



# Petersburg Medical Center

103 Fram Street  
PO Box 589  
Petersburg, AK 99833

Phone: 907-772-4291  
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## BOARD MEETING A g e n d a

DATE: Thursday, December 2<sup>nd</sup>, 2021  
TIME: 5:00 p.m.  
LOCATION: Dorothy Ingle Conference Room/Zoom

	<u>Lead</u>	<u>Handout</u>
I. CALL TO ORDER	<i>Chair</i>	<i>N/A</i>
II. APPROVAL OF THE AGENDA	<i>Chair</i>	<i>in packet</i>
III. APPROVAL OF BOARD MINUTES – October 28 <sup>th</sup> , 2021	<i>Chair</i>	<i>in packet</i>
IV. VISITOR COMMENTS	<i>Chair</i>	<i>N/A</i>
V. BOARD MEMBER COMMENTS	<i>Chair</i>	<i>N/A</i>
VI. COMMITTEE REPORTS	<i>Chair</i>	<i>N/A</i>
A. Quality Improvement Committee		
B. Resource Committee		
C. Joint Conference Committee		
D. Special Committee(s)		
VII. REPORTS		
A. Quality & Infection Prevention <i>Action required: Informational only</i>	<i>L. Bacom</i>	<i>at meeting</i>
B. Executive Summary <i>Action required: Informational only</i>	<i>P. Hofstetter</i>	<i>in packet</i>
C. Financial <i>Action required: Informational only</i>	<i>C. Brandt</i>	<i>in packet</i>
VIII. UNFINISHED BUSINESS		
IX. NEW BUSINESS		
X. EXECUTIVE SESSION <i>By motion, the Board will enter into Executive Session for medical staff reappointments and for a personnel update.</i>		

XI. NEXT MEETING

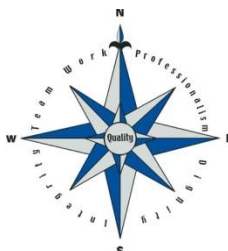
XII. ADJOURNMENT

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**Meeting:** Medical Center Board Meeting

**Date:** October 28<sup>th</sup>, 2021 **Time:** 5:00 p.m.

**Board Members Present:** Marlene Cushing, Jerod Cook, Kathi Riemer (Zoom), Cindi Lagoudakis (Zoom), George Doyle (Zoom), Heather Conn, Joe Stratman

**Board Members Absent:**

- I. **CALL TO ORDER:** Member Cook called the meeting to order at 5:01 p.m.
- II. **APPROVAL OF THE AGENDA:** Member Cushing made a motion to remove the Oath of Office and to add scheduling of the board self-assessment under Unfinished Business. Member Stratman seconded the motion. Motion passed unanimously.
- III. **APPROVAL OF BOARD MINUTES:** Member Lagoudakis made a motion to approve the minutes from August 26<sup>th</sup>, 2021 and September 23<sup>rd</sup>, 2021 as presented. Motion seconded by Member Conn. Motion passed unanimously.
- IV. **VISITOR COMMENTS:** None
- V. **BOARD MEMBER COMMENTS:** Member Doyle thanked Jim Roberts for his service on the hospital board. Member Doyle will send Mr. Roberts a thank you card. Member Cushing noted that the popup flu clinics around the community are receiving a good response.
- VI. **REPORTS:**
  - A. **Swing Bed Management.** E. Hart was not in attendance but her written report (see copy) was available for review. J. Bryner was able to answer questions pertaining to the lack of services available in the community for discharging patients without a strong support system. K. Testoni commented that she is in the process of researching options that Home Health may be able to incorporate to expand services.
  - B. **Chief of Staff.** S. Burt was not in attendance but her written report (see copy) was available for review.
  - C. **Clinic.** K. Zweifel reviewed highlights from her written report (see copy).
  - D. **Community Education.** K. Lambe was available to answer questions related to her written report (see copy).

- E. Home Health.** K. Testoni was available to answer questions related to her written report (see copy). There was discussion regarding the future of hospice services.
- F. Quality & Infection Prevention.** L. Bacom was not in attendance, but her written report (see copy) was available for review.
- G. Executive Summary.** P. Hofstetter provided a high-level overview from his written report (see copy) particularly related to COVID such as vaccines, booster shots, testing and staff turnover rate.
- H. Financial.** C. Brandt provided an update regarding the annual audit and the cost report. She then provided an overview of current projects. She then reviewed the financial package (see copy) starting with the statement of revenues and expenses. She then reviewed the key volume indicators. Finally, she reviewed the balance sheet and the statement of cash flows.

**VII. UNFINISHED BUSINESS**

- A. Petersburg Medical Center Bylaws.** Member Riemer made a motion that the Petersburg Medical Center Board of Director's approve the updated bylaws of the Petersburg Medical Center hospital board as presented. Motion seconded by Member Stratman. Discussion followed. Motion passed unanimously.
- B. Board Self-Assessment.** Member Cushing requested the board hold a work session to review the results of a survey completed by each board member and to decide next steps. The board agreed to meet on Monday, November 15<sup>th</sup> at 5:00 p.m.

**VIII. NEW BUSINESS**

- A. Election of Officers.** Member Cushing made a motion to cast a ballot to nominate Member Cook as President, Member Doyle as Vice-President and Member Cushing as Secretary. Motion seconded by Member Riemer. Motion passed unanimously.

- IX. EXECUTIVE SESSION** Member Cushing made a motion to enter Executive Session for medical staff reappointments and for a personnel update. Motion seconded by Member Stratman. Motion passed unanimously. Board entered Executive Session at 6:16 pm. Member Lagoudakis made a motion to come out of Executive Session. Motion seconded by Member Riemer. Motion passed unanimously. Board came out of Executive Session at 6:25 pm. Member Cushing made a motion to reappoint L. Paul Wilson, MD and Janice Sheufelt, MD to the medical staff. Motion seconded by Member Stratman. Motion passed unanimously.

- X. NEXT MEETING** The next regularly scheduled meeting was set for Thursday, December 2<sup>nd</sup>, 2021 at 5:00 p.m.

- XI. ADJOURNMENT** Member Riemer made a motion to adjourn. Motion was seconded by Member Roberts. Motion passed unanimously. The meeting adjourned at 6:27 p.m.

Respectfully submitted,

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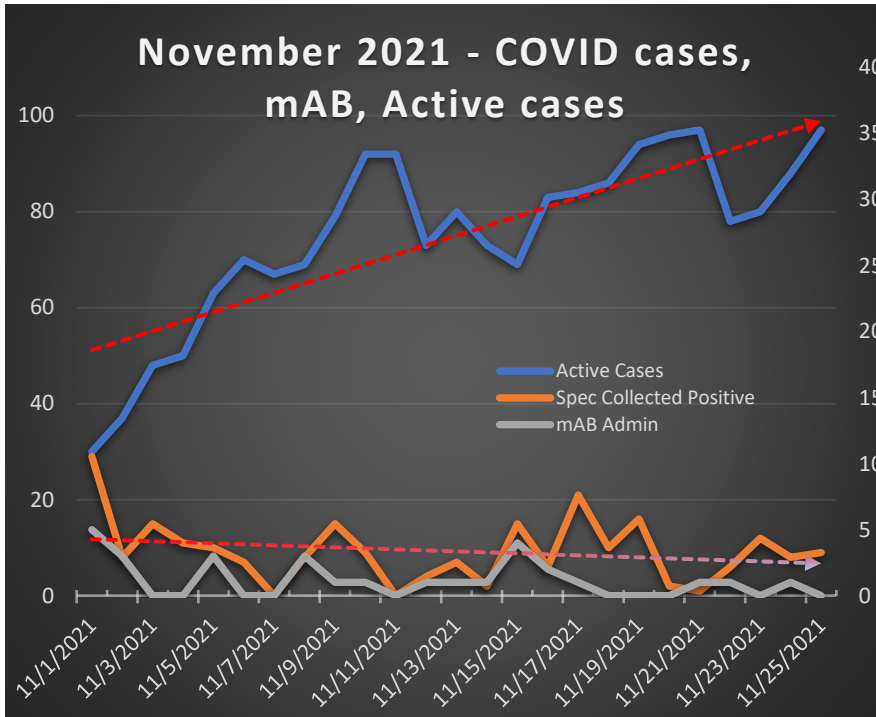
Marlene Cushing, Board Secretary



# Petersburg Medical Center

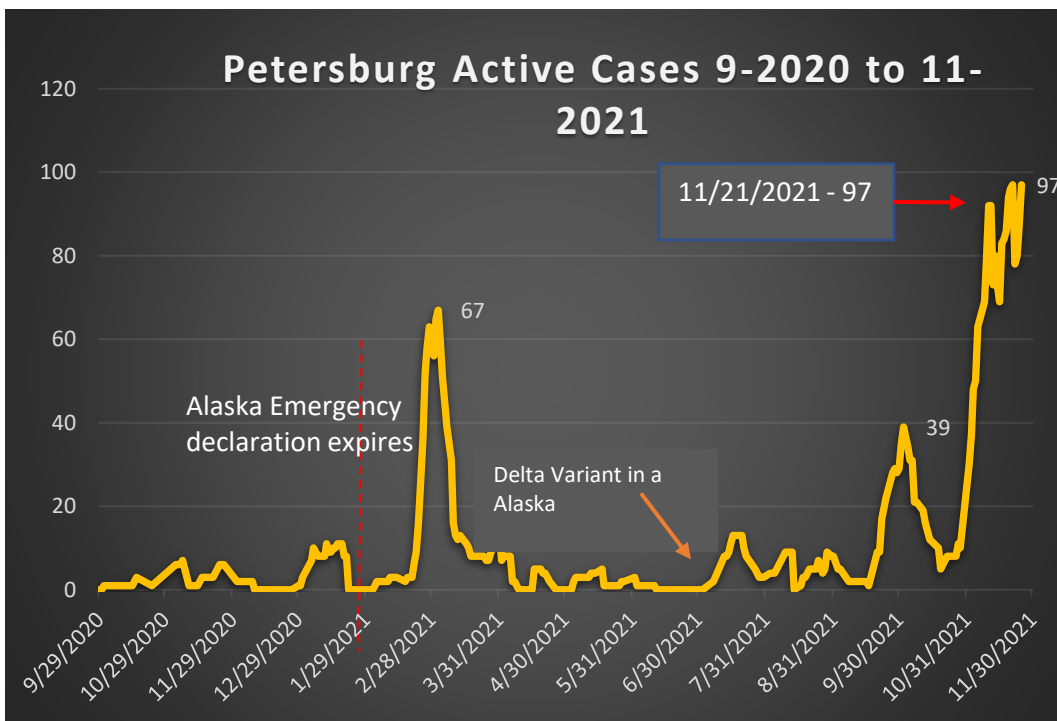
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## CEO Report:



Petersburg Medical Center has been in a RED color code status for the past month due to the increased community spread outbreak. PMC experienced not only a large surge with the more transmissible delta variant virus but there have been increased ER, observation and inpatient admissions the past 2 weeks. The severity of COVID illness in this November outbreak has increased. Approximately 16% of the ER visits in November have been for COVID illness. Our inpatient numbers have increased and there was a medevac for COVID. The severity increased over the course of the pandemic is being seen in younger age bracket

and primarily unvaccinated. There were 29 monoclonal antibody treatments at the time of this writing in November. These treatments are occurring by getting patients into the facility rapidly often same day. The patients who are being discharged are also being followed by case management or





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home health to monitor.

Lab CLIA inspection from the state occurred on November 5<sup>th</sup> and was not only found to be in sufficient compliance but had no deficiencies or findings at all. A tremendous congratulations to the lab staff for performing at such a high level particularly during this time. COVID PCR testing has been challenged by inventory rationing due to the high volume of cases. PMC went online with the state molecular test, CUE only to find challenges as a result of firmware updates. The CUE testing was taken offline until PMC can validate this is a reliable test alternative. We were fortunate to obtain Cepheid cartridges from Bartlett and SEARHC to assist in increasing our inventory to scale testing. We additionally ordered and received a large quantity of home kit antigen testing for the community. I would like to thank and acknowledge the state, SEARHC and Bartlett for providing testing to PMC. Public health also provided PMC with (3) GSA emergency workers that are helping with COVID testing. PMC requested FEMA nursing assistance through the State of Alaska and ASHNHA and received (4) nurses that greatly helped in taking shifts in the hospital and LTC. That is a total of (7) additional emergency staff to help PMC in managing this outbreak and assist in providing some relief to staff.

The COVID CMS mandatory vaccine policy was completed following the final ruling on November 4<sup>th</sup> and sent out to all PMC staff. At the time of this report, we are over 96% of staff vaccinated and are hopeful this policy will not result in losing staff but is certainly possible. The deadline for phase I of the policy compliance is by Dec 6<sup>th</sup>. The Medical Ethics committee was initiated to assist in reviewing any exemptions that were submitted. Vaccination clinics are being completed routinely for the Moderna or Pfizer booster as well as the approved Pfizer youth 5 -11 age group.

Cerner implementation is on track for December 6<sup>th</sup>. This is a major feat for our facility and will bring the electronic health record system up to the highest technology available in the healthcare market. All staff have been working tremendously in this implementation while managing the COVID outbreak and seeing routine patients. The importance of getting our facility up to this technological advancement will position PMC to improve many of its' processes and systems to better manage patients, provide reporting and improve efficiencies while setting the highest bar patient privacy & compliance. As part of the implementation the finance department went live with the new electronic general ledger, MultiView this month. This has been an enormous improvement in both reporting and accounts payable so far. Following the Cerner implementation will be the activation of payroll system called Paylocity which will be online at the end of December.

### **Legislative Update / New Facility/ Cerner:**

The infrastructure bill as it passed through legislation is set to bring in additional funding to the state. There may be opportunity to push for funding at the state level with the Petersburg community priority list having a review. In addition to the HHS appropriation support by Senator Murkowski we are hopeful this will allow PMC to start planning for the next phase in the new facility project.



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### **Community Education/Outreach:**

- November in-person (masked / physical distanced) luncheon with the physicians.
- PMC reports out at November Borough Assembly Meeting and special meeting regarding masking for COVID outbreak.
- Cerner roadmap implementation and integration training (2.0) onsite is on track.
- November 5<sup>th</sup> CLIA licensing survey from state of Alaska for lab.
- PMC KFSK Live November 4<sup>th</sup>.
- Managers meeting November 19<sup>th</sup>

### **Integrated Healthcare & Work Force Development:**

The PMC clinic is focusing on patient centered and integrated primary care services. Wellness, Behavioral Health Services and Home Health are great examples of expanding care both in the facility and outside the walls of the facility.

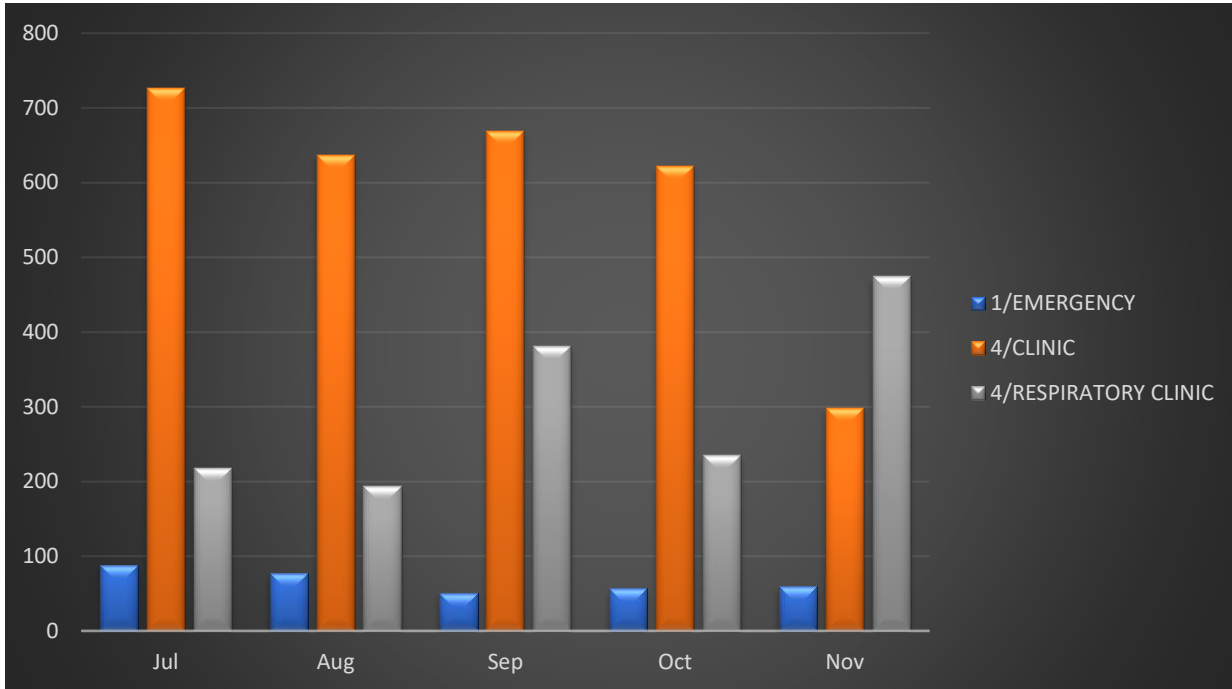
The national movement towards healthcare burnout is significant during the pandemic and growing worse by the day as mentioned above. ASHNHA was able to provide grants for Cerner implementation for SHIP funding as well as funding for the CNA program. ASHNHA received 2 grants and PMC nursing leadership applied and received a grant of \$12,000 towards training of CNA's as well as the \$20,000 towards salary and incentive program. If these programs are successful in recruitment and retention PMC may assess these for other department programs.

Our current workforce is amazing and is working countless hours to accomplish incredible feats (COVID, Electronic implementation for medical records, accounting GL, payroll, HRG revenue cycle and Billing). We are also developing Behavioral Health, Primary Care Patient Centered Medical Home model, Case Management, Home Health expansion, financial division development and Information Technology growth.



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**Finance:** The financial package is included for the October FY21. PMC had another month that has increased services slowly and our LTC census is recovering. Medicare cost report settlement was reflected in October and the provider relief for American Recovery Act was received in November. There is still some pending funding for November. The audit and cost reporting deadlines were extended due to the activation and implementation of Cerner as a focus.

**Revenue Cycle/Billing:** HRG is in its 7<sup>th</sup> month and has been working closely with our Cerner implementation and PMC finance revenue cycle billing team.



# ***PETERSBURG MEDICAL CENTER***

## **FINANCIAL REPORTING PACKAGE**

**FISCAL YEAR 2022**

**For the four months ended October 31, 2021**

**PETERSBURG MEDICAL CENTER**  
**Statement of Revenues and Expenses**  
For the four months ended October 31, 2021

Month Actual	Month Budget	\$ Variance	% Variance		YTD Actual	YTD Budget	\$ Variance	% Variance	Prior YTD	% Variance
\$368,807	\$336,933	\$31,874	9.5%							
1,054,379	966,662	87,717	9.1%							
348,580	326,010	22,570	6.9%							
<u>1,771,766</u>	<u>1,629,605</u>	<u>142,161</u>	<u>8.7%</u>							
317,838	204,544	(113,294)	-55.4%							
0	0	0	n/a							
65,473	23,758	(41,715)	-175.6%							
66,633	45,592	(21,041)	-46.2%							
<u>449,944</u>	<u>273,894</u>	<u>(176,050)</u>	<u>-64.3%</u>							
1,321,822	1,355,711	(33,889)	-2.5%							
120,252	92,629	27,623	29.8%							
208,163	21,250	186,913	879.6%							
0	83,333	(83,333)	-100.0%							
111,764	6,336	105,428	1663.8%							
<u>440,179</u>	<u>203,548</u>	<u>236,631</u>	<u>116.3%</u>							
1,762,001	1,559,259	202,742	13.0%							
1,004,227	820,748	(183,479)	-22.4%							
36,041	73,043	37,002	50.7%							
379,823	335,922	(43,901)	-13.1%							
178,610	87,336	(91,274)	-104.5%							
376,123	136,158	(239,965)	-176.2%							
54,340	51,900	(2,440)	-4.7%							
10,537	8,992	(1,545)	-17.2%							
13,618	16,576	2,958	17.8%							
89,704	70,634	(19,070)	-27.0%							
12,541	4,192	(8,349)	-199.2%							
58,208	55,026	(3,182)	-5.8%							
11,188	9,982	(1,206)	-12.1%							
29,709	23,386	(6,323)	-27.0%							
<u>2,254,669</u>	<u>1,693,896</u>	<u>(560,773)</u>	<u>-33.1%</u>							
(492,668)	(134,636)	(358,032)	-265.9%							
120,656	20,833	99,823	479.2%							
(634)	(622)	(12)	-1.9%							
0	0	0	n/a							
16	208	(192)	-92.3%							
<u>120,038</u>	<u>20,419</u>	<u>99,619</u>	<u>487.9%</u>							
(\$372,630)	(\$114,217)	(\$258,413)	-226.2%							

( ) or - indicates unfavorable variance

**PETERSBURG MEDICAL CENTER**  
**Key Volume Indicators**  
**For the four months ended October 31, 2021**

<u>Current Month</u>					<u>Year-To-Date</u>							
<u>Actual</u>	<u>Budget</u>	<u>Variance</u>				<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		#	<u>Prior YTD</u>	<u>Variance %</u>
		<u>Amount</u>	<u>%</u>					<u>Amount</u>	<u>%</u>			
<b>Hospital Inpatient</b>												
18	25	(7)	-28.0%	1.	Patient Days - Acute Care	76	100	(24)	-24.0%		107	-29.0%
92	66	26	39.4%	2.	Patient Days - Swing Bed	235	264	(29)	-11.0%		255	-7.8%
110	91	19	20.9%	3.	Patient Days - Total	311	364	(53)	-14.6%		362	-14.1%
0.6	0.8	(0.2)	-28.0%	4.	Average Daily Census - Acute Care	0.6	0.8	(0.2)	-24.0%		0.9	-29.0%
3.0	2.1	0.8	39.4%	5.	Average Daily Census - Swing Bed	1.9	2.1	(0.2)	-11.0%		2.1	-7.8%
3.5	2.9	0.6	20.9%	6.	Average Daily Census - Total	2.5	3.0	(0.4)	-14.6%		2.9	-14.1%
29.6%	24.5%	5.1%	20.9%	7.	Percentage of Occupancy	21.1%	24.7%	-3.6%	-14.6%		24.5%	-14.1%
<b>Long Term Care</b>												
317	310	7	2.3%	8.	Resident Days	1,148	1,138	10	0.9%		1,044	10.0%
10.2	10.0	0	2.3%	9.	Average Daily Census	9.3	9.3	0.1	0.9%		8.5	10.0%
68.2%	66.7%	1.5%	2.3%	10.	Percentage of Occupancy	62.2%	61.7%	0.5%	0.9%		56.6%	10.0%
<b>Other Services</b>												
57	61	(4)	-6.6%	11.	Emergency Room Visits	275	244	31	12.7%		222	23.9%
213	175	38	21.7%	12.	Radiology Procedures	818	700	118	16.9%		626	30.7%
-	2,292	(2,292)	-100.0%	13.	Lab Tests (excluding QC)	2,183	9,168	(6,985)	-76.2%		11,012	-80.2%
444	692	(248)	-35.8%	14.	Rehab Services Units	2,793	2,768	25	0.9%		2,583	8.1%
47	58	(11)	-19.0%	15.	OP Treatment Room	180	232	(52)	-22.4%		195	-7.7%
146	267	(121)	-45.3%	16.	Home Health Visits	888	1,068	(180)	-16.9%		997	-10.9%
1,017	788	229	29.1%	17.	Clinic Visits	4,501	3,152	1,349	42.8%		3,019	49.1%
201	-	201	n/a	18.	Airport COVID Tests	809	-	809	n/a		1,060	-23.7%
30	-	30	n/a	19.	Lab Asymptomatic COVID Tests	186	-	186	n/a		2,611	-92.9%

( ) or - indicates an unfavorable variance

**PETERSBURG MEDICAL CENTER**  
**Key Operational Indicators**  
**For the four months ended October 31, 2021**

<u>Current Month</u>					<u>Year-To-Date</u>						
<u>Actual</u>	<u>Budget</u>	<u>Variance</u>			<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Prior YTD \$</u>	<u>Prior YTD %</u>	
		<u>Amount</u>	<u>%</u>				<u>Amount</u>	<u>%</u>			
17.9%	12.6%	-5.4%	-42.9%	1.	Contractual Adj. as a % of Gross Revenue	15.8%	12.6%	-3.2%	-25.7%	19.2%	17.8%
3.8%	2.8%	-1.0%	-34.4%	2.	Charity/Other Ded. as a % of Gross Revenue	2.4%	2.8%	0.4%	15.9%	4.1%	42.4%
3.7%	1.5%	-2.2%	-153.5%	3.	Bad Debt as a % of Gross Revenue	2.3%	1.5%	-0.8%	-55.8%	0.2%	-852.1%
-28.0%	-8.6%	-19.3%	-223.8%	4.	Operating Margin	-17.2%	-8.0%	-9.2%	-114.4%	-0.9%	1793.3%
-19.8%	-7.2%	-12.6%	173.8%	5.	Total Margin	-15.7%	-6.6%	-9.1%	136.8%	0.6%	-2545.6%
				6.	Days Cash on Hand (Including Investments)	186.4				265.8	-29.9%
				7.	Days in A/R	44.7				39.2	-14.0%

Future months to include FTE's and Salary related indicators.

**PETERSBURG MEDICAL CENTER**

**Balance Sheet**

**October 31, 2021**

**ASSETS**

	<u>Oct 2021</u>	<u>Sept 2021</u>	<u>June 2021</u>	<u>Oct 2020</u>
<b>Current Assets:</b>				
1. Cash - operating	\$2,203,286	\$22,237	\$885,064	\$5,165,189
2. Cash - insurance advances	2,374,370	3,008,802	3,527,776	3,625,422
3. Investments	2,600,200	2,600,177	2,600,105	2,599,515
4. Total cash	7,177,856	5,631,216	7,012,945	11,390,126
5. Patient receivables	5,956,677	6,098,928	5,993,056	4,522,380
6. Allowance for contractals & bad debt	(3,855,813)	(3,707,007)	(3,590,980)	(3,025,822)
7. Net patient receivables	2,100,864	2,391,921	2,402,076	1,496,558
8. Other receivables	377,656	2,229,647	2,668,535	107,122
9. Inventories	321,812	324,097	320,886	279,933
10. Prepaid expenses	1,551,532	1,557,213	1,488,446	232,335
11. Total current assets	11,529,720	12,134,094	13,892,888	13,506,074
<b>Property and Equipment:</b>				
12. Assets in service	23,004,175	23,001,778	22,961,938	22,170,092
13. Assets in progress	111,051	239,596	122,864	516,602
14. Total property and equipment	23,115,226	23,241,374	23,084,802	22,686,694
15. Less: accumulated depreciation	(19,198,042)	(19,139,834)	(18,966,126)	(18,523,617)
16. Net property and equipment	3,917,184	4,101,540	4,118,676	4,163,077
<b>Assets Limited as to Use by Board</b>				
17. Investments	3,219,295	3,124,561	3,150,777	2,580,814
18. Building fund	685,509	664,215	668,237	546,112
19. Total Assets Limited as to Use	3,904,804	3,788,776	3,819,014	3,126,926
<b>Pension Assets:</b>				
20. OPEB Asset	1,054,533	1,054,533	1,054,533	-
<b>Deferred Outflows:</b>				
21. Pension	2,894,105	2,894,105	2,894,105	2,524,894
22. Total assets	<b>\$23,300,346</b>	<b>\$23,973,048</b>	<b>\$25,779,216</b>	<b>\$23,320,971</b>

**LIABILITIES & FUND BALANCE**

	<u>Oct 2021</u>	<u>Sept 2021</u>	<u>June 2021</u>	<u>Oct 2020</u>
<b>Current Liabilities:</b>				
23. Accounts payable	\$1,322,398	\$1,058,765	\$878,843	\$837,272
24. Accrued payroll	449,732	349,577	528,024	402,191
25. Payroll taxes and other payables	97,169	77,196	116,455	87,396
26. Accrued PTO and extended sick	997,506	993,182	1,012,792	901,928
27. Deferred revenue	1,693,466	1,695,575	1,683,574	1,587,118
28. Due to Medicare	117,758	162,160	668,322	898,672
29. Due to Medicare - Advance	2,374,370	3,008,802	3,475,776	3,573,422
30. Due to Blue Cross - Advance	0	0	52,000	52,000
31. Other current liabilities	0	0	0	0
32. Loan Payable - SBA	0	0	0	1,200,000
33. Current portion of long-term debt	87,320	87,203	86,972	60,551
34. Total current liabilities	7,139,719	7,432,460	8,502,758	9,600,550
<b>Long-Term Debt:</b>				
35. Capital leases payable	146,096	153,426	172,395	52,069
<b>Pension Liabilities:</b>				
36. Net Pension Liability	12,894,055	12,894,055	12,894,055	11,270,762
37. OPEB Liability	-	-	-	323,644
38. Total pension liabilities	12,894,055	12,894,055	12,894,055	11,594,406
39. Total liabilities	20,179,870	20,479,941	21,569,208	21,247,025
<b>Deferred Inflows:</b>				
40. Pension	903,147	903,147	903,147	1,148,977
<b>Net Position:</b>				
41. Unrestricted	3,306,817	3,306,817	877,826	877,826
42. Current year net income (loss)	(1,089,487)	(716,857)	2,429,036	47,144
43. Total net position	2,217,329	2,589,960	3,306,861	924,969
44. Total liabilities and fund balance	<b>\$23,300,346</b>	<b>\$23,973,048</b>	<b>\$25,779,216</b>	<b>\$23,320,971</b>

\*\*Note: June of prior year repeats during first month of fiscal year.

**PETERSBURG MEDICAL CENTER**

**Statement of Cash Flows**

**October 31, 2021**

	FY22	FY21	Variance
<b>Cash Flows from Operating Activities</b>			
1. Cash received from patient services	5,493,045	4,599,533	893,512
2. Cash from other sources	2,818,826	200,116	2,618,710
3. Cash paid to suppliers	(1,921,199)	(2,047,321)	126,122
4. Cash paid to employees	(5,123,722)	(4,755,592)	(368,130)
5. Net cash provided by (used for) operating activities	<u>1,266,950</u>	<u>(2,003,264)</u>	<u>3,270,214</u>
<b>Cash Flows from Investing and Noncapital Financing Activities:</b>			
6. Change in Board Designated Investments	3,211	6,080	(2,869)
7. Cash from grant programs	106,374	332,304	(225,930)
8. Cash from provider relief funds	0	0	0
9. Cash (to)from providers - advances	(1,153,406)	0	(1,153,406)
10. Cash from/payments on SBA Loan	0	0	0
11. Cash from non-operating revenue	81	1,229	(1,148)
12. Net cash provided by noncapital financing activities	<u>(1,043,740)</u>	<u>339,613</u>	<u>(1,383,353)</u>
<b>Cash Flows from Capital and Related Financing Activities</b>			
13. Interest paid	(1,925)	(574)	(1,351)
14. Cash payments on long-term debt	(25,951)	(42,752)	16,801
15. Purchase of property and equipment	(30,423)	(126,272)	95,849
16. Net cash used for capital and related financing activities	<u>(58,299)</u>	<u>(169,598)</u>	<u>111,299</u>
17. Net increase (decrease) in cash and cash equivalents	164,911	(1,833,249)	1,998,160
18. Cash and cash equivalents, beginning of year	<u>7,012,945</u>	<u>13,223,375</u>	<u>(6,210,430)</u>
19. Cash and cash equivalents, end of period	<u><u>7,177,856</u></u>	<u><u>11,390,126</u></u>	<u><u>(4,212,270)</u></u>
20. Days Cash on Hand - Operating/Investments	80.8	142.2	(61.4)
21. Days Cash on Hand - Provider Advances	39.9	66.4	(26.4)
22. Days Cash on Hand - Total Operating Cash & Investments	<u>120.7</u>	<u>208.6</u>	<u>(87.8)</u>
23. Day Cash on Hand - Total Operating/Investment/Board	<u>186.4</u>	<u>265.8</u>	<u>(79.4)</u>
24. Days in Accounts Payable	<u>84.7</u>	<u>50.3</u>	<u>(34.4)</u>

**PETERSBURG MEDICAL CENTER**  
**Statement of Revenues and Expenses**  
**FISCAL YEAR 2022**

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	Prior YTD	% VAR
<i>Gross Patient Revenue:</i>															
1. Inpatient	232,369	260,862	396,608	368,807	-	-	-	-	-	-	-	-	1,258,646	1,323,519	-4.9%
2. Outpatient	1,325,102	1,323,245	1,081,753	1,054,379	-	-	-	-	-	-	-	-	4,784,479	3,757,358	27.3%
3. Long-term Care	258,488	275,679	288,878	348,580	-	-	-	-	-	-	-	-	1,171,625	976,157	20.0%
4. <b>Total gross patient revenue</b>	<b>1,815,959</b>	<b>1,859,786</b>	<b>1,767,239</b>	<b>1,771,766</b>	-	-	-	-	-	-	-	-	<b>7,214,750</b>	<b>6,057,034</b>	<b>19.1%</b>
<i>Deductions from Revenue:</i>															
5. Contractual adjustments	286,954	257,425	276,467	317,838	-	-	-	-	-	-	-	-	1,138,684	1,162,699	2.1%
6. Prior year settlements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	n/a
7. Bad debt expense	52,976	(54,463)	99,869	65,473	-	-	-	-	-	-	-	-	163,855	14,449	-1034.0%
8. Charity and other deductions	54,373	31,749	17,059	66,633	-	-	-	-	-	-	-	-	169,814	247,391	31.4%
9. <b>Total deductions from revenue</b>	<b>394,303</b>	<b>234,711</b>	<b>393,395</b>	<b>449,944</b>	-	-	-	-	-	-	-	-	<b>1,472,353</b>	<b>1,424,539</b>	<b>-3.4%</b>
10. <b>Net patient revenue</b>	<b>1,421,656</b>	<b>1,625,075</b>	<b>1,373,844</b>	<b>1,321,822</b>	-	-	-	-	-	-	-	-	<b>5,742,397</b>	<b>4,632,495</b>	<b>24.0%</b>
<i>Other Revenue</i>															
11. Inkind Service - PERS/USAC	123,202	123,710	108,614	120,252	-	-	-	-	-	-	-	-	475,778	350,855	35.6%
12. Grant revenue	17,003	4,201	9,768	208,163	-	-	-	-	-	-	-	-	239,135	167,869	42.5%
13. Federal & State Relief	-	-	-	-	-	-	-	-	-	-	-	-	-	1,818,087	-100.0%
14. Other revenue	70,070	93,530	109,930	111,764	-	-	-	-	-	-	-	-	385,294	251,467	53.2%
15. <b>Total other operating revenue</b>	<b>210,275</b>	<b>221,441</b>	<b>228,312</b>	<b>440,179</b>	-	-	-	-	-	-	-	-	<b>1,100,207</b>	<b>2,588,278</b>	<b>-57.5%</b>
16. <b>Total operating revenue</b>	<b>1,631,931</b>	<b>1,846,516</b>	<b>1,602,156</b>	<b>1,762,001</b>	-	-	-	-	-	-	-	-	<b>6,842,604</b>	<b>7,220,773</b>	<b>-5.2%</b>
<i>Expenses:</i>															
17. Salaries and wages	924,899	980,951	878,591	1,004,227	-	-	-	-	-	-	-	-	3,788,668	3,579,952	-5.8%
18. Contract labor	90,280	134,543	51,233	36,041	-	-	-	-	-	-	-	-	312,097	342,711	8.9%
19. Employee benefits	355,495	378,927	353,391	379,823	-	-	-	-	-	-	-	-	1,467,636	1,347,900	-8.9%
20. Supplies	93,600	120,881	139,820	178,610	-	-	-	-	-	-	-	-	532,911	409,545	-30.1%
21. Purchased services	128,307	193,141	165,444	376,123	-	-	-	-	-	-	-	-	863,015	608,444	-41.8%
22. Repairs and maintenance	41,445	40,723	42,465	54,340	-	-	-	-	-	-	-	-	178,973	199,768	10.4%
23. Minor equipment	5,157	8,508	10,428	10,537	-	-	-	-	-	-	-	-	34,630	150,027	76.9%
24. Rentals and leases	15,465	16,703	15,550	13,618	-	-	-	-	-	-	-	-	61,336	58,770	-4.4%
25. Utilities	82,429	84,806	87,130	89,704	-	-	-	-	-	-	-	-	344,069	226,427	-52.0%
26. Training and travel	6,760	4,207	12,165	12,541	-	-	-	-	-	-	-	-	35,673	23,012	-55.0%
27. Depreciation	58,290	58,290	57,127	58,208	-	-	-	-	-	-	-	-	231,915	219,369	-5.7%
28. Insurance	11,752	10,983	11,168	11,188	-	-	-	-	-	-	-	-	45,091	38,914	-15.9%
29. Other operating expense	26,890	39,941	26,694	29,709	-	-	-	-	-	-	-	-	123,234	81,515	-51.2%
30. <b>Total expenses</b>	<b>1,840,769</b>	<b>2,072,604</b>	<b>1,851,206</b>	<b>2,254,669</b>	-	-	-	-	-	-	-	-	<b>8,019,248</b>	<b>7,286,354</b>	<b>-10.1%</b>
31. <b>Income (loss) from operations</b>	<b>(208,838)</b>	<b>(226,088)</b>	<b>(249,050)</b>	<b>(492,668)</b>	-	-	-	-	-	-	-	-	<b>(1,176,644)</b>	<b>(65,581)</b>	<b>1694.2%</b>
<i>Nonoperating Gains(Losses):</i>															
32. Investment income	17,373	49,843	(98,871)	120,656	-	-	-	-	-	-	-	-	89,001	112,070	-20.6%
33. Interest expense	(658)	-	(633)	(634)	-	-	-	-	-	-	-	-	(1,925)	(574)	-235.4%
34. Gain (loss) on disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
35. Other non-operating revenue	16	49	-	16	-	-	-	-	-	-	-	-	81	1,229	-93.4%
36. <b>Net nonoperating gains (losses)</b>	<b>16,731</b>	<b>49,892</b>	<b>(99,504)</b>	<b>120,038</b>	-	-	-	-	-	-	-	-	<b>87,157</b>	<b>112,725</b>	<b>-22.7%</b>
37. <b>Change in Net Position (Bottom Line)</b>	<b>(192,107)</b>	<b>(176,196)</b>	<b>(348,554)</b>	<b>(372,630)</b>	-	-	-	-	-	-	-	-	<b>(1,089,487)</b>	<b>47,144</b>	<b>-2411.0%</b>
38. <b>FY21 Budget</b>	<b>(100,691)</b>	<b>(137,944)</b>	<b>(71,223)</b>	<b>(114,217)</b>	-	-	-	-	-	-	-	-	<b>(424,075)</b>	-	-
39. <b>FY21 Variance</b>	<b>(91,416)</b>	<b>(38,252)</b>	<b>(277,331)</b>	<b>(258,413)</b>	-	-	-	-	-	-	-	-	<b>(665,412)</b>	-	-

**PETERSBURG MEDICAL CENTER**  
**Key Volume Indicators**  
**FISCAL YEAR 2022**

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	Prior YTD	% Change
<b>Hospital Inpatient</b>															
1. Patient Days - Acute Care	16	19	23	18									76	107	-29.0%
2. Patient Days - Swing Bed	35	34	74	92									235	255	-7.8%
3. Patient Days - Total	51	53	97	110									311	362	-14.1%
4. Average Daily Census - Acute Care	0.5	0.6	0.8	0.6									0.6	0.9	-29.0%
5. Average Daily Census - Swing Bed	1.1	1.1	2.5	3.0									1.9	2.1	-7.8%
6. Average Daily Census - Total	1.6	1.7	3.2	3.5									2.5	2.9	-14.1%
7. Percentage of Occupancy	13.7%	14.2%	26.9%	29.6%									21.1%	24.5%	-14.1%
<b>Long Term Care</b>															
8. Resident Days	279	279	273	317									1,148	1,044	10.0%
9. Average Daily Census	9.0	9.0	9.1	10.2									9.3	8.5	10.0%
10. Percentage of Occupancy	60.0%	60.0%	60.7%	68.2%									62.2%	56.6%	10.0%
<b>Other Services</b>															
11. Emergency Room Visits	90	77	51	57									275	222	23.9%
12. Radiology Procedures	232	194	179	213									818	626	30.7%
13. Lab Tests (excluding QC)	2,183												2,183	11,012	-80.2%
14. Rehab Services Units	855	878	616	444									2,793	2,583	8.1%
15. OP Treatment Room	51	47	35	47									180	195	-7.7%
16. Home Health Visits	270	265	207	146									888	997	-10.9%
17. Clinic Visits	1,185	1,062	1,237	1,017									4,501	3,019	49.1%
18. Airport COVID Tests	42	247	319	201									809	1,060	-23.7%
19. Lab Asymptomatic COVID Tests	48	44	64	30									186	2,611	-92.9%



**PETERSBURG MEDICAL CENTER**  
**Key Operational Indicators**  
For the four months ended October 31, 2021

	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>YTD</b>	<b>Prior YTD</b>	<b>% Change</b>
1. Contractual Adj. as a % of Gross Revenue	15.8%	13.8%	15.6%	17.9%									15.8%	19.2%	17.8%
2. Charity/Other Ded. as a % of Gross Revenue	3.0%	1.7%	1.0%	3.8%									2.4%	4.1%	42.4%
3. Bad Debt as a % of Gross Revenue	2.9%	-2.9%	5.7%	3.7%									2.3%	0.2%	-852.1%
4. Operating Margin	-12.8%	-12.2%	-15.5%	-28.0%									-17.2%	-0.9%	1793.3%
5. Total Margin	-11.7%	-9.3%	-23.2%	-19.8%									-15.7%	0.6%	-2545.6%
6. Days Cash on Hand (Including Investments)	192.5	170.8	165.5	186.4	-	-	-	-	-	-	-	-	186.4	265.8	-29.9%
7. Days in A/R	34.4	35.5	49.8	44.7	-	-	-	-	-	-	-	-	44.7	39.2	-14.0%

<b>Petersburg Medical Center</b>
<b>Capital</b>
<b>FY22</b>

Dept Name	Description	(1) Approved Budget	(2) Substitutions	(3) Revised Budget	(4) Committed	(5) Paid	(6) Total Paid/Committed	(7) Budget Remaining
<b>FY20 Assets in Progress</b>						75,789		
<b>FY21 Capital Budget</b>								
IT	Fire Suppression - Server Room	19,078		19,078			-	19,078
IT	Server	16,515		16,515			-	16,515
IT	RAPC Interface	-	14,580	14,580		14,580	14,580	-
Acute/Swing/ER	Fetal Monitor	22,000		22,000			-	22,000
Acute/Swing/ER	IV Smart Pumps (12)	48,840		48,840		7,104	7,104	41,736
Acute/Swing/ER	Ventilators	25,000	3,263	28,263		28,263	28,263	-
Acute/Swing/ER	Vital Carts	-	9,020	9,020		9,020	9,020	-
LTC	Beds (4)	10,671		10,671			-	10,671
PT	Powermatic Mat Platform	5,000		5,000			-	5,000
Lab	Traction Plant	7,795		7,795			-	7,795
Lab	Glucometers (5)	34,685		34,685			-	34,685
Lab	Microscan	25,000		25,000		25,000	25,000	-
Imaging	Ultrasound	190,024		190,024			-	190,024
Plant	Industrial Washer	13,618	889	13,507		13,507	13,507	-
Plant	Plow Truck with Sander	60,000		60,000			-	60,000
Plant	Ice Makers (3)	18,000		18,000		6,481	6,481	11,519
Plant	Car - Toyota Highlander		5,000	5,000		5,000	5,000	-
Plant	Hot Water Heaters	-	28,767	28,767		28,767	28,767	(0)
Audiology	Audiology Equipment	14,774	214	14,988		14,988	14,988	(0)
Telehealth	To Be Determined (see budget)	-		-			-	-
Admin	Cerner Project		33,602	33,602		60,112	60,112	(26,510)
Admin	Contingency	100,000	(95,335)	4,665		-	-	4,665
<b>Total - FY21</b>		610,000	-	610,000	-	212,822	212,822	397,178
<b>Total Expenditures per Cash Flow</b>						288,611		
Funding Sources - FY21								
	PMC Operations	610,000	-	610,000				
	Grants	-	-	-				
	Cares Act	-	-	-				
	Board Reserves	-	-	-				
	<b>Total</b>	610,000	-	610,000				

Update for FY22 in Progress

( ) or - indicates unfavorable variance