

**Board Meeting Agenda
February 23, 2026 at 6:30 pm**

In Person	Ione Fire Station, 140 West Main Street, Ione, Oregon 97843
Microsoft Teams	Join: https://teams.microsoft.com/meet/23454837074265?p=852xz04bb5rMKOdWNI Meeting ID: 234 548 370 742 65 Passcode: iU9sB7Qm

- 1. Call to Order and Pledge of Allegiance**
- 2. Public Comment (Maximum of 3 minutes per person. Maximum of 30 minutes for comments)**
- 3. Approval of Meeting Minutes**
 - A. January 26th, 2026 meeting
- 4. Consent Agenda**
 - A. CEO Dashboard – Bob Houser
 - B. Quality Report- Dr. Emily Jack (No report this month)
 - C. EMS Stats – Jodi Ferguson
- 5. Reports**
 - A. CEO Report – Bob Houser
 - B. Financial Report – Rick Worden, CFO
- 6. Med Staff Report –**
 - A. Approve Staff Privileges - Re-Appointment of:**
 1. None at this time.
 - B. Approve Staff Privileges - Appointment of:**
 1. None at this time.
- 7. Old Business**
 - A. Selection of new board member (2 applicants, I will hand out their information at the meeting.)
 - B. Update on site visit by Dr. Stoker
- 8. New Business**
 - A. CEO selection update

Promise of Excellence

Compassion: Being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed.

Respect: Recognizing and valuing the dignity and uniqueness of everyone. Respect creates a work environment based on teamwork, encouragement, trust, concern, honesty, and responsive communication among all employees and our patients.

Integrity: Encompassing honesty and consistently adhering to the principles of professionalism and accountability with our patients, fellow employees, and community partners. Integrity is at the heart of everything we do.

Excellence: Creating standards of performance that surpass ordinary expectations. We want to make this the place where patients want to come, our providers want to practice, and people want to work!

B. Humana/or Choice Care Network update

9. Executive Session: Members of the news media may attend executive sessions, with limited exceptions. News media are instructed not to report about what happened in executive sessions.

A. Discussion of negotiating district real property transactions to be held under ORS 192.660 (2)(e)

10. Return to Open Session

11. Adjourn

12. Next meeting to be held March 30th, 2026 at Pioneer Memorial Clinic – Conference Room, 130 Thompson Street, Heppner, OR 97836.

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Meeting	Board of Directors		
Date / Time	January 26, 2026, 6:30 pm	Location	Irrigon Library, 490 NE Main Ave Irrigon, OR 97844 Microsoft Teams
Chair	Janet Greenup	Recorder	Julie Baker
Board Members	Present: Janet Greenup, Russel Nichols, Annetta Spicer		
Attendees	Staff: Bob Houser, Julie Baker, Jodi Ferguson, Rick Worden, Dr. Emily Jack, Caroline Scrivner, Sheryl Angell, Katelin Tellechea, Rhea Duncan, Staci Hedman, Lisa Spencer, Joseph Munkers, Natalia Wight, Jamie Houck, Tina Montgomery, Kirsten Espinola, Laura Lawson, Tonja Lemmon Press: Gazette Times Guests: N/A		

Mission
Bring essential health services to our rural communities that meet the unique needs of the people we serve.

Vision
Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.

Values
Integrity, Compassion, Quality, Respect, Financial Responsibility

Agenda Item	Minutes
1. Call to Order & Pledge of Allegiance	Chair Greenup called the meeting to order a 6:30 pm
2. Public Comment	<ul style="list-style-type: none"> Joey Munkers
3. Approval of Meeting Minutes A. November 24, 2025	MOTION: Annetta Spicer moved to approve the minutes for the November 24, 2025 meeting. Russ Nichols seconded the motion. The motion passed unanimously by all Board members present.
4. Consent Agenda A. CEO Dashboard – Bob Houser B. Quality Report – Dr. Jack C. EMS Stats – Bob Houser	<p>A. Bob Houser discussed the CEO Dashboard (see packet). Houser reviewed clinic visits and discussed visits per provider at each location. Chair Greenup questioned what the procedures were for no show patients, Houser discussed process and procedures. Nichols requested the total number of clinic visits for 2025 at Boardman Immediate Care, Houser said he would pull those stats for him.</p> <p>Houser reviewed NRC survey results, overall clinics are close to meeting or meeting benchmark goals.</p> <p>B. Dr. Jack presented Quality Data, provided measures and metrics. Dr. Jack stated she hoped to see improvement particularly with the child-based measures due to vaccine partnerships and her patient panel. Discussion held by the Board on how to communicate patient services available in the communities, ideas included presenting at Senior Meal sites and focuses on sports physicals. Houser noted the District employees currently are on the rotation to serve at South Morrow Senior Meal site and would be serving again in February.</p>

	<p>C. Bob Houser started the discussion regarding EMS Stats, he noted a stat that was not included in the packet but had improved greatly, as EMS has continued to meet their Quality Measure goals with calls back to Emergency Department patients within 24 hours of discharge. Jodi Ferguson reviewed the EMS Stats (see packet).</p>
<p>5. Reports</p> <ul style="list-style-type: none"> A. CEO Update – Bob Houser B. Financial Report – Rick Worden, CFO 	<p>A. Houser provided a CEO Update (see packet). Houser provided an updated on the CEO recruitment, stating he will be complete with the 20 phone interviews tomorrow, Tuesday, January 27. He added he expected to take this number to around 10 by the end of the month. Houser said that the Board created committee (Jason Hanna and Janet Greenup) would join him for interviews with the final 10 via Microsoft Teams in February. He hoped to have the candidates narrowed down to three to four by the end of February and in person interviews set up in March, with a goal of making an offer to a candidate in April.</p> <p>Houser continued to review the CEO Update, highlighting recent staff promotions of Brittany Booth (EVS Lead) and Rhea Duncan (Central Supply Lead), as well as the hiring of Laura Lawson as the PMC Clinic Manager, Patty Rill as Dietary Manager and Liz Johnston as PMC Referral/Discharge Coordinator.</p> <p>Greenup asked Houser about any potential need for other local businesses and organizations to receive an AED through the Districts Community Benefit Request. Discussion held, and Houser said the District will promote this option and he would work with Natalia Wight regarding marketing it.</p> <p>B. Rick Worden presented the Financial Report (see packet), with a focus on December 2025. Worden notes the District’s days cash on hand has increased to 52 days, an improvement from the six days at the last meeting in November 2025. Worden noted the days in A/R and said he expects to see continued improvement in those numbers, adding the days in A/R Cerner has improved 12 days over last year at this time. Worden said the overall liquidity is stable. Board discussions on financials indicated overall satisfaction with improvement in the financials.</p>
<p>6. Medical Staff Report</p> <ul style="list-style-type: none"> A. Approve Staff Privileges – Re-Appointment of : None B. Approve Staff Privileges - Appointment of: <ul style="list-style-type: none"> 1. Raeann Bourscheid, MD, OHSU telestroke 	<p>A. None</p> <p>B. Houser discussed staff privileges to review for Raeann Bourscheid, MD with OHSU telestroke. Nichols stated he had no concerns with the file.</p> <p>MOTION: Russ Nichols motioned to approve staff privileges as presented. Annetta Spicer seconded the motion. The motion passed unanimously by all Board members present.</p>
<p>7. Old Business</p> <ul style="list-style-type: none"> A. Update on district “church building”, wishes of the board in pricing? 	<p>A. Houser updated the Board on his discussion with the realtor for the church building listed. There have been no offers at the current listing price, which is approximately \$155,000, adding the building appraised for approximately \$150,000. Spicer said she would recommend lowering the listing to at least the appraised value of \$150,000. Chair Greenup questioned if the Board should list it lower. Houser said the realtor</p>

<p>B. Selection process of a new board member, wishes of the board?</p>	<p>recommended lowering it to by \$5,000 to \$10,000. Houser also added the heating had been tested and works in the building. Chair Greenup suggested the District lower the price down by \$10,000, Nichols agreed, all Board members present concurred.</p> <p>B. Houser discussed the current vacancy in the Board, after Stephen Munkers' resignation. He reviewed past practices on filling the seat for the Board to consider. Discussion held regarding options. Chair Greenup and Nichols both suggestion the option of an application process, Spicer agreed with suggestions for potential questions on the application. The Board agreed on this process.</p>
<p>8. New Business</p> <ul style="list-style-type: none"> A. CEO Candidates / time table B. Site visit by Dr. Brad Stoker, January 31st, 2026 C. Approval and signature of the Plan of Correction found and reported in our audit of June 30, 2025. D. Approval of new organizational chart. E. Approval of Resolution # 152-0126 additional signature on bank accounts. 	<p>A. Houser stated he reviewed this agenda item in his CEO report.</p> <p>B. Houser shared that a provider candidate for PMC would be coming for a site visit on January 31, 2026. He stated that he, Dr. Jack and Trista Seastone had interviewed this candidate on Teams. If selected and accepted, Dr. Brad Stoker would be working primarily in Heppner at PMC, with potential to work out of Irrigon Medical Clinic one day a week.</p> <p>C. Bob presented a plan of correction regarding the financial audit being completed by WIPFLI when the District had a vacancy for a CFO (see packet), adding the process was completed with the hiring of the new CFO, Rick Worden.</p> <p>MOTION: Russ Nichols motioned to approve the plan of correction as presented. Annetta Spicer seconded the motion. The motion passed unanimously by all Board members present.</p> <p>D. Houser presented a revised Organizational Chart for the District (see packet), it was discussed and reviewed by the Board members present.</p> <p>Russ Nichols declared a new contract between himself and the District as a fill in Home Health and Hospice Medical Director when Dr. Emily Jack was unavailable. Nichols stated he would be serving this role as a contractor and not a District employee. Chair Greenup questioned if there is a policy on a Board member serving in this type of role. Houser stated that the Board bylaws state a Board member cannot be an employee of the District, which Nichols would not be as a contractor for the District.</p> <p>MOTION: Annetta Spicer motioned to approve the Organizational Chart. Russ Nichols seconded the motion. The motion passed unanimously by all Board members present.</p> <p>Nichols asked Houser if when the manager of the lab was ready, would she be moved onto the organizational chart. Houser said yes. He also added that tomorrow, Tuesday January 27, the District would be reinstating Department Update meetings, which were previously held the day after a Board meeting.</p> <p>E. Houser presented Resolution # 152-0126 (see packet) to update authorizations for persons allowed to sign District checks and vouchers. The resolution would add Rick Worden CFO as an authorized signer.</p>

	<p>MOTION: Russ Nichols motioned to approve Resolution # 152-0126, adding Rick Worden as an authorized signer to District checks and vouchers. Annetta Spicer seconded the motion. The motion passed unanimously by all Board members present.</p> <p>Spicer stated she had been approached by a community member who shared United Healthcare was dropping Eastern Oregon citizens, and transferring them to Humana. The concern was Humana did not have good coverage in our area. Houser stated he has been looking into this on behalf of the District, they had applied to Humana for coverage and originally denied. He said Jodi Ferguson worked on another request which is currently pending. Houser shared that Good Shepherd had recently been added and Ferguson said that Murray’s Drug had also been approved. Discussion held regarding, with some mutual optimism of an approval on this application. Home Health and Hospice Director, Lisa Spencer, shared that Home Health patients have an approximate 50% co-pay under this option and not being approved under Humana could provider a financial barrier to these patients as MCHD is the only HH agency that services this area. Discussion continued and concluded.</p>
<p>9. Executive Session</p>	<p>Chair Greenup called Executive Session to order at 7:28 pm under:</p> <ul style="list-style-type: none"> A. Discussion of litigation or litigation likely to be filed. To be held under ORS 192.660(22)(h) B. Discussion of negotiating district real property transactions to be held under ORS 192.660 (2)(e) <p>Members of the news media may attend Executive Sessions, with limited exceptions. News media are instructed not to report about what happened in Executive Sessions.</p> <p>Executive Session adjourned at 7:38 pm.</p>
<p>10. Return to Open Session</p>	<p>The Board returned to open session at 7:39 pm.</p> <p>MOTION: Ann Spicer motioned to seek or explore selling the EMS building in Boardman and get an estimate from a real estate agent of what the building would be worth. Russ Nichols seconded the motion.</p>
<p>11. Adjourn</p>	<p>With no further business to come before the Board, regular session adjourned at 7:40 pm</p> <p>Minutes taken and submitted by Julie Baker. Approved _____.</p>

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February 2026 Meeting (January Stats)

HUMAN RESOURCES	
Turnover Rate <small>(Rolling 3 Months: October-November-December)</small>	9.0%
Vacancy Rate	8.77%
Number of Open Positions	10
Newly Created Open Positions	0

FINANCIAL	
Days Cash on Hand	31
Days in AR Cerner	88
Days in AR (All)	99

Goal ≥ 90

Goal ≤ 60

The annual total separations rate for health care and social assistance for August 2025 was 3.1 (Bureau of Labor Statistics).

RURAL HEALTH CLINICS				
MEASURE	PMC	ICC	IMC	BIC
Third Next Available <small>(Current Month)</small>	13	1	4	N/A
Total Visits <small>(Previous Month)</small>	280	189	194	48
Total (BH) Visits <small>(Previous Month)</small>	51	N/A	63	N/A

"Third Next Available" is an industry standard measurement of primary care access. It is defined as the average length of time in days between the day a patient makes a request for an appointment with a provider and the third available appointment for a new patient physical, routine exam, or return visit exam. Values shown are clinic averages.

PIONEER MEMORIAL HOSPITAL	
Hospital Admit Days (IP, SS, NSS, OBS, R) <small>(Previous Month)</small>	193
Emergency Department Visits <small>(Previous Month)</small>	119
Hospital Outpatient Visits <small>(Previous Month)</small>	371

HOME HEALTH & HOSPICE	
Hospice Days <small>(Previous Month)</small>	153
Home Health Visits <small>(Previous Month)</small>	122

NRC Patient Experience Real-Time Survey

The real-time survey platform was implemented on June 1st, 2025. Stats show a cumulative report of all responses since implementation. Starting on June 1, 2026 stats will show a 12 month rolling period. Patients are contacted via text, e-mail, or phone with a 24 hour delay between attempts to give them the opportunity to complete the survey. Patients contact information must be captured correctly in CERNER to receive the survey.

What is the NRC Net Promoter Score? It is a metric that reflects how likely a patient is to recommend a healthcare organization to others.

Would you recommend this provider's office to your family and friends? (Net	June 1, 2025 to		
	November	December	January
Boardman Immediate Care	67.4% <small>Responses = 43</small>	69.4% <small>Responses = 49</small>	70.4% <small>Responses = 54</small>
Ione Community Clinic	94.5% <small>Responses = 110</small>	94.2% <small>Responses = 154</small>	93.8% <small>Responses = 178</small>
Irrigon Medical Clinic	77.0% <small>Responses = 148</small>	72.7% <small>Responses = 198</small>	74.6% <small>Responses = 224</small>
Pioneer Memorial Clinic	87.9% <small>Responses = 81</small>	89.6% <small>Responses = 135</small>	89% <small>Responses = 173</small>
All Clinics Combined	83.4% <small>Responses = 392</small>	82.8% <small>Responses = 536</small>	83.6% <small>Responses = 629</small>
NRC Benchmark	86.1%		

Would you recommend this service/department to your friends or family? (Net	June 1, 2025 to		
	November	December	January
Emergency Department	66.7% <small>Responses = 57</small>	71.2% <small>Responses = 73</small>	72.5% <small>Responses = 91</small>
NRC Benchmark	80.5%		
EMS	100.0% <small>Responses = 8</small>	77.8% <small>Responses = 9</small>	61.5% <small>Responses = 13</small>
HEPPNER/IRRIGON	70.2% <small>Responses = 47</small>	72.9% <small>Responses = 59</small>	71.4% <small>Responses = 63</small>
NRC Benchmark	82.5%		
Lab	70.2% <small>Responses = 47</small>	72.9% <small>Responses = 59</small>	71.4% <small>Responses = 63</small>
NRC Benchmark	80.5%		
Radiology	54.2% <small>Responses = 22</small>	57.7% <small>Responses = 26</small>	63.9% <small>Responses = 36</small>
NRC Benchmark	80.9%		

NRC HCAHPS

All HCAHPS are captured via a paper survey that is mailed to all admitted inpatients at Pioneer Memorial Hospital. CMS requires paper surveys for HCAHPS at this time.

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

June 1, 2025 to January 31, 2025

Inpatient	75.0% Responses = 8
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NRC Average	71.4%
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Would you recommend this hospital to your friends and family?

June 1, 2025 to January 31, 2025

Inpatient	75.0% Responses = 8
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NRC Average	72.6%
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2026	IRRIGON								HEPPNER								IONE				LEXINGTON			
	298 (First Out)				299				599 (First Out)				598				699				499			
	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports
9-1-1 January	1.6	3.1	44	23	2.0	4.1	7	7	1.0	5.5	32	25	2.5	4.5	2	1	0.0	0.0	0	0	0.0	0.0	0	0
Transfers January	0.0	0.0	0	0	0.0	0.0	0	0	2.0	20.0	3	3	3.0	27.5	5	5	0.0	0.0	0	0	0.0	1.0	1	1
9-1-1 February																								
Transfers February																								
9-1-1 March																								
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TOTAL			44	23			7	7			35	28			7	6			0	0			1	1

Dispatch to en route means the length of time between when the ambulance is dispatched to when the ambulance leaves the garage.

Response time means the length of time between the notification to the ambulance and the arrival of the ambulance at the incident scene.*

*Note that response times are not adjusted for miles traveled.

March 2026

CEO ITINERARY

March 2026							April 2026						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	8	9	10	11	12	13	14
15	16	17	18	19	20	21	19	20	21	22	23	24	25
22	23	24	25	26	27	28	26	27	28	29	30		
29	30	31											

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 1	2	3	4	5	6	7
	9-10:00 OAHHS conf call	8:30 mtg/Natalia 9:00 Infection control mtg	1:30 mtg/Trista @IMC 8:00 mtg/Paul	9-10:30 CHIP mtg/Heppner	11:00 CAH CEO conf call	
8	9	10	11	12	13	14
	9-10:00 OAHHS conf call	12 noon BMH Foundation /TEAM mtg	7:00 mtg/Paul 8-9:00 Trauma mtg	ICABO mtg/lone		
15	16	17	18	19	20	21
	3:00 CAH CEO Call	10:00 Compliance Mtg @ PMC 8:30 Natalia mtg	1:30 Mtg/Trista @IMC 12-1:00 Boardman Chamber 8:00 mtg/Paul	8-9:00 Med staff & Med Exec mtg		
22	23	24	25	26	27	28
	9-9:30 OAHHS conf call	10:00am 12:00 Senior Center/Program by Bob (https://www.zoomgo.com/join/1601921740)	7:00 mtg/Paul 8-9:00 WCVEDG mtg@City Hall			
29	30	31	Apr 1	2	3	4
	6:30 Board mtg @ PMC/Heppner	9-10:30 Manager Update mtg@PMC				

CURRENT MONTH	LAST MONTH	DOLLAR VARIANCE		CURRENT YEAR TO DATE	BUDGET YEAR TO DATE	DOLLAR VARIANCE
PATIENT SERVICES REVENUE						
129,570	127,392	2,178	INPATIENT REVENUE	1,144,598	1,186,581	(41,984)
741,705	595,267	146,438	OUTPATIENT REVENUE	3,863,072	5,140,917	(1,277,844)
301,284	309,109	(7,825)	CLINIC REVENUE	1,805,548	1,909,043	(103,495)
86,069	91,937	(5,868)	HOME HEALTH & HOSPICE REVENUE	670,775	686,497	(15,722)
251	685	(434)	ORACLE HEALTH UNALIASED	1,197	-	1,197
1,258,879	1,124,390	134,488	TOTAL GROSS PATIENT REVENUE	7,485,190	8,923,038	(1,437,848)
1,467	1,220	247	PROVISION FOR BAD DEBTS	14,812	-	14,812
(209,014)	169,627	(378,641)	CONTRACTUALS & ADJUSTMENTS	(357,354)	1,713,237	(2,070,591)
(207,547)	170,848	(378,395)	TOTAL REVENUE DEDUCTIONS	(342,542)	1,713,237	(2,055,779)
1,051,332	1,295,238	(243,907)	TOTAL NET PATIENT REVENUE	7,142,648	10,636,275	(3,493,627)
334,658	334,658	-	TAX REVENUE	2,206,699	2,110,199	96,500
2,401	37,233	(34,832)	OTHER OPERATING REVENUE	229,309	212,526	16,783
1,388,391	1,667,129	(278,738)	TOTAL OPERATING REVENUE	9,578,656	12,958,999	(3,380,343)
OPERATING EXPENSES						
975,641	1,033,205	(57,564)	SALARIES & WAGES	6,421,677	7,053,857	(632,179)
286,934	285,210	1,724	EMPLOYEE BENEFITS & TAXES	1,917,723	2,528,380	(610,657)
91,126	145,916	(54,790)	PROFESSIONAL FEES	926,689	1,013,488	(86,799)
79,788	102,905	(23,118)	SUPPLIES & MINOR EQUIPMENT	582,757	801,971	(219,214)
3,012	3,159	(147)	EDUCATION	30,632	38,406	(7,774)
850	3,157	(2,307)	RECRUITING & ADVERTISING	44,986	61,172	(16,186)
31,905	26,498	5,406	REPAIRS & MAINTENANCE	187,046	142,002	45,043
193,919	222,496	(28,577)	PURCHASED SERVICES	1,341,589	1,106,338	235,252
76,612	77,510	(898)	DEPRECIATION	550,200	647,005	(96,804)
12,908	15,265	(2,356)	TRAVEL	115,304	110,867	4,437
16,584	17,328	(743)	UTILITIES, PHONE & PROPANE	116,730	120,868	(4,138)
22,723	20,546	2,176	INSURANCE	140,483	129,241	11,242
3,039	5,028	(1,989)	TAXES & LICENSES	29,411	17,019	12,392
7,992	36,410	(28,418)	INTEREST	158,242	165,741	(7,499)
4,850	3,240	1,610	DUES & SUBSCRIPTIONS	32,868	27,798	5,070
17,207	24,221	(7,014)	OTHER EXPENSES	169,928	136,565	33,362
1,825,089	2,022,094	(197,004)	TOTAL OPERATING EXPENSES	12,766,264	14,100,717	(1,334,452)
(436,699)	(354,965)	(81,734)	GAIN/LOSS FROM OPERATIONS	(3,187,608)	(1,141,717)	(2,045,891)
156,067	128,915	27,152	NON-OPERATING NET GAIN/LOSS	987,317	1,259,395	(272,078)
(280,632)	(226,050)	(54,582)	NET INCOME/LOSS	(2,200,291)	117,678	(2,317,969)

ASSETS	CURRENT YTD
<i>CURRENT ASSETS</i>	
TOTAL CASH & INVESTMENTS	2,586,865
ORACLE HEALTH A/R	3,171,758
THRIVE A/R	390,094
CENTRIQ HOSPITAL, SWING & CLINICS A/R	(603)
CENTRIQ HOME HEALTH & HOSPICE A/R	-
GROSS PATIENT RECEIVABLES	3,561,249
LESS CLEARING ACCOUNTS	41
LESS ALLOWANCE FOR UNCOLLECTABLE	(689,590)
LESS ALLOWANCE FOR CONTRACTUALS	(29,179)
NET PATIENT ACCOUNTS RECEIVABLE	2,842,521
ASSIGNED ACCOUNTS	-
EMPLOYEE ADVANCES	16,540
EMPLOYEE PURCHASES RECEIVABLE	2,407
RECEIVABLE-340B FR/SUN RX	70,803
TAXES RECEIVABLE-PRIOR YR	28,034
TAXES RECEIVABLE-CURRENT YEAR	(1,334,716)
OTHER RECEIVABLES	(203,931)
GRANTS RECEIVABLE	-
MC/MD RECEIVABLE	1,071,223
ASSISTED LIVING RECEIVABLE	6,259
TOTAL OTHER RECEIVABLES	(343,380)
INVENTORY-GENERAL	151,223
INVENTORY LAB & RX	282,212
PREPAID EXPENSES	-
PREPAID INSURANCE	155,578
PREPAID-OTHER	119,109
TOTAL INVENTORY & PREPAID	708,122
TOTAL CURRENT ASSETS	5,794,128
<i>LONG TERM ASSETS</i>	
LAND	119,671
LAND IMPROVEMENTS	321,575
BUILDING & IMPROVEMENTS	5,922,706
EQUIPMENT	7,851,911
SUBSCRIPTION BASED ASSETS	3,668,860
CONSTRUCTION IN PROGRESS	441,949
LESS ACCUMULATED DEPRECIATION	(11,954,499)
TOTAL LONG TERM ASSETS	6,372,172
TOTAL ASSETS	12,166,300

LIABILITIES

CURRENT LIABILITIES

TOTAL ACCOUNTS PAYABLE 440,790

MISC PAYABLE -

SHORT TERM NOTES PAYABLE -

TOTAL OTHER PAYABLE -

TOTAL ACCRUED WAGES & LIABILITIES 1,468,180

ACCRUED INTEREST 2,949

SUSPENSE ACCOUNT 108,193

TCAA SUSPENSE 615

DEFERRED INCOME 1,506

MC/MD SETTLEMENT PAYABLE 440,572

CONTINGENCY SETTLEMENT PAYABLE 100,000

TOTAL OTHER LIABILITIES 653,835

TOTAL CURRENT LIABILITIES 2,562,805

LONG TERM LIABILITIES

SUBSCRIPTION BASED LIABILITIES 3,009,705

BEO 2019 BOILER LOAN -

BEO 2018 BOARDMAN BLDG LOAN 40,697

BEO LOAN FOR AMBULANCE -

MORROW CO 2018 BRDMAN BLDG LN 22,093

BEO IMC EXPANSION 2018 161,296

GEODC 2021 HOUSE LOAN -

MORROW CO 2021 CHURCH LOAN 38,325

BEO REFINANCE OF USDA LOAN 698,278

BEO 2024 CAPITAL LOAN 886,434

TOTAL LONG TERM LIABILITIES 4,856,829

EQUITY/FUND BALANCE

GENERAL FUND UNRESTRICTED BAL 6,946,957

NET INCOME/LOSS (2,200,291)

EQUITY/FUND BALANCE 4,746,666

TOTAL LIABILITIES & EQUITY/FUND BALANCE 12,166,300