



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

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

- A. **Call to Order – 5PM**
- B. **Consent Agenda**
 - A. ****March 4th, Approval of Board Minutes (Item #1)**
 - B. **Finance Report**
 - a) February 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 – Patti Sturt**
- I. **Quality Improvement & Risk Management Reports –Katie Lewis (Item #5)**
- J. **Billings Clinic Update- Dr. Seger**
- K. **Public Comment Period**
- L. **Executive Session**
- M. **Upcoming Dates – Next Board Meeting – May 6th, 2021 – 5PM**
- N. **Adjourn**

Item 1

**PIONEER MEDICAL CENTER
BOARD OF DIRECTORS
Virtual
March 4th, 2021**

Present: Perry Anderson, Board Chair
Dr. Walker, COS & Board Member
Bill Wallace, Board Member, County Commissioner
Joy Ott, Board Member
Chad Miller, Board Member via conference call
Ian Peterson, CEO
Pat McConnell, Regional Billing Controller
Dr. Clint Seger, Regional CMO Billings Clinic
Ryan Smith, Nelson Architecture
Patricia Sturt, Interim DON
Hannah Shirkey, Dr. Michelle Lizotte, Jenny Thompson, Mary Parker
Cliff Garness, Cody Monitt with Sletten Construction
Nathan McCarthy, CPA

Perry called the meeting to order.

CONSENT AGENDA

Nate presented the audit report. Ace moved to approve the Audit. Bill seconded the motion. Motion carried. Minutes were presented. Finances were discussed. Bill moved to approve the consent agenda. Joy seconded the motion. No further discussion. Motion carried.

OLD BUSINESS

HR Update

Ian gave an update on hiring. A Quality Nurse was hired out of Reed Point. Offers have been extended to two receptionists.

CEO Report

Ian gave a brief update.

NEW BUSINESS

Ryan gave an update on construction and the GMP. There has still not been any word on the extension. Joy moved to approve the GMP amount of \$2,428,018.00. Walker seconded. Motion carried.

Ian spoke on the Radiology suite relocation and Radiology needs going forward. He recommended going with the Konica quote for equipment purchases. Chad moved to approve

the purchase of the MTX Konica X-ray Machine and Service Contract. Walker seconded. Motion carried.

Ian recommended implementing VersaBadge with the Ship Grant FUNDING. Joy moved to approve using the Ship Grant funding to implement VersaBadge. Chad seconded. Motion Carried.

MED STAFF

Dr. Walker gave an update on the Trauma Team Activation and the policies approved at today's meeting. Bill moved to approve Dr. Stevens and Dr. Davis credentials for telemedicine. Chad seconded. Motion Carried. Chad moved to approve Dr. McMasters credentials. Bill seconded. Motion carried. Bill moved to approve active staff privileges for Dr. Consson. Joy seconded. Motion carried.

COMMISSIONER REPORT

Nothing significant to report.

DIRECTOR OF NURSING AND QUALITY IMPROVEMENT REPORT

Patti addressed falls and precautions taken for safety. She discussed infections in house, Covid vaccines, hand hygiene and retaining staff.

BILLINGS CLINIC UPDATE

Dr. Seger stated they are working on Rural Critical Care Fellowships with Rural General Surgeons across our network and Hannah discussed the expansion in Bozeman.

PUBLIC COMMENT

Dr. Lizotte notified the Board that Rocky Vista is opening a DO School. This could be something to look at for shadowing for future recruitment.

EXECUTIVE SESSION

No Executive Session

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

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

Recording Reporter _____

Board Chair _____

Pioneer Medical Center
Financial Statements
Summary of Financial Results with Variance Explanations
February 2021

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

For the month of February 2021

Operating Results:

For the month of February 2021, Operating Loss of \$174,936 was reported. Net Operating Revenues of \$719,074 were less than the fixed budget by \$173,276 (19.4%). Total Operating Expenses of \$894,010, were less than the fixed budget by \$29,184 (3.2%), resulting in Operating Loss being unfavorable to fixed budget by \$144,092. After tax revenues, and other non-operating income/expense, expenses exceeded revenues by \$158,839 for the month.

Year-to-date as of February, Operating Loss of \$254,338 was reported. Net Operating Revenues of \$7,186,150 were less than the fixed budget by \$39,283 (0.5%). Total Operating Expenses of \$7,440,489 were less than the fixed budget by \$105,028 (1.4%), resulting in Operating Loss being favorable to fixed budget by \$65,745. After tax revenues, and other non-operating income/expense, revenues exceeded expenses by \$260,180 for the year.

The net impact to cash in February (per Cash Flow Statement) is a decrease of \$339,965 and year-to-date is a decrease of \$288,195.

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 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 \$\$
		Operating Revenue:		
902,814	902,814	Total Patient Service Revenue	9,061,019	9,061,019
610,210	610,210	Net Patient Service Revenue	6,415,879	6,415,879
108,864	108,711	Other Operating Revenue	770,271	657,112
719,074	718,921	Net Operating Revenue:	7,186,150	7,072,991
894,010	873,826	Total Operating Expenses:	7,440,489	7,396,355
(174,936)	(154,906)	Operating Income (Loss)	(254,338)	(323,364)
		Non-Operating (Income)		
26,903	(50)	Other	(86,535)	(67,660)
(43,000)	(43,000)	Tax Revenue	(427,983)	(427,983)
—	—	(Gain)/Loss on Impairment/	—	—
(16,097)	(43,050)	Net Non-Operating (Income)	(514,518)	(495,643)
(158,839)	(111,856)	Excess of Revenues over Expenses:	260,180	172,279

Operating Revenue and Expenses:

Inpatient Revenues:

For the month of February, Inpatient Revenues were \$98,539 (28.3%) less than fixed budget. Acute care days were 21 compared to 27 for the same month last year, Skilled Swing Bed days were 31 compared to 69 in the previous year and Intermediate Swing Bed days were 449 compared to 543 in the previous year.

Year-to-date Inpatient Revenues were \$345,447 less than fixed budget. Acute Care days were 198 compared to 225 in the prior year, Skilled Swing Bed Days were 327 compared to 331 in the prior year, and Intermediate Swing Bed days were 3,972 compared to 4,724 in the prior year.

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

Month to Date	Current Month	Budget	Variance
6105 Swing Bed	150,749	211,630	(60,881)
6045 PT	3,198	17,616	(14,418)
6035 Pharmacy	6,851	19,071	(12,220)
6100 Acute	44,121	51,942	(7,821)
6055 OT	5,318	12,759	(7,441)

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

Year to Date	Current Year	Budget	Variance
6105 Swing Bed	1,384,788	1,693,040	(308,252)
6035 Pharmacy	54,957	90,400	(35,443)
6030 Central Supply	17,135	35,928	(18,793)
6045 PT	60,254	78,418	(18,164)
6040 Ultrasound	20,917	35,360	(14,443)

Outpatient Revenues:

For the month of February, Outpatient Revenues were \$125,344 (17.2%) less than fixed budget. ER visits were 81 compared to 59 in the prior year, other Total Outpatient visits were 748 compared to 1,022 in the prior year and Clinic visits were 232 compared to 361 in the prior year. CT scans were 46 compared to 32 in the prior year.

For the year, Outpatient Revenues were \$350,802 more than fixed budget with ER visits of 669 compared to 600 in the prior year, other Total OP visits of 6,643 for the year compared to 7,637 in the prior year, and Clinic visits of 1,758 for the year compared to 2,847 in the prior year. CT scans were 565 compared to 355 in the prior year. In addition billable ambulance runs were 205 compared to 124 in the prior year.

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

Month to Date	Current Month	Budget	Variance
6045 PT	46,416	101,525	(55,109)
6022 CT	86,009	113,554	(27,545)
6025 Lab	80,233	105,311	(25,078)
6015 ER	61,667	83,907	(22,240)
6505 Clinic	101,746	122,936	(21,190)

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

Year to Date	Current Year	Budget	Variance
6045 PT	498,360	710,786	(212,426)
6505 Clinic	943,523	1,071,360	(127,837)
6430 MRI	80,575	146,280	(65,705)
6060 Cardiac Rehab	41,496	97,007	(55,511)
6025 Lab	888,160	933,493	(45,333)

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.

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Contractual, Bad Debt & Charity:

For the month, Contractual Adjustments were \$62,639 less than fixed budget.

Positive variances include: Medicaid \$61K, Commercial \$12K, BCBS \$3K

Negative variances include: Medicare \$13K

Bad Debt and Charity were \$37,200 more than budget, with Bad Debt being \$37K more than budget and Charity being \$500 more than budget.

For the year, Contractual adjustments were \$76,381 (3.7%) less than fixed budget.

Positive variances include: Medicaid \$277K, BCBS \$33K, Commercial \$15K

Negative variances include: Medicare \$249K

Bad Debt write-offs were \$606,466 compared to a budget of \$426,875 and Charity adjustments were \$60,226 compared to a budget of \$25,922.

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 February 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 \$293,365 were \$31,097 less than budget for the month and year-to-date salaries of \$2,361,900 were \$369,401 less than budget for the year.

Total benefits of \$84,282 were \$32,697 less than budget for the month and benefits of \$659,576 were \$147,172 less than budget for the year.

Contract Labor of \$233,238 was \$33,692 more than budget for the month and year-to-date contract labor of \$2,102,194 was \$386,589 more than budget. The negative variance for the month is mainly due to: Acute/Swing Bed over budget by \$22K, as well as FNP over budget by \$34K. The negative variance for the year is due to Acute/Swing Bed over budget by \$248K, HR over budget by \$39K, FNP over budget by \$308K, while other departments were under budget.

Professional Fees of \$31,996 were \$203 more than budget for the month and year-to-date Professional Fees of \$295,557.99 were \$53,906 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 \$72,904 were \$6,064 less than budget for the month and expense for the year of \$686,515 was \$9,293 more than budget. The YTD negative variance is mainly due to Pharmacy Drugs as well as Misc Supplies being more than budget.

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Summary of Financial Results with Variance Explanations

Repairs and Maintenance of \$20,364 were \$5,758 more than budget for the month and expense for the year was \$17,345 more than budget. The negative variance for the month is due to misc repairs in the Plant & Equipment department.

Promotion of \$11,099 was \$2,141 more than budget for the month and expense for the year was \$42,095 less than budget. The negative variance for the month is due to provider recruitment expense. The positive variance for the year is due to Recruitment that was budgeted but did not materialize to the extent of the budget.

Bed Tax of \$6,470 was \$290 more than budget for the month and expense for the year was \$10,093 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. February 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 \$162,296 less than last year; Outpatient Revenues were \$881,864 greater than last year; and Other Revenues were \$5,994 less than last year.

Salary and benefits were \$369,435 (\$316,160 plus \$53,275) less than last year.

Contract labor was \$488,092 greater than last year.

Supplies were \$27,619 greater than last year.

Education and Travel was \$27,614 less than last year.

Rents and Leases were \$36,525 less than last year.

Other expenses were \$28,055 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 February, Operating Cash decreased \$409,828, Net Patient Receivables decreased \$134,975 and Accounts Payable decreased \$199,664.

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, 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, 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, PMC received the following amounts:

CARES Act grant for Public Health \$39,004

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

In September, PMC received the following amount:

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

In October, PMC received the following amount:

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

In November, 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, PMC did not receive any Covid-19 related monies.

In February, PMC received the following amount:

MHA Covid Ambulance grant \$3,500

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Fixed Asset additions were **0** for the month of February.

Work in Process has a balance of \$259,837 at the end of February, which are costs associated with: Cedaron project \$4,200; Kronos project \$13,223; ER & Clinic remodel \$148,630; Lawson Implementation \$93,750

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 \$585K for all prior years. For the current year (through December 31st) there exists **Medicare cost report payable** of \$43K. The current year cost report position will continue to be monitored and adjusted as appropriate.

Statement of Cash Flows:

Total Cash decreased \$339,965 during the month of February and has decreased \$288,195 for the year; the month ending Cash balance was \$5,681,703. **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 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 February 28, 2021

	Current Balance		Last Month's Actuals		Last Year End Actuals		Changes This Month	Changes This Year
Assets:								
Current Assets:								
Cash & Short Term Deposits	1,534,767	16 %	1,944,595	20 %	1,872,733	20 %	(409,828)	(337,966)
Restricted Cash - Memorial funds	4,093,133	43 %	4,022,801	41 %	4,045,272	44 %	70,332	47,861
Restricted Cash - Patient Loan Reserve	50,327	1 %	50,322	1 %	50,241	1 %	6	86
Restricted Cash - Resident trust	3,476	0 %	3,950	0 %	2,812	0 %	(474)	664
Patient Accounts Receivable	3,079,810	33 %	3,205,226	33 %	2,386,741	26 %	(125,415)	693,069
Allowance for Doubtful Accounts	(1,329,549)	(14)%	(1,319,990)	(13)%	(898,228)	(10)%	(9,559)	(431,322)
Net Accounts Receivable	1,750,261	18 %	1,885,236	19 %	1,488,513	16 %	(134,975)	261,748
Other Receivables	824,939	9 %	770,853	8 %	718,319	8 %	54,087	106,620
Inventory	133,281	1 %	133,281	1 %	133,281	1 %	—	—
Prepaid Expenses	79,760	1 %	89,011	1 %	37,092	0 %	(9,251)	42,668
Total Current Assets:	8,469,943	89 %	8,900,047	90 %	8,348,264	91 %	(430,104)	121,680
Long Term Assets:								
Property, Plant & Equipment	787,913	8 %	787,913	8 %	736,697	8 %	—	51,216
less Accumulated Depreciation	(286,693)	(3)%	(277,005)	(3)%	(210,557)	(2)%	(9,688)	(76,136)
Work In Progress	259,837	3 %	177,110	2 %	17,786	0 %	82,727	242,051
Right of Use Assets (Net)	243,433	3 %	247,355	3 %	274,806	3 %	(3,922)	(31,373)
Total Long Term Assets:	1,004,490	11 %	935,373	10 %	818,732	9 %	69,117	185,758
Total Assets:	9,474,433		9,835,420		9,166,995		(360,987)	307,438
Liabilities and Fund Balance:								
Current Liabilities:								
Accounts Payable - Trade	690,880	14 %	890,544	18 %	616,996	13 %	(199,664)	73,884
Accrued Expenses	274,590	6 %	275,761	6 %	356,749	8 %	(1,171)	(82,159)
Current Portion of Long Term Debt	40,620	1 %	40,620	1 %	40,620	1 %	—	—
Total Current Liabilities:	1,006,091	21 %	1,206,925	24 %	1,014,366	21 %	(200,834)	(8,275)
Total Long Term Debt:	3,801,799	79 %	3,801,708	76 %	3,738,144	79 %	91	63,655
Fund Balance:								
Temp Restricted Fund Bal-Resident Trust	3,476	0 %	3,950	0 %	2,812	0 %	(474)	664
Temp Restricted Fund Bal-Employee Flex funds	(1,754)	0 %	(825)	0 %	7,032	0 %	(929)	(8,786)
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	94 %	4,373,572	91 %	3,444,548	78 %	—	929,024
Current Year Net Profit (Loss)	260,180	6 %	419,019	9 %	929,024	21 %	(158,839)	(668,844)
Ending Fund Balance:	4,666,544		4,826,787		4,414,486		(160,243)	252,058
Total Liabilities and Fund Balance:	9,474,433		9,835,420		9,166,995		(360,987)	307,438

PIONEER MEDICAL CENTER

Statement of Cash Flows

For the month ending February 28, 2021

	Current Month Activity	Year to Date Activity
Cash Flows From Operating Activities:		
Cash Received for patient services	766,404	6,904,832
Cash paid to employees, suppliers and others	(1,022,406)	(7,135,965)
Cash received from tax levies	—	—
Cash paid out for tax levy refunds	—	—
Cash received for cost report	—	—
Cash received for HUF/OP Tax	—	—
Cash received for CARES Covid-19 relief	3,500	222,504
Interest Paid	(1,418)	(11,800)
Interest Received	565	10,481
Change in Resident Fund account	(474)	664
Net Cash Flows from Operating Activities:	<u>(253,829)</u>	<u>(9,285)</u>
Investing Activities:		
Capital Expenditures	(82,727)	(252,095)
Proceeds from sale of Assets	—	—
Net Cash used in Investing Activities:	<u>(82,727)</u>	<u>(252,095)</u>
Financing Activities:		
Pmts on LT debt and capital lease obligations	(3,409)	(26,815)
Proceeds from issuance of LT debt	—	—
Net Cash used in Financing Activities:	<u>(3,409)</u>	<u>(26,815)</u>
(Decrease) Increase in Cash and Cash Equivalents	(339,965)	(288,195)
Cash and Cash Equivalents, Beginning of Month / Year	6,021,668	5,969,898
Cash and Cash Equivalents, End of Month / Year	<u><u>5,681,703</u></u>	<u><u>5,681,703</u></u>

PIONEER MEDICAL CENTER

Statement of Revenues and Expenses

For the month ending February 28, 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:									
			2,281,225	2,626,672	(345,447)	(13.2)%	2,443,521	(162,296)	(6.6)%
249,790	348,329	(98,539)	6,362,178	6,011,376	350,802	5.8%	5,480,314	881,864	16.1%
603,554	728,897	(125,344)	417,615	439,041	(21,426)	(4.9)%	423,609	(5,994)	(1.4)%
49,470	51,229	(1,759)	9,061,019	9,077,089	(16,070)	(0.2)%	8,347,444	713,575	8.5%
902,814	1,128,456	(225,641)	1,978,447	2,054,828	76,381	3.7%	1,923,349	(55,098)	(2.9)%
198,792	261,431	62,639	666,692	452,796	(213,895)	(47.2)%	435,793	(230,898)	(53.0)%
93,812	56,613	(37,200)	6,415,879	6,569,464	(153,585)	(2.3)%	5,988,301	427,578	7.1%
610,210	810,412	(200,202)	770,271	655,970	114,301	17.4%	655,970	114,301	17.4%
108,864	81,938	26,925	7,186,150	7,225,434	(39,283)	(0.5)%	6,644,271	541,879	8.2%
719,074	892,350	(173,276)							
Operating Expenses:									
			2,361,900	2,731,302	369,401	13.5%	2,678,060	316,160	11.8%
293,365	324,462	31,097	659,576	806,748	147,172	18.2%	712,851	53,275	7.5%
84,282	116,979	32,697	2,102,194	1,715,605	(386,589)	(22.5)%	1,614,102	(488,092)	(30.2)
233,238	199,546	(33,692)	295,558	241,652	(53,906)	(22.3)%	296,645	1,087	0.4%
31,996	31,793	(203)	686,515	677,222	(9,293)	(1.4)%	658,895	(27,619)	(4.2)%
72,904	78,968	6,064	134,661	117,316	(17,345)	(14.8)%	131,342	(3,319)	(2.5)%
20,364	14,607	(5,758)	30,420	72,515	42,095	58.0%	28,999	(1,421)	(4.9)%
11,099	8,957	(2,141)	18,738	32,129	13,391	41.7%	46,351	27,614	59.6%
1,697	2,617	920	734,826	748,952	14,126	1.9%	771,351	36,525	4.7%
91,412	93,522	2,110	138,407	142,285	3,879	2.7%	137,329	(1,078)	(0.8)%
18,845	19,833	988	89,029	74,669	(14,360)	(19.2)%	73,847	(15,182)	(20.6)%
11,465	8,877	(2,588)	11,800	11,906	105	0.9	1,885	(9,915)	(526.0)
1,418	1,431	13	107,509	100,374	(7,135)	(7.1)%	73,479	(34,030)	(46.3)%
13,610	12,820	(789)	61,423	51,330	(10,093)	(19.7)%	54,320	(7,103)	(13.1)%
6,470	6,180	(290)	7,933	21,512	13,579	63.1%	35,988	28,055	78.0%
1,846	2,604	758	7,440,489	7,545,517	105,028	1.4%	7,315,444	(125,045)	(1.7)%
894,010	923,194	29,184	(254,338)	(320,083)	65,745	(20.5)%	(671,173)	416,834	(62.1)%
(174,936)	(30,844)	(144,092)							
Non-Operating (Income) Expense:									
			(86,535)	(93,333)	6,798	N/A	(142,901)	56,366	NA
26,903	(5,417)	32,319	(427,983)	(280,000)	(147,983)	52.9%	(257,304)	170,680	(66.3)%
(43,000)	(35,000)	(8,000)	—	—	—	0.0%	—	—	NA
—	—	—	(514,518)	(373,333)	(141,185)	37.8%	(400,205)	114,314	(28.6)%
(16,097)	(40,417)	24,319	260,180	53,250	206,930		(270,968)	531,148	
(158,839)	9,572	(168,411)							
Net Non-Operating (Income) Expense:									
Expenses:									

Pioneer Medical Center

Statement of Revenues and Expenses For the month ending February 28, 2021

	Feb, 2020	Mar, 2020	Apr, 2020	May, 2020	Jun, 2020	Jul, 2020	Aug, 2020
Operating Revenue:							
Patient Service Revenue:							
Inpatient Revenue	343,172	284,893	260,564	309,615	206,606	267,413	261,524
Outpatient Revenue	613,133	485,807	428,095	565,457	746,759	754,452	1,030,791
Other Revenue	58,248	44,375	90,358	42,927	60,285	53,043	56,636
Total Patient Service Revenue	1,014,553	815,076	779,018	917,998	1,013,650	1,074,908	1,348,950
Contractual Adjustments	127,226	258,389	46,821	(74,995)	(322,283)	249,844	334,187
Bad Debt and Charity	40,626	(2,363)	20,313	58,568	64,943	56,917	34,881
Net Patient Service Revenue	846,701	559,050	711,884	934,426	1,270,990	768,148	979,882
Other Operating Revenue	81,938	81,949	81,937	261,757	(79,486)	82,581	95,856
Total Operating Revenue:	928,639	640,999	793,820	1,196,183	1,191,504	850,730	1,075,738
Operating Expenses:							
Total Salaries	308,162	310,727	305,781	292,169	298,768	295,456	298,262
Total Benefits	98,149	93,870	94,898	92,994	103,402	57,157	93,995
Contract Labor			293,337	130,909	368,201	251,308	304,282
Other Professional Fees	33,368	25,130	24,004	4,757	64,366	28,970	48,781
Supplies	83,598	77,940	68,650	61,118	75,631	101,414	83,998
Repairs and Maintenance	6,531	21,636	14,952	3,426	21,031	19,492	13,035
Promotion	563	1,215	13,879	1,089	1,719	555	1,842
Education and Travel	1,337	683	807	1,539	2,930	960	985
Rents and Leases	116,139	94,062	93,569	97,265	91,435	95,061	85,390
Utilities	19,352	17,496	18,806	16,117	14,084	19,005	17,104
Insurance	8,775	8,797	8,483	8,640	8,640	11,398	10,823
Interest	1,572	1,556	1,658	1,564	1,548	1,532	1,516
Depreciation	13,069	13,069	12,914	12,914	12,849	13,299	13,299
Bed Tax	8,681	1,192	4,030	4,170	10,125	5,540	6,030
Other Expenses	4,003	1,601	8,830	575	682	680	703
Total Operating Expenses:	882,924	977,531	964,600	729,245	1,075,413	901,825	980,045
Operating Income(Loss)	45,715	(336,532)	(170,780)	466,938	116,091	(51,095)	95,694
Non-Operating Expense:							
Other	(39,101)	—	(24,550)	(477,184)	(519,512)	(58,778)	13,282
Tax Revenue	(24,000)	(12,000)	(24,000)	(24,000)	(43,030)	(43,000)	(43,000)
(Gain)/Loss on Disp of Prop	—	—	—	—	—	—	—
Net Non-Operating Expense:	(63,101)	(12,000)	(48,550)	(501,184)	(562,542)	(101,778)	(29,718)
Excess of Revenues over Expenses:	108,815	(324,532)	(122,230)	968,121	678,633	50,682	125,411
Impact on Cash after Loans	42,482	(339,765)	(173,995)	463,723	112,876	(54,390)	92,383
Cash Collections	560,414	778,946	907,353	499,305	677,287	693,496	681,378
FTE's	72.97	70.04	69.49	66.05	64.92	62.31	65.43

Pioneer Medical Center

Statement of Revenues and Expenses

For the month ending February 28, 2021

	Sept, 2020	Oct, 2020	Nov, 2020	Dec, 2020	Jan, 2021	Feb, 2021	12 month Average	Over / (Under) Average	Variance
Operating Revenue:									
Patient Service Revenue:									
Inpatient Revenue	348,780	323,293	229,552	261,582	339,291	249,790	286,357	(36,567)	(12.8)%
Outpatient Revenue	924,053	793,685	925,661	763,749	566,235	603,554	716,490	(112,936)	(15.8)%
Other Revenue	63,281	46,462	49,034	47,520	52,170	49,470	55,361	(5,891)	(10.6)%
Revenue	1,336,114	1,163,439	1,204,247	1,072,851	957,695	902,814	1,058,208	(155,394)	(14.7)%
Contractual Adjustments	328,313	307,162	230,013	166,679	163,459	198,792	151,234	47,558	31.4 %
Bad Debt and Charity	66,449	77,375	92,525	138,546	106,187	93,812	62,914	30,898	49.1 %
Net Patient Service Revenue	941,352	778,902	881,709	767,626	688,050	610,210	844,060	(233,850)	(27.7)%
Other Operating Revenue	83,094	82,539	82,549	131,150	103,637	108,864	90,792	18,072	19.9 %
Total Operating Revenue:	1,024,446	861,441	964,258	898,776	791,687	719,074	934,852	(215,778)	(23.1)%
Operating Expenses:									
Total Salaries	283,017	300,963	293,319	299,712	297,806	293,365	298,678	(5,314)	(1.8)%
Total Benefits	90,194	89,677	89,632	49,457	105,181	84,282	88,217	(3,935)	(4.5)%
Contract Labor	278,654	279,270	200,792	295,152	259,498	233,238	262,466	(29,228)	(11.1)%
Other Professional Fees	8,497	37,161	28,212	45,886	66,056	31,996	34,599	(2,603)	(7.5)%
Supplies	120,377	84,209	70,763	82,684	70,166	72,904	81,712	(8,808)	(10.8)%
Repairs and Maintenance	14,497	23,671	10,843	11,506	21,253	20,364	15,156	5,208	34.4 %
Promotion	4,111	4,757	1,467	3,649	2,941	11,099	3,149	7,950	252.5 %
Education and Travel	8,540	925	1,216	3,235	1,179	1,697	2,028	(331)	(16.3)%
Rents and Leases	89,351	85,060	97,664	99,211	91,677	91,412	94,657	(3,245)	(3.4)%
Utilities	18,279	15,383	14,532	19,551	15,708	18,845	17,118	1,726	10.1 %
Insurance	10,823	10,823	11,941	10,311	11,446	11,465	10,075	1,390	13.8 %
Interest	1,500	1,483	1,467	1,451	1,434	1,418	1,523	(106)	(6.9)%
Depreciation	13,299	13,392	13,392	13,610	13,610	13,610	13,226	383	2.9 %
Bed Tax	6,310	5,260	4,980	5,540	21,293	6,470	6,929	(459)	(6.6)%
Other Expenses	1,144	1,008	842	536	1,174	1,846	1,815	31	1.7 %
Total Operating Expenses:	948,592	953,041	841,062	941,492	980,422	894,010	931,349	(37,340)	(4)%
Operating Income(Loss)	75,855	(91,599)	123,196	(42,716)	(188,735)	(174,936)	3,502	(178,439)	(5,094.7)%
Non-Operating Expense:									
Other	(33,751)	(15,790)	(14,153)	(1,000)	(3,250)	26,903	(97,815)	124,718	(127.5)%
Tax Revenue	(43,000)	(43,000)	(43,000)	(126,983)	(43,000)	(43,000)	(42,668)	(332)	0.8 %
(Gain)/Loss on Disp of Prop	—	—	—	—	—	—	—	—	— %
Net Non-Operating Expense:	(76,751)	(58,790)	(57,153)	(127,983)	(46,250)	(16,097)	(140,483)	124,386	(88.5)%
Excess of Revenues over Expenses:	152,605	(32,810)	180,349	85,267	(142,485)	(158,839)	143,986	(302,825)	(210.3)%
Impact on Cash after Loans	72,527	(94,943)	119,836	(46,092)	(192,128)	(178,346)	210	(178,555)	(85,217.6)%
Cash Collections	768,075	832,522	979,242	1,224,848	958,866	766,404	796,811	(30,407)	(3.8)%
FTE's	63.3	65.19	62.82	63.64	64.84	67.85	65.92	1.93	2.9 %

Pioneer Medical Center
Profitability by Department
As of February 28, 2021

Department	Month						
	Net Revenue	Budget	Favorable / (Unfav)	Expenses	Budget	Favorable / (Unfav)	Income (Loss)
Emergency	30,164	43,128	(12,964)	11,857	22,260	10,403	18,307
Radiology	25,702	21,638	4,064	8,706	11,562	2,856	16,996
CT	59,151	80,605	(21,454)	21,201	19,974	(1,227)	37,950
Lab	50,799	68,321	(17,522)	30,686	34,123	3,437	20,113
Central Supply	2,367	8,181	(5,814)	6,656	7,590	934	(4,289)
Pharmacy	54,484	27,094	27,390	30,029	26,642	(3,387)	24,455
Ultrasound	15,591	14,321	1,270	7,479	7,062	(417)	8,112
Physical Therapy	35,254	78,920	(43,666)	34,760	39,481	4,721	494
Speech Therapy	974	600	374	1,655	1,540	(115)	(681)
Occupational Therapy	7,459	17,243	(9,784)	4,984	7,043	2,059	2,475
Cardiac Rehab	3,188	6,097	(2,909)	568	2,407	1,839	2,620
Hospice	11,407	10,714	693	4,461	7,256	2,795	6,946
Acute Care/Swing Bed	176,286	245,328	(69,042)	165,709	140,628	(25,081)	10,577
Observation	(256)	9,798	(10,054)	—	—	—	(256)
Public Health	22,449	338	22,111	8,947	12,449	3,502	13,502
Behavioral Health Services	—	—	—	46	7,477	7,431	(46)
Activities	—	—	—	2,083	5,012	2,929	(2,083)
Social Services	—	—	—	5,911	5,057	(854)	(5,911)
Assisted Living	15,306	22,503	(7,197)	22,607	26,095	3,488	(7,301)
Clinic	89,353	109,512	(20,159)	158,661	148,111	(10,550)	(69,308)
Ambulance	43,233	8,039	35,194	29,540	34,272	4,732	13,693
Patient Accounts	—	—	—	36,273	39,025	2,752	(36,273)
Information Systems	—	—	—	20,462	20,443	(19)	(20,462)
Medical Records	73	167	(94)	2,497	7,002	4,505	(2,424)
Administration	50,607	89,185	(38,578)	126,223	145,356	19,133	(75,616)
Laundry	—	—	—	6,541	7,842	1,301	(6,541)
Hospital Procedures	6,454	10,459	(4,005)	2,731	5,336	2,605	3,723
Plant & Equipment	—	—	—	33,904	28,857	(5,047)	(33,904)
Housekeeping	—	—	—	10,132	12,669	2,537	(10,132)
Quality Improvement	—	—	—	15	7,390	7,375	(15)
Dietary	2,325	4,085	(1,760)	45,637	49,527	3,890	(43,312)
Infection Control	—	—	—	—	—	—	—
Diabetes Prevention Program	—	920	(920)	276	2,203	1,927	(276)
Public Relations/Marketing	—	—	—	13	250	237	(13)
Human Resources	—	2	(2)	27,049	22,066	(4,983)	(27,049)
Incident Command Costs	13,553	—	13,553	16,975	—	(16,975)	(3,422)
rounding	12		12				12
Total	719,085	892,354	(173,269)	894,021	923,187	29,166	(174,936)
Other Non Operating	16,097	40,417	(24,319)				16,097
Net Income							<u>(158,839)</u>

Pioneer Medical Center
Profitability by Department
As of February 28, 2021

Year-to-Date

Department	Net Revenue	Budget	Favorable / (Unfav)	Expenses	Budget	Favorable / (Unfav)	Income (Loss)
Emergency	411,506	345,023	66,483	106,972	183,261	76,289	304,534
Radiology	194,068	147,500	46,568	106,104	98,157	(7,947)	87,964
CT	933,334	636,021	297,313	175,351	153,879	(21,472)	757,983
Lab	584,428	629,611	(45,183)	294,679	305,230	10,551	289,749
Central Supply	45,549	61,457	(15,908)	57,616	59,017	1,401	(12,067)
Pharmacy	379,488	287,058	92,430	210,722	213,364	2,642	168,766
Ultrasound	90,856	114,563	(23,707)	61,848	54,524	(7,324)	29,008
Physical Therapy	368,169	509,703	(141,534)	238,435	297,111	58,676	129,734
Speech Therapy	(1,644)	5,441	(7,085)	8,881	12,382	3,501	(10,525)
Occupational Therapy	94,677	91,393	3,284	50,194	55,940	5,746	44,483
Cardiac Rehab	28,801	62,798	(33,997)	21,598	28,972	7,374	7,203
Hospice	92,830	85,710	7,120	31,045	59,355	28,310	61,785
Acute Care/Swing Bed	1,687,516	1,962,444	(274,928)	1,401,036	1,177,836	(223,200)	286,480
Observation	68,232	78,382	(10,150)	—	—	—	68,232
Public Health	135,038	59,814	75,224	80,095	92,663	12,568	54,943
Behavioral Health	—	—	—	67,184	62,007	(5,177)	(67,184)
Activities	—	—	—	27,580	42,899	15,319	(27,580)
Social Services	—	—	—	46,569	33,764	(12,805)	(46,569)
Assisted Living	137,774	152,067	(14,293)	182,895	181,906	(989)	(45,121)
Clinic	844,589	960,082	(115,493)	1,222,509	1,161,477	(61,032)	(377,920)
Ambulance	228,237	64,699	163,538	251,460	249,574	(1,886)	(23,223)
Patient Accounts	(327)	—	(327)	325,953	317,222	(8,731)	(326,280)
Information Systems	—	—	—	159,713	154,446	(5,267)	(159,713)
Medical Records	398	700	(302)	46,579	64,306	17,727	(46,181)
Administration	655,231	713,913	(58,682)	1,180,954	1,305,367	124,413	(525,723)
Laundry	39	—	39	57,852	59,376	1,524	(57,813)
Hospital Procedures	65,271	88,044	(22,773)	43,668	45,825	2,157	21,603
Plant & Equipment	—	—	—	228,132	231,700	3,568	(228,132)
Housekeeping	—	—	—	85,568	99,741	14,173	(85,568)
Quality Improvement	—	—	—	14,771	76,667	61,896	(14,771)
Dietary	15,188	26,146	(10,958)	355,199	396,933	41,734	(340,011)
Diabetes Prevention Program	19,580	21,573	(1,993)	1,538	17,596	16,058	18,042
Infection Control	—	—	—	—	—	—	—
Public Relations/Marketing	—	—	—	2,114	2,000	(114)	(2,114)
Human Resources	3	49	(46)	184,392	177,586	(6,806)	(184,389)
Incident Command Costs	35,151	—	35,151	—	—	—	(8,983)
rounding	6	—	6	—	—	—	6
Total	7,186,153	7,225,429	(39,276)	7,440,491	7,545,517	105,026	(254,338)
Other Non Operating	514,518	373,333	141,185	—	—	—	514,518
Net Income							260,180

Pioneer Medical Center

Financial Ratios

For the month ending February 28, 2021

	Benchmark k	PRIOR YEARS		CURRENT FISCAL YEAR-TO-DATE						
		Final FY 2019	Final FY 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	
Profitability										
Total margin (1)	> 1%	3.84 %	8.88 %	11.14 %	7.76 %	9.97 %	9.89 %	6.48 %	3.62 %	
Operating margin (2)	> 1%	(0.85)%	(5.69)%	4.08 %	0.76 %	3.18 %	1.93 %	(1.23)%	(3.54)%	
Liquidity										
Current Ratio (3)	> 2.00	3.77	8.23	8.47	8.63	8.82	9.26	7.37	8.42	
Liquidity Ratio (4)	> 0.60	1.13	5.88	5.66	5.79	5.83	6.2	4.99	5.64	
Gross A/R Days (5)	< 65	101	79	77	76	84	89	91	94	
Days of Working Capital (6)	> 15	26	62	54	56	51	63	65	51	
Solvency										
Long-Term Debt to Equity (7)	< 1.00	0.01	0.85	0.63	0.67	0.65	0.77	0.79	0.81	
Debt Service Coverage (8)	> 1.00	#DIV/0!	#DIV/0!	(8.11)	1.84	(5.13)	(1.45)	7.40	13.49	

(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 its overall debts.

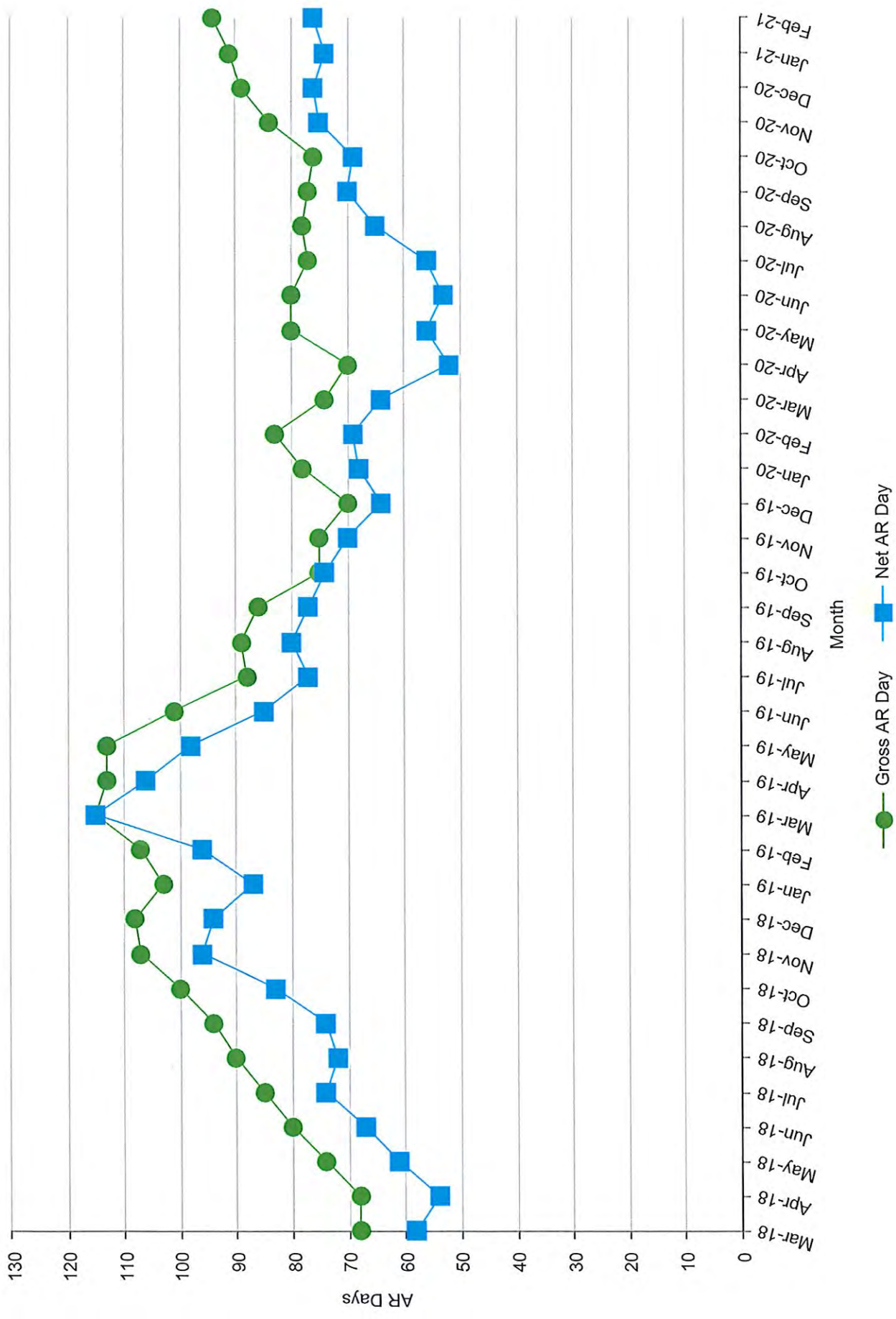
PIONEER MEDICAL CENTER

Accounts Receivable (AR Days) and Contractuals

For the month ending February 28, 2021

Month	Gross AR Day	Net AR Day	Contractuals		Net Revenue	Gross Patient AR	Allowance	Allow % of Gross AR	Net AR	Gross Rev per Day	Net Rev per Day
			Gross Revenue	Debt I and Bad							
Mar-18 31	68	58	855,997	86,422	769,575	1,929,562	601,894	31%	1,327,668	28,183	22,958
Apr-18 30	68	54	793,056	155,624	637,432	1,903,273	621,056	33%	1,282,217	28,079	23,927
May-18 31	74	61	883,680	216,437	667,243	2,044,988	672,002	33%	1,372,986	27,530	22,546
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	2,584,467	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

Pioneer Medical Center AR Days

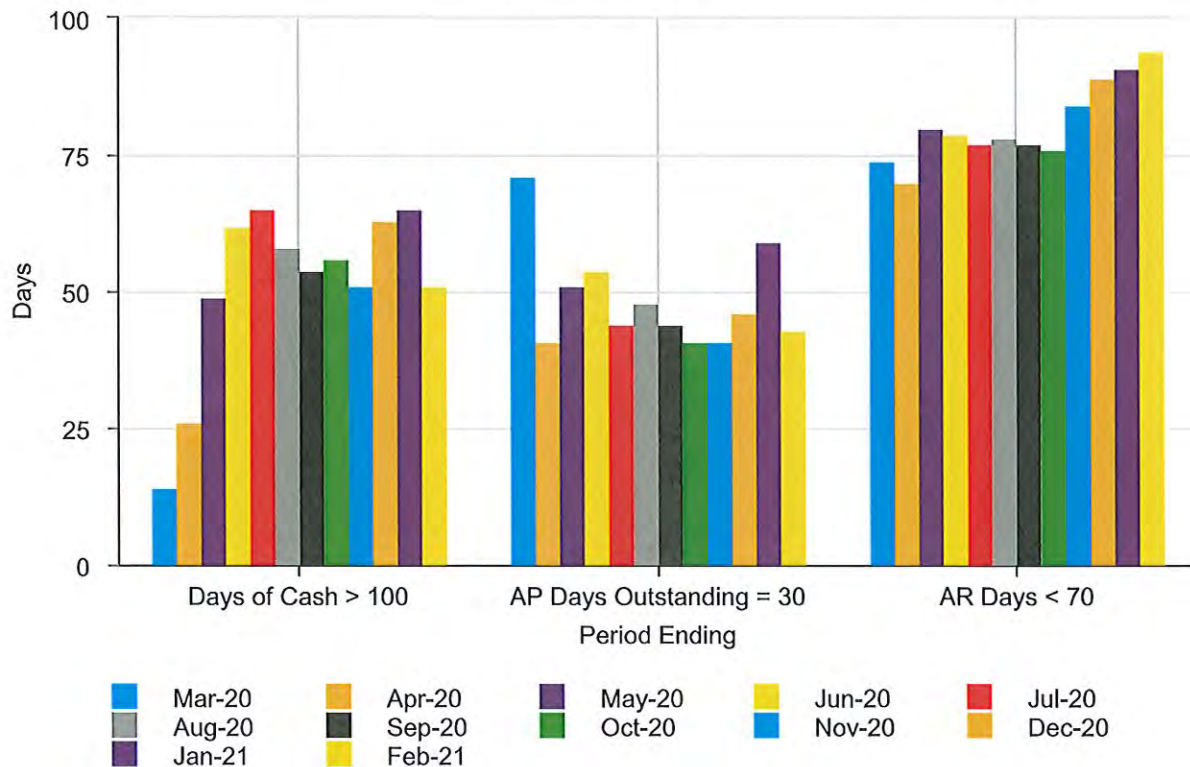


Pioneer Medical Center

Key Indicators

	<u>Days of Cash ></u> <u>100</u>	<u>Outstanding =</u> <u>30</u>	<u>AR Days < 70</u>
Mar-20	14	71	74
Apr-20	26	41	70
May-20	49	51	80
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

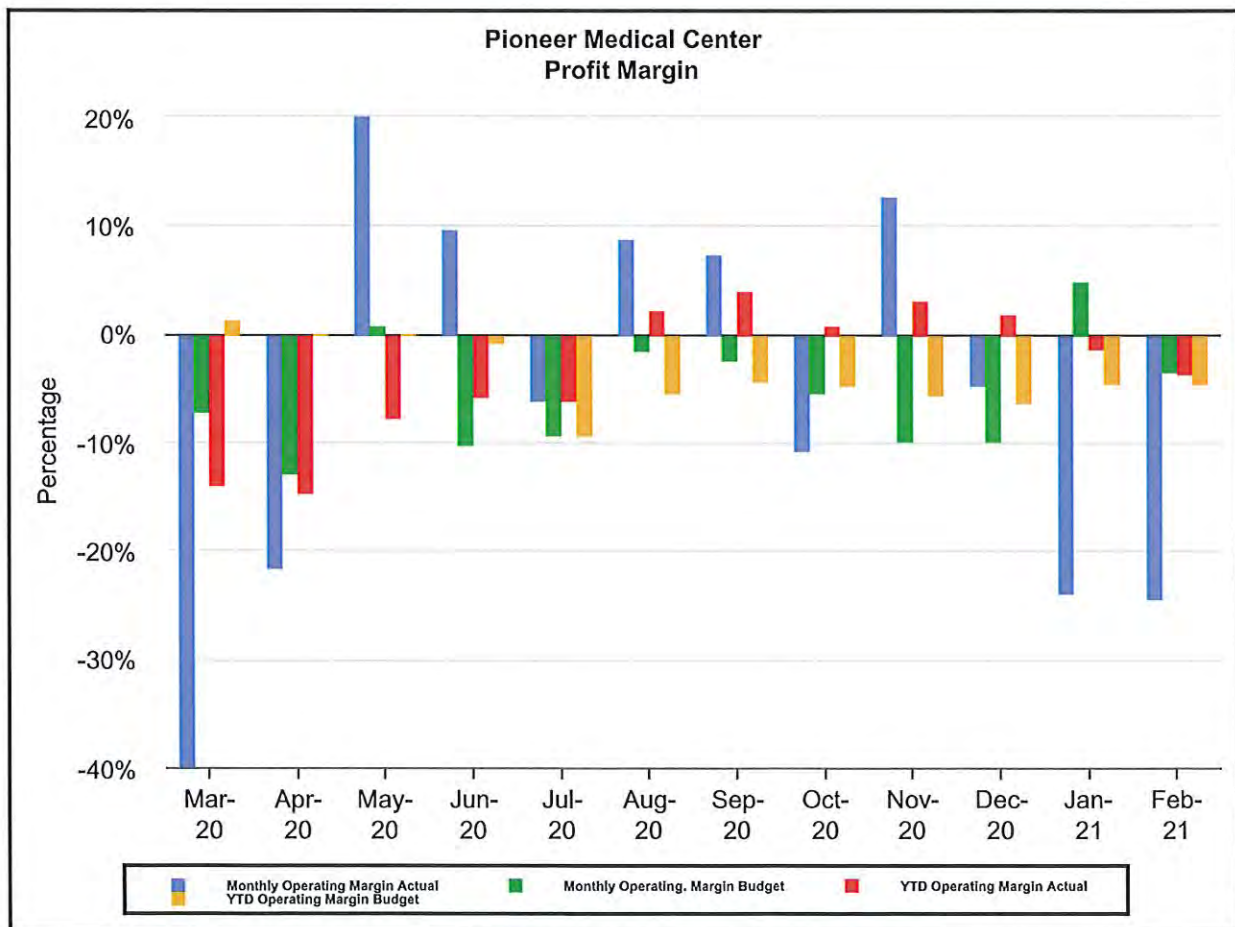
Pioneer Medical Center Key Indicators



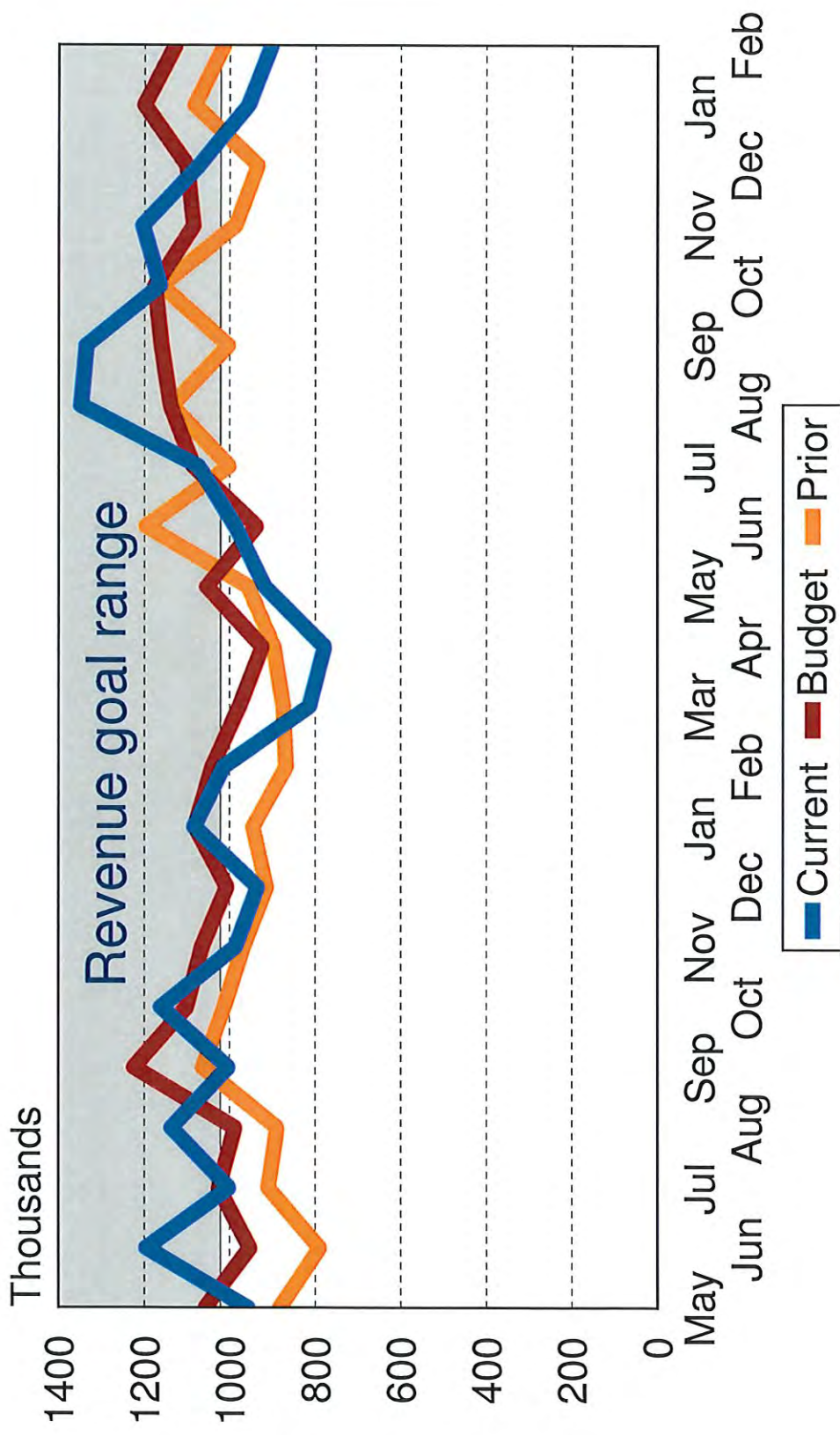
Pioneer Medical Center

Profit Margin

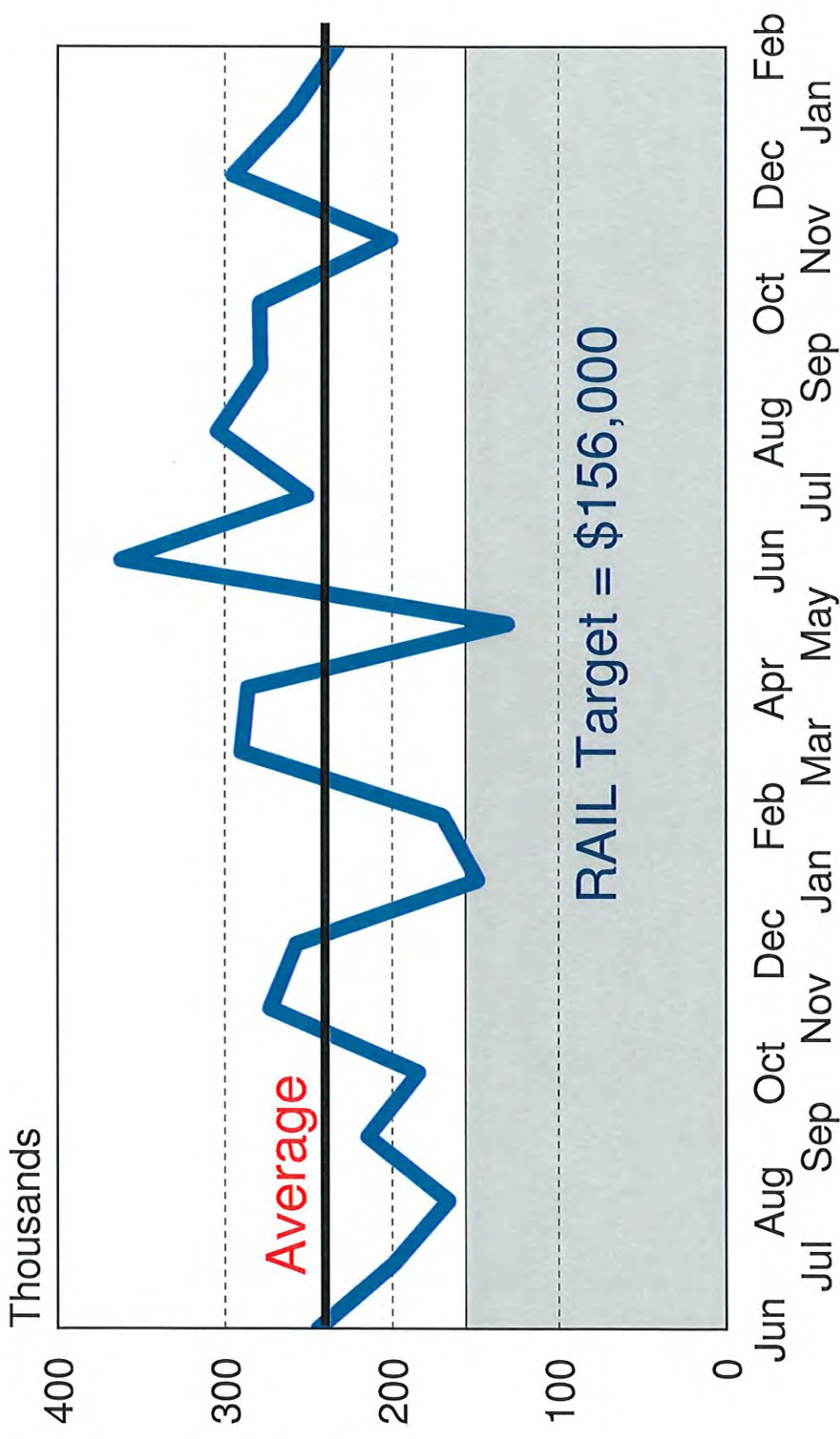
	Monthly Operating Margin Actual	Operating. Margin Budget	YTD Operating Margin Actual	Operating Margin Budget
Mar-20	-52.5%	-7.09%	-13.83%	1.31%
Apr-20	-21.51%	-12.89%	-14.59%	0.05%
May-20	39.04%	0.76%	-7.67%	0.12%
Jun-20	9.74%	-10.26%	-5.69%	-0.69%
Jul-20	-6.01%	-9.35%	-6.01%	-9.35%
Aug-20	8.9%	-1.5%	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%	-3.5%	-4.43%



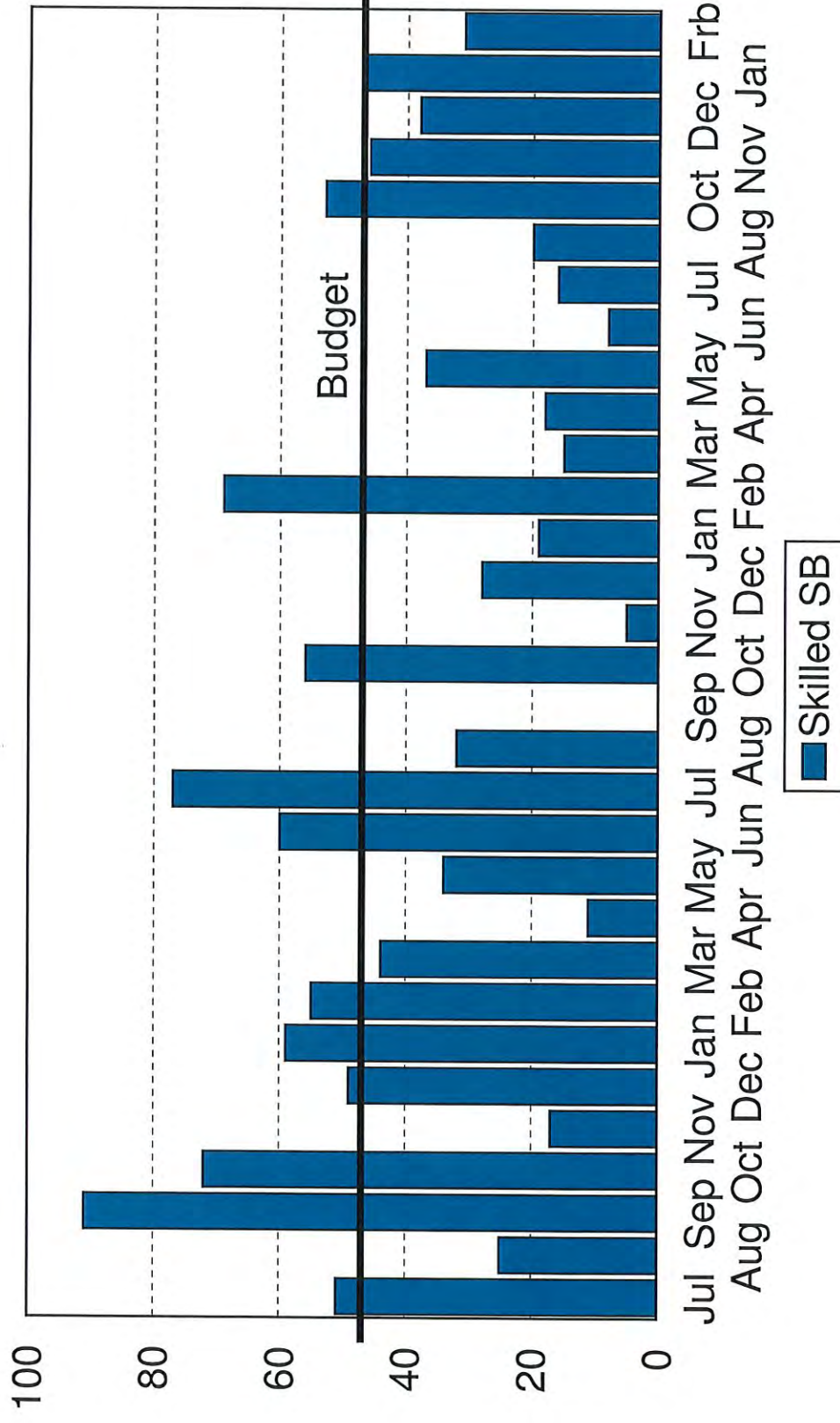
Gross Patient Revenue



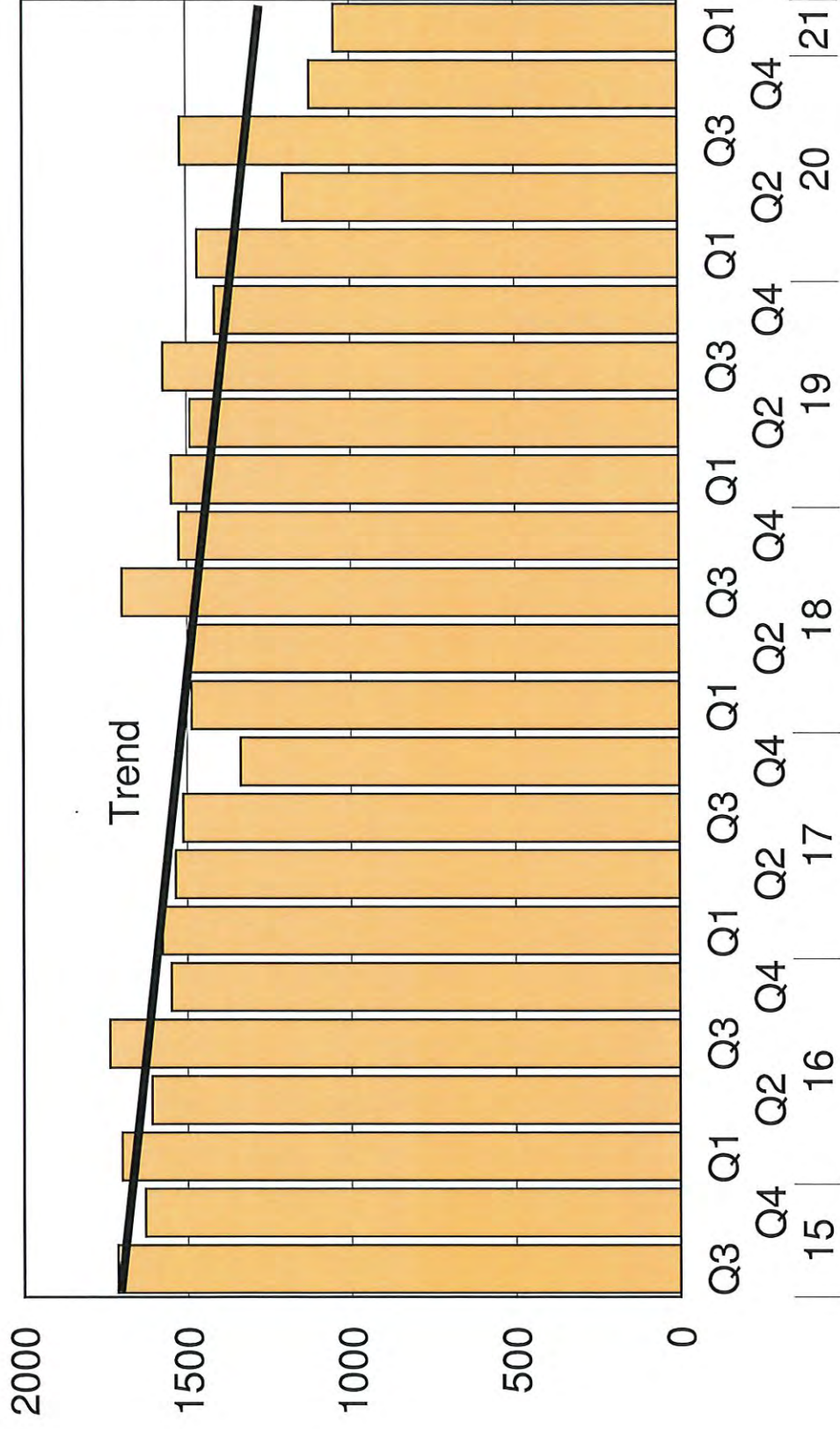
Contract Labor



Post Acute Care Days



Clinic Visits



PIONEER MEDICAL CENTER

Item 3
3/25/2021

MEMORIAL FUND

<u>For:</u>	<u>1/31/2021</u>		<u>2/28/2021</u> <u>Amount</u> <u>Current Balance</u>
ACTIVITIES DEPARTMENT	\$	3,914.03	\$ 3,964.03
AMBULANCE	\$	17,538.28	\$ 17,538.28
AMBULANCE MHA COVID GRANT		\$	3,500.00
ANTIMICROBIAL STEWARDSHIP	\$	3,779.93	\$ 3,779.93
ASSISTED LIVING	\$	7,002.95	\$ 7,002.95
CARES PROVIDER RELIEF FUNDING	\$	3,192,346.34	\$ 3,228,561.49
CARES ACT PUBLIC HEALTH	\$	-	\$ -
STATE OF MT COVID RELIEF/GENERAL PURPOSE		\$	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	\$	250,300.53	\$ 250,300.53
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	\$ 61,322.00
SBA/PAYCHECK PROTECTION PROGRAM	\$	500.00	\$ 500.00
MHA COVID EXPENSE GRANT	\$	110.38	\$ 156.02
CAH	\$	10,000.00	\$ 10,000.00
MILL LEVY FUNDS	\$	-	\$ -
SUB-TOTAL DESIGNATED FUNDS	\$	3,624,064.29	\$ 3,693,875.08
UNDESIGNATED MEMORIAL FUNDS	\$	27,275.54	\$ 27,796.30 \$ 3,721,671.38
UNDESIGNATED MEMORIAL FUND CD INVESTMENTS	\$	371,436.57	\$371,436.57
Grand Total	\$	4,022,776.40	\$ 4,093,107.95

FEBRUARY INTEREST \$ 520.76

SKY FEDERAL CREDIT UNION

12 Month CD Date of Maturity: 06/30/2021
Interest Rate: 2.00%

\$158,444.57

OPPORTUNITY BANK

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

\$212,992.00

excel/memorial/desig.funds

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	FY 21 YTD
Volume Indicators																
Acute Care Admits	78	101	87	8	8	7	7	22	7	8	9	5	9	9	14	60
Acute Care Discharges	77	102	87	7	7	7	22	22	6	8	8	5	11	11	16	60
Acute Care Discharges - total hours	6418.25	7615.75	7819.25	489.75	664.25	785.75	1939.75	318.25	263	503	1084.25	685	790.5	1475.5	4499.5	11
# of inpatients transferred to another acute care hospital	7	9	2	1	2	0	3	3	3	3	7	0	1	1	1	0
Acute Care ALOS (hrs)	83.4			70.0	83.0	112.3	2.75	53.0	32.9	62.9		137.0	71.9			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			198
Acute Care Patient Days	271	322	329	27	24	33	84	18	14	22	54	39	21		60	33
Obs bed admits	74	70	68	5	5	8	19	7	4	0	11	2	1		3	33
Obs bed hours	1436.75	1186.5	2655.25	223.25	522	157	902.25	154	83	0	237	69.25	22.25		91.5	1230.75
Total Swing Bed Admissions (Skilled-Int.Sw.)	46	58	52	6	6	8	20	5	3	5	13	5	8		13	46
SKILLED MEDICARE ADV DAYS	427	568	409	16	20	53	89	76	46	38	160	47	31		78	327
SKILLED MEDICARE ADV DAYS	552	376	376	16	20	50	86	57	46	35	138	46	31		77	301
Skilled Swing Bed Discharges	16	33	30	0	0	3	3	19	0	3	22	1	0		1	28
Intermediate Swing Bed Discharges	33	37	37	3	3	4	10	5	3	2	10	5	2		7	27
Skilled Swing Bed Discharges	6884	7056	583	583	565	536	1684	461	436	462	1359	480	449		929	3972
Total Swing Bed Days (Skilled-Int.Sw.)	7311	7138	7465	599	585	589	1773	537	482	500	1519	527	480		1007	4299
Total Swing Bed Discharges (Skilled-Int.Sw.)	20.03	#DIV/0!	19.32	18.87	19.63	57.83	17.32	16.07	16.13	16.51	17.00	17.00	17.14		74.34	74.34
Total Swing Bed # of Patients (Skilled-Int.Sw.)	47	57	55	25	26	27	20	8	4	3	15	5	8		13	48
Total Swing Bed # of Patients (Skilled-Int.Sw.)	290	295	298	25	26	27	78	24	19	20	63	22	25		47	188
Skilled Swing Bed # of Patients	51	55	50	4	3	6	13	7	3	4	14	5	4		9	36
Adult Day Care Visits	66	275	223	6	13	12	31	15	11	12	38	9	10		13	88
Adult Day Care Overnight Stays	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Hospice Routine Care Days	428	223	654	103	82	45	231	35	35	55	125	66	63		129	485
Hospice Inpatient Days	6	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Hospice Respite Days	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0
ER visits	918	996	863	99	123	88	310	68	85	75	228	50	81		131	669
# ER patients discharged home	699	714	632	80	95	61	236	47	67	55	169	38	63		103	508
# Inpatient admits from ER	53	78	61	5	5	5	15	5	6	9	20	4	6		10	45
# Observation admits from ER	72	68	66	6	8	5	19	7	3	3	10	2	1		3	32
# Transferred from ER	84	128	93	8	15	17	40	9	9	11	29	6	7		13	82
- # to LHC	3	2	1	0	0	1	1	0	2	2	1	3	0		0	4
- # to BC	55	63	5	10	8	23	5	3	3	6	14	4	5		10	47
- # to St. V's	24	22	3	4	4	12	2	4	4	4	10	1	1		2	24
- # to other facilities/for other	3	9	6	0	1	3	4	2	0	0	2	1	0		1	7
- AMA	8	7	9	0	0	0	0	0	0	0	0	0	1		1	1
- Expired	2	2	2	0	0	0	0	0	0	0	0	0	0		1	1
Ambulance Runs - Total	424	453	344	50	50	49	149	46	52	44	142	27	46		73	364
Ambulance Runs-Billable	230	257	189	27	35	27	89	16	32	25	73	14	29		43	205
- ALS	115	124	67	6	13	13	32	6	12	9	27	9	14		23	82
- BLS	115	133	122	21	22	14	57	10	20	16	46	5	15		20	123
NON-BILLABLE	194	196	155	23	15	22	60	30	20	19	69	13	17		30	159
HELP FLIGHT INTERCEPTS	4	5	5	1	2	1	4	0	0	0	1	0	0		0	5
TRANSFERS TO OTHER FACILITIES	90	93	58	9	11	8	28	7	12	10	29	7	10		17	74
DOA	3	7	6	1	1	0	2	4	2	0	6	0	1		1	9
FIRE STANDBY	16	21	14	2	0	3	5	3	3	3	9	3	2		5	19
SAR STANDBY	4	3	0	0	0	0	0	1	0	0	0	0	0		0	0
MUTUAL AID	4	3	0	0	0	0	0	0	0	0	0	0	0		0	0
ER ASSIST	0	2	2	1	0	1	2	0	0	0	0	0	0		0	0
AIRPORT	2	14	9	1	3	0	4	0	0	0	0	0	0		0	2
REFUSALS	2	20	20	18	10	13	41	18	7	11	36	7	8		15	92
HOSPICE TRANSFER				0	0	0	0	0	0	0	0	0	0		0	1
NO PATIENT FOUND/CANCELLED PTA				0	0	0	0	0	0	0	1	2	6		8	9
LIFT ASSIST				0	0	0	0	0	0	0	1	1	1		2	2
Physical Therapy visit hrs	1891.25	2023.25	2023.25	205	205	190.25	600.25	199.00	167.75	151.75	518.5	155.25	133		288.25	1407
#PT VISITS	2289	2289	2289	269	268	258	795	271	225	212	708	215	180		395	1898
Occup Therapy visit hrs	458	472	432.25	46.50	41.75	41.75	130	41	39.75	43.25	124	41.75	26		67.75	321.75
#OT VISITS			498	66	62	58	186	45	46	51	142	47	33		80	408
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		8	31.75
#ST VISITS			123	4	5	4	13	7	4	10	21	9	4		13	47
Registered Dietician Consults	103	136	56	0	0	0	0	0	0	0	4	3	1		4	8
Endoscopic procedures	17	14	4	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		67	172
Other OP procedures	965	963	1052	90	76	68	234	73	73	66	214	71	50		121	567
Lab & X-ray visits-OP	5056	5717	5364	449	482	474	1405	573	445	440	1458	432	448		880	3743
# Lab tests	10536	11593	11593	997	1045	1056	3098	1459	885	885	3229	942	860		1802	8129
# X-rays/EKG's	2723	3059	2633	283	335	276	894	274	251	261	786	238	256		494	2174
# Ultrasounds/Echocardiograms/Heiter, CEM, MCT	152	163	167	27	14	17	58	27	15	17	59	14	23		37	154
# CT scans	439	505	468	61	99	104	264	58	80	84	222	33	46		79	565
# MRI's	32	32	87	10	2	7	19	9	2	9	20	7	3		10	49
Total OP visits (no ER)	9738	11185	10475	884	896	881	2661	801	814	807	2422	812	748		1560	6643
Financial Indicators																
% Medicare \$				61%	54%	47%	56%	47%	53%	53%	52%	60%	59%			
% Medicaid \$				13%	11%	14%	14%	12%	12%	12%	13%	15%	10%			
% Commercial \$				16%	26%	27%	21%	32%	27%	27%	27%	16%	21%			
% Self pay \$				10%	9%	12%	9%	9%	8%	8%	9%	9%	10%			
Days in Accts Receivable				77	78	77	76	84	89	83.00	91	94				
Clinical Indicators/UR																
Return to ED within 72 hrs	23	20	17	1	2	0	3	2	0	4	6	2	3		5	9
Readmission within 30 days	7	16	5	1	1	0	2	0	0	0	1	0	0		0	3
Deaths - ER	2	3	2	0	0	0	0	0	0	0	0	0	0		1	0
Deaths - CAH (Inpatient + Obs)	2	4	3	0	0	0	0	1	0	0	1	0	0		0	1
Deaths - Swing Intermediate Bed	5	8	6	0	0	4	4	3	1	0	4	0	2		2	8
Deaths - Skilled Swing Bed	0	0	2	0	0	0	1	0	0	0	0	0	0		0	1
Deaths within 72 hrs admit	1	1	2	0	0	0	0	1	0	0	1	0	1		1	1
Total Acute Care Days (Acute+Obs+Skilled NUR)				47.30	65.75	92.54	100.42	63.46	60.00	60.00	88.89	52.93	0.00			
Total SWB Days				583	565	536	461	436	452	462	480	449	0			
OB Days				9.30	21.75	6.54	6.42	3.46	0.00	0.00	2.89	0.93	0.00			

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	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	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
Lizotte - # clinic visits	64	148	112	324	102	119	107	328	114	29	0
# days	8	17	16.0		13.0	16.0	18.0		17.0	6.0	0.0
avg #/day	8	9	7.0		7.8	7.4	5.9	7.1	6.7	4.8	0.0
Gonzalez - # clinic visits	19	17	8.0	44	22.0	10.0	11.0	43	26.0	39.0	0.0
# days	10	11	6.0		15.0	9.0	7.0		10.0	12.0	0.0
avg #/day	2	2	1.3		1.5	1.1	1.6	1.4	2.6	3.3	0.0
Legere - # clinic visits	14	8	28	50	16	18	14	48	11	24	39
# days	13	12	11		10	7	12		8	9	15
avg #/day	1	1	3		1.6	2.6	1.2	1.8	1.4	2.7	2.6
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	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	
143	8	74	92	174	969	89	109	64	262	80	0	0	80
	2.0	17.0	19.0			19.0	16.0	13.0	48.0	15.0	0.0	0.0	
3.8	4.0	4.4	4.8			4.7	6.8	4.9		5.3	#DIV/0!	#DIV/0!	
65	0.0	0.0	0.0	0	152	0.0	0.0	0.0	0	0.0	0.0	0.0	0
	0.0	0.0	0.0			0.0	0.0	0.0		0.0	0.0	0.0	
2.0	0.0	0.0	#DIV/0!			#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	
74	5	0	0	5	177	0	0	0	0	0	0	0	0
	2	0	0			0	0	0		0	0	0	
2.2	2.5	0.0	#DIV/0!			#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!	#DIV/0!	
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		excel/9:/QI/Dash	Board 2021	93/CLINIC	
	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	FY 21 YTD
11.5	10.6		11.1	
20	20			64
230	212		442	1713
2.0	2.0			
1	1			13
2	2		4	45
126	99		225	725
16.0	16.5			40
7.9	6.0			
85	86		171	514
12.0	12.0			39
7.1	7.2			
0	0		0	342
0.0	0.0			48
#DIV/0!			0	
0.0	0.0			
0.0	0.0			
#DIV/0!			0	
0	0.0			
0	0.0			
#DIV/0!			48	177
21	27			45
20.0	20.0			
1.1	1.4			
232	212		444	1758
24	23		47	152
44	33		77	227
50	81		131	505
0	0		0	3
0	0		0	0
87	44		131	513
8	2		10	342
0	0		0	0
47	33			
11	11			
33	45			
9	11			

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 2020
		YTD	YTD										
Volume indicators													
Admissions		7	6	0	0	0	0	0	0	0		0	0
Discharges		5	6	0	0	1	1	0	1	0		1	0
Deaths		1	2	0	0	1	1	0	0	0		0	0
Occupancy rate				44%	44%	43%		38%	35%	31%			31%
Census at month end			0	7	7	6		6	5	5			5
Total resident days		3357	2633	217	217	208	642	186	169	155		510	155
Financial indicators													
% Medicaid \$		0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%
% Commercial \$		0%	0%	0%	0%	0%	0%	0%	0%	0%		0%	0%
% Self pay \$		100%	100%	100%	100%	100%	100%	100%	100%	100%		100%	100%

Pioneer Medical Center
BOULDER MEADOWS
"Dashboard Report"
FY 2021

FEB 2020	MAR 2020	3RD QTR	FY 21	
			YTD	
0		0	0	
0		0	2	
0		0	1	
30%		20%	0.203	
5			0	
140		295	1447	
0%		0%		
0%		0%		
100%		100%		

Human Resources

April 1st, 2021 Board Report

Submitted by Eric Vardell

1. Recruitment/Onboarding

Staffing, particularly in those roles in which we currently employ travelers (Nurse Practitioner, DON, PT, RN, CNA) *continues* to be the top priority with our discretionary time.

- i. The potential savings, if all travelers were replaced with PMC and Billings Clinic (BC) employees is well north of \$500K/year.
- ii. Our future NP hires will be Billings Clinic employees. We at PMC are running our own ads for NP's, having initial conversations about what's unique at PMC and in Sweet Grass County, and then passing interested applicants on to the recruiters at BC.
- iii. BC has identified a total of 8 NP promising applicants. PMC screening and interviews will start within the next 2 weeks.
- iv. We made an offer to a promising DON applicant on 03/25, with a potential start date in late-June or early-July.
- v. Our RN goal is a minimum of 3 full-time RN hires. As of this writing (March 25th) we have two offers out to RN's. I expect that one will accept.
- vi. We have one full-time Physical Therapist (PT) opening. A PT, interested in a relo from the Boston area, will be in Big Timber mid-April for a final interview and look around the area.
- vii. We continue to see that well-over half of all applicants for any professional role are from outside Montana. Most are looking and applying to the general idea of 'move to Montana', with little knowledge of Montana's regions, thus recruiting for PMC involves 1-2 hours with each, explaining the area and what's unique and attractive about our area.
- viii. Challenges for out-of-town hires:
 - a) What will their spouse/partner do for work?
 - b) Availability & cost of housing
- ix. Current open positions, as of 03/25/21:
 - DON – offer has been made, waiting for a reply
 - RN – 3 needed – 2 offers made, expecting one to accept
 - LPN – 2 offers made to a married couple of MA's, eligible to sit for the LPN exam
 - CNA – 3+ needed. No applicants.
 - CNA Trainee 2+ needed - working to speak with graduating high school students
 - Patient Access Spec. – 1 – one local PAS hired in March, the remaining spot will be filled by one of the MA's mentioned above
 - Patient Account Rep – 1

2. Wage Survey

The annual Montana healthcare wage survey data was submitted mid-February. Data should be available in May. It has been 2 years since our wages were compared to state norms. Once we see this survey data we can begin planning prioritized, budgeted pay increases.

3. Payroll

- i. Our current time clock and software are no longer supported by the manufacturer or our payroll software. We have had workarounds in place since 12/31/20.
- ii. The next versions allow us to continue payroll processes and give managers more information on their team's work and pay patterns. This next version also allows us to do payroll completely on-site at PMC, if we choose to make this change.

- iii. Megan Arnold, our HR Generalist, has been coordinating the software and hardware updates, manager training, and in-house communications for this project.
- iv. Current schedule:
 - a. Megan and our payroll contacts at BC have been testing the system since late 2020.
 - b. Trainers have been learning the system since early February, 2021
 - c. Manager training starts April 5th, 2021
 - d. On-line, self-paced employee training starts April 19th
 - e. 'Go live' for the new systems is May 5th
- v. We have begun gathering materials lists and pricing to determine whether to keep payroll processing at BC, bring it on-site to PMC, or outsource the process to an outside vendor.

HRET HIIN Data Collection Tool

Pioneer Medical Center

All Patient Population

1. Adverse Drug Events	Month	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
	Timeframe												
1a. Excessive Anticoagulation with Warfarin													
Patients experiencing excessive anticoagulation with warfarin	Numerator	0	0										
Patients receiving warfarin anticoagulation therapy	Denominator	0	0										
Adverse Drug Events - Excessive Anticoagulation	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
1b. Hypoglycemia in Patients Receiving Insulin													
Hypoglycemia in patients receiving insulin or other hypoglycemic agents	Numerator	1	1										
Patients receiving insulin or other hypoglycemic agents	Denominator	3	4										
Adverse Drug Events - Hypoglycemia	33.33%	25.00%											
1c. Adverse Drug Events due to Opioids													
Number of patients treated with opioids who received naloxone	Numerator	0	0										
Number of patients who received an opioid agent	Denominator	11	8										
Adverse Drug Events - Opioids	0.00%	0.00%											
2. Catheter-Associated Urinary Tract Infection (CAUTI)													
2a. Catheter-Associated Urinary Tract Infection (CAUTI) Rate													
Total number of observed healthcare-associated CAUTI among patients in bedded patient care locations	Numerator	0	0										
Total number of indwelling urinary catheter days for each location under surveillance for CAUTI during the data period	Denominator	98	70										
CAUTI Rate (per 1,000)	0.00	0.00											
2b. Urinary Catheter Utilization Ratio													
Total number of indwelling urinary catheter days for bedded patient care locations under surveillance (excluding patients in Level II or III NICUs)	Numerator	98	70										
Total number of patient days for bedded patient care locations under surveillance (excluding patients in Level II or III NICUs)	Denominator	612	501										
Urinary Catheter Utilization	16.01%	13.97%											
3. Facility-wide c. Difficile													
Facility-wide c. Difficile Rate													
Total number of observed hospital-onset c. Difficile lab identified events among all patients in the facility, excluding well-baby nurseries and NICUs	Numerator	0	0										
Patient days (facility wide)	Denominator	612	501										
Facility-wide c. Difficile Rate (per 10,000)	0.00	0.00											
4. Falls with Injury													
All Documented Patient Falls with an Injury Level of Minor or Greater													
Total number of patient falls of injury level minor or greater (whether or not assisted by a staff member) by eligible hospital unit during the measurement period	Numerator	0	0										
Patient days in eligible units during the measurement period	Denominator	612	501										
Falls Rate (per 1000)	0.00	0.00											
5. Hospital-onset MRSA Bacteremia Events													
Hospital-onset MRSA Bacteremia Events													
MRSA bacteremia events	Numerator	0	0										
Patient days	Denominator	612	501										
MRSA Rate (per 1,000)	0.00	0.00											
6. Pressure Ulcers													
6a. Pressure Ulcer Rate, Stage 3+													
Number of patients with a hospital acquired pressure ulcer stage III or IV	Numerator	1	0										
Surgical or medical discharges, for patients ages 18 years and older	Denominator	0	501										
Pressure Ulcer Rate (per 1,000)	#DIV/0!	#DIV/0!	0.00										
6b. Hospital-Acquired Pressure Ulcer Prevalence, Stage 2+													
Patients that have at least one category/stage II or greater hospital-acquired pressure ulcer on the day of the prevalence measurement episode	Numerator	1	1										
Patient days, 18 years of age or greater	Denominator	612	501										
Pressure Ulcer Prevalence	0.16%	0.20%											
7. Readmissions													
7a. Readmissions within 30 Days (all cause)													
Patients returning as an acute care patient to the same facility within 30 days of date of discharge	Numerator	0	0										

Item 5

Total patient discharges (excluding discharges due to death)									
Readmission Rate									
7b. Hospital-Wide All-Cause Unplanned Readmissions - Medicare									
Patient admission for any cause (with the exception of certain planned readmissions), within 30 days from the date of discharge									
Medicare patients discharged from the hospital									
Medicare Readmission Rate									
8. Sepsis									
8a. Hospital-Onset Sepsis Mortality Rate									
Number of in-hospital deaths due to any form of sepsis									
Number of patients with hospital-onset sepsis. Note: hospital-onset is an infection that appears 48 hours or more after admission									
Hospital-Onset Sepsis Mortality Rate (per 1,000)									
8b. Overall Sepsis Mortality Rate									
Number of in-hospital deaths due to any diagnosis of sepsis									
Number of patients with any diagnosis of sepsis									
Overall Sepsis Mortality Rate (per 1,000)									
9. *Culture of Safety: Worker Safety									
9a. Harm Events Related to Patient Handling									
Number of worker harm events related to patient handling									
Number of full-time equivalents (FTEs)									
Patient Handling Harm Rate									
9b. Harm Events Related to Workplace Violence									
Number of worker harm events related to workplace violence									
Number of full-time equivalents (FTEs)									
Workplace Violence Harm Rate									

INDICATOR	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021
Acute Care patient days	39	21										
Skilled swing bed days	46	31										
Intermediate swing bed days	480	449										
ALF Patient Days	155	140										
Healthcare Acquired Infection Rate - Acute	2.56%	0.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Healthcare Acquired Infection Rate - SWS	0.00%	0.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Healthcare Acquired Infection Rate - SWI	0.21%	0.22%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
HA1-ALF	0.00%	0.00%	0.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
# of infections acute	1	0										
# of infections swing skilled	0	0										
# of infections swing intermediate	1	1										
# of infections assisted living	0	0										
Infection Type												
Acinetobacter												
Adenovirus												
Candida albicans												
Chickenpox (Varicella)												
Clostridium difficile												
Clostridium difficile												
Clostridium difficile												
Clostridium difficile												
E. coli	X	X										
Enterobacter												
ESBL												
Influenza												
Klebsiella			1									
MRSA												
Mumps												
Norovirus												
Pneumonia												
Proteus Mirabilis												
Pseudomonas												
Rhinovirus												
SARS												
Serratia												
Staph. aureus												
Staph. epidermidis												
Staph. pneumoniae												
Strep. -Group. A & B												
Strep. -Group. D												
Tuberculosis												
VRE												
Other												
Specimen Probable Contamination												
No culture												
No growth												
UT=Urinary Tract	1	1										
SST=Skin Soft Tissue												
GI=Gastrointestinal												
RT=Respiratory	1											
EENT=Eye Ear Nose Throat												
Other												
Total Infections	2	1										

Summary of Findings - Analysis of Data	Actions Taken/To Be Taken	By Whom	By When	Follow-up
Jan 2021-Patient #1 is a SI patient who had complaints of not feeling well, own back pain; suprapubic discomfort; dysuria. Sterile cath urine specimen obtained. Urine culture showed >100,000 E. coli. Patient was treated with antibiotics for 7 days. Patient was transferred to St Vincent's 2/3/2021 due to fever, increased white count and pelvic mass. Patient #2 was an acute patient who had a fall at home and had rib fractures. Patient was admitted acute for pain control and mobility. Patient was encouraged to cough, deep breathe,, IS at bedside which staff assisted with but due to her dementia it was difficult for her to use. Patient subsequently developed pneumonia. patient was treated with oral Levaquin for 7 days.	Monitoring	Karla		
February 2021-Patient is a SI patient who complained of not feeling well; confusion and costovertebral pain.. Urine was obtained and culture showed >100,000 E. coli. Patient was given one time dose of Rocephin IM and then treated with Cefdinir 300mg bidx7 days.	Hand hygiene and peri care monitoring and training of staff	Karla		