



**BOARD OF DIRECTORS
MEETING AGENDA
Thursday, July 1st, 2021
** = Action Item**

Meeting will be held at ambulance barn for social distancing purposes.

- A. **Call To Order- 5PM**
- B. **Consent Agenda**
 - A. ****June 3rd, Approval of Board Minutes (Item #1)**
 - B. **Finance Report**
 - a) **May Financials (Item #2)**
 - b) **Memorial Fund Report (Item #3)**
- C. **Old Business**
 - A. **HR Update- Eric Vardell (Item #4)**
 - B. **CEO Report- Ian Peterson**
 - C. **Construction Progress Report- Ian Peterson**
- D. **New Business**
- E. **Medical Staff Report – Dr. Ace Walker**
- F. **Credentialing- Dr. Ace Walker**
- G. **Commissioner Report – Bill Wallace**
- H. **Director of Nursing Report – Diane King**
- I. **Quality Improvement & Risk Management Reports- Katie Lewis (Item #5)**
- J. **Billings Clinic Update- Dr. Seger**
- K. **Public Comment Period**
- L. **Executive Session- HR**
- M. **Elections**
- N. **Upcoming Dates – Next Board Meeting – August 5th, 2021 – 5PM**
- O. **Adjourn**

**PIONEER MEDICAL CENTER
BOARD OF DIRECTORS
Ambulance Barn
June 3rd, 2021**

Present: Perry Anderson, Board Chair
Dr. Walker, COS & Board Member
Bill Wallace, Board Member, County Commissioner
Joy Ott, Board Member
Mark Ketcham, Board Member
Elaine Allestad, Board Member
Chad Miller, Board Member
Ian Peterson, CEO
Pat McConnell, Regional Billing Controller
Abdel-Ghafour, Ala', Regional Billing Controller
Dr. Clint Seger, Regional CMO Billings Clinic
Kathryn Lewis, Quality RN
Eric Vardell, HR Director
Ann Blouin, GovernWell
Anne Marie Kloppel, Regional Financial Manager
Dr. Michelle Lizotte, Jenny Thompson

The Board had a closed training session with GovernWell.

Perry called the meeting to order.

CONSENT AGENDA

Pat presented the financials. Elaine moved to approve the consent agenda. Joy seconded.
Motion carried.

OLD BUSINESS

HR Update

Eric gave an update on employee recruitment. The new time clock software was put into place May 3rd. Eric is working with Pacific Source, looking for more competitive benefit packages for employees.

CEO Report

Ian gave a brief update on May's financials and stated that the contract with HRG has been affective. Ian discussed the Warp Cottage and what needed to be done to make the space useable for our travelers. Two physicians have been interviewed and we are currently waiting to hear back from one. We are waiting on our tax ID number to get the ambulance billing. We have a Contracted Physical Therapist who will be starting the end of June. Housing is our

biggest hiring barrier at the moment. Our new DON starts June 21st. Ian is working with Katie to get the Board Assessment out and he is working on the Board Dashboard for the financial side. All the Ship Grant documentation has been submitted and Ian asked the Board how they wanted to spend the remaining funds. Elaine requested a list of equipment needed in the facility and Perry suggested the AC unit be fixed or replaced with the funding due to its age and the amount of work that needs to go into it to keep it running properly. Ian gave a brief update on the construction project and said that we are on task to wrap up on June 30th. Ian asked the Board for approval on the Johnson Controls Unit to fix our heating system. Bill moved to approve the \$21,005.00 for the Johnson Controls Proposal. Chad seconded. Motion carried.

NEW BUSINESS

Anne Marie gave the 2022 Fiscal Year Budget Review. Mark moved to approve the 2022 Fiscal Year Budget. Elaine seconded. Motion carried.

Ian's evaluation is due. The Board will receive an email with the evaluation.

Board elections will be at next meeting to elect a new Board Chair.

MED STAFF

Dr. Walker had canceled the Med Staff meeting for earlier today due to high numbers in the ED.

COMMISSIONER REPORT

Bill stated that the Commissioner's office was working on their budget. He spoke on the housing shortage in town and said the city is looking into options for a new water tank to keep up with the new housing.

DIRECTOR OF NURSING AND QUALITY IMPROVEMENT REPORT

Ian spoke on the staffing challenges such as housing and also said the agencies we work with are struggling to retain employees at the moment. We continue to work on timely and correct registrations and Patty will be leaving June 19th. Katie stated there was one fall with injury reported and said that Mary has been working with registration accuracy. Katie will have Board Evaluations before the next Board meeting and that she continues to work on compliance and policies.

BILLINGS CLINIC UPDATE

Dr. Seger spoke on a press release on the Comprehensive Stroke Program. This program enables patients that would normally have to be transported to another facility for care to now be seen here at Billings Clinic. Billings Clinic also signed a letter of intent with a group in Riverton, WY to build a new hospital in that area.

PUBLIC COMMENT

No public comment.

EXECUTIVE SESSION

No Executive Session

The next Board Meeting is July 1st, 2021 at 5 p.m.

As there was no further business, the meeting was adjourned.

Recording Reporter _____

Board Chair _____

Item # 2

Pioneer Medical Center

Financial Statements

Summary of Financial Results with Variance Explanations

May 2021

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations

For the month of May 2021

Operating Results:

For the month of May 2021, Operating Loss of \$309,005 was reported. Net Operating Revenues of \$619,354 were less than the fixed budget by \$308,373 (33.2%). Total Operating Expenses of \$928,359, were less than the fixed budget by \$9,725 (1.0%), resulting in Operating Loss being unfavorable to fixed budget by \$298,648. After tax revenues, and other non-operating income/expense, expenses exceeded revenues by \$266,005 for the month.

Year-to-date as of May, Operating Loss of \$333,065 was reported. Net Operating Revenues of \$9,807,200 were less than the fixed budget by \$42,231 (0.4%). Total Operating Expenses of \$10,140,265 were less than the fixed budget by \$187,546 (1.8%), resulting in Operating Loss being favorable to fixed budget by \$145,315. After tax revenues, and other non-operating income/expense, revenues exceeded expenses by \$121,507 for the year.

The net impact to cash in May (per Cash Flow Statement) is a increase of \$359,488 and year-to-date is a decrease of \$602,412.

Operating Results Irrespective of Covid Relief Funds:

Below is a snapshot of what specific line items of the Income Statement would look like if no **Covid-19** funds had been received.

Most of the **Covid-19** CARES Act funds are in a Deferred Grant Revenue account on the Balance Sheet. As these funds are used they will show up in the *Other Operating Revenue* line item.

Other Operating Revenue includes Relief funds used to offset lost revenue (if and when that occurs) and **Covid-19**-related operating expenses. Based on new HHS guidance on calculating lost revenue, there is no lost revenue thus far in FY21. In addition, CARES funds used to purchase capital items are recognized on this line.

Total Operating Expenses show what these totals would look like had no **Covid-19** expenses been realized.

Other Non-Operating Income includes Relief funds for PPP loan forgiveness as well as other (Non-Covid-19) hospital grants received.

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations

Current Month Actuals	Current Month Actuals no Covid \$\$	Highlights of Income Statement Irrespective of Covid-19 Relief Funds	Year to Date Actuals	Year to Date Actuals no Covid \$\$
1,207,282	1,207,282	Operating Revenue:		
537,474	537,474	Total Patient Service Revenue	12,421,267	12,421,267
81,880	81,880	Net Patient Service Revenue	8,734,540	8,734,540
		Other Operating Revenue	1,072,660	902,935
619,354	619,354	Net Operating Revenue:	9,807,200	9,637,475
928,359	921,071	Total Operating Expenses:	10,140,265	10,077,585
(309,005)	(301,716)	Operating Income (Loss)	(333,065)	(440,110)
		Non-Operating (Income)		
—	—	Other	102,411	121,286
(43,000)	(43,000)	Tax Revenue	(556,983)	(556,983)
—	—	(Gain)/Loss on Impairment/	—	—
(43,000)	(43,000)	Net Non-Operating (Income)	(454,573)	(435,698)
		Excess of Revenues over Expenses:		
(266,005)	(258,716)		121,507	(4,413)

Operating Revenue and Expenses:

Inpatient Revenues:

For the month of May, Inpatient Revenues were \$99,502 (31.3%) more than fixed budget. Acute care days were 30 compared to 31 for the same month last year, Skilled Swing Bed days were 118 compared to 37 in the previous year and Intermediate Swing Bed days were 566 compared to 591 in the previous year.

Year-to-date Inpatient Revenues were \$183,214 less than fixed budget. Acute Care days were 271 compared to 314 in the prior year, Skilled Swing Bed Days were 630 compared to 401 in the prior year, and Intermediate Swing Bed days were 5,531 compared to 6,473 in the prior year.

Month-to-date Inpatient under-performing department(s):

Month to Date	Current Month	Budget	Variance
6030 Central supply	2,868	4,310	(1,442)
6022 CT	8,870	9,987	(1,117)
			—
			—
			—

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations

Year-to-date Inpatient under-performing department(s):

Year to Date	Current Year	Budget	Variance
6105 Swing Bed	2,135,215	2,327,930	(192,715)
6035 Pharmacy	82,748	116,354	(33,606)
6030 Central Supply	24,359	45,490	(21,131)
6040 Ultrasound	31,252	48,620	(17,368)
6100 Acute	554,317	571,358	(17,041)

Outpatient Revenues:

For the month of May, Outpatient Revenues were \$73,431 (9.3%) less than fixed budget. ER visits were 81 compared to 60 in the prior year, other Total Outpatient visits were 865 compared to 716 in the prior year and Clinic visits were 291 compared to 233 in the prior year. CT scans were 40 compared to 38 in the prior year.

For the year, Outpatient Revenues were \$168,671 more than fixed budget with ER visits of 906 compared to 767 in the prior year, other Total OP visits of 9,459 for the year compared to 9,634 in the prior year, and Clinic visits of 3,008 for the year compared to 3,616 in the prior year. CT scans were 702 compared to 427 in the prior year. In addition billable ambulance runs were 264 compared to 308 in the prior year.

Month-to-date Outpatient under-performing department(s):

Month to Date	Current Month	Budget	Variance
6045 PT	33,008	92,628	(59,620)
6022 CT	74,166	113,554	(39,388)
6015 ER	54,237	83,907	(29,670)
6025 Lab	87,754	110,512	(22,758)
6708 Hospital Proc.	14,172	30,299	(16,127)

Year-to-date Outpatient under-performing department(s):

Year to Date	Current Year	Budget	Variance
6045 PT	635,631	1,008,737	(373,106)
6505 Clinic	1,279,730	1,472,699	(192,969)
6430 MRI	112,029	201,135	(89,106)
6025 Lab	1,165,605	1,239,909	(74,304)
6708 Hospital Procedure	139,958	198,675	(58,717)

Other Revenue:

Other Revenue consists of Assisted Living revenue, as well as several smaller Misc. revenue-generating programs, such as Hospice, Emergency Preparedness, Adult Day Care revenue, Health Fair income, Diabetes Prevention and various other grants.

Pioneer Medical Center

Financial Statements

Summary of Financial Results with Variance Explanations

Contractual, Bad Debt & Charity:

For the month, Contractual Adjustments were \$355,713 more than fixed budget. **The majority of this negative variance in contractual is due to the adjustments in May for cost report - an adjustment to true-up the FY20 receivable of \$212K and \$250K additional FY21 payable.**

Negative variances include: Medicare \$414K

Positive variances include: Medicaid \$33K, Commercial \$16K, BCBS \$9K

Bad Debt and Charity were \$2,291 less than budget, with Bad Debt being \$3K less than budget and Charity being \$1K more than budget.

For the year, Contractual adjustments were \$40,155 (1.4%) less than fixed budget.

Positive variances include: Medicaid \$411K, Commercial \$95K, BCBS \$58K

Negative variances include: Medicare \$525K

Bad Debt write-offs were \$819,191 compared to a budget of \$587,493 and Charity adjustments were \$69,077 compared to a budget of \$35,669.

Other Operating Revenue:

Other Operating Revenue consists of Interest Income, Health Fair Income, 340b Revenue and Other Operating Income. This line item also includes the monthly entry to account for the Donated Rent related to the lease of assets from the County, and in May was \$81,259. In addition, PMC will recognize grant revenue (HHS CARES \$\$) to the extent of "lost revenue" as well as any operating expenses and capital items related to **Covid-19**. Per new **Covid-19** Federal HHS guidance and subsequent calculations, no lost revenue has been realized thus far.

Operating Expenses:

Total salaries of \$306,238 were \$41,690 less than budget for the month and year-to-date salaries of \$3,260,238 were \$488,659 less than budget for the year.

Total benefits of \$102,526 were \$10,470 less than budget for the month and benefits of \$918,736 were \$211,958 less than budget for the year.

Contract Labor of \$244,661 was \$45,607 more than budget for the month and year-to-date contract labor of \$2,755,850 was \$443,188 more than budget. The negative variance for the month is due to Wilderness Medical Staffing for FNP. The negative variance for the year is due to Acute/Swing Bed over budget by \$348K, HR over budget by \$38K, Patient Accounts over budget by \$39K, FNP over budget by \$425K, while other departments were under budget.

Professional Fees of \$37,723 were \$6,269 more than budget for the month and year-to-date Professional Fees of \$409,966.41 were \$76,582 more than budget. The negative variance for the year is due to Computer software consulting as well as Administrative/Legal fees being more than budget.

Supplies of \$60,418 were \$21,371 less than budget for the month and expense for the year of \$928,683 was \$269 more than budget.

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations

Repairs and Maintenance of \$15,724 were \$95 more than budget for the month and expense for the year was \$12,475 more than budget.

Promotion of \$15,849 was \$11,892 more than budget for the month and expense for the year was \$5,258 more than budget. The negative variance for the month is due to Recruiting expense paid to Medicus Firm.

Bed Tax of \$7,100 was \$1,620 more than budget for the month and expense for the year was \$10,873 more than budget. The negative variance for the year is due to a true-up entry (more was owed than had been accrued) when the Outpatient Bed tax was paid in January.

Non-Operating (Income) Expense:

Other Non-Operating Income for the month and year-to-date includes Misc Grant Income. This line will also include the amounts of the PPP loan (that part of the loan for payroll costs during the covered period) that are deemed forgiven thus far. New Federal guidance allowed 24 weeks of payroll costs to use the PPP loan monies. .

Throughout the year accruals are used to estimate Tax Revenue from the county. May Tax Revenue includes an amount (\$43K) that is 1/12th of what PMC expects to receive in tax revenue in the current fiscal year.

Year-to-date Tax Revenues include the monthly accrual of expected revenue as well as any adjustments to recognize tax revenue in the amount of what the county pays for insurance on the building, ambulance barn, and ambulances for PMC. The county withholds this amount from any tax revenue it would otherwise pass on to PMC.

Statement of Revenues and Expenses Compared to prior year:

Year-to-date Inpatient Revenues were \$89,058 greater than last year; Outpatient Revenues were \$1,452,342 greater than last year; and Other Revenues were \$20,330 greater than last year.

Salary and benefits were \$402,376 (\$326,499 plus \$75,877) less than last year.

Contract labor was \$312,390 greater than last year.

Professional fees were \$155,985 greater than last year.

Supplies were \$62,080 greater than last year.

Promotion was \$45,212 greater than last year.

Education and Travel was \$27,897 less than last year.

Rents and Leases were \$49,010 less than last year.

Other expenses were \$35,452 less than last year.

Statement of Revenues and Expenses (monthly comparison):

A statement is included after the income statement that compares the current month's revenue and expense items to those of the last twelve months and to the prior twelve months average to

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations

help illustrate some of the trends and changes of the Statement of Revenues and Expenses over the referenced period.

Balance Sheet:

During the month of May, Operating Cash increased \$673,296, Net Patient Receivables increased \$22,388 and Accounts Payable increased \$293,816.

CoVid-19:

Since the pandemic began, PMC has received relief payments from the Federal and State governments. These monies came in the form of loans, grants, and supplemental payments. Some have requirements, that if met, will not have to be paid back.

To recap, below are CoVid-19 loans and grants received:

In April 2020, PMC received the following amounts:

HHS CARES relief fund of \$202,679

PPP loan in the amount of \$991,200 which will be used to offset payroll costs

In May 2020, PMC received the following amounts:

HHS CARES relief fund of \$3,139,175 (will be used to compensate for lost revenue and other CoVid-19 related expenses)

SHIP grant of \$61,322

MHA funds of \$5,000

RHC CoVid-19 Testing funds of \$49,461

In June 2020, PMC received the following amounts:

CARES Act grant for Public Health \$39,004

In July and August 2020, PMC did not receive any CoVid-19 related monies

In September 2020, PMC received the following amount:

State of MT grant through federal CARES Act \$30,000

In October 2020, PMC received the following amount:

State of MT grant through federal CARES Act for Behavioral Health \$150,000

In November 2020, PMC received the following amount:

CARES Act grant for Public Health \$39,004

In December, PMC did not receive any CoVid-19 related monies

In January 2021, PMC did not receive any CoVid-19 related monies.

In February 2021, PMC received the following amount:

MHA CoVid Ambulance grant \$3,500

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations

In March 2021, PMC did not receive any Covid-19 related monies

In April 2021, PMC did not receive any Covid-19 related monies

In May 2021, PMC did not receive any Covid-19 related monies

Fixed Asset additions were 8,600 for the month of May for the purchase of Kronos software.

Work in Process has a balance of \$591,896 at the end of May, which are costs associated with: Cedaron project \$4,200; Lawson Implementation \$93,750, MTX Medical DR room \$24,693; ER & Clinic Remodel \$469,220

Right of Use Assets is a line item on the Balance Sheet. It is required by a new accounting rule that states if there are required payments (ie. reagent supplies) to a vendor for the use of an asset, then under certain circumstances these supply payments are in actuality lease payments, and must be recognized as such. PMC has a contract with Ortho Clinical Diagnostics and subsequently Cardinal to purchase a minimum quantity of reagents each month. In return, PMC has use of a VITROS 350 chemistry analyzer. The rule states that a facility must show these future "lease" payments as a liability as well as the equipment as a asset, which must be depreciated. In addition there is interest that is recognized as part of each month's "lease" payment. In net, there is no change to the Operating Income. Instead of the expense being all in supply expense, it is now allocated between supply, interest, and depreciation. This contract with Ortho/Cardinal began on December 10, 2015 and ends on December 9, 2022 for a 7 year term.

Right of Use Assets includes the lease of a new CT from Siemens. This CT was capitalized and a related Lease liability booked for \$269,414. This asset will be depreciated, as well and interest expense will be recognized on the lease. The CT will be depreciated over 7 years.

Medicare Cost Report receivable exists in the amount of \$372,698K for all prior years. An adjustment was made in May to adjust this receivable down from \$585K (cost report preparer miscalculated Medicare lump sum payments in FY2021), which increased contractual expense for the current period. For the current year (through April 30th) there exists **Medicare cost report payable** of \$464K of which 293K has been booked. In June, the remaining 170K will be booked as well as any additional adjustments as appropriate.

Statement of Cash Flows:

Total Cash increased \$359,488 during the month of May and has decreased \$602,412 for the year; the month ending Cash balance was \$5,367,486. In April 2020, PMC received the PPP loan from the SBA via First Interstate Bank due to CoVid-19. In addition to this new account at FIB, PMC has (5) bank accounts: main operating (Opportunity Bank), payroll checking (American Bank), memorial funds savings (Opportunity Bank), patient loan reserve (Opportunity Bank) and flex benefits checking (American Bank) . PMC is transitioning it's bank accounts from American Bank to Opportunity Bank; accounts and monies exist at both institutions at this time. There is also an account for the funds that belong to the residents from the nursing home, which

Pioneer Medical Center

Financial Statements

Summary of Financial Results with Variance Explanations

is broken out separately on the balance sheet as Restricted Cash, but is still included for cash flow purposes. This resident account will remain at American Bank.

PIONEER MEDICAL CENTER

Balance Sheet As of May 31, 2021

	Current Balance		Last Month's Actuals		Last Year End Actuals		Changes This Month	Changes This Year
Assets:								
Current Assets:								
Cash & Short Term Deposits	1,720,715	18 %	1,047,419	11 %	1,872,733	20 %	673,296	(152,017)
Restricted Cash - Memorial funds	3,588,175	38 %	3,905,142	41 %	4,045,272	44 %	(316,967)	(457,097)
Restricted Cash - Patient Loan Reserve	50,346	1 %	50,341	1 %	50,241	1 %	6	105
Restricted Cash - Resident trust	8,249	0 %	5,096	0 %	2,812	0 %	3,153	5,437
Patient Accounts Receivable	3,107,313	33 %	3,075,790	33 %	2,386,741	26 %	31,523	720,572
Allowance for Doubtful Accounts	(1,156,462)	(12)%	(1,147,327)	(12)%	(898,228)	(10)%	(9,135)	(258,235)
Net Accounts Receivable	1,950,851	21 %	1,928,463	20 %	1,488,513	16 %	22,388	462,337
Other Receivables	637,273	7 %	930,153	10 %	718,319	8 %	(292,879)	(81,046)
Inventory	133,281	1 %	133,281	1 %	133,281	1 %	—	—
Prepaid Expenses	116,985	1 %	100,979	1 %	37,092	0 %	16,006	79,893
Total Current Assets:	8,205,876	86 %	8,100,873	86 %	8,348,264	91 %	105,003	(142,387)
Long Term Assets:								
Property, Plant & Equipment	796,513	8 %	787,913	8 %	736,697	8 %	8,600	59,816
less Accumulated Depreciation	(316,235)	(3)%	(306,069)	(3)%	(210,557)	(2)%	(10,166)	(105,678)
Work In Progress	591,896	6 %	596,546	6 %	17,786	0 %	(4,650)	574,111
Right of Use Assets (Net)	231,668	2 %	235,590	3 %	274,806	3 %	(3,922)	(43,138)
Total Long Term Assets:	1,303,843	14 %	1,313,981	14 %	818,732	9 %	(10,138)	485,111
Total Assets:	9,509,719		9,414,854		9,166,995		94,865	342,724
Liabilities and Fund Balance:								
Current Liabilities:								
Accounts Payable - Trade	833,356	17 %	539,539	12 %	616,996	13 %	293,816	216,360
Accrued Expenses	357,316	7 %	288,872	6 %	356,749	8 %	68,444	566
Current Portion of Long Term Debt	42,451	1 %	42,451	1 %	40,620	1 %	—	1,830
Total Current Liabilities:	1,233,122	25 %	870,861	19 %	1,014,366	21 %	362,260	218,756
Total Long Term Debt:	3,750,984	75 %	3,755,043	81 %	3,738,144	79 %	(4,059)	12,840
Fund Balance:								
Temp Restricted Fund Bal-Resident Trust	8,249	0 %	5,096	0 %	2,812	0 %	3,153	5,437
Temp Restricted Fund Bal-Employee Flex funds	(8,785)	0 %	(8,300)	0 %	7,032	0 %	(485)	(15,817)
Temp Restricted Fund Bal-Memorial Funds	31,070	1 %	31,070	1 %	31,070	1 %	—	—
Prior Period Adjustment	—	0 %	—	0 %	—	0 %	—	—
Unrestricted Capital	4,373,572	97 %	4,373,572	91 %	3,444,548	78 %	—	929,024
Current Year Net Profit (Loss)	121,507	3 %	387,512	8 %	929,024	21 %	(266,005)	(807,517)
Ending Fund Balance:	4,525,613		4,788,950		4,414,486		(263,336)	111,128
Total Liabilities and Fund Balance:	9,509,719		9,414,854		9,166,995		94,865	342,724

PIONEER MEDICAL CENTER

Statement of Cash Flows

For the month ending May 31, 2021

	Current Month Activity	Year to Date Activity
Cash Flows From Operating Activities:		
Cash Received for patient services	956,297	9,512,717
Cash paid to employees, suppliers and others	(439,587)	(9,557,339)
Cash received from tax levies	—	—
Cash paid out for tax levy refunds	—	—
Cash received for cost report	—	—
Cash received for HUF/OP Tax	144,154	144,154
Cash received for CARES Covid-19 relief		222,504
Interest Paid	(1,367)	(15,952)
Interest Received	525	12,242
Change in Resident Fund account	3,153	5,437
Net Cash Flows from Operating Activities:	<u>663,175</u>	<u>323,764</u>
Investing Activities:		
Capital Expenditures	(300,227)	(889,032)
Proceeds from sale of Assets	—	—
Net Cash used in Investing Activities:	<u>(300,227)</u>	<u>(889,032)</u>
Financing Activities:		
Pmts on LT debt and capital lease obligations	(3,460)	(37,144)
Proceeds from issuance of LT debt	—	—
Net Cash used in Financing Activities:	<u>(3,460)</u>	<u>(37,144)</u>
(Decrease) Increase in Cash and Cash Equivalents	359,488	(602,412)
Cash and Cash Equivalents, Beginning of Month / Year	5,007,998	5,969,898
Cash and Cash Equivalents, End of Month / Year	<u><u>5,367,486</u></u>	<u><u>5,367,486</u></u>

PIONEER MEDICAL CENTER

Statement of Revenues and Expenses

For the month ending May 31, 2021

	Current Month Actuals	Current Month Budget	Favorable / (Unfavorable) to Budget	Year to Date Actuals	Year to Date Budget	Favorable / (Unfavorable) to Budget	Percentage Variance	Year to Date Actuals	(Unfavorable) to Prior Year	Percent Variance
Operating Revenue:										
Patient Service Revenue:										
Inpatient Revenue	417,645	318,143	99,502 (73,431)	3,387,652	3,570,866	(183,214)	(5.1)%	3,298,594	89,058	2.7%
Outpatient Revenue	713,658	787,088	73,431	8,412,015	8,243,344	168,671	2.0%	6,959,673	1,452,342	20.9%
Other Revenue	75,979	56,818	19,161	621,600	594,962	26,637	4.5%	601,269	20,330	3.4%
Total Patient Service Revenue	1,207,282	1,162,049	45,233	12,421,267	12,409,172	12,095	0.1%	10,859,536	1,561,731	14.4%
Contractual Adjustments	615,149	259,436	(355,713)	2,798,459	2,838,614	40,155	1.4%	2,153,564	(644,895)	(29.9)%
Bad Debt and Charity	54,658	56,949	2,291	888,268	623,162	(265,106)	(42.5)%	512,310	(375,957)	(73.4)%
Net Patient Service Revenue	537,474	845,664	(308,190)	8,734,540	8,947,396	(212,856)	(2.4)%	8,193,661	540,879	6.6%
Other Operating Revenue	81,880	82,063	(183)	1,072,660	902,035	170,625	18.9%	1,081,612	(8,952)	(0.8)%
Net Operating Revenue:	619,354	927,727	(308,373)	9,807,200	9,849,431	(42,231)	(0.4)%	9,275,273	531,927	5.7%
Operating Expenses:										
Total Salaries	306,238	347,928	41,690	3,260,238	3,748,897	488,659	13.0%	3,586,737	326,499	9.1%
Total Benefits	102,526	112,997	10,470	918,736	1,130,694	211,958	18.7%	994,613	75,877	7.6%
Contract Labor	244,661	199,055	(45,607)	2,755,850	2,312,662	(443,188)	(19.2)%	2,443,460	(312,390)	(12.8)
Other Professional Fees	37,723	31,453	(6,269)	409,966	333,384	(76,582)	(23.0)%	253,981	(155,985)	(61.4)%
Supplies	60,418	81,789	21,371	928,683	928,414	(269)	0.0%	866,603	(62,080)	(7.2)%
Repairs and Maintenance	15,724	15,629	(95)	174,049	161,573	(12,475)	(7.7)%	171,356	(2,692)	(1.6)%
Promotion	15,849	3,957	(11,892)	90,395	85,137	(5,258)	(6.2)%	45,183	(45,212)	(100.1)%
Education and Travel	1,649	3,750	2,101	21,483	44,736	23,253	52.0%	49,380	27,897	56.5%
Rents and Leases	91,462	93,704	2,242	1,007,237	1,029,870	22,633	2.2%	1,056,247	49,010	4.6%
Utilities	17,082	16,503	(578)	196,592	195,276	(1,317)	(0.7)%	189,747	(6,845)	(3.6)%
Insurance	11,323	9,042	(2,282)	119,193	101,629	(17,564)	(17.3)%	99,767	(19,426)	(19.5)%
Interest	1,367	1,383	16	15,952	16,102	150	0.9	6,663	(9,289)	(139.4)
Depreciation	14,087	12,820	(1,267)	148,815	138,835	(9,981)	(7.2)%	112,377	(36,439)	(32.4)%
Bed Tax	7,100	5,480	(1,620)	81,533	70,660	(10,873)	(15.4)%	63,711	(17,822)	(28.0)%
Other Expenses	1,149	2,594	1,445	11,543	29,942	18,399	61.4%	46,995	35,452	75.4%
Total Operating Expenses:	928,359	938,083	9,725	10,140,265	10,327,811	187,546	1.8%	9,986,821	(153,445)	(1.5)%
Operating Income(Loss):	(309,005)	(10,356)	(298,648)	(333,065)	(478,380)	145,315	(30.4)%	(711,547)	378,482	(53.2)%
Non-Operating (Income) Expense:										
Other	—	(5,417)	5,417	102,411	(134,583)	236,994	N/A	(644,634)	747,045	NA
Tax Revenue	(43,000)	(35,000)	(8,000)	(556,983)	(385,000)	(171,983)	44.7%	(317,304)	239,680	(75.5)%
(Gain)/Loss on Disposal of Property	—	—	—	—	—	—	0.0%	—	—	NA
Net Non-Operating (Income) Expense:	(43,000)	(40,417)	(2,583)	(454,573)	(519,583)	65,011	(12.5)%	(961,938)	(507,365)	52.7%
Expenses:	(266,005)	30,060	(296,065)	121,507	41,203	80,304		250,391	(128,884)	

Pioneer Medical Center
Statement of Revenues and Expenses
For the month ending May 31, 2021

	May, 2020	Jun, 2020	Jul, 2020	Aug, 2020	Sept, 2020	Oct, 2020	Nov, 2020
Operating Revenue:							
Patient Service Revenue:							
Inpatient Revenue	309,615	206,606	267,413	261,524	348,780	323,293	229,552
Outpatient Revenue	565,457	746,759	754,452	1,030,791	924,053	793,685	925,661
Other Revenue	42,927	60,285	53,043	56,636	63,281	46,462	49,034
Total Patient Service Revenue	917,998	1,013,650	1,074,908	1,348,950	1,336,114	1,163,439	1,204,247
Contractual Adjustments	(74,995)	(322,283)	249,844	334,187	328,313	307,162	230,013
Bad Debt and Charity	58,568	64,943	56,917	34,881	66,449	77,375	92,525
Net Patient Service Revenue	934,426	1,270,990	768,148	979,882	941,352	778,902	881,709
Other Operating Revenue	261,757	(79,486)	82,581	95,856	83,094	82,539	82,549
Total Operating Revenue:	1,196,183	1,191,504	850,730	1,075,738	1,024,446	861,441	964,258
Operating Expenses:							
Total Salaries	292,169	298,768	295,456	298,262	283,017	300,963	293,319
Total Benefits	92,994	103,402	57,157	93,995	90,194	89,677	89,632
Contract Labor			251,308	304,282	278,654	279,270	200,792
Other Professional Fees	4,757	64,366	28,970	48,781	8,497	37,161	28,212
Supplies	61,118	75,631	101,414	83,998	120,377	84,209	70,763
Repairs and Maintenance	3,426	21,031	19,492	13,035	14,497	23,671	10,843
Promotion	1,089	1,719	555	1,842	4,111	4,757	1,467
Education and Travel	1,539	2,930	960	985	8,540	925	1,216
Rents and Leases	97,265	91,435	95,061	85,390	89,351	85,060	97,664
Utilities	16,117	14,084	19,005	17,104	18,279	15,383	14,532
Insurance	8,640	8,640	11,398	10,823	10,823	10,823	11,941
Interest	1,564	1,548	1,532	1,516	1,500	1,483	1,467
Depreciation	12,914	12,849	13,299	13,299	13,299	13,392	13,392
Bed Tax	4,170	10,125	5,540	6,030	6,310	5,260	4,980
Other Expenses	575	682	680	703	1,144	1,008	842
Total Operating Expenses:	729,245	1,075,413	901,825	980,045	948,592	963,041	841,062
Operating Income(Loss)	466,938	116,091	(51,095)	95,694	75,855	(91,599)	123,196
Non-Operating Expense:							
Other	(477,184)	(519,512)	(58,778)	13,282	(33,751)	(15,790)	(14,153)
Tax Revenue	(24,000)	(43,030)	(43,000)	(43,000)	(43,000)	(43,000)	(43,000)
(Gain)/Loss on Disp of Prop	—	—	—	—	—	—	—
Net Non-Operating Expense:	(501,184)	(562,542)	(101,778)	(29,718)	(76,751)	(58,790)	(57,153)
Excess of Revenues over Expenses:	968,121	678,633	50,682	125,411	152,605	(32,810)	180,349
Impact on Cash after Loans	463,723	112,876	(54,390)	92,383	72,527	(94,943)	119,836
Cash Collections	499,305	677,287	693,496	681,378	768,075	832,522	979,242
FTE's	66.05	64.92	62.31	65.43	63.3	65.19	62.82

Pioneer Medical Center
Statement of Revenues and Expenses
For the month ending May 31, 2021

	Dec, 2020	Jan, 2021	Feb, 2021	Mar, 2021	Apr, 2021	May, 2021	12 month Average	Over / (Under) Average	Variance
Operating Revenue:									
Patient Service Revenue:									
Inpatient Revenue	261,582	339,291	249,790	363,265	325,516	417,645	290,519	127,126	43.8 %
Outpatient Revenue	763,749	566,235	603,554	739,149	597,031	713,658	750,881	(37,223)	(5.0) %
Other Revenue	47,520	52,170	49,470	44,683	83,323	75,979	54,069	21,909	40.5 %
Revenue	1,072,851	957,695	902,814	1,147,096	1,005,870	1,207,282	1,095,469	111,812	10.2 %
Contractual Adjustments	166,679	163,459	198,792	249,462	(44,600)	615,149	148,836	466,313	313.3 %
Bad Debt and Charity	138,546	106,187	93,812	91,090	75,827	54,658	79,760	(25,102)	(31.5) %
Net Patient Service Revenue	767,626	688,050	610,210	806,544	974,643	537,474	866,873	(329,399)	(38.0) %
Other Operating Revenue	131,150	103,637	108,864	82,009	138,500	81,880	97,754	(15,874)	(16.2) %
Total Operating Revenue:	898,776	791,687	719,074	888,552	1,113,143	619,354	964,628	(345,274)	(35.8) %
Operating Expenses:									
Total Salaries	299,712	297,806	293,365	303,675	288,425	306,238	295,411	10,827	3.7 %
Total Benefits	49,457	105,181	84,282	63,909	92,725	102,526	84,384	18,142	21.5 %
Contract Labor	295,152	259,498	233,238	220,411	188,583	244,661	250,858	(6,197)	(2.5) %
Other Professional Fees	45,886	66,056	31,996	45,436	31,250	37,723	36,781	942	2.6 %
Supplies	82,684	70,166	72,904	85,478	96,272	60,418	83,751	(23,333)	(27.9) %
Repairs and Maintenance	11,506	21,253	20,364	10,479	13,185	15,724	15,232	492	3.2 %
Promotion	3,649	2,941	11,099	5,823	38,303	15,849	6,446	9,403	145.9 %
Education and Travel	3,235	1,179	1,697	547	550	1,649	2,025	(377)	(18.6) %
Rents and Leases	99,211	91,677	91,412	90,009	90,940	91,462	92,040	(578)	(0.6) %
Utilities	19,551	15,708	18,845	20,176	20,928	17,082	17,476	(394)	(2.3) %
Insurance	10,311	11,446	11,465	11,323	7,517	11,323	10,429	894	8.6 %
Interest	1,451	1,434	1,418	1,401	1,384	1,367	1,475	(108)	(7.3) %
Depreciation	13,610	13,610	13,610	13,610	13,610	14,087	13,374	713	5.3 %
Bed Tax	5,540	21,293	6,470	7,030	5,980	7,100	7,394	(294)	(4) %
Other Expenses	536	1,174	1,846	1,250	1,211	1,149	971	178	18.3 %
Total Operating Expenses:	941,492	980,422	894,010	880,556	890,862	928,359	918,047	10,312	1.1 %
Operating Income(Loss)	(42,716)	(188,735)	(174,936)	7,997	222,281	(309,005)	46,581	(355,585)	(763.4) %
Non-Operating Expense:									
Other	(1,000)	(3,250)	26,903	8,946	180,000	—	(74,524)	74,524	(100) %
Tax Revenue	(126,983)	(43,000)	(43,000)	(43,000)	(43,000)	(43,000)	(48,418)	5,418	(11.2) %
(Gain)/Loss on Disp of Prop	—	—	—	—	—	—	—	—	— %
Net Non-Operating Expense:	(127,983)	(46,250)	(16,097)	(34,054)	137,000	(43,000)	(122,942)	79,942	(65) %
Excess of Revenues over Expenses:	85,267	(142,485)	(158,839)	42,051	85,281	(266,005)	169,522	(435,527)	(256.9) %
Impact on Cash after Loans	(46,092)	(192,128)	(178,346)	4,570	218,838	(312,464)	43,238	(355,702)	(822.7) %
Cash Collections	1,224,848	958,866	766,404	753,658	897,931	956,297	811,084	145,212	17.9 %
FTE's	63.64	64.84	67.85	65.22	65.37	60.99	64.75	(3.76)	(5.8) %

Pioneer Medical Center
Profitability by Department
As of May 31, 2021

Department	Month						
	Net Revenue	Budget	Favorable / (Unfav)	Expenses	Budget	Favorable / (Unfav)	Income (Loss)
Emergency	23,605	43,128	(19,523)	(2,848)	22,934	25,782	26,453
Radiology	27,299	15,032	12,267	29,942	13,762	(16,180)	(2,643)
CT	62,304	80,605	(18,301)	13,410	19,237	5,827	48,894
Lab	61,624	63,372	(1,748)	41,479	38,423	(3,056)	20,145
Central Supply	6,113	5,861	252	8,368	7,509	(859)	(2,255)
Pharmacy	107,823	52,501	55,322	15,900	26,642	10,742	91,923
Ultrasound	15,165	14,321	844	4,228	6,970	2,742	10,937
Physical Therapy	39,535	68,126	(28,591)	24,515	42,102	17,587	15,020
Speech Therapy	989	(209)	1,198	423	1,512	1,089	566
Occupational Therapy	25,677	8,956	16,721	8,190	5,810	(2,380)	17,487
Cardiac Rehab	6,827	6,380	447	5,900	3,825	(2,075)	927
Hospice	16,190	10,714	5,476	5,665	6,806	1,141	10,525
Acute Care/Swing Bed	332,474	246,249	86,225	202,768	148,023	(54,745)	129,706
Observation	7,423	9,798	(2,375)	—	—	—	7,423
Public Health	11,993	5,593	6,400	8,441	9,266	825	3,552
Behavioral Health Services	—	—	—	—	7,775	7,775	—
Activities	—	—	—	2,718	5,365	2,647	(2,718)
Social Services	—	—	—	7,349	5,204	(2,145)	(7,349)
Assisted Living	18,353	21,621	(3,268)	21,214	23,912	2,698	(2,861)
Clinic	148,894	129,064	19,830	140,661	140,955	294	8,233
Ambulance	48,316	8,738	39,578	38,244	33,687	(4,557)	10,072
Patient Accounts	—	—	—	42,197	39,403	(2,794)	(42,197)
Information Systems	—	—	—	24,577	18,833	(5,744)	(24,577)
Medical Records	—	—	—	9,604	8,544	(1,060)	(9,604)
Administration	(365,063)	89,310	(454,373)	144,773	147,982	3,209	(509,836)
Laundry	27	—	27	6,806	7,694	888	(6,779)
Hospital Procedures	11,595	24,129	(12,534)	4,188	6,235	2,047	7,407
Plant & Equipment	—	—	—	23,526	28,916	5,390	(23,526)
Housekeeping	—	—	—	8,740	12,501	3,761	(8,740)
Quality Improvement	—	—	—	313	9,126	8,813	(313)
Dietary	937	2,781	(1,844)	44,275	55,325	11,050	(43,338)
Infection Control	—	—	—	—	—	—	—
Diabetes Prevention Program	7,330	6,500	830	30	1,694	1,664	7,300
Public Relations/Marketing	—	—	—	388	250	(138)	(388)
Human Resources	—	2	(2)	26,584	22,687	(3,897)	(26,584)
Incident Command Costs	—	—	—	7,288	—	(7,288)	(7,288)
rounding	10	—	10	—	—	—	10
Total	619,364	927,728	(308,364)	928,369	938,089	9,720	(309,005)
Other Non Operating	43,000	40,417	2,583	—	—	—	43,000
Net Income	—	—	—	—	—	—	(266,005)

Pioneer Medical Center
Profitability by Department
As of May 31, 2021

Year-to-Date

Department	Net Revenue	Budget	Favorable / (Unfav)	Expenses	Budget	Favorable / (Unfav)	Income (Loss)
Emergency	486,556	474,407	12,149	147,069	250,411	103,342	339,487
Radiology	283,094	188,188	94,906	161,348	135,127	(26,221)	121,746
CT	1,143,639	877,835	265,804	230,693	211,628	(19,065)	912,946
Lab	806,662	810,280	(3,618)	413,912	420,798	6,886	392,750
Central Supply	58,880	69,557	(10,677)	77,923	81,926	4,003	(19,043)
Pharmacy	644,779	389,586	255,193	299,431	293,289	(6,142)	345,348
Ultrasound	138,058	157,525	(19,467)	81,351	74,900	(6,451)	56,707
Physical Therapy	525,152	710,175	(185,023)	308,894	416,945	108,051	216,258
Speech Therapy	3,030	8,311	(5,281)	9,309	16,870	7,561	(6,279)
Occupational Therapy	158,691	122,085	36,606	72,074	75,682	3,608	86,617
Cardiac Rehab	63,906	79,653	(15,747)	37,581	38,948	1,367	26,325
Hospice	147,012	117,852	29,160	50,386	78,794	28,408	96,626
Acute Care/Swing Bed	2,589,114	2,699,136	(110,022)	1,987,375	1,630,070	(357,305)	601,739
Observation	122,737	107,775	14,962	—	—	—	122,737
Public Health	158,497	64,011	94,486	111,865	124,006	12,141	46,632
Behavioral Health	—	—	—	67,184	86,800	19,616	(67,184)
Activities	—	—	—	37,135	59,062	21,927	(37,135)
Social Services	—	—	—	70,665	48,864	(21,801)	(70,665)
Assisted Living	190,018	220,742	(30,724)	250,945	255,023	4,078	(60,927)
Clinic	1,163,513	1,318,601	(155,088)	1,574,406	1,579,000	4,594	(410,893)
Ambulance	286,024	89,543	196,481	354,255	340,296	(13,959)	(68,231)
Patient Accounts	(327)	—	(327)	440,733	435,383	(5,350)	(441,060)
Information Systems	—	—	—	222,535	213,503	(9,032)	(222,535)
Medical Records	551	739	(188)	68,807	88,178	19,371	(68,256)
Administration	492,839	981,720	(488,881)	1,581,976	1,747,629	165,653	(1,089,137)
Laundry	88	—	88	80,083	82,940	2,857	(79,995)
Hospital Procedures	96,516	130,806	(34,290)	55,881	63,968	8,087	40,635
Plant & Equipment	—	—	—	303,632	316,921	13,289	(303,632)
Housekeeping	—	—	—	112,828	137,535	24,707	(112,828)
Quality Improvement	—	—	—	23,206	105,150	81,944	(23,206)
Dietary	22,186	34,972	(12,786)	487,588	549,280	61,692	(465,402)
Diabetes Prevention Program	27,760	29,173	(1,413)	1,490	24,096	22,606	26,270
Infection Control	—	—	—	—	—	—	—
Public Relations/Marketing	—	—	—	6,722	2,750	(3,972)	(6,722)
Human Resources	5	54	(49)	254,163	241,084	(13,079)	(254,158)
Incident Command Costs	91,717	—	91,717	—	—	—	29,037
rounding	—	—	—	—	—	—	—
Total	9,807,200	9,849,429	(42,229)	10,140,266	10,327,827	187,561	(333,066)
Other Non Operating	454,573	519,583	(65,011)	—	—	—	454,573
Net Income							121,507

Pioneer Medical Center Financial Ratios

For the month ending May 31, 2021

	Benchmark	PRIOR YEARS		CURRENT FISCAL YEAR-TO-DATE					
		Final	Final	Mar					
		FY 2019	FY 2020	Dec 2020	Jan 2021	Feb 2021	2021	Apr 2021	May 2021
Profitability									
Total margin (1)	> 1%	3.84 %	8.88 %	9.89 %	6.48 %	3.62 %	3.74 %	4.22 %	1.24 %
Operating margin (2)	> 1%	(0.85)%	(5.69)%	1.93 %	(1.23)%	(3.54)%	(3.05)%	(0.26)%	(3.40)%
Liquidity									
Current Ratio (3)	> 2.00	3.77	8.23	9.26	7.37	8.42	10.49	9.3	6.65
Liquidity Ratio (4)	> 0.60	1.13	5.88	6.2	4.99	5.64	6.79	5.74	4.35
Gross A/R Days (5)	< 65	101	79	89	91	94	96	90	85
Days of Working Capital (6)	> 15	26	62	63	65	51	40	35	58
Solvency									
Long-Term Debt to Equity (7)	< 1.00	0.01	0.85	0.77	0.79	0.81	0.81	0.78	0.83
Debt Service Coverage (8)	> 1.00	#DIV/0!	#DIV/0!	(1.45)	7.40	13.49	12.15	4.71	12.97

(1) Excess of Revenues over Expenses / (Net Operating Revenues + Other Income)

This profitability indicator shows the percentage of net income to total revenues; the extent to which the organization is using its financial and physical assets to generate a total profit.

(2) Operating Income (Loss) / Net Operating Revenues

This profitability indicator shows the percentage of net income derived from operations; the extent to which the organization is using its financial and physical assets to generate an operating profit.

(3) Current Assets / Current Liabilities

This liquidity indicator shows the number of times short-term obligations can be met from short-term assets; the dollar amount of current assets per dollar of current liabilities.

(4) Cash / Current Liabilities

This ratio demonstrates the organization's ability to immediately satisfy its short-term financial obligations; the dollar amount of cash per dollar of current liabilities.

(5) Gross Patient Accounts Receivable / Gross Average Patient Revenue per Day

The average number of patient days of billing in accounts receivable. Measures how quickly revenues are collected from patients / payers.

(6) (Cash & Temporary Investments / Total Operating Expense less Non Cash Items) X 365 Days

Measures how many days the hospital could continue to operate if no additional cash were collected.

(7) Total Long-term Debt / Fund Balance (Equity)

This indicator is a comparison of how much of the organization is financed through long-term debt and how much is financed through equity; a measure of the sources of debt financing.

(8) Net Operating Income / Total Debt Service

This ratio is an indicator of the hospital's ability to pay it's overall debts.

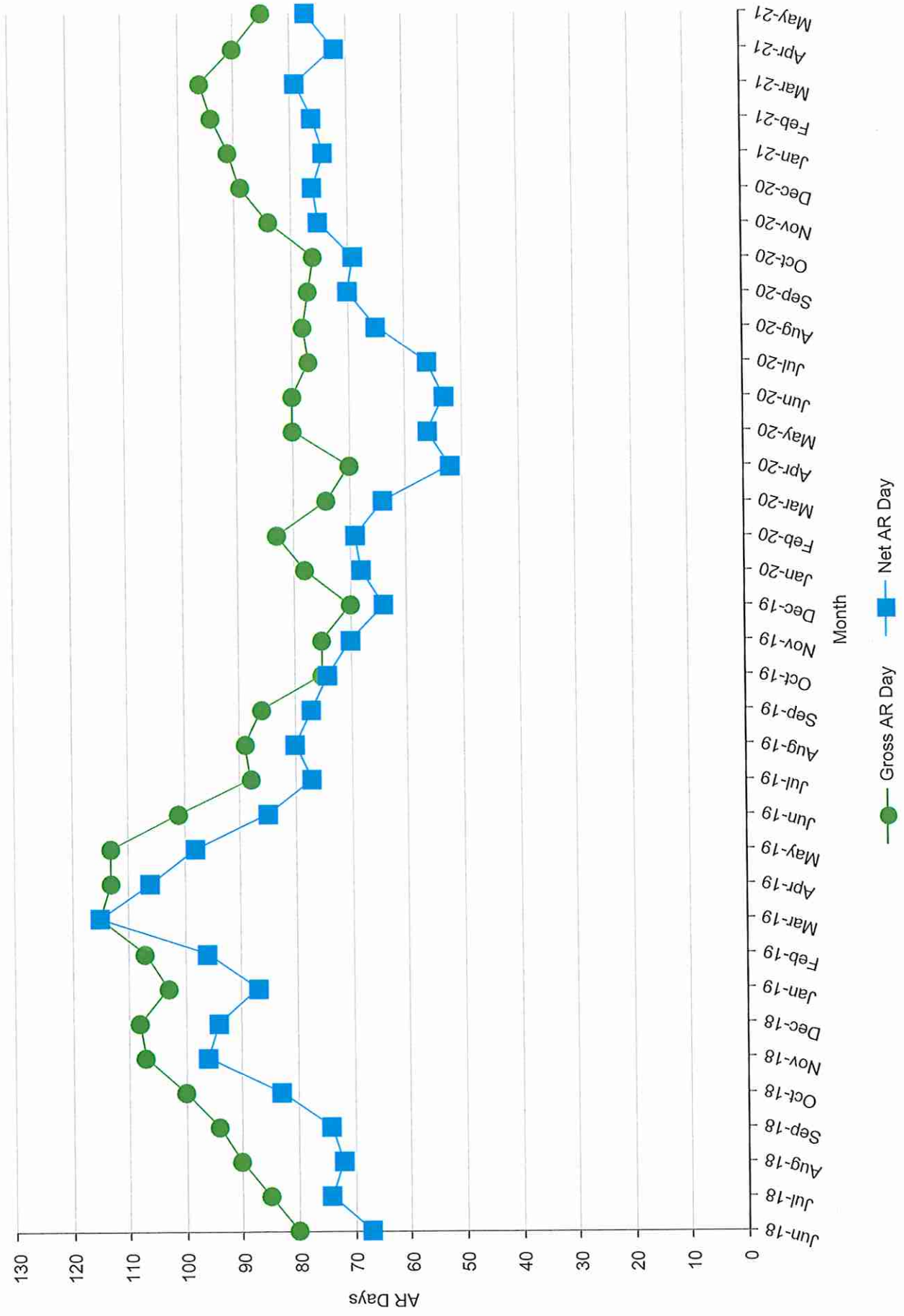
PIONEER MEDICAL CENTER

Accounts Receivable (AR Days) and Contractuals

For the month ending May 31, 2021

Month	Gross AR Day	Net AR Day	Gross Revenue	Contractuals I and Bad Debt	Net Revenue	Gross Patient AR	Allowance	Allow % of Gross AR	Net AR	Gross Rev per Day	Net Rev per Day
Jun-18 30	80	67	790,775	134,487	656,288	2,175,297	728,139	33%	1,447,158	27,116	21,549
Jul-18 31	85	74	911,023	170,759	740,264	2,391,543	725,986	30%	1,665,557	28,103	22,433
Aug-18 31	90	72	890,309	87,510	802,799	2,535,411	802,743	32%	1,732,668	28,175	23,906
Sep-18 30	94	74	1,063,743	231,395	832,349	2,937,962	1,016,613	35%	1,921,350	31,142	25,820
Oct-18 31	100	83	1,013,708	286,654	727,054	3,239,213	1,118,539	35%	2,120,675	32,258	25,676
Nov-18 30	107	96	969,553	294,439	675,114	3,570,945	1,208,272	34%	2,362,673	33,484	24,555
Dec-18 31	108	94	914,629	120,060	794,569	3,405,223	1,165,164	34%	2,240,060	31,499	23,878
Jan-19 31	103	87	946,568	239,257	707,311	3,181,059	1,126,622	35%	2,054,437	30,769	23,663
Feb-19 28	107	96	868,597	413,901	454,697	3,236,341	1,144,169	35%	2,092,172	30,331	21,740
Mar-19 31	115	115	875,240	269,342	605,898	3,450,594	1,200,280	35%	2,250,314	29,893	19,643
Apr-19 30	113	106	898,061	130,811	767,250	3,355,305	1,171,326	35%	2,183,979	29,684	20,538
May-19 31	113	98	958,058	281,135	676,923	3,357,373	1,180,463	35%	2,176,910	29,689	22,283
Jun-19 30	101	85	1,196,496	355,236	841,261	3,378,561	1,255,200	37%	2,123,361	33,545	25,115
Jul-19 31	88	77	1,002,309	218,368	783,941	3,012,961	1,090,091	36%	1,922,870	34,314	25,023
Aug-19 31	89	80	1,137,243	295,827	841,416	3,216,562	1,066,424	33%	2,150,138	36,261	26,811
Sep-19 30	86	77	1,004,186	239,702	764,484	2,951,797	952,462	32%	1,999,335	34,171	25,977
Oct-19 31	75	74	1,161,256	450,790	710,466	2,684,840	832,616	31%	1,852,225	35,899	25,178
Nov-19 30	75	70	1,008,851	378,746	630,105	2,608,371	981,324	38%	1,627,046	34,882	23,132
Dec-19 31	70	64	935,436	210,207	725,228	2,361,370	919,229	39%	1,442,141	33,756	22,454
Jan-20 31	78	68	1,083,610	397,650	685,960	2,564,467	1,045,960	41%	1,518,507	32,912	22,188
Feb-20 29	83	69	1,014,553	167,852	846,701	2,755,790	1,050,334	38%	1,705,456	33,336	24,812
Mar-20 31	74	64	815,076	256,025	559,050	2,379,216	903,158	38%	1,476,058	32,014	22,986
Apr-20 30	70	52	779,018	67,134	711,884	2,032,437	799,190	39%	1,233,247	28,985	23,529
May-20 31	80	56	917,998	(16,427)	934,426	2,189,004	858,245	39%	1,330,759	27,305	23,971
Jun-20 30	80	53	987,378	101,463	885,915	2,364,253	898,228	38%	1,466,025	29,499	27,827
Jul-20 31	77	56	1,074,908	306,760	768,148	2,479,130	915,669	37%	1,563,462	32,394	28,136
Aug-20 31	78	65	1,348,950	369,068	979,882	2,879,260	1,019,165	35%	1,860,095	37,079	28,630
Sep-20 30	77	70	1,336,114	394,762	941,352	3,150,145	1,095,837	35%	2,054,308	40,869	29,232
Oct-20 31	76	69	1,163,439	384,537	778,902	3,172,955	1,147,845	36%	2,025,110	41,832	29,349
Nov-20 30	84	75	1,204,247	322,538	881,709	3,408,524	1,269,467	37%	2,139,058	40,701	28,593
Dec-20 31	89	76	1,072,851	305,225	767,626	3,343,967	1,328,899	40%	2,015,069	37,397	26,394
Jan-21 31	91	74	957,695	269,646	688,050	3,205,226	1,319,990	41%	1,885,236	35,161	25,406
Feb-21 28	94	76	902,814	292,604	610,210	3,079,810	1,329,549	43%	1,750,261	32,593	22,954
Mar-21 31	96	79	1,147,096	340,553	806,544	3,222,964	1,383,327	43%	1,839,637	33,418	23,387
Apr-21 30	90	72	1,005,870	31,227	974,643	3,075,790	1,147,327	37%	1,928,463	34,335	26,870
May-21 31	85	77	1,207,282	669,807	537,474	3,107,313	1,156,462	37%	1,950,851	36,524	25,203

Pioneer Medical Center AR Days

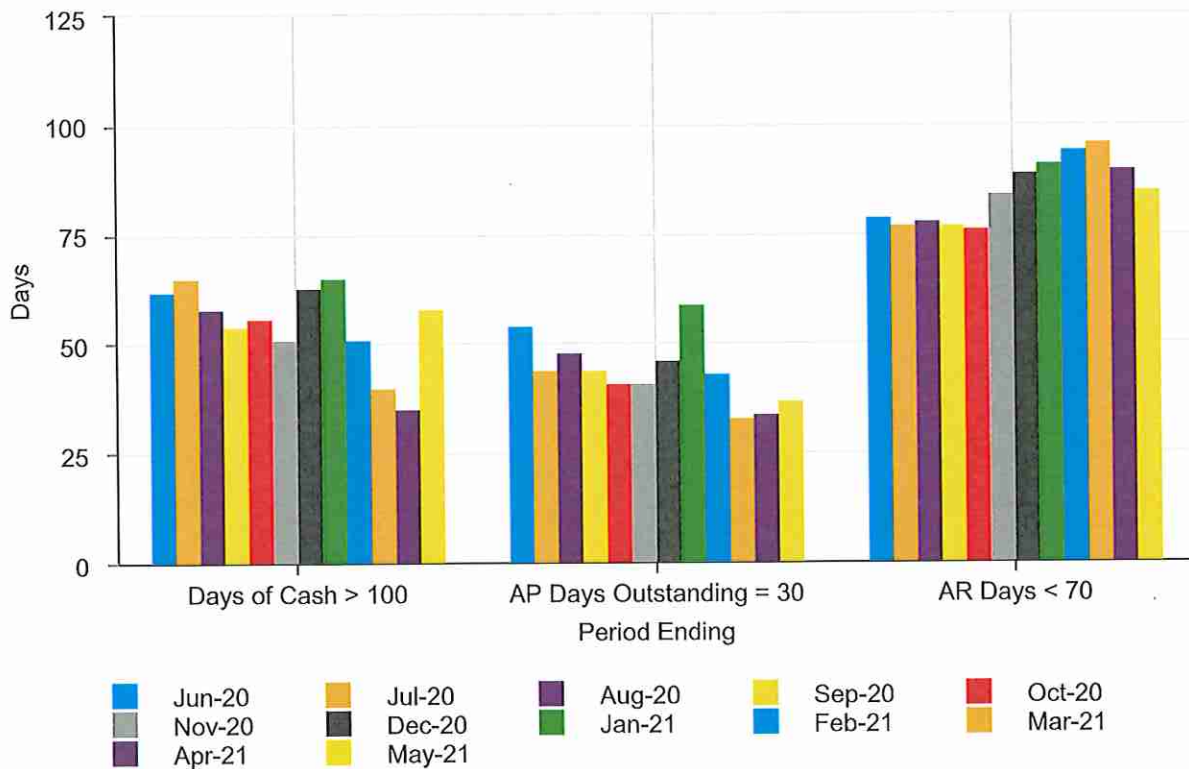


Pioneer Medical Center

Key Indicators

	<u>Days of Cash ></u> <u>100</u>	<u>AP Days</u> <u>Outstanding =</u> <u>30</u>	<u>AR Days < 70</u>
Jun-20	62	54	79
Jul-20	65	44	77
Aug-20	58	48	78
Sep-20	54	44	77
Oct-20	56	41	76
Nov-20	51	41	84
Dec-20	63	46	89
Jan-21	65	59	91
Feb-21	51	43	94
Mar-21	40	33	96
Apr-21	35	34	90
May-21	58	37	85

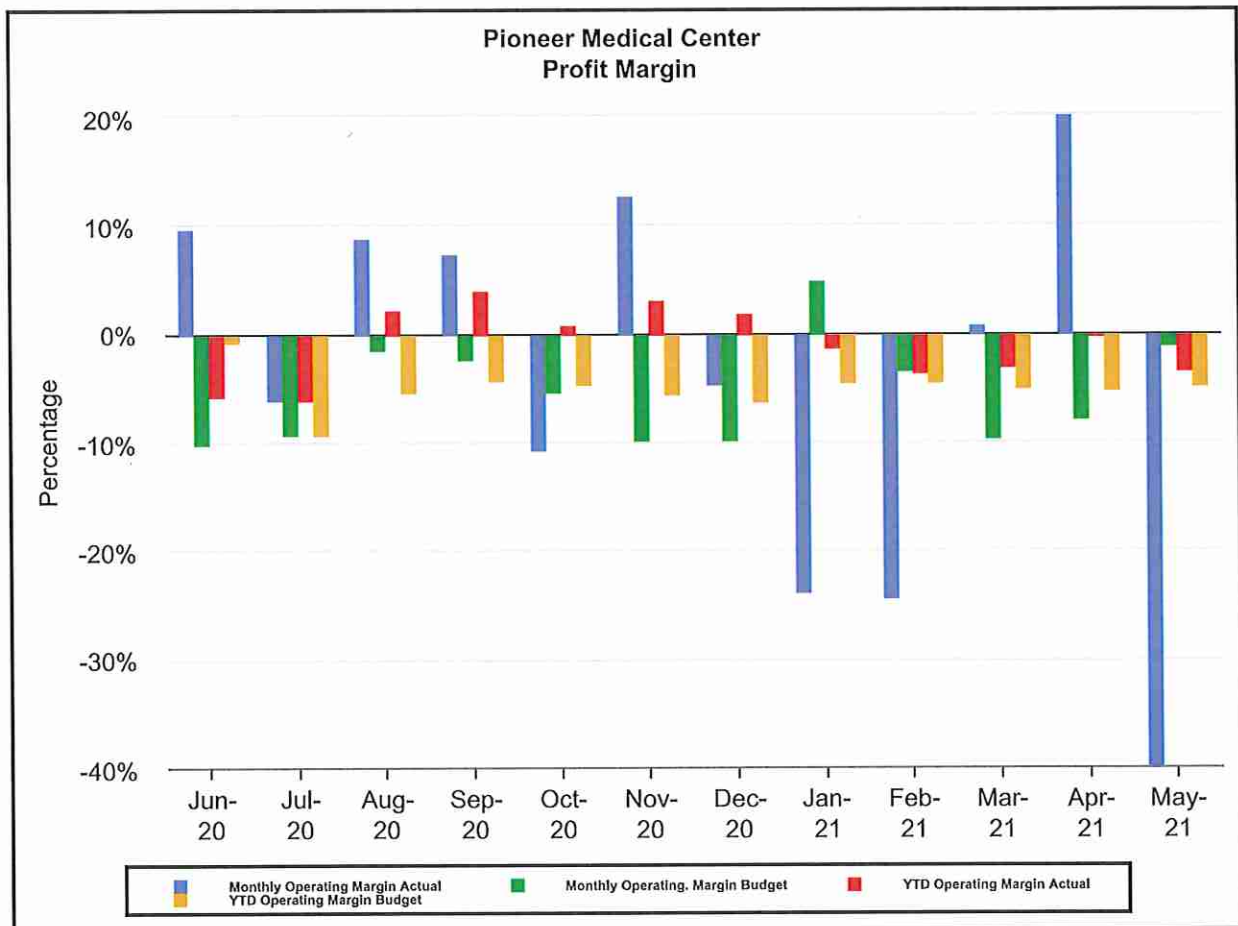
Pioneer Medical Center Key Indicators



Pioneer Medical Center

Profit Margin

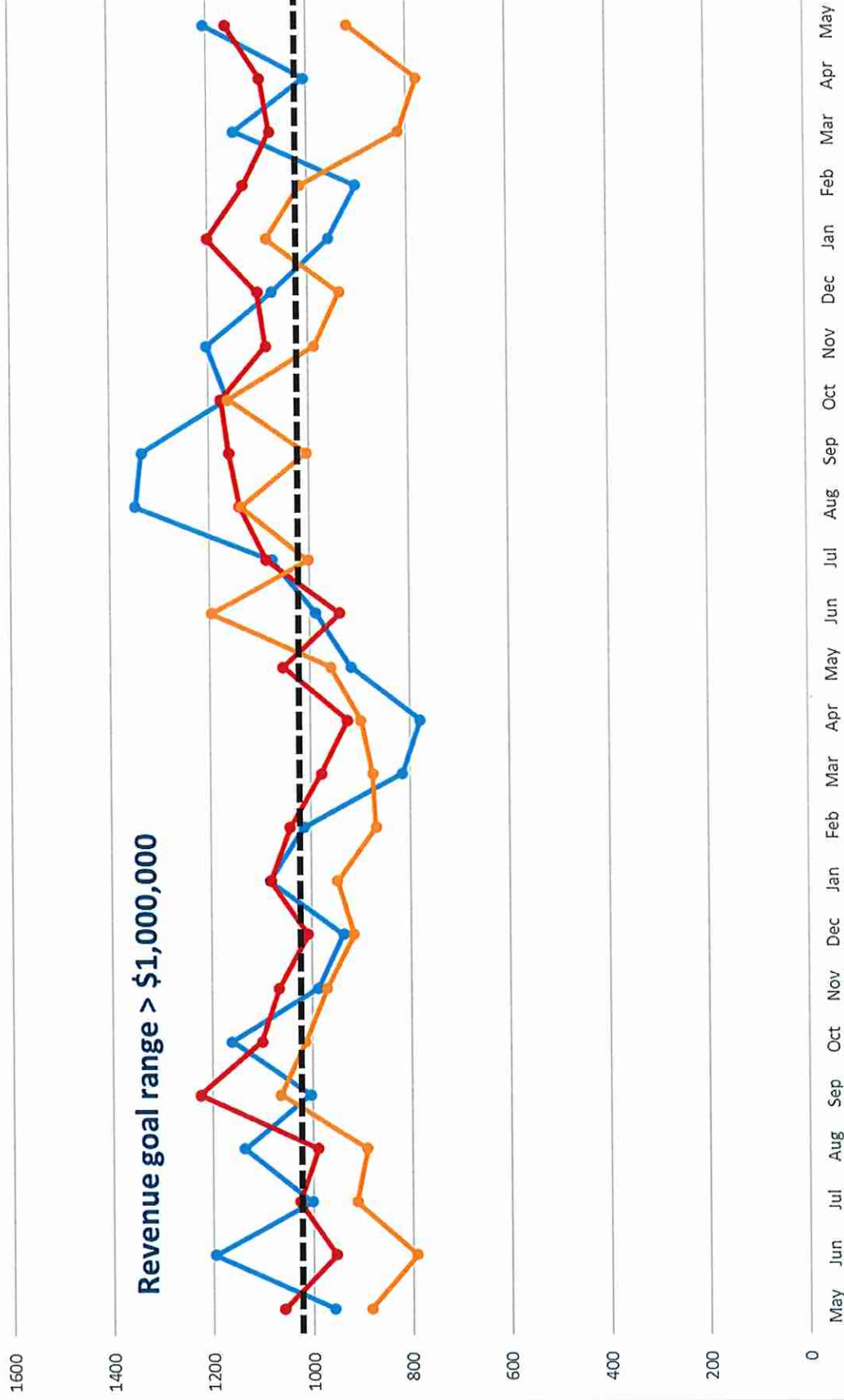
	Monthly Operating Margin Actual	Operating. Margin Budget	YTD Operating Margin Actual	Operating Margin Budget
Jun-20	9.74%	-10.26%	-5.69%	-0.69%
Jul-20	-6.01%	-9.35%	-6.01%	-9.35%
Aug-20	8.9%	-1.5%	2.32%	-5.31%
Sep-20	7.4%	-2.38%	4.08%	-4.3%
Oct-20	-10.63%	-5.42%	0.76%	-4.59%
Nov-20	12.78%	-9.87%	3.18%	-5.6%
Dec-20	-4.75%	-9.82%	1.93%	-6.28%
Jan-21	-23.84%	5%	-1.23%	-4.57%
Feb-21	-24.33%	-3.46%	-3.54%	-4.43%
Mar-21	0.9%	-9.61%	-3.05%	-4.97%
Apr-21	19.97%	-7.85%	-0.26%	-5.25%
May-21	-49.89%	-1.12%	-3.4%	-4.86%



Gross Patient Revenue

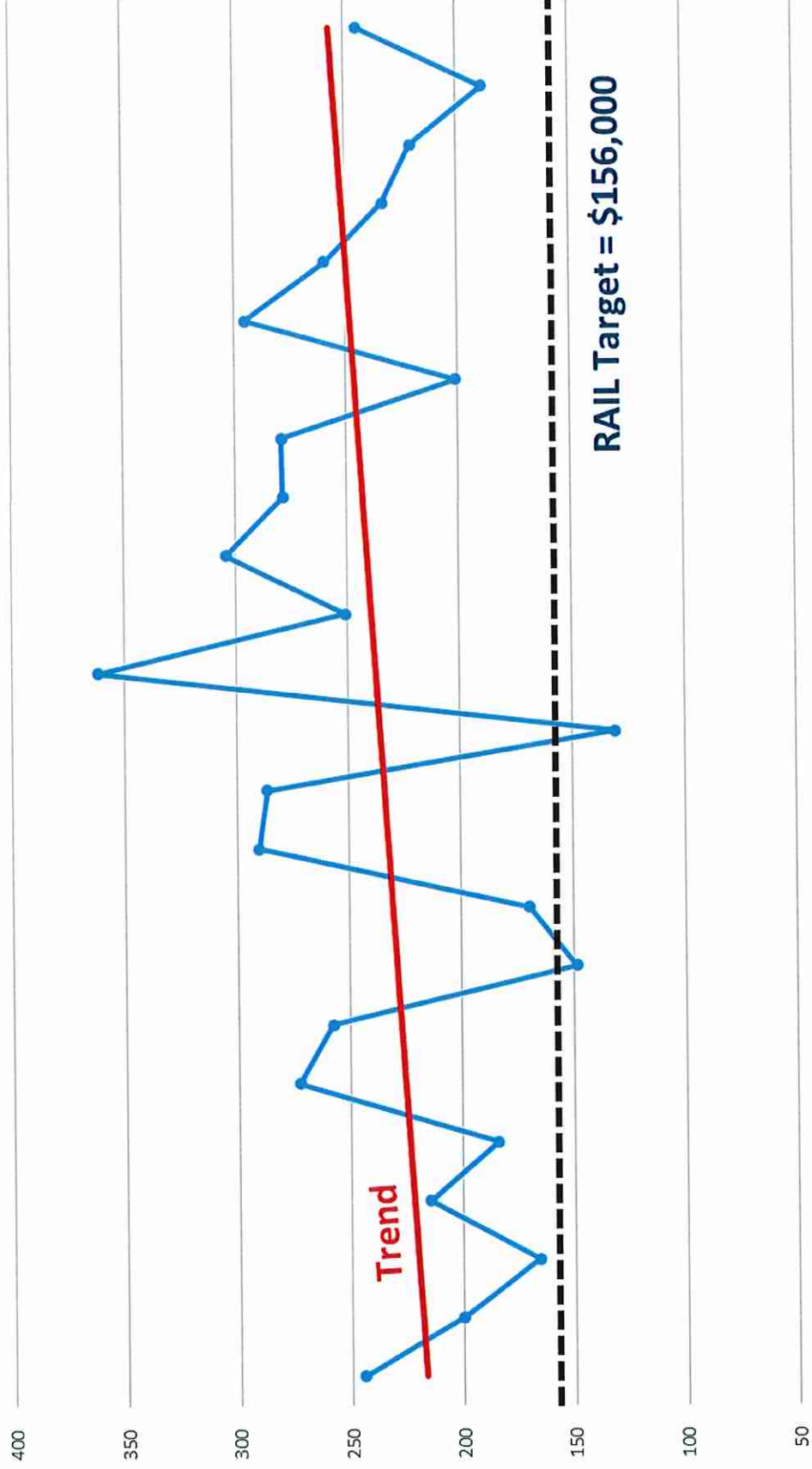
(In-Thousands)

Revenue goal range > \$1,000,000



Current Budget Prior

Contract Labor (In-Thousands)

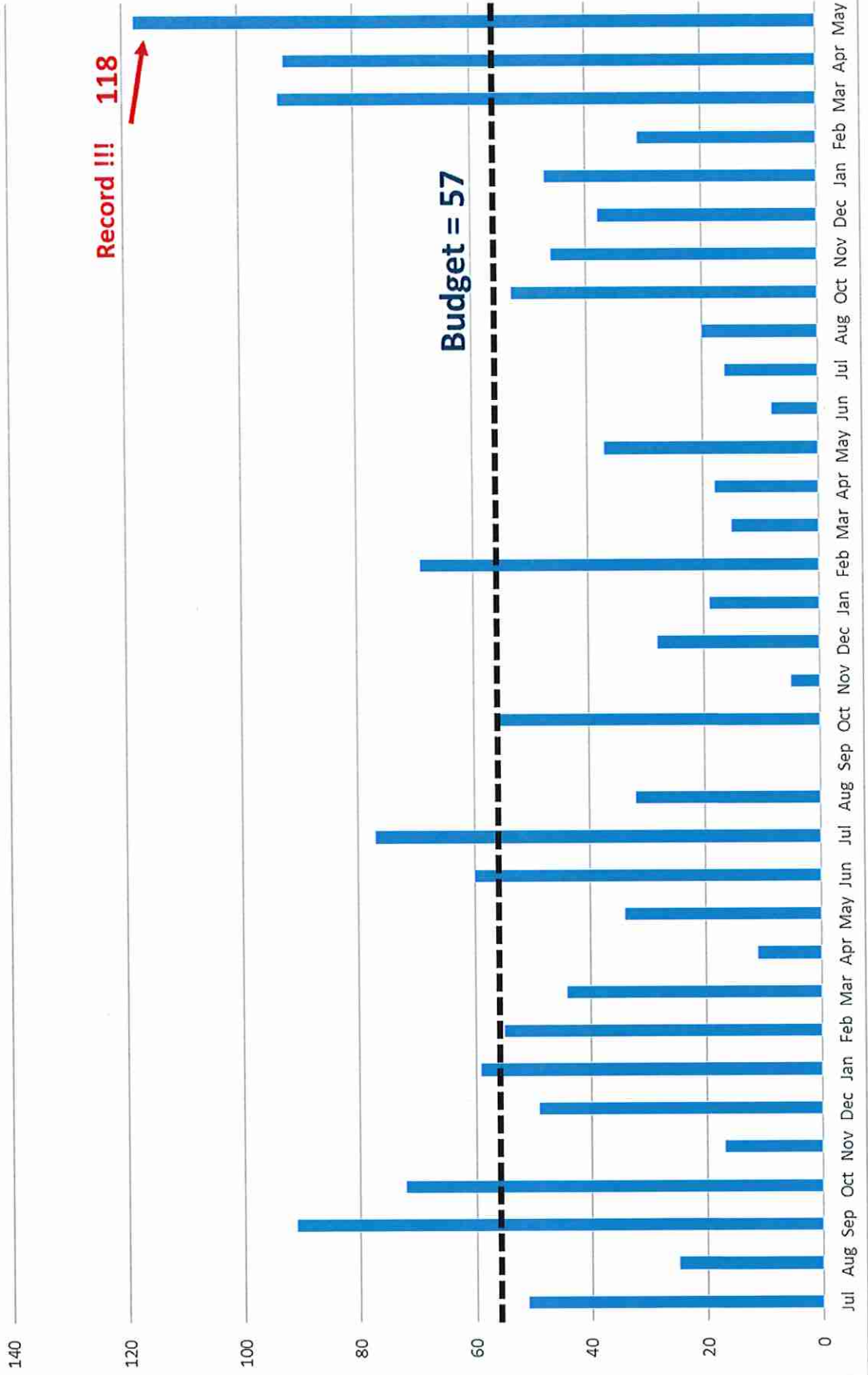


RAIL Target = \$156,000

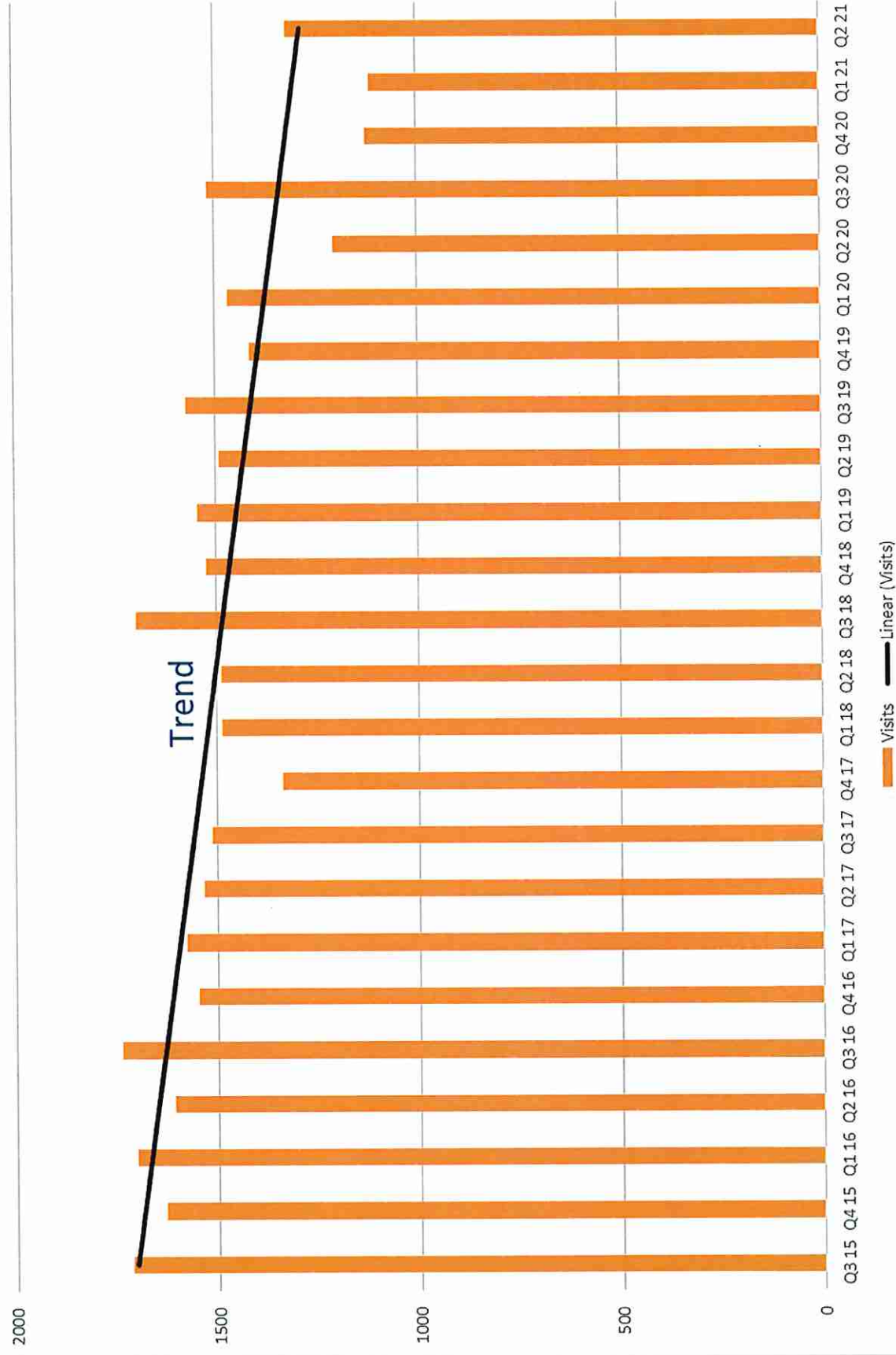
Trend

Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May

Skilled Swing Beds Post Acute Care Days



Clinic Visits



PIONEER MEDICAL CENTER

6/24/2021

Item 3

MEMORIAL FUND

<u>For:</u>	<u>4/30/2021</u>	<u>5/31/2021</u>
		<u>Amount</u>
		<u>Current Balance</u>
ACTIVITIES DEPARTMENT	\$ 3,964.03	\$ 3,964.03
AMBULANCE	\$ 9,780.06	\$ 8,258.58
AMBULANCE MHA COVID GRANT	\$ 3,500.00	\$ 3,500.00
ANTIMICROBIAL STEWARDSHIP	\$ 3,779.93	\$ 3,779.93
ASSISTED LIVING	\$ 7,002.95	\$ 7,002.95
CARES PROVIDER RELIEF FUNDING	\$ 3,227,181.49	\$ 2,943,249.78
CARES ACT PUBLIC HEALTH	\$ -	\$ -
STATE OF MT COVID RELIEF/GENERAL PURPOSE	\$ 30,000.00	\$ 30,000.00
CLINIC FLOORING	\$ 12,000.00	\$ 12,000.00
DIETARY	\$ 156.85	\$ 156.85
HOSPICE GRANT	\$ 112.50	\$ 112.50
HOSPITAL EMERGENCY PREPAREDNESS	\$ 4,617.08	\$ 4,617.08
SWEET GRASS HEALTH CARE FOUNDATION	\$ 10,000.00	\$ 10,000.00
MENTAL HEALTH PROGRAM	\$ 70,300.53	\$ 70,300.53
CARDIAC REHAB	\$ 687.00	\$ 687.00
PUBLIC HEALTH	\$ 215.00	\$ 215.00
HHS STIMULUS/RHC TESTING-COVID	\$ 49,461.42	\$ 49,461.42
SHIP GRANT-COVID	\$ 61,322.00	\$ 29,322.00
SBA/PAYCHECK PROTECTION PROGRAM	\$ 500.00	\$ 500.00
MHA COVID EXPENSE GRANT	\$ 156.02	\$ 156.02
CAH	\$ 10,000.00	\$ 10,000.00
MILL LEVY FUNDS	\$ -	\$ -
SUB-TOTAL DESIGNATED FUNDS	\$ 3,504,736.86	\$ 3,187,283.67
UNDESIGNATED MEMORIAL FUNDS	\$ 28,944.01	\$ 29,430.31
		\$ 3,216,713.98
UNDESIGNATED MEMORIAL FUND CD INVESTMENTS	\$ 371,457.40	\$ 371,457.40
Grand Total	\$ 3,905,138.27	\$ 3,588,171.38

MAY INTEREST \$ 486.30

SKY FEDERAL CREDIT UNION
 12 Month CD Date of Maturity: 06/30/2021
 Interest Rate: 2.00%

\$158,465.40

OPPORTUNITY BANK
 39 Month CD Date of Maturity: 12/12/2020
 Interest Rate: 1.95%

\$212,992.00

excel/memorial/desig.funds

Pioneer Medical Center
BOULDER MEADOWS
"Dashboard Report"
FY 2021

INDICATOR	FY 19	FY 20	JULY 2020	AUG 2020	SEPT 2020	1ST QTR	OCT 2020	NOV 2020	DEC 2020	2ND QTR	JAN 2021	FEB 2021	MAR 2021	3RD QTR	APRIL 2021	MAY 2021	JUNE 2021	4TH QTR	FY 21 YTD
	YTD	YTD																	
Volume indicators																			
Admissions	7	6	0	0	0	0	0	0	0	0	0	0	0	1	0	0		0	1
Discharges	5	6	0	0	1	1	0	1	0	1	0	0	0	0	0	0		0	2
Deaths	1	2	0	0	1	1	0	0	0	0	0	0	0	0	0	0		0	1
Occupancy rate			44%	44%	43%		38%	35%	31%		31%	30%	32%	31%	38%	38%		25%	
Census at month end		0	7	7	6	642	186	169	155	510	155	5	6	452	6	6		366	0
Total resident days	3357	2633	217	217	208								157		180	186			1970
Financial indicators																			
% Medicaid \$	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	
% Commercial \$	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	
% Self pay \$	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		100%	

INDICATOR	FY 18 YTD	FY 19 YTD	FY 20 YTD	JULY 2020	AUG 2020	SEPT 2020	1ST QTR	OCT 2020	NOV 2020	DEC 2020	2ND QTR	JAN 2021	FEB 2021	MARCH 2021	3RD QTR	APRIL 2021	MAY 2021	JUNE 2021	4TH QTR	FY 21 YTD
Volume Indicators																				
Acute Care Admits	78	101	87	8	7	7	22	8	8	9	24	5	9	9	23	3	9		12	81
Acute Care Discharges	77	102	87	7	8	7	22	6	8	8	22	5	11	8	24	3	9		12	80
total hours	6418.25	7615.75	7819.25	489.75	664.25	785.75	1939.75	316.25	263	503	1084.25	685	790.5	681.5	2157	282.5	729.25		1011.75	6192.75
# of Inpatients transferred to another acute care hospital	7	9	2	1	2	0	3	3	3	1	7				1	0	1		1	12
Acute Care ALOS/Hrs	83.4			70.0	83.0	112.3		53.0	32.9	62.9		137.0	71.9	85.2		94.2	81.0	#DIV/0!		2.75
Acute Care Avg daily census	0.74		0.4	0.87	0.77	1.10	2.75	0.58	0.47	0.71		1.26	0.75	0.94		0.47	0.97	#DIV/0!		271
Acute Care Patient Days	271	322	329	27	24	33	84	18	14	22	54	39	21	29	89	14	30		44	61
Obs bed admits	74	70	68	5	8	6	19	7	4	0	11	2	1	15	18	5	8		13	61
Obs bed hours	1436.75	1186.5	2655.25	223.25	522	157	902.25	154	83	0	237	69.25	22.25	508.75	600.25	169.5	167		336.5	2076
Total Swing Bed Admissions (Skilled+Int.Sw.)	46	58	52	6	6	8	20	5	3	5	13	5	8	8	19	5	8		13	65
SKILLED MEDICARE DAYS	427	568	409	16	20	53	89	76	48	38	160	47	31	93	171	92	118		210	630
SKILLED MEDICARE ADV DAYS	16	552	378	16	20	50	86	57	46	35	138	46	31	90	167	92	118		210	601
OTHER INSURANCE			33	0	0	3	3	19	0	3	22	1	0	0	1	0	0		0	26
Skilled Swing Bed # of Patients	33	37	37	0	0	0	0	0	0	0	10	0	0	3	10	3	5		8	38
Skilled Swing Bed Discharges	6884	7056	583	565	536	536	1884	461	436	462	1359	480	449	482	1411	511	586		1077	5531
Intermediate Swing Bed Days	7311	7465	599	585	585	573	1773	537	482	500	1519	527	480	575	1582	603	684		1287	6161
Total Swing Bed Days (Skilled+Int.Sw.)	290	295	298	25	26	27	78	24	19	20	63	22	25	23	70	25	30		55	286
Skilled Swing Bed # of Patients	51	55	50	4	3	6	13	7	3	4	14	5	4	7	16	7	9		16	59
Skilled Swing Bed # of Patients	66	275	223	6	13	12	31	15	11	12	38	9	10	14	33	11	11		22	124
Adult Day Care Visits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Adult Day Care Overnight Stays	428	223	654	103	82	46	231	35	35	55	125	66	63	63	192	136	116		252	800
Hospice Routine Care Days	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Hospice Inpatient Days	0	4	2	3	2	5	10	4	0	0	4	0	0	0	0	0	0		4	18
Hospice Respite Days	0	4	2	3	2	5	10	4	0	0	4	0	0	0	0	0	0		4	18
ER visits	918	996	863	99	123	88	310	68	85	75	228	50	81	84	215	72	81		153	906
# ER patients discharged home	699	714	632	80	95	61	236	47	67	55	169	38	65	52	155	59	57		116	676
# Inpatient admits from ER	53	78	61	5	5	5	15	5	6	9	20	4	6	4	14	3	6		58	58
# Observation admits from ER	72	68	68	6	8	5	19	7	3	0	10	2	1	15	18	4	8		12	59
# Transferred from ER	84	128	93	8	15	17	40	9	9	11	29	6	7	11	24	6	8		14	107
# to LHC	3	2	1	0	0	0	1	0	2	1	3	0	0	0	0	0	0		0	4
# to BC	55	63	5	10	8	8	23	5	3	6	14	4	5	10	20	5	7		12	69
# to St. V's	24	22	22	3	4	5	12	2	4	4	10	1	1	1	3	0	1		1	26
# to other facilities/other	3	9	6	0	1	3	4	2	0	0	2	1	0	0	1	0	0		1	8
- AMA	8	7	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	3
- Expired	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	1
Ambulance Runs - Total	424	453	344	50	50	49	149	46	52	44	142	27	46	31	104	28	45		73	468
Ambulance Runs-Billable	230	257	189	27	35	27	89	16	32	25	73	14	29	16	59	13	30		43	264
- ALS	115	124	67	6	13	13	32	6	12	9	27	9	14	7	30	5	15		20	109
- BLS	115	133	122	21	22	14	57	10	20	16	46	5	15	9	29	8	15		23	155
NON-BILLABLE	194	196	155	23	15	22	60	30	20	19	69	13	17	15	45	15	15		30	204
HELP FLIGHT INTERCEPTS	4	5	5	1	2	1	4	0	1	0	1	0	0	0	0	0	0		1	6
TRANSFERS TO OTHER FACILITIES	90	93	58	9	11	8	28	7	12	10	29	7	10	5	22	4	11		15	94
DOA	3	7	6	1	1	0	2	4	2	0	6	0	0	0	1	0	0		0	9
FIRE STANDBY	16	21	14	2	0	0	3	5	3	3	9	3	2	7	12	3	1		4	30
SAR STANDBY	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	1
MUTUAL AID	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	2
ER ASSIST	0	2	2	1	0	1	2	0	0	0	0	0	0	0	0	0	0		0	1
AIRPORT	2	14	9	1	3	0	4	0	0	0	0	0	0	0	0	0	0		0	6
REFUSALS	0	0	20	18	10	13	41	18	7	11	36	7	8	4	19	12	14		26	122
HOSPICE TRANSFER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	1
NO PATIENT FOUND/CANCELLED PTA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	10
LIFT ASSIST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	4
Physical Therapy visit hrs	1891.25	2032.25	205	205	205	190.25	600.25	199.00	167.75	151.75	518.5	155.25	133	181.25	469.5	145.75	116		261.75	1850
#PT VISITS	2434	3072	2808	269.00	268	258	795	271	225	212	708	215	180	275	870	229	187		416	2589
Occup Therapy visit hrs	458	472	432.25	46.50	41.75	41.75	130	41	39.75	43.25	124	41.75	26	51	118.75	47	68.75		115.75	488.5
#OT VISITS	505	589	599	66	62	58	186	45	46	51	142	47	33	68	148	64	96		160	636
Speech Therapy visit hrs	34.75	54.5	77.75	3.25	1	2.75	7	5.75	3.5	7.5	16.75	5.75	2.25	2.25	10.25	1.5	2.75		4.25	36.25
#ST VISITS	43	123	123	4	5	4	13	7	4	10	21	9	4	5	18	3	5		8	60
Registered Dietician Consults	103	136	56	0	0	0	0	0	0	4	4	3	1	3	7	4	3		7	18
Endoscopic procedures	17	14	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Cardiac rehab visits	417	533	449	6	3	19	28	32	21	24	77	35	32	63	130	60	41		101	336
Other OP procedures/bx's	965	965	1052	90	76	98	234	73	73	66	212	71	50	75	186	75	75		150	792
Lab & X-ray visits-OP	5056	5717	5364	449	482	474	1405	573	445	440	1458	432	448	557	2922	545	458		1003	5303
# Lab tests	10536	11966	11593	997	1045	1056	3098	1459	885	885	3229	942	860	1120	2922	1464				

Pioneer Medical Center
PMC CLINIC
"Dashboard Report"
FY 2021

INDICATOR	JUL 2019	AUG 2019	SEP 2019	1ST QTR	OCT 2019	NOV 2019	DEC 2019	2nd QTR	JAN 2020	FEB 2020	MAR 2020
Volume indicators											
Avg. clinic visits/day (M-F)	17.9	18.5	15.5	17.3	15.3	14.9	14.3	14.8	16.2	16.4	14.0
# days	21.0	22.0	20		23	20	21		22	21	22
# pts.	376.0	407.0	309	1092.0	353	298	300	951	356	345	307
Avg. clinic visits/day (Sat)	2	3	4	3	2	3.2	3	3	3.8	3.2	2.3
# days	4	5	4		4	5	4		4	5	4
# pts.	7	13	16	36	8	16	12	36	15	16	9
Walker - # clinic visits	154	134	100	388	122	98	93	313	133	163	146
# days	17	16	12.0		16.0	12.0	12.0		15.0	16.0	19.0
avg #/day	9	8	8.3		7.6	8.2	7.8	7.8	8.9	10.2	7.7
Walton - # clinic visits	129	108	67	304	99	61	86	246	87	108	119
# days	16	13	8.0		15.0	12.0	14.0		13.0	13.0	17.0
avg #/day	8	8	8.4		6.6	5.1	6.1	5.9	6.7	8.3	7.0
Locums - # clinic visits	3	5	10	18	0	8	1	9	0	0	12
# days	1	2	5.0		0.0	2.0	3.0		0.0	0.0	5.0
avg #/day	3	3	2		0	4	0.3	1.4	0.0	0.0	2.4
Total Clinic Visits	383	420	325	1128	361	314	312	987	371	361	316
Swing Bed visits	27	28	15	70	36	23	35	94	30	37	23
Hospital/Observation visits	14	55	36	105	49	43	32	124	74	32	43
Emergency room visits	82	90	97	269	76	74	59	209	63	59	58
Home visits	0	1	0	1	0	0	0	0	0	1	0
OP Procedures (scope)	0	2	0	2	0	0	0	0	0	1	1
Nursing visits	28	49	66	143	129	94	46	269	35	20	10
Flu shots	0	0	67	67	144	98	2	244	0	11	7
Flu mist	0	0	0	0	0	0	0	0	0	0	0
Financial indicators											
% Medicare \$	41	35	40		49	46	43		46	47	40
% Medicaid \$	8	16	14		11	11	11		12	12	14
% Commercial \$	42	38	39		34	37	40		35	33	38
% Self pay \$	9%	11%	7%		6%	6	6%		7	8	8

Pioneer Medical Center
PMC CLINIC

"Dashboard Report"

FY 2021

3rd QTR	APR 2020	MAY 2020	JUNE 2020	4TH QTR	FY 20 YTD	JULY 2020	AUGUST 2020	SEP 2020	1ST QTR	OCT 2020	NOV 2020	DEC 2020	2ND QTR
15.5	9.3	11.3	14.3	11.6		13.5	17.8	14.0	15.1	11.7	10.9	12.0	11.5
	23	20	23			22	21	21	64	22	21	22	
1008	214	225	329	768	3819	296	373	295	964.0	257	228	264	749
3	1.5	1.6	2.3			1.5	2.2	2.0	2	1.8	1.5	1.3	
	4	5	4			4	5	4	13	5	4	4	
40	6	8	9	23	135	6	11	8	25	9	6	5	20
442	110	96	107	313	1456	96	147	117	360	117	118	130	365
	18.0	13.0	13.0			12.0	14.0	14.0	40.0	16.0	13.0	16.0	
8.9	6.1	7.4	8.2			8.0	10.5	8.4		7.3	9.1	8.1	
314	68	66	98	232	1096	74	99	89	262	45	94	113	252
	16.0	12.0	14.0			13.0	13.0	13.0	39.0	7.0	12.0	15.0	
7.3	4.3	5.5	7.0			5.7	7.6	6.8		6.4	7.8	7.5	
12	29	42	41	112	151	43	29	33	105	24	22	26	72
	13.0	17.0	19.0			16.0	14.0	15.0	45.0	15.0	10.0	11.0	
0.8	2.2	2.5	2.2			2.7	2.1	2.2		1.6	2.2	2.4	
1048	220	233	338	791	3954	302	384	303	989	266	234	269	769
90	28	24	26	78	332	18	31	30	79	29	21	23	73
149	33	53	45	131	509	38	54	48	140	33	32	22	87
180	49	60	96	205	863	99	123	88	310	68	85	42	195
1	1	0	2	3	5	0	0	0	0	2	1	0	3
2	0	0	0	0	4	0	0	0	0	0	0	0	0
65	28	23	27	78	555	42	57	87	186	197	84	46	327
18	0	0	0	0	329	0	0	65	65	208	39	30	277
0	0	0	0	0	0	0	0	0	0	0	0	0	0
	46	48	39			40	30	35		40	38	40	
	8	10	11			10	11	12		9	9	9	
	39	33	39			35	49	43		47	40	40	
	7	9	11			15	10	10		4	13	11	

Pioneer Medical Center
PMC CLINIC

"Dashboard Report"

FY 2021

JAN 2021	FEB 2021	MAR 2021	3RD QTR	APRIL 2021	MAY 2021	JUNE 2021	4TH QTR	FY 21 YTD
11.5	10.6	9.9	10.7	13.0	15.3		14.2	
20	20	23		22	19			
230	212	227	669	286	291		577	2959
2.0	2.0	0.0		0.0	0.0			2
1	1	0		0	0			13
2	2	0	4		0		0	49
126	99	134	359		141		141	1225
16.0	16.5	18.0		18.0	15.0			40
7.9	6.0	7.4		7.6	9.4			0
85	86	86	257		66		66	837
12.0	12.0	14.0		12.0	12.0			39
7.1	7.2	6.1		5.4	5.5			0
21	27	21	69		32		32	278
20.0	20.0	23.0		22.0	19.0			45
1.1	1.4	0.9		1.3	1.7			0
232	214	227	673	286	291		577	3008
24	23	37	84	38	41		79	315
44	33	65	142	27	45		72	441
50	81	84	215	72	81		153	873
0	0	0	0	0	0		0	3
0	0	0	0	0	0		0	0
87	44	52	183	28	30		58	754
8	2	0	10	0	0		0	352
0	0	0	0	0	0		0	0
47	33	42		43	41			
11	11	15		11	15			
33	45	27		33	39			
9	11	16		13	5			

Human Resources

June 23rd, 2021 Board Report

Submitted by Eric Vardell

1. Recruitment & Retention

Finding good employees and keeping them is still the 1st priority for HR

- Diane King RN, our new DON has started.
- A full-time LPN (relo from Illinois) started this month.
- A former employee returned for Housekeeping.
- Current openings:
 - RN – 3
 - CNA, Hospital – 3
 - Physical Therapist - 1
 - Resident Asst, for Assisted Living – 1
 - Patient Access Rep/Receptionist – 1 full-time
 - Dietary – 3+
 - Housekeeping – 1
 - Facilities Tech - 1
- Still seeing a majority of applicants for all licensed positions from outside Montana.
- Housing is a known concern with all applicants. One of our recent RN hires (relo from Minnesota) ended up buying in Roundup, and is commuting. Another (relo from outside Montana) appears to be camping out while looking for a rental.
- I attended and spoke at a regional employers meeting, which included reps from the Governor's office, the university system and the state employment department. All speakers had the same story of a shortage of workers and a lack of worker housing. I focused on more strategic ideas around matching Montana's healthcare education to meet the population and needs of rural Montana.

2. Wages

- 2nd Half Direct Care Worker Bonuses will be included in the July 2nd pay – this is a State-reimbursed bonus payment to specific groups of hands-on care workers.
- Wage survey data was received in early May
- Survey-based wage increases were made to these positions:
 - CNA, Hospital
 - Cook
 - Dietary Aide
 - EMT – full-time
 - Housekeeper
 - Laundry
 - Housekeeping Supervisor (new role) – a working supervisor
 - Patient Access Rep/Receptionist
 - Patient Access Rep Supervisor (new role) – a working supervisor
 - Unit Secretary
- Other positions are below market rates, and should be increased when budgeting allows.

3. 2022 Benefits

- Pacific Source has given a final bid for our 2022 health insurance.

- Plan design is slightly better – Prescription & healthcare spending both count towards a combined deductible.
- Quoted pricing will reduce PMC spending by approx. \$4900/month (\$58+K/year).
- We (Employees and PMC) should see additional savings if we provide better Open Enrollment education.

Pioneer Medical Center Board Report

Item 5

2021

Quality Measures:

	Jan 2021	Feb 2021	March 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021	Totals:
Falls:													
Number of falls	8	5	6	1	7								
Total Number of Patient Days	612	501	604	617	684								
Falls w/Injury:													
Number of falls with injury	0	0	0	0	0								
Total Number of Patient Days	612	501	604	607	684								
Drug Events:													
Medication Errors	3	0	3	3	1								
Total Patient Days	612	501	604	617	684								
CAUTI:													
Number of Hospital Acquired UTI	0	0	2	1	0								
Total Number of indwelling urinary catheter days	98	70	62	62	62								
C-Diff:													
Total # of Observed hospital-onset Identified C-Diff	0	0	0	0	0								
MIRSA:													
Total Number of Patient Days	612	501	604	617	684								
MIRSA bacteremia Events	0	0	0	0	0								
Sepsis													
Total Number of Patient Days	612	501	604	617	684								
# of in-hospital deaths due to any diagnosis of sepsis	0	0	0	0	0								
# of patients with hospital-onset sepsis.(note: hospital onset is an infection that appears 48 hours or more after admission	1	0	0	0	0								

**Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020**

Pioneer Medical Center is located in Big Timber, Montana. It has a population of approximately 8500 people. The hospital serves Sweet Grass County and is the only hospital located within that county. PMC CAH is licensed for 25 beds, that can be utilized as either medical-surgical beds or swing-beds.

Service Lines offered through PMC are:

1. Emergency Room;
2. Observation/Inpatient Care;
3. Laboratory;
4. Radiology;
 - a. Ultrasound; b. CT scan; c. MRI (outside MRI brought in monthly) d. xray
6. Physical Therapy;
7. Occupational therapy;
8. Outpatient Infusion Services;
9. Hospice;
10. Assisted Living;
11. Rural Health Clinic ambulatory care services
12. Speech Therapy
13. Cardiac Rehab
14. Inpatient Pharmacy
15. Ambulance Service
16. Public Health

We collaborate with surrounding area specialists to ensure our patients receive high quality care at home through offering tele-medicine appointments or on-site visiting physician appointments.

Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020

I. Review of Volume Indicators: 1/1/2020 - 12/31/2020

Measure/Indicator	2020 Statistic	FY 2019	FY 2018	
Total # inpatient admissions	87	101	78	
Average LOS in days	3.74	3.1	3.5	
Average daily census	0.90	0.88	0.74	
Total # Swing bed discharges	55	57	47	
Total # Swing bed days	7,465	7,138	7,311	
Total # ED visits	863	996	918	Missing data from October of 2017 which may skew some of the 2018 data. Number of ED visits decreased as well as EKG's
Total # ED admissions	61	78	53	
Total ED transfers to another facility	93	128	84	
Total # ancillary service visits	1,561	1,646	1,502	
Radiology outpatient tests	3,355	3,799	3,314	
Laboratory outpatient tests	11,593	11,966	10,536	
EKG outpatient procedures	374	450	434	
PT outpatient	2,808	3,072	2,434	
OT outpatient	599	589	505	
ST outpatient	123	123	43	
Hospice Days of Care	656	227	434	

Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020

III. CAH Patient Safety and Risk Management: 01/01/2020 - 12/31/2020

Measure/Indicator	2020 Actual	2019	Comments
Transfusion reactions, %	0.00%	0%	No transfusions were given
Medical Equipment adverse events	0	0	
Falls with injury: Swing Intermediate	1	2	We showed improvement in every area of safety from previous year to date. PMC will continue to foster an environment of safety to our patients and staff
Falls with injury: Swing Skilled/ED	0	2	
Falls with injury: Assisted Living	0	2	
Medication Errors: Swing Intermediate	8	7	
Medication Errors: Swing Skilled/ED	8	12	
Medication Errors: Assisted Living	0	6	

**Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020**

IV. Staff Safety: 01/01/2020 - 12/31/2020

Measure/Indicator	2020	2019		
# of Reported occurrences, all sites	9	1		
% of Occurrences leading to 1st reports to workers' comp	0	0		
Staff lost work days	0	0		
# of Staff restricted days	0	0		
% of Occurrences that were staff needle sticks, clean & contaminated	1	1		

Due to turnover in HR department the reports on safety concerns for 2020 were not available in detail. Will review on next year's evaluation for improvements.

Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020

V. Clinical Care and Utilization Reviews: 01/01/2020 - 12/31/2020

Measure/Indicator	% of Cases Reviewed	Comments/ Assessment
Mortality Review		
ER Care by midlevel practitioners		Performed by hospitalists
External peer review		
Internal peer review		
Peer Review		
Active & Consulting Medical Staff		Peer Review information is not available at this time. Currently working on a
IP & OP proc, internal peer review		process for external peer review to start in 3rd quarter of 2021 to meet
IP & OP proc, external peer review		regulatory compliance.
Radiology external review	100.0%	cases are sent out for overreads: i.e. ultrasound, CT scan, MRI,

Infection Control - # of Nosocomial
Infections



Urinary Tract Infections (UTI) are difficult to determine if they are truly hospital acquired or not. The patient may have had the infection on admission. For an infection to be determined to be a Healthcare Acquired Infection (HAI) the culture is done 48 hours after admission.

**Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020**

There are many competencies the staff has to have to provide the best and highest quality of care to our patients. The following list, is not all inclusive:

1. Cardiac care of patient, certified in ACLS; TNCC
4. Perform ostomy cares;
5. Perform Chest tube care;
6. Administer blood products;
7. Administer Chemotherapy agents;
8. Infection Prevention/Control practices;
9. Point of care testing; FLU Strep, RSV, COVID, Glucose Testing
- 10: Trauma Alerts and Flow Sheet
11. Chest pain/STEMI/Thrombolytic Therapy
12. Stroke Protocol
13. Chest Tube Set Up and Trainage System
14. Urinary Catheterization
15. Manage of Implantable Ports
16. Sepsis Protocol

Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020

VI. Professional Staff Review: 01/01/2020 - 12/31/2020

<u>Measure/Indicator</u>	<u>Actual</u>	<u>Goal/ Target</u>	<u>Comments/ Assessment</u>
% Credentialed/privileged as required	21.00%		# of appointments: 4 appointments made for VRAD credentialling as well as 2 Additional providers not credentialed were staffed by affiliate Billings Clinic and
Attendance- MS Committee Meetings	9/12		Overall meetings held throughout the year were 9/12 months. April and May meetings were held due to COVID concerns and no way to hold virtual meetings yet.
Pharmacy & Therapeutics	9/12		
Infection Control & Surveillance	9/12		
ER/ICU	9/12		
Bylaws Review	April 2018		All of these governing documents are being revised at this time. .
Rules & Regulations Review	April 2018		

**Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020**

VII. Policy and Procedures Review:

Evaluation: 28% overall policies were reviewed

Policy and Procedure process throughout the year fell behind as we were trying to handle the COVID pandemic. In 2020, approximately 28% of overall policies were reviewed. We did identify process improvement opportunity as the software that was being used was not updating revision dates for policies correctly. This process was fixed and policy review is currently in process, with backup staff to approve and proof policies in a timely manner.

**Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020**

VIII. Quality Assurance and Performance Improvement Program Review:

The Quality Assurance and Performance Improvement (QAPI) program of PMC had many federal programs put on hold due to the pandemic; alleviating some burden to the Quality team. The COVID pandemic added different challenges of planning for COVID patients with other team members, then planning for COVID vaccine clinics.

IX. Customer Satisfaction

Department		
Overall Satisfaction	2020	2019
Inpatient Satisfaction	25.00%	50.00%

**Pioneer Medical Center
Critical Access Hospital Annual Evaluation
CY 2020**

Needs identified by this Annual Program Evaluation:

1. Policy and Procedure Software Updates and Process Evaluation and Education needs.
2. Updates to Medstaff Bylaws and Revisions due.
3. Review current falls information and develop appropriate improvement plan
4. Utilization Review Committee needs to be formed
5. Review and refine current customer service (soft skills) training
6. Hospital Infection Control Competencies need to be reviewed and updated.
7. Employee New Hire Orientation Process needs updated
8. Refine licensure Surveillance Process
9. Peer Review Documentation and Revision of Process
10. Review of the infection control program.
11. Need for a full time quality assurance nurse to assist with reporting and program development.

Overall comments: The COVID pandemic certainly changed our landscape at PMC. We have continued to persevere and even improve our services, as evidenced by high volume numbers, and low incidents. This document has been created by the quality assurance committee for the purpose of mentoring and evaluating the quality of care in the facility. It is protected from discovery by evid. Code 422 US 225 and by the work product privilege.