



**Board Meeting Agenda
June 29, 2026 at 6:30 pm**

| | |
|------------------------|--|
| In Person | Irrigon Library, 490 NE main Ave, Irrigon, OR 97844 |
| Microsoft Teams | Join: https://teams.microsoft.com/meet/26898660557047?p=Tp22hqUKRuiYbCO3us Meeting ID: 268 986 605 570 47 Passcode: qt2kk65x |

- 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. June 8th, 2026 Budget Meeting
- 4. Swearing in of new board member – McKenzie Bailey**
- 5. Consent agenda**
 - A. CEO Dashboard – Bob
 - B. Quality Report – Dr. Jack
 - C. EMS Stats – Jodi Ferguson
- 6. Reports**
 - A. CEO Report – Bob Houser, CEO, FACHE
 1. Community Benefit request from Bailey Heavy Equipment Repair, Lexington. See request.
 - B. Financial Report – Rick Worden
- 7. Med Staff Report**
- 8. Old Business**
 - A. Closing on the Boardman Ambulance building
- 9. New Business**
- 10. 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).
 - B. Discipline of Public Officers and Employees to be held under ORS 192.660 (2) (b)

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!

11. Return to Open Session

12. Adjourn

13. Next meeting to be held on July 27th, 2026 @ Ione Fire Station, 140 West Main, Ione, OR 97843,

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| | | | |
|----------------------|--|-----------------|--|
| Meeting | Board of Directors, Special Session | | |
| Date / Time | June 08, 2026, 6:30 pm | Location | Pioneer Memorial Clinic Conference Room 130 Thompson St, Heppner, OR 97836 Microsoft Teams |
| Chair | Janet Greenup | Recorder | Julie Baker |
| Board Members | Present: Janet Greenup, Jason Hanna, Annetta Spicer, Lisa Pratt | | |
| Attendees | Staff: Bob Houser, Julie Baker, Rick Worden, Katelin Tellechea, Jamie Houck, Sheryl Angell, Natalia Wight, Jodi Ferguson Press: Gazette Times Guests: N/A | | |

| | | |
|---|---|--|
| <p>Mission Bring essential health services to our rural communities that meet the unique needs of the people we serve.</p> | <p>Vision Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.</p> | <p>Values Integrity, Compassion, Quality, Respect, Financial Responsibility</p> |
|---|---|--|

| Agenda Item | Minutes |
|--|---|
| 1. Call to Order & Pledge of Allegiance | Chair Janet Greenup called the meeting to order at 6:30 pm. |
| 2. Public Comment | <ul style="list-style-type: none"> None <p>Bob Houser noted an amendment to the agenda, adding Resolution 152-0127.</p> |
| 3. Approval of Meeting Minutes A. May 26, 2026 | MOTION: Lisa Pratt moved to approve the minutes for the May 26, 2026 meeting. Annetta Spicer seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – absent. The motion passed. |
| 4. Review of Possible Board Candidates / Selection. | <p>A. Bob Houser presented the Board with an application from McKenzie Bailey, there were no other applicants. The Board discussed Bailey’s application.</p> <p>MOTION: Annetta Spicer moved to appoint McKenzie Bailey as Board member, to be sworn in at the June 29, 2026 meeting. Lisa Pratt seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – absent. The motion passed.</p> |
| 5. New Business A. Adopt budget and execute resolutions for appropriation and impose/categorizing taxes for Fiscal year July 1, 2026 to June 30, 2027 – Rick Worden, CFO B. Resolution 152-0127 | <p>A. Rick Worden presented the budget (see packet). Worden noted the only changes made to the budget since the Board reviewed the proposed budget at the May 26, 2026 meetings were made to Boardman Immediate Clinic line items to reflect detail capital purchased (page 6), adding a line for “Boardman Clinic Remodel”. Worden added the clinic personnel services line item was reduced and the materials and services line item increased. This did not change the appropriations, just moved funds from one category to the other.</p> <p>Greenup asked a question regarding the “Contractual Adjustment Settlements” portion of the budget. Worden said this was the Cost Report, adjustments and settlements calculated by WIPFLI, Worden had used 80% of their projected number, conservatively.</p> |

| | |
|--------------------------|--|
| | <p>Houser clarified the closing costs of the Church building sale is reflecting in the budget. Greenup asked if the Boardman Ambulance Hall closing costs are reflected in the budget, Houser said no, there is no loan for this building, so the funds will be reflected as cash.</p> <p>MOTION: Lisa Pratt made a motion to adopt the FY 2026-2027 Budget. Annetta Spicer seconded the motion. Lisa Pratt seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed.</p> <p>Greenup presented Resolution 152-0128.</p> <p>MOTION: Lisa Pratt made a motion to accept Resolution No. 152-0128, imposing and categorizing tax as presented. Annetta Spicer seconded the motion. Lisa Pratt seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed.</p> <p>Worden presented Resolution 152-0127, which would add new CEO Shiloh Erven as a check signer at Bank of Eastern Oregon.</p> <p>MOTION: Lisa Pratt made a motion to accept Resolution No. 152-0127 as presented. Annetta Spicer seconded the motion. Lisa Pratt seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed.</p> |
| <p>6. Adjourn</p> | <p>With no further business to come before the Board, regular session adjourned at 6:45 pm Minutes taken and submitted by Julie Baker Approved _____.</p> |

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June 2026 Meeting

| HUMAN RESOURCES | |
|--|-------|
| Turnover Rate (Rolling 3 Months: February-March-April) | 2.4% |
| Vacancy Rate | 9.09% |
| Number of Open Positions | 11 |
| Newly Created Open Positions | 2 |

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

| FINANCIAL | | |
|--------------------------|----|-----------|
| Days Cash on Hand | 44 | Goal ≥ 90 |
| Days in AR Cerner | 85 | Goal ≤ 60 |
| Days in AR (All) | 87 | |

| RURAL HEALTH CLINICS | | | | |
|--|-----|-----|-----|-----|
| MEASURE | PMC | ICC | IMC | BIC |
| Third Next Available (Current Month) | 14 | 4 | 7 | N/A |
| Total Visits (Previous Month) | 241 | 125 | 190 | 45 |
| Total (BH) Visits (Previous Month) | 41 | N/A | 44 | 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) (Previous Month) | 161 |
| Emergency Department Visits (Previous Month) | 117 |
| Hospital Outpatient Visits (Previous Month) | 271 |

| HOME HEALTH & HOSPICE | |
|---|-----|
| Hospice Days (Previous Month) | 156 |
| Home Health Visits (Previous Month) | 82 |

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 Promoter Score) | | | |
|---|-----------------------------------|---------------------------------|---------------------------------|
| | Rolling 12 Month Period | | |
| | March | April | May |
| Boardman Immediate Care | 75.0% Responses = 68 | 76.4% Responses = 72 | 76.0% Responses = 75 |
| Ione Community Clinic | 93.4.7% Responses = 228 | 93.8% Responses = 240 | 93.7% Responses = 254 |
| Irrigon Medical Clinic | 74.6% Responses = 276 | 75.8% Responses = 289 | 75.7% Responses = 313 |
| Pioneer Memorial Clinic | 91.9% Responses = 247 | 93.1% Responses = 289 | 92.9% Responses = 322 |
| All Clinics Combined | 85.1% Responses = 819 | 86.3% Responses = 890 | 86.2% Responses = 964 |
| NRC Benchmark | 86.7% | | |

| Would you recommend this service/department to your friends or family? (Net Promoter Score) | | | |
|---|---------------------------------|---------------------------------|---------------------------------|
| | Rolling 12 Month Period | | |
| | March | April | May |
| Emergency Department | 71.3% Responses = 108 | 69.9% Responses = 123 | 69.6% Responses = 135 |
| NRC Benchmark | 80.5% | | |
| EMS | 56.3% Responses = 16 | 61.1% Responses = 18 | 61.1% Responses = 18 |
| HEPPNER/IRRIGON | 82.5% | | |
| Lab | 73.3% Responses = 86 | 75.3% Responses = 93 | 76.2% Responses = 101 |
| NRC Benchmark | 80.5% | | |
| Radiology | 62.8% Responses = 43 | 65.2% Responses = 46 | 64.7% Responses = 51 |
| 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?

| Rolling 12 Month Period | |
|-------------------------|---|
| Inpatient | 66.7% <small>Responses = 19</small> |
| NRC Average | 71.4% |

Would you recommend this hospital to your friends and family?

| Rolling 12 Month Period | |
|-------------------------|---|
| Inpatient | 66.7% <small>Responses = 19</small> |
| NRC Average | 72.6% |

| MORROW COUNTY HEALTH DISTRICT PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS FISCAL YEAR 2025-2026 | | | | | | | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-----------|----------|------------|
| | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE | YTD |
| ACUTE (INPATIENT) | | | | | | | | | | | | | |
| ADMISSIONS | 1 | 0 | 5 | 7 | 3 | 4 | 4 | 3 | 3 | 0 | 1 | | 31 |
| DISCHARGES | 3 | 0 | 4 | 6 | 5 | 3 | 5 | 3 | 3 | 0 | 1 | | 33 |
| Admits- MEDICARE | 1 | 0 | 4 | 4 | 2 | 4 | 4 | 1 | 1 | 0 | 0 | | 21 |
| MEDICAID | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1 |
| OTHER | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | | 4 |
| SELF PAY | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 1 | | 5 |
| TOTAL | 1 | 0 | 5 | 7 | 3 | 4 | 4 | 3 | 3 | 0 | 1 | | 31 |
| Dschgs -MEDICARE | 1 | 0 | 3 | 4 | 3 | 3 | 5 | 1 | 1 | 0 | 0 | | 21 |
| MEDICAID | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | | 1 |
| OTHER | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | | 6 |
| SELF PAY | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 1 | | 5 |
| TOTAL | 3 | 0 | 4 | 6 | 5 | 3 | 5 | 3 | 3 | 0 | 1 | 0 | 33 |
| PATIENT DISCHARGE DAYS | | | | | | | | | | | | | |
| MEDICARE | 0 | 0 | 8 | 8 | 10 | 3 | 15 | 2 | 3 | 0 | 0 | | 49 |
| MEDICARE ADVANTAGE | 1 | 0 | 0 | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | | 7 |
| MEDICAID | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| MEDICAID MANAGED CARE | 0 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | | 5 |
| OTHER | 3 | 0 | 0 | 4 | 0 | 0 | 0 | 4 | 3 | 0 | 0 | | 14 |
| SELF PAY | 7 | 0 | 2 | 0 | 2 | 0 | 0 | 3 | 2 | 0 | 4 | | 20 |
| TOTAL | 11 | 0 | 10 | 15 | 17 | 6 | 15 | 9 | 8 | 0 | 4 | 0 | 95 |
| PATIENT ADMISSION DAYS | | | | | | | | | | | | | |
| Adults | 2 | 0 | 12 | 18 | 14 | 8 | 13 | 11 | 8 | 0 | 4 | | 90 |
| Pediatric | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| TOTAL | 2 | 0 | 12 | 18 | 14 | 8 | 13 | 11 | 8 | 0 | 4 | 0 | 90 |
| AVG LENGTH OF STAY | 0.7 | #DIV/0! | 3.0 | 3.0 | 2.8 | 2.7 | 2.6 | 3.7 | 2.7 | #DIV/0! | 4.0 | #DIV/0! | 2.7 |
| AVG DAILY CENSUS | 0.1 | 0.0 | 0.4 | 0.6 | 0.5 | 0.3 | 0.4 | 0.4 | 0.3 | 0.0 | 0.1 | 0.0 | 0.2 |
| DEATHS | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | | 3 |
| SWING BED (Skilled) | | | | | | | | | | | | | |
| ADMISSIONS | 2 | 2 | 2 | 5 | 4 | 1 | 5 | 0 | 2 | 4 | 0 | | 27 |
| DISCHARGES | 1 | 3 | 1 | 4 | 6 | 1 | 1 | 4 | 1 | 4 | 1 | | 27 |
| TOTAL | 3 | 5 | 3 | 9 | 10 | 2 | 6 | 4 | 3 | 8 | 1 | 0 | 54 |
| Dschgs -MEDICARE | 1 | 2 | 1 | 4 | 5 | 1 | 1 | 4 | 1 | 4 | 1 | | 25 |
| MEDICAID | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | | 1 |
| OTHER | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1 |
| SELF PAY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| TOTAL | 1 | 3 | 1 | 4 | 6 | 1 | 1 | 4 | 1 | 4 | 1 | 0 | 27 |
| PATIENT DISCHARGE DAYS | | | | | | | | | | | | | |
| MEDICARE | 3 | 0 | 13 | 77 | 55 | 15 | 7 | 71 | 5 | 38 | 48 | | 332 |
| MEDICARE ADVANTAGE | 0 | 21 | 0 | 0 | 23 | 0 | 0 | 0 | 0 | 0 | 0 | | 44 |
| MEDICAID | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| MEDICAID MANAGED CARE | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | | 8 |
| OTHER | 0 | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 18 |
| SELF PAY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| TOTAL | 3 | 39 | 13 | 77 | 86 | 15 | 7 | 71 | 5 | 38 | 48 | 0 | 402 |
| PATIENT ADMISSION DAYS | | | | | | | | | | | | | |
| MEDICARE | 3 | 21 | 33 | 71 | 61 | 15 | 21 | 58 | 9 | 54 | 27 | | 373 |
| MEDICAID | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | | 8 |
| OTHER | 18 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 18 |
| SELF PAY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| TOTAL | 21 | 21 | 33 | 71 | 69 | 15 | 21 | 58 | 9 | 54 | 27 | 0 | 399 |
| AVG DAILY CENSUS | 0.68 | 0.68 | 1.10 | 2.29 | 2.30 | 0.48 | 0.68 | 2.07 | 0.29 | 1.80 | 0.87 | 0.00 | 1.09 |
| SWING BED REVENUE | \$ 9,432 | \$ 9,432 | \$ 15,271 | \$ 32,789 | \$ 30,992 | \$ 6,737 | \$ 8,983 | \$ 26,051 | \$ 4,042 | \$ 24,255 | \$ 12,127 | | \$180,113 |
| SWING \$ DAYS | 21 | 21 | 34 | 73 | 69 | 15 | 20 | 58 | 9 | 54 | 27 | | 401 |
| DEATHS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |

| MORROW COUNTY HEALTH DISTRICT PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS FISCAL YEAR 2025-2026 | | | | | | | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|------------|------------|----------|-------------|
| | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE | YTD |
| OBSERVATION | | | | | | | | | | | | | |
| ADMISSIONS | 1 | 1 | 2 | 1 | 1 | 4 | 0 | 2 | 3 | 2 | 1 | | 18 |
| DISCHARGES | 1 | 1 | 1 | 1 | 1 | 4 | 0 | 2 | 3 | 2 | 1 | | 17 |
| HOURS | 24 | 42 | 16 | 35 | 30 | 177 | 0 | 237 | 120 | 10 | 14 | | 705 |
| REVENUE | \$ 3,140 | \$ 5,496 | \$ 2,094 | \$ 4,580 | \$ 3,926 | \$ 23,160 | \$ - | \$ 31,011 | \$ 15,702 | \$ 1,309 | \$ 1,832 | | \$ 92,249 |
| AVG LENGTH OF STAY (hours) | 24.0 | 42.0 | 8.0 | 35.0 | 30.0 | 44.3 | #DIV/0! | 118.5 | 40.0 | 5.0 | 14.0 | #DIV/0! | 39.2 |
| DEATHS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HOSPITAL RESPITE | | | | | | | | | | | | | |
| ADMISSIONS | 0 | 0 | 0 | 1 | 2 | 2 | 1 | 3 | 0 | 2 | 0 | | 11 |
| DISCHARGES | 0 | 0 | 0 | 0 | 2 | 2 | 1 | 2 | 1 | 2 | 0 | | 10 |
| PATIENT ADMISSION DAYS | 0 | 0 | 0 | 4 | 9 | 4 | 4 | 13 | 1 | 19 | 0 | | 54 |
| DEATHS | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 0 | | 3 |
| SWING (Non-Skilled) | | | | | | | | | | | | | |
| ADMISSIONS | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | | 2 |
| DISCHARGES | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | | 4 |
| Dschgs -MEDICAID | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | | 2 |
| SELF PAY | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | | 2 |
| TOTAL | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 4 |
| PATIENT DISCHARGE DAYS | | | | | | | | | | | | | |
| MEDICAID | 0 | 0 | 221 | 0 | 0 | 0 | 0 | 0 | 0 | 21 | 0 | | 242 |
| SELF PAY | 0 | 0 | 0 | 0 | 0 | 32 | 0 | 0 | 0 | 0 | 676 | | 708 |
| TOTAL | 0 | 0 | 221 | 0 | 0 | 32 | 0 | 0 | 0 | 21 | 676 | 0 | 950 |
| PATIENT ADMISSION DAYS | | | | | | | | | | | | | |
| MEDICAID | 124 | 124 | 104 | 93 | 90 | 93 | 93 | 84 | 104 | 98 | 93 | | 1100 |
| SELF PAY | 62 | 62 | 60 | 62 | 77 | 77 | 62 | 56 | 62 | 60 | 37 | | 677 |
| TOTAL | 186 | 186 | 164 | 155 | 167 | 170 | 155 | 140 | 166 | 158 | 130 | 0 | 1777 |
| AVG DAILY CENSUS | 6.0 | 6.0 | 5.5 | 5.0 | 5.6 | 5.5 | 5.0 | 5.0 | 5.4 | 5.3 | 4.2 | 0.0 | 11.6 |
| SWING BED REVENUE | \$ 96,389 | \$ 96,389 | \$ 84,988 | \$ 80,324 | \$ 86,543 | \$ 88,097 | \$ 80,324 | \$ 72,551 | \$ 91,788 | \$ 86,325 | \$ 69,388 | | \$ 933,106 |
| SWING \$ DAYS | 186 | 186 | 164 | 155 | 167 | 170 | 155 | 140 | 168 | 158 | 127 | | 1776 |
| DEATHS | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | | 2 |
| SUMMARY STATS | | | | | | | | | | | | | |
| TOTAL/AVERAGE % OCCUPANCY | 32.1% | 31.8% | 33.2% | 38.1% | 41.1% | 30.3% | 29.6% | 37.8% | 28.3% | 36.7% | 24.7% | 0.0% | 30.3% |
| TOTAL OUTPATIENTS (Admits) w/ ER | 329 | 353 | 386 | 414 | 287 | 404 | 490 | 426 | 466 | 446 | 388 | | 4389 |
| TOTAL ER (Encounters) | 85 | 104 | 89 | 123 | 83 | 122 | 124 | 90 | 106 | 106 | 117 | | 1149 |
| LAB TESTS | | | | | | | | | | | | | |
| INPATIENT | 43 | 14 | 45 | 48 | 64 | 21 | 53 | 38 | 48 | 50 | 0 | | 424 |
| OUTPATIENT | 669 | 791 | 755 | 876 | 524 | 800 | 1032 | 1001 | 1070 | 875 | 766 | | 9159 |
| TOTAL | 712 | 805 | 800 | 924 | 588 | 821 | 1085 | 1039 | 1118 | 925 | 766 | 0 | 9583 |
| XRAY/ULTRASOUND TESTS | | | | | | | | | | | | | |
| INPATIENT | 4 | 2 | 4 | 4 | 2 | 3 | 9 | 2 | 4 | 6 | 0 | | 40 |
| OUTPATIENT | 60 | 78 | 72 | 93 | 49 | 81 | 116 | 80 | 99 | 105 | 73 | | 906 |
| TOTAL | 64 | 80 | 76 | 97 | 51 | 84 | 125 | 82 | 103 | 111 | 73 | 0 | 946 |
| CT SCANS | 44 | 33 | 14 | 31 | 21 | 36 | 57 | 38 | 50 | 53 | 36 | | 413 |
| MRI SCANS | 1 | 3 | 2 | 3 | 4 | 3 | 1 | 3 | 7 | 6 | 6 | | 39 |
| EKG TESTS | 31 | 26 | 34 | 34 | 18 | 24 | 56 | 21 | 39 | 33 | 17 | | 333 |
| TREADMILL PROCEDURES | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 |
| RESPIRATORY THERAPY | | | | | | | | | | | | | |
| INPATIENT | 29 | 4 | 41 | 40 | 64 | 22 | 13 | 17 | 18 | 41 | 0 | | 289 |
| OUTPATIENT | 1 | 9 | 37 | 15 | 7 | 19 | 18 | 6 | 42 | 36 | 21 | | 211 |
| TOTAL | 30 | 13 | 78 | 55 | 71 | 41 | 31 | 23 | 60 | 77 | 21 | 0 | 500 |

| MORROW COUNTY HEALTH DISTRICT PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS FISCAL YEAR 2025-2026 | | | | | | | | | | | | | | |
|---|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|------------------|------------------|-------------------|------------------|-------------|------------------|--|
| | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE | YTD | |
| PROVIDER VISITS | | | | | | | | | | | | | | |
| PIONEER MEMORIAL CLINIC-HEPPNER | 137 | 231 | 210 | 154 | 137 | 176 | 331 | 281 | 328 | 389 | 282 | | 2656 | |
| IRRIGON MEDICAL CLINIC | 290 | 280 | 269 | 314 | 236 | 380 | 257 | 373 | 442 | 340 | 234 | | 3415 | |
| BOARDMAN IMMEDIATE CARE | 50 | 82 | 68 | 57 | 31 | 32 | 48 | 61 | 37 | 44 | 45 | | 555 | |
| IONE COMMUNITY CLINIC | 159 | 188 | 171 | 140 | 134 | 180 | 189 | 175 | 181 | 115 | 125 | | 1757 | |
| ALL PROVIDER ENCOUNTERS AT HOSPITAL** | 110 | 127 | 133 | 180 | 123 | 152 | 146 | 134 | 131 | 134 | 123 | | 1493 | |
| TOTAL | 746 | 908 | 851 | 845 | 661 | 920 | 971 | 1024 | 1119 | 1022 | 809 | 0 | 9876 | |
| REVENUE OF HOSPITAL ENCOUNTERS | \$65,469 | \$ 67,059 | \$ 52,227 | \$ 70,412 | \$ 49,722 | \$ 64,135 | \$ 64,660.55 | \$ 55,358 | \$ 60,972 | \$ 57,520 | \$ 50,585 | | \$658,120 | |
| AMBULANCE | | | | | | | | | | | | | | |
| HEPPNER AMBULANCE TRANSPORTS | 14 | 13 | 15 | 26 | 26 | 20 | 30 | 22 | 24 | 26 | 18 | | 234 | |
| BOARDMAN AMBULANCE TRANSPORTS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | |
| IRRIGON AMBULANCE TRANSPORTS | 21 | 20 | 16 | 19 | 18 | 30 | 30 | 27 | 20 | 34 | 20 | | 255 | |
| IONE AMBULANCE TRANSPORTS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | |
| TOTAL | 35 | 33 | 31 | 45 | 44 | 50 | 60 | 49 | 44 | 60 | 38 | 0 | 489 | |
| HEPPNER AMB REVENUE | \$ 24,422 | \$ 23,003 | \$ 26,221 | \$ 46,384 | \$ 31,238 | \$ 34,835 | \$ 52,442 | \$ 36,539 | \$ 39,758 | \$ 44,869 | \$ 30,481 | | \$390,191 | |
| BOARDMAN AMB REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | | \$0 | |
| IRRIGON AMB REVENUE | \$ 37,770 | \$ 35,971 | \$ 28,777 | \$ 33,037 | \$ 43,733 | \$ 52,821 | \$ 52,442 | \$ 48,182 | \$ 35,592 | \$ 60,772 | \$ 35,214 | | \$464,310 | |
| IONE AMB REVENUE | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | | \$0 | |
| TOTAL | \$ 62,192 | \$ 58,974 | \$ 54,998 | \$ 79,420 | \$ 74,971 | \$ 87,656 | \$ 104,884 | \$ 84,721 | \$ 75,350 | \$ 105,641 | \$ 65,694 | \$ - | \$854,501 | |
| HOME HEALTH VISITS | | | | | | | | | | | | | | |
| SKILLED NURSING VISITS | 45 | 59 | 55 | 41 | 37 | 38 | 49 | 38 | 44 | 24 | 34 | | 464 | |
| AIDE VISITS | 3 | 10 | 18 | 8 | 9 | 12 | 21 | 12 | 4 | 6 | 17 | | 120 | |
| MSW VISITS | 2 | 4 | 9 | 2 | 3 | 9 | 8 | 6 | 2 | 4 | 2 | | 51 | |
| OCCUPATIONAL THERAPY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | |
| PHYSICAL THERAPY | 38 | 27 | 39 | 34 | 34 | 44 | 44 | 30 | 32 | 26 | 29 | | 377 | |
| SPEECH THERAPY | 6 | 3 | 2 | 3 | 3 | 0 | 0 | 0 | 2 | 2 | 0 | | 21 | |
| IN HOME CARE VISITS-PRIVATE PAY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | |
| TOTAL | 94 | 103 | 123 | 88 | 86 | 103 | 122 | 86 | 84 | 62 | 82 | 0 | 1033 | |
| HOSPICE | | | | | | | | | | | | | | |
| ADMITS | 2 | 2 | 3 | 5 | 0 | 1 | 1 | 2 | 3 | 3 | 1 | | 23 | |
| DISCHARGE | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | | 3 | |
| DEATHS | 1 | 2 | 3 | 1 | 3 | 1 | 0 | 1 | 5 | 2 | 2 | | 21 | |
| TOTAL HOSPICE DAYS | 135 | 101 | 111 | 207 | 193 | 142 | 153 | 167 | 168 | 146 | 156 | | 1679 | |
| PHARMACY | | | | | | | | | | | | | | |
| DRUG DOSES | 644 | 854 | 957 | 1548 | 1547 | 1383 | 1317 | 1438 | 2357 | 1171 | 877 | | 14,093 | |
| DRUG REVENUE | \$ 44,398 | \$ 33,349 | \$ 44,306 | \$ 50,283 | \$ 38,949 | \$ 31,450 | \$ 32,636 | \$ 22,289 | \$ 34,003 | \$ 24,859 | \$ 20,527 | | \$377,050 | |

| 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 | 1.0 | 4.0 | 38 | 27 | 0.5 | 2.5 | 2 | 1 | 1.0 | 12.0 | 15 | 15 | 1.0 | 2.0 | 6 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 |
| Transfers February | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 1.0 | 1.0 | 4 | 4 | 0.0 | 0.0 | 0 | 0 | 3.0 | 2.5 | 2 | 2 |
| 9-1-1 March | 1.0 | 4.0 | 29 | 22 | 0.5 | 1.5 | 3 | 2 | 2.0 | 5.1 | 28 | 23 | 1.0 | 2.0 | 10 | 5 | 0.0 | 0.0 | 0 | 0 | 0.9 | 0.9 | 2 | 2 |
| Transfers March | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 1.0 | 4.8 | 3 | 3 | 0.0 | 0.0 | 0 | 0 | 13.0 | 1.0 | 1 | 1 |
| 9-1-1 April | 1.0 | 4.0 | 41 | 33 | 1.1 | 2.0 | 5 | 5 | 1.0 | 5.0 | 26 | 24 | 1.5 | 3.3 | 3 | 3 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 |
| Transfers April | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 2.7 | 14.5 | 4 | 4 | 0.0 | 0.0 | 0 | 0 | 1.5 | 0.5 | 2 | 2 |
| 9-1-1 May | 1.2 | 6.2 | 37 | 24 | 1.0 | 2.0 | 1 | 1 | 1.3 | 13.2 | 20 | 13 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 | 0.0 | 0.0 | 0 | 0 |
| Transfers May | 0.0 | 0.0 | 0 | 0 | 1.0 | 18.0 | 1 | 1 | 0.0 | 0.0 | 0 | 0 | 1.6 | 1.6 | 6 | 6 | 0.0 | 0.0 | 0 | 0 | 1.0 | 2.0 | 1 | 1 |
| 9-1-1 June | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfers June | | | | | | | | | | | | | | | | | | | | | | | | |
| 9-1-1 July | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfers July | | | | | | | | | | | | | | | | | | | | | | | | |
| 9-1-1 August | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfers August | | | | | | | | | | | | | | | | | | | | | | | | |
| 9-1-1 September | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfers September | | | | | | | | | | | | | | | | | | | | | | | | |
| 9-1-1 October | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfers October | | | | | | | | | | | | | | | | | | | | | | | | |
| 9-1-1 November | | | | | | | | | | | | | | | | | | | | | | | | |
| Transfers November | | | | | | | | | | | | | | | | | | | | | | | | |
| 9-1-1 December | | | | | | | | | | | | | | | | | | | | | | | | |
| Tranfers December | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | | | 189 | 129 | | | 19 | 17 | | | 124 | 103 | | | 43 | 31 | | | 0 | 0 | | | 9 | 9 |

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.



**MORROW COUNTY
HEALTH DISTRICT**
Excellence in Healthcare

PO BOX 9
Heppner OR 97836
Tel: 541-676-9133
Toll Free: 1-800-737-4113
www.morrowcountyhealthdistrict.org

TO: Morrow County Health District Board of Directors

FROM: Bob Houser, CEO, FACHE

SUBJECT: CEO REPORT TO THE BOARD

DATE: 6/29/26

1. **Recruitment/Staffing:** We are currently advertising for either an Interim or Permanent EMS Director. We currently have 4 applicants for permanent and 4 for Interim positions.
2. **Additional employees needed:** 2 EMTs, 3 RN's, 2 CNA's night shift and 1 HH&H RN
3. **Miscellaneous:**
 - A. Community Requests:
 - B. Bailey Heavy Equipment in Lexington has requested an AED to be located in their business (see attached letter) Cost of the unit would be between \$2,000 - \$2,500.
 - C. Shiloh will be arriving in Heppner June 28th and will be staying at District 4 plex unit. He will be doing his orientation/Cerner training on the 29th/30th and leaving on July 2nd. He will be attending the board meeting on the 29th and Managers update meeting on the 30th. He will be bringing his family with him on those dates. He will begin full time on July 6th which I will also be here July 6&7. Shiloh will be here until July 16th, leaving on a preapproved vacation from the 20th – 24th. I will be here during the week that Shiloh is gone. He returns July 27th and per his request, I will also be at the board meeting and Managers meeting in July as well. August schedule, if any, will either be by phone, text or in person.
 - D. Boardman Clinic is closed as of the 19th. Maintenance is contacting Adam Wight, electrician to unhook the power from the building to the bus and our guys are working to get the vehicle started. Charlie Ferguson will be asked to drive the bus to the Irrigon Medical Clinic where it will be parked on the MRI pad until we can find a buyer for this unit. Charlie has a CDL and is allowed to move the move to IMC.

CEO Itinerary:

The CEO itinerary calendar for July is included in your packet. Please note that the itinerary is subject to change throughout the month. If you need to reach me, my cell phone number is 541-620-0610.

| Pioneer Memorial Hospital & Nursing Facility | Pioneer Memorial Home Health & Hospice | Pioneer Memorial Clinic | Irrigon Medical Clinic | Ione Community Clinic | Morrow County Ambulance |
|--|--|--|--|--|--|
| P – (541) 676-9133 F – (541) 676-2901 TDD – (541) 676-2908 | P – (541) 676-2946 F – (541) 676-9017 | P – (541) 676-5504 F – (541) 676-9025 | P – (541) 922-5880 F – (541) 922-5881 | P – (541) 422-7128 F – (541) 422-7145 | P – (541) 676-9133 F – (541) 676-2901 |

06/02/2026

Request for Community Benefit Funding for an AED in Lexington

To: Morrow County Health District Board of Directors

Dear Board Members,

We would like to ask the Morrow County Health District Board to consider using Community Benefit Program funds to purchase and install an Automated External Defibrillator (AED) and cabinet at Bailey Heavy Equipment Repair, Inc. in Lexington.

As a small rural community, Lexington relies heavily on neighbors helping neighbors. In an emergency, every minute matters, and having an AED readily available can make a life-saving difference while first responders are on their way. Currently, access to this type of equipment within our community is limited, and we believe an AED at Bailey Heavy Equipment Repair would provide an important resource for residents, visitors, customers, employees and those working in the area.

Bailey Heavy Equipment Repair is a well-known and frequently visited location in Lexington. Throughout the year, people from across the community stop by the shop, making it a practical and accessible location for emergency equipment. Placing an AED here would help improve emergency preparedness and provide peace of mind for many families, businesses, and community members.

We are proud to be part of the Lexington community and are always looking for ways to support the people who live and work here. If approved, Bailey Heavy Equipment Repair would gladly provide a secure location for the AED and assist with ensuring it remains accessible and maintained.

We believe this project reflects the spirit and purpose of the Community Benefit Program by investing in the health, safety, and well-being of our rural community. We respectfully ask for your consideration and appreciate all that the Health District does to support the residents of Morrow County.

Thank you for your time and consideration.

Sincerely,



Meghan Golden
Office Manager
Bailey Heavy Equipment Repair, Inc.
Lexington, Oregon

July 2026

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

| SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|--------|---|--|--|--|---|----------|
| Jun 28 | 29 | 30 | Jul 1 | 2 | 3 | 4 |
| | 6 Shiloh Erven/CEO starts | 7 9:00 TEAMS CIBOLO kick off meeting. | 8 8:00am ER/Trauma Meeting [In-person] (PMC Conference Room (US)) - Sheryl L Angell | 9 Bob off | 10 11:00am Oregon CAH CEO Peer Group (https://ohsu.webex.com/ohsu/j.php?MTID=m8d79280b8592a7) | 11 |
| | 13 Bob Off. 10:00am Hospital Association of Oregon CEO calls - 2026 meeting series | 14 12:00pm Foundation Meeting (West Conference Room; East Conference | 15 Bob off 2:00pm Oregon Clinically Integrated Network Bi-Weekly Meeting | 16 8:00am Medical Staff Meeting (PMC Conference Room (US)) - Julie Baker | 17 | 18 |
| 19 | 20 3:00pm Eastern Oregon District Hospital CEO Call (Microsoft Teams Meeting) - Rayanna | 21 | 22 8:00am WCVEDG Regular Board Meeting (111 N Main St. Heppner, OR | 23 | 24 | 25 |
| 26 | 27 10:00am Hospital Association of Oregon CEO calls - 2026 meeting series | 28 Shiloh and Bob in office 9:00am Monthly Department Update 10:00am Canceled: Region 9 Coalition | 29 2:00pm Oregon Clinically Integrated Network Bi-Weekly Meeting | 30 | 31 | Aug 1 |

Monthly Financial Dashboard – Key Risk Indicators

Critical Access Hospital | Rolling Trend Perspective

As of 5/31/2026

Status indicators: ● Outside board-approved tolerance; ● Monitor / emerging risk; ● Within expected range.

| KPI | Current | Trend | Target | Status |
|---|--------------|-------|-------------|--------|
| Liquidity & Cash | | | | |
| Days Cash on Hand | 44 | ▲ | ≥ 90 | ● |
| Net Operating Cash Flow | \$ (594,397) | ▼ | ≥ \$0 | ● |
| Average Daily Expense | \$ 57,616 | ▼ | — | |
| Revenue Cycle Health | | | | |
| DSO | 67 | ▼ | ≤ 65 | ● |
| Days in A/R | 84 | ▼ | ≤ 80 | ● |
| % of Net A/R > 90 Days | 41% | ▲ | ≤ 25% | ● |
| Cost & Sustainability | | | | |
| Rolling 12 Month Operating Margin | (30%) | ▼ | ≥ 0% | ● |
| Non-Operating Revenue Impact | 20% | ▲ | ≤ 8% | ● |
| Salary & Benefits % | 72% | ▲ | ≤ tolerance | ● |
| Volume Context (Trend Only) | | | | |
| ED Visits | 117 | ▲ | — | |
| Hospital Admit Days | 161 | ▼ | — | |
| Hospital Outpatient Visits | 271 | ▼ | — | |
| Clinic Visits - Incl. Behavioral Health | 686 | ▼ | — | |
| Home Health & Hospice Days/Visits | 238 | ▲ | — | |

Metrics are monitored for trend and alignment rather than single month variance. Certain fluctuations reflect Medicare cost report timing typical of C



MORROW COUNTY HEALTH DISTRICT
 OPERATING INCOME STATEMENT
 FOR THE MONTH ENDING 05/31/2026

| CURRENT MONTH | LAST MONTH | DOLLAR VARIANCE | | CURRENT YEAR TO DATE | BUDGET YEAR TO DATE | DOLLAR VARIANCE |
|---------------------------------|------------------|------------------|------------------------------------|----------------------|---------------------|--------------------|
| PATIENT SERVICES REVENUE | | | | | | |
| 111,058 | 174,127 | (63,069) | INPATIENT REVENUE | 1,731,230 | 1,848,859 | (117,629) |
| 547,797 | 679,854 | (132,057) | OUTPATIENT REVENUE | 6,434,800 | 8,010,266 | (1,575,466) |
| 242,729 | 303,236 | (60,506) | CLINIC REVENUE | 3,039,959 | 2,974,556 | 65,403 |
| 90,974 | 80,284 | 10,690 | HOME HEALTH & HOSPICE REVENUE | 1,045,693 | 1,069,658 | (23,965) |
| 12 | (83) | 95 | ORACLE HEALTH UNALIASED | 656 | | 656 |
| 992,570 | 1,237,418 | (244,848) | TOTAL GROSS PATIENT REVENUE | 12,252,338 | 13,903,339 | (1,651,001) |
| (51,996) | (31,813) | (20,183) | PROVISION FOR BAD DEBTS | (218,968) | | (218,968) |
| (230,317) | (67,361) | (162,956) | CONTRACTUALS & ADJUSTMENTS | (778,894) | 2,669,462 | (3,448,356) |
| (282,313) | (99,174) | (183,139) | TOTAL REVENUE DEDUCTIONS | (997,862) | 2,669,462 | (3,667,324) |
| 710,257 | 1,138,243 | (427,986) | TOTAL NET PATIENT REVENUE | 11,254,475 | 16,572,800 | (5,318,325) |
| 334,658 | 334,658 | | TAX REVENUE | 3,545,332 | 3,287,984 | 257,349 |
| 7,780 | 3,963 | 3,817 | OTHER OPERATING REVENUE | 509,686 | 331,145 | 178,541 |
| 1,052,696 | 1,476,865 | (424,169) | TOTAL OPERATING REVENUE | 15,309,494 | 20,191,929 | (4,882,435) |
| OPERATING EXPENSES | | | | | | |
| 867,713 | 887,186 | (19,473) | SALARIES & WAGES | 10,235,347 | 10,990,893 | (755,546) |
| 317,213 | 311,890 | 5,323 | EMPLOYEE BENEFITS & TAXES | 3,180,046 | 3,939,570 | (759,523) |
| 85,363 | 132,782 | (47,418) | PROFESSIONAL FEES | 1,354,282 | 1,579,155 | (224,873) |
| 67,240 | 105,452 | (38,211) | SUPPLIES & MINOR EQUIPMENT | 921,198 | 1,249,582 | (328,385) |
| 5,214 | 7,170 | (1,957) | EDUCATION | 51,901 | 59,841 | (7,940) |
| 140 | 1,477 | (1,337) | RECRUITING & ADVERTISING | 47,285 | 95,314 | (48,030) |
| 21,308 | 24,962 | (3,654) | REPAIRS & MAINTENANCE | 269,209 | 221,260 | 47,950 |
| 179,629 | 190,450 | (10,820) | PURCHASED SERVICES | 2,068,395 | 1,723,829 | 344,566 |
| 70,064 | 67,894 | 2,170 | DEPRECIATION | 827,654 | 1,008,123 | (180,470) |
| 19,468 | 15,269 | 4,199 | TRAVEL | 178,909 | 172,747 | 6,162 |
| 13,885 | 12,577 | 1,308 | UTILITIES, PHONE & PROPANE | 175,451 | 188,329 | (12,878) |
| 22,723 | 22,723 | | INSURANCE | 231,373 | 201,375 | 29,998 |
| 4,028 | 879 | 3,149 | TAXES & LICENSES | 37,957 | 26,516 | 11,440 |
| 21,293 | 21,468 | (175) | INTEREST | 244,417 | 258,247 | (13,831) |
| 4,084 | 4,276 | (192) | DUES & SUBSCRIPTIONS | 47,284 | 43,313 | 3,971 |
| 17,791 | 16,668 | 1,123 | OTHER EXPENSES | 241,644 | 212,788 | 28,856 |
| 1,717,157 | 1,823,122 | (105,964) | TOTAL OPERATING EXPENSES | 20,112,351 | 21,970,882 | (1,858,531) |
| (664,462) | (346,257) | (318,205) | GAIN/LOSS FROM OPERATIONS | (4,802,857) | (1,778,953) | (3,023,904) |
| 205,372 | 176,882 | 28,490 | NON-OPERATING NET GAIN/LOSS | 2,440,271 | 1,962,313 | 477,959 |
| (459,090) | (169,374) | (289,715) | NET INCOME/LOSS | (2,362,585) | 183,360 | (2,545,945) |



MORROW COUNTY HEALTH DISTRICT

BALANCE SHEET

FOR THE MONTH ENDING 05/31/2026

ASSETS

CURRENT YTD

CURRENT ASSETS

TOTAL CASH & INVESTMENTS 1,705,654

ORACLE HEALTH A/R 3,232,794

THRIVE A/R 101,657

CENTRIQ HOSPITAL, SWING & CLINICS A/R (603)

GROSS PATIENT RECEIVABLES **3,333,847**

LESS CLEARING ACCOUNTS 41

LESS ALLOWANCE FOR UNCOLLECTABLE (689,590)

LESS ALLOWANCE FOR CONTRACTUALS (29,179)

NET PATIENT ACCOUNTS RECEIVABLE 2,615,120

EMPLOYEE ADVANCES 16,392

EMPLOYEE PURCHASES RECEIVABLE 2,407

RECEIVABLE-340B FR/SUN RX 63,191

TAXES RECEIVABLE-PRIOR YR 14,364

TAXES RECEIVABLE-CURRENT YEAR (43,776)

OTHER RECEIVABLES 224,603

MC/MD RECEIVABLE 323,872

ASSISTED LIVING RECEIVABLE 5,299

TOTAL OTHER RECEIVABLES 606,354

INVENTORY-GENERAL 149,768

INVENTORY LAB & RX 282,212

PREPAID INSURANCE 91,772

PREPAID-OTHER 73,638

TOTAL INVENTORY & PREPAID 597,390

TOTAL CURRENT ASSETS 5,524,517

LONG TERM ASSETS

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 468,602

LESS ACCUMULATED DEPRECIATION (12,231,953)

TOTAL LONG TERM ASSETS 6,121,371

TOTAL ASSETS 11,645,888

LIABILITIES



MORROW COUNTY HEALTH DISTRICT

BALANCE SHEET

FOR THE MONTH ENDING 05/31/2026

CURRENT LIABILITIES

TOTAL ACCOUNTS PAYABLE 257,638

TOTAL ACCRUED WAGES & LIABILITIES 1,748,801

ACCRUED INTEREST 2,949
SUSPENSE ACCOUNT 91,921
TCAA SUSPENSE 1,939
DEFERRED INCOME 1,506
MC/MD SETTLEMENT PAYABLE 151,182
CONTINGENCY SETTLEMENT PAYABLE 100,000

TOTAL OTHER LIABILITIES 349,497

TOTAL CURRENT LIABILITIES 2,355,936

SUBSCRIPTION BASED LIABILITIES 2,925,327
BEO 2018 BOARDMAN BLDG LOAN 34,124
MORROW CO 2018 BRDMAN BLDG LN 18,604
BEO IMC EXPANSION 2018 143,887
MORROW CO 2021 CHURCH LOAN 36,084
BEO REFINANCE OF USDA LOAN 688,108
BEO 2024 CAPITAL LOAN 859,448

TOTAL LONG TERM LIABILITIES 4,705,581

EQUITY/FUND BALANCE

GENERAL FUND UNRESTRICTED BAL 6,946,957
NET INCOME/LOSS (2,362,585)

EQUITY/FUND BALANCE 4,584,372

TOTAL LIABILITIES & EQUITY/FUND BALANCE 11,645,888