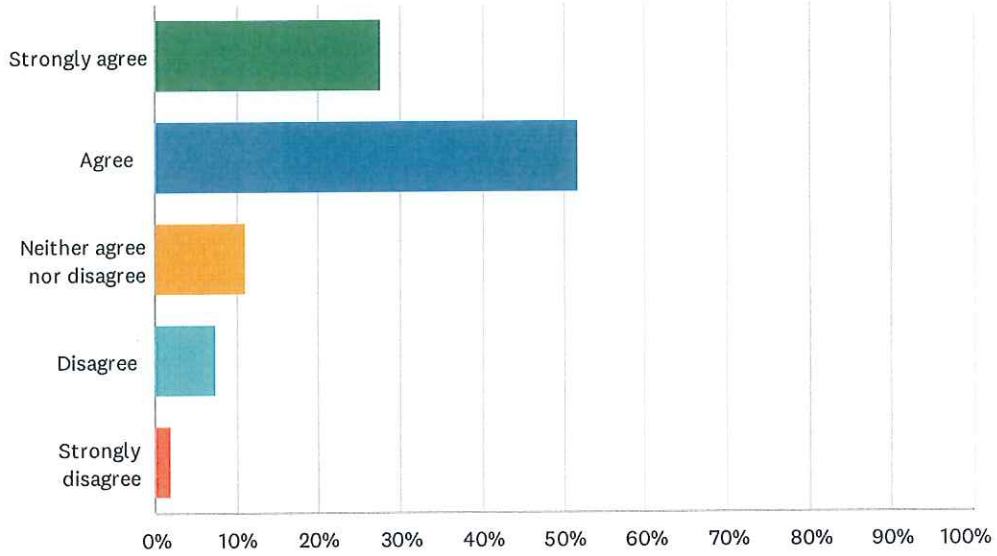
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	48.15%	26
Agree	33.33%	18
Neither agree nor disagree	9.26%	5
Disagree	7.41%	4
Strongly disagree	1.85%	1
TOTAL		54

## Q16 Employees proactively identify future challenges and opportunities.

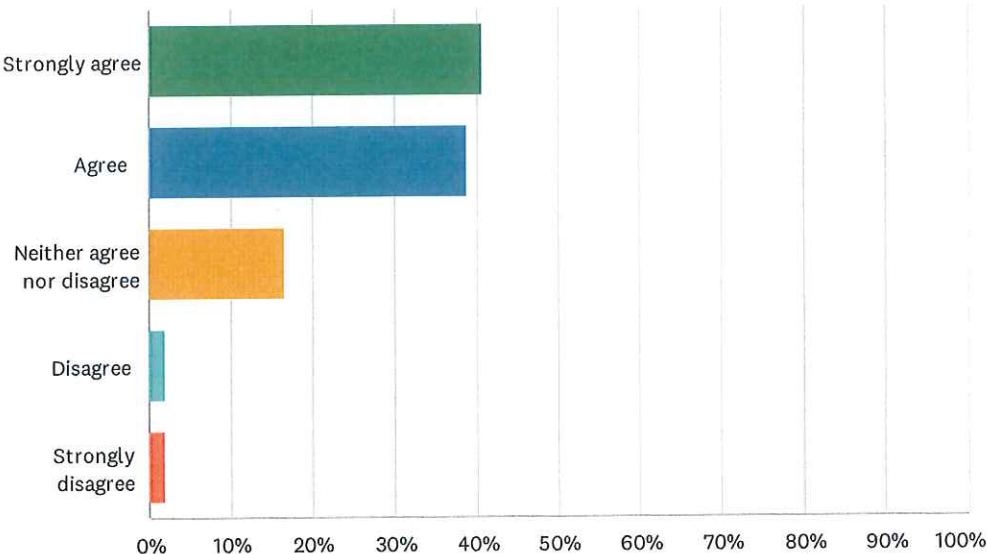
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	27.78%	15
Agree	51.85%	28
Neither agree nor disagree	11.11%	6
Disagree	7.41%	4
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

### Q17 Employees in my organization take the initiative to help other employees when the need arises.

Answered: 54 Skipped: 0

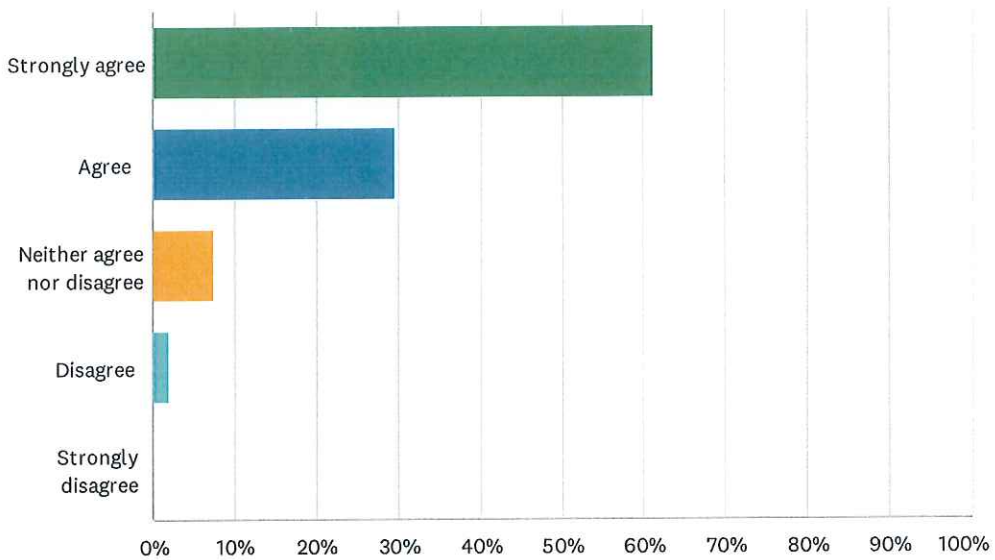


ANSWER CHOICES	RESPONSES	
Strongly agree	40.74%	22
Agree	38.89%	21
Neither agree nor disagree	16.67%	9
Disagree	1.85%	1
Strongly disagree	1.85%	1
TOTAL		54



### Q18 I am willing to take on new tasks as needed to support the organization.

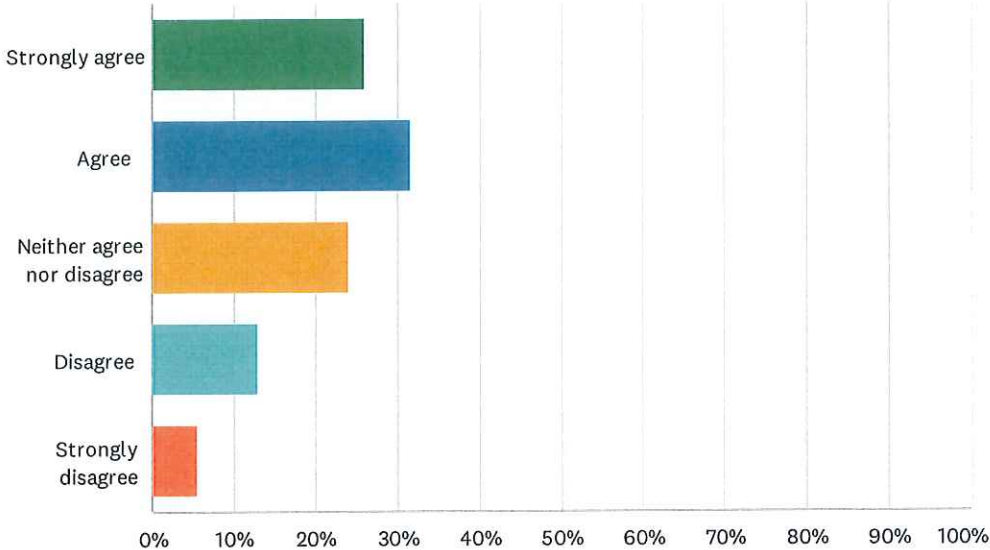
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	61.11%	33
Agree	29.63%	16
Neither agree nor disagree	7.41%	4
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q19 Employees in my organization willingly accept change.

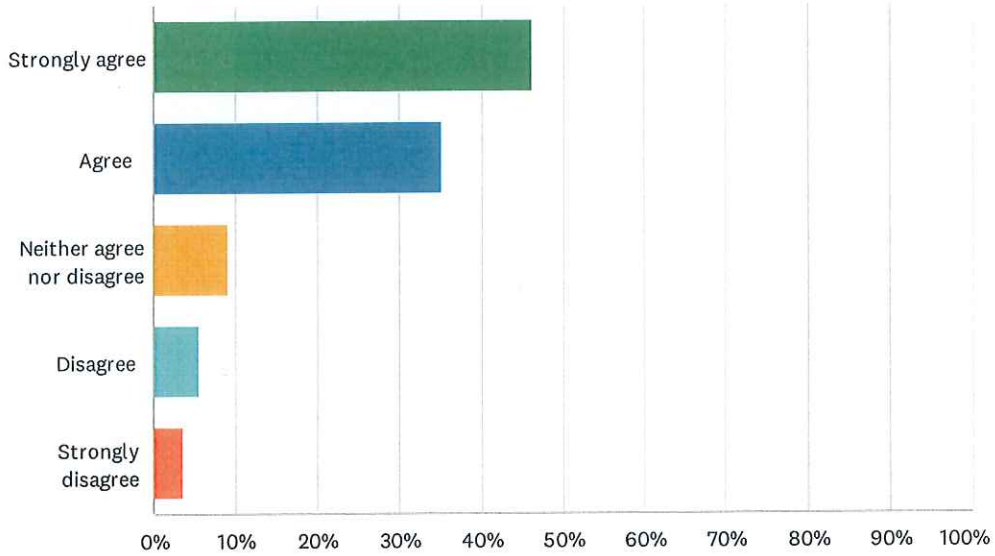
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.93%	14
Agree	31.48%	17
Neither agree nor disagree	24.07%	13
Disagree	12.96%	7
Strongly disagree	5.56%	3
<b>TOTAL</b>		<b>54</b>

### Q20 I am fairly compensated for the work I do.

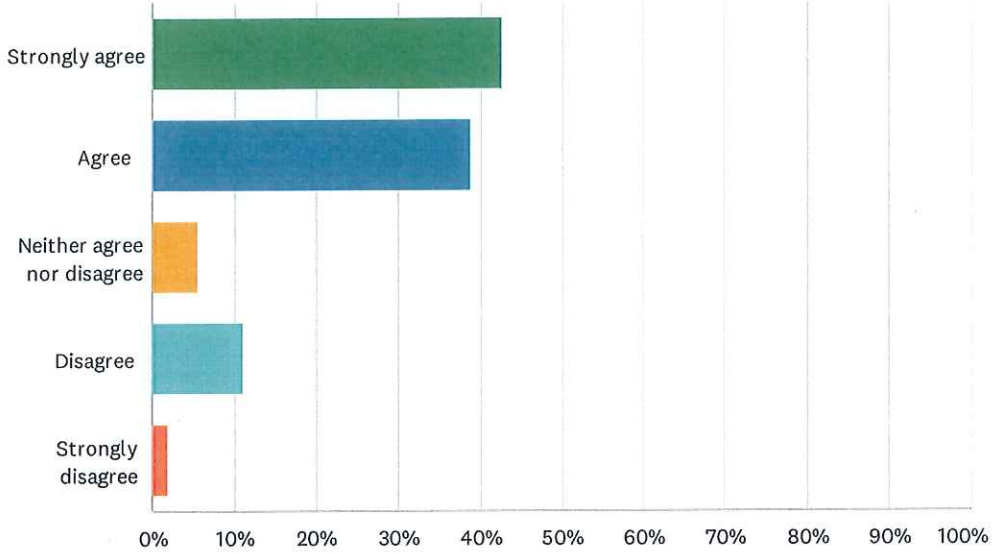
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.30%	25
Agree	35.19%	19
Neither agree nor disagree	9.26%	5
Disagree	5.56%	3
Strongly disagree	3.70%	2
<b>TOTAL</b>		<b>54</b>

Q21 I am compensated fairly relative to my local market.

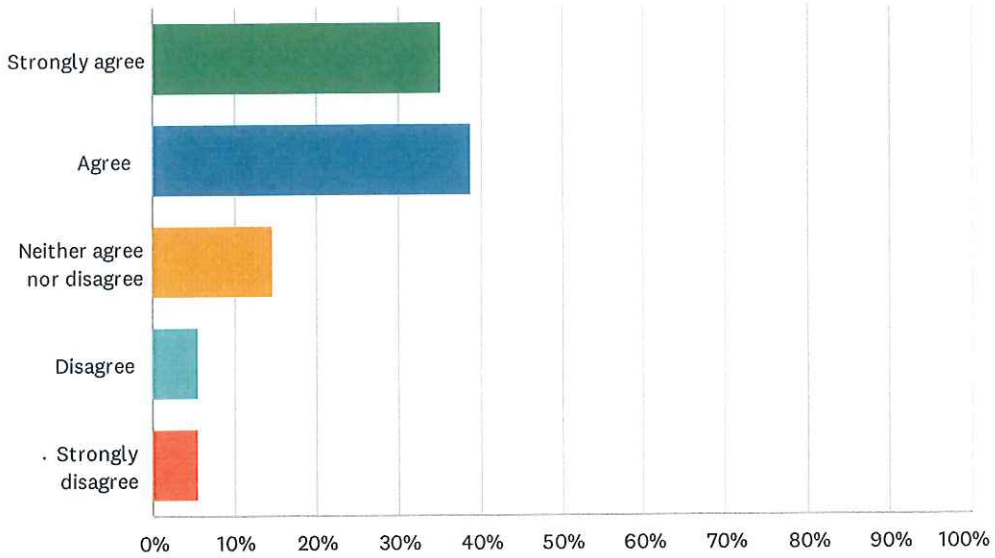
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.59%	23
Agree	38.89%	21
Neither agree nor disagree	5.56%	3
Disagree	11.11%	6
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

## Q22 Communication between senior leaders and employees is good in my organization.

Answered: 54 Skipped: 0



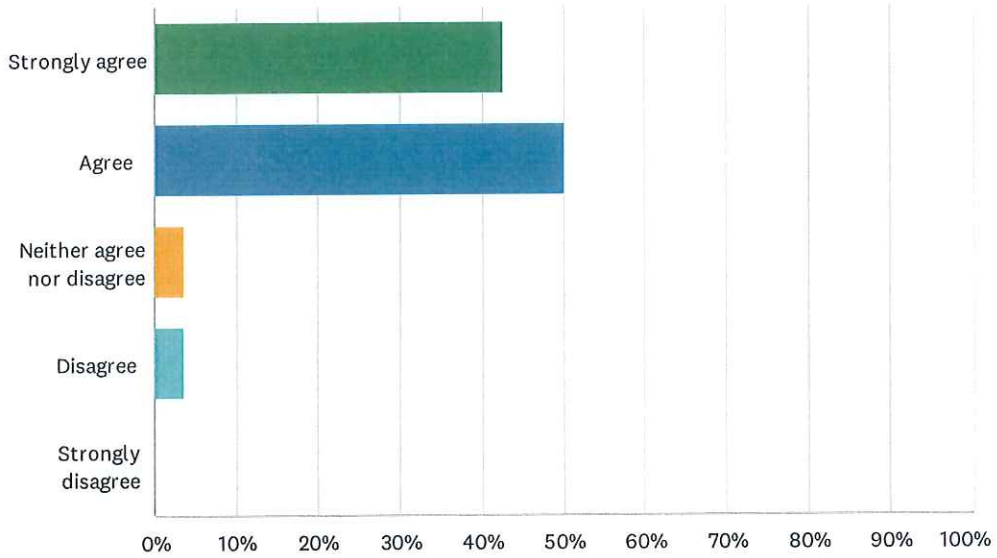
ANSWER CHOICES	RESPONSES	
Strongly agree	35.19%	19
Agree	38.89%	21
Neither agree nor disagree	14.81%	8
Disagree	5.56%	3
Strongly disagree	5.56%	3
<b>TOTAL</b>		<b>54</b>

## Q23 Comments for questions 12-22?

Answered: 21 Skipped: 33

### Q24 I am able to make decisions affecting my work.

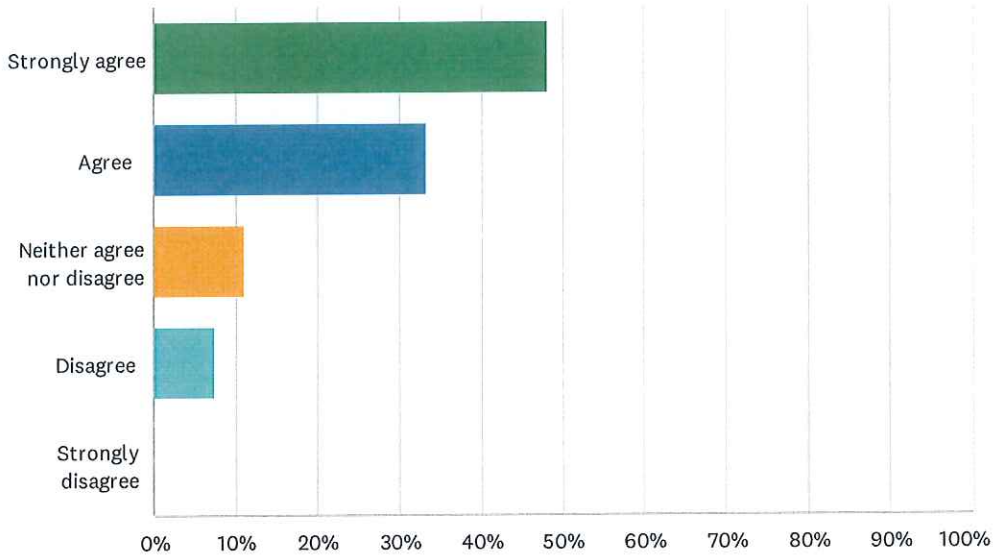
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.59%	23
Agree	50.00%	27
Neither agree nor disagree	3.70%	2
Disagree	3.70%	2
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q25 Managers in my organization recognize strong job performance.

Answered: 54 Skipped: 0

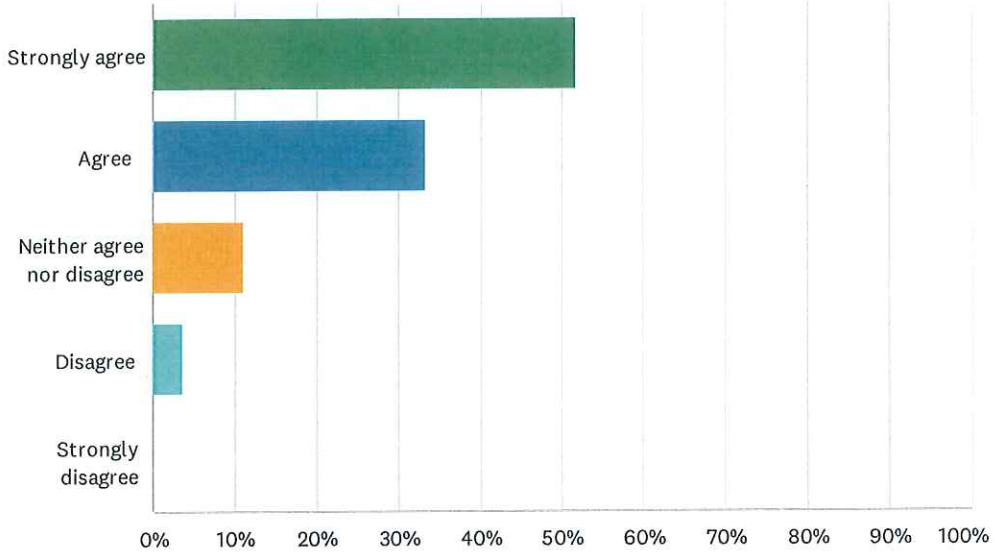


ANSWER CHOICES	RESPONSES	
Strongly agree	48.15%	26
Agree	33.33%	18
Neither agree nor disagree	11.11%	6
Disagree	7.41%	4
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>



Q26 I trust my supervisor to make sound decisions for the department.

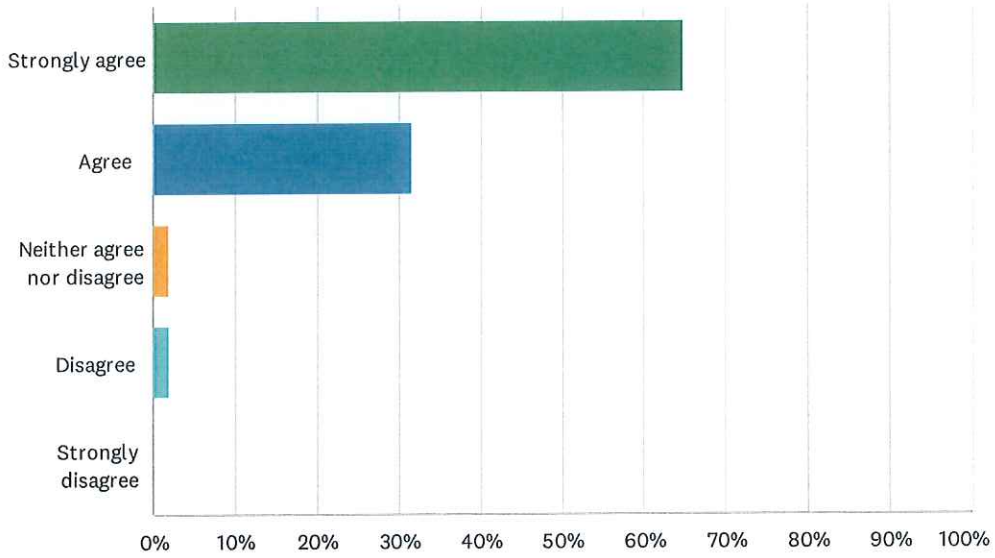
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	51.85%	28
Agree	33.33%	18
Neither agree nor disagree	11.11%	6
Disagree	3.70%	2
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

Q27 I have a good working relationship with others in my department.

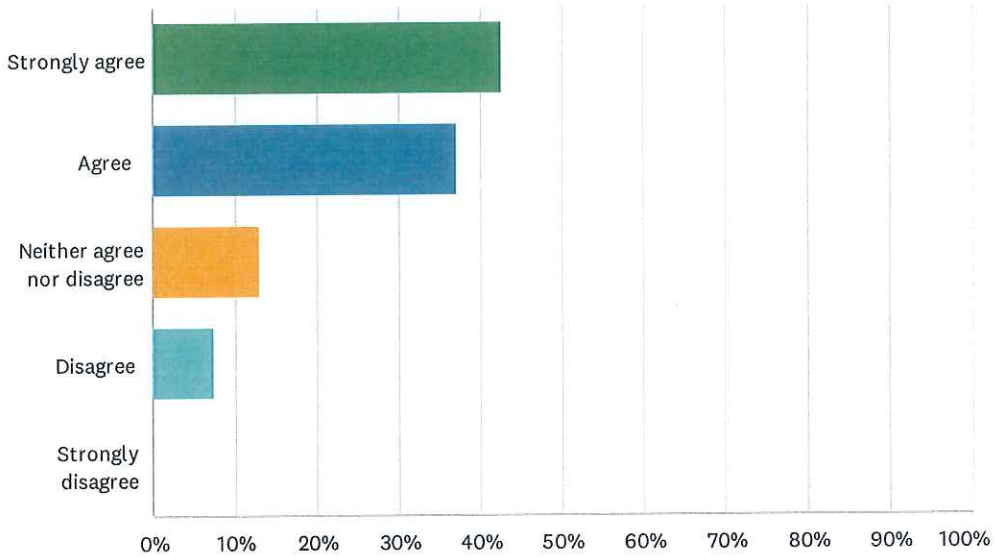
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	64.81%	35
Agree	31.48%	17
Neither agree nor disagree	1.85%	1
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q28 Senior management trusts employees.

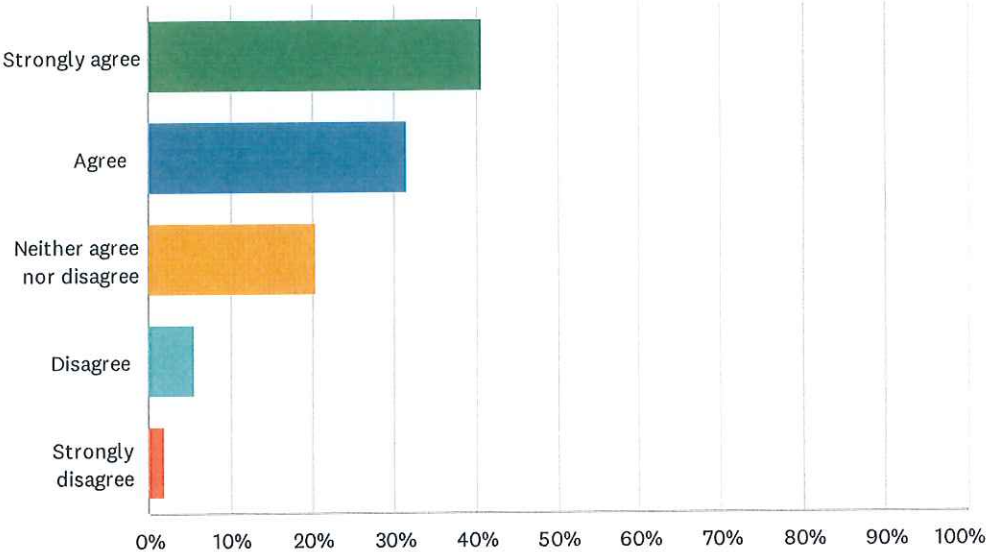
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.59%	23
Agree	37.04%	20
Neither agree nor disagree	12.96%	7
Disagree	7.41%	4
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q29 Employees treat each other with respect.

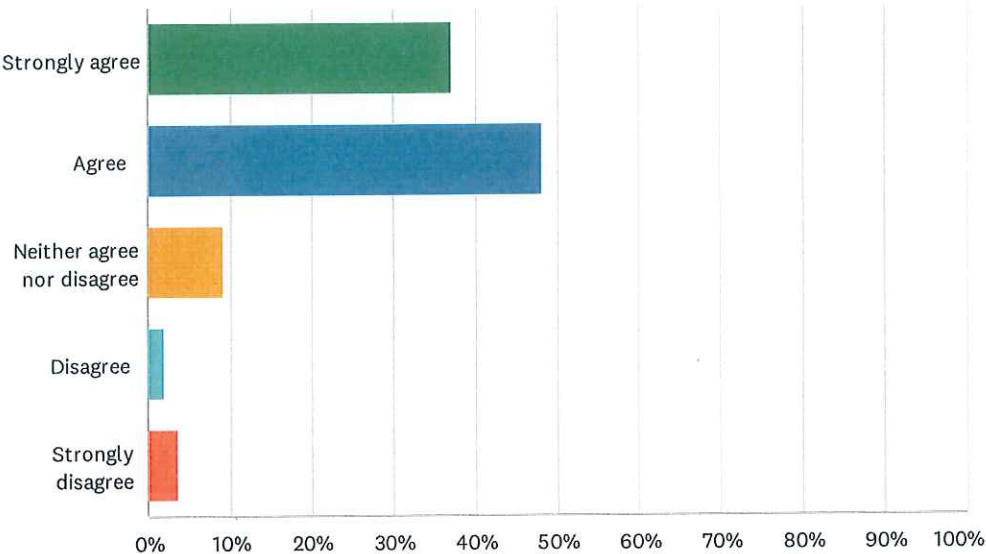
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.74%	22
Agree	31.48%	17
Neither agree nor disagree	20.37%	11
Disagree	5.56%	3
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

Q30 I am satisfied with my total benefits package.

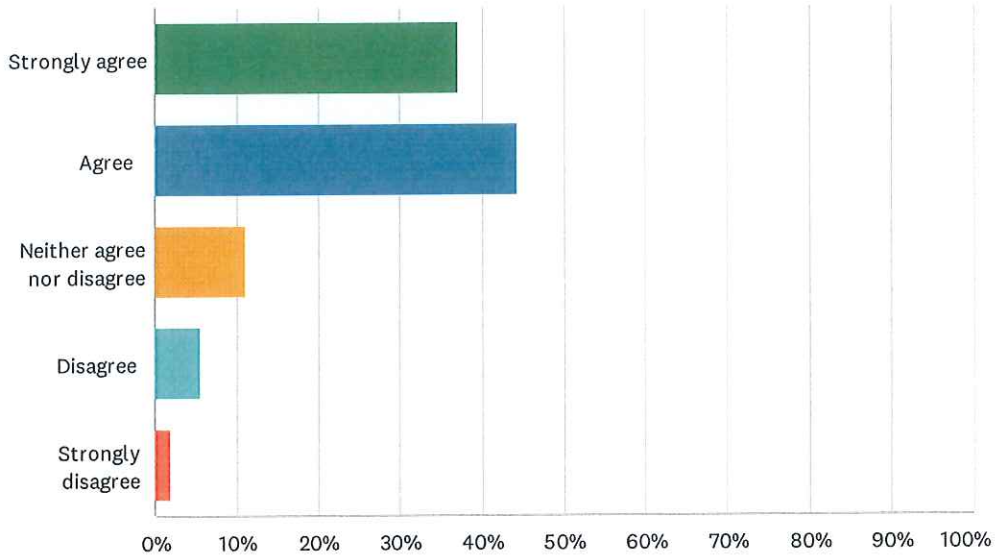
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	37.04%	20
Agree	48.15%	26
Neither agree nor disagree	9.26%	5
Disagree	1.85%	1
Strongly disagree	3.70%	2
TOTAL		54

Q31 I am satisfied with the healthcare benefits offered by my organization.

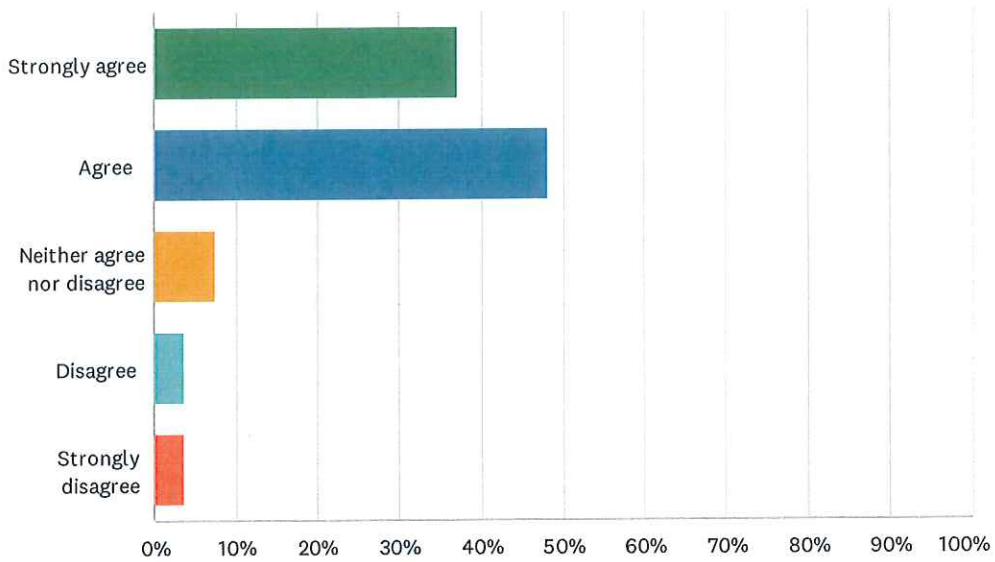
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	37.04%	20
Agree	44.44%	24
Neither agree nor disagree	11.11%	6
Disagree	5.56%	3
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

### Q32 I am satisfied with the amount of paid leave offered by my organization.

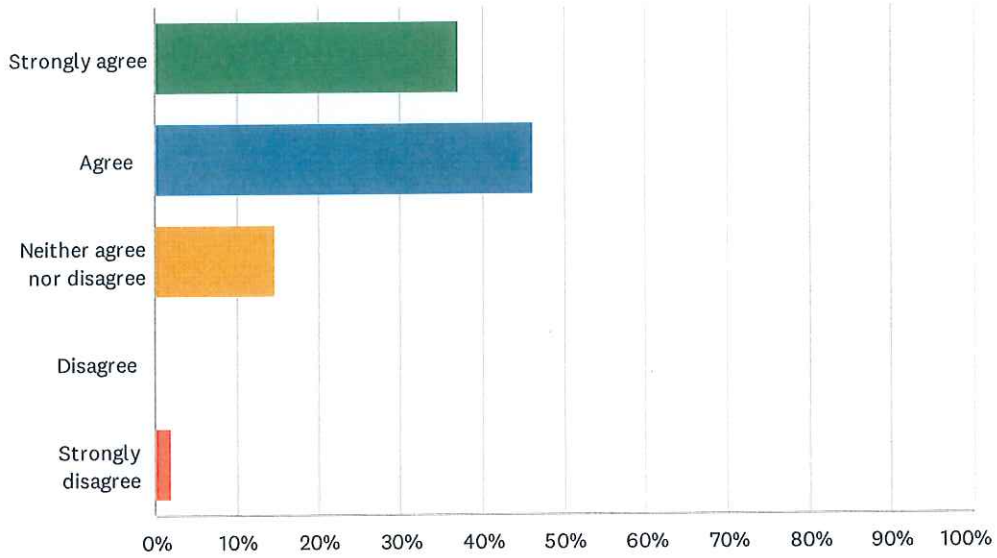
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	37.04%	20
Agree	48.15%	26
Neither agree nor disagree	7.41%	4
Disagree	3.70%	2
Strongly disagree	3.70%	2
<b>TOTAL</b>		<b>54</b>

Q33 I am satisfied with the retirement plan offered by my organization.

Answered: 54 Skipped: 0

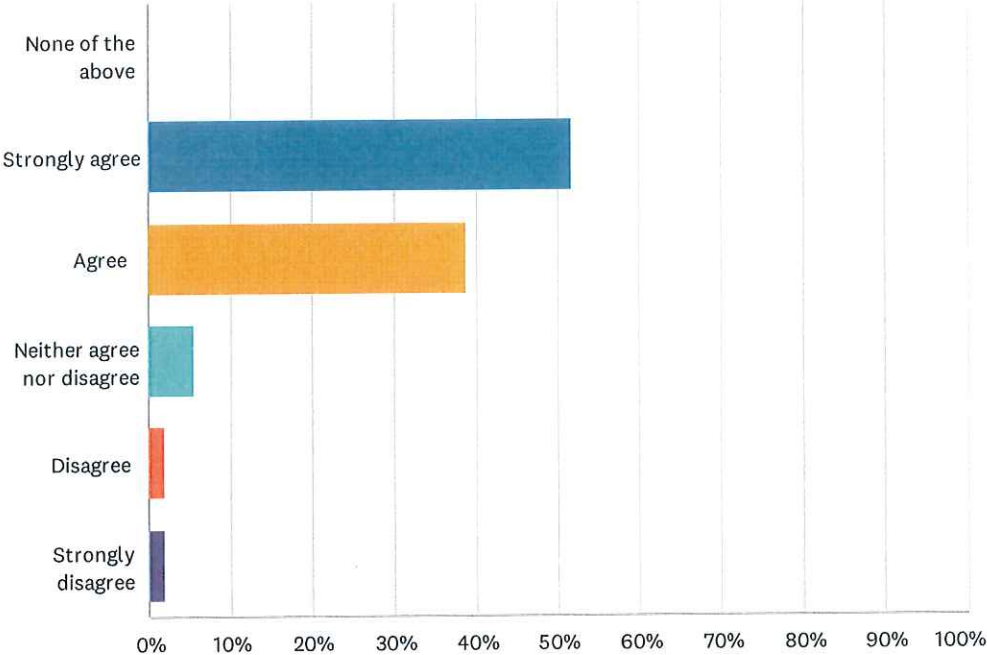


ANSWER CHOICES	RESPONSES	
Strongly agree	37.04%	20
Agree	46.30%	25
Neither agree nor disagree	14.81%	8
Disagree	0.00%	0
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>



Q34 I am satisfied with the workplace flexibility offered by my organization.

Answered: 54 Skipped: 0



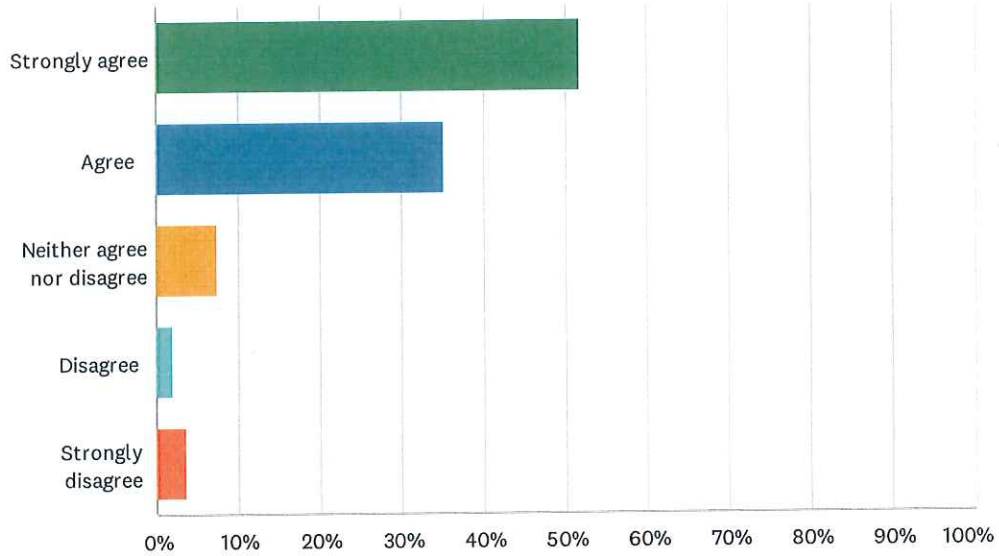
ANSWER CHOICES	RESPONSES	
None of the above	0.00%	0
Strongly agree	51.85%	28
Agree	38.89%	21
Neither agree nor disagree	5.56%	3
Disagree	1.85%	1
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

## Q35 Comments for questions 24-34?

Answered: 17 Skipped: 37

### Q36 Safety is important at EARH.

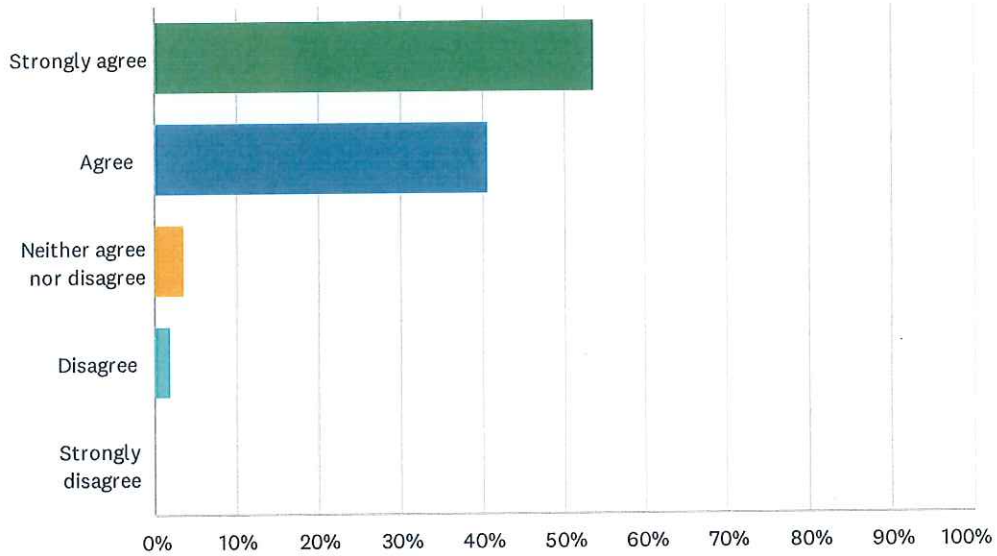
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	51.85%	28
Agree	35.19%	19
Neither agree nor disagree	7.41%	4
Disagree	1.85%	1
Strongly disagree	3.70%	2
<b>TOTAL</b>		<b>54</b>

### Q37 I am satisfied with my overall job security.

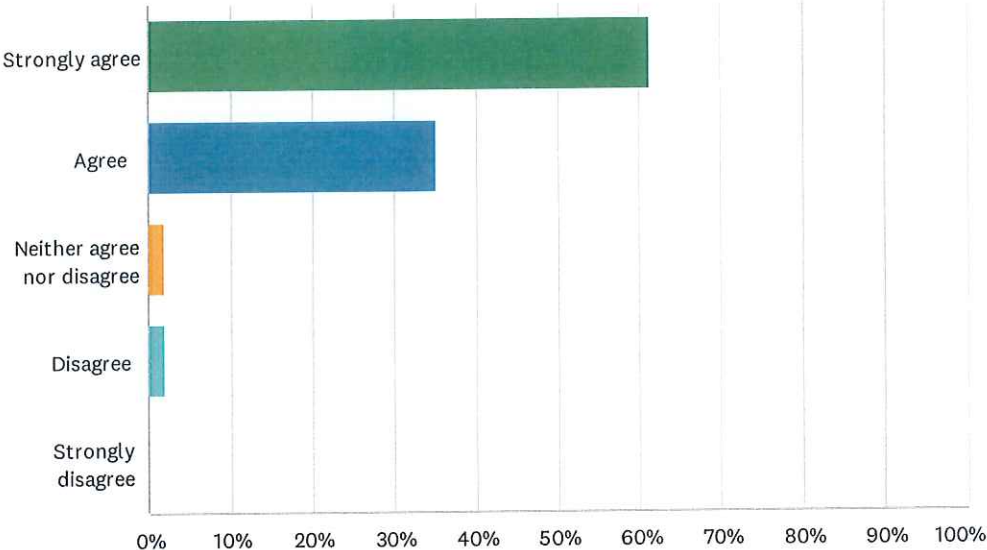
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	53.70%	29
Agree	40.74%	22
Neither agree nor disagree	3.70%	2
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q38 My organization's work positively impacts people's lives.

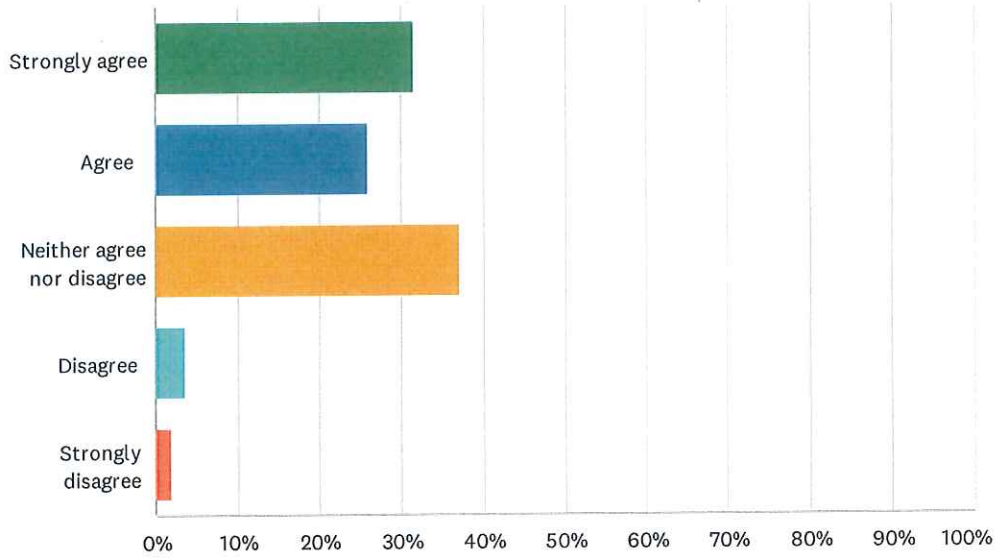
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	61.11%	33
Agree	35.19%	19
Neither agree nor disagree	1.85%	1
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q39 My organization is financially stable.

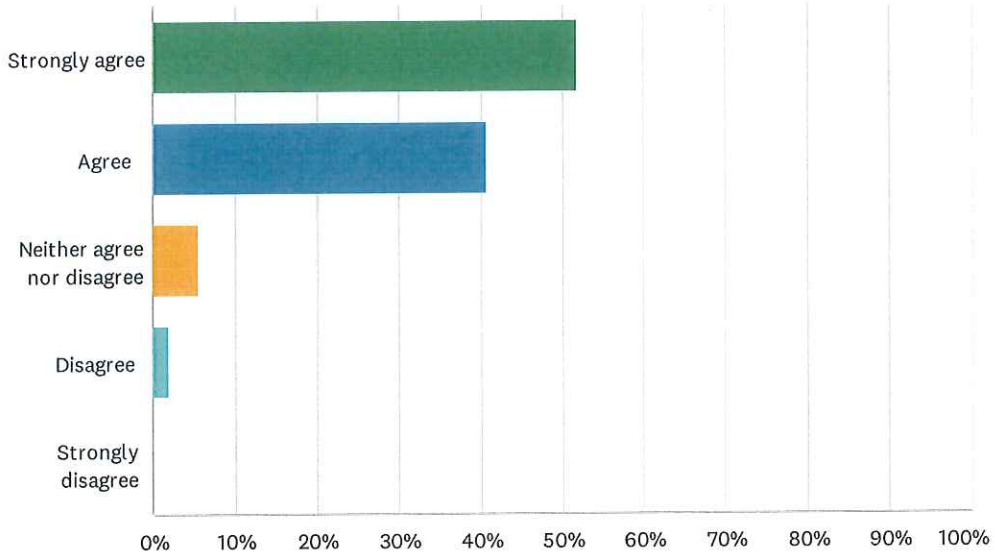
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	31.48%	17
Agree	25.93%	14
Neither agree nor disagree	37.04%	20
Disagree	3.70%	2
Strongly disagree	1.85%	1
<b>TOTAL</b>		<b>54</b>

### Q40 EARH is headed in a positive direction.

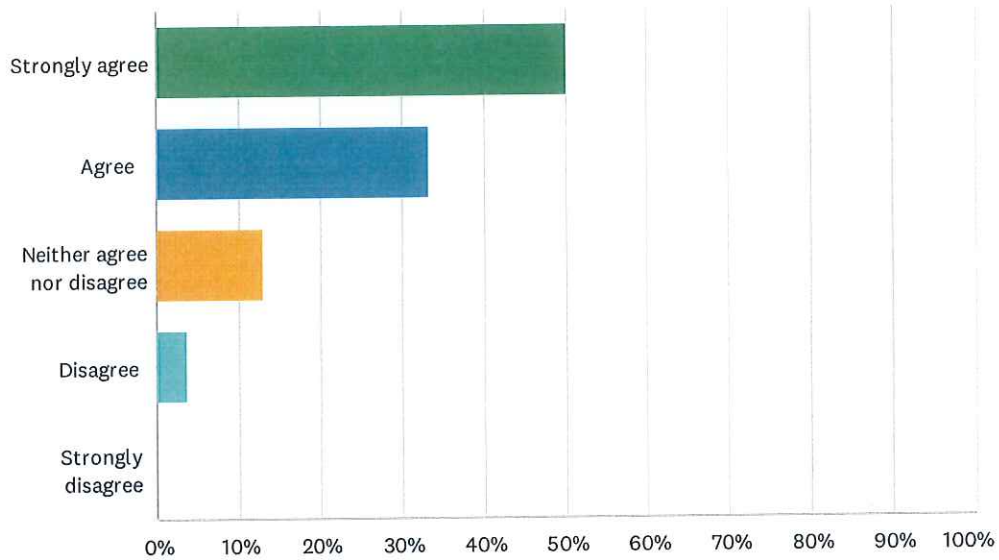
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	51.85%	28
Agree	40.74%	22
Neither agree nor disagree	5.56%	3
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q41 I understand how my work impacts the organization's Strategic Plan.

Answered: 54 Skipped: 0

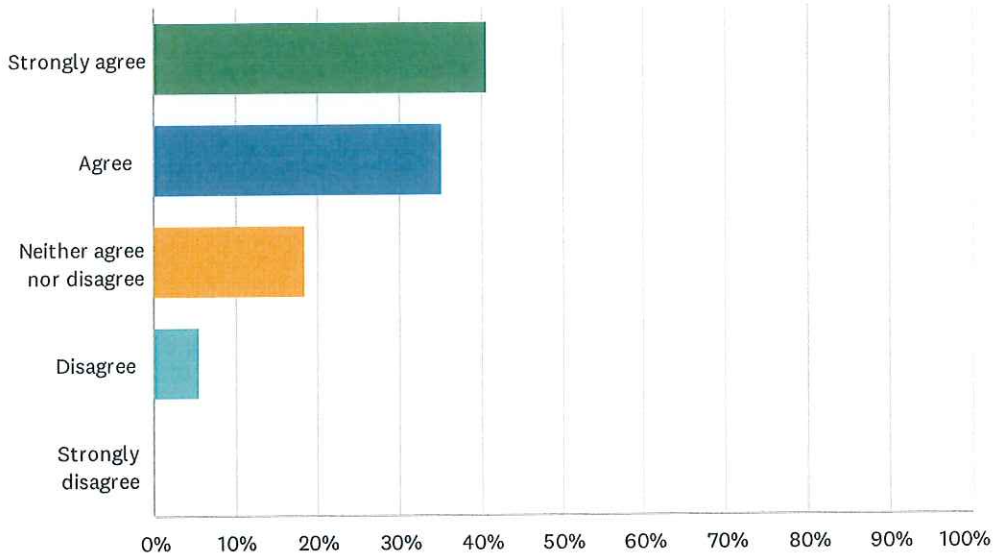


ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	27
Agree	33.33%	18
Neither agree nor disagree	12.96%	7
Disagree	3.70%	2
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>



### Q42 My organization is dedicated to diversity and inclusiveness.

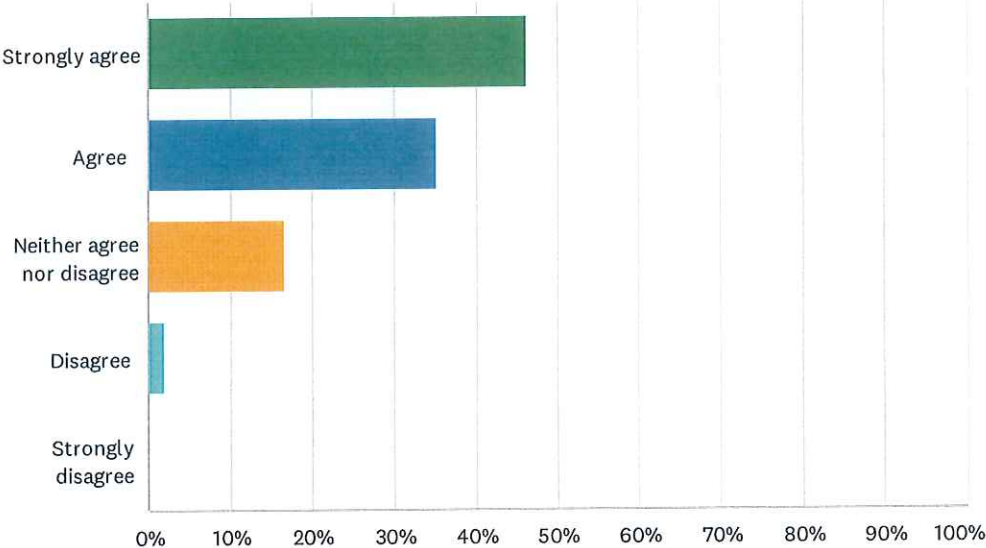
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.74%	22
Agree	35.19%	19
Neither agree nor disagree	18.52%	10
Disagree	5.56%	3
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

Q43 The culture in my organization is changing in a positive way.

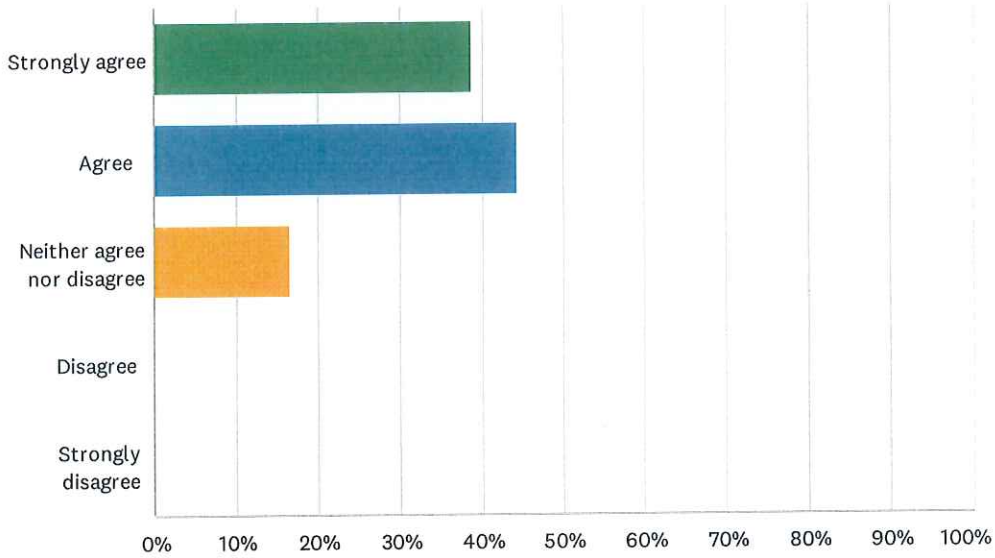
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	46.30%	25
Agree	35.19%	19
Neither agree nor disagree	16.67%	9
Disagree	1.85%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q44 I actively participate in positively changing the culture.

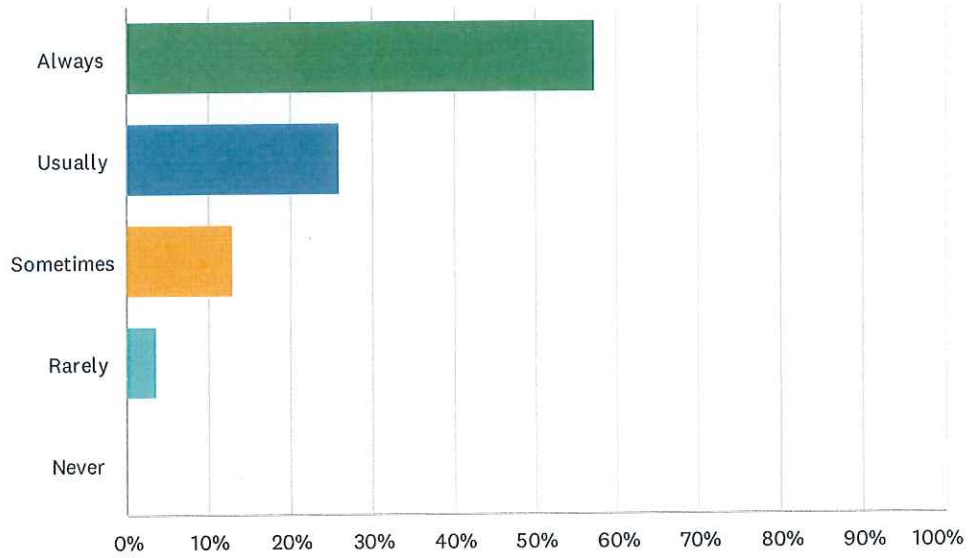
Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	38.89%	21
Agree	44.44%	24
Neither agree nor disagree	16.67%	9
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>54</b>

### Q45 I would recommend EARH as a great place to work.

Answered: 54 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	57.41%	31
Usually	25.93%	14
Sometimes	12.96%	7
Rarely	3.70%	2
Never	0.00%	0
<b>TOTAL</b>		<b>54</b>

## Q46 Comments for questions 36-45?

Answered: 14 Skipped: 40

**EAST ADAMS RURAL HEALTHCARE  
RITZVILLE, WASHINGTON**

**Operating Budget and Capital Budget**

**for the Fiscal Year Ending**

**December 31, 2023**

Prepared and Submitted for Board Approval by:

**Kimberly Polanco**

Chief Financial Officer

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**EAST ADAMS RURAL HEALTHCARE  
RITZVILLE, WASHINGTON  
Budget for the Year Ending 12/31/23**

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DEFINITIONS	SUPPLEMENT A PAGES 1-3



**Budget Assumptions****EAST ADAMS RURAL HEALTHCARE  
RITZVILLE, WASHINGTON  
Budget for the Year Ending 12/31/23**

- 1) **PATIENT DAYS/REVENUE :**
  - a Inpatient acute care admissions consistent with 2022 with an average of 4 per month.
  - b Skilled swing care days increase of 13%.  
Average Daily Census of 0.9 in 2022 vs budget of 2.0 in 2023.  
343 days in 2022 vs budget of 730 days in 2023.
  - c Long Term Care budgeted at a census of 2, consistent with 2022.
  - d Outpatient Ancillary Service volume decrease of 4% primarily in Lab volume.
- 2) **EMERGENCY DEPARTMENT VISITS:**  
Nothing significant
- 3) **CLINIC VISITS**  
Increase of 15% in provider visits based on full staffing of Providers. 2022 was a 19% increase over 2021.  
Average visits per day in 2021 was 19 vs budget of 26 in 2022
- 4) **CHARGE INCREASE:**  
No change in fee schedule projected.
- 5) **CONTRACTUAL ALLOWANCES:**  
Budgeted at 30%  
The difference between the fee schedule for Medicare acute and skilled care days is applied as a reduction to contractual allowances.
- 6) **FTE CHANGES:**  
Records Clerk, Patient Registrar, and an Accounting Clerk. These positions were budgeted for 2022, however not filled until potentially year end or 2023.
- 7) **SALARY INCREASES:**  
Budgeted 3% increase to maintain staff on 2023 pay scale.
- 8) **CONTRACTED LABOR:**  
Continued Nurse staffing at higher rates as seen in 2022.
- 9) **FRINGE BENEFITS:**  
Nothing significant
- 10) **NON-SALARY INFLATION FACTORS:**  
3% increase in non-salary inflation factor
- 11) **UTILITIES:**  
Reduced utilities from the Care Center with the Dietary Department relocating mid year.
- 12) **INSURANCE:**  
Nothing significant
- 13) **BAD DEBTS:**  
Budgeted at 1.5% of Net Patient Revenue
- 14) **DEPRECIATION:**  
Increase in depreciation primarily due to implementation of Epic, along with various other capital spending in 2022.
- 15) **OTHER EXPENSES:**  
Nothing significant
- 16) **Interest Expense:**  
Nothing significant
- 17) **NON-OPERATING REVENUES:**  
Nothing significant
- 18) **DAYS CASH ON HAND:**  
Short Term = 207, All Sources =261
- 19) **ACCOUNTS RECEIVABLE:**  
Net Days in Accounts Receivable = 49
- 20) **CAPITAL EXPENDITURES:**  
Includes a C-Arm for pain procedures, a CT Scanner, and required Epic capital outlay for years 2 - 5.
- 21) **EXTERNAL FACTORS - THIRD PARTY REIMBURSEMENT CHANGES:**  
Plans for 2023 to renew/revise payor contracts.

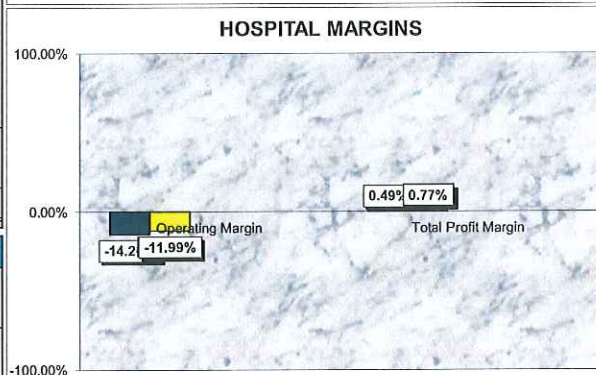
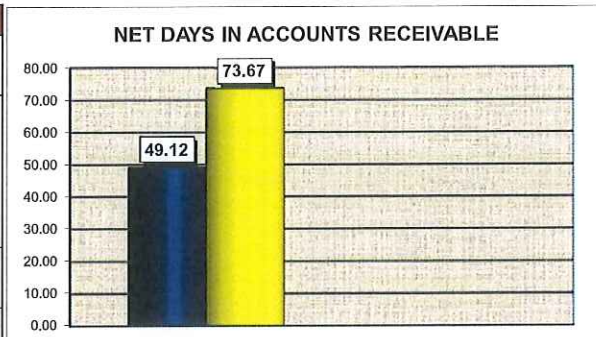


# EAST ADAMS RURAL HEALTHCARE

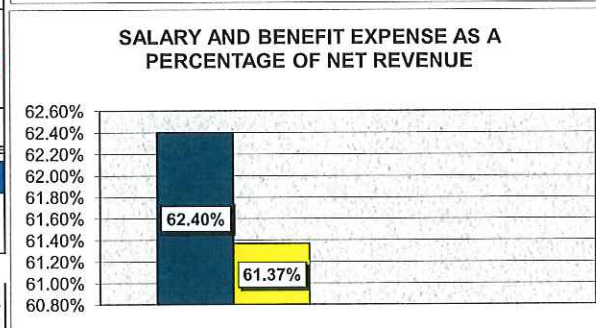
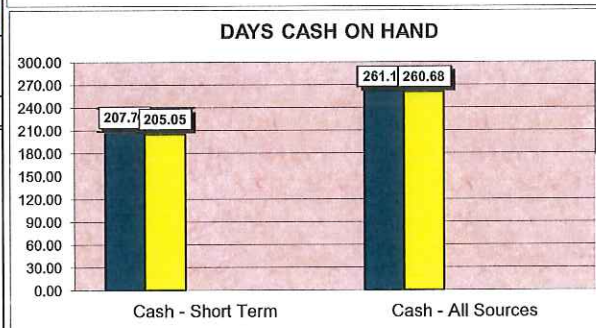
## EXECUTIVE FINANCIAL SUMMARY

### Budget for the Year Ending 12/31/23

BALANCE SHEET		
	Budget 12/31/2023	Projected 12/31/2022
<b>ASSETS</b>		
Current Assets	\$9,065,229	\$9,390,200
Assets Whose Use is Limited	1,875,633	1,875,633
Property, Plant and Equipment (Net)	11,041,837	9,226,837
Other Assets	0	0
<b>Total Unrestricted Assets</b>	<b>21,982,699</b>	<b>20,492,670</b>
Restricted Assets	0	0
<b>Total Assets</b>	<b>\$21,982,699</b>	<b>\$20,492,670</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$1,771,878	\$1,761,878
Long-Term Debt	6,882,586	7,132,586
Other Long-Term Liabilities	1,516,325	0
<b>Total Liabilities</b>	<b>10,170,789</b>	<b>8,894,464</b>
Net Assets	11,811,910	11,598,206
<b>Total Liabilities and Net Assets</b>	<b>\$21,982,699</b>	<b>\$20,492,670</b>



STATEMENT OF REVENUE AND EXPENSES - YTD		
	Budget 12/31/2023	Projected 12/31/2022
<b>Revenue:</b>		
Gross Patient Revenues	\$13,640,649	\$13,062,445
Deductions From Revenue	(1,683,805)	(1,611,530)
Net Patient Revenues	11,956,844	11,450,915
Other Operating Revenue	250,000	248,058
<b>Total Operating Revenues</b>	<b>12,206,844</b>	<b>11,698,973</b>
<b>Expenses:</b>		
Salaries, Benefits & Contract Labor	7,617,094	7,179,360
Purchased Services & Physician Fees	2,748,158	2,723,868
Supply Expenses	880,508	854,862
Other Operating Expenses	854,788	805,326
Bad Debt Expense	179,353	55,661
Depreciation & Interest Expense	1,286,852	1,105,271
<b>Total Expenses</b>	<b>13,947,628</b>	<b>13,101,453</b>
<b>NET OPERATING SURPLUS/(LOSS)</b>	<b>(1,740,784)</b>	<b>(1,402,480)</b>
Non-Operating Revenue/(Expenses)	1,800,437	1,492,345
<b>TOTAL NET SURPLUS</b>	<b>\$59,653</b>	<b>\$89,865</b>



KEY STATISTICS AND RATIOS - YTD		
	Budget 12/31/2023	Projected 12/31/2022
Total Acute Patient Days	215	215
Average Acute Length of Stay	4.5	4.2
Total Emergency Room Visits	1,238	1,125
Observation Days	36	76
Total Worked FTE's	53.74	52.83
Total Paid FTE's	58.37	54.15
Net Revenue Change from Prior Year	4.34%	8.19%
EBIDA	1.20%	-0.05%
Current Ratio	5.12	
Days Expense in Accounts Payable	22.91	

<b>Budget for Fiscal Year End</b>	12/31/2023
<b>Projected</b>	12/31/2022

<b>FINANCIAL STRENGTH INDEX -</b>		<b>5.21</b>
Excellent -	Greater than 3.0	Good - 2.0 to 2.99
Fair -	0.0 to (2.0)	Poor - Less than (.0)

**Statement of Revenue and Expense**  
**EAST ADAMS RURAL HEALTHCARE**  
**RITZVILLE, WASHINGTON**  
**Budget for the Year Ending 12/31/23**

**PAGE 4**

	<b>Budget</b>	<b>Projected</b>	<b>Actual</b>
	<b>12/31/23</b>	<b>12/31/22</b>	<b>12/31/21</b>
Gross Patient Revenue			
Inpatient Revenue	\$1,914,138	\$1,664,138	\$1,362,335
Inpatient Psych/Rehab Revenue	0	0	0
Outpatient Revenue	10,648,373	10,320,169	7,022,361
Clinic Revenue	1,078,138	1,078,138	833,983
Total Gross Patient Revenue	<u>13,640,649</u>	<u>13,062,445</u>	<u>9,218,679</u>
Deductions From Revenue			
Discounts and Allowances + Medicare Cost Rpt Rev	(1,683,805)	(1,611,530)	1,278,802
Bad Debt Expense (Governmental Providers Only)	0	0	0
Prior Year Settlements	0	0	0
Charity Care	0	0	0
Total Deductions From Revenue	<u>(1,683,805)</u>	<u>(1,611,530)</u>	<u>1,278,802</u>
Net Patient Revenue	<u>11,956,844</u>	<u>11,450,915</u>	<u>10,497,481</u>
Other Operating Revenue	250,000	248,058	315,774
<b>Total Operating Revenue</b>	<b><u>12,206,844</u></b>	<b><u>11,698,973</u></b>	<b><u>10,813,255</u></b>
Operating Expenses			
Salaries and Wages	6,286,348	5,868,671	5,249,598
Fringe Benefits	1,330,746	1,310,690	1,179,477
Taxes and Licenses	92,275	94,281	98,548
Purchased Services	2,655,883	2,629,587	1,802,709
Professional Fees	380,876	377,105	995,647
Supply Expense	880,508	854,862	597,709
Utilities	214,230	250,230	205,176
Repairs and Maintenance	154,941	150,428	196,229
Insurance Expense	187,797	187,797	139,997
All Other Operating Expenses	283,360	202,411	100,765
Bad Debt Expense (Non-Governmental Providers)	179,353	55,661	(371,804)
Leases and Rentals	14,460	14,460	55,553
Depreciation and Amortization	921,833	740,252	781,866
Interest Expense (Non-Governmental Providers)	365,019	365,019	385,018
<b>Total Operating Expenses</b>	<b><u>13,947,628</u></b>	<b><u>13,101,453</u></b>	<b><u>11,416,488</u></b>
<b>Net Operating Surplus/(Loss)</b>	<b><u>(1,740,784)</u></b>	<b><u>(1,402,480)</u></b>	<b><u>(603,233)</u></b>
Non-Operating Revenue:			
Contributions	0	0	0
Interest Income	200	992	161
Grant & other NonOp Revenue	600,000	291,116	2,724,783
Tax Subsidies-District	903,167	903,167	888,352
Gain or Loss on Disposal of Assets	0	0	0
Tax Levy-EMS	297,070	297,070	305,200
<b>Total Non Operating Revenue/(Expense)</b>	<b><u>1,800,437</u></b>	<b><u>1,492,345</u></b>	<b><u>3,918,496</u></b>
<b>Total Net Surplus/(Loss)</b>	<b><u>\$59,653</u></b>	<b><u>\$89,865</u></b>	<b><u>\$3,315,263</u></b>
Operating Margin	-14.26%	-11.99%	-5.58%
Total Profit Margin	0.49%	0.77%	30.66%
EBIDA	1.20%	-0.05%	30.41%
Cash Flow Margin	10.51%	9.97%	33.11%

**Balance Sheet - Assets**

**EAST ADAMS RURAL HEALTHCARE  
RITZVILLE, WASHINGTON  
Budget for the Year Ending 12/31/23**

	<b>ASSETS</b>		
	<b>Budget</b>	<b>Projected</b>	<b>Actual</b>
	<b>12/31/2023</b>	<b>12/31/2022</b>	<b>12/31/2021</b>
<b>Current Assets</b>			
Cash and Cash Equivalents	\$7,290,014	\$6,912,952	\$6,263,807
Gross Patient Accounts Receivable	3,558,130	4,260,163	4,045,965
Less: Bad Debt and Allowance Reserves	(1,949,115)	(1,949,115)	(1,719,620)
Net Patient Accounts Receivable	1,609,015	2,311,048	2,326,345
Interest Receivable	0	0	0
Other Receivables	0	0	0
Inventories	95,917	95,917	95,917
Prepaid Expenses	0	0	0
Due From Third Party Payers	0	0	0
Due From Affiliates/Related Organizations	59,790	59,790	54,084
Other Current Assets	10,493	10,493	(252,658)
<b>Total Current Assets</b>	<b>9,065,229</b>	<b>9,390,200</b>	<b>8,487,495</b>
<b>Assets Whose Use is Limited</b>			
Cash	0	0	0
Investments	26,350	26,350	26,215
Bond Reserve/Debt Retirement Fund	0	0	0
Trustee Held Funds	0	0	0
Funded Depreciation	1,849,283	1,849,283	1,839,443
Board Designated Funds	0	0	0
Other Limited Use Assets	0	0	0
<b>Total Limited Use Assets</b>	<b>1,875,633</b>	<b>1,875,633</b>	<b>1,865,658</b>
<b>Property, Plant, and Equipment</b>			
Land and Land Improvements	46,788	46,788	46,788
Building and Building Improvements	12,687,885	12,687,885	12,745,130
Equipment	6,763,315	4,948,315	4,109,556
Construction In Progress	0	0	0
Capitalized Interest	0	0	0
Gross Property, Plant, and Equipment	19,497,988	17,682,988	16,901,474
Less: Accumulated Depreciation	(8,456,151)	(8,456,151)	(7,962,651)
<b>Net Property, Plant, and Equipment</b>	<b>11,041,837</b>	<b>9,226,837</b>	<b>8,938,823</b>
<b>Other Assets</b>			
Unamortized Loan Costs	0	0	0
Assets Held for Future Use	0	0	0
Investments in Subsidiary/Affiliated Org.	0	0	0
Other	0	0	0
<b>Total Other Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL UNRESTRICTED ASSETS</b>	<b>21,982,699</b>	<b>20,492,670</b>	<b>19,291,976</b>
Restricted Assets	0	0	0
<b>TOTAL ASSETS</b>	<b>\$21,982,699</b>	<b>\$20,492,670</b>	<b>\$19,291,976</b>

**EAST ADAMS RURAL HEALTHCARE**  
**RITZVILLE, WASHINGTON**  
**Budget for the Year Ending 12/31/23**

	<u>LIABILITIES AND FUND BALANCE</u>		
	Budget 12/31/2023	Projected 12/31/2022	Actual 12/31/2021
<b>Current Liabilities</b>			
Accounts Payable	\$403,004	\$403,004	\$302,545
Notes and Loans Payable	0	0	0
Accrued Payroll	253,816	253,816	265,452
Accrued Payroll Taxes	304,396	304,396	283,286
Accrued Benefits	0	0	0
Accrued Pension Expense (Current Portion)	0	0	0
Other Accrued Expenses	0	0	0
Patient Refunds Payable	0	0	0
Property Tax Payable	0	0	0
Due to Third Party Payers	0	0	138,740
Advances From Third Party Payers	0	0	933,638
Current Portion of LTD (Bonds/Mortgages)	260,000	250,000	250,000
Current Portion of LTD (Leases)	0	0	0
Other Current Liabilities	550,662	550,662	249,956
<b>Total Current Liabilities</b>	<b>1,771,878</b>	<b>1,761,878</b>	<b>2,423,617</b>
<b>Long Term Debt</b>			
Bonds/Mortgages Payable	7,142,586	7,382,586	7,662,941
Leases Payable	0	0	0
Less: Current Portion Of Long Term Debt	(260,000)	(250,000)	(250,000)
<b>Total Long Term Debt (Net of Current)</b>	<b>6,882,586</b>	<b>7,132,586</b>	<b>7,412,941</b>
<b>Other Long Term Liabilities</b>			
Deferred Revenue	0	0	0
Accrued Pension Expense (Net of Current)	0	0	0
Other	1,516,325	0	0
<b>Total Other Long Term Liabilities</b>	<b>1,516,325</b>	<b>0</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>10,170,789</b>	<b>8,894,464</b>	<b>9,836,558</b>
<b>Net Assets:</b>			
Unrestricted Fund Balance	11,752,257	11,508,341	6,140,155
Temporarily Restricted Fund Balance	0	0	0
Restricted Fund Balance	0	0	0
Net Revenue/(Expenses)	59,653	89,865	3,315,263
<b>TOTAL NET ASSETS</b>	<b>11,811,910</b>	<b>11,598,206</b>	<b>9,455,418</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$21,982,699</b>	<b>\$20,492,670</b>	<b>\$19,291,976</b>

**EAST ADAMS RURAL HEALTHCARE  
RITZVILLE, WASHINGTON  
Budget for the Year Ending 12/31/23**

	<b>CASH FLOW</b>	
	<b>Budget 12/31/2023</b>	<b>Projected 12/31/2022</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net Income (Loss)	\$59,653	\$89,866
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:		
Depreciation	\$921,833	\$740,252
(Increase)/Decrease in Net Patient Accounts Receivable	\$702,033	\$15,297
(Increase)/Decrease in Other Receivables	\$0	\$0
(Increase)/Decrease in Inventories	\$0	(\$0)
(Increase)/Decrease in Pre-Paid Expenses	\$0	\$0
(Increase)/Decrease in Other Current Assets	\$0	\$0
Increase/(Decrease) in Accounts Payable	\$0	\$100,459
Increase/(Decrease) in Notes and Loans Payable	\$0	\$0
Increase/(Decrease) in Accrued Payroll and Benefits	\$0	(\$11,636)
Increase/(Decrease) in Accrued Expenses	\$0	\$0
Increase/(Decrease) in Patient Refunds Payable		
Increase/(Decrease) in Third Party Advances/Liabilities	\$0	\$0
Increase/(Decrease) in Other Current Liabilities	\$0	\$300,706
<b>Net Cash Provided by Operating Activities:</b>	<b>\$1,683,519</b>	<b>\$1,234,944</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Purchase of Property, Plant and Equipment	(\$1,815,000)	(\$781,514)
(Increase)/Decrease in Limited Use Cash and Investments	\$0	(\$9,975)
(Increase)/Decrease in Other Limited Use Assets		
(Increase)/Decrease in Other Assets	\$0	(\$263,151)
<b>Net Cash Used by Investing Activities</b>	<b>(\$1,815,000)</b>	<b>(\$1,054,640)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Increase/(Decrease) in Bond/Mortgage Debt	(\$240,000)	(\$280,355)
Increase/(Decrease) in Capital Lease Debt	\$0	\$0
Increase/(Decrease) in Other Long Term Liabilities	\$0	\$0
<b>Net Cash Used for Financing Activities</b>	<b>(\$240,000)</b>	<b>(\$280,355)</b>
<b>(INCREASE)/DECREASE IN RESTRICTED ASSETS</b>	<b>(\$240,000)</b>	<b>(\$280,355)</b>
<b>Net Increase/(Decrease) in Cash</b>	<b>(\$371,481)</b>	<b>(\$100,051)</b>
Cash, Beginning of Period	\$8,993,180	\$9,093,231
<b>Cash, End of Period</b>	<b>\$8,621,699</b>	<b>\$8,993,180</b>

**Budgeted Key Patient Statistics**  
**EAST ADAMS RURAL HEALTHCARE**  
**RITZVILLE, WASHINGTON**  
**Budget for the Year Ending 12/31/23**

<b>STATISTICS</b>	<b>Budget 12/31/23</b>	<b>Projected 12/31/22</b>	<b>Actual 12/31/21</b>
<b>Discharges</b>			
Acute	48	51	24
Swing Beds	36	35	26
Total Discharges	84	86	50
<b>Patient Days:</b>			
Acute	215	215	75
Swing Beds	730	343	1,174
Total Patient Days	945	557	1,249
<b>Average Length of Stay (ALOS)</b>			
Acute	4.5	4.2	3.1
Swing Bed	20.3	9.9	45.2
Total Adult ALOS	4.5	4.2	3.1
<b>Average Daily Census (ADC)</b>			
Acute	0.59	0.59	0.2
Swing Beds	2.0	0.9	3.2
Total Adult ADC	2.6	1.5	3.4
<b>Emergency Room Statistics</b>			
ER Visits	1,238	1,125	1,170
Total ER Visits	1,238	1,125	1,170
<b>Productivity Statistics:</b>			
FTE's - Worked	53.74	52.83	54.03
FTE's - Paid- Includes Contracted	58.37	54.15	58.01

**Budgeted Key Patient Statistics****PAGE 8 B****RITZVILLE, WASHINGTON  
Budget for the Year Ending 12/31/23**

<b>STATISTICS</b>	<b>Budget 12/31/23</b>	<b>Projected 12/31/22</b>	<b>Actual 12/31/21</b>
<b>Outpatient Statistics:</b>			
Observation Bed Days	36	76	48
Clinic Visits - Ritzville Clinic	6,742	5,863	4,919
Clinic Visits - Washtucna Clinic	48	48	41
<b>Ancillary Statistics:</b>			
Laboratory:			
Billable Tests	16,000	17,272	14,884
Radiology			
Procedures	2,500	2,521	2,154
Rehab Services (Physical, Occupational, Speech)			
Treatments	7,020	6,917	7,905
Pharmacy			
Charges	36,216	45,264	26,657





















**EAST ADAMS RURAL HEALTHCARE**  
**RITZVILLE, WASHINGTON**  
**Budget for the Year Ending 12/31/23**

	Budget 12/31/2023	Projected 12/31/2022	Actual 12/31/2021
Administration	4.0	4.0	
Business Office	11.1	9.1	
District Board	0.1	0.1	
Central Services	1.0	1.0	
CT Scan	0.0	0.0	
Dialysis	0.0	0.0	
Dietary	3.9	3.9	
EKG	0.0	0.0	
Emergency Department	0.0	0.0	
Environmental Services	3.1	3.1	
General Accounting	0.0	0.0	
Activities and SS	1.0	1.0	
Health Information Management	2.0	1.0	
Home Health	0.0	0.0	
Human Resources	0.0	0.0	
Information Systems	1.6	1.6	
Laboratory	4.8	4.8	
Laundry and Linen	0.0	0.0	
Long Term Care	0.0	0.0	
Mammography	0.0	0.0	
Marketing/Foundation	0.0	0.0	
Materials Management	0.0	0.0	
Medical/Surgical Nursing	20.3	19.3	
MRI	0.0	0.0	
Nuclear Medicine	0.0	0.0	
Nursing Administration	3.0	2.0	
OB/Delivery/Nursery/LDRP	0.0	0.0	
Occupational Therapy	0.0	0.0	
Patient Accounting	0.0	0.0	
Pediatrics Unit	0.0	0.0	
Pharmacy and IV	0.0	0.0	
Physical Therapy	4.9	4.9	
Plant Operations	3.2	3.2	
Primary Care Clinic	6.2	6.2	
Psychiatric/Rehab Services	0.0	0.0	
Radiology Diagnostic	3.2	3.2	
Recovery Room	0.0	0.0	
Respiratory Therapy	0.0	0.0	
Special Care Unit	0.0	0.0	
Speech Therapy	0.0	0.0	
Surgical Services	0.0	0.0	
Swing Bed Nursing	0.0	0.0	
Ultrasound	0.0	0.0	
UR/QA/Risk Management/Social Services	0.0	0.0	
Ambulance	2.0	2.0	
<b>Sub-Total</b>	<b>75.3</b>	<b>70.3</b>	
Physicians/PA's/CRNA's/Nurse Practitioners	4.5	4.5	
<b>TOTALS</b>	<b>79.8</b>	<b>74.8</b>	



## Key Financial Ratios

**EAST ADAMS RURAL HEALTHCARE**  
**RITZVILLE, WASHINGTON**  
**Budget for the Year Ending 12/31/23**
  - DESIRED POSITION IN RELATION TO BENCHMARKS AND BUDGET

		Budget 12/31/2023	Projected 12/31/2022
<b>Profitability:</b>			
Operating Margin		-14.26%	-11.99%
Total Profit Margin		0.49%	0.77%
Return on Assets		0.27%	0.44%
Contractual Allowance % (At Median)		-12.34%	-12.34%
Inpatient Gross Revenue Percentage (At Median)		14.03%	12.74%
Outpatient Gross Revenue Percentage (At Mediar		85.97%	87.26%
<b>Liquidity:</b>			
Days of Cash on Hand, Short Term		207.70	205.05
Days Cash, All Sources		261.13	260.68
Net Days in Accounts Receivable		49.12	73.67
Average Payment Period		50.48	52.26
Current Ratio		5.12	5.33
<b>Capital Structure:</b>			
Average Age of Plant (Annualized)		9.17	11.42
Capital Costs as a % of Total Exp. (At Median)		9.23%	8.44%
Long Term Debt to Equity		58.27%	61.50%
Long Term Debt to Capitalization		36.82%	38.08%
Debt Service Coverage Ratio		2.15	1.94
<b>Productivity and Efficiency:</b>			
Paid FTE's per Adjusted Occupied Bed		3.17	4.52
Total Net Revenue per FTE		\$209,129	\$216,048
Salary Expense per Paid FTE (At Median)		\$107,698	\$108,378
Salary and Benefits as a % of Net Rev. (At Mediar		62.40%	61.37%
Employee Benefits % (At Median)		21.17%	22.33%
Supply Expense Per Adj. Discharge - CMI Adj.		\$1,471	\$1,271
Inventory Ratio		127.26	121.97
<b>Other Ratios:</b>			
Gross Days in Accounts Receivable		95	119
Net Revenue per Adjusted Discharge		20,392	17,398
Operating Expenses per Adj. Discharge		23,300	19,484



## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

<b>EBITDA</b> (Earnings Before Interest, Taxes, Depreciation & Amortization)	<b>Higher Values are Favorable</b>
Formula: (Net Operating Surplus or Loss + Interest Expense + Taxes + Depreciation + Amortization) / Total Operating Revenue	
Purpose: Provides a measure of profitability excluding expenses related to the hospital's investments in the physical plant.	
<b>Cash Flow Ratio</b>	<b>Higher Values are Favorable</b>
Formula: (Total Net Surplus or Loss + Interest Expense + Taxes + Depreciation + Amortization) / Total Operating Revenue	
Purpose: Provides a measure of total cash flow generated in any given year.	
<b>Operating Margin</b>	<b>Higher Values are Favorable</b>
Formula: Net Operating Surplus or Loss / Total Operating Revenue	
Purpose: A measure of the hospital's profitability with respect to patient care and hospital operations.	
<b>Total Profit Margin</b>	<b>Higher Values are Favorable</b>
Formula: Total Net Surplus or Loss / Total Operating Revenue	
Purpose: Measures overall profitability from all sources, including revenue and expenses not related to patient care.	
<b>Return on Assets</b>	<b>Higher Values are Favorable</b>
Formula: Total Net Surplus or Loss / Total Unrestricted Assets	
Purpose: A measure of excess revenue over expenses in relation to the overall assets controlled by the hospital.	
<b>Contractual Allowance Percentage</b>	<b>Lower Values are Favorable</b>
Formula: Total Deductions From Revenue / Total Gross Patient Revenue	
Purpose: Represents the percentage of gross charges that are uncollectible due to mandated or voluntary contractual discounts.	
<b>Days Cash on Hand, Short Term</b>	<b>Higher Values are Favorable</b>
Formula: Cash & Cash Equivalents / ((Total Operating Expenses - Depreciation & Amortization - Bad Debt Expense) / 365)	
Purpose: Represents the number of days the hospital could operate without cash receipts utilizing only short term cash accounts.	
<b>Days Cash on Hand, All Sources</b>	<b>Higher Values are Favorable</b>
Formula: (Cash & Cash Equivalents + Limited Use Cash + Funded Depreciation + Board Designated Funds) / ((Total Expenses - Depreciation & Amortization - Bad Debt Expense) / 365)	
Purpose: Represents the number of days the hospital could operate without cash receipts utilizing all sources of cash available.	
<b>Gross Days in Accounts Receivable</b>	<b>Lower Values are Favorable</b>
Formula: Gross Patient Accounts Receivable / (Total Gross Patient Revenue / 365)	
Purpose: Represents the number of days of patient charges that is tied up in unpaid patient accounts.	
<b>Net Days in Accounts Receivable</b>	<b>Lower Values are Favorable</b>
Formula: Net Patient Accounts Receivable / (Net Patient Revenue / 365)	
Purpose: Represents the number of days of net patient revenue (cash flow) that is tied up in unpaid patient accounts.	
<b>Average Payment Period</b>	<b>Lower Values are Favorable</b>
Formula: Total Current Liabilities / ((Total Operating Expenses - Depreciation & Amortization - Bad Debt Expense) / 365)	
Purpose: Measures the average time that elapses before current liabilities are met.	
<b>Days Expenses in Accounts Payable</b>	<b>Lower Values are Favorable</b>
Formula: Accounts Payable / ((Total Operating Expenses - Salaries & Wages - Depreciation & Amortization - Bad Debt Expense) / 365)	
Purpose: Measures the average time that elapses before vendor liabilities reported as accounts payable are met.	
<b>Current Ratio</b>	<b>Higher Values are Favorable</b>
Formula: Total Current Assets / Total Current Liabilities	
Purpose: An indicator of the hospital's liquidity and ability to meet short term (less than 1 year) liabilities utilizing short term assets.	
<b>Average Age of Plant</b>	<b>Lower Values are Favorable</b>
Formula: Accumulated Depreciation / Annual Depreciation Expense	
Purpose: Is used as a proxy for the average accounting age of a hospital's capital assets such as buildings, fixtures equipment.	
<b>Capital Costs as a Percentage of Total Expenses</b>	<b>Lower Values are Favorable</b>

## KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE

Formula:  $(\text{Depreciation \& Amortization} + \text{Interest Expense}) / \text{Total Operating Expenses}$

Purpose: Measures the relative amount of fixed costs and is one measure used to determine a hospital's capital expenditure flexibility.

### **Long Term Debt to Equity**

**Lower Values are Favorable**

Formula:  $\text{Total Long Term Debt} / \text{Total Net Assets}$

Purpose: This is used to measure the degree of financial leverage that the hospital has employed.

### **Long Term Debt to Capitalization**

**Lower Values are Favorable**

Formula:  $\text{Total Long Term Debt} / (\text{Total Long Term Debt} + \text{Total Net Assets})$

Purpose: This measures the proportion of the hospital's capitalization provided by debt and is used as an indicator of debt capacity.

### **Debt Service Coverage Ratio**

**Higher Values are Favorable**

Formula:  $(\text{Total Net Surplus or Loss} + \text{Depreciation \& Amortization} + \text{Interest Expense}) / (\text{Current Portion of Long Term Debt} + \text{Interest Expense})$

Purpose: Measures the ratio of available funds for the payment of the current year's debt service (Principal and interest).

### **Total Net Revenue per FTE**

**Higher Values are Favorable**

Formula:  $\text{Net Patient Revenue} / \text{Paid FTE's}$

Purpose: Indicates the amount of net revenue generated by each FTE working in the hospital, and is a broad measure of productivity.

### **Salary Expense per Paid FTE**

**Lower Values are Favorable**

Formula:  $(\text{Salary \& Wages} + \text{Contract Labor}) / \text{Paid FTE's}$

Purpose: Provides a simple measure of the largest resource used in the hospital

### **Employee Benefits Percentage**

**Lower Values are Favorable**

Formula:  $\text{Fringe Benefits} / \text{Salary \& Wages}$

Purpose: Measures the percent of compensation paid to hospital employees for fringe benefits.

### **Inventory Ratio**

**Higher Values are Favorable**

Formula:  $\text{Total Operating Revenue} / \text{Inventories}$

Purpose: An index of revenue dollars generated per dollar of inventory. Helps measure the efficiency of inventories maintained.

### **Paid FTE's per Adjusted Occupied Bed**

**Lower Values are Favorable**

Formula:  $\text{Total Paid FTE's} / \text{Adjusted Average Daily Census}$

Purpose: A measure of the overall staffing of the hospital in relationship to the hospital's utilization.

### **Adjusted Average Daily Census**

Formula:  $(\text{Acute Patient Days} + \text{Swing Bed Days}) \times ((\text{Total Gross Patient Revenue} / \text{Inpatient Revenue}))$

Purpose: Expresses all patient services, both inpatient and outpatient, as equivalent to the average number of acute care inpatients.

### **Adjusted Discharges**

Formula:  $(\text{Acute Discharges} + \text{Swing Bed Discharges}) \times ((\text{Total Gross Patient Revenue} / \text{Inpatient Revenue}))$

Purpose: Expresses all of a hospital's patient services, both inpatient and outpatient, as acute care discharge equivalents.

### **Net Revenue per Adjusted Discharge**

**Higher Values are Favorable**

Formula:  $\text{Net Patient Revenue} / \text{Adjusted Discharges}$

Purpose: Is an indicator of the hospital's ability to generate collectable revenue from its patient care operations.

### **Operating Expenses per Adjusted Discharge**

**Lower Values are Favorable**

Formula:  $\text{Total Operating Expenses} / \text{Adjusted Discharges}$

Purpose: A measure of the hospital's average cost of delivering care per equivalent patient stay.

### **Financial Strength Index**

**Higher Values are Favorable**

Formula:  $((\text{Total Margin} - 4.0) / 4.0) + ((\text{Days Cash on Hand} - 50) / 50) + ((50 - \text{Debt to Capitalization Ratio}) / 50) + ((9 - \text{Average Age of Plant}) / 9)$

Purpose: Is an indicator of the hospital's overall long term financial health. This index combines the impact of increasing operating margins, increasing cash on hand from all sources, decreasing the hospital's reliance on debt for capital improvements and decreasing the hospital's average age of plant.

**KEY FINANCIAL RATIOS - FORMULAS AND PURPOSE****Productivity Index****A Value Equal to 1.0 is Optimal**

Formula: Targeted Worked FTE' from the hospital's productivity report / Actual Worked FTE's.

Purpose: This index is used to gauge whether the productive component of the hospital's work force (actual hours worked by employees) is adjusting to changes to volume on a timely basis. Values over 1.0 indicates that the work force has provided services with fewer man hours than expected based on the hospital's actual volumes, while a value under 1.0 indicates that there is room for improvement in productivity based on the required staffing levels as projected in the hospital's budget for the current fiscal year.

**Salary and Benefit Expenses as a Percentage of Net Revenue****Lower Values are Favorable**

Formula: (Salary & Wages + Contract Labor + Fringe Benefits) / Total Operating Revenue

Purpose: This ratio is an indicator of the overall productivity of employees. It indicates what percentage of revenue generated by hospital services is spent on the employees providing those services.