



# Petersburg Medical Center

103 Fram Street  
PO Box 589  
Petersburg, AK 99833

Phone: 907-772-4291  
Fax: 907-772-3085

## BOARD MEETING A g e n d a

DATE: Thursday, January 28<sup>th</sup>, 2021  
TIME: 5:00 p.m.  
LOCATION: Zoom

	<u>Lead</u>	<u>Handout</u>
I. CALL TO ORDER	<i>Chair</i>	<i>N/A</i>
II. APPROVAL OF THE AGENDA	<i>Chair</i>	<i>in packet</i>
III. APPROVAL OF BOARD MINUTES – December 3 <sup>rd</sup> and 22 <sup>nd</sup> , 2020 and January 12 <sup>th</sup> , 2021	<i>Chair</i>	<i>in packet</i>
IV. VISITOR COMMENTS	<i>Chair</i>	<i>N/A</i>
V. BOARD MEMBER COMMENTS	<i>Chair</i>	<i>N/A</i>
VI. REPORTS		
A. Home Health <i>Action required: Informational only</i>	<i>K. Testoni</i>	<i>in packet</i>
B. Human Resources <i>Action required: Informational only</i>	<i>C. Newman</i>	<i>in packet</i>
C. Quality & Infection Prevention <i>Action required: Informational only</i>	<i>L. Bacom</i>	<i>at meeting</i>
D. Executive Summary <i>Action required: Informational only</i>	<i>P. Hofstetter</i>	<i>in packet</i>
E. Financial <i>Action required: Informational only</i>	<i>R. Tejera</i>	<i>in packet</i>
VII. UNFINISHED BUSINESS		
VIII. NEW BUSINESS		
A. Investment Update <i>Action required: Informational only</i>	<i>M. Kamp</i>	<i>at meeting</i>
IX. EXECUTIVE SESSION <i>By motion, the Board will enter into Executive Session to discuss personnel matters and for a legal update.</i>		

X. NEXT MEETING

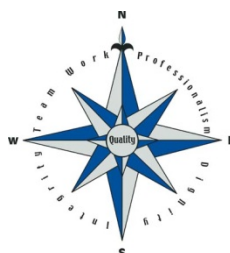
XI. ADJOURNMENT

# Petersburg Medical Center

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Petersburg, Alaska 99833

Phone: (907) 772-4291 | Fax: (907) 772-3085



**Meeting:** Medical Center Board Meeting

**Date:** December 3<sup>rd</sup>, 2020 **Time:** 5:00 p.m.

**Board Members Present:** Joe Stratman, Cindi Lagoudakis, George Doyle, Marlene Cushing, Jerod Cook, Jim Roberts, Kathi Riemer (members attended via Zoom)

**Board Members Absent:** None

- I. **CALL TO ORDER:** Member Cook called the meeting to order at 5:07 p.m.
- II. **APPROVAL OF THE AGENDA:** Member Riemer made a motion to approve the amended agenda as presented. Motion seconded by Member Stratman. Motion passed unanimously.
- III. **APPROVAL OF BOARD MINUTES:** Member Stratman made a motion to approve the minutes from October 29<sup>th</sup>, 2020 as presented. Motion seconded by Member Riemer. Motion passed unanimously.
- IV. **VISITOR COMMENTS:** None
- V. **BOARD MEMBER COMMENTS:** Member Cushing commended staff for lobbying for increased masking ordinance and other measures passed by the Assembly.
- VI. **REPORTS:**
  - A. **Quality & Infection Prevention.** L. Bacom noted she is continuing to review COVID related policies to ensure a safe environment, a healthy staff, provide quality care and to protect a vulnerable population. She stated that hospitals in Seattle and Anchorage are coordinating where to receive patients from Alaska. She announced that a vaccine is coming and that she is developing information for staff to make an informed decision as it cannot be mandated. She reported that there has not been any community spread in Petersburg.
  - B. **Executive Summary.** P. Hofstetter highlighted some key points noted in his written report (see copy).
  - C. **Financial.** R. Tejera provided a financial update. She first reviewed the income statement (see copy). She then discussed the balance sheet (see copy). Next, she

highlighted items on the balance sheet (see copy) before covering the statement of cash flows (see copy). She ended her presentation with an overview of capital items (see copy).

**VII. UNFINISHED BUSINESS**

**VIII. NEW BUSINESS**

**A. FY 2020 Financial Audit Update.** M. Mertz stated he completed the audit although the reports are still in a draft form. He noted the hospital received a significant amount of CARES Act funding for provider relief, which will require M. Mertz to perform a federal single audit. The audit cannot be performed until the federal government releases a compliance supplement. He then reviewed his letter to the board of directors which contains required communications. He stated that the audit went smoothly and there were no difficulties. He provided an update on how management has addressed issues that were discovered during the audit last year. M. Mertz then discussed the financial statements for year ending June 30, 2020.

**B. RFP for Electronic Health Record System.** Member Lagoudakis made a motion that Peterburg Medical Center's Board of Directors approves sending requests for proposals for a new electronic health record system. Motion seconded by Member Doyle. P. Hofstetter explained the need for a new system due to multiple issues related to the current system. Discussion followed. Motion passed unanimously.

**IX. EXECUTIVE SESSION** Member Stratman made a motion to enter Executive Session to discuss personnel matters and for a legal update. Motion seconded by Member Roberts. Motion passed unanimously. Board entered Executive Session at 6:34 pm. Member Roberts made a motion to come out of Executive Session. Motion seconded by Member Stratman. Motion passed unanimously. Board came out of Executive Session at 7:05 pm.

**X. NEXT MEETING** The next regularly scheduled meeting was set for Thursday, January 28<sup>th</sup>, 2021 at 5:00 p.m.

**XI. ADJOURNMENT** Member Riemer made a motion to adjourn. Motion was seconded by Member Roberts. Motion passed unanimously. The meeting adjourned at 7:08 p.m.

Respectfully submitted,

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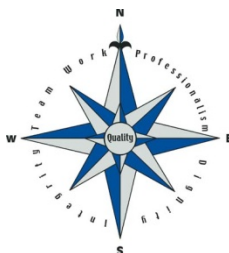
Marlene Cushing, Board Secretary

# Petersburg Medical Center

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Phone: (907) 772-4291 | Fax: (907) 772-3085



**Meeting:** Medical Center Board Meeting

**Date:** December 22<sup>nd</sup>, 2020 **Time:** 12:00 p.m.

**Board Members Present:** Joe Stratman, Cindi Lagoudakis, George Doyle, Marlene Cushing, Jerod Cook, Jim Roberts, Kathi Riemer (members attended via Zoom)

**Board Members Absent:** None

- I. **CALL TO ORDER:** Member Cook called the meeting to order at 12:01 p.m.
- II. **APPROVAL OF THE AGENDA:** Member Lagoudakis made a motion to approve the amended agenda as presented. Motion seconded by Member Stratman. Motion passed unanimously.
- III. **EXECUTIVE SESSION:** Member Roberts made a motion to enter Executive Session for a personnel update and to discuss matters, the immediate knowledge of which would clearly have an adverse effect upon the finances of Petersburg Medical Center. Motion seconded by Member Riemer. Motion passed unanimously. Board entered Executive Session at 12:03 pm. Member Roberts made a motion to come out of Executive Session. Motion seconded by Member Riemer. Motion passed unanimously. Board came out of Executive Session at 1:18 pm.

Member Lagoudakis made a motion to approve the vendor selection for the RFP for the PMC Electronic Health Records System to choose Cerner for the bid award of \$1.3 million for the capital expenses in grant funds pending contract negotiations with mutually acceptable terms. Motion seconded by Member Riemer. Motion passed unanimously.

- IV. **ADJOURNMENT** Member Riemer made a motion to adjourn. Motion was seconded by Member Roberts. Motion passed unanimously. The meeting adjourned at 1:20 p.m.

Respectfully submitted,

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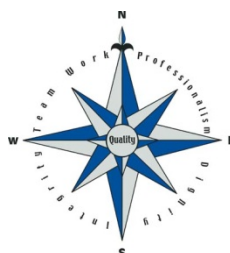
Marlene Cushing, Board Secretary

# Petersburg Medical Center

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**Meeting:** Medical Center Board Special Meeting

**Date:** January 12<sup>th</sup>, 2021 **Time:** 4:30 p.m.

**Board Members Present:** Joe Stratman, Cindi Lagoudakis, Jim Roberts, George Doyle, Marlene Cushing, Jerod Cook, Kathi Riemer (all members attended via Zoom)

**Board Members Absent:** None

- I. **CALL TO ORDER:** Member Cook called the meeting to order at 4:32 p.m.
- II. **APPROVAL OF THE AGENDA:** Member Cushing made a motion to approve the agenda as amended. Motion seconded by Member Roberts. Motion passed unanimously.
- V. **NEW BUSINESS**
  - A. **Payment Protection Program loan.** Member Cushing made a motion that the Petersburg Medical Center's Board of Directors approves to borrow up to \$1,800,000 (One Million Eight Hundred Thousand Dollars) from the Small Business Administration through the Paycheck Protection Program if deemed eligible. The purpose of the loan is to maintain payroll during the Coronavirus crisis and to assist with utility payments. Motion seconded by Member Riemer. Discussion followed. Motion passed unanimously.
- VI. **ADJOURNMENT:** Member Riemer made a motion to adjourn. Motion was seconded by Member Lagoudakis. Motion passed unanimously. The meeting adjourned at 4:40 p.m.

Respectfully submitted,

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Marlene Cushing, Board Secretary



# Petersburg Medical Center

Home Health – January 2021

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## Staffing Overview

- We currently have 3RN's, manager, 1 Full Time RN, 1 full time contract RN. We will continue to recruit for an additional permanent RN. It is my hope that we will, in the very near future no longer need travel nurse support. Current traveler has expressed interest in this position but is not available until Fall 2021. She will stay on until the end of April, 2021. Previous traveler has asked to return for a short term contract. She is available late spring, 2021 and yet another traveler contacted me about the permanent position. Again, not available until late summer.
- We have hired an additional part time billing assistant due to increased census and change in Medicare billing process.
- The position of CNA/Billing assistant is changing due to addition of biller and the need for more availability to provide in home care.
- We have hired a patient navigator/medical social worker. She started 1/18/21. We are very excited about this addition to our program. She will be available to consult in the clinic and inpatient units as well.

## Review and Update

- Current census is 31. Home Health has had 5 referrals since the beginning of January. We will continue to accept referrals and work to meet the needs of our community.
- We are working with public relations to continue to provide the community with knowledge of our program. Community education on the role of the home health team and services provided is vital for continued growth. Home Health provides more than just end of life care.
- We have 9 patients using the Remote Patient Home monitoring systems. We continue to assess our patients and will adding additional pts to this part of our program as the need arises. We have been able to use these devices on people with Covid recovering at home.
- Home Health has provided care to several people who tested positive for Covid. We have admitted them on a short term basis to provide supportive care and minimize need for in patient stays.

## Looking Forward

- Home Health continues to grow. We will continue to work on our referral process and ways to keep our census rising.
- We have started to have "Therapy" only patients and hope to grow this part of our service. The therapy services are an integral part of the home health program.
- We have 8 patients receiving home health aide support. We would like to expand on this as we grow. There may a need to add an additional home health aide in the near future.

*Guiding Values: Integrity - Dignity - Professionalism - Team Work - Quality*

## Challenges

- New work space has some issues with handling our technology needs. IT staff is working to improve.
- Cumbersome billing process (new EMR will greatly improve this issue.) Significantly slows down our billing process. New CMS guidelines starting January 1,2021 give us only 5 days to submit claims.
- Third party biller is not specific to Home Health, also slowing down payment. Other options should be considered.
- Limited access to DME

## Accomplishments

- Rapidly growing census, recently reached and stayed at 30+
- Staff of 7
- Hired a social worker/patient navigator.
- Hired an additional billing person.
- Improved communication with the rest of the hospital for better collaboration of care
- New EMR!!!!
- Home Health has assisted with both the flu clinic and vaccine clinics by providing vaccines to people who are homebound and could not get out to either clinics.
- New larger work space located in Totem Arms Apartments.

## Opportunities

- Connection with facilities down south to alert them to services available at PMC HH.
- Increased staffing to meet the needs of this growing department.
- Alternative third-party biller.
- Home Health owned DME
- Future program growth potential includes: in home IV therapies, Hospice services, pediatric services, enhanced behavioral health services including medication management.

Submitted by: Kirsten Testoni, RN, Home Health Clinical Manager

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# Petersburg Medical Center

Human Resources – January 4<sup>th</sup>, 2021

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## Staffing Overview

The Human Resources department is a department of one. I (Cindy Newman) work full time. Chad Wright is my backup for Personnel related issues and payroll. Devynn Johnson is handling manpower for the Pandemic. Both assist with interviews being interview panel members or HR if I'm unavailable.

## Review and Update

From January 2020 – December 2020, we've hired 35 employees

- 1 Activities Assistant
- 1 Advanced Nurse Practitioner
- 1 Business Office (Billing)
- 11 CNA / Trainee
- 3 Clinic (Clerical)
- 1 Clinic (Nursing)
- 3 Dietary Assistant
- 2 EVS (Housekeeping / Laundry)
- 1 Home Health Manager
- 1 Lab / X-ray (Clerical)
- 1 Laboratory Manager
- 1 Materials Assistant
- 1 Medical Laboratory Technician (MLT)
- 1 Medical Technologist (MT)
- 1 Physical Therapist
- 1 Physician
- 2 Registered Nurse
- 2 \*\* ER Perm hires

## **ER Hires - 26**

- 6 Airport Screener
- 1 Dietary
- 8 ER Screener
- 8 High Touch Areas
- 2 Lab Assistant
- 1 Maintenance
- \*\* 1 Minor
- \*\* 16 Termed

## **We've had 29 terminations.**

- 1 Business Office (Billing)
- 8 CNA / Trainee
- 2 Clinic (Clerical)
- 1 Clinic Manager
- 2 Cook
- 1 Dietary Director
- 1 Dietitian
- 3 EVS (Housekeeper / Laundry)
- 1 Licensed Practical Nurse
- 1 Laboratory Manager
- 1 Materials Assistant
- 1 Occupational Therapist
- 1 Physical Therapist
- 3 Registered Nurse

## **Travelers – we've had 20 travelers**

- 4 Certified Nurse Assistant
- 5 Home Health RNs
- 1 Licensed Practical Nurse
- 3 Medical Technologist
- 1 Physical Therapist
- 1 Physician Assistant
- 2 Physician
- 3 Registered Nurse

## Students

- 6 University of Washington Med Students

## Retirements / Farewells

- 2 Retirements
  - o Tekla Israelson (Licensed Practical Nurse)
  - o Margaret Fleming, Dietitian, 18 years
- 4 Farewells (over 15 years at PMC)
  - o Patricia Susort, EVS Lead, 16 years
  - o Rebecca Meyers, Cook, 25 years
  - o Jenna Olsen, Clinic Manager / RN, 24 years

## Positions Open

- Admissions / Ward Clerk
- Dietary Assistant
- Case Manager -- Clinic
- CNA, LPN, MA -- Clinic
- Dietitian
- EVS (Housekeeping / Laundry)
- Home Health RN
- Medical Technologist
- Patient Financial Accounts Rep
- Physical Therapist
- Registered Nurse

## Looking Forward

- New Wellness Program
- Open Enrollment in June (July effective date) for Premera & Unum

## Challenges

- Submission of the PBJ on long term care staffing is a monthly requirement. Chad handles this report
- Working on year-end reporting – RN OT report, OSHA Form, 1095s and W2s
- We currently have 11 apartments that we are renting with the upkeep, cleaning & scheduling
- We have 7 cars that Maintenance assists keeping them running for travelers & staff use
- Working on recruiting for all positions and finding the right fit is challenging and difficult.

## Completed

- Annual audit, Workers' Comp audit
- Completed Open Enrollment for Navia FSA (Flexible Spending Accounts) to start January 2021

## Accomplishments

- Renewed one of my two Certifications -- Professional in Human Resources (PHR) certificate (December 2020 thru November 2023), requiring 60 hours of continuing education in HR

## Opportunities

- Attended virtually the Northwest Human Resources Management Association Conference for 2 days (September 30<sup>th</sup> – October 1<sup>st</sup>). Thank you.

## Submitted by:

Cynthia Newman - SHRM-CP, PHR  
Human Resources Director



# Petersburg Medical Center

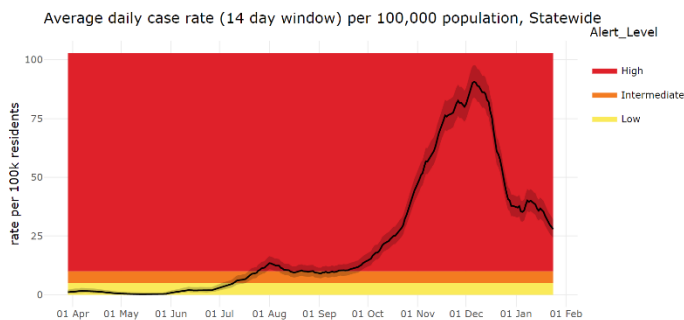
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## CEO Report:

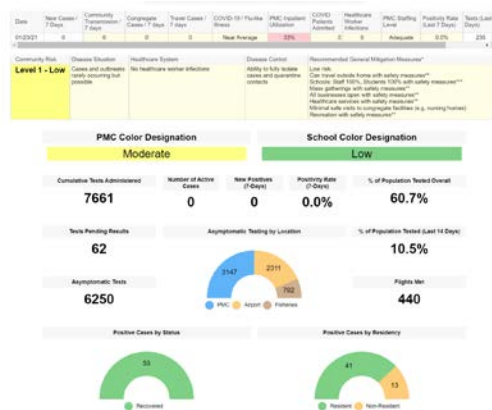
*The following updates are not a comprehensive summary of activities due to the activation of the Emergency Preparedness Incident Command Center from the COVID-19 response since March 11<sup>th</sup>.*

Petersburg Medical Center is now approaching a year of activation of the Emergency Incident Command System since it was activated under the COVID pandemic on March 11<sup>th</sup>. The past 2 months have seen Petersburg cases go from 0 to rapidly over 10 cases due to a community outbreak including two PMC staff. This created a large effort on mitigation, testing and we saw treatment in the hospital for COVID. The uptick of cases along with disease increased the strain on staffing. Coupled with this outbreak was also a strong ramp up of vaccinations. PMC Vaccine team was able to provide smaller point of dispensing (POD) in the facility and a large POD in the community gym in January. At the time of this writing we have vaccinated 17% of PSG population, 75% of PMC employees, 100% LTC residents and staff. The state has provided 150 Pfizer doses and 350 Moderna doses and SEARHC has provided 30 doses for Petersburg. Our next large POD community vaccination is planned to be on February 5<sup>th</sup> for the second dose and the following week for the first dose. The number of doses will be dependent on the state allocation but we recently learned that SEARHC will be providing doses to PMC. They sent 30 doses for the second round and an additional 250 for the community.

This operational period of SARS-COV-2 in Alaska can be seen below, followed by the Petersburg dashboard created internally at PMC. Essentially there has been a large increase in cases in Alaska following Thanksgiving, Christmas and New Years. The last two weeks have seen a decrease which we hope will continue as vaccination allotments increase:



Current Alert Level: High  
 27.93 per 100,000 population



PMC has improved its' supply of par level of Cepheid cartridges for the COVID rapid test as a result of state supply coupled with our routine supply and improved guidelines for use. PMC has increased the Respiratory Clinic to add asymptomatic testing free to the community throughout January. We are also



## *Petersburg Medical Center*

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increasing our efforts to offer asymptomatic testing to the School through routine scheduled testing every two weeks. PMC has offered the same to Assistive Living and Senior living facilities. Below are asymptomatic numbers for Dec-Jan:

- Airport 800 encounters
- Asymptomatic 830 encounters (these will include community, school district and manor)
- Free Community Asymptomatic Clinic – 5 (started this week).

PMC has obtained the BioFire lab unit purchased with COVID grant funds to offer PCR rapid test alternative to the Cepheid. This should arrive in the next month and have availability to increase testing capacity. The state's recent decrease in numbers has allowed improved turn around times for send out tests as well with most returning within 0-3 days.

Pandemic fatigue and stress continue to be a factor as reported last few months. As evident in a higher than normal turnover of staff and management. The difficult and complex nature of the various situations COVID presents to PMC causes increased strain on the staff and organization.

### **Facility:**

*New Facility Planning:* There is discussion at the state regarding a bond for capital infrastructure improvements. A discussion with the assembly liaison and city manager provided updated recommendation for the CAPSIS system and new facility funding request. COVID has certainly showed how PMC needs a new facility. PMC submitted for permits to complete the environmental study for the sites allocated in the master planning document. A grant is still pending with the Denali Commission for site selection and move forward with an environmental study on the potential sites. This is important to keep the potential funding sources open to PMC as a viable project. PMC's next steps for phase 2: Site selection, environmental study, space programming refinement and full architectural designs.

*Existing Facility update:* USP 800: the construction phase of the project has been completed and the final documents are pending for wrap up.

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

PMC serves on the Borough Incident Command under Operations Section and has participated in numerous communications to the community and assembly throughout the pandemic. PMC continues to participate in the weekly informative live KFSK radio session for COVID updates. The PMC incident command has a briefing Monday, Wednesday and Friday that includes the Borough incident command, school and public health. PMC staff are active with all ECHO COVID, State and ASHNHA calls throughout the month(s).

- Dec and Jan were combined Zoom and small (4) in-person (masked / physical distanced) luncheon with the physicians.



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- The wellness committee has finalized the Bravo wellness program for PMC employees.
- PMC reports out at December and January Borough Assembly Meeting.
- Cerner Contract execution December 29, 2020.
- ASHNHA Executive, Legislative committee meetings attended in January with a focus on goals and strategy for this upcoming legislative session.
- ASHNHA PMC demonstration project advocacy for approval to the federal delegation for experimental provider type.
- Dr. Hess and I met with Borough Manager and Mountain View Manor to improve communication, discuss contact tracing process and work on mitigation strategies related to COVID response.
- Vaccination POD- January 14<sup>th</sup>: PMC, PHN, School, EMS, Coast Guard and community volunteers.



### **Integrated Healthcare:**

The primary care clinic has assumed the director transition with Kelly Zweifel who has scaled up the respiratory clinic, increased case management through new staff member Amy Hollis, RN CDE and focusing on increased access to care.

Behavioral health continues to evolve at PMC and we are working on providing a vision for this department in the future. Policies and procedures are being addressed for this department including our medical record storage and long term programming of Behavioral Health at PMC. PMC applied for the National Health Service Corp application to become a designated site through HRSA. This will assist in PMC's ability to retain employees through federal loaner repayment programs for providers under the clinic. The Premera AIMS grant has been focused on integrated care program within primary care. The behavioral health team includes our clinic lead Dr. Hess, providers, behavioral health lead (Pat Sessa) and a Nurse Practitioner (Tina Pleasants). We received an Emergency COVID grant (\$96k) in October for mental health service expansion during this time.

Nutrition therapy, diabetes education, audiology and management has increased through the clinic outpatient services. Chiropractor services have returned in the clinic while PMC maintains a Green or Yellow color code COVID status. The PMC wellness committee meets regularly to focus on employees and community outreach. The group provided a Health community series (runs, stress relief, gratitude challenge, etc) and employee wellness challenges throughout COVID.

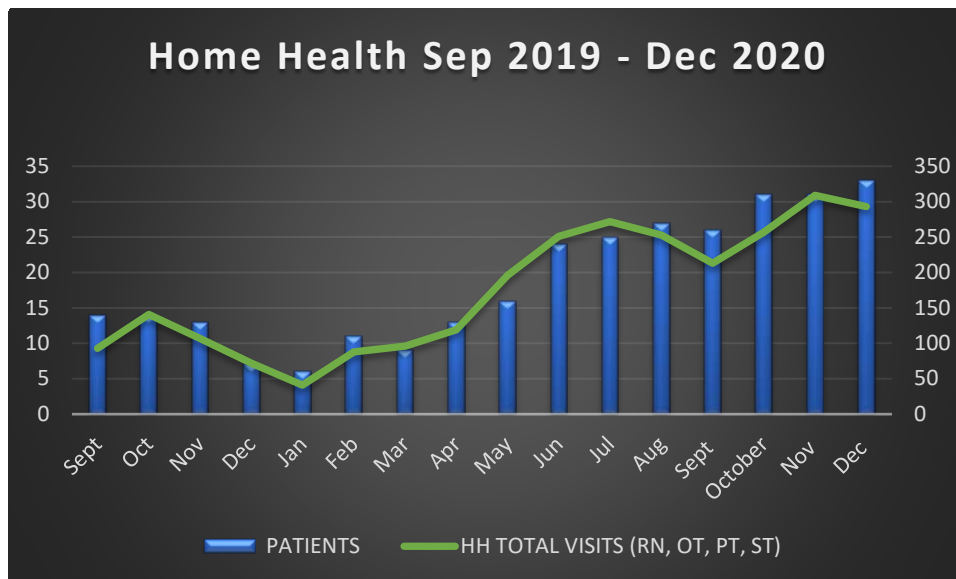


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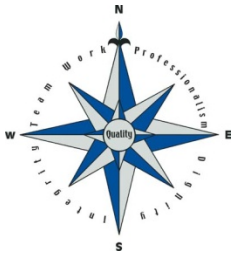
## Workforce development:

PMC is still working on transitions within management and we are working on growth and sustainability. We have seen turn over in laboratory, Home Health and Primary Clinics and Nutrition Services departments but have excellent leaders in these departments to handle these changes. We have been fortunate in hiring leadership during this time. I am meeting with Dr. Hess regularly as the medical director position to work on building out this leadership role.



**Finance:** Attached is the update of the December /January financials FY21. It has been an incredibly active time with constant scramble to obtain competitive grants to assist us to continue to provide adequate services, for and through, the pandemic. PMC has successfully spent the grants received on behalf of COVID to accommodate the demand for this response. The technology of telehealth and EMR integration is an incredible gap that we hope the new EMR and Telehealth equipment will assist in this years rollout.

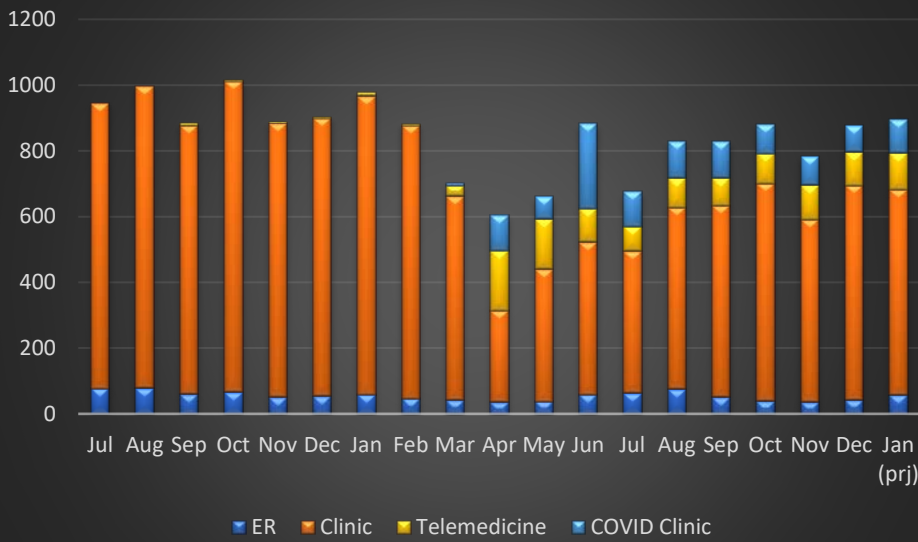
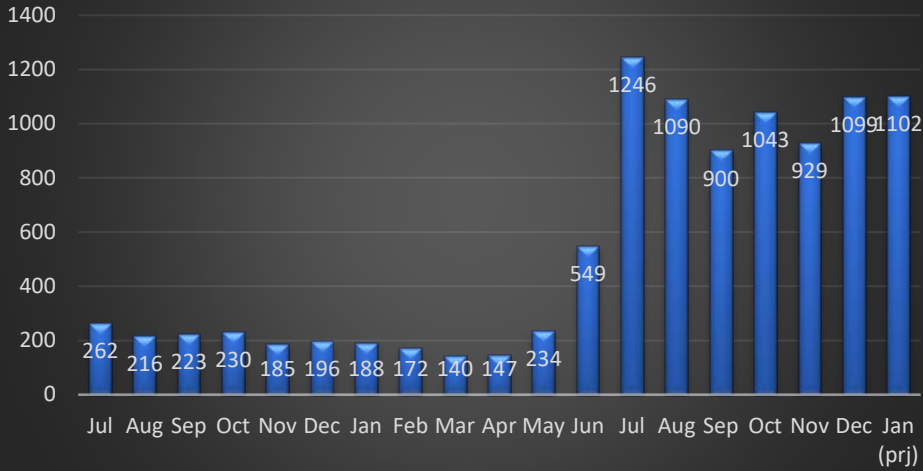
December and January year to date totals we can see clinic volumes plateauing and it is still decreased by 30% for in-person encounters; ER census was lower than normal in Dec and Jan. The respiratory clinic, asymptomatic testing and telehealth visits are maintaining and contribute significantly to staffing and overall volumes. While the LTC census is seeing the lowest amount, Home Health census are still on the rise with the highest census to date.



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## Lab tests + COVID tests



# ***PETERSBURG MEDICAL CENTER***

## **FINANCIAL REPORTING PACKAGE**

**FISCAL YEAR 2021**

**For the five months ended November 30, 2020**



**PETERSBURG MEDICAL CENTER**  
**Statement of Revenues and Expenses**  
For the five months ended November 30, 2020

Month Actual	Month Budget	\$ Variance	% Variance		YTD Actual	YTD Budget	\$ Variance	% Variance	Prior YTD	% Variance
\$269,915	\$251,008	\$18,907	7.5%							
852,486	846,287	6,199	0.7%							
204,412	324,047	(119,635)	-36.9%							
<u>1,326,813</u>	<u>1,421,342</u>	<u>(94,529)</u>	<u>-6.7%</u>							
				<b>Gross Patient Revenue:</b>						
				1. Inpatient	\$1,593,434	\$1,108,437	\$484,997	43.8%	\$1,796,823	-11.3%
				2. Outpatient	4,609,844	3,884,060	725,784	18.7%	5,114,642	-9.9%
				3. Long-term Care	1,180,569	1,609,580	(429,011)	-26.7%	1,607,137	-26.5%
				4. <b>Total gross patient revenue</b>	<u>7,383,847</u>	<u>6,602,077</u>	<u>781,770</u>	<u>11.8%</u>	<u>8,518,602</u>	<u>-13.3%</u>
				<b>Deductions from Revenue:</b>						
				5. Contractual adjustments	1,384,436	1,146,781	(237,655)	-20.7%	1,002,022	-38.2%
221,737	246,887	25,150	10.2%	6. Prior year settlements	0	0	0	n/a	0	n/a
0	0	0	n/a	7. Bad debt expense	(39,590)	36,971	76,561	207.1%	(46,393)	-14.7%
(54,039)	7,959	61,998	779.0%	8. Charity and other deductions	327,548	225,943	(101,605)	-45.0%	280,280	-16.9%
80,157	48,642	(31,515)	-64.8%	9. <b>Total deductions from revenue</b>	<u>1,672,394</u>	<u>1,409,695</u>	<u>(262,699)</u>	<u>-18.6%</u>	<u>1,235,909</u>	<u>-35.3%</u>
<u>247,855</u>	<u>303,488</u>	<u>55,633</u>	<u>18.3%</u>							
				10. <b>Net patient revenue</b>	<u>5,711,453</u>	<u>5,192,382</u>	<u>519,071</u>	<u>10.0%</u>	<u>7,282,693</u>	<u>-21.6%</u>
1,078,958	1,117,854	(38,896)	-3.5%							
				<b>Other Revenue</b>						
76,275	62,276	13,999	22.5%	11. Inkind Service - PERS/USAC	427,130	311,383	115,747	37.2%	303,840	40.6%
157,593	13,750	143,843	1046.1%	12. Grant revenue	325,462	68,750	256,712	373.4%	325,150	0.1%
1,297,131	375,000	922,131	245.9%	13. Federal & State Relief	3,115,218	2,500,000	615,218	24.6%	0	n/a
60,981	1,353	59,628	4407.1%	14. Other revenue	312,448	6,765	305,683	4518.6%	28,742	987.1%
<u>1,591,980</u>	<u>452,379</u>	<u>1,139,601</u>	<u>251.9%</u>	15. <b>Total other operating revenue</b>	<u>4,180,258</u>	<u>2,886,898</u>	<u>1,293,360</u>	<u>44.8%</u>	<u>657,732</u>	<u>535.6%</u>
				16. <b>Total operating revenue</b>	<u>9,891,711</u>	<u>8,079,280</u>	<u>1,812,431</u>	<u>22.4%</u>	<u>7,940,425</u>	<u>24.6%</u>
2,670,938	1,570,233	1,100,705	70.1%							
				<b>Expenses:</b>						
816,510	781,886	(34,624)	-4.4%	17. Salaries and wages	4,396,462	4,003,838	(392,624)	-9.8%	3,809,714	-15.4%
60,107	64,958	4,851	7.5%	18. Contract labor	402,818	344,791	(58,027)	-16.8%	397,498	-1.3%
365,501	312,982	(52,519)	-16.8%	19. Employee benefits	1,713,401	1,589,284	(124,117)	-7.8%	1,482,518	-15.6%
95,714	105,930	10,216	9.6%	20. Supplies	505,259	510,849	5,590	1.1%	604,878	16.5%
129,585	75,478	(54,107)	-71.7%	21. Purchased services	738,029	465,294	(272,735)	-58.6%	557,988	-32.3%
41,124	36,717	(4,407)	-12.0%	22. Repairs and maintenance	240,892	231,429	(9,463)	-4.1%	213,798	-12.7%
146,896	5,367	(141,529)	-2637.0%	23. Minor equipment	296,923	50,657	(246,266)	-486.1%	46,081	-544.4%
15,847	11,633	(4,214)	-36.2%	24. Rentals and leases	74,617	58,166	(16,451)	-28.3%	59,727	-24.9%
83,217	49,740	(33,477)	-67.3%	25. Utilities	309,644	239,400	(70,244)	-29.3%	231,370	-33.8%
7,491	11,060	3,569	32.3%	26. Training and travel	30,503	67,493	36,990	54.8%	50,530	39.6%
53,096	56,004	2,908	5.2%	27. Depreciation	272,465	284,174	11,709	4.1%	293,256	7.1%
9,288	8,756	(532)	-6.1%	28. Insurance	48,202	43,780	(4,422)	-10.1%	40,901	-17.9%
12,990	10,440	(2,550)	-24.4%	29. Other operating expense	94,505	69,404	(25,101)	-36.2%	106,526	11.3%
<u>1,837,366</u>	<u>1,530,951</u>	<u>(306,415)</u>	<u>-20.0%</u>	30. <b>Total expenses</b>	<u>9,123,720</u>	<u>7,958,559</u>	<u>(1,165,161)</u>	<u>-14.6%</u>	<u>7,894,785</u>	<u>-15.6%</u>
				31. <b>Income (loss) from operations</b>	<u>767,991</u>	<u>120,721</u>	<u>647,270</u>	<u>536.2%</u>	<u>45,640</u>	<u>1582.7%</u>
833,572	39,282	794,290	2022.0%							
				<b>Nonoperating Gains(Losses):</b>						
257,011	6,250	250,761	4012.2%	32. Investment income	369,081	31,250	337,831	1081.1%	126,415	192.0%
(49)	(57)	8	14.0%	33. Interest expense	(623)	(666)	43	6.5%	(2,798)	77.7%
	0	0	n/a	34. Gain (loss) on disposal of assets	0	0	0	n/a	0	n/a
70	0	70	0.0%	35. Other non-operating revenue	1,299	0	1,299	0.0%	10,231	-87.3%
<u>257,032</u>	<u>6,193</u>	<u>250,839</u>	<u>4050.4%</u>	36. <b>Net nonoperating gains (losses)</b>	<u>369,757</u>	<u>30,584</u>	<u>339,173</u>	<u>1109.0%</u>	<u>133,848</u>	<u>176.3%</u>
				37. <b>Change in Net Position (Bottom Line)</b>	<u>\$1,137,748</u>	<u>\$151,305</u>	<u>\$986,443</u>	<u>652.0%</u>	<u>\$179,488</u>	<u>533.9%</u>
\$1,090,604	\$45,475	\$1,045,129	2298.2%							

( ) or - indicates unfavorable variance

**PETERSBURG MEDICAL CENTER**  
**Key Volume Indicators**  
**For the five months ended November 30, 2020**

<u>Current Month</u>					<u>Year-To-Date</u>						
<u>Actual</u>	<u>Budget</u>	<u>Variance</u>				<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Prior YTD</u>	<u>Variance %</u>
		<u>Amount</u>	<u>%</u>					<u>Amount</u>	<u>%</u>		
<b>Hospital Inpatient</b>											
20	18	2	11.1%	1.	Patient Days - Acute Care	127	84	43	51.2%	153	-17.0%
45	73	(28)	-38.4%	2.	Patient Days - Swing Bed	300	321	(21)	-6.5%	477	-37.1%
65	91	(26)	-28.6%	3.	Patient Days - Total	427	405	22	5.4%	630	-32.2%
0.7	0.6	0.1	11.1%	4.	Average Daily Census - Acute Care	0.8	0.5	0.3	51.2%	1.0	-17.0%
1.5	2.4	(0.9)	-38.4%	5.	Average Daily Census - Swing Bed	2.0	2.1	(0.1)	-6.5%	3.1	-37.1%
2.2	3.0	(0.9)	-28.6%	6.	Average Daily Census - Total	2.8	2.6	0.1	5.4%	4.1	-32.2%
18.1%	25.3%	-7.2%	-28.6%	7.	Percentage of Occupancy	23.3%	22.1%	1.2%	5.4%	34.3%	-32.2%
<b>Long Term Care</b>											
210	341	(131)	-38.4%	8.	Resident Days	1,254	1,694	(440)	-26.0%	1,798	-30.3%
7.0	11.4	(4.4)	-38.4%	9.	Average Daily Census	8.2	11.1	(2.9)	-26.0%	11.8	-30.3%
46.7%	75.8%	(0)	-38.4%	10.	Percentage of Occupancy	54.6%	73.8%	(0)	-26.0%	78.3%	-30.3%
<b>Other Services</b>											
35	53	(18)	-34.0%	11.	Emergency Room Visits	257	320	(63)	-19.7%	327	-21.4%
164	142	22	15.5%	12.	Radiology Procedures	790	621	169	27.2%	980	-19.4%
-	1,967	(1,967)	-100.0%	13.	Lab Tests (excluding QC)	-	8,703	(8,703)	-100.0%	11,734	-100.0%
575	641	(66)	-10.3%	14.	Rehab Services Units	3,158	2,209	949	43.0%	5,433	-41.9%
36	57	(21)	-36.8%	15.	OP Treatment Room	231	291	(60)	-20.6%	435	-46.9%
309	150	159	106.0%	16.	Home Health Visits	1,306	750	556	74.1%	541	141.4%
779	750	29	3.9%	17.	Clinic Visits	3,803	2,975	828	27.8%	4,811	-21.0%
349	-	349	n/a	18.	Airport COVID Tests	1,417	-	1,417	n/a	-	n/a
379	-	379	n/a	19.	Lab Asymptomatic COVID Tests	2,991	-	2,991	n/a	-	n/a

( ) or - indicates an unfavorable variance

**PETERSBURG MEDICAL CENTER**  
**Key Operational Indicators**  
**For the five months ended November 30, 2020**

<u>Current Month</u>					<u>Year-To-Date</u>						
<u>Actual</u>	<u>Budget</u>	<u>Variance</u>				<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Prior</u>	<u>Prior</u>
		<u>Amount</u>	<u>%</u>					<u>Amount</u>	<u>%</u>	<u>YTD \$</u>	<u>YTD %</u>
16.7%	17.4%	0.7%	3.8%	1.	Contractual Adj. as a % of Gross Revenue	18.7%	17.4%	-1.4%	-7.9%	11.8%	-59.4%
6.0%	3.4%	-2.6%	-76.5%	2.	Charity/Other Ded. as a % of Gross Revenue	4.4%	3.4%	-1.0%	-29.6%	3.3%	-34.8%
-4.1%	0.6%	4.6%	827.3%	3.	Bad Debt as a % of Gross Revenue	-0.5%	0.6%	1.1%	195.7%	-0.5%	1.5%
31.2%	2.5%	28.7%	1147.5%	4.	Operating Margin	7.8%	1.5%	6.3%	419.6%	0.6%	-1250.8%
37.2%	2.9%	34.4%	1191.2%	5.	Total Margin	11.1%	1.9%	9.2%	494.3%	2.2%	-398.8%
				6.	Days Cash on Hand (Including Investments)	273.7				161.0	70.0%
				7.	Days in A/R	36.2					

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

**PETERSBURG MEDICAL CENTER**  
**Balance Sheet**  
**November 30, 2020**

**ASSETS**

	<u>Nov 2020</u>	<u>Oct 2020</u>	<u>June 2020</u>	<u>Nov 2019</u>
<b>Current Assets:</b>				
1. Cash - operating	\$5,464,097	\$5,165,189	\$6,977,678	\$1,998,991
2. Cash - insurance advances	3,625,422	3,625,422	3,648,600	0
3. Investments	2,599,603	2,599,516	2,597,099	2,581,818
4. Total cash	<u>11,689,122</u>	<u>11,390,127</u>	<u>13,223,377</u>	<u>4,580,809</u>
5. Patient receivables	4,279,818	4,522,381	4,327,789	5,235,853
6. Allowance for contractals & bad debt	(2,967,925)	(3,025,832)	(2,984,194)	(2,958,257)
7. Net patient receivables	<u>1,311,893</u>	<u>1,496,549</u>	<u>1,343,595</u>	<u>2,277,597</u>
8. Other receivables	96,580	107,122	69,849	18,768
9. Inventories	284,832	279,933	287,034	242,298
10. Prepaid expenses	268,883	232,335	95,727	217,443
11. Total current assets	<u>13,651,310</u>	<u>13,506,066</u>	<u>15,019,582</u>	<u>7,336,915</u>
<b>Property and Equipment:</b>				
12. Assets in service	22,170,092	22,170,092	22,118,623	21,963,964
13. Assets in progress	517,302	516,602	441,798	194,772
14. Total property and equipment	<u>22,687,394</u>	<u>22,686,694</u>	<u>22,560,421</u>	<u>22,158,736</u>
15. Less: accumulated depreciation	(18,576,714)	(18,523,617)	(18,304,246)	(17,904,806)
16. Net property and equipment	<u>4,110,680</u>	<u>4,163,077</u>	<u>4,256,175</u>	<u>4,253,930</u>
<b>Assets Limited as to Use by Board</b>				
17. Investments	2,794,732	2,580,815	2,495,153	2,570,677
18. Building fund	590,913	546,113	525,783	539,373
19. Total Assets Limited as to Use	<u>3,385,645</u>	<u>3,126,928</u>	<u>3,020,936</u>	<u>3,110,050</u>
<b>Deferred Outflows:</b>				
20. Pension	2,524,894	2,524,894	2,524,894	2,883,764
21. Total assets	<u>\$23,672,529</u>	<u>\$23,320,965</u>	<u>\$24,821,587</u>	<u>\$17,584,659</u>

**LIABILITIES & FUND BALANCE**

	<u>Nov 2020</u>	<u>Oct 2020</u>	<u>June 2020</u>	<u>Nov 2019</u>
<b>Current Liabilities:</b>				
22. Accounts payable	\$739,122	\$837,294	\$732,504	\$783,176
23. Accrued payroll	435,659	402,191	473,575	329,129
24. Accrued PTO and extended sick	892,634	901,928	880,050	770,618
25. Payroll taxes and other payables	97,594	87,396	99,937	80,164
26. Due to Medicare	928,672	898,672	778,672	162,159
27. Due to Medicare - Advance	3,573,422	3,573,422	3,573,422	0
28. Due to Blue Cross - Advance	52,000	52,000	52,000	0
29. Deferred revenue	2,092,639	1,587,118	2,654,847	5,000
30. Loan Payable - SBA	0	1,200,000	1,800,000	0
31. Current portion of long-term debt	54,104	60,551	85,961	124,895
32. Total current liabilities	<u>8,865,846</u>	<u>9,600,572</u>	<u>11,130,968</u>	<u>2,255,141</u>
<b>Long-Term Debt:</b>				
33. Capital leases payable	47,733	52,069	69,411	104,013
<b>Pension Liabilities:</b>				
34. Net Pension Liability	11,270,762	11,270,762	11,270,762	11,593,911
35. OPEB Liability	323,644	323,644	323,644	2,366,512
36. Total liabilities	<u>20,507,985</u>	<u>21,247,047</u>	<u>22,794,785</u>	<u>16,319,577</u>
<b>Deferred Inflows:</b>				
37. Difference in pension costs	1,148,977	1,148,977	1,148,977	1,185,483
<b>Net Position:</b>				
38. Unrestricted	877,820	877,820	(99,888)	(99,888)
39. Current year net income (loss)	1,137,748	47,122	977,714	179,488
40. Total net position	<u>2,015,567</u>	<u>924,941</u>	<u>877,825</u>	<u>79,599</u>
41. Total liabilities and fund balance	<u>\$23,672,529</u>	<u>\$23,320,965</u>	<u>\$24,821,587</u>	<u>\$17,584,659</u>

\*\*\* FY21 & FY20 balances reflect year-end entries posted to FY20 as of this balance sheet date.

**PETERSBURG MEDICAL CENTER**

**Statement of Cash Flows**

**November 30, 2020**

	FY21	FY20	Variance
Cash Flows from Operating Activities			
1. Cash received from patient services	5,893,155	6,742,441	(849,286)
2. Cash from other sources	267,527	87,148	180,379
3. Cash paid to suppliers	(2,720,888)	(2,246,722)	(474,166)
4. Cash paid to employees	(5,873,459)	(5,059,967)	(813,492)
5. Net cash provided by (used for) operating activities	<u>(2,433,665)</u>	<u>(477,100)</u>	<u>(1,956,565)</u>
Cash Flows from Investing and Noncapital Financing Activities:			
6. Change in Board Designated Investments	4,372	20,040	(15,668)
7. Cash from grant programs	1,043,117	330,150	712,967
8. Cash from provider relief funds	31,750	0	31,750
9. Cash (to)/from providers - advances	0	0	0
10. Cash from/payments on SBA Loan	0	0	0
11. Cash from non-operating revenue	1,299	10,231	(8,932)
12. Net cash provided by noncapital financing activities	<u>1,080,538</u>	<u>360,421</u>	<u>720,117</u>
Cash Flows from Capital and Related Financing Activities			
13. Interest paid	(623)	(2,798)	2,175
14. Cash payments on long-term debt	(53,535)	(51,360)	(2,175)
15. Purchase of property and equipment	(126,970)	(292,610)	165,640
16. Net cash used for capital and related financing activities	<u>(181,128)</u>	<u>(346,768)</u>	<u>165,640</u>
17. Net increase (decrease) in cash and cash equivalents	(1,534,255)	(463,447)	(1,070,808)
18. Cash and cash equivalents, beginning of year	<u>13,223,377</u>	<u>5,044,237</u>	<u>8,179,140</u>
19. Cash and cash equivalents, end of period	<u><u>11,689,122</u></u>	<u><u>4,580,790</u></u>	<u><u>7,108,332</u></u>
20. Days Cash on Hand - Operating/Investments	146.4	95.9	50.5
21. Days Cash on Hand - Provider Advances	65.8	-	65.8
22. Days Cash on Hand - Total Operating Cash & Investments	<u>212.3</u>	<u>95.9</u>	<u>116.4</u>
23. Day Cash on Hand - Total Operating/Investment/Board	<u>273.7</u>	<u>161.0</u>	<u>112.7</u>
24. Days in Accounts Payable	<u>41.6</u>	<u>53.3</u>	<u>11.8</u>

**PETERSBURG MEDICAL CENTER**  
**Statement of Revenues and Expenses**  
**FISCAL YEAR 2021**

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	Prior YTD	% VAR
<i>Gross Patient Revenue:</i>															
1. Inpatient	\$321,870	\$377,029	\$227,115	\$397,505	\$269,915								\$1,593,434	\$1,796,823	-11.3%
2. Outpatient	1,065,999	919,140	857,261	914,958	852,486								4,609,844	5,114,642	-9.9%
3. Long-term Care	255,083	255,072	230,683	235,319	204,412								1,180,569	1,607,137	-26.5%
4. <b>Total gross patient revenue</b>	<b>1,642,952</b>	<b>1,551,241</b>	<b>1,315,059</b>	<b>1,547,782</b>	<b>1,326,813</b>								<b>7,383,847</b>	<b>8,518,602</b>	<b>-13.3%</b>
<i>Deductions from Revenue:</i>															
5. Contractual adjustments	391,367	194,455	195,358	381,519	221,737								1,384,436	1,002,022	-38.2%
6. Prior year settlements	0	0	0	0	0								0	0	n/a
7. Bad debt expense	33,717	21,037	(88,269)	47,964	(54,039)								(39,590)	(46,393)	14.7%
8. Charity and other deductions	95,114	47,057	72,415	32,805	80,157								327,548	280,280	-16.9%
9. <b>Total deductions from revenue</b>	<b>520,198</b>	<b>262,549</b>	<b>179,504</b>	<b>462,288</b>	<b>247,855</b>								<b>1,672,394</b>	<b>1,235,909</b>	<b>-35.3%</b>
10. <b>Net patient revenue</b>	<b>1,122,754</b>	<b>1,288,692</b>	<b>1,135,555</b>	<b>1,085,494</b>	<b>1,078,958</b>								<b>5,711,453</b>	<b>7,282,693</b>	<b>-21.6%</b>
<i>Other Revenue</i>															
11. Inkind Service - PERS/USAC	69,758	69,758	110,688	100,651	76,275								427,130	303,840	40.6%
12. Grant revenue	0	44,068	104,276	19,525	157,593								325,462	325,150	0.1%
13. Federal & State Relief	600,000	581,750	525,000	111,337	1,297,131								3,115,218	0	n/a
14. Other revenue	66,932	60,852	55,810	67,873	60,981								312,448	28,742	987.1%
15. <b>Total other operating revenue</b>	<b>736,690</b>	<b>756,428</b>	<b>795,774</b>	<b>299,386</b>	<b>1,591,980</b>								<b>4,180,258</b>	<b>657,732</b>	<b>535.6%</b>
16. <b>Total operating revenue</b>	<b>1,859,444</b>	<b>2,045,120</b>	<b>1,931,329</b>	<b>1,384,880</b>	<b>2,670,938</b>								<b>9,891,711</b>	<b>7,940,425</b>	<b>24.6%</b>
<i>Expenses:</i>															
17. Salaries and wages	930,934	887,684	818,036	943,298	816,510								4,396,462	3,809,714	-15.4%
18. Contract labor	91,330	82,856	75,605	92,920	60,107								402,818	397,498	-1.3%
19. Employee benefits	313,389	342,582	351,862	340,067	365,501								1,713,401	1,482,518	-15.6%
20. Supplies	51,813	99,821	91,010	166,901	95,714								505,259	604,878	16.5%
21. Purchased services	74,248	173,170	182,103	178,923	129,585								738,029	557,988	-32.3%
22. Repairs and maintenance	51,690	44,770	63,055	40,253	41,124								240,892	213,798	-12.7%
23. Minor equipment	3,102	28,374	101,761	16,790	146,896								296,923	46,081	-544.4%
24. Rentals and leases	12,426	16,518	15,967	13,859	15,847								74,617	59,727	-24.9%
25. Utilities	52,613	46,051	47,944	79,819	83,217								309,644	231,370	-33.8%
26. Training and travel	1,507	2,640	5,586	13,279	7,491								30,503	50,530	39.6%
27. Depreciation	55,696	55,506	54,928	53,239	53,096								272,465	293,256	7.1%
28. Insurance	8,821	3,867	17,825	8,401	9,288								48,202	40,901	-17.9%
29. Other operating expense	10,086	23,511	27,945	19,973	12,990								94,505	106,526	11.3%
30. <b>Total expenses</b>	<b>1,657,655</b>	<b>1,807,350</b>	<b>1,853,627</b>	<b>1,967,722</b>	<b>1,837,366</b>								<b>9,123,720</b>	<b>7,894,785</b>	<b>-15.6%</b>
31. <b>Income (loss) from operations</b>	<b>201,789</b>	<b>237,770</b>	<b>77,702</b>	<b>(582,842)</b>	<b>833,572</b>								<b>767,991</b>	<b>45,640</b>	<b>-1582.7%</b>
<i>Nonoperating Gains(Losses):</i>															
32. Investment income	109,139	100,157	(68,974)	(28,252)	257,011								369,081	126,415	192.0%
33. Interest expense	(200)	(162)	(125)	(87)	(49)								(623)	(2,798)	-77.7%
34. Gain (loss) on disposal of assets	0	0	0	0	0								0	0	0.0%
35. Other non-operating revenue	245	140	720	124	70								1,299	10,231	87.3%
36. <b>Net nonoperating gains (losses)</b>	<b>109,184</b>	<b>100,135</b>	<b>(68,379)</b>	<b>(28,215)</b>	<b>257,032</b>								<b>369,757</b>	<b>133,848</b>	<b>-176.3%</b>
37. <b>Change in Net Position (Bottom Line)</b>	<b>\$310,973</b>	<b>\$337,905</b>	<b>\$9,323</b>	<b>(\$611,057)</b>	<b>\$1,090,604</b>								<b>\$1,137,748</b>	<b>\$179,488</b>	<b>533.9%</b>
38. <b>FY21 Budget</b>	<b>\$23,904</b>	<b>\$32,324</b>	<b>\$24,161</b>	<b>\$25,439</b>	<b>\$45,475</b>								<b>\$151,305</b>		
39. <b>FY21 Variance</b>	<b>\$287,069</b>	<b>\$305,581</b>	<b>(\$14,838)</b>	<b>(\$636,496)</b>	<b>\$1,045,129</b>								<b>\$986,443</b>		

<b>PETERSBURG MEDICAL CENTER</b>
<b>Key Volume Indicators</b>
<b>FISCAL YEAR 2021</b>

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	FY20 YTD	% Change
<b><i>Hospital Inpatient</i></b>															
1. Patient Days - Acute Care	29	35	15	28	20								127	153	-17.0%
2. Patient Days - Swing Bed	62	68	45	80	45								300	477	-37.1%
3. Patient Days - Total	91	103	60	108	65								427	630	-32.2%
4. Average Daily Census - Acute Care	0.9	1.1	0.5	0.9	0.7								0.8	1.0	-17.0%
5. Average Daily Census - Swing Bed	2.0	2.2	1.5	2.6	1.5								2.0	3.1	-37.1%
6. Average Daily Census - Total	2.9	3.3	2.0	3.5	2.2								2.8	4.1	-32.2%
7. Percentage of Occupancy	24.5%	27.7%	16.7%	29.0%	18.1%								23.3%	34.3%	-32.2%
<b><i>Long Term Care</i></b>															
8. Resident Days	279	279	241	245	210								1,254	1,798	-30.3%
9. Average Daily Census	9.0	9.0	8.0	7.9	7.0								8.2	11.8	-30.3%
10. Percentage of Occupancy	60.0%	60.0%	53.6%	52.7%	46.7%								54.6%	78.3%	-30.3%
<b><i>Other Services</i></b>															
11. Emergency Room Visits	64	76	42	40	35								257	327	-21.4%
12. Radiology Procedures	157	173	150	146	164								790	980	-19.4%
13. Lab Tests (excluding QC)	-	-	-	-	-								-	11,734	-100.0%
14. Rehab Services Units	759	696	563	565	575								3,158	5,433	-41.9%
15. OP Treatment Room	33	55	54	53	36								231	435	-46.9%
16. Home Health Visits	272	255	213	257	309								1,306	541	141.4%
17. Clinic Visits	632	758	755	879	779								3,803	4,811	-21.0%
18. Airport COVID Tests	366	245	197	260	349								1,417	-	n/a
19. Lab Asymptomatic COVID Tests	662	689	621	640	379								2,991	-	n/a

**PETERSBURG MEDICAL CENTER**  
**Key Operational Indicators**  
**FISCAL YEAR 2021**

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	FY20 YTD	% Change
1. Contractual Adj. as a % of Gross Reven	23.8%	12.5%	14.9%	24.6%	16.7%								18.7%	11.8%	-59.4%
2. Charity/Other Ded. as a % of Gross Rev	5.8%	3.0%	5.5%	2.1%	6.0%								4.4%	3.3%	-34.8%
3. Bad Debt as a % of Gross Revenue	2.1%	1.4%	-6.7%	3.1%	-4.1%								-0.5%	-0.5%	1.5%
4. Operating Margin	10.9%	11.6%	4.0%	-42.1%	31.2%								7.8%	0.6%	-1250.8%
5. Total Margin	15.8%	15.8%	0.5%	-45.0%	37.2%								11.1%	2.2%	-398.8%
6. Days Cash on Hand (Including Investm	307.2	292.9	279.3	265.8	273.7								273.7	161.0	-70.0%
7. Days in A/R	44.5	40.1	37.7	39.2	36.2								36.2		



<b>Petersburg Medical Cen</b> <b>Capital</b> <b>FY21</b>
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Dept Name	Description	(1) Approved Budget	(2) Substitutions	(3) Revised Budget	(4) Committed	(5) Paid	(6) Total Paid/Committed	(7) Budget Remaining
<b>FY20 Assets in Progress</b>						61,997		
<b>FY21 Capital Budget</b>								
IT	Fire Suppression - Server Room	19,078		19,078			-	19,078
IT	Server	16,515		16,515			-	16,515
Acute/Swing/ER	Fetal Monitor	22,000		22,000			-	22,000
Acute/Swing/ER	IV Smart Pumps (12)	48,840		48,840			-	48,840
Acute/Swing/ER	Ventilators	25,000		25,000			-	25,000
LTC	Beds (4)	10,671		10,671			-	10,671
PT	Powermatic Mat Platform	5,000		5,000			-	5,000
Lab	Traction Plant	7,795		7,795			-	7,795
Lab	Glucometers (5)	34,685		34,685			-	34,685
Lab	Microscan	25,000		25,000		25,000	25,000	-
Imaging	Ultrasound	190,024		190,024			-	190,024
Plant	Industrial Washer	12,618	889	13,507		13,507	13,507	-
Plant	Plow Truck with Sander	60,000		60,000			-	60,000
Plant	Ice Makers (3)	18,000		18,000		6,481	6,481	11,519
Plant	Car - Toyota Highlander		5,000	5,000		5,000		5,000
Audiology	Audiology Equipment	14,774	214	14,988		14,988	14,988	(0)
Telehealth	To Be Determined (see budget)	-		-			-	-
Admin	Contingency	100,000	(6,103)	93,897		-	-	93,897
	<b>Total - FY21</b>	610,000	-	610,000	-	64,976	59,976	550,024
<b>Total Expenditures per Cash Flow</b>						126,973		
Funding Sources - FY21								
	PMC Operations	610,000	-	610,000				
	Grants	-	-	-				
	Cares Act	-	-	-				
	Board Reserves	-	-	-				
	<b>Total</b>	610,000	-	610,000				

( ) or - indicates unfavorable variance

# ***PETERSBURG MEDICAL CENTER***

## **FINANCIAL REPORTING PACKAGE**

**FISCAL YEAR 2021**

**For the six months ended December 31, 2020**

**PETERSBURG MEDICAL CENTER**  
**Statement of Revenues and Expenses**  
**For the six months ended December 31, 2020**

Month Actual	Month Budget	\$ Variance	% Variance		YTD Actual	YTD Budget	\$ Variance	% Variance	Prior YTD	% Variance
\$146,535	\$254,673	(\$108,138)	-42.5%							
1,016,359	864,850	151,509	17.5%							
207,720	313,968	(106,248)	-33.8%							
1,370,614	1,433,491	(62,877)	-4.4%							
271,785	248,997	(22,788)	-9.2%							
0	0	0	n/a							
40,759	8,027	(32,732)	-407.8%							
27,868	49,058	21,190	43.2%							
340,412	306,082	(34,330)	-11.2%							
1,030,202	1,127,409	(97,207)	-8.6%							
133,541	62,276	71,265	114.4%							
2,203,490	13,750	2,189,740	15925.4%							
432,922	400,000	32,922	8.2%							
75,726	1,353	74,373	5496.9%							
2,845,679	477,379	2,368,300	496.1%							
3,875,881	1,604,788	2,271,093	141.5%							
891,307	807,671	(83,636)	-10.4%							
63,362	64,958	1,596	2.5%							
421,731	320,055	(101,676)	-31.8%							
84,491	108,288	23,797	22.0%							
197,168	82,978	(114,190)	-137.6%							
1,397,448	36,717	(1,360,731)	-3706.0%							
243,104	6,466	(236,638)	-3659.7%							
14,594	11,633	(2,961)	-25.5%							
73,666	51,140	(22,526)	-44.0%							
4,676	11,060	6,384	57.7%							
56,189	56,004	(185)	-0.3%							
8,301	8,756	455	5.2%							
17,643	10,762	(6,881)	-63.9%							
3,473,680	1,576,488	(1,897,192)	-120.3%							
402,201	28,300	373,901	1321.2%							
115,865	6,250	109,615	1753.8%							
0	7	(7)	100.0%							
0	0	0	n/a							
70	0	70	0.0%							
115,935	6,257	109,678	1752.9%							
\$518,136	\$34,557	\$483,579	1399.4%							

	YTD Actual	YTD Budget	\$ Variance	% Variance	Prior YTD	% Variance
<b>Gross Patient Revenue:</b>						
1. Inpatient	\$1,739,969	\$1,363,110	\$376,859	27.6%	\$2,265,260	-23.2%
2. Outpatient	5,626,203	4,748,911	877,292	18.5%	6,082,928	-7.5%
3. Long-term Care	1,388,289	1,923,549	(535,260)	-27.8%	1,917,806	-27.6%
4. <b>Total gross patient revenue</b>	<b>8,754,461</b>	<b>8,035,570</b>	<b>718,891</b>	<b>8.9%</b>	<b>10,265,994</b>	<b>-14.7%</b>
<b>Deductions from Revenue:</b>						
5. Contractual adjustments	1,656,221	1,395,778	(260,443)	-18.7%	1,227,062	-35.0%
6. Prior year settlements	0	0	0	n/a	0	n/a
7. Bad debt expense	1,169	44,999	43,830	97.4%	(62,035)	-101.9%
8. Charity and other deductions	355,416	275,002	(80,414)	-29.2%	310,057	-14.6%
9. <b>Total deductions from revenue</b>	<b>2,012,806</b>	<b>1,715,779</b>	<b>(297,027)</b>	<b>-17.3%</b>	<b>1,475,084</b>	<b>-36.5%</b>
10. <b>Net patient revenue</b>	<b>6,741,655</b>	<b>6,319,791</b>	<b>421,864</b>	<b>6.7%</b>	<b>8,790,910</b>	<b>-23.3%</b>
<b>Other Revenue</b>						
11. Inkind Service - PERS/USAC	560,671	373,660	187,011	50.0%	366,928	52.8%
12. Grant revenue	2,528,952	82,500	2,446,452	2965.4%	355,475	611.4%
13. Federal & State Relief	3,548,140	2,900,000	648,140	22.3%	0	n/a
14. Other revenue	388,174	8,118	380,056	4681.6%	41,563	833.9%
15. <b>Total other operating revenue</b>	<b>7,025,937</b>	<b>3,364,278</b>	<b>3,661,659</b>	<b>108.8%</b>	<b>763,966</b>	<b>819.7%</b>
16. <b>Total operating revenue</b>	<b>13,767,592</b>	<b>9,684,069</b>	<b>4,083,523</b>	<b>42.2%</b>	<b>9,554,876</b>	<b>44.1%</b>
<b>Expenses:</b>						
17. Salaries and wages	5,287,769	4,811,510	(476,259)	-9.9%	4,524,880	-16.9%
18. Contract labor	466,180	409,749	(56,431)	-13.8%	474,384	1.7%
19. Employee benefits	2,135,132	1,909,339	(225,793)	-11.8%	1,832,326	-16.5%
20. Supplies	589,750	619,138	29,388	4.7%	757,417	22.1%
21. Purchased services	935,197	548,272	(386,925)	-70.6%	651,072	-43.6%
22. Repairs and maintenance	1,638,340	268,146	(1,370,194)	-511.0%	253,886	-545.3%
23. Minor equipment	540,027	57,124	(482,903)	-845.4%	55,910	-865.9%
24. Rentals and leases	89,211	69,799	(19,412)	-27.8%	70,132	-27.2%
25. Utilities	383,310	290,540	(92,770)	-31.9%	280,609	-36.6%
26. Training and travel	35,179	78,554	43,375	55.2%	63,951	45.0%
27. Depreciation	328,654	340,178	11,524	3.4%	353,150	6.9%
28. Insurance	56,503	52,536	(3,967)	-7.6%	49,081	-15.1%
29. Other operating expense	112,148	80,166	(31,982)	-39.9%	119,070	5.8%
30. <b>Total expenses</b>	<b>12,597,400</b>	<b>9,535,051</b>	<b>(3,062,349)</b>	<b>-32.1%</b>	<b>9,485,868</b>	<b>-32.8%</b>
31. <b>Income (loss) from operations</b>	<b>1,170,192</b>	<b>149,018</b>	<b>1,021,174</b>	<b>685.3%</b>	<b>69,008</b>	<b>1595.7%</b>
<b>Nonoperating Gains(Losses):</b>						
32. Investment income	484,946	37,500	447,446	1193.2%	193,416	150.7%
33. Interest expense	(623)	(625)	2	0.3%	(3,252)	80.8%
34. Gain (loss) on disposal of assets	0	0	0	n/a	0	n/a
35. Other non-operating revenue	1,369	0	1,369	0.0%	10,231	-86.6%
36. <b>Net nonoperating gains (losses)</b>	<b>485,692</b>	<b>36,875</b>	<b>448,817</b>	<b>1217.1%</b>	<b>200,395</b>	<b>142.4%</b>
37. <b>Change in Net Position (Bottom Line)</b>	<b>\$1,655,884</b>	<b>\$185,893</b>	<b>\$1,469,991</b>	<b>790.8%</b>	<b>\$269,403</b>	<b>514.6%</b>

( ) or - indicates unfavorable variance

**PETERSBURG MEDICAL CENTER**  
**Key Volume Indicators**  
**For the six months ended December 31, 2020**

<u>Current Month</u>					<u>Year-To-Date</u>						
<u>Actual</u>	<u>Budget</u>	<u>Variance</u>				<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Prior YTD</u>	<u>Variance %</u>
		<u>Amount</u>	<u>%</u>					<u>Amount</u>	<u>%</u>		
<b>Hospital Inpatient</b>											
7	18	(11)	-61.1%	1.	Patient Days - Acute Care	134	84	50	59.5%	153	-12.4%
29	73	(44)	-60.3%	2.	Patient Days - Swing Bed	329	321	8	2.5%	477	-31.0%
36	91	(55)	-60.4%	3.	Patient Days - Total	463	405	58	14.3%	630	-26.5%
0.2	0.6	(0.4)	-62.4%	4.	Average Daily Census - Acute Care	0.9	0.5	0.3	59.5%	1.0	-12.4%
0.9	2.4	(1.5)	-61.6%	5.	Average Daily Census - Swing Bed	2.2	2.1	0.1	2.5%	3.1	-31.0%
1.2	3.0	(1.9)	-61.7%	6.	Average Daily Census - Total	3.0	2.6	0.4	14.3%	4.1	-26.5%
9.7%	25.3%	-15.6%	-61.7%	7.	Percentage of Occupancy	25.2%	22.1%	3.2%	14.3%	34.3%	-26.5%
<b>Long Term Care</b>											
217	341	(124)	-36.4%	8.	Resident Days	1,471	1,694	(223)	-13.2%	1,798	-18.2%
7.0	11.4	(4.4)	-38.4%	9.	Average Daily Census	9.6	11.1	(1.5)	-13.2%	11.8	-18.2%
46.7%	75.8%	(0)	-38.4%	10.	Percentage of Occupancy	64.1%	73.8%	(0)	-13.2%	78.3%	-18.2%
<b>Other Services</b>											
42	53	(11)	-20.8%	11.	Emergency Room Visits	299	320	(21)	-6.6%	327	-8.6%
189	142	47	33.1%	12.	Radiology Procedures	979	621	358	57.6%	980	-0.1%
-	1,967	(1,967)	-100.0%	13.	Lab Tests (excluding QC)	13,365	8,703	4,662	53.6%	11,734	13.9%
657	641	16	2.5%	14.	Rehab Services Units	3,815	2,209	1,606	72.7%	5,433	-29.8%
65	57	8	14.0%	15.	OP Treatment Room	296	291	5	1.7%	435	-32.0%
272	150	122	81.3%	16.	Home Health Visits	1,578	750	828	110.4%	541	191.7%
900	750	150	20.0%	17.	Clinic Visits	4,703	2,975	1,728	58.1%	4,811	-2.2%
462	-	462	n/a	18.	Airport COVID Tests	1,879	-	1,879	n/a	-	n/a
429	-	429	n/a	19.	Lab Asymptomatic COVID Tests	3,420	-	3,420	n/a	-	n/a

( ) or - indicates an unfavorable variance

**PETERSBURG MEDICAL CENTER**  
**Key Operational Indicators**  
**For the six months ended December 31, 2020**

<u>Current Month</u>					<u>Year-To-Date</u>						
<u>Actual</u>	<u>Budget</u>	<u>Variance</u>			<u>Actual</u>	<u>Budget</u>	<u>Variance</u>		<u>Prior YTD \$</u>	<u>Prior YTD %</u>	
		<u>Amount</u>	<u>%</u>				<u>Amount</u>	<u>%</u>			
19.8%	17.4%	-2.5%	-14.2%	1.	Contractual Adj. as a % of Gross Revenue	18.9%	17.4%	-1.5%	-8.9%	12.0%	-58.3%
2.0%	3.4%	1.4%	40.6%	2.	Charity/Other Ded. as a % of Gross Revenue	4.1%	3.4%	-0.6%	-18.6%	3.0%	-34.4%
3.0%	0.6%	-2.4%	-431.1%	3.	Bad Debt as a % of Gross Revenue	0.0%	0.6%	0.5%	97.6%	-0.6%	102.2%
10.4%	1.8%	8.6%	488.4%	4.	Operating Margin	8.5%	1.5%	7.0%	452.4%	0.7%	-1076.9%
13.0%	2.1%	10.8%	505.1%	5.	Total Margin	11.6%	1.9%	9.7%	507.5%	2.8%	-320.7%
				6.	Days Cash on Hand (Including Investments)	224.3				163.4	37.2%
				7.	Days in A/R	35.6					

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

**PETERSBURG MEDICAL CENTER**  
**Balance Sheet**  
**December 31, 2020**

**ASSETS**

	<u>Dec 2020</u>	<u>Nov 2020</u>	<u>June 2020</u>	<u>Dec 2019</u>
<b>Current Assets:</b>				
1. Cash - operating	\$4,544,359	\$5,464,097	\$6,977,678	\$2,034,774
2. Cash - insurance advances	3,625,422	3,625,422	3,648,600	0
3. Investments	2,599,624	2,599,603	2,597,099	2,583,771
4. Total cash	<u>10,769,405</u>	<u>11,689,122</u>	<u>13,223,377</u>	<u>4,618,545</u>
5. Patient receivables	4,254,139	4,279,818	4,327,789	5,137,345
6. Allowance for contractals & bad debt	(3,004,631)	(2,967,925)	(2,984,194)	(2,835,484)
7. Net patient receivables	<u>1,249,507</u>	<u>1,311,893</u>	<u>1,343,595</u>	<u>2,301,861</u>
8. Other receivables	189,861	96,580	69,849	10,497
9. Inventories	296,417	284,832	287,034	245,078
10. Prepaid expenses	<u>230,808</u>	<u>268,883</u>	<u>95,727</u>	<u>234,982</u>
11. Total current assets	<u>12,735,998</u>	<u>13,651,310</u>	<u>15,019,582</u>	<u>7,410,963</u>
<b>Property and Equipment:</b>				
12. Assets in service	22,659,194	22,170,092	22,118,623	22,074,613
13. Assets in progress	56,466	517,302	441,798	103,128
14. Total property and equipment	<u>22,715,660</u>	<u>22,687,394</u>	<u>22,560,421</u>	<u>22,177,741</u>
15. Less: accumulated depreciation	(18,632,903)	(18,576,714)	(18,304,246)	(17,964,700)
16. Net property and equipment	<u>4,082,757</u>	<u>4,110,680</u>	<u>4,256,175</u>	<u>4,213,041</u>
<b>Assets Limited as to Use by Board</b>				
17. Investments	2,891,787	2,794,732	2,495,153	2,625,919
18. Building fund	611,239	590,913	525,783	550,943
19. Total Assets Limited as to Use	<u>3,503,026</u>	<u>3,385,645</u>	<u>3,020,936</u>	<u>3,176,862</u>
<b>Deferred Outflows:</b>				
20. Pension	<u>2,524,894</u>	<u>2,524,894</u>	<u>2,524,894</u>	<u>2,883,764</u>
21. Total assets	<u>\$22,846,676</u>	<u>\$23,672,529</u>	<u>\$24,821,587</u>	<u>\$17,684,630</u>

**LIABILITIES & FUND BALANCE**

	<u>Dec 2020</u>	<u>Nov 2020</u>	<u>June 2020</u>	<u>Dec 2019</u>
<b>Current Liabilities:</b>				
22. Accounts payable	\$697,851	\$739,122	\$732,504	\$710,896
23. Accrued payroll	138,984	435,659	473,575	394,400
24. Accrued PTO and extended sick	909,375	892,634	880,050	762,288
25. Payroll taxes and other payables	142,944	97,594	99,937	97,463
26. Due to Medicare	958,672	928,672	778,672	180,633
27. Due to Medicare - Advance	3,573,422	3,573,422	3,573,422	0
28. Due to Blue Cross - Advance	52,000	52,000	52,000	0
29. Deferred revenue	998,840	2,092,639	2,654,847	5,000
30. Loan Payable - SBA	0	0	1,800,000	0
31. Current portion of long-term debt	54,104	54,104	85,961	124,895
32. Total current liabilities	<u>7,526,192</u>	<u>8,865,846</u>	<u>11,130,968</u>	<u>2,275,575</u>
<b>Long-Term Debt:</b>				
33. Capital leases payable	43,398	47,733	69,411	93,635
<b>Pension Liabilities:</b>				
34. Net Pension Liability	11,270,762	11,270,762	11,270,762	11,593,911
35. OPEB Liability	<u>323,644</u>	<u>323,644</u>	<u>323,644</u>	<u>2,366,512</u>
36. Total liabilities	<u>19,163,996</u>	<u>20,507,985</u>	<u>22,794,785</u>	<u>16,329,633</u>
<b>Deferred Inflows:</b>				
37. Difference in pension costs	1,148,977	1,148,977	1,148,977	1,185,483
<b>Net Position:</b>				
38. Unrestricted	877,820	877,820	(99,888)	(99,888)
39. Current year net income (loss)	1,655,884	1,137,748	977,714	269,403
40. Total net position	<u>2,533,703</u>	<u>2,015,567</u>	<u>877,825</u>	<u>169,514</u>
41. Total liabilities and fund balance	<u>\$22,846,676</u>	<u>\$23,672,529</u>	<u>\$24,821,587</u>	<u>\$17,684,630</u>

\*\*\* FY21 & FY20 balances reflect year-end entries posted to FY20 as of this balance sheet date.

**PETERSBURG MEDICAL CENTER**

**Statement of Cash Flows**

**December 31, 2020**

	FY21	FY20	Variance
<b>Cash Flows from Operating Activities</b>			
1. Cash received from patient services	7,015,743	8,244,868	(1,229,125)
2. Cash from other sources	342,359	108,240	234,119
3. Cash paid to suppliers	(4,788,508)	(2,782,994)	(2,005,514)
4. Cash paid to employees	(7,329,779)	(6,010,136)	(1,319,643)
5. Net cash provided by (used for) operating activities	<u>(4,760,186)</u>	<u>(440,022)</u>	<u>(4,320,164)</u>
<b>Cash Flows from Investing and Noncapital Financing Activities:</b>			
6. Change in Board Designated Investments	2,856	20,229	(17,373)
7. Cash from grant programs	2,483,969	360,475	2,123,494
8. Cash from provider relief funds	31,750	0	31,750
9. Cash (to)/from providers - advances	0	0	0
10. Cash from/payments on SBA Loan	0	0	0
11. Cash from non-operating revenue	1,369	10,231	(8,862)
12. Net cash provided by noncapital financing activities	<u>2,519,943</u>	<u>390,935</u>	<u>2,129,008</u>
<b>Cash Flows from Capital and Related Financing Activities</b>			
13. Interest paid	(623)	(3,252)	2,629
14. Cash payments on long-term debt	(57,870)	(61,738)	3,868
15. Purchase of property and equipment	(155,236)	(311,615)	156,379
16. Net cash used for capital and related financing activities	<u>(213,729)</u>	<u>(376,605)</u>	<u>162,876</u>
17. Net increase (decrease) in cash and cash equivalents	(2,453,971)	(425,692)	(2,028,279)
18. Cash and cash equivalents, beginning of year	<u>13,223,377</u>	<u>5,044,237</u>	<u>8,179,140</u>
19. Cash and cash equivalents, end of period	<u><u>10,769,405</u></u>	<u><u>4,618,545</u></u>	<u><u>6,150,861</u></u>
20. Days Cash on Hand - Operating/Investments	112.3	96.8	15.4
21. Days Cash on Hand - Provider Advances	57.0	-	57.0
22. Days Cash on Hand - Total Operating Cash & Investments	<u>169.2</u>	<u>96.8</u>	<u>72.4</u>
23. Day Cash on Hand - Total Operating/Investment/Board	<u>224.3</u>	<u>163.4</u>	<u>60.8</u>
24. Days in Accounts Payable	<u>26.8</u>	<u>47.0</u>	<u>20.2</u>

<b>Petersburg Medical Cen</b> <b>Capital</b> <b>FY21</b>
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Dept Name	Description	(1) Approved Budget	(2) Substitutions	(3) Revised Budget	(4) Committed	(5) Paid	(6) Total Paid/Committed	(7) Budget Remaining
	<b>FY20 Assets in Progress</b>					61,997		
	<b>FY21 Capital Budget</b>							
IT	Fire Suppression - Server Room	19,078		19,078			-	19,078
IT	Server	16,515		16,515			-	16,515
Acute/Swing/ER	Fetal Monitor	22,000		22,000			-	22,000
Acute/Swing/ER	IV Smart Pumps (12)	48,840		48,840			-	48,840
Acute/Swing/ER	Ventilators	25,000	3,263	28,263		28,263	28,263	-
LTC	Beds (4)	10,671		10,671			-	10,671
PT	Powermatic Mat Platform	5,000		5,000			-	5,000
Lab	Traction Plant	7,795		7,795			-	7,795
Lab	Glucometers (5)	34,685		34,685			-	34,685
Lab	Microscan	25,000		25,000		25,000	25,000	-
Imaging	Ultrasound	190,024		190,024			-	190,024
Plant	Industrial Washer	12,618	889	13,507		13,507	13,507	-
Plant	Plow Truck with Sander	60,000		60,000			-	60,000
Plant	Ice Makers (3)	18,000		18,000		6,481	6,481	11,519
Plant	Car - Toyota Highlander		5,000	5,000		5,000		5,000
Audiology	Audiology Equipment	14,774	214	14,988		14,988	14,988	(0)
Telehealth	To Be Determined (see budget)	-		-			-	-
Admin	Contingency	100,000	(9,366)	90,634		-	-	90,634
	<b>Total - FY21</b>	610,000	-	610,000	-	93,239	88,239	521,761
	<b>Total Expenditures per Cash Flow</b>					155,236		
	Funding Sources - FY21							
	PMC Operations	610,000	-	610,000				
	Grants	-	-	-				
	Cares Act	-	-	-				
	Board Reserves	-	-	-				
	<b>Total</b>	610,000	-	610,000				

( ) or - indicates unfavorable variance