



Public Hospital District No.1: Board of Commissioners Meeting Agenda
Wednesday February 28, 2024 | 5:30 PM
Arleen Blackburn Conference Room and Zoom Connection

All times listed are approximates and not a true indication of the amount of time to be spent on any area.

I.	Call to Order	5:30	Bruce Williams
II.	Pledge of Allegiance	5:30	Bruce Williams
III.	Consent Agenda	5:30	Bruce Williams
	All consent agenda items will be approved by the Board with a single motion. Any of the following individual items may be pulled for discussion at the request of a commissioner.		
	<ul style="list-style-type: none"> • Meeting Agenda • January 24, 2024 Board Meeting Minutes • Policy: Receiving Legal Documents from a Process Server • Policy: Policy Creation, Review, & Approval • Previous Month's Warrants Issued: #10121244 – 10121482 01/18/2024 – 02/15/2024 \$ 1,013,664.47 • Accounts Payable EFT Transactions: #20240006 -- 20240022 01/18/2024 – 02/13/2024 \$ 640,645.33 • Payroll EFT Transactions: #18252 – 19028 01/13/2024 – 02/23/2024 \$ 1,287,510.85 • Payroll Warrant Numbers: #80023 02/9/2024 \$ 294.98 • Bad Debt: December 2023 & January 2024 		
IV.	Community Input	5:35	Commissioners
	Public comments concerning employee performance, personnel issues, or service delivery issues related to specific patients will not be permitted during this public comment portion of the meeting. Public comments should be limited to three minutes per person.		
V.	Foundation Report	5:40	Ted Montgomery
VI.	CM Values	5:45	Diane Blake
VII.	Public Relations Report	5:50	Clint Strand
VIII.	<u>Discussions & Reports</u>	6:00	
	a. IT Update		Chad Schmitt
	b. Meditech Update		Pat Songer
	c. Advocacy Day Recap		Bruce Williams
	d. Board Self-Evaluation Focus Areas		Bruce Williams
	e. X-ray Room Equipment Replacement		Diane Blake
IX.	<u>Committee Reports</u>	6:35	
	a. Medical Staff Meeting		Mall Boyd
	b. Quality Oversight Committee		Mall Boyd
	c. Governance Committee		Bruce Williams
	d. Hospital Governing Boards Committee		Bruce Williams
	e. WSHA Board Meeting		Bruce Williams
X.	<u>Action Items</u>	7:10	Commissioners
	a. MOTION: Approve Resolution 2024-02 Surplus Equipment		
	b. MOTION: Approve 2024 Board Objectives		
	c. MOTION: Approve Credentialing		
XI.	December 2023 and January 2024 Financials	7:30	Marianne Vincent
XII.	Administrator Report	7:45	Diane Blake
XIII.	Board Action Items	8:05	Commissioners
XIV.	Meeting Evaluation/Commissioner Comments	8:10	Commissioners
XV.	Roundtable discussion to evaluate meeting topics and identify opportunities for improvement.		
XVI.	Adjournment	8:25	Bruce Williams

BOARD CALENDAR REMINDERS

March 1, 2024	Open Forum	Arleen Blackburn Conference Room	11:30 PM
March 20, 2024	CMF Board Meeting: Tom	Arleen Blackburn Conference Room	9:00 AM
March 27, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
April 17, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
April 20, 2024	Part Time Resident Advisory Council (PTRAC) Meeting	Arleen Blackburn Conference Room	10:00 AM
April 24, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
May 1, 2024	Medical Staff Meeting	Arleen Blackburn Conference Room	7:00 AM
May 7, 2024	Community Engagement Night	Leavenworth Festhalle	5:30 PM
May 12, 2024	CMF & Leavenworth Chamber of Commerce 5K Run/Walk	Downtown Leavenworth	10:00 AM
May 22, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
May 22, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
June 17, 2024	CMF 21 st Annual Golf Classic	Kahler Mountain Club	All Day
June 19, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
June 23-26, 2024	WSHA Annual Conference	Campbell's Resort, Chelan, WA	All Day
June 26, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
July 17, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
July 24, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
August 21, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
August 22, 2024	Community Engagement Night	Leavenworth Festhalle	5:30 PM
September 4, 2024	Medical Staff Meeting	Arleen Blackburn Conference Room	7:00 AM
September 18, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
September 21, 2024	Jive Time in the Cascades Big Band Concert	Leavenworth Festhalle	TBD
September 25, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
October 2, 2024	Medical Staff Meeting	Arleen Blackburn Conference Room	7:00 AM
October 16, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
October 29, 2024	Community Engagement Night	Leavenworth Festhalle	5:30 PM
October 30, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
November 9, 2024	Part Time Resident Advisory Council (PTRAC) Meeting	Arleen Blackburn Conference Room	10:00 AM
November 13, 2024	CMF Board Meeting	Arleen Blackburn Conference Room	9:00 AM
November 20, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM
December 11, 2024	CMF Annual Board Retreat	TBD	9:00 AM
December 18, 2024	Board Meeting	Arleen Blackburn Conference Room	5:30 PM

Values

Commitment – We demonstrate our pursuit of individual and organizational development by always going above and beyond to find the answer, discover the cause, and advocate the most appropriate course of action.

Community – We demonstrate our effectiveness and quality in complete transparency with each other and in line with the values of our medical center.

Empowerment – We prove our promise to patients and our dedication to both organization and community through the manner in which we empower each other and carry out each action.

Integrity – We set a strong example of behavioral and ethical standards by demonstrating our accountability to patient needs and our devotion to performing alongside one another as we exhibit our high standards each and every day.

Quality – We demonstrate an exceptional and enduring commitment to excellence. We are devoted to processes and systems that align our actions to excellence, compassion and effectiveness on a daily basis.

Respect – We embrace equality on a daily basis through positive, personal interactions and recognize the unique value within each of our colleagues, patients, and ourselves.

Transparency – We demonstrate complete openness by providing clear, timely and trusted information that shapes the health, safety, well-being and stability of each other and our community.

AGENDA / PACKET EXPLANATION For Meeting on February 28, 2024

Below is an explanation of agenda items for the upcoming Board meeting for which you may find pre-explanation helpful.

- **Consent Agenda** – The policies included in the consent agenda were reviewed by the Governance Committee this month, and they are recommending full Board approval. Also, please feel free to connect with Marianne or Diane with any questions in advance of Wednesday’s meeting and / or pull individual warrants or other items from the consent agenda at the meeting, should you wish to discuss.
- **Discussions & Reports**
 - IT Update – No documents are included in your packet for this topic. Chad Schmitt, VFCIO, will provide an update on ongoing technology and security work.
 - Meditech Update – No documents are included in your packet for this topic. Pat Songer, COO, will provide a quarterly update on progress with optimizing the Meditech system.
 - Advocacy Day Recap – No documents are included in your packet for this topic. Bruce Williams, who attended Advocacy Days in Olympia, will provide a report.
 - Board Self-Evaluation Focus Areas – No documents are included in your packet for this topic. Bruce will lead a recap discussion of high priority focus areas from the survey, as identified by the Governance Committee. We’ll be looking for full Board thoughts and input on whether the correct priority areas have been identified and whether the planned action items are appropriate and as comprehensive as the board would like.
 - X-Ray Suite Replacement – Included in your packet is a document summarizing management’s plan for replacing x-ray equipment in 2024 as well as a document providing an overview of the equipment. This is a planned capital replacement and is in the budget. Our practice is to present the plan at one meeting, field questions, provide additional follow-up information, if needed, and seek approval to proceed at a subsequent meeting. We look forward to your thoughts.
- **Committee Reports**
 - Medical Staff Meeting – No documents are provided in your packet for this topic. Mall will provide a verbal report related to her attendance earlier in the month.
 - Quality Oversight Committee (QOC) – Included in your packet is an agenda from the most recent QOC meeting, to facilitate Mall’s report.
 - Governance Committee – Included in your packet is an agenda from the most recent Governance Committee meeting as well as the board education plan, to facilitate Bruce’s report.
 - Hospital Governing Boards Committee – No documents are provided in your packet for this topic. Bruce will provide a verbal report related to his recent attendance.
 - WSHA Board Meeting – No documents are provided in your packet for this topic. Bruce will provide a verbal report related to his attendance earlier in the month.
- **Action Items**

- Resolution 2024-02 Surplus Equipment – Included in your packet is a resolution to allow for surplus of Physical Therapy equipment. While this equipment has minimal value, we believe there will be interest in the equipment, and we plan to follow the process for selling it.
- Board Objectives – Included in your packet are proposed 2024 objectives for the board. We've included prior year approved objectives for context. These are being put forward by the Governance Committee, for approval. We look forward to the thoughts of the full Board and can amend or adjust if the Board wishes, prior to approval.
- Credentialing – Included in your packet is a document with a list of providers which we anticipate being ready for your consideration for credentialing approval. (Due to a family emergency with one of the locum providers originally scheduled for March, we are working quickly to credential another to take the place; if there is delay in the process, we will need to pull the credentialing from the agenda but currently we anticipate being ready.)
- **December and January Financials** – Included in your packet are financial reports for December 2023 and January 2024. As a reminder, we hold December open for an extended period to allow for yearend accounting work (thus the timing of their presentation in February) and, as you'll note, there are likely to be further adjustments as the Medicare Cost Report is finalized in the coming months.

Further Notes

- As you review your packet, please be thinking about strategic questions and ways to engage in strategic discussion as we move through the meeting.
- We intend to offer additional structure via questions in the future for the Meeting Evaluation/Commissioner Comments section. For this month, please be thinking about how the meeting flow, content, focus and packet documents could be improved in the future and / or what elements worked particularly well. This feedback will assist with future meeting planning.



Minutes of the Board of Commissioners Meeting

Chelan County Public Hospital District No. 1

Arleen Blackburn Conference Room & Video Conference Connection

January 24, 2024

- Present:** Bruce Williams, President; Mall Boyd, Commissioner; Jessica Kendall, Commissioner; Diane Blake, Chief Executive Officer; Pat Songer, Chief Operations Officer; Marianne Vincent, Chief Financial Officer; Megan Baker, Executive Assistant
- Via Zoom:** Tom Baranouskas, Vice President; Melissa Grimm, Chief Human Resources Officer; Chad Schmitt, Virtual Fractional Chief Information Officer; Clint Strand, Director of Public Relations
- Excused:** Gustavo Montoya, Commissioner
- Guests:** Natasha Piestrup, Director of Nursing; Ted Montgomery, CM Foundation; Deb Williams, Clinic Consultant
- Via Zoom:** Mary Morse, Patient Services Representative

Topics	Actions/Discussions
Call to Order	<ul style="list-style-type: none"> President Tom Baranouskas called the meeting to order at 5:32 pm. Mall then led the pledge of allegiance. Bruce made a motion to excuse Gustavo from the meeting. Jessica seconded the motion and the commissioners unanimously approved.
Consent Agenda	<ul style="list-style-type: none"> Mall moved to approve the consent agenda. Jessica seconded the motion and the group unanimously approved.
Election of Officers	<ul style="list-style-type: none"> Officer Proposal <ul style="list-style-type: none"> Bruce Williams: President Tom Baranousaks: Vice President Mall Boyd, Secretary Mall moved to approve the election of officers. Jessica seconded the motion and the group unanimously approved. Incoming president, Bruce Williams took over leadership of the meeting.
Community Input	<ul style="list-style-type: none"> None
Foundation Report	<p>Ted Montgomery provided the Foundation Report.</p> <ul style="list-style-type: none"> March 3rd @ 3:00 PM: Cardiac Rehab Donor Appreciation Event. Donors were invited to attend the upcoming demonstration/exhibit of Cardiac Rehab equipment. CM leadership and staff including Diane, Dr. Jerome, Joe A., Katie F., Katelin L., and Erin A. will be present. Planning for their annual golf tournament is going well. Benevolent Night: February 7 @ Prusik Kitchen & Bar 4-10 PM
CM Values	<p>Diane Blake provided the report.</p> <ul style="list-style-type: none"> A patient sent a note of gratitude to our emergency department team including Dr. Stirling, Aidan, and Jeromy. They reported excellent care and an improved quality of life since their diagnosis. Many kudos to our emergency team and their compassionate care.
Public Relations Report	<p>Clint Strand provided the report.</p> <p>Community Engagement Night</p> <ul style="list-style-type: none"> January 30, 2024. Mall will attend.

	<p>Mobile Clinic</p> <ul style="list-style-type: none"> • The Leavenworth Echo is writing an article about the mobile clinic. <p>Annual Report</p> <ul style="list-style-type: none"> • Content creation in the works with the theme of “100 Years of Care.” <p>Kudos</p> <ul style="list-style-type: none"> • Kudos to Max, Aisha, and Dr. Kendall who were instrumental in collaborating with Clint to ensure our new LGBTQIA+ website page reflected accurate information. <p>Clint expressed his gratitude to CM leadership for their kindness and support.</p>
<p>Discussions & Reports</p>	<p>IT Update</p> <p>Chad Schmitt provided the update.</p> <ul style="list-style-type: none"> • The IT team is continuing with cyber-risk efforts by implementing necessary tools and resources to prioritize CM safety. • We are currently in the second quarter of ongoing staff education and training around cyber-risk and phishing topics. • Projects on the IT road map are scheduled over the next five years. • The group briefly discussed the utilization of artificial intelligence technology in the future. • The commissioners requested a high-level overview of the IT strategic plan. <p>Q4 2023 Dashboard Review</p> <p>Diane Blake led the review.</p> <ul style="list-style-type: none"> • Most of our 2023 objectives were achieved. Diane expressed gratitude to the leaders and their teams’ work on those projects. • Deb Williams gave a brief report out about team-based care that included a summary of the past year of work. There is nearly a new MA team, three new providers, and new leadership in place since the origin of this project. The foundational work is complete, and the project is transitioning into the optimization phase of work. • The commissioners requested periodic updates about team-based care. <p>2024 Washington State of Reform Health Policy Conference Report</p> <p>Jessica Kendall provided the report.</p> <ul style="list-style-type: none"> • The conference focused on bridging the gap between health policy and political impact. Annual attendees include a variety of insurance payers, health system representatives, consultants, and non-profits. • Jessica attended 4 sessions: <ul style="list-style-type: none"> ○ Federal Policy Highlights ○ State Legislative Update ○ Reacting to Climate Change: Incorporating Disaster Preparedness into Healthcare ○ Recognizing the Unique Needs of Rural Communities • Nearly all topics flowed back to behavioral health and substance use disorder origins. <p>Foundation Golf Tournament Sponsorship</p> <p>Bruce Williams led sponsorship discussion.</p> <ul style="list-style-type: none"> • Historically, the Commissioners have personally donated \$125 per person to share in a large sponsorship with the medical staff and executive team to help support the CM Foundation and their annual golf tournament. • The group agreed to participate in the sponsorship and donate \$125 or what they are able to contribute. <p>Part-time Resident Advisory Council (PTRAC)</p> <p>Bruce Williams led the PTRAC discussion.</p>

- The Part Time Resident Advisory Council (PTRAC) asked to review how they provide value to the board and CM. Bruce and Diane plan to connect with the president and vice president of the PTRAC to further discuss areas of service opportunities.
- **What value can PTRAC provide, and to whom?**
 - The group is diverse and well connected, offering a variety of perspectives to the topics CM brings forth.
 - The group discussion helps inform CM leadership about what direction to move toward when navigating a challenge.
 - The CM Foundation picked up several members who moved to the area to be full-time residents.
- **How should the board and management each engage with PTRAC to achieve that potential value?**
 - The group discussed the value of continuing the committee and having a commissioner present at their biannual meetings.
- **Should the board and management do more to recruit PTRAC members?**
 - One idea is to launch an awareness campaign to highlight the many ways to get involved with CM: Board of Commissions, CM Foundation, PTRAC, Patient & Family Engagement Council.
 - CM could host an open house or write a focused article for the Leavenworth Echo.

2024 Strategic Topics

Bruce Williams led the strategy discussion.

- **What topics would you like to receive education on in 2024 to broaden your strategic thinking?**
 - Artificial Intelligence (AI)
 - Opioid/Substance Use Disorder
 - Representative from Sheriff's department and/or school district
 - Long-range financial planning (capital investments, service expansion, rural payment structure)
 - Quality
 - EMS Levy + community engagement
 - Health Equity
- **What strategic topics should the board spend more time discussing in 2024, that have strategic implications for CM?**
 - Continue exploring offsite service line expansion and opportunities (expanded clinic hours + telehealth)
 - Within the community, population health as it relates to the CHNA
 - Provider Recruitment (Long-term strategy)
 - Pediatrics
- Items **bolded in blue** were identified as priorities.
- The commissioners also discussed the value of identifying the board's role within these topics.
- The commissioners requested periodic updates regarding the work of the Patient & Family Engagement Council.

Annual Requests for Public Records Update

Megan Baker provided the update.

- Annually, CM participates in the Joint Legislative Audit and Review Committee report which analyzes data related to requests for public records.

	<ul style="list-style-type: none"> • There are no open 2023 requests, nor any active 2024 requests.
<p>Committee Reports</p>	<p>Medical Staff Meeting Jessica Kendall provided the report.</p> <ul style="list-style-type: none"> • Jessica really enjoyed attending the meeting. It was helpful to listen to the medical staff identifying items and process changes that would help improve their workflows. • The group engaged in a discussion about a request for Vancomycin troughs, which leadership is currently working on. <p>WSHA Board Meetings Bruce Williams provided the report.</p> <ul style="list-style-type: none"> • There are many bills in process that could impact rural hospitals. • Kudos to WSHA’s engagement with all parties impacted by a bill, • WSHA proposed that charity care requirements reflect non-emergent care boundary limitations to Washington state residents.
<p>Action Items</p>	<p>Motion: Approve Board Committee & Liaison Appointments</p> <ul style="list-style-type: none"> • Jessica moved to approve; Mall seconded. Motion unanimously approved. • Committee Assignments: <ul style="list-style-type: none"> ○ Finance: Tom Baranousaks, Chair; Gustavo Montoya ○ Governance: Bruce Williams, Chair; Tom Baranouskas ○ Quality oversight: Mall Boyd, Chair; Jessica Kendall • Liaison Assignments <ul style="list-style-type: none"> ○ Foundation: Open to All Board Members ○ PTRAC: Open to All Board Members <p>Motion: Credentialing</p> <ul style="list-style-type: none"> • Mall moved to approve the updated credentialing list; Jessica seconded. Motion unanimously approved. <p>Motion: Resolution 2024-01 Board Meeting Schedule</p> <ul style="list-style-type: none"> • Mall moved to approve; Tom seconded. Motion unanimously approved.
<p>Administrator Report</p>	<p>Diane Blake provided the administrator report.</p> <p>Upcoming Potential Spend</p> <ul style="list-style-type: none"> • The dehumidifier system in the pool area needs to be replaced which will cost around \$60,000. <p>Charity Care Report</p> <ul style="list-style-type: none"> • The groups who released a report claiming hospitals were not in compliance with charity care laws retracted their report. <p>New Services</p> <ul style="list-style-type: none"> • CM launched an outpatient ultrasound program in January that is currently operating 1 day per week. Scheduling trends reflect that usage is above a break-even point. • Cardiac rehab also launched this month. <p>Relationship Building</p> <ul style="list-style-type: none"> • Kudos to Pat and Natasha for maintaining connection with the Chief Nursing Officer at Confluence, who met and discussed communication channels and partnership opportunities. • Klickitat Hospital in Goldendale is also a Meditech hospital. One of their staff specialists came to CM to meet with Deseree and improve our community wide scheduling. • Diane and Pat met with Sheriff Morrison to keep our connection open and discuss future opportunities to work together. <p>Recruitment</p> <ul style="list-style-type: none"> • CM finalized a recruiter for the hospitalist position. <p>Provider Updates</p>

	<ul style="list-style-type: none"> • Dr. Jerome is practicing full-time and has taken the role of Cardiac Rehab Medical Director. • Dr. Wefel moved into the Meditech physician champion role. • Dr. Kendall stepped into the Clinic Medical Director role.
Board Action Items	<ul style="list-style-type: none"> • Please check your emails.
Meeting Evaluation/ Commissioner Comments	<ul style="list-style-type: none"> • The group reported really good discussion around strategy and education topics.
Adjournment	<ul style="list-style-type: none"> • Mall made a motion to adjourn the meeting at 8:15 PM. Tom seconded the motion and the commissioners unanimously approved.

Bruce Williams, President

Mall Boyd, Secretary



Title:	Receiving Legal Documents from a Process Server	Effective Date:	08/01/2001
Categories:	Board of Commissioners	Approved Date:	03/05/2021
Prepared By:	Diane Blake (Chief Executive Officer)		
Reviewed By:	Diane Blake (Chief Executive Officer), Board Governance Committee		
Approved By:	Diane Blake (Chief Executive Officer), Board of Commissioners		

POLICY: In accordance with RCW 4.96.020, as amended by Chapter 119, Laws of 2001 or thereafter amended, the Board of Commissioners appoint the Administrator to act as an agent (the “Agent”) to receive any claim for damages made under Chapter 4.96 RCW.

PROCEDURE:

In accordance with RCW 4.96.020, the Board of Commissioners adopted Resolution 2007-20 and the following procedures for accepting legal service.

- a) Procedure for Presenting Claims. All claims for damages made under Chapter 4.96 RCW shall be presented to the Agent at the address and within the business hours recorded with the Auditor and, further, shall be presented within the applicable period of limitations for which an action must be commenced. A claim is deemed presented when the claim form is delivered in person or is received by the Agent by regular mail, registered mail, or certified mail, with return receipt requested, to the agent designated to accept delivery at the Agent’s office.

Cascade Medical’s Agent is Diane Blake, Administrator, located at 817 Commercial Street, Leavenworth, Washington. The hours of acceptable service are 9:00 a.m. to 5:00 p.m., Monday-Friday, excepting legal holidays.



Title:	Policy Creation, Review and Approval	Effective Date:	10/01/2003
Categories:	Board of Commissioners	Approved Date:	Not Approved Yet
Prepared By:	Diane Blake (Chief Executive Officer)		
Reviewed By:	Diane Blake (Chief Executive Officer), Board Governance Committee		
Approved By:	Diane Blake (Chief Executive Officer), Board of Commissioners		

POLICY: Establishes parameters around the creation, review and approval of policies for Cascade Medical.

WHAT SHOULD BE MEMORIALIZED IN A POLICY?

Use the following parameters to determine which policies are needed in each area:

- Policies shall be created and maintained as required by Medicare Conditions of Participation (CoPs) and State law (RCWs & WACs). Typically these are policies which require compliance and which are mandatory for CM to establish and maintain.
- Other polices not specifically required by CoPs, RCWs or WACs should be established as policies if any one of the below criteria relate to the process or situation:
 - If failure to comply results in disciplinary action
 - The need to state required action or desired result, rather than means of implementation

Standards, guidelines, procedures and standard work should not be established in policy format.

Definitions of each are below:

- Standard: A mandatory action or rule designed to support and conform to a policy.
- Guideline: General statements, recommendations or administrative instructions designed to achieve the policy’s objectives by providing a framework within which to implement procedures.
- Procedures: Describe policy implementation by establishing a framework of who does what, when they do it and under what criteria.
- Standard Work: Describes how to accomplish a specific job.

WHO APPROVES EACH POLICY?

All polices required under State law and / or Medicare Conditions of Participation shall follow the development and approval requirements as established in Code of Federal Regulations (CFR) 485.635(a)(2). These policies also require final approval from the CEO and, when applicable, the Board of Commissioners.

All other policies shall be reviewed by the department director and the chief to whom the director reports; the CEO shall approve all policies. When required by statute, regulation, or as requested by administration and/or the Board of Commissioners, the Board of Commissioners will also approve policies. A current list of policies requiring Board approval may be found in the Board folder of Policy Tech.

WHEN ARE POLICIES ESTABLISHED AND REVIEWED?

Polices shall be established on an as-needed basis throughout the year. Policies will be reviewed at least annually, per the Conditions of Participation with Medicare.

Please see the ~~Executive Assistant~~[Director of Continuous Quality Improvement and Education](#) for the proper process on establishing and reviewing Cascade Medical policies.

FINANCIAL ACCOUNTING
WARRANTS / EFTS ISSUED

Commissioner Meeting: Feb 28, 2024

Below is a listing of the Accounts Payable warrants issued since the last Board of Commissioners meeting along with the EFT transactions and payroll EFT transactions since the last Board of Commissioners meeting.

Accounts Payable Warrant Numbers	10121244 - 10121482	\$1,013,664.47	1/18/2024 – 2/15/2024
Accounts Payable EFT Transactions	20240006 - 20240022	\$640,645.33	1/18/2024 – 2/13/2024
Payroll EFT Transactions ¹	18252 - 19028	\$1,287,510.85	1/13/2024 – 2/23/2024
Payroll Warrant Numbers	80023	\$294.98	2/9/2024
Grand Total		\$2,942,410.61	

Notes:

1. Payroll warrant number #17869 – 18251 were voided due to a processing issue.

Prepared by:

Kathy Jo Evans
Director of Accounting

Cascade Medical

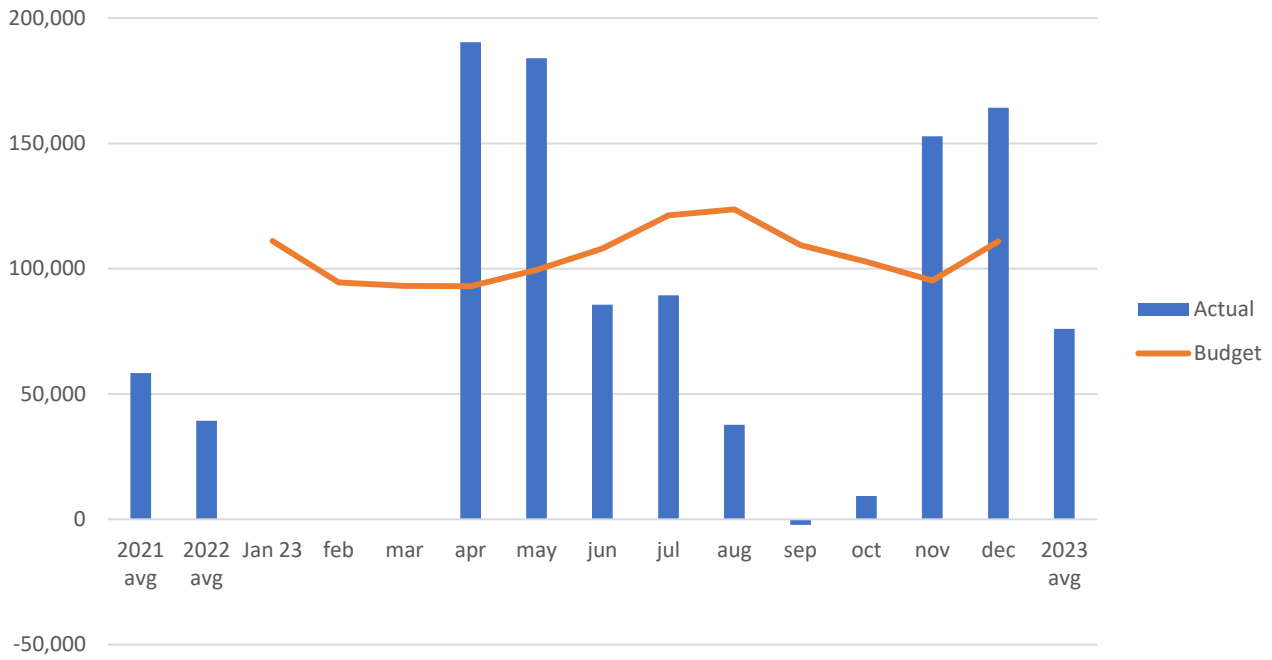
Bad Debt Write Offs Financial Assistance Program Discounts

Month of December, 2023

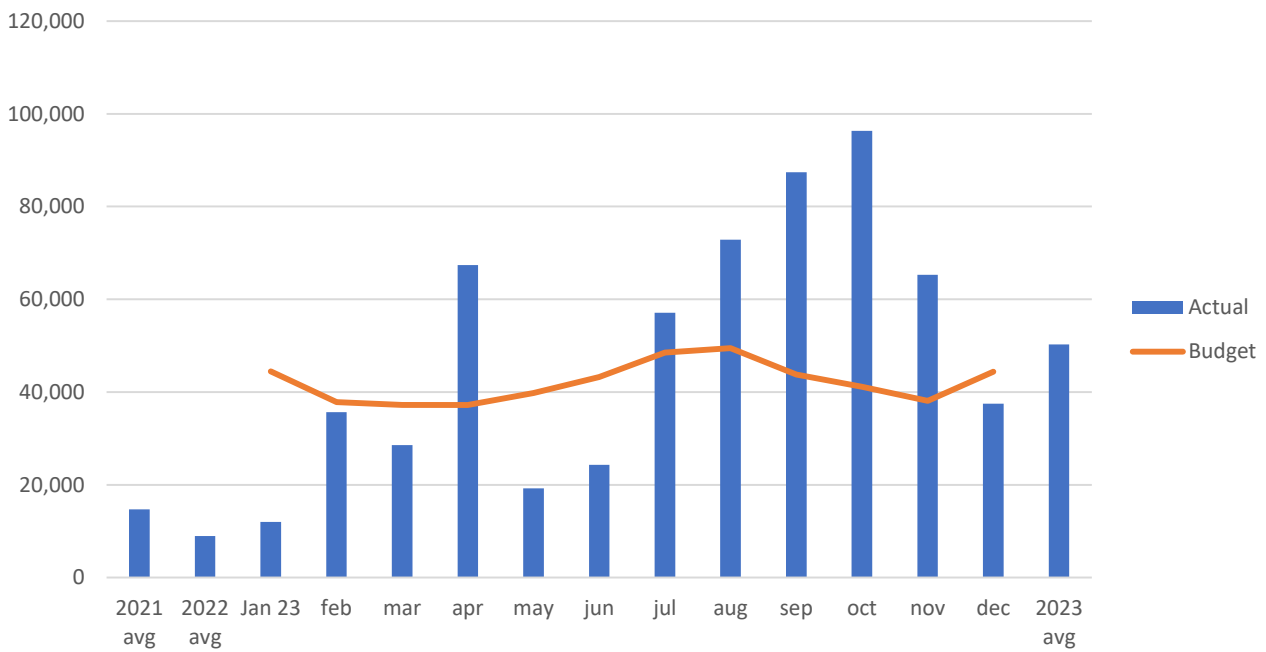
Net Bad Debt Write-Offs for Board Approval	\$	164,262.69
CFSP/Financial Assistance Program Discounts for Board Approval	\$	37,484.90

Bad Debt/ Financial Assistance Supplemental Information		
Bad Debt Write-Offs	Sent to Collection Agency	198,122.99
	less: pullback from Agency due to receipt of payments	(33,860.30)
	Net Bad Debt Write-Offs	<u>164,262.69</u>
CFSP/Financial Assistance Applications - Discounts Approved	\$	37,484.90
	Total	201,747.59

Net Account Balances Sent to Collections



CFSP/Financial Assistance Discounts



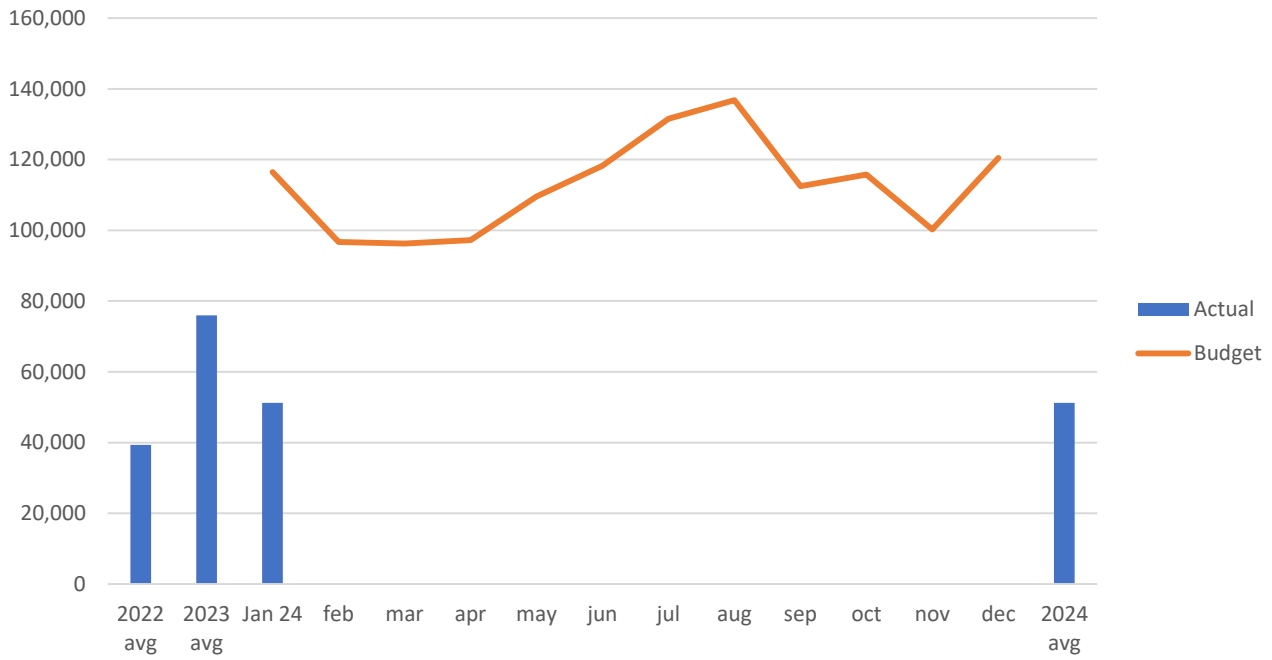
Cascade Medical
Bad Debt Write Offs
Financial Assistance Program Discounts

Month of January, 2024

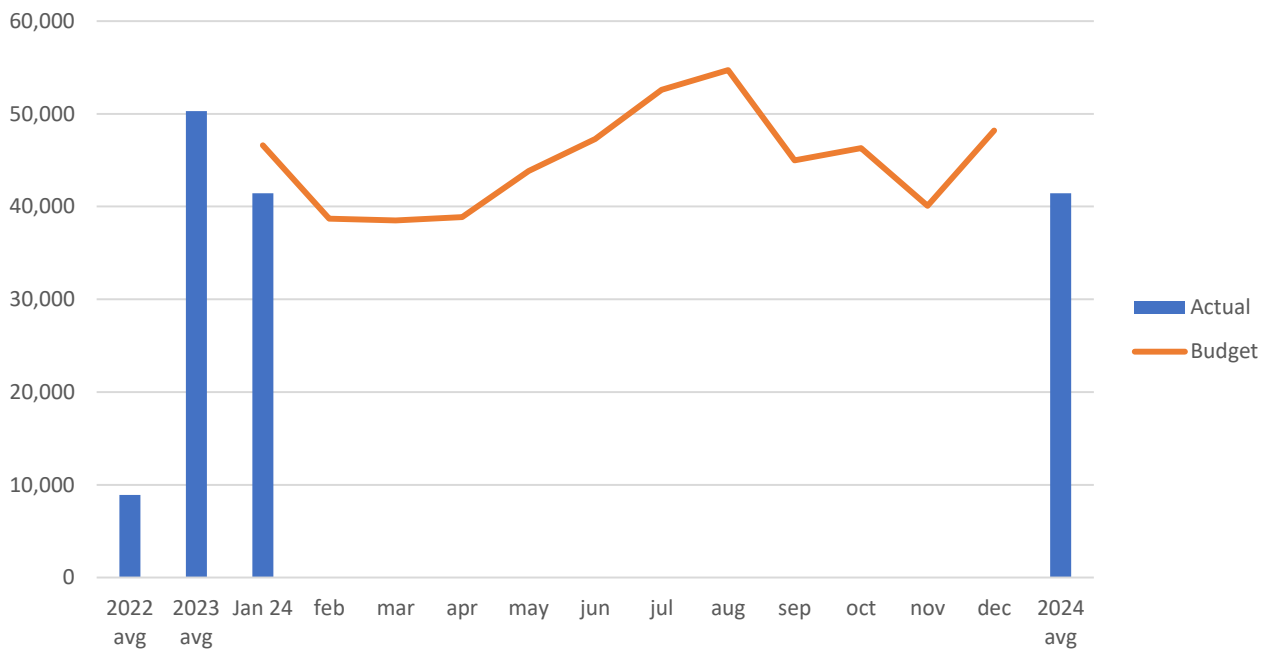
Net Bad Debt Write-Offs for Board Approval	\$	51,251.42
CFSP/Financial Assistance Program Discounts for Board Approval	\$	41,422.55

Bad Debt/ Financial Assistance Supplemental Information		
Bad Debt Write-Offs	Sent to Collection Agency	93,501.11
	less: pullback from Agency due to receipt of payments	(42,249.69)
	Net Bad Debt Write-Offs	51,251.42
CFSP/Financial Assistance Applications - Discounts Approved	\$	41,422.55
Total		92,673.97

Net Account Balances Sent to Collections



CFSP/Financial Assistance Discounts



X-Ray Suite Replacement Summary

Management wishes to proceed with replacing the exiting x-ray suite of equipment. This is a planned capital replacement project which is included in the 2024 capital budget. Below is a Situation, Background, Assessment and Recommendation (SBAR) summarizing the need and recommendation. The following pages include details on the components of the x-ray suite and the proposed portable x-ray machine.



SBAR: Replacement of X-Ray Suite

- **Situation:**
 - Our current X-Ray Suite reaches end-of-life at the end of 2024. We are already beginning to experience an increase in operational issues and downtime, causing delays in patient care.
 - The portable x-ray machine, which required a significant repair in 2023, will be the only differently-branded piece of imaging equipment in the department when the X-Ray Suite is replaced, requiring ongoing service from a separate vendor.
- **Background:**
 - CM's 2024 capital budget includes a planned expenditure of \$287,000 in April for the replacement of the X-Ray Suite.
 - The X-Ray Suite alone came in at a significant savings at \$189,636.
 - This allowed management to consider also replacing the portable x-ray machine. That cost is \$120,940.
- **Assessment:**
 - The X-Ray Suite needs to be replaced this year. Given the cost of that capital replacement is significantly less than budgeted, it allows management to consider replacing the portable x-ray at the same time.
 - Purchasing both the X-Ray suite and the portable x-ray in 2024 can be done at a minimal capital budget overage of \$24,000.
 - The recommended replacement X-Ray Suite aligns with our existing Siemens CT machine, allowing for system compatibility and operational efficiency. Replacing

the existing portable x-ray with a Siemens portable x-ray machine creates further efficiency.

- Expected benefits of replacing both the suite and the portable x-ray include improved patient care; increased operational efficiency; and a decrease in the number of external service contracts, consolidating service and periodic maintenance visits, and resulting in a \$17,000 reduction, over five years, of service contract fees.
- **Recommendation:**
 - Proceed with the acquisition of the new X-Ray Suite and portable unit.
 - Initiate the procurement process immediately for minimal service disruption.
 - Upgrade supports high-quality patient care and operational excellence.

Multix Impact C XR Room



MULTIX Impact C is a completely new ceiling-mounted radiography system with advanced design and integrated intelligence to assist the user. Its economical price improves access to care, while its reliable performance provides high-quality on-time care to diverse patients, even at peak times.

- Ceiling-mounted semi-auto X-ray tube, 10" color touchscreen user interface on the X-ray tube
- Bucky wall stand
- Table supports 661 lbs. and height adjustments 20"- 35.5"
- 65 kW generator
- High-performance image station (all-in-one PC), with an image storage capacity of 10.000 DICOM images
- 23.8" color display integrated in image station
- Keyboard and mouse
- 1- CORE XL- detector wireless 43 cm x 43 cm (17" x 17") detector with handle for comfortable and safe handling.
- Applications
- Scrap and Deinstall of the current system included.
- SmartOrtho (Long leg/ scoliosis exams) plus Multipurpose stand and ruler

Mobilett Elara Max Portable XR



Elara Max system portable- high-performance digital mobile X-ray system for wireless acquisitions with a flat panel detector. For use in intensive care units, neonatal intensive care units, emergency rooms, operating rooms and directly at the patient's bedside. Elara Max unites a generator power of 35 kW (450 mA) with easy mobility and positioning flexibility, and is also designed for continuous availability.

- 1-14x17 wireless detector which charges in the portable holder. The MAXswap concept allows fast detector sharing throughout our most advanced MAX radiography, fluoroscopy, and mobile X-ray portfolio.
- DAP meter for recording the dose area product (DAP) and/or standardized patient entry dose. Resolution 0.01 uGym².
- Following items are included in the standard delivery:- Storage capacity: 10.000 RAD images,- DICOM Send and Print, Diamond View Plus,- DICOM Query / Retrieve,- DICOM Worklist, and- CD / DVD recorder
- High-power system battery 90Ah Alternative set of batteries with extended capacity, for more acquisitions in battery mode and enhanced mobility.
- Applications



A G E N D A
Board Quality Oversight Committee
February 27, 2024
10:00 AM – 12:00 PM
Administration Building Meeting Room

The documents contained in this file are part of the performance/quality improvement and peer review programs to review the services rendered in the hospital/clinic areas, both retrospectively and prospectively, in order to improve the quality of medical care of patients and to prevent medical malpractice (RCW 70.41.200 (1) (a)).

Therefore, **all** information following the agenda is confidential and protected under: [RCW 4.24.250](#); [RCW 70.41.200](#); and [Senate Bill 5666](#)

Agenda Item		Time
1.	Call to Order	10:00 AM
2.	Consent Agenda Approval <ul style="list-style-type: none"> • February 27, 2024, Agenda • November 14, 2023, Minutes 	10:00 AM
Committee Work		
1.	Review Action Items	10:00 AM
2.	Patient Story - Process/Discussion	10:00 AM
3.	Finalize 2024 Workplan	10:15 AM
4.	Review Policies <ul style="list-style-type: none"> • Quality Assessment and Performance Improvement Program • Death with Dignity • Risk Management Program 	10:20 AM
5.	Q4 Quality Committee Reports	10:30 AM
6.	Committee Charter Review – Diversity, Equity, and Inclusion	10:35 AM
7.	Review Q4 Data <ul style="list-style-type: none"> • Patient Safety and Quality Data • Incident Reporting Data • Patient Satisfaction Report • Notable Achievements 	10:45 AM
8.	Discuss Board Quality Education Session	11:15 AM
9.	Discuss Future Clinic Data	11:20 AM
10.	Board Quality Rounding Review	11:30 AM
11.	DASH Discussion	11:40 AM
12.	Set Initial 2024 Meeting Dates	11:50 AM
13.	Provider Credentialing	11:55 AM
Adjournment		
1.	Adjournment	12:00 PM

Quality – *We demonstrate an exceptional and enduring commitment to excellence. We are devoted to processes and systems that align our actions to excellence, compassion, and effectiveness on a daily basis.*

Materials provided in advance of meeting along with agenda:

1. November 14, 2023, Minutes
2. Draft 2024 Workplan
3. Policy - Quality Assessment and Performance Improvement Program
 - a. DEI Committee information added
4. Policy – Death with Dignity
5. Policy – Risk Management Program
6. Committee Charter – Diversity, Equity, and Inclusion
7. Q4 Data

8. Board Quality Rounding Forms
 - a. Clinic
 - b. Acute Care

Committee Reports:

- Safety Committee
- Infection Control Committee
- Emergency Care Committee
- Safe Patient Handling Committee
- Utilization Management Committee
- Swing Bed Committee
- Patient and Family Advisory Council



AGENDA

Board Governance Committee

February 22, 2024

2:00 PM-4:00 PM

Administration Conference Room

Agenda Item		Time
1.	Call to Order	2:00 PM
2.	Consent Agenda Approval <ul style="list-style-type: none">February 22, 2024 AgendaNovember 21, 2023 Minutes	2:00 PM
Committee Work		
1.	Review Policies: <ul style="list-style-type: none">Receiving legal documents from a process serverPolicy Creation, Review & Approval	2:00 PM
2.	Review full board self-assessment survey and utilize to develop plans / improvements	2:05 PM
3.	Develop / refine 2024 Board education plan	2:30 PM
4.	Develop / finalize 2024 Work Plan	2:45 PM
5.	Finalize Board Objectives, plan work to meet them	2:55 PM
6.	Board Future / Succession Work <ul style="list-style-type: none">Review Board skills matrixCheck in on new commissioner orientation and mentor processDefine process for regular review of Commissioner pledge	3:05 PM
7.	Begin planning Board retreat	3:30 PM
8.	Discuss ways to continue to grow the Board's approach to thinking strategically	3:45 PM
9.	Set remaining meeting dates (April, June, September, November)	3:55 PM
Adjournment		
1.	Adjournment	4:00 PM

Materials provided in advance of meeting along with agenda:

- Minutes from November 21, 2023 Meeting
- Policy: Receiving legal documents from a process server
- Policy: Policy creation, review and approval
- Full Board self-assessment survey
- 2024 Board education plan
- 2024 Governance Committee draft work plan
- 2023 Board objectives
- Board matrix with current commissioners
- Board matrix without Mall
- Board orientation policy
- Board mentorship document
- Commissioner pledge



Education Plan
Cascade Medical Board of Commissioners
For 2024

Date	Location	Topic	Comments
January 24, 2024	ABC Room	Health Policy	Jessica to share learnings from State of Reform conference during meeting
February 28, 2024	ABC Room	TBD	
March 27, 2024	ABC Room	Quality	Potential education prior to the meeting on CM's quality and safety work
April 24, 2024	ABC Room	TBD	
May 22, 2024	ABC Room	EMS Levy	Brad Berg attend board meeting
June 24 – 26	Chelan	Rural Healthcare & Leadership	WSHA & AWPMD Conference
June 26, 2024	ABC Room	TBD	
TBD June/July?	TBD	TBD	Board annual retreat
July 24, 2024	ABC Room	General	WSHA conference & meeting discussion
Sept 25, 2024	ABC Room	TBD	
October 30, 2024	ABC Room	Annual Meeting Recap	
November 20, 2024	ABC Room	NA	
December 18, 2024	ABC Room	TBD	

2024 Priority Topics

- Telehealth* (timing TBD, will tie to organizational objective task work on this topic)
- Strategy around offsite service delivery options/expansion of hours/access away from downtown core* (timing TBD, dependent on coordination with organizational objectives work on these topics, with potential for a retreat or mid-summer discussion)
- EMS Levy/Community Engagement* (timing likely to be May for the functional pieces of the levy and TBD for communication prep, likely four to five months ahead of the planned vote date)
- Long range financial planning, including capital investment planning, service line expansion, impact from Rural Health Clinic payment cap* (timing likely near end of 2024, to coordinate with related organizational objective)

Future Potential Topics

- Updates on Team Based Care*
- Artificial Intelligence and update on CM technology road map*
- Opioids and Substance Use Disorder in our community and how CM addresses (potential for Chelan Co Sherriff's Office and school district presence to share what they see?)*
- Current and future work of CM out in the community; relates to population health, CHNA, health equity*
- Quality, what is the board's role, what is our data?* (proposing March 2024 currently)
- Expansion*

- Long-term planning around providers needed to serve the community into the future, services offered, particular areas of expertise, taking care of infants/children*
- Updates on Patient and Family Engagement Council work*
- Governance: education on advocacy how-to's, does board want to set expectations for current and incoming Commissioners?? (WSHA presenter?)
- Strategic Question: Do we have the right mission and vision statements to appropriately guide the direction of the organization? Revise mission and vision statements.
- Compliance Training
- IT Security / Cybersecurity
- Patient retention metrics
- The Board's Role in Health Care Experience (AHA article) and provider and staff engagement
- Vaccination information
- How to improve at strategic planning/thinking
- Finance education, financial risks
- Board's role in organizational succession planning

Upcoming WSHA Governance Topics for independent viewing 2024

- N/A

The following 2024 courses are open for registration through WSHA's Governance Education Portal:

- Procurement for Public Hospital Districts (September 18)

Link to check progress on certification: <https://governanceeducation-wsha.talentlms.com/>

*Identified in January 2024 board meeting brainstorming

RESOLUTION NO. 2024-02

CHELAN COUNTY PUBLIC HOSPITAL DISTRICT NO. 1 CHELAN COUNTY, WASHINGTON dba CASCADE MEDICAL

A RESOLUTION of the Board of Commissioners of Public Hospital District No. 1 of Chelan County, Washington (the “District”), relating to the finances of the District; authorizing the surplus of equipment identified by the following descriptions:

Description	Serial Number	CM Asset Tag #	Market Value	Recommendation
Upper Body Ergometer	Sci Fit Pro1:610-012469	02532	Nominal	Sell
Shuttle Balance	SBP 0416 0109 REV 13	None	Nominal	Sell

WHEREAS, the members of the commission approved a motion for the surplus of equipment at a regular meeting of the board on February 28, 2024.

WHEREAS, the members of the commission of the district, after due consideration, declare that the above equipment is surplus to the needs of the District, agree to sell of the equipment listed above.

BE IT RESOLVED BY THE COMMISSION OF PUBLIC HOSPITAL DISTRICT NO 1, CHELAN COUNTY, WASHINGTON, AS FOLLOWS:

It is hereby found and declared that the equipment be sold.

ADOPTED and APPROVED by the Commission of Chelan County Public Hospital District No. 1, Chelan County, Washington, at an open public meeting thereof held in compliance with the requirements of the Open Public Meetings Act this 28th day of February 2024, the following commissioners being present and voting in favor of this resolution.

Board President, Bruce Williams

Board Vice President, Thomas Baranouskas

Commissioner Mall Boyd

Commissioner Jessica Kendall

Commissioner Gustavo Montoya

2024 Proposed Board Annual Objectives

2024 Proposed Board Objectives:

1. 100% of Board members achieve and / or maintain WSHA Health Care Governance Certification, with quarterly reporting on achievement percentage.
2. Assess and refine Board's ongoing connection to and communication with the community.
3. Refine board succession and new commissioner orientation / onboarding plans.

2023 Board Objectives:

4. 100% of Board members achieve and / or maintain WSHA Health Care Governance Certification, with quarterly reporting on achievement percentage
5. Assess and refine Board's ongoing connection to and communication with the community.
6. Fully integrate new commissioners to the board through continued mentorship, regular check-ins and by continuing to adapt processes to support needs while optimizing board work.

2022 Board Objectives:

1. 100% of Board members achieve and / or maintain WSHA Health Care Governance Certification, with quarterly reporting on achievement percentage
2. Check in quarterly on planning for community engagement scenarios with the intent to implement something in 2022.
3. Develop plan for Board succession which addresses near, mid- and long-term needs

Credentialing Approvals

Locum Tenens Privileges: (90-days)

- Robert (Bob) Glazewski, PA-C*

*Due to the expedited timing of this credentialing request, there are 3 documents in process, updated ACLS/PALs certificates, and a certificate of insurance. These will be completed, documented, and verified prior to Robert's first day on site.

Accompanying Notes for the December 2023 Financial Statements

December Financial Statements – Current Month Summary

Gross patient revenue of \$3,609,000 for December was greater than the budgeted amount of \$3,170,000 by \$439,000. The contractual allowance for December of \$1,432,000 was more than the budgeted amount of \$1,271,000 by \$161,000. The net margin of (\$237,000) was less than the budgeted net margin of (\$30,000) by (\$207,000). Our cash receipts totaled \$2,690,000 in December, compared to a budgeted cash receipt total of \$1,830,000.

December Year-To-Date Summary

Year-to-date our net margin of (\$730,000) is (\$101,000) less than the budgeted net margin of (\$629,000). Swing Bed and Ambulance volumes remain below year-to-date budgeted volumes, while CT, Acute, and Rehab Services volumes are higher than budgeted through December. While we fell slightly below budget for the Clinic volumes, we made great progress in 2023. Cash receipts year-to-date totaling \$30,263,000 are well above the budgeted amount of \$25,115,000. The December month end cash balance of \$14,238,000 is ahead of the budgeted cash balance of \$13,087,000 by \$1,151,000.

Specific Revenue and Expense Variances

1. Salaries are over in December due primarily to Acute Care (new WSNA contract) and Admin wages (salary adjustments as well as the effect on accrued PTO).
2. Purchased Services are more than budgeted for December due to Pharmacy (November and December invoices) and Plant (Plumbing and HVAC) expenditures.
3. Supplies are well under budgeted amounts due to year- end adjustments for the 340B program and an IT expense that was moved to capital expense.

Patient Statistics

Acute, CT, Lab, and Radiology volumes were greater than budgeted volumes for December, while Swing Bed, Reb, and Ambulance volumes were lower than budgeted.

Cash Receipts

December cash collections on patient accounts of \$2,603,000 were above budgeted patient account collections of \$1,756,000 by \$847,000, of which \$581,000 was a payment from Medicare for year-to-date Medicare claims through mid-November. For the year 2023, our cash receipts on patient accounts are \$4,327,000 greater than budgeted cash receipts, much of this due to the increase in per diem rates paid by Medicare because of higher operating expenses in 2022 and 2023.

Balance Sheet

Our Balance Sheet shows a decrease in cash balances in December of (\$746,000). December principal and interest payments on our two bonds totaled \$902,000.

Accounts Receivable

Days in Net Accounts Receivable increased from 48.80 days in November to 57.0 days in December and Gross Accounts Receivable has increased by \$268,000 from November.

Contractual Allowances

Our Contractual Allowance for December is 39.7% of Gross Revenues. Overall, our Contractual Allowance is 43% of Gross Accounts Receivable. We will fine tune these numbers and likely make an adjustment as we compile data for the 2023 financial audit and cost report. In particular, we will likely have a large adjustment as we are planning for cost-based reimbursement from Medicare for 2023 Ambulance claims. The Business Office has begun to rebill all the 2023 Ambulance Medicare claims.

Final comments

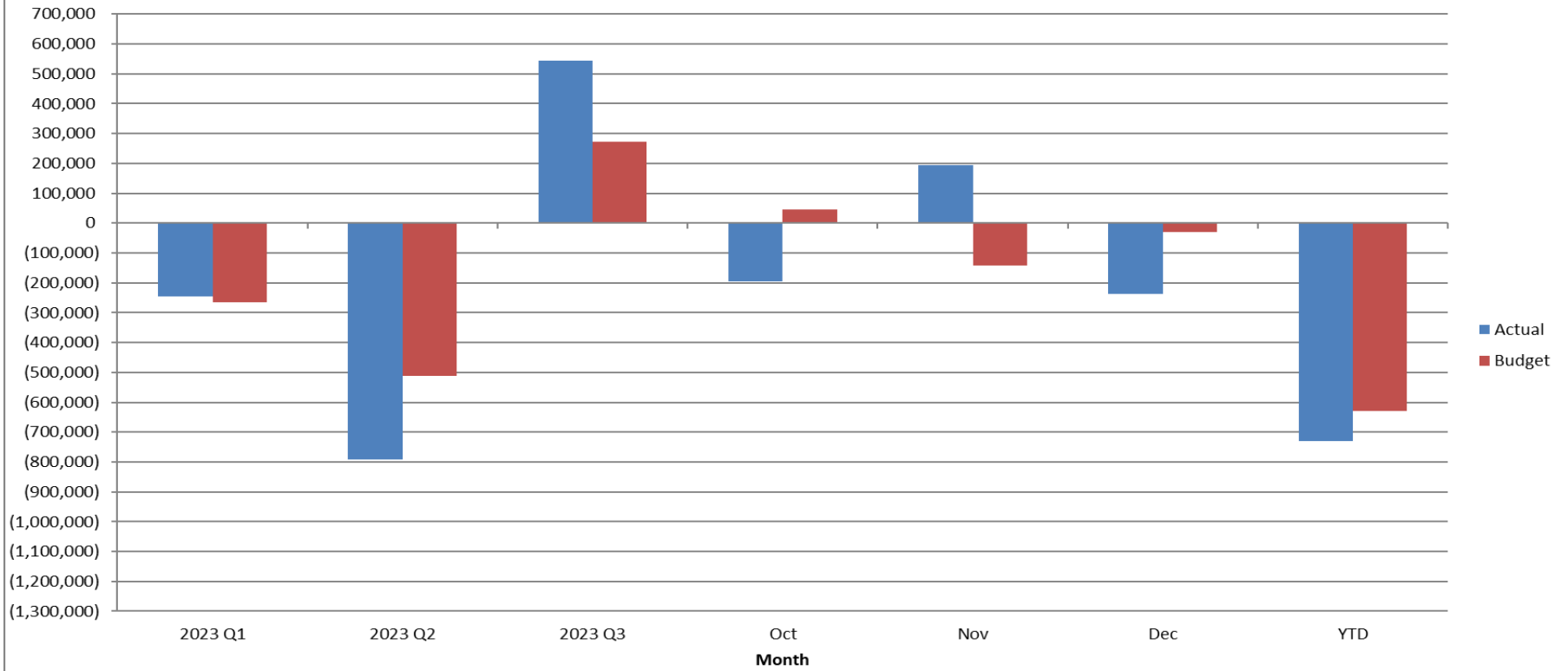
We were able to hold open December month end for our Revenue Cycle to allow for more accurate timing of revenue recognition and exceeded projected revenues for 2023.

We experienced some large budget variances in 2023. The variances were due to a variety of expenditures for consulting work related to the Clinic Practice Share, Mobile Integrated Health, an Urgent Care Study, Meditech optimization, and investments in Leadership Training. We also had some large repair expense for our existing chiller that will be replaced in 2024. We are fortunate that Medicare reimbursement at cost allows us to make up a substantial portion of the expenses that were greater than anticipated.

While we experienced some larger than normal budget variances in 2023, we were able to make significant forward progress on many initiatives, which was much welcomed following the Covid-19 challenges brought forth in 2020-2022 and followed by our EMR conversion in 2022.

We recently received the results of the Business Office Assessment that was completed in late November and will be working with the recommendations. We also are currently working with the State Auditor's Office on the 2020-2022 Accountability Audit and with DZA on our annual financial audit and cost report.

Cascade Medical Net Surplus/(Deficit) - 2023



**Cascade Medical Center
Financial Performance Summary
Year-to-Date - December, 2023**

000's omitted

YTD Dec

Net Margin

Actual	(730)
Budget	<u>(630)</u>
Better (Worse) than Budget	(101)

Variance Analysis - favorable vs (unfavorable)

Gross Revenue - SBed (\$831); Lab (\$312); Amb (\$310); CT \$814; ED \$329; Acute \$294; Clinic \$121; ED \$116	224
Contractual Allowances	<u>2,067</u>
Net Patient Revenue	2,291
Other Operating Revenue	<u>272</u>
Total Operating Revenue	2,564

Expenses

Salaries & Benefits - Rad (\$183); Env Serv (\$107); admin (\$99); URQA (\$83); ED \$107	(358)
Prof. Fees - Admin (\$301); Infomatics (\$256); HR (\$107); Radi (\$90); ED Prov (\$79); ED (\$48)	(1,107)
Supplies	(1)
Purchased Services/Repairs - Plant (\$309); IT (\$170); BusOff (\$145); Rad (\$86); Rx (\$67)	(840)
Other Operating Expenses - Admin (\$96); Bank Charges (\$91); Excise Tax (\$75)	<u>(395)</u>
Total Operating Expenses	(2,702)

Non-Operating Revenues & Expenses 37

Actuals Better/(worse) than Budget (101)

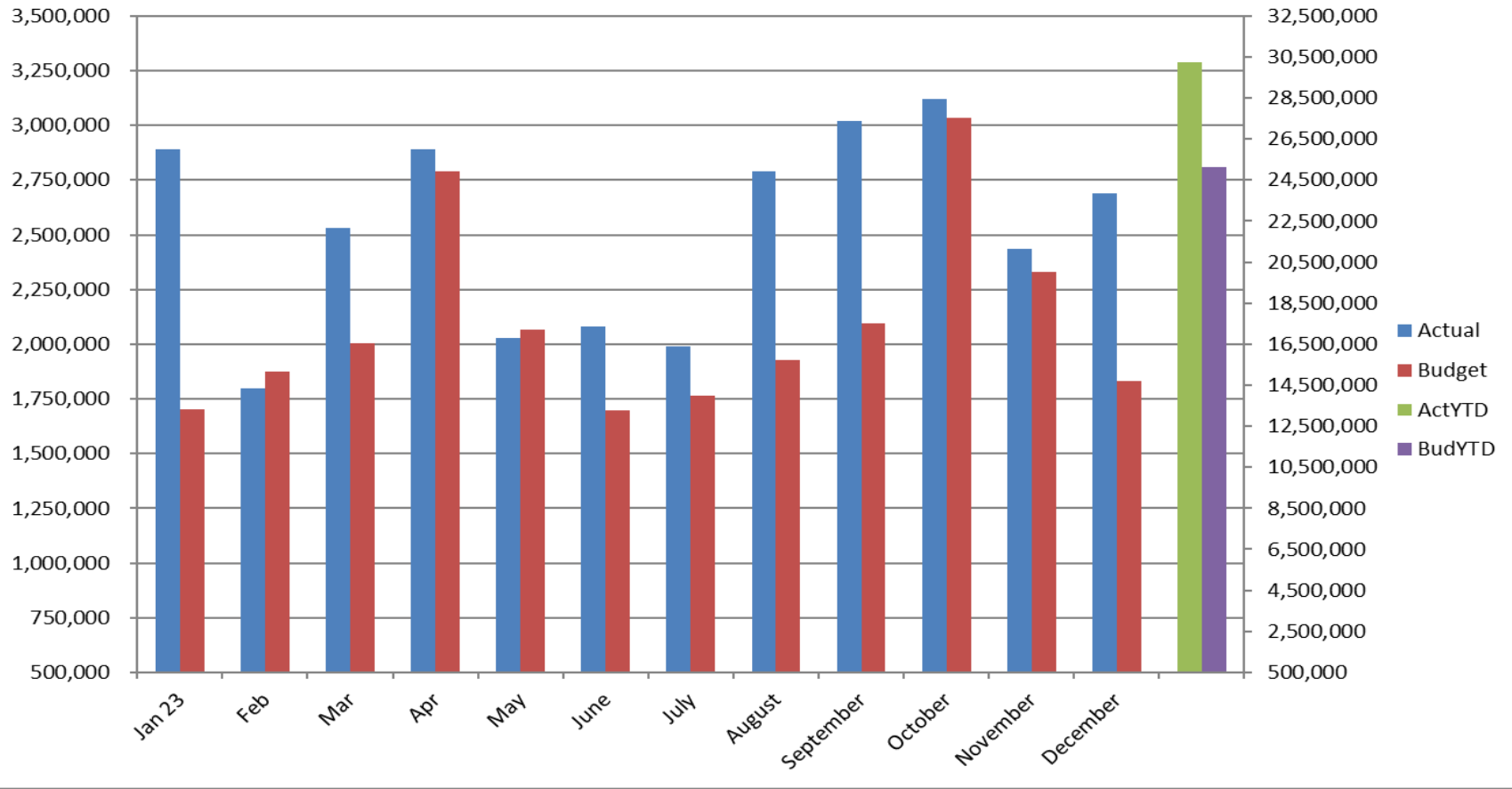
Cascade Medical Center
Statement of Revenues, Expenses and Net Income
For the Month Ending December 31, 2023

	----- Current Period -----			----- Year-to-Date -----			Prior YTD
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating revenues							
Net Patient Revenue	2,177,584	1,898,800	278,784	24,252,645	21,961,349	2,291,296	20,098,633
Grants, Contribs, Other Op Revenue	(222,183)	46,665	(268,848)	1,059,384	677,578	381,806	1,019,295
Tax Levies, unrestricted	40,468	149,665	(109,197)	1,686,783	1,795,980	(109,197)	1,737,456
Total Operating Revenue	1,995,869	2,095,130	(99,261)	26,998,813	24,434,907	2,563,906	22,855,385
Operating expenses							
Salaries & Benefits	1,547,761	1,514,125	(33,636)	18,108,261	17,750,047	(358,214)	16,412,729
Professional fees	148,471	86,643	(61,828)	2,238,346	1,130,684	(1,107,662)	1,049,494
Supplies	(39,254)	159,968	199,222	1,900,161	1,899,044	(1,117)	1,793,618
Purchased services	227,455	123,911	(103,544)	2,162,476	1,322,494	(839,982)	2,212,988
Depreciation	171,051	171,945	894	2,013,059	2,047,428	34,369	1,901,218
Other Operating Expenses	276,226	147,782	(128,444)	2,296,914	1,867,589	(429,325)	1,794,844
Total operating expenses	2,331,711	2,204,374	(127,337)	28,719,218	26,017,286	(2,701,932)	25,164,891
Operating gain / (loss)	(335,842)	(109,244)	(226,598)	(1,720,405)	(1,582,379)	(138,026)	(2,309,506)
Nonoperating revenues (expenses)							
Tax Levies, restricted	119,779	108,294	11,485	1,311,013	1,299,528	11,485	1,212,192
Interest expense on bonds	(25,328)	(27,214)	1,886	(324,682)	(326,568)	1,886	(345,754)
Other Non-Operating rev (exp)	4,487	(1,673)	6,160	3,725	(20,076)	23,801	(15,855)
Total nonoperating rev (exp), net	98,938	79,407	19,531	990,056	952,884	37,172	850,583
Net Income	(236,904)	(29,837)	(207,067)	(730,349)	(629,495)	(100,854)	(1,458,923)

Cascade Medical Center
Statement of Revenues, Expenses and Net Income
For the Month Ending December 31, 2023

	----- Current Period -----			----- Year-to-Date -----			Prior YTD
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating revenues							
Gross Patient Revenue	3,609,375	3,169,931	439,444	36,303,045	36,079,008	224,037	31,398,482
less:							
Contractual Allowances	1,177,125	1,115,804	(61,321)	10,174,642	12,349,787	2,175,145	9,919,093
Reserve for Bad Debts	181,228	110,948	(70,280)	1,334,676	1,262,766	(71,910)	1,017,970
Reserve for Financial Assistance	73,438	44,379	(29,059)	541,082	505,106	(35,976)	362,785
Total Deductions from Revenue	1,431,791	1,271,131	(160,660)	12,050,400	14,117,659	2,067,259	11,299,849
Net Patient Revenue	2,177,584	1,898,800	278,784	24,252,645	21,961,349	2,291,296	20,098,633
Grants, Contributions	8,500	2,100	6,400	244,309	223,798	20,511	479,125
Other Operating Revenue	(230,683)	44,565	(275,248)	815,076	453,780	361,296	540,170
Tax Levies, unrestricted	40,468	149,665	(109,197)	1,686,783	1,795,980	(109,197)	1,737,456
Total Operating Revenue	1,995,869	2,095,130	(99,261)	26,998,813	24,434,907	2,563,906	22,855,385
Operating expenses							
Salaries and wages	1,339,791	1,246,778	(93,013)	14,868,567	14,473,629	(394,938)	13,441,232
Employee benefits	207,970	267,347	59,377	3,239,693	3,276,418	36,725	2,971,496
Professional fees	148,471	86,643	(61,828)	2,238,346	1,130,684	(1,107,662)	1,049,494
Supplies	(39,254)	159,968	199,222	1,900,161	1,899,044	(1,117)	1,793,618
Utilities	36,912	26,385	(10,527)	283,711	284,761	1,050	278,582
Repairs and maintenance	42,688	16,023	(26,665)	509,514	239,476	(270,038)	271,724
Purchased services	184,768	107,888	(76,880)	1,652,962	1,083,018	(569,944)	1,941,264
Continuing medical education	3,000	1,417	(1,583)	16,412	17,000	588	12,001
Other expenses	27,657	2,271	(20,380)	161,077	69,304	(91,773)	96,791
Dues and subscriptions	68,869	62,633	(6,236)	827,540	767,669	(59,871)	241,930
Travel / training / meetings	36,197	4,673	(31,524)	237,128	85,996	(151,132)	110,816
Leases and rentals	33,239	12,664	(20,575)	222,722	167,759	(54,963)	158,256
Depreciation	171,051	171,945	894	2,013,059	2,047,428	34,369	1,901,218
Licenses and taxes	38,033	17,298	(20,735)	278,457	229,223	(49,234)	632,041
Insurance	30,519	19,074	(11,445)	253,481	229,473	(24,008)	244,098
Interest	1,801	1,367	(434)	16,386	16,404	18	20,329
Total operating expenses	2,331,711	2,204,374	(122,331)	28,719,218	26,017,286	(2,701,932)	25,164,891
Operating gain / (loss)	(335,842)	(109,244)	(226,598)	(1,720,405)	(1,582,379)	(138,026)	(2,309,506)
Nonoperating revenues (expenses)							
Tax Levies, restricted	119,779	108,294	11,485	1,311,013	1,299,528	11,485	1,212,192
Interest expense on bond financing	(25,328)	(27,214)	1,886	(324,682)	(326,568)	1,886	(345,754)
Gain (loss) on disposal of equipment	5,913	-	5,913	10,413	-	10,413	-
Investment income	343	96	247	14,543	1,152	13,391	5,376
Net of bond premium/amortization	(1,769)	(1,769)	(0)	(21,231)	(21,228)	(3)	(21,231)
CARES Funds	-	-	-	-	-	-	-
PPP Loan Proceeds	-	-	-	-	-	-	-
Total nonoperating revenues (expenses), net	98,938	79,407	19,531	990,056	952,884	37,172	850,583
Net Income	(236,904)	(29,837)	(207,067)	(730,349)	(629,495)	(100,854)	(1,458,923)

Cascade Medical 2023 Cash Receipts



Cascade Medical
 Statistics Summary - 2023

	YTD 2022						2023 Act	2023 Bud	Act/Bud	2023 Act	2023 Act	2023 Bud	2023 Bud	Act/Bud
	avg/mo	aug 23	sep	oct	nov	dec	mo	mo	% var	YTD Tot	avg/mo	YTD Tot	avg/mo	% var
Acute Care	21	17	36	17	16	30	30	13	127.0%	259	22	222	19	16.6%
Swing Bed	83	98	67	61	57	69	69	101	-32.0%	821	68	1,137	95	-27.8%
Laboratory tests	2,778	3,659	3,100	3,344	3,259	3,538	3,538	3,062	15.5%	36,392	3,033	35,844	2,987	1.5%
Radiology exams	278	373	298	343	259	358	360	316	13.9%	3,816	318	3,789	316	0.7%
CT scans	101	154	149	162	161	156	156	111	40.5%	1,590	133	1,340	112	18.7%
ED visits	337	416	346	342	280	385	385	385	0.0%	4,086	341	3,994	333	2.3%
Ambulance runs	71	81	69	53	70	78	78	83	-6.0%	838	70	903	75	-7.2%
Clinic visits	994	1,320	1,178	1,224	1,177	1,135	1,135	1,134	0.1%	13,744	1,145	14,000	1,167	-1.8%
Rehab procedures	2,006	2,417	2,310	2,392	1,978	1,693	1,693	2,165	-21.8%	26,760	2,230	25,917	2,160	3.3%

Patient Statistics

	2022	2023												2023
	YTD Mo Avg	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Mo Avg
Admits														
Acute Care	3.8	5	1	5	7	6	7	5	6	11	4	6	9	6.0
Short Stay	1.8	-	4	5	3	4	3	5	5	8	5	3	5	4.2
Swing Bed	5.3	5	4	3	5	6	6	5	9	3	3	3	5	4.8
Respite Care	0.6	2	1	-	1	1	1	-	-	-	1	-	-	0.6
Total Admits	11.4	12	10	13	16	17	17	15	20	22	13	12	19	15.5
Patient Days														
Acute Care	17.0	26	4	15	29	25	26	18	17	36	17	16	30	21.6
Short Stay	2.4	1.2	5.1	4.5	4.5	4.6	5.9	5.2	6.4	9.8	6.1	4.8	6.4	5.4
Swing Bed	81.3	75	98	49	61	59	66	61	98	67	61	57	69	68.4
Respite Care	8.6	13	22	-	5	20	2	11	-	-	3	-	-	6.3
Total Patient Days	109.3	115.2	129.1	68.5	99.5	108.6	99.9	95.2	121.4	112.8	87.1	77.8	105.4	101.7
Average Length of Stay	9.6	9.6	12.9	5.3	6.2	6.4	5.9	6.3	6.1	5.1	6.7	6.5	5.5	6.9
Average Patients per Day	3.6	3.7	4.5	2.2	3.3	3.5	3.3	3.1	3.9	3.8	2.8	2.6	3.4	3.3
Worked FTEs	-													#DIV/0!
FTEs (W/ Non-Working Pay*)	-													#DIV/0!
Laboratory (tests)	2,778	2,875	2,395	2,285	3,001	3,110	2,746	3,080	3,659	3,100	3,344	3,259	3,538	3,033
Radiology (tests)	241	253	245	231	254	292	272	267	312	251	254	219	309	263
Mammography (tests)	28	35	28	42	32	49	35	40	38	35	63	30	35	39
Cardiac Diagnostics	76	84	74	79	102	114	70	91	65	119	144	78	69	91
CT (Scans)	101	112	82	115	89	125	128	157	154	149	162	161	156	133
DXA (Scans)	8	17	7	28	20	15	9	12	23	12	26	10	16	16
PT (services billed)	1,550	1,778	1,645	1,764	1,686	1,735	1,960	1,908	2,046	1,988	2,029	1,658	1,423	1,802
ER (visits/procedures)	338	324	253	244	283	371	375	467	416	346	342	280	385	341
Ambulance (runs)	71	88	61	57	54	69	75	83	81	69	53	70	78	70
Clinic (visits)	979	1,051	976	1,197	1,091	1,167	1,148	1,098	1,333	1,178	1,224	1,177	1,135	1,148
Occupational Therapy	415	516	446	364	469	445	521	299	305	274	309	279	211	370
Speech Therapy	42	69	66	41	72	52	59	75	66	48	54	41	59	59
Endoscopy Procedures	10	7	22	20	13	27	12	19	24	20	21	18	19	19

REVENUE COMPARISON

	2022	2023												2023
	YTD Mo Avg	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Mo Avg
Acute Care	\$ 41,135	\$ 122,267	\$ (28,105)	\$ 44,978	\$ 104,755	\$ 25,923	\$ 120,085	\$ 345	\$ 90,000	\$ 179,431	\$ 36,000	\$ 63,000	\$ (30,000)	\$ 60,723
Short Stay	7,419	3,846	15,659	14,765	13,764	13,795	18,260	15,897	19,590	30,479	18,386	14,284	19,159	16,490
Respite Care	3,759	5,785	14,960	-	445	9,180	6,600	7,150	-	-	1,650	-	-	3,814
Swing Bed	188,428	144,900	272,895	118,335	113,505	176,295	108,675	198,030	205,275	94,185	181,125	125,580	246,330	165,428
Central Supply	25,765	18,694	13,789	15,385	20,622	26,042	27,275	23,260	34,301	43,723	25,699	45,895	46,349	28,419
Laboratory	334,028	323,582	273,385	356,070	356,554	343,528	297,314	339,080	410,126	359,447	398,831	371,627	440,145	355,807
Cardiac Diagnostics	20,412	24,824	23,326	25,498	33,963	38,007	26,770	26,196	32,558	25,891	31,900	28,118	38,817	29,656
CT	324,441	382,550	289,072	376,137	340,517	414,505	427,780	556,372	500,946	517,785	465,395	585,426	518,765	447,937
Radiology	114,196	126,184	121,002	126,516	141,478	148,047	138,459	128,102	164,226	130,145	133,175	103,374	166,409	135,593
Mammography	16,014	17,620	18,493	25,513	20,365	26,363	21,660	18,493	24,762	21,783	36,123	19,356	25,316	22,987
Pharmacy	115,247	132,753	87,704	193,768	150,174	157,323	90,176	121,354	253,326	128,447	149,483	84,440	137,335	140,524
Respiratory Therapy	68	-	-	-	-	-	-	-	-	-	-	-	-	-
Physical Therapy	158,198	179,529	180,871	178,606	186,602	187,312	210,686	210,456	226,039	191,336	241,109	174,510	152,974	193,336
Emergency Room	673,048	595,285	566,371	592,177	573,591	705,793	824,147	761,154	1,257,262	628,619	789,014	665,145	942,827	741,782
Ambulance	236,271	164,881	244,598	225,217	178,209	239,989	306,725	215,014	342,986	221,148	233,654	221,711	303,598	241,477
Clinic	257,875	206,005	249,653	282,355	310,787	259,199	333,152	301,340	322,022	307,311	377,688	345,121	441,958	311,383
Occupational Therapy	48,684	52,920	59,886	44,284	52,754	54,713	62,186	37,947	34,393	30,089	37,770	32,674	30,562	44,181
Outpatient Diagnostic Svcs	34,730	14,952	44,461	62,002	60,911	56,994	58,978	75,290	56,700	67,703	81,416	48,072	101,365	60,737
Speech/Contracted Svcs	13,701	20,019	25,402	13,392	20,241	21,366	20,863	23,305	23,211	14,983	19,546	12,099	20,609	19,586
Dietary/Contracted Svcs	3,121	5,366	3,407	8,471	5,469	3,974	5,841	5,701	7,216	2,795	4,909	4,700	6,858	5,392
Total Patient Revenue	\$ 2,616,540	\$ 2,541,962	\$ 2,476,829	\$ 2,703,469	\$ 2,684,706	\$ 2,908,348	\$ 3,105,632	\$ 3,064,486	\$ 4,004,939	\$ 2,995,296	\$ 3,262,873	\$ 2,945,129	\$ 3,609,375	\$ 3,025,254

Increase (Decrease) in Cash and Cash Equivalents
 Cascade Medical Center
 For the Month Ending December 31, 2023

	<u>Dec-23</u>	<u>2023 YTD</u>	<u>2022 YTD</u>
<i>Cash flows from operating activities</i>			
Receipts from and on behalf of patients	\$ 2,602,669	\$ 25,673,214	\$ 20,881,723
Other receipts	\$ 3,964	\$ 507,217	\$ 443,150
Payments to & on behalf of employees	\$ (1,340,265)	\$ (15,751,568)	\$ (14,538,977)
Payments to suppliers and contractors	\$ (903,630)	\$ (11,168,229)	\$ (8,970,560)
Net cash gained / (used) in operating activities	<u>\$ 362,738</u>	<u>\$ (739,365)</u>	<u>\$ (2,184,664)</u>
<i>Cash flows from noncapital financing activities</i>			
Taxation for maintenance and operations, EMS	\$ 15,937	\$ 2,472,869	\$ 2,425,899
Noncapital grants and contributions	\$ 8,500	\$ 308,428	\$ 261,399
Net cash provided by noncapital financing activities	<u>\$ 24,437</u>	<u>\$ 2,781,297</u>	<u>\$ 2,687,298</u>
<i>Cash flows from capital and related financing activities</i>			
Taxation for bond principal and interest	\$ 3,969	\$ 677,712	\$ 639,024
Purchase of capital assets	\$ (45,512)	\$ (226,153)	\$ (248,510)
Payments toward construction in progress	\$ (244,484)	\$ (731,918)	\$ (175,979)
Proceeds from disposal of capital assets	\$ -	\$ 4,500	\$ -
Proceeds from long-term debt	\$ -	\$ -	\$ -
Principle & Interest paid on long-term debt	\$ (902,284)	\$ (1,065,569)	\$ (1,027,499)
Bond maintenance & issuance costs		\$ (550)	\$ (470)
Capital grants and contributions	\$ -	\$ 20,486	\$ 174,766
Net cash provided by capital and related financing activities	<u>\$ (1,188,311)</u>	<u>\$ (1,321,493)</u>	<u>\$ (638,668)</u>
<i>Cash flows from investing activities</i>			
Investment Income	<u>\$ 54,758</u>	<u>\$ 598,500</u>	<u>\$ 160,208</u>
Net increase (decrease) in cash and cash equivalents	\$ (746,379)	\$ 1,318,939	\$ 24,174
Cash and Cash equivalents, beginning of period	\$ 14,984,523	\$ 12,919,205	\$ 12,895,031
Cash and cash equivalents, end of period	<u>\$ 14,238,144</u>	<u>\$ 14,238,144</u>	<u>\$ 12,919,205</u>

Forecasted Statement of Cash Flows
Cascade Medical Center
For the year ending December 31, 2023

	<u>Actual</u> <u>1st Qtr</u>	<u>Actual</u> <u>2nd Qtr</u>	<u>Actual</u> <u>3rd Qtr</u>	<u>Actual</u> <u>October</u>	<u>Actual</u> <u>November</u>	<u>Actual</u> <u>December</u>	<u>Actual</u> <u>4th Qtr</u>	<u>Actual</u> <u>Year End 2023</u>	<u>Budget</u> <u>2023</u>
Cash balance, beginning of period	\$ 12,919,205	\$ 14,269,736	\$ 13,845,914	\$ 15,057,931	\$ 15,755,036	\$ 14,984,523	\$ 15,057,931	\$ 12,919,205	\$ 12,919,205
Cash available for operating needs	\$ 12,707,225	\$ 13,935,775	\$ 13,056,281	\$ 14,219,135	\$ 14,679,884	\$ 13,869,670	\$ 14,219,135	\$ 12,707,225	12,707,225
Cash restricted to debt service, other restricted funds	\$ 211,980	\$ 333,961	\$ 789,633	\$ 838,796	\$ 1,075,151	\$ 1,114,853	\$ 838,796	\$ 211,980	211,980
<i>Cash flows from operating activities</i>									
Receipts from and on behalf of patients	\$ 6,595,932	\$ 5,165,892	\$ 7,238,010	\$ 1,874,764	\$ 2,195,947	2,602,669	\$ 6,673,380	\$ 25,673,214	\$ 21,346,379
Grant receipts	\$ 35,993	\$ 3,654	\$ 183,203	\$ 77,077	\$ -	\$ 8,500	\$ 85,577	\$ 308,428	\$ 133,798
Other receipts	\$ 168,890	\$ 212,303	\$ 107,657	\$ 10,568	\$ 8,335	\$ 3,964	\$ 22,867	\$ 511,717	\$ 403,985
Payments to or on behalf of employees	\$ (3,442,158)	\$ (4,128,902)	\$ (3,614,134)	\$ (1,299,632)	\$ (1,926,477)	\$ (1,340,265)	\$ (4,566,374)	\$ (15,751,568)	\$ (16,977,604)
Payments to suppliers and contractors	\$ (2,413,564)	\$ (2,850,614)	\$ (2,915,132)	\$ (894,810)	\$ (1,190,478)	\$ (903,630)	\$ (2,988,918)	\$ (11,168,229)	\$ (6,239,189)
Net cash provided by operating activities	\$ 945,094	\$ (1,597,668)	\$ 999,604	\$ (232,031)	\$ (912,674)	\$ 371,238	\$ (773,468)	\$ (426,437)	\$ (1,332,631)
<i>Cash flows from noncapital financing activities</i>									
Unencumbered M & O taxation	\$ -	\$ -	\$ -	\$ 218,091	\$ 36,221	\$ 4,200	\$ 258,512	\$ 258,512	\$ 243,957
Taxation for Emergency Medical Services	\$ 169,499	\$ 851,016	\$ 62,351	\$ 625,552	\$ 101,240	\$ 11,736	\$ 738,528	\$ 1,821,394	\$ 1,795,981
Investment Income	\$ 126,178	\$ 149,242	\$ 156,278	\$ 58,492	\$ 53,550	\$ 54,758	\$ 166,801	\$ 598,499	\$ 44,952
Donations	\$ -	\$ -	\$ -	\$ 20,486	\$ -	\$ -	\$ 20,486	\$ 20,486	\$ 90,000
Net cash provided by noncapital financing activities	\$ 295,678	\$ 1,000,258	\$ 218,629	\$ 922,621	\$ 191,011	\$ 70,695	\$ 1,184,327	\$ 2,698,891	\$ 2,174,890
Proceeds from Long Term Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Funds Expended for Capital Purchases	\$ (12,222)	\$ (282,084)	\$ (55,379)	\$ (229,840)	\$ (88,551)	\$ (289,996)	\$ (608,387)	\$ (958,071)	\$ (554,448)
Increase/(decrease) in cash available for operations	\$ 1,228,550	\$ (879,494)	\$ 1,162,854	\$ 460,749	\$ (810,214)	\$ 151,937	\$ (197,528)	\$ 1,314,382	\$ 287,811
Cash available for operating needs	\$ 13,935,775	\$ 13,056,281	\$ 14,219,135	\$ 14,679,884	\$ 13,869,670	\$ 14,021,607	\$ 14,021,607	\$ 14,021,607	\$ 12,995,036
Taxation for bond prin & int (incl encumbrd M&O)	\$ 121,981	\$ 618,955	\$ 49,713	\$ 236,356	\$ 39,701	\$ 3,969	\$ 280,025	\$ 1,070,675	\$ 1,055,568
Principle & Interest paid on long-term debt	\$ -	\$ (163,284)	\$ (550)	\$ -	\$ -	\$ (902,284)	\$ (902,284)	\$ (1,066,118)	\$ (1,065,568)
Restricted grants and contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increase/(decrease) in restricted cash	\$ 121,981	\$ 455,671	\$ 49,163	\$ 236,356	\$ 39,701	\$ (898,316)	\$ (622,259)	\$ 4,557	\$ (10,000)
Cash restricted to debt service, other restricted funds	\$ 333,961	\$ 789,633	\$ 838,796	\$ 1,075,151	\$ 1,114,853	\$ 216,537	\$ 216,537	\$ 216,537	\$ 201,980
Cash balance, end of period	\$ 14,269,736	\$ 13,845,914	\$ 15,057,931	\$ 15,755,036	\$ 14,984,523	\$ 14,238,144	\$ 14,238,144	\$ 14,238,144	\$ 13,197,016

CASCADE MEDICAL CENTER
EMERGENCY MEDICAL SERVICES - DECEMBER, 2023

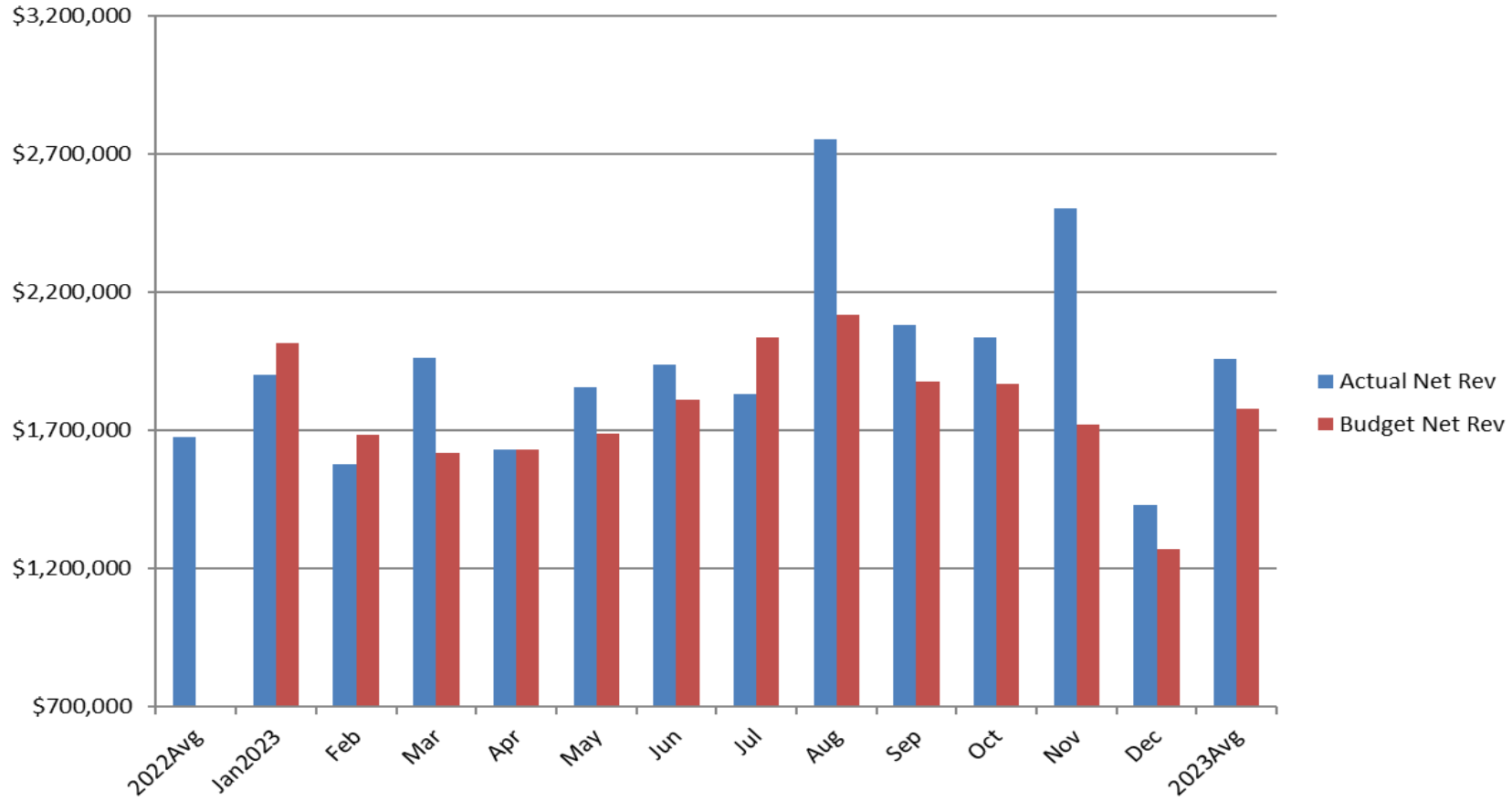
REVENUE	EMERGENCY ROOM		AMBULANCE		COMBINED EMERGENCY MEDICAL SERVICES		
	12/31/23	12/31/23 YTD	12/31/23	12/31/23 YTD	12/31/23	12/31/23 YTD	12/312022 YTD
PATIENT REVENUE	942,827	8,901,396	303,598	2,897,728	\$1,246,425	\$11,799,124	\$10,912,276
DEDUCTIONS FROM REVENUE CONTRACTUAL ALLOWANCE, BAD DEBT & CHARITY CARE	\$548,537	\$5,178,832	\$198,978	\$1,899,171	\$747,515	\$7,078,003	\$5,991,268
NET PATIENT REVENUE	\$394,290	\$3,722,564	\$104,620	\$998,557	\$498,910	\$4,721,122	\$4,921,008
OTHER OPERATING REVENUE	\$0	\$0	(223)	(223)	(223)	(223)	\$0
TOTAL OPERATING REVENUE	\$394,290	\$3,722,564	\$104,396	\$998,334	\$498,687	\$4,720,898	\$4,921,008
OPERATING EXPENSES							
SALARIES AND WAGES	204,926	1,996,847	116,211	1,308,136	\$321,137	\$3,304,983	\$3,265,045
EMPLOYEE BENEFITS	22,538	271,651	25,271	320,576	\$47,809	\$592,227	\$545,615
PROFESSIONAL FEES	4,992	306,138	-	2,236	\$4,992	\$308,374	\$116,106
SUPPLIES	7,271	90,279	8,035	92,037	\$15,306	\$182,316	\$208,680
FUEL	-	-	2,534	25,151	\$2,534	\$25,151	\$28,363
REPAIRS AND MAINT.	-	-	3,955	49,722	\$3,955	\$49,722	\$60,605
PURCHASED SERVICES	2,958	39,762	28,286	193,022	\$31,244	\$232,784	\$220,233
CONTINUING MEDICAL EDUCATION	3,000	4,494	11,131	26,715	\$14,131	\$31,209	\$34,518
DUES	1,451	15,040	835	14,464	\$2,286	\$29,505	\$30,799
OTHER EXPENSES	474	2,527	1,360	22,430	\$1,833	\$24,956	\$15,857
LEASES / RENTALS	209	3,423	6,163	36,063	\$6,372	\$39,486	\$30,322
DEPRECIATION	4,522	54,261	17,920	215,044	\$22,442	\$269,305	\$97,189
TAXES AND LICENSES	-	1,338	-	114	\$0	\$1,451	\$2,453
INSURANCE	1,113	13,361	4,238	50,858	\$5,352	\$64,219	\$49,073
OVERHEAD COSTS	212,624	2,401,292	100,668	1,136,905	\$313,292	\$3,538,197	\$2,436,742
TOTAL OPERATING EXPENSES	\$466,077	\$5,200,413	\$326,607	\$3,493,474	\$792,684	\$8,693,885	\$7,141,600
MARGIN ON OPERATIONS	(\$71,787)	(\$1,477,850)	(\$222,210)	(\$2,495,140)	(\$293,998)	(\$3,972,987)	(\$2,220,592)
TAX REVENUE					\$40,468	\$1,686,783	\$1,737,456
NET MARGIN WITH TAX REVENUE					(\$253,529)	(\$2,286,204)	(\$483,136)
STATISTICS (ER - visits/procedures, AMB - billed runs) - 2023	385	4,086	78	838			
Total Ambulance Runs (includes unbillable runs)			121	1,213			
STATISTICS (ER - visits/procedures, AMB - billed runs) - 2022	390	4,053	85	852			
Total Ambulance Runs (includes unbillable runs)			141	1,292			

Cascade Medical Center
Balance Sheet
As of December 31, 2023 and December 31, 2022

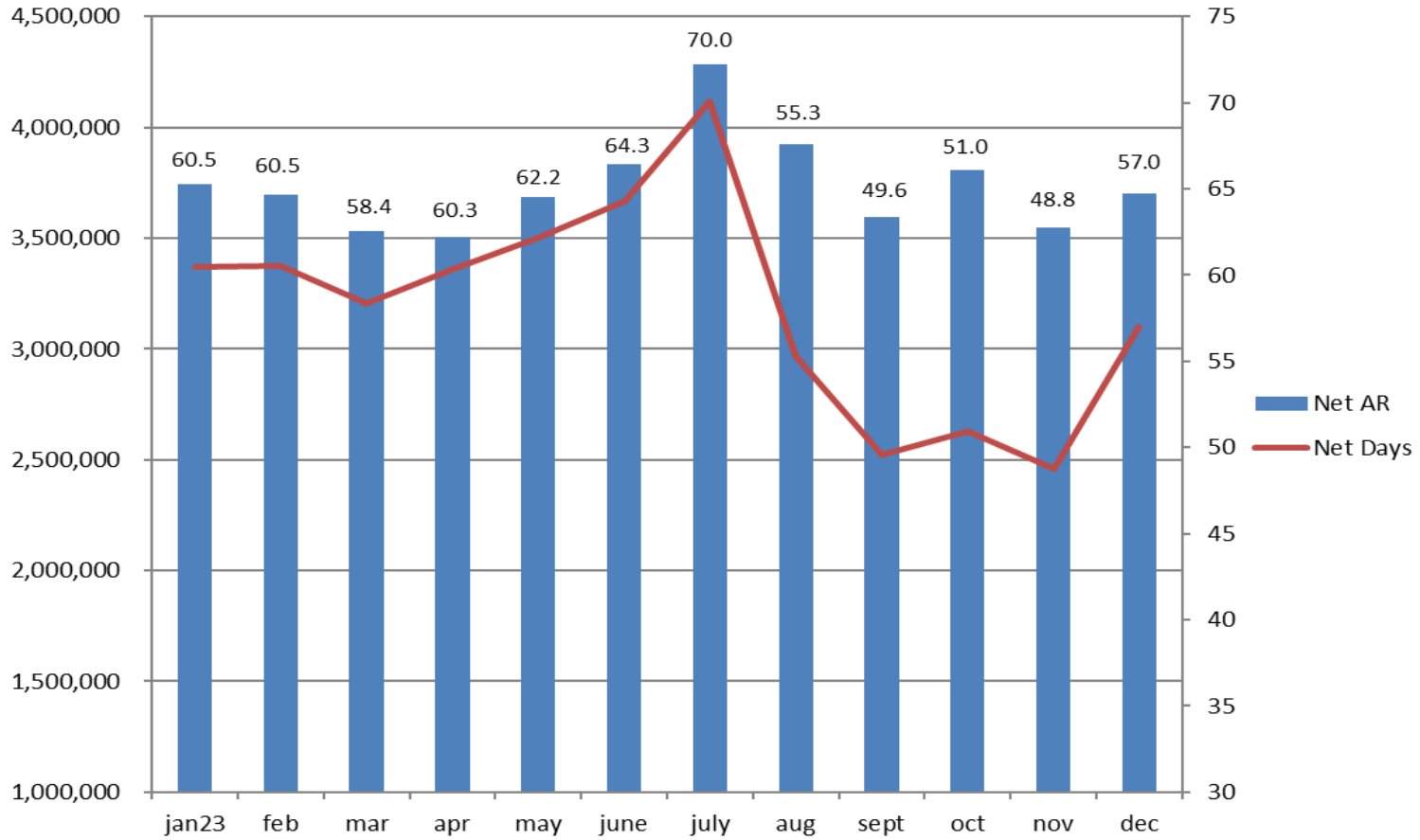
	Dec 2023	Dec 2022		Dec 2023	Dec 2022
ASSETS			LIABILITIES & FUND BALANCE		
Current Assets			Current Liabilities		
Cash and Cash Equivalents	948,383	879,569	Accounts Payable	636,707	592,145
Savings Account	11,886,669	9,042,895	Accrued Payroll	416,183	423,350
Patient Account Receivable	6,490,775	6,045,511	Refunds Payable	1,285	8,112
less: Reserves for Contractual Allowances	(2,790,964)	(2,592,952)	Accrued PTO	854,110	763,093
Inventories and Prepaid Expenses	270,696	330,878	Payroll Taxes & Benefits Payable	83,616	(91,262)
Taxes Receivable - M&O Levy	11,199	11,777	Accrued Interest Payable	25,327	27,214
- EMS Levy	31,211	159,405	Current Long Term Debt	794,004	746,195
Other Assets	404,970	2,005,510	Current OPEB Liability	996,196	861,196
Total Current Assets	17,252,938	15,882,594	Short Term Lease	33,406	33,406
			Settlement Payable	744,258	741,000
Assets Limited as to Use			Total Current Liabilities	4,585,092	4,104,448
Cash and Cash Equivalents					
Funded Depreciation	964,217	1,314,457	Long Term Liabilities		
CVB Memorial Fund	1,274	1,273	Notes Payable	199,490	207,493
UTGO Bond Payable Fund	75,373	70,467	Covid SHIP Funding	-	-
LTGO Bond Payable Fund	2,004	265,317	PPP Note Payable	-	-
Investment Memorial Fund	131,019	124,539	CARES Act Funds Reserve	-	-
Settlement Account	171,595	163,108	UTGO Bond Payable	4,460,000	5,021,000
Paycheck Protection Loan Proceeds	-	-	LTGO Bond Payable	4,215,000	4,440,000
Cash - EMS	82,148	1,160,753	Deferred Revenue/Bond Premium	83,493	89,106
	1,427,630	3,099,915	Long Term OPEB/Pension Liability	2,969,594	2,969,594
Taxes Receivable - Construction Bond Levy	11,246	11,494	Long Term ROU Leases	41,852	41,852
Total Assets Limited as to Use	1,438,875	3,111,409	Total Long Term Liabilities	11,969,427	12,769,045
Property, Plant and Equipment			Total Liabilities	16,554,519	16,873,493
Land	522,015	522,015			
Land Improvements	1,420,326	1,392,089	Fund Balance - Prior Years	14,074,683	14,074,683
Buildings & Improvements	10,602,705	10,502,549	Fund Balance - Current Year	(730,349)	-
Fixed Equip - Hospital	8,946,455	8,747,554	Total Fund Balance	13,344,334	14,074,683
Major Movable Equipment Hospital	8,013,678	7,829,280			
Construction in Progress	760,146	17,072			
Total Property, Plant and Equipment	30,265,325	29,010,559			
Less: Accumulated Depreciation	(21,029,106)	(19,048,438)			
	9,236,219	9,962,121			
ROU Leases					
ROU Leases	106,054	106,054			
Less Accumulated Amortization	(30,796)	(30,796)			
	75,258	75,258			
Other Assets					
Long Term Pension Assets	730,164	730,164			
Deferred OPEB/Pension Costs	864,166	864,166			
Deferred Bond Costs	301,233	322,464			
TOTAL ASSETS	29,898,853	30,948,176	TOTAL LIABILITIES & FUND BALANCE	29,898,853	30,948,176

Cascade Medical

2023 Net Patient Revenue, Actual vs. Budget



Days in Net Accounts Receivable



Cascade Medical
 Accounts Receivable Trending Report - 2023

Total Facility	Dec 2020	Dec 2021	Dec 2022	Jul 23	Aug	Sept	Oct	Nov	Dec
0 - 30 days	2,902,699	2,437,008	2,660,733						
31-60 days	546,254	863,160	545,432						
61-90 days	547,840	332,252	349,290						
91-180 days	570,339	991,256	1,129,065						
over 180 days	728,885	1,016,613	1,360,992						
Total Balance	5,296,017	5,640,289	6,045,511	7,518,876	6,886,109	6,306,286	6,678,092	6,222,600	6,490,775
Credit bals as % of AR	5.5%	2.5%	6.8%						
% >90 w/o installs	22.0%	33.6%	41.2%						

Accompanying Notes for the January 2024 Financial Statements

January Financial Statements – Current Month Summary

January gross patient revenue of \$3,394,000 exceeded the budgeted amount of \$3,328,000 by \$66,000. The contractual allowance for January of \$1,432,000 was more than the budgeted amount of \$1,271,000 by (\$175,000). The net margin of \$95,000 was less than the budgeted net margin of \$128,000 by (\$33,000). Our cash receipts totaled \$2,211,000 in January, compared to a budgeted cash receipt total of \$1,517,000. The January month end cash balance of \$13,995,000 is slightly ahead of the budgeted cash balance of \$13,954,000 by \$41,000.

Specific Revenue and Expense Variances

1. Salaries are under budget in January and a portion of the variance is due to the two new MSO roles and the Nursing/Clinic Manager roles that are currently vacant, along with a vacancy in PT. Our benefits are higher than usual due to a timing issue with our year end benefit accrual that was not recorded in December but will be booked through our audit entries.
2. Supply expenses were high in January due to lab expenses for covid and flu testing supplies.

Patient Statistics

Swing Bed, Rehab and Ambulance volumes were well below budgeted volumes, while CT, Acute, and Lab volumes were higher than budgeted volumes for the month of January. Please be reminded that 1.0 FTE in PT resigned effective the end of December and we had not yet filled that position as of the end of January.

Cash Receipts

Collections on patient accounts of \$2,034,000 in January were above budgeted patient account collections of \$1,409,000 by \$625,000.

Balance Sheet

Our Balance Sheet shows a decrease in cash balances in January of (\$243,000).

Accounts Receivable

Days in Net Accounts Receivable increased from 57.0 days in December to 58.5 days in January and Gross Accounts Receivable has increased by \$378,000 from December.

Contractual Allowances

Our Contractual Allowance for January is 34.3% of Gross Revenues. Overall, our Contractual Allowance is 43% of Gross Accounts Receivable.

Final comments

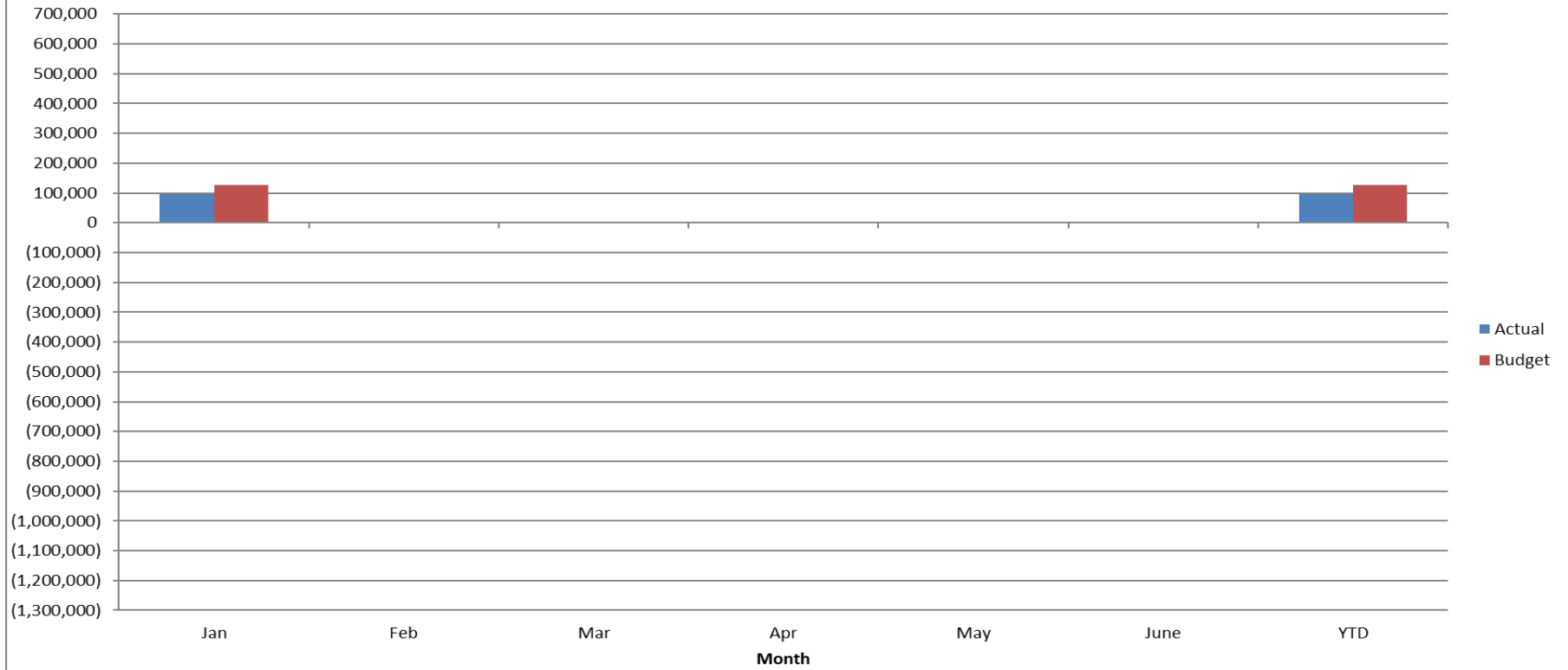
We continue to prepare audit schedules for the financial audit and cost report and are also still in progress with the State Auditor's Office on our 2020-2022 Accountability audit. The Business Office will be working to connect with our third-party billing vendor to supply data to WSHA for the AHA Vitality Payer Scorecard. This is a project Cascade Medical elected to take on that will help provide payor information to support WSHA's advocacy work around commercial payer issues. Lastly, in early March we will kick off a Charity Care Check-Up that will be conducted by

Washington Hospital Services to assess our work around Charity Care. Work continues with our contract consultant, and we have also seen success working on denials with some of our payers.

While our larger plans to delve into Charge Capture work lie ahead, there have been some recent successes with one of our pool nurses working diligently to ensure that we are capturing oxygen charges in the Acute and ED settings, and our coding department has been working with our Radiology Director on charge reconciliation.

Cascade Medical

Net Surplus/(Deficit) - 2024



**Cascade Medical Center
Financial Performance Summary
Year-to-Date - January, 2024**

000's omitted

YTD Jan

Net Margin

Actual	95
Budget	128
	(33)
Better (Worse) than Budget	(33)

Variance Analysis - favorable vs (unfavorable)

Gross Revenue - SBed (\$86); Amb (\$75); ED (\$67); CT \$111; Lab \$71; Clinic \$59; Acute \$37	66
Contractual Allowances	(175)
	(109)
Net Patient Revenue	(109)
Other Operating Revenue	33
	(76)
Total Operating Revenue	(76)

Expenses

Salaries & Benefits - Acute (\$47); OT \$39; Clinic Provid \$31	23
Prof. Fees	(9)
Supplies - Lab (\$30)	(28)
Purchased Services/Repairs	(1)
Other Operating Expenses - IT Dues&Sub \$18; Plant Electricity \$ 8	59
	44
Total Operating Expenses	44

Non-Operating Revenues & Expenses	(0)
-----------------------------------	-----

Actuals Better/(worse) than Budget	(33)
------------------------------------	------

Cascade Medical Center
Statement of Revenues, Expenses and Net Income
For the Month Ending January 31, 2024

	----- Current Period -----			----- Year-to-Date -----			Prior YTD
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating revenues							
Net Patient Revenue	2,228,918	2,337,956	(109,038)	2,228,918	2,337,956	(109,038) *	-
Grants, Contribs, Other Op Revenue	131,606	98,770	32,836	131,606	98,770	32,836	-
Tax Levies, unrestricted	<u>137,725</u>	<u>137,725</u>	<u>-</u>	<u>137,725</u>	<u>137,725</u>	<u>-</u>	<u>-</u>
Total Operating Revenue	2,498,249	2,574,451	(76,202)	2,498,249	2,574,451	(76,202)	-
Operating expenses							
Salaries & Benefits	1,696,130	1,719,241	23,111	1,696,131	1,719,241	23,111	-
Professional fees	117,929	108,487	(9,442)	117,929	108,487	(9,442)	-
Supplies	203,709	175,316	(28,393)	203,709	175,316	(28,393)	-
Purchased services	148,396	147,282	(1,114)	148,396	147,282	(1,114)	-
Depreciation	162,874	169,874	7,000	162,874	169,874	7,000	-
Other Operating Expenses	<u>160,204</u>	<u>212,677</u>	<u>52,473</u>	<u>160,204</u>	<u>212,677</u>	<u>52,473</u>	<u>-</u>
Total operating expenses	2,489,243	2,532,877	43,634	2,489,243	2,532,877	43,634	-
Operating gain / (loss)	9,006	41,574	(32,568)	9,005	41,574	(32,569)	-
Nonoperating revenues (expenses)							
Tax Levies, restricted	112,641	112,641	-	112,641	112,641	-	-
Interest expense on bonds	(25,327)	(25,328)	1	(25,327)	(25,328)	1	-
Other Non-Operating rev (exp)	<u>(1,424)</u>	<u>(989)</u>	<u>(435)</u>	<u>(1,424)</u>	<u>(989)</u>	<u>(435)</u>	<u>-</u>
Total nonoperating rev (exp), net	85,890	86,324	(434)	85,890	86,324	(434)	-
Net Income	94,896	127,898	(33,002)	94,895	127,898	(33,003)	-

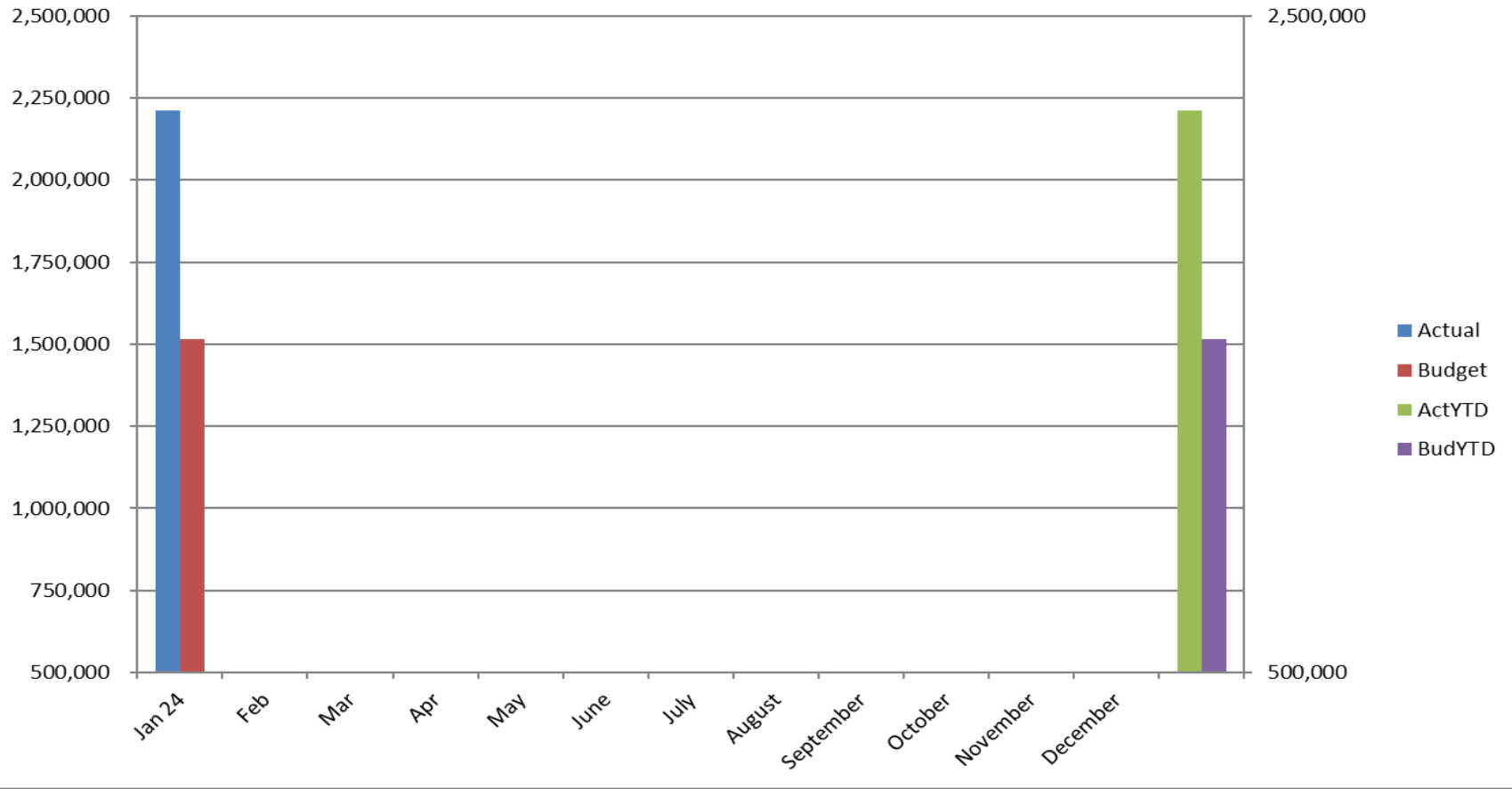
* No prior year data will be presented for January 2024 as we did not present January financials to the board in 2023.

Cascade Medical Center
Statement of Revenues, Expenses and Net Income
For the Month Ending January 31, 2024

	----- Current Period -----			----- Year-to-Date -----			Prior YTD
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating revenues							
Gross Patient Revenue	3,394,117	3,328,156	65,961	3,394,117	3,328,156	65,961 *	-
less:							
Contractual Allowances	998,141	827,120	(171,021)	998,141	827,120	(171,021)	-
Reserve for Bad Debts	118,868	116,486	(2,382)	118,868	116,486	(2,382)	-
Reserve for Financial Assistance	48,190	46,594	(1,596)	48,190	46,594	(1,596)	-
Total Deductions from Revenue	1,165,199	990,200	(174,999)	1,165,199	990,200	(174,999)	-
Net Patient Revenue	2,228,918	2,337,956	(109,038)	2,228,918	2,337,956	(109,038)	-
Grants, Contributions	51,791	2,000	49,791	51,791	2,000	49,791	-
Other Operating Revenue	79,815	96,770	(16,956)	79,815	96,770	(16,956)	-
Tax Levies, unrestricted	137,725	137,725	-	137,725	137,725	-	-
Total Operating Revenue	2,498,249	2,574,451	(76,202)	2,498,249	2,574,451	(76,202)	-
Operating expenses							
Salaries and wages	1,320,415	1,406,168	85,754	1,320,415	1,406,168	85,754	-
Employee benefits	375,716	313,073	(62,643)	375,716	313,073	(62,643)	-
Professional fees	117,929	108,487	(9,442)	117,929	108,487	(9,442)	-
Supplies	203,709	175,316	(28,393)	203,709	175,316	(28,393)	-
Utilities	16,350	25,256	8,907	16,350	25,256	8,907	-
Repairs and maintenance	17,036	22,844	5,808	17,036	22,844	5,808	-
Purchased services	131,360	124,438	(6,922)	131,360	124,438	(6,922)	-
Continuing medical education	-	2,167	2,167	-	2,167	2,167	-
Other expenses	3,457	13,001	9,544	3,457	13,001	9,544	-
Dues and subscriptions	80,172	91,178	11,006	80,172	91,178	11,006	-
Travel / training / meetings	12,316	15,175	2,859	12,316	15,175	2,859	-
Leases and rentals	9,254	17,923	8,669	9,254	17,923	8,669	-
Depreciation	162,874	169,874	7,000	162,874	169,874	7,000	-
Licenses and taxes	24,653	25,103	450	24,653	25,103	450	-
Insurance	12,676	21,600	8,924	12,676	21,600	8,924	-
Interest	1,326	1,274	(52)	1,326	1,274	(52)	-
Total operating expenses	2,489,243	2,532,877	43,634	2,489,243	2,532,877	43,634	-
Operating gain / (loss)	9,006	41,574	(32,568)	9,005	41,574	(32,569)	-
Nonoperating revenues (expenses)							
Tax Levies, restricted	112,641	112,641	-	112,641	112,641	-	-
Interest expense on bond financing	(25,327)	(25,328)	1	(25,327)	(25,328)	1	-
Gain (loss) on disposal of equipment	-	-	-	-	-	-	-
Investment income	346	780	(435)	346	780	(435)	-
Net of bond premium/amortization	(1,769)	(1,769)	(0)	(1,769)	(1,769)	(0)	-
CARES Funds	-	-	-	-	-	-	-
PPP Loan Proceeds	-	-	-	-	-	-	-
Total nonoperating revenues (expenses), net	85,890	86,324	(434)	85,890	86,324	(434)	-
Net Income	94,896	127,898	(33,002)	94,896	127,898	(33,002)	-

* No prior year data will be presented for January 2024 as we did not present January financials to the board in 2023.

Cascade Medical 2024 Cash Receipts



Cascade Medical
 Statistics Summary - 2024

	YTD 2023						2024 Act	2024 Bud	Act/Bud	2024 Act	2024 Act	2024 Bud	2024 Bud	Act/Bud
	avg/mo	jan 24	feb	mar	apr	may	mo	mo	% var	YTD Tot	avg/mo	YTD Tot	avg/mo	% var
Acute Care	26	34					34	29	17.2%	34	34	29	29	17.2%
Swing Bed	75	70					70	124	-43.6%	70	70	124	124	-43.6%
Laboratory tests	2,875	3,427					3,427	3,034	13.0%	3,427	3,427	3,034	3,034	13.0%
Radiology exams	305	312					312	315	-1.0%	312	312	315	315	-1.0%
CT scans	112	144					144	115	25.2%	144	144	115	115	25.2%
ED visits	324	325					325	316	2.8%	325	325	316	316	2.8%
Ambulance runs	88	64					64	85	-24.7%	64	64	85	85	-24.7%
Clinic visits	1,051	1,264					1,264	1,300	-2.8%	1,264	1,264	1,300	1,300	-2.8%
Rehab procedures	2,363	1,835					1,835	2,528	-27.4%	1,835	1,835	2,528	2,528	-27.4%

Patient Statistics

	2023		2024										2024			
	YTD	Mo Avg	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD	Mo Avg
Admits																
Acute Care		5.0	7													7.0
Short Stay		-	6													6.0
Swing Bed		5.0	4													4.0
Respite Care		2.0	2													2.0
Total Admits		12.0	19													19.0
Patient Days																
Acute Care		26.0	34													34.0
Short Stay		1.2	8.3													8.3
Swing Bed		75.0	70													70.0
Respite Care		13.0	7													7.0
Total Patient Days		115.2	119.3													119.3
Average Length of Stay		9.6	6.3													6.3
Average Patients per Day		3.7	3.8													3.8
Worked FTEs		-														#DIV/0!
FTEs (W/ Non-Working Pay*)		-														#DIV/0!
Laboratory (tests)		2,875	3,427													3,427
Radiology (tests)		253	263													263
Mammography (tests)		35	36													36
Cardiac Diagnostics		84	87													87
CT (Scans)		112	144													144
DXA (Scans)		17	13													13
PT (services billed)		1,778	1,463													1,463
ER (visits/procedures)		324	325													325
Ambulance (runs)		88	64													64
Clinic (visits)		1,051	1,264													1,264
Occupational Therapy		516	302													302
Speech Therapy		69	70													70
Cardiac Rehab		-														#DIV/0!
Endoscopy Procedures		7	26													26

REVENUE COMPARISON

	2023		2024										2024			
	YTD	Mo Avg	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD	Mo Avg
Acute Care	\$	122,267	\$ 124,350												\$	124,350
Short Stay		3,846	27,810													27,810
Respite Care		5,785	5,005													5,005
Swing Bed		144,900	190,780													190,780
Central Supply		18,694	46,843													46,843
Laboratory		323,582	448,711													448,711
Cardiac Diagnostics		24,824	22,436													22,436
CT		382,550	529,581													529,581
Radiology		126,184	140,411													140,411
Mammography		17,620	22,920													22,920
Pharmacy		132,753	164,563													164,563
Respiratory Therapy		-	90													90
Physical Therapy		179,529	162,891													162,891
Emergency Room		595,285	739,709													739,709
Ambulance		164,881	229,135													229,135
Clinic		206,005	400,468													400,468
Occupational Therapy		52,920	34,011													34,011
Outpatient Diagnostic Svcs		14,952	71,615													71,615
Speech/Contracted Svcs		20,019	24,359													24,359
Cardiac Rehab		-	1,575													1,575
Dietary/Contracted Svcs		5,366	6,856													6,856
Total Patient Revenue	\$	2,541,962	\$ 3,394,117												\$	3,394,117

Increase (Decrease) in Cash and Cash Equivalents
 Cascade Medical Center
 For the Month Ending January 31, 2024

	<u>Jan-24</u>	<u>2024 YTD</u>	<u>2023 YTD</u>
<i>Cash flows from operating activities</i>			
Receipts from and on behalf of patients	\$ 2,033,831	\$ 2,033,831	\$ 2,836,039
Other receipts	\$ 64,149	\$ 64,149	\$ 3,176
Payments to & on behalf of employees	\$ (1,335,784)	\$ (1,335,784)	\$ (1,143,588)
Payments to suppliers and contractors	\$ (808,208)	\$ (808,208)	\$ (834,611)
Net cash gained / (used) in operating activities	\$ (46,011)	\$ (46,011)	\$ 861,015
<i>Cash flows from noncapital financing activities</i>			
Taxation for maintenance and operations, EMS	\$ 2,739	\$ 2,739	\$ 8,409
Noncapital grants and contributions	\$ -	\$ -	\$ 1,000
Net cash provided by noncapital financing activities	\$ 2,739	\$ 2,739	\$ 9,409
<i>Cash flows from capital and related financing activities</i>			
Taxation for bond principal and interest	\$ 930	\$ 930	\$ 2,325
Purchase of capital assets	\$ (217,773)	\$ (217,773)	\$ -
Payments toward construction in progress	\$ (92,267)	\$ (92,267)	\$ -
Proceeds from disposal of capital assets	\$ -	\$ -	\$ -
Proceeds from long-term debt	\$ -	\$ -	\$ -
Principle & Interest paid on long-term debt	\$ -	\$ -	\$ -
Bond maintenance & issuance costs	\$ -	\$ -	\$ -
Capital grants and contributions	\$ 51,791	\$ 51,791	\$ -
Net cash provided by capital and related financing activities	\$ (257,319)	\$ (257,319)	\$ 2,325
<i>Cash flows from investing activities</i>			
Investment Income	\$ 57,363	\$ 57,363	\$ 39,766
Net increase (decrease) in cash and cash equivalents	\$ (243,229)	\$ (243,229)	\$ 912,515
Cash and Cash equivalents, beginning of period	\$ 14,238,144	\$ 14,238,144	\$ 12,919,205
Cash and cash equivalents, end of period	<u>\$ 13,994,915</u>	<u>\$ 13,994,915</u>	<u>\$ 13,831,720</u>

Forecasted Statement of Cash Flows
Cascade Medical Center
For the year ending January 31, 2024

	<u>Actual</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Actual/Forecast</u>	<u>Budget</u>
	<u>January</u>	<u>February</u>	<u>March</u>	<u>1st Qtr</u>	<u>2nd Qtr</u>	<u>3rd Qtr</u>	<u>4th Qtr</u>	<u>Year End 2024</u>		<u>2024</u>
Cash balance, beginning of period	\$ 14,238,144	\$ 13,994,916	\$ 13,678,126	\$ 14,238,144	\$ 13,598,071	\$ 14,327,784	\$ 14,090,659	\$ 14,238,144	\$	14,238,144
Cash available for operating needs	\$ 14,021,607	\$ 13,776,726	\$ 13,429,992	\$ 14,021,607	\$ 13,262,340	\$ 13,517,028	\$ 13,243,238	\$ 14,021,607	\$	14,021,607
Cash restricted to debt service, other restricted funds	\$ 216,537	\$ 218,190	\$ 248,134	\$ 216,537	\$ 335,731	\$ 810,756	\$ 847,422	\$ 216,537	\$	216,537
<i>Cash flows from operating activities</i>										
Receipts from and on behalf of patients	\$ 2,033,831	\$ 1,793,259	\$ 1,812,203	\$ 5,639,293	\$ 5,755,161	\$ 6,827,054	\$ 6,849,042	\$ 25,070,551	\$	24,445,262
Grant receipts	\$ 51,791	\$ 2,000	\$ 37,000	\$ 90,791	\$ 26,000	\$ 6,000	\$ 6,000	\$ 128,791	\$	79,000
Other receipts	\$ 64,149	\$ 60,445	\$ 64,445	\$ 189,039	\$ 331,335	\$ 136,335	\$ 151,335	\$ 808,044	\$	794,340
Payments to or on behalf of employees	\$ (1,335,784)	\$ (1,562,701)	\$ (1,488,186)	\$ (4,386,671)	\$ (4,506,651)	\$ (5,231,455)	\$ (4,447,500)	\$ (18,572,277)	\$	(19,537,764)
Payments to suppliers and contractors	\$ (808,208)	\$ (624,041)	\$ (647,909)	\$ (2,080,157)	\$ (1,960,843)	\$ (1,899,632)	\$ (1,841,062)	\$ (7,781,694)	\$	(7,610,953)
Net cash provided by operating activities	\$ 5,780	\$ (331,038)	\$ (222,447)	\$ (547,705)	\$ (354,997)	\$ (161,698)	\$ 717,815	\$ (346,584)	\$	(1,830,116)
<i>Cash flows from noncapital financing activities</i>										
Unencumbered M & O taxation			\$ -	\$ -	\$ -	\$ -	\$ 271,769	\$ 271,769	\$	271,769
Taxation for Emergency Medical Services	\$ 2,016	\$ 36,612	\$ 107,103	\$ 145,731	\$ 766,609	\$ 44,831	\$ 692,298	\$ 1,649,469	\$	1,652,698
Investment Income	\$ 57,363	\$ 46,030	\$ 46,030	\$ 149,423	\$ 138,090	\$ 138,090	\$ 138,090	\$ 563,693	\$	552,360
Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000	\$	90,000
Net cash provided by noncapital financing activities	\$ 59,379	\$ 82,642	\$ 153,133	\$ 295,154	\$ 904,699	\$ 182,921	\$ 1,192,157	\$ 2,574,931	\$	2,566,827
Proceeds from Long Term Debt			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
Less Funds Expended for Capital Purchases	\$ (310,040)	\$ (98,338)	\$ (98,338)	\$ (506,716)	\$ (295,014)	\$ (295,014)	\$ (295,014)	\$ (1,391,758)	\$	(1,180,056)
Increase/(decrease) in cash available for operations	\$ (244,881)	\$ (346,734)	\$ (167,652)	\$ (759,267)	\$ 254,688	\$ (273,791)	\$ 1,614,958	\$ 836,589	\$	(443,345)
Cash available for operating needs	\$ 13,776,726	\$ 13,429,992	\$ 13,262,340	\$ 13,262,340	\$ 13,517,028	\$ 13,243,238	\$ 14,858,196	\$ 14,858,196	\$	13,578,262
Taxation for bond prin & int (incl encumbrd M&O)	\$ 1,653	\$ 29,944	\$ 87,597	\$ 119,194	\$ 626,988	\$ 36,666	\$ 294,442	\$ 1,077,290	\$	1,079,927
Principle & Interest paid on long-term debt					\$ (151,963)	\$ -	\$ (937,963)	\$ (1,089,926)	\$	(1,089,926)
Restricted grants and contributions				\$ -	\$ -	\$ -	\$ -	\$ -	\$	-
Increase/(decrease) in restricted cash	\$ 1,653	\$ 29,944	\$ 87,597	\$ 119,194	\$ 475,025	\$ 36,666	\$ (643,521)	\$ (12,636)	\$	(9,999)
Cash restricted to debt service, other restricted funds	\$ 218,190	\$ 248,134	\$ 335,731	\$ 335,731	\$ 810,756	\$ 847,422	\$ 203,901	\$ 203,901	\$	206,538
Cash balance, end of period	\$ 13,994,916	\$ 13,678,126	\$ 13,598,071	\$ 13,598,071	\$ 14,327,784	\$ 14,090,659	\$ 15,062,096	\$ 15,062,096	\$	13,784,800

CASCADE MEDICAL CENTER
EMERGENCY MEDICAL SERVICES - JANUARY, 2024

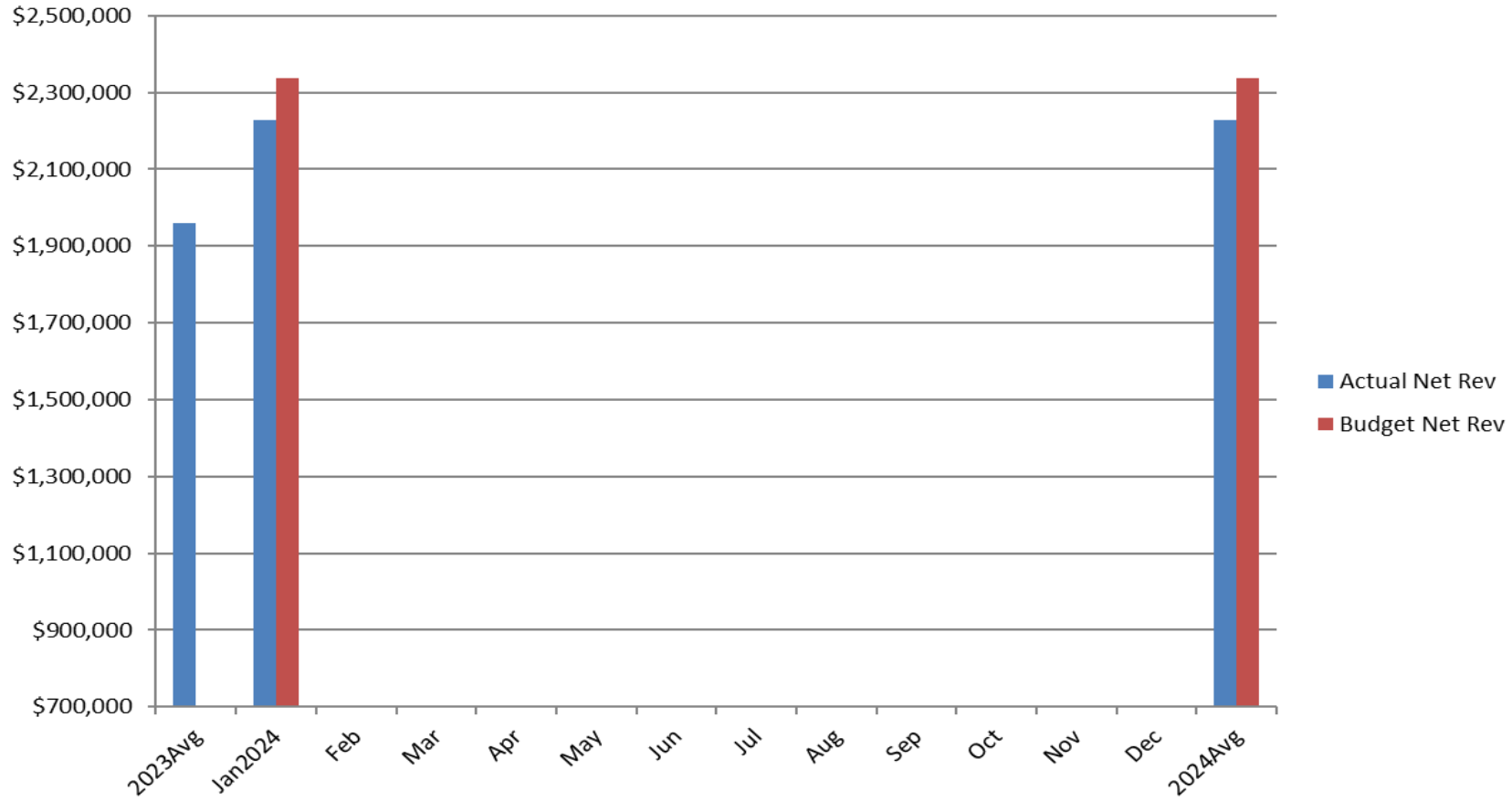
REVENUE	EMERGENCY ROOM		AMBULANCE		COMBINED EMERGENCY MEDICAL SERVICES		
	1/31/24	1/31/24 YTD	1/31/24	1/31/24 YTD	1/31/24	1/31/24 YTD	1/31/2023 YTD
PATIENT REVENUE	739,709	739,709	229,135	229,135	\$968,844	\$968,844	\$1,220,698
DEDUCTIONS FROM REVENUE CONTRACTUAL ALLOWANCE, BAD DEBT & CHARITY CARE	\$430,362	\$430,362	\$150,175	\$150,175	\$580,537	\$580,537	\$738,151
NET PATIENT REVENUE	\$309,346	\$309,346	\$78,960	\$78,960	\$388,306	\$388,307	\$482,547
OTHER OPERATING REVENUE	\$0	\$0	5,173	5,173	\$5,173	\$5,173	\$0
TOTAL OPERATING REVENUE	\$309,346	\$309,346	\$84,133	\$84,133	\$393,479	\$393,480	\$482,547
OPERATING EXPENSES							
SALARIES AND WAGES	178,604	178,604	105,827	105,827	\$284,431	\$284,431	\$314,087
EMPLOYEE BENEFITS	35,151	35,151	34,069	34,069	\$69,221	\$69,221	\$44,928
PROFESSIONAL FEES	3,960	3,960	-	-	\$3,960	\$3,960	\$18,029
SUPPLIES	5,558	5,558	3,161	3,161	\$8,719	\$8,718	\$12,811
FUEL	-	-	1,602	1,602	\$1,602	\$1,602	\$2,921
REPAIRS AND MAINT.	-	-	851	851	\$851	\$851	\$304
PURCHASED SERVICES	3,512	3,512	14,480	14,480	\$17,992	\$17,992	\$19,219
CONTINUING MEDICAL EDUCATION	160	160	-	-	\$160	\$160	\$1,055
DUES	964	964	4,174	4,174	\$5,139	\$5,139	\$3,333
OTHER EXPENSES	210	210	828	828	\$1,038	\$1,038	\$2,392
LEASES / RENTALS	444	444	2,357	2,357	\$2,801	\$2,801	\$2,376
DEPRECIATION	4,522	4,522	17,597	17,597	\$22,118	\$22,118	\$22,442
TAXES AND LICENSES	-	-	-	-	\$0	\$0	\$0
INSURANCE	1,079	1,079	4,455	4,455	\$5,534	\$5,534	\$5,352
OVERHEAD COSTS	164,197	164,197	85,424	85,424	\$249,620	\$249,620	\$288,811
TOTAL OPERATING EXPENSES	\$398,361	\$398,361	\$274,825	\$274,825	\$673,186	\$673,185	\$738,061
MARGIN ON OPERATIONS	(\$89,015)	(\$89,016)	(\$190,692)	(\$190,692)	(\$279,707)	(\$279,705)	(\$255,514)
TAX REVENUE					\$137,725	\$137,725	\$144,788
NET MARGIN WITH TAX REVENUE					(\$141,982)	(\$141,980)	(\$110,726)
STATISTICS (ER - visits/procedures, AMB - billed runs) - 2023	385	4,086	78	838			
Total Ambulance Runs (includes unbillable runs)			121	1,213			
STATISTICS (ER - visits/procedures, AMB - billed runs) - 2022	390	4,053	85	852			
Total Ambulance Runs (includes unbillable runs)			141	1,292			

Cascade Medical Center
Balance Sheet
As of January 31, 2024 and December 31, 2023

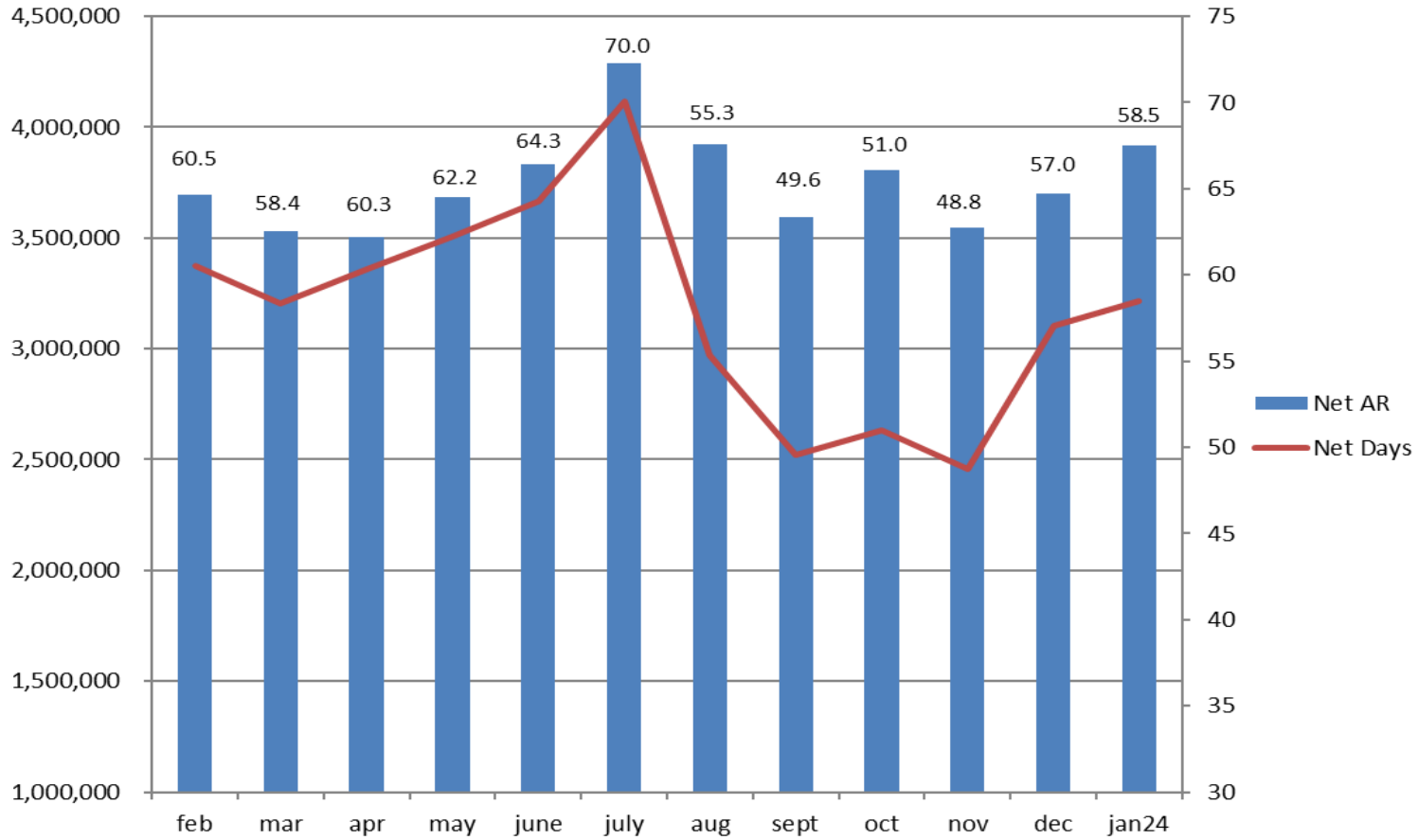
	Jan 2024	Dec 2023		Jan 2024	Dec 2023
ASSETS			LIABILITIES & FUND BALANCE		
Current Assets			Current Liabilities		
Cash and Cash Equivalents	1,140,772	948,383	Accounts Payable	441,184	636,708
Savings Account	11,438,225	11,886,669	Accrued Payroll	643,990	416,183
Patient Account Receivable	6,869,008	6,490,775	Refunds Payable	1,073	1,285
less: Reserves for Contractual Allowances	(2,953,185)	(2,790,964)	Accrued PTO	849,694	854,110
Inventories and Prepaid Expenses	271,642	270,696	Payroll Taxes & Benefits Payable	14,879	83,616
Taxes Receivable - M&O Levy	66,146	11,199	Accrued Interest Payable	50,654	25,327
- EMS Levy	167,364	31,211	Current Long Term Debt	793,365	794,004
Other Assets	308,062	404,970	Current OPEB Liability	1,007,446	996,196
Total Current Assets	<u>17,308,034</u>	<u>17,252,938</u>	Short Term Lease	33,406	33,406
			Settlement Payable	741,000	744,258
Assets Limited as to Use			Total Current Liabilities	<u>4,576,691</u>	<u>4,585,092</u>
Cash and Cash Equivalents					
Funded Depreciation	968,636	964,217	Long Term Liabilities		
CVB Memorial Fund	1,274	1,274	Notes Payable	199,490	199,490
UTGO Bond Payable Fund	76,303	75,373	Covid SHIP Funding	-	-
LTGO Bond Payable Fund	2,004	2,004	PPP Note Payable	-	-
Investment Memorial Fund	131,619	131,019	CARES Act Funds Reserve	-	-
Settlement Account	172,382	171,595	UTGO Bond Payable	4,460,000	4,460,000
Paycheck Protection Loan Proceeds	-	-	LTGO Bond Payable	4,215,000	4,215,000
Cash - EMS	84,164	82,148	Deferred Revenue/Bond Premium	83,025	83,493
	<u>1,436,382</u>	<u>1,427,630</u>	Long Term OPEB/Pension Liability	2,969,594	2,969,594
Taxes Receivable - Construction Bond Levy	67,791	11,246	Long Term ROU Leases	41,852	41,852
Total Assets Limited as to Use	<u>1,504,173</u>	<u>1,438,875</u>	Total Long Term Liabilities	<u>11,968,960</u>	<u>11,969,427</u>
Property, Plant and Equipment			Total Liabilities	<u>16,545,651</u>	<u>16,554,519</u>
Land	522,015	522,015			
Land Improvements	1,420,326	1,420,326	Fund Balance - Prior Years	13,344,334	13,344,334
Buildings & Improvements	10,602,705	10,602,705	Fund Balance - Current Year	94,896	-
Fixed Equip - Hospital	9,028,453	8,946,455	Total Fund Balance	<u>13,439,230</u>	<u>13,344,334</u>
Major Movable Equipment Hospital	8,013,678	8,013,678			
Construction in Progress	808,426	760,146			
Total Property, Plant and Equipment	<u>30,395,602</u>	<u>30,265,325</u>			
Less: Accumulated Depreciation	<u>(21,191,980)</u>	<u>(21,029,106)</u>			
	9,203,622	9,236,219			
ROU Leases					
ROU Leases	106,054	106,054			
Less Accumulated Amortization	<u>(30,796)</u>	<u>(30,796)</u>			
	75,258	75,258			
Other Assets					
Long Term Pension Assets	730,164	730,164			
Deferred OPEB/Pension Costs	864,166	864,166			
Deferred Bond Costs	299,464	301,233			
TOTAL ASSETS	<u>29,984,881</u>	<u>29,898,853</u>	TOTAL LIABILITIES & FUND BALANCE	<u>29,984,881</u>	<u>29,898,853</u>

Cascade Medical

2024 Net Patient Revenue, Actual vs. Budget



Days in Net Accounts Receivable



Cascade Medical
 Accounts Receivable Trending Report - 2024

Total Facility	Dec 2021	Dec 2022	Dec 2023	Jan24	Feb	Mar	Apr	May	Dec
0 - 30 days	2,437,008	2,660,733	2,851,120						
31-60 days	863,160	545,432	839,394						
61-90 days	332,252	349,290	451,019						
91-180 days	991,256	1,129,065	1,005,422						
over 180 days	1,016,613	1,360,992	1,343,819						
Total Balance	5,640,289	6,045,511	6,490,775	6,869,008					
Credit bals as % of AR	2.5%	6.8%							
% >90 w/o installs	33.6%	41.2%							