



**Board Meeting Agenda
May 18th at 6:30 pm**

In Person	Morrow County Grain Growers Conference Room 350 Main Street, Lexington, OR 97839
Microsoft Teams	Join: https://teams.microsoft.com/meet/216408490367096?p=7EQ9T1mQXBIqz5d44C Meeting ID: 216 408 490 367 096 Passcode: Rc3kC68S

- 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. April 27th, 2026 meeting
- 4. Consent Agenda**
 - A. CEO Dashboard – Bob Houser
 - B. Quality Report- Dr. Emily Jack
 - C. EMS Stats – Jodi Ferguson
- 5. Reports**
 - A. CEO Report – Bob Houser, CEO, FACHE
 - B. Financial Report – Rick Worden, CFO
 1. DRAFT Summary presentation of FYI 2026-2027 District budget
- 6. Med Staff Report –**
 - A. **Approve Staff Privileges - Re-Appointment of:**
 1. None
 - B. **Approve Staff Privileges - Appointment of:**
 1. None
- 7. Old Business**
 - A. Morrow County Health District Bylaws – For board review.
 - B. Acceptance of Boardman Food Pantry offer of \$150,000.00 plus paying all closing costs for the Districts Ambulance building located in Boardman.
- 8. New Business**
 - A. Boardman Immediate Care Clinic Changeover – Does the Board still want to pursue?

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.

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B. MCHD's portion of Direct Awards from Rural Health Transformation Program.- Bob
To summarize the following should be noted:

1. Pioneer Memorial Hospital will receive \$963,000.00
2. Pioneer Memorial Clinic will receive \$100,000.00
3. Irrigon Medical Clinic will receive \$100,000.00
4. Ione Community Clinic will receive \$100,000.00

Use of funds were submitted by May 12th, 2026 and should be approved by OHA & Office of Rural Health by the end of May. Further explanation of use of funds will be provided to the Board at that time.

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 on June 29th, 2026 @ Irrigon Library, 490 NE Main Ave, Irrigon, OR 97844,

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Meeting	Board of Directors		
Date / Time	April 27, 2026, 6:30 pm	Location	Boardman City Hall, 200 City Center Drive, Boardman, Oregon, 97818 Microsoft Teams
Chair	Janet Greenup	Recorder	Julie Baker
Board Members	Present: Janet Greenup, Russel Nichols, Jason Hanna, Annetta Spicer, Lisa Pratt		
Attendees	Staff: Bob Houser, Julie Baker, Rick Worden, Jodi Ferguson, Paul Martin, Lisa Spencer, Joey Munkers, Katelin Tellechea, Sheryl Angell, Staci Hedman, Natalia Wight, Tina Montgomery 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 Janet Greenup called the meeting to order at 6:30 pm.
2. Public Comment	<ul style="list-style-type: none"> None
3. Approval of Meeting Minutes A. March 30th, 2026 meeting B. April 10th, 2026 Special Meeting	<p>Lisa Pratt questioned if names of all voting members should be listed after each vote, per public meeting law. Julie Baker, Compliance, will review law for future minutes and meetings.</p> <p>MOTION: Annetta Spicer moved to approve the minutes for the March 30th, 2026 and April 10th, 2026 meetings. Lisa Pratt seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – not present for vote. The motion passed.</p>
4. Consent Agenda A. CEO Dashboard – Bob Houser B. Quality Report – Dr. Jack C. EMS Stats – Jodi Ferguson	<p>A. Bob Houser discussed the CEO Dashboard (see packet). Houser noted the HR turnover and vacancy rates, days in A/R, NRC Survey benchmark goal and numbers. Houser also reviewed and discussed clinic stats. Greenup asked what the “Third Next Available” term was on the Clinic data, Houser explained this is a term for days until the next available appointment for a provider. Greenup questioned why “no show” numbers for appointments was higher in Irrigon, Houser addressed the patients are receiving reminders and are not showing up. Pratt asked about provider numbers in Irrigon and the difference in patients seen between the two providers, Houser explained one provider was newer and one had a more established panel, adding 14-18 patients a day is average for an established provider.</p> <p>B. No quality report this month, will report in May.</p>

	C. Jodi Ferguson reviewed the EMS Stats (see packet).
<p>5. Reports</p> <ul style="list-style-type: none"> A. CEO Update – Bob Houser B. Financial Report – Rick Worden, CFO <ul style="list-style-type: none"> i. Update on Budget Process 	<p>A. Houser provided a CEO Update (see packet). Houser announced Dr. Russ Nichols will be coming on board as a clinic and ER provider starting August 3, 2026, seeing patients at PMC, IMC and in the ER. Nichols will remain a backup provider Dr. Jack in Hospice.</p> <p>Houser reviewed Community Benefit Requests (CBR) from:</p> <ol style="list-style-type: none"> 1. City of Irrigon for two AED units with no case 2. Irrigon Parks and Rec for an AED unit with a case 3. Boardman Fire for a donation of \$10,000 towards their \$55,000 goal to fund a helipad. <p>Houser stated the current balance in the CBR funds was approximately \$27,983 and the Board had spend approximately \$17,017 to date.</p> <p>Nichols read a CBR he received on his phone from Riverside High School for a golf tournament sponsorship of \$1,000.</p> <p>Discussion held by the Board concerning the requests and the balances available to spend. Greenup stated she would like Riverside High School to turn in an application through the normal process to be reviewed at the May meeting.</p> <p>MOTION: Ann Spicer moved to approve Community Benefit Request from City of Irrigon and Irrigon Parks and Recreation for AED units, and for Boardman Fire for \$10,000 towards a helipad. Jason Hanna seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed unanimously.</p> <p>Houser shared with the Board that Heidi Wimer, RN Case Manager, will be attending the Boardman Senior Center on May 7th to share information regarding our Swing Bed Program at the hospital.</p> <p>Houser also discussed Hospital Week and Nurses Week coming up in May, and how the District will be celebrating at all locations, which includes a meal, ice cream and activities.</p> <p>Houser welcomed to Board to attend the Irrigon Time to Shine Event on May 2nd, that the District was a sponsor for.</p> <p>Houser then reviewed his CEO Itinerary for the next month, which is included in the Board packet.</p> <p>B. Rick Worden presented the Financial Report (see packet). Worden provided an update on the budget process, stating he had been working with WIPFLI and the budget draft is almost complete for review with CEO Houser. He expects to provide an update at the May meeting and present the budget at the June meeting.</p>

<p>6. Medical Staff Report</p>	<p>None for the month.</p>
<p>7. Old Business A. Morrow County Health District Board Bylaws</p>	<p>A. Bob provided the Board with a copy of their bylaws discussion held regarding the public meeting agenda order. Discussion held whether this was the most recent copy, as the Board discussed bylaw changes at a prior meeting that were not included in this copy.</p> <p>Discussion held regarding Section 2, Item D regarding Board members in MCHD facilities.</p> <p>Spicer stated she will prepare another set of bylaws to present at a future meeting for review.</p>
<p>8. New Business A. Approval of new CEO contract B. New CEO start date agenda C. Current CEO extension to contract D. Hospital Week – May 11-14th</p>	<p>A. Greenup announced the new CEO selected by the Board, Shiloh Erven will has accepted the offer and will begin July 1, 2026.</p> <p>B. Houser discussed the selection process and the schedule for Erven as he moves to the area on comes on board. Houser also added the District is fortunate to have that caliber of a CEO in Heppner, sharing Shiloh’s background.</p> <p>C. Discussion held by the Board and Houser regarding extension of his contract as Interim CEO as Erven begins.</p> <p>MOTION: Ann Spicer moved to approve an extension of Bob Houser’s contract as Interim CEO. Russ Nichols seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed unanimously.</p> <p>D. Hospital week discussed earlier in meeting during CEO Update.</p>
<p>9. Executive Session</p>	<p>Chair Greenup called Executive Session to order at 7:00 pm under:</p> <ul style="list-style-type: none"> a. Discussion of negotiating district real property transactions to be held under ORS 192.660 (2)(e) b. Discussion concerning certain trade or commerce regarding Boardman Immediate Care Clinic to be held under ORS 192.660 (2)(g) <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 7:50 pm</p>
<p>10. Return to Open Session</p>	<p>The Board returned to open session at 7:51 pm.</p> <p>MOTION: Lisa Pratt moved to Counter the Boardman Food Pantry’s offer of \$150K to buy the MCHD former Boardman Ambulance building to \$150k and to pay MCHD closing costs. Russ Nichols seconded the motion.</p>

	<p>Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed unanimously.</p> <p>MOTION: Jason Hanna moved to allow the CEO to move forward with the remodeling a portion of the Boardman building and pursue the certification of Rural Health Clinic. Lisa Pratt seconded the motion. Vote: Janet Greenup - yes, Russel Nichols - yes, Annetta Spicer - yes, Lisa Pratt – yes, Jason Hanna – yes. The motion passed unanimously.</p>
<p>11. Adjourn</p>	<p>With no further business to come before the Board, regular session adjourned at 7:50pm</p> <p>Minutes taken and submitted by Julie Baker. Approved _____.</p>

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may 2026 Meeting (April Stats)

HUMAN RESOURCES	
Turnover Rate (Rolling 3 Months: February-March-April)	3.6%
Vacancy Rate	6.72%
Number of Open Positions	8
Newly Created Open Positions	0

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	N/A	Goal ≥ 90
Days in AR Cerner	N/A	Goal ≤ 60
Days in AR (All)	N/A	

RURAL HEALTH CLINICS				
MEASURE	PMC	ICC	IMC	BIC
Third Next Available (Current Month)	7	1	11	N/A
Total Visits (Previous Month)	338	115	271	44
Total (BH) Visits (Previous Month)	51	N/A	69	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)	231
Emergency Department Visits (Previous Month)	104
Hospital Outpatient Visits (Previous Month)	342

HOME HEALTH & HOSPICE	
Hospice Days (Previous Month)	N/A
Home Health Visits (Previous Month)	N/A

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)	June 1, 2025 to		
	February	March	April
Boardman Immediate Care	73.8% Responses = 61	75.0% Responses = 68	76.4% Responses = 72
Ione Community Clinic	94.7% Responses = 207	93.4.7% Responses = 228	93.8% Responses = 240
Irrigon Medical Clinic	74.6% Responses = 224	74.6% Responses = 276	75.8% Responses = 289
Pioneer Memorial Clinic	91% Responses = 210	92% Responses = 247	93% Responses = 289
All Clinics Combined	85.2% Responses = 723	85.1% Responses = 819	86.3% Responses = 890
NRC Benchmark	86.7%		

Would you recommend this service/department to your friends or family? (Net Promoter Score)	June 1, 2025 to		
	February	March	April
Emergency Department	73.5% Responses = 98	71.3% Responses = 108	69.9% Responses = 123
NRC Benchmark	80.5%		
EMS	61.5%	56.3%	61.1%
HEPPNER/IRRIGON	Responses = 13	Responses = 16	Responses = 18
NRC Benchmark	82.5%		
Lab	71.6% Responses = 74	73.3% Responses = 86	75.3% Responses = 93
NRC Benchmark	80.5%		
Radiology	64.1% Responses = 39	62.8% Responses = 43	65.2% Responses = 46
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 April 30, 2026	
Inpatient	70.0% Responses = 10
NRC Average	71.4%

Would you recommend this hospital to your friends and family?

June 1, 2025 to April 30, 2026	
Inpatient	70.0% Responses = 10
NRC Average	72.6%

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																								
Transfers May																								
9-1-1 June																								
Transfers June																								
9-1-1 July																								
Transfers July																								
9-1-1 August																								
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Transfers October																								
9-1-1 November																								
Transfers November																								
9-1-1 December																								
Tranfers December																								
TOTAL			152	105			17	15			104	90			37	25			0	0			8	8

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.



TO: Morrow County Health District Board of Directors

FROM: Bob Houser, CEO, FACHE

SUBJECT: CEO REPORT TO THE BOARD

DATE: 5/18/26

1. **Recruitment/Staffing:** We are currently recruiting for a mid-level provider for either Boardman Immediate Care Clinic or the Irrigon Medical Clinic due to the resignation of Justin Cameron, PA-C at BIC on June 30th, 2026. I have converted our MD search with Pacific Companies to a Mid-Level search and MCHD is also advertising for this position as well.
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. Riverside Jr/Sr High School is requesting a \$1,000 sponsorship fee for their fundraiser Golf Tournament on June 12th and 13th. Our suggestion is to sponsor our Logo on the sweatshirts.
 - C. Current balance in the community benefit account is approximately \$10,388.00. There was \$45,000 budgeted and we have spent \$35,000.00 Year to date.
 - D. MCHD received a rebate of premiums of \$2,338 from Optima Healthcare Insurance Services, which is our carrier for Medical Malpractice, Risk Management and D&O coverages. Since 2022 the District has received \$15,279 in premium rebates from this program.
 - E. 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 1st. 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.

CEO Itinerary:

The CEO itinerary calendar for June 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

Clinic Stats by Providers

March 26, 2026

April 27, 2026

BIC – Boardman

BIC - Boardman

Hours available – 112 hours

88 hours

Patients seen – 37

44

No Shows – 0

0

No Show rate – 3%

0%

MA visits – 0

0

Irrigon Medical Clinic

Irrigon Medical Clinic

Behavioral Health - Hours available – 136 hours

128 hours

Patients seen – 80

69

No Shows – 14

11

No Show rate – 15%

14%

Provider – LL - Hours available – 120

144 hours

Patients seen – 58

81

No shows – 7

18

No show rate – 10%

18 %

Provider- JW - Hours available – 136

112 hours

Patients seen – 267

190

No shows – 22

26

No show rate – 8%

12 %

Irrigon Medical Clinic Totals for February

March totals

Hours available – 416

MA visits – 32

416 hours

MA visits - 26

Patients seen – 442

340

No shows – 46

55

No show average rate – 9%

14 %

Ione Community Clinic	April
Provider EM – Hours available – 104	96 hours
Patients seen – 181	115
No Shows – 4	43
No Show rate – 2%	3 %
MA visits – 14	11

Pioneer Memorial Clinic	PMC
Provider- AR- Hours available – 72	112 hours
Patients seen – 124	191
No Shows – 5	7
No show rate – 4%	4 %
Provider EJ – Hours available – 96	104 hours
Patients seen – 159	147
No Shows – 4	8
No show rate – 2%	5 %
Behavioral Health – Hours available – 72	88 Hours
Patients seen – 45	51
No Shows -1	1
No show rate – 2%	2%

Pioneer Memorial Clinic Totals for February 2026

Hours available – 240	304 hours
Patients seen – 328	389
No Shows – 10	16
No Show Rates – 3%	4 %
MA visits – 6	9

June 2026

CEO Itinerary

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

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 31	Jun 1	2	3	4	5	6
<p>9:00am Executive Team Meeting: PMC</p> <p>10:00am Hospital Association of</p>	<p>9:00am Infection Prevention and Control Committee</p> <p>1:00pm Rural CEO roundtable</p>	<p>8:30am Natalia/mtg</p> <p>1:30pm CEO out/Dr. appointment</p> <p>2:00pm Oregon Clinically Integrated</p>	<p>9:00am Morrow County LCHP - Norman Valdez</p>	<p>11:00am FW: Oregon CAH CEO Peer Group (https://ohsu.webex.com/ohsu/j.php?MTID=m8d79280b8592a7)</p>		
7	8	9	10	11	12	13
<p>9:00am Executive Team Meeting: PMC</p> <p>Conference Room) - Katelyn Tellechea</p>	<p>12:00pm Foundation Meeting (West Conference Room; East Conference Room) - Carmen</p>	<p>8:00am ER/Trauma Meeting (In-person) (PMC Conference Room (US)) - Sheryl L</p> <p>9:30am Paul/mtg</p>	<p>EOCCO Board Meeting (Microsoft Teams)</p> <p>7:30am ICABO (Ione)</p> <p>12:00pm Provider/CEO Lunch (Dr. Hamaker</p>			
14	15	16	17	18	19	20
<p>10:00am Hospital Association of Oregon CEO calls -</p> <p>3:00pm Eastern Oregon District Hospital CEO</p>	<p>CEO vacation (son's wedding/Washington)</p> <p>Natalia Out of Office - PTO - Natalia Wright</p>	<p>2:00pm Oregon Clinically Integrated Network Bi-Weekly Meeting</p>				
21	22	23	24	25	26	27
<p>CEO vacation</p>	<p>8:00am WCVEDG Regular Board Meeting (111 N Main St, Heppner, OR</p> <p>10:30am Paul/mtg</p>	<p>12:30pm Trista/mtg (IMC)</p>				
28	29	30	Jul 1	2	3	4
<p>9:00am Exec mtg (PMC conf)</p> <p>10:00am Hospital Association of</p> <p>6:30pm Board meeting</p>	<p>9:00am Monthly Department Update Meeting (PMC Conferencer Room) - Jamie Houck</p>					



**MORROW COUNTY
HEALTH DISTRICT**
Excellence in Healthcare

PROPOSED BUDGET
Fiscal Year 2026-2027



MORROW COUNTY HEALTH DISTRICT

Excellence in Healthcare

PROPOSED BUDGET OVERVIEW For FY 2026-2027

May 15, 2026

The accompanying budget is an estimate based on current operations, upcoming projected changes in staffing, services, vendor contracts and fiscal strategic priorities as of this date. Preparation of this budget reflects information provided by all departments, considers current and historical analysis, new projections and capital outlay costs with related debt.

This budget is presented in the cash basis format consistent with prior years and current state reporting requirements. In the budget documents attached, total resources and expenditures are identified in summary and also by department. There is a projected net change in cash of \$223,055, which puts the budgeted gain on the Operating & Income statement at \$1,171,995 for the fiscal year (see below). This stays on course with the District's goal to increase services and re-build cash on hand for improved financial strength. The large difference between operating income and increase in cash is due to the cash outlay for capital purchases which are depreciated over a period of time on the Income statement.

Budgeted FY 26-27 Operating/Income Statement

GROSS PATIENT REVENUE	\$16,032,594
Net Contractual Adjustments	<u>2,955,273</u>
NET PATIENT REVENUE	\$18,987,867
TAX REVENUE	\$ 3,788,905
OTHER REVENUE	<u>5,054,393</u>
TOTAL ANNUAL REVENUE	<u>\$27,831,165</u>
SALARY & BENEFITS EXPENSE	\$18,096,420
OTHER OPERATING EXPENSE	7,333,701
DEPRECIATION EXPENSE	1,179,050
COMMUNITY BENEFIT GRANT EXP	<u>50,000</u>
TOTAL ANNUAL EXPENSES	<u>\$26,659,170</u>
PROJECTED GAIN	<u>\$ 1,171,995</u>

Budgeted gross patient revenues for FY 2026-27 are estimated at a 19% increase over the projected current year-end revenues. Next fiscal year revenue projections increased due to estimated provider visits and increased operating hours at the primary care clinic located in Heppner and related hospital ancillary revenue, and an annual charge increase. With current Medicare hospital daily rates high enough to cover operating costs, the total annual cost based claim adjustments are set to out-pace normal contractual write-offs and bad debt and come in as a net increase to revenue of \$2.9 million. Total budgeted operating expenses for FY 2026-27 are expected to increase by 14% over the current projected year-end totals, including salaries and benefits. Contributing factors to this increase are additional providers hired, hiring for staff vacancies, and early market projections anticipate employee health insurance costs to rise as much as 15% starting in January 2027.

The current tax base and operating tax levy are anticipated to generate just under \$3.8M, an increase over last year's estimate. Additionally, there is an increase in community service fees that are paid under negotiated agreements in lieu of taxation. A portion of the budgeted tax proceeds are used to subsidize the EMS Director position that provides required training to Quick Response Team employees located across the County, emergency preparedness planning for the District, annual training drills and community CPR classes. Property tax revenues also subsidize the operating losses of every service line offered by the health district, including all clinics, hospital and emergency room, home health and hospice. It is not uncommon for rural providers to need tax or government subsidies to stay viable, especially given the forecasted rising operational costs in all healthcare sectors.

Attached is a planned capital purchases list and debt service loan summary. Capital grants that were not secured for a specific purpose as of this date were not included and neither was the capital outlay for that project as to not inflate the income anticipated for the year.

If significant additional revenue is secured or expenses are to be incurred during the year, the board can amend the budget as needed at any time before or after the budget is adopted.