



Partnership Health Center

Board of Directors' Monthly Meeting

 *PHC Pre-Meeting Session 11:40a.m. – Eric Halverson – Communications Departmental Budget*

AGENDA

August 9, 2024 12:00 P.M. – 1:30 P.M.

WEINBERG CONFERENCE ROOMS | 401 Railroad St. W, Missoula

Virtual: [Click here to join the meeting](#) | Meeting ID = 281 930 063 75 | Passcode: jGkWKf
Or call in (audio only) [+1 312-702-0492,,407787355#](#) | Phone Conference ID: 407 787 355#

A Board quorum is currently six members, with a majority of patient Board members (P/M). We value your time and try to keep the meeting length to a minimum. We need a quorum to conduct business immediately upon Call to Order. When calling in, please mute your phone to prevent background noise from carrying through. **If you need to leave before the meeting adjourns, please notify attendees at the time you vacate.**

- | | | |
|--------------|--|-------|
| I. | Call to Order | 12:00 |
| II. | Acknowledgement of Land Stewards – stated below ¹ | 12:01 |
| III. | Public Comments regarding Agenda and Non-Agenda Items | 12:05 |
| IV. | Referrals/Comments from Board Members | 12:10 |
| | • Board Member Conflict of Interest Disclosures* | |
| V. | Committee updates | 12:15 |
| | • Executive/Finance Committee (EFC) | |
| VI. | Topics requiring Motions/Discussion | 12:30 |
| | • FY2025 Revised Budget* (<i>Motion proposed to approve the revised budget as presented</i>) | |
| | • Executive/Finance Committee and Board Meeting schedule discussion* (<i>Motion proposed to approve</i>) | |
| | • Land Stewards sentence amendment as below: (<i>Motion proposed to accept change in acknowledgement</i>)
<i>Partnership Health Center respectfully acknowledges that we occupy the traditional homelands of the Séliš, Qlispé, and Ktunaxa-Ksanka nations. We also recognize that these lands are a site of trade, medicine gathering, healing, and travel for other Native tribes in the area and is still home for many Indigenous people. We honor these people - past, present, and future, along with the many other Indigenous peoples who inhabited, continue to inhabit, hold sacred, and steward these lands.</i> | |
| VII. | Chief Executive Officer (CEO) Presentation: (<i>Motion proposed to accept presentations</i>) | 1:10 |
| | • Leadership Reports/Info* | |
| VIII. | Chief Financial Officer (CFO) Report* (<i>Motion proposed to approve report</i>) | |
| IX. | Consent Agenda: (<i>Motion requested to approve/acknowledge items as presented</i>) | 1:25 |
| | • Other Reports/Info | |
| | ○ Fully Executed Contracts* | |
| | • Board of Directors' – Full and Committee Minutes/Reports | |
| | ○ Board of Directors' 07/12/24 Meeting Minutes Approval* | |
| | ○ Executive/Finance Committee 07/03/24 Minutes Review* | |
| | ○ Quality Improvement Committee (QIC) 07/09/24 Minutes Review* | |
| X. | Next Board Meeting date: September 13, 2024 | |
| XI. | Adjournment (<i>Motion requested to adjourn meeting</i>) | 1:30 |

¹Partnership Health Center respectfully acknowledges that we occupy the traditional homelands of the Séliš, Qlispé, and Ktunaxa-Ksanka nations. We also recognize that these lands are a site of trade, medicine gathering, healing, and travel for other Native tribes in the area and is still home for many Indigenous people. We extend our gratitude for those who have stewarded this land since time immemorial.

We acknowledge that the health care system has played a role in the oppression of Indigenous peoples. We commit to ongoing learning about the impact of colonization on the health and wellbeing of Indigenous peoples, and we commit to meaningful action that reverses health disparities.

(*) Enclosed in Packet

Consent agenda: The items listed under the consent agenda (information items) are considered to be routine matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda for discussion.

Action items (outside of Consent Agenda) are in blue

Board packet copies available to the Public upon request and/or posted within public meeting announcement.

Email to request packets: walkerb@phc.missoula.mt.us

2024 Monthly Board Meeting Dates:

<i>January</i>	<i>01/12/2024</i>
<i>February</i>	<i>02/09/2024</i>
<i>March</i>	<i>03/08/2024</i>
<i>April</i>	<i>04/12/2024</i>
<i>May</i>	<i>05/10/2024</i>
<i>June</i>	<i>06/14/2024</i>
<i>July</i>	<i>07/12/2024</i>
<i>August</i>	<i>08/09/2024</i>
<i>September</i>	<i>09/13/2024</i>
<i>October</i>	<i>10/11/2024</i>
<i>November</i>	<i>11/08/2024</i>
<i>December</i>	<i>12/13/2024</i>

BOARD MEMBERS PRESENT FOR 2024 MONTHLY

Member Name	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	# Attended
Sara Heinemen (Ex-Officio)				X	Ab-Exc	X	Ab-Unexc						2 of 3
John Crawford*	X	X	Ab-Exc	X	X	X	X						5 of 6
Suzette Baker*				X	X	Ab-Exc	X						2 of 3
Jilayne Dunn	X	X	X	X	X	Ab-Exc	X						5 of 6
Annie Green*	X	X	X	X	X	X	X						6 of 6
Patty Kero*	X	X	X	X	X	X	Ab-Exc						6 of 6
Joe Melvin*	X	X	X	X	X	X	X						6 of 6
Karen Myers	X	Ab-Exc	X	Ab-Exc	X								3 of 5
Jay Raines*			X	X	X	X	Ab-Exc						4 of 4
Dave Strohmaier	X	Ab-Exc	X	X	X	Ab-Exc	Ab-Exc						4 of 6
Mark Thane	Ab-Exc	X	X	X	Ab-Exc	X	Ab-Exc						4 of 6
Kathleen Walters*	X	X	X	X	X	X	X						6 of 6
Jeff Weist*	X	X	X	X	Ab-Exc	Ab-Exc	Ab-Exc						4 of 6
Nathalie Wolfram*	X	X	X	X	Ab-Exc	X	X						5 of 6

X = Virtual Attendance

* = P/M

Board Members: 13

Ex-Officio: 1

Quorum: 6, majority Patient Board Members (P/M)



PARTNERSHIP HEALTH CENTER BOARD OF DIRECTORS
AS OF 7/9/24
Conflict of Interest Disclosures

BOARD MEMBER OWNERSHIP

Suzette Baker (P/M)

John Crawford (P/M)

Jilayne Dunn (NP/M)

Annie Green (P/M)

Patty Kero (P/M)

Joe Melvin (P/M)

Jay Raines (P/M)

David Strohmaier (NP/M)

Mark Thane (NP/M)

Kathleen Walters (P/M)

Jeff Weist (P/M)

Nathalie Wolfram (P/M)

LIST OF BOARD MEMBERSHIP | EMPLOYMENT

Employer: 1 Dash, COO

Board Membership: Seeley Swan Hospital District

Board Membership: All Nations Health Center

Employer: City of Missoula

Employer: University of Montana

Potential Conflict: University of Montana affiliation

Employer: Missoula County (Commissioner)

Board Memberships: Big Sky Passenger Rail Authority, City-County Health Board, Local Emergency Mgt Planning Committee, Transportation Policy Coordinating Committee, Urban Growth Commission, NACo Arts and Culture Commission, MACo Board, Lolo National Forest Resource Advisory Council; Other boards as assigned

Service in the Montana State Legislature

Appointment to ARPA Oversight Committee

Board Memberships: Community Medical Center

Employer: Montana Realty Network

Employer: Missoula County Public Schools

Employer: University of Montana

P/M = Patient (Board) Member

NP/M = Non-Patient (Board) Member



FINANCIAL REPORT DRAFT



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Key Indicators

Revenue Mix

Revenue Adjustments

Statement of Net Position as of June 30, 2024

Audit Formatted Financial Statement June 2024

Encounter Graphs

Cash Report

Capital Fund Report

Grant Summary

Cost Per Encounter:

Drill Down Measure
Cost Per Encounter

Medicaid APM Rate for 2024: \$342.10
Medicaid APM Rate for 2023: \$326.74

	FY Q1	FY Q2	FY Q3	April YTD	May YTD	June YTD	Budget YTD
Medical	367	381	367	364	365	372.81	393.04
Dental	311	327	324	318	322	330.52	330.54
Behavioral Health	391	393	389	383	385	397.57	438.01
School Based Health	336	196	168	406	405	463.35	127.21
Total Clinical	361	371	360	359	361	370.25	383.24
Pharmacy	129	132	126	124	124	125.02	135.47

Calculations include overhead allocation *Excludes \$3.1M expenses for community programs
All other expenses are included including depreciation.

Other: notes regarding expense variances-

Month to Date:

Contracted Services:

\$145,251.10 Transfer to Missoula County for Human Resources budget 2023

\$182,434.41 Transfer to Missoula County for Financial Services budget 2023

\$34,347.50 Avior Group for Lean Six Sigma training (April & May Invoices)

Year to Date:

Computers:

-Budgeted \$26,200 bamboo hr: not purchased

-Budgeted \$30,000 QS1 change: implementation pending for August 2024

-Budgeted \$7,500 Pharmacy security system upgrade: not purchased

-Budgeted \$8,800 for early childhood or childcare: not purchasing

Equipment Non-Capital:

Budgeted \$25,700 for childcare: not occurring

Budgeted \$36,452 for Trinity Medical: largely has not yet occurred

Vaccines:

Increased volume, and cost, particularly for pneumovax

Postage:

Statement services printing \$15,000 over budget due to increased statement volume for patient accounts not resolved

Began Pitney Bowes for pharmaceuticals due to the need to utilize tracking labels that were discontinued by USPS

Increased volume in outreach by Eligibility Technicians and follow up letters by the billing team for patient accounts

Dues & Memberships:

Fees for MPCA

Utilities:

Budgeted for a large increase in expense based on information at time of fiscal year 2024 budget preparation. Childcare space, trinity, etc. Vendors may not impose these increases.

Provider Services:

Increased residency fees above budgeted amount by \$128,146

Audit Fees:

Budgeted \$25,000 340B audit: did not occur, will evaluate after software install

Contracted Services:

Budgeted engineering fees: largely not yet occurring

Budgeted \$35,000 for early childhood development: not occurring

Rent:

Budgeted \$25,680 for childcare: not occurring

Key Talking Points

Jun-24

Key Utilization

Total Encounters Month to Date (MTD) are 5,316 with a Budget of 5,981.
Year to Date (YTD) total is 71,880 and the Budget is 74,761 for a % variance of -3.9.
The prior YTD total was 68,265. Year to Date and Prior Year ratio 105.3%.

Total Medical Encounters MTD are 3,486 with a Budget of 3,674.
YTD total is 45,066 and the Budget is 45,922 for a % variance of -1.9.
The prior YTD total was 44,009. Year to Date and Prior Year ratio 102.4%.

Total Behavioral Health Encounters MTD are 648 with a Budget of 912.
YTD Total is 10,667 and the Budget is 11,394 for a % variance of -6.4.
The prior YTD total was 9,537 Year to Date and Prior Year ratio 111.8%.

Total School Based Behavioral Health Encounters MTD are 61 with a Budget of 99.
YTD Total is 1,317 and the Budget is 1,239 for a % variance of 6.3.
The prior YTD total was 770 Year to Date and Prior Year ratio 171%.

Total Dental Encounters MTD are 1,010 with a Budget of 1,172.
YTD Total is 13,412 and the Budget is 14,656 for a % variance of -8.5.
The prior YTD total was 12,462 Year to Date and Prior Year ratio 107.6%.

Pharmacy Prescriptions Filled MTD are 9,894 with a Budget of 9,321.
YTD Total is 124,533 and the Budget is 116,516 for a % variance of 6.9.
The prior YTD total was 115,783 Year to Date and Prior Year ratio 107.6%.

Balance Sheet

Consolidated Days Cash on Hand is 223.9 days calculating available cash and investments of \$27.34m.
Operating cash is \$24.66m for 201.9 days, and the capital fund is \$2.69m for 22 days.
* the formula is based on all calendar days, not just business days.

Days in Clinical Accounts Receivable are 55, and the current receivable balance is \$2,817,243.
Clinical AR is presented gross and does not include an adjustment for assessment of collectability.

Revenue and Expense

Fee Revenue for the month totaled \$2.31m with a Budget of \$2.93m for a % variance of -21%.

YTD Fee Revenue is \$32.52m with a Budget of \$35.14m for a % variance of -7.5%.
The prior YTD revenue was \$33.71m for a % variance of -3.5%.

Total Revenue for the month is \$3.14m with a Budget of \$3.78m for a % variance of -16.9%.

YTD Total Revenue is \$41.72m with a Budget of \$45.35m for a % variance of -8%.

Expenses for the month totaled \$4.21m with a Budget of \$3.96m for a % variance of 6.1%.
YTD expenses are \$45.31m with a Budget of \$47.56m for a % variance of -4.7%.
The prior YTD expenses are \$43.63m for a variance of 3.9%.

Net Income for the month is \$-1,067,107 with a Budget of \$-184,054 for a % variance of 479.78%.
YTD Net Income is \$-3,589,372 with a Budget of \$-2,208,663 for a % variance of 62.51%.
Capital Reserve Interest revenue posted for the month is \$12,729

Current Month

Year To Date

YTD

Jun. 30, 2024					Jun. 30, 2024					Budget		Jun. 30, 2023	
Actual	Budget	Daily Avg	Var	Var %	Actual	Budget	Var	Var %	12 Mo Total	Prior Year	% Change		
VOLUME INDICATORS													
3,486	3,674	184	(188)	-5.1%	Medical	45,066	45,922	(856)	-1.9%	45,922	44,009	2.4%	
648	912	46	(264)	-28.9%	BH	10,667	11,394	(727)	-6.4%	11,210	9,537	11.8%	
61	99	5	(38)	-38.5%	School Based BH	1,317	1,239	78	6.3%	1,239	770	71.0%	
1,010	1,172	59	(162)	-13.9%	Dental	13,412	14,656	(1,244)	-8.5%	14,656	12,462	7.6%	
111	124	6	(13)	-10.5%	Clinical Pharmacy	1,418	1,550	(132)	-8.5%	1,550	1,487	-4.6%	
5,316	5,981	299	(665)	-11.1%	Total Encounters	71,880	74,761	(2,881)	-3.9%	74,577	68,265	5.3%	
9,894	9,321	466	573	6.1%	Pharmacy Prescriptions	124,533	116,516	8,017	6.9%	116,516	115,783	7.6%	
20					Work Days	250							
Avg Encounters By Day													
174.3	183.7				Medical	180.3	183.7				176.0		
32.4	45.6				BH	42.7	45.6				38.1		
3.1	5.0				School Based BH	5.3	5.0				3.1		
50.5	58.6				Dental	53.6	58.6				49.8		
5.6	6.2				Clinical Pharmacy	5.7	6.2				5.9		
265.8	299.0				Total Encounters	287.5	299.0				273.1		
495	466				Pharmacy Prescriptions	498	466				463		
					Creamery Medical % of Creamery Medical Visits	60%							
					Creamery Residency % Creamery Medical Visits	40%							

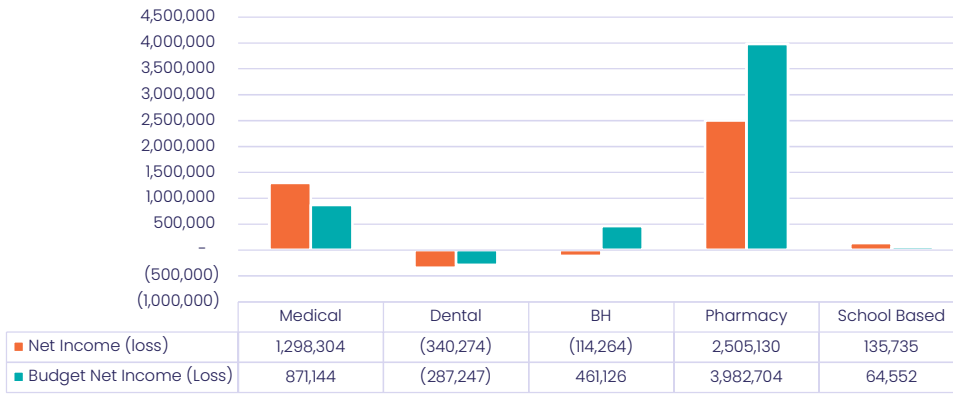
OTHER INDICATORS

Prescription Mix	Current Month		Prior Year Month	Change	Encounter Mix	Current Month		Prior Year Month	Change	Jul 23 - June 24	Jul 22 - June 23
	6/30/2024	6/30/2023	6/30/2023			6/30/2024	6/30/2023	6/30/2023			
Medicaid	30.1%	35.1%	-5.0%		Medicaid	33.1%	43.3%	-10.2%		36.0%	43.0%
Medicare					Medicare	19.7%	18.9%	0.8%		19.1%	18.4%
Self Pay	23.6%	20.9%	2.7%		Self Pay	19.0%	14.1%	5.0%		18.0%	13.2%
Medicare/Medicaid					Medicare/Medicaid	1.0%	0.5%	0.5%		0.8%	0.4%
Private Pay	46.3%	44.0%	2.3%		Private Pay	27.2%	23.2%	3.9%		26.1%	25.0%
Total Prescriptions	100.0%	100.0%	0.0%		Total Encounters	100%	100%	0.0%		100%	100.0 %
Productivity					6/9/2024-6/22/2024	5/26/2024-6/8/2024	5/12/2024-5/25/2024				
					Pay Period 13	Pay Period 12	Pay Period 11				
Total Hours					22,285	22,350	22,313				
Total FTEs					278.56	279.37	278.91				
Productive Hours					19,320	17,520	20,298				
Productive FTEs					241.5	219.0	253.7				
RATIO Productive to Total Hours					86.7%	78.4%	91.0%				
Total Encounters					2,428	2,530	2,983				
Encounter Per Staffed FTE					8.72	9.06	10.70				

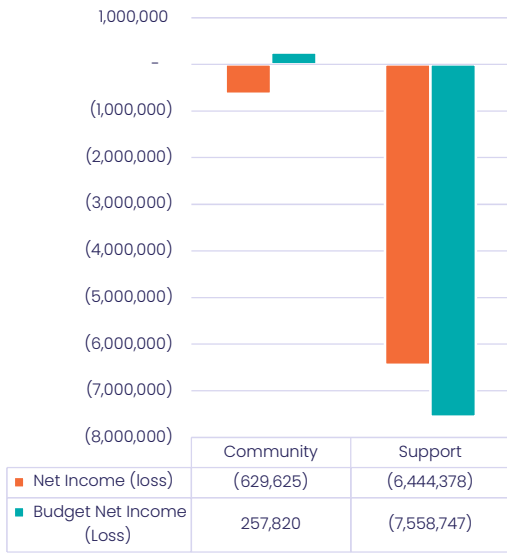
FINANCIAL STATISTICS

		6/30/2024	Budget	Year to Date	Year to Date Budget		
Operating Margin w/internal granting		-34.0%	-4.9%	-8.6%	-4.9%		
2019 Capital Link	Strategic Plan					Insurance Balance	Patient Balance
Industry Benchmark	< = 60					\$ 1,286,956	\$ 1,530,287
60	Clinical AR Days and Gross Balance	55	\$ 2,817,243				
	Pharmacy AR, Net Collectible Value		20,480				
	Days Cash on Hand		Current Month		Prior Month	Change	
45	> = 120	201.92	24,655,066	209.0	25,546,793	(891,727)	
	Operating Cash	22.01	2,687,784	23.7	2,902,439	(214,655)	
	Capital Fund	223.93	<u>27,342,850</u>	232.7	<u>28,449,232</u>	<u>(1,106,382)</u>	
	Total Cash						

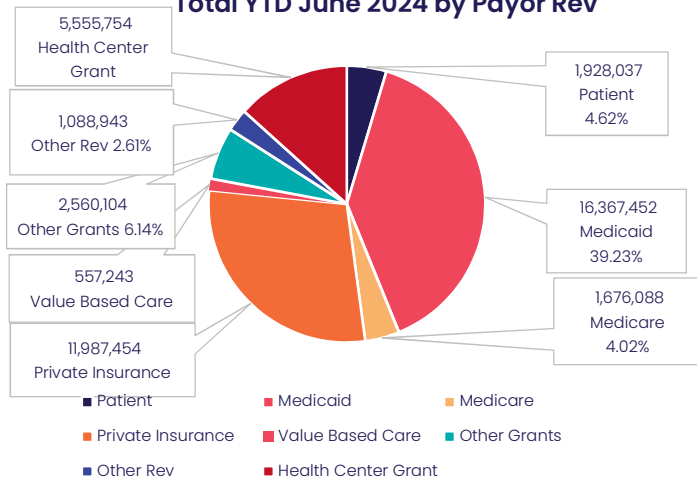
Service Line Margin YTD June 2024



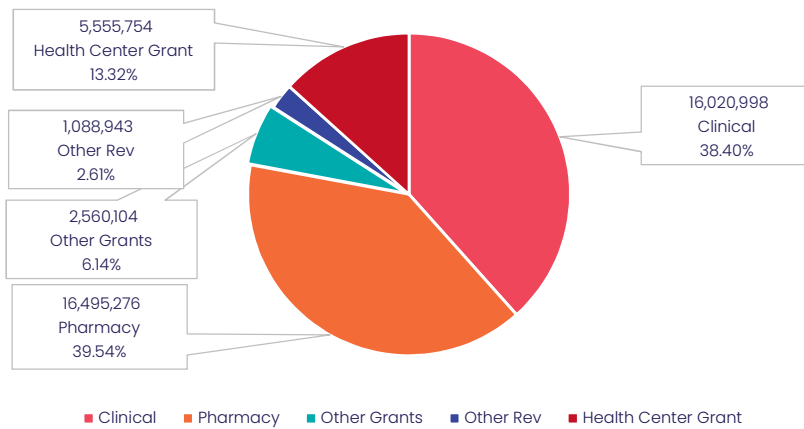
Other Unit Margin YTD June 2024



Total YTD June 2024 by Payor Rev



Clinic, Pharmacy, & Other Rev YTD June 2024



Partnership Health Center
Draft Statement of Revenues, Expenses, and Other Changes in Assets
Period Ending June 30, 2024

2023 Month to Date					2023 Year To Date				
Total Accrual 30-Jun-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%		Total ACCRUAL 30-Jun-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
OPERATING REVENUE									
GROSS CHARGES									
				Clinical					
	151,708			Patient	2,298,652				
	368,227			Medicaid	5,401,031				
	188,859			Medicare	2,527,197				
	434,675			Private Insurance	5,357,800				
	<u>1,143,470</u>			Total Clinical	<u>15,584,680</u>				
				Pharmacy					
	88,994			Patient	1,009,046				
	967,389			Medicaid	13,049,011				
	-			Medicare	-				
	1,940,988			Private Insurance	22,458,419				
	<u>2,997,371</u>			Total Pharmacy	<u>36,516,476</u>				
	<u>4,140,840</u>			Total Gross Charges	<u>52,101,156</u>				
REVENUE ADJUSTMENTS									
Explicit Price Concessions (Contractual Adj., SFS Discount, DIR Fees)									
				Clinical					
(388,869)				Patient	(1,123,354)				
414,157				Medicaid	4,511,650				
(100,216)				Medicare	(851,109)				
(204,593)				Private Insurance	(2,530,411)				
				Refunds					
				Pharmacy					
				Patient					
(520,098)				Medicaid	(6,594,241)				
				Medicare					
(1,096,983)				Private Insurance	(13,298,354)				
				Refunds					
	<u>(1,896,602)</u>			Total Explicit Price Concessions	<u>(19,885,818)</u>				
Implicit Price Concessions (PHC Cares, courtesy adj, collections)									
				Clinical					
(9,432)				Patient	(127,701)				
				Medicaid					
				Medicare					
				Private Insurance					
				Pharmacy					
				Patient	(128,606)				
(7,485)				Medicaid					
				Medicare					
				Private Insurance					
	<u>(16,916)</u>			Total Implicit Price Concessions	<u>(256,307)</u>				
	<u>(1,913,519)</u>			Total Adjustments	<u>(20,142,125)</u>				
NET REVENUE									
(246,593)	95,141	(341,734)	-359.2%	Clinical	1,047,597	1,141,690	(94,093)	-8.2%	
782,384	960,231	(177,847)	-18.5%	Patient	9,912,682	11,522,773	(1,610,091)	-14.0%	
88,644	139,100	(50,457)	-36.3%	Medicaid	1,676,088	1,669,206	6,882	0.4%	
230,083	197,473	32,610	16.5%	Medicare	2,827,389	2,369,678	457,711	19.3%	
86,430	49,184	37,246	75.7%	Private Insurance	557,243	590,208	(32,965)	-5.6%	
				Value Based Care					
				Total Clinical Revenue	<u>16,020,998</u>	<u>17,293,554</u>	<u>(1,272,556)</u>	<u>-7.4%</u>	
				Pharmacy					
81,509	45,946	35,563	77.4%	Patient	880,440	551,358	329,082	59.7%	
447,291	661,724	(214,433)	-32.4%	Medicaid	6,454,771	7,940,692	(1,485,922)	-18.7%	
-	-	-	-	Medicare	-	-	-	-	
844,004	779,201	64,803	8.3%	Private Insurance	9,160,065	9,350,416	(190,351)	-2.0%	
1,372,805	1,486,872	(114,068)	-7.7%	Value Based Care	16,495,276	17,842,466	(1,347,190)	-7.6%	
				Total Pharmacy	<u>16,495,276</u>	<u>17,842,466</u>	<u>(1,347,190)</u>	<u>-7.6%</u>	
<u>2,313,752</u>	<u>2,928,002</u>	<u>(614,250)</u>	<u>-21.0%</u>	Total Operating Revenue	<u>32,516,274</u>	<u>35,136,020</u>	<u>(2,619,747)</u>	<u>-7.5%</u>	

PARTNERSHIP HEALTH CENTER
DRAFT STATEMENT OF NET POSITION
As of June 30, 2024

6/30/2024

ASSETS

Current Assets:

Cash & Cash Equivalents	27,342,850
Clinical Accounts Receivable, gross	2,817,243
Allowance for Uncollectible Clinical	
Clinical Accounts Receivable, net	
Pharmacy Accounts Receivable, gross	27,307
Allowance for Uncollectible Pharmacy	(6,827)
Pharmacy Accounts Receivable, net	20,480
Other Receivables	
340B Inventory	300,422
Medicaid Inventory	829,598
Inventory (Pharmacy)	1,130,020
Prepaid Expenses	
Total Current Assets	31,310,593

Capital Assets:

Nondepreciable Capital Assets	617,414
Depreciable Capital Assets, Net of Accumulated Depreciation	11,357,212
Right-of-use subscription asset, net of accumulated amortization	
Right-of-use lease asset, net of accumulated amortization	893,580
TOTAL ASSETS	44,178,800

DEFERRED OUTFLOWS OF RESOURCES

Deferred Pension Expense	3,921,757
Deferred Postemployment Benefits Expense	533,269
Total Deferred Outflows of Resources	4,455,026

LIABILITIES

Current Liabilities:

Accounts & Warrants Payable	
Accrued Payroll	144,060
Notes Payable	
Accrued Interest	
Compensated Absences	1,618,576
Current portion of subscription liability	
Current Portion of Long-Term Debt	140,000
Current Portion of Lease Liability	169,424
Total Current Liabilities	2,072,060

Long-Term Liabilities:

Long-Term Debt, Net of Current Portion	1,010,000
Long-Term subscription liability	
Long-Term Lease Liability, Net of Current Portion	714,157
Postemployment Benefits	1,574,528
Net Pension Liability	18,431,297
Total Long-Term Liabilities	21,729,982
TOTAL LIABILITIES	23,802,041

DEFERRED INFLOWS OF RESOURCES

Deferred Pension Expense	1,349,340
Deferred Postemployment Benefits Expense	533,269
Total Deferred Inflows of Resources	1,882,609

NET POSITION

Net Investment in Capital Assets	
Restricted	
Unrestricted	
TOTAL NET POSITION	22,949,175

*DRAFT Statement, Total Net Position is not complete

Pension and OPEB amounts are based on 6/30/2023 Actuarial assumptions for Fiscal Year 2023.

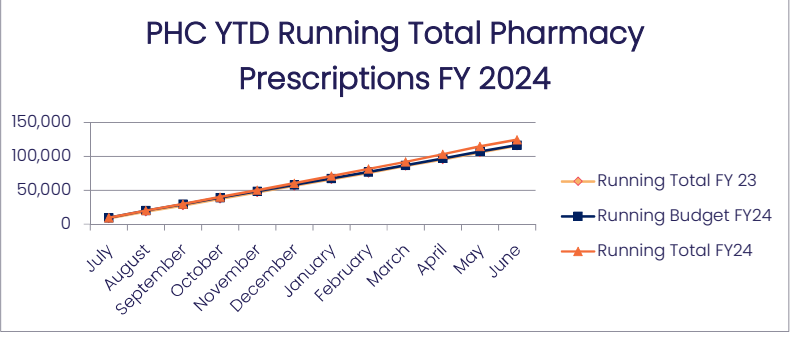
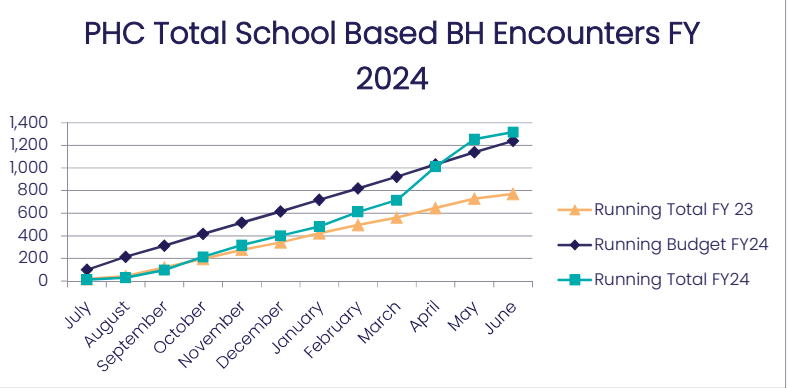
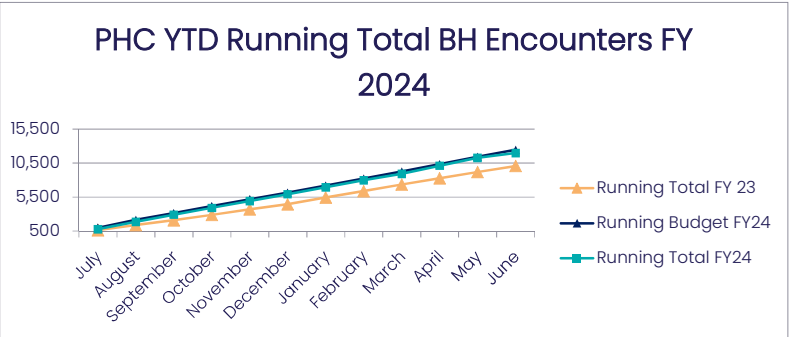
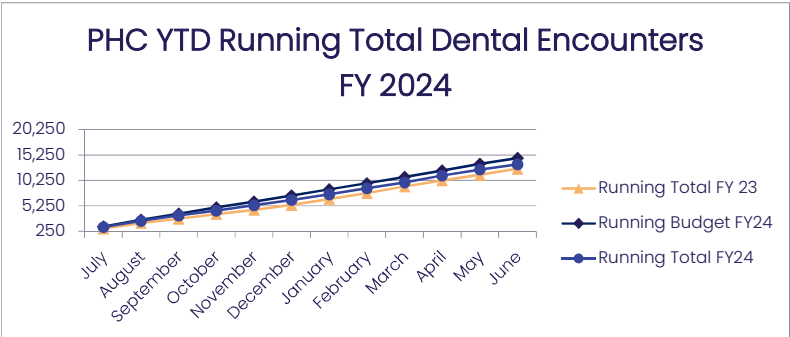
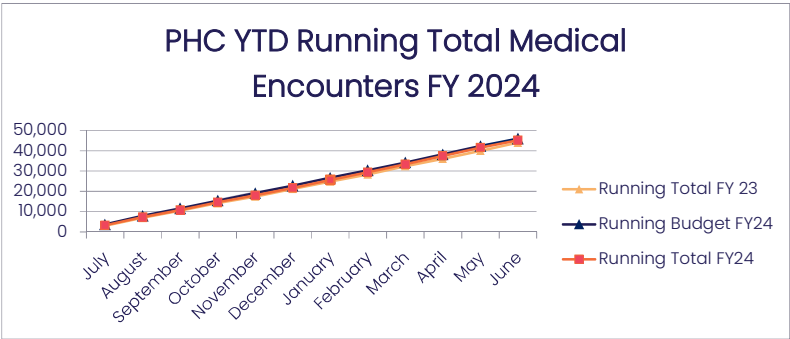
Capital assets and depreciation are reported at 6/30/2023 values.

Missoula County unable to provide Compensated Absences monthly. Reported at 6/30/2023 value.

Does not include GASB 96 SPITA pronouncement

PARTNERSHIP HEALTH CENTER
DRAFT STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
For the Month Ended June 2024

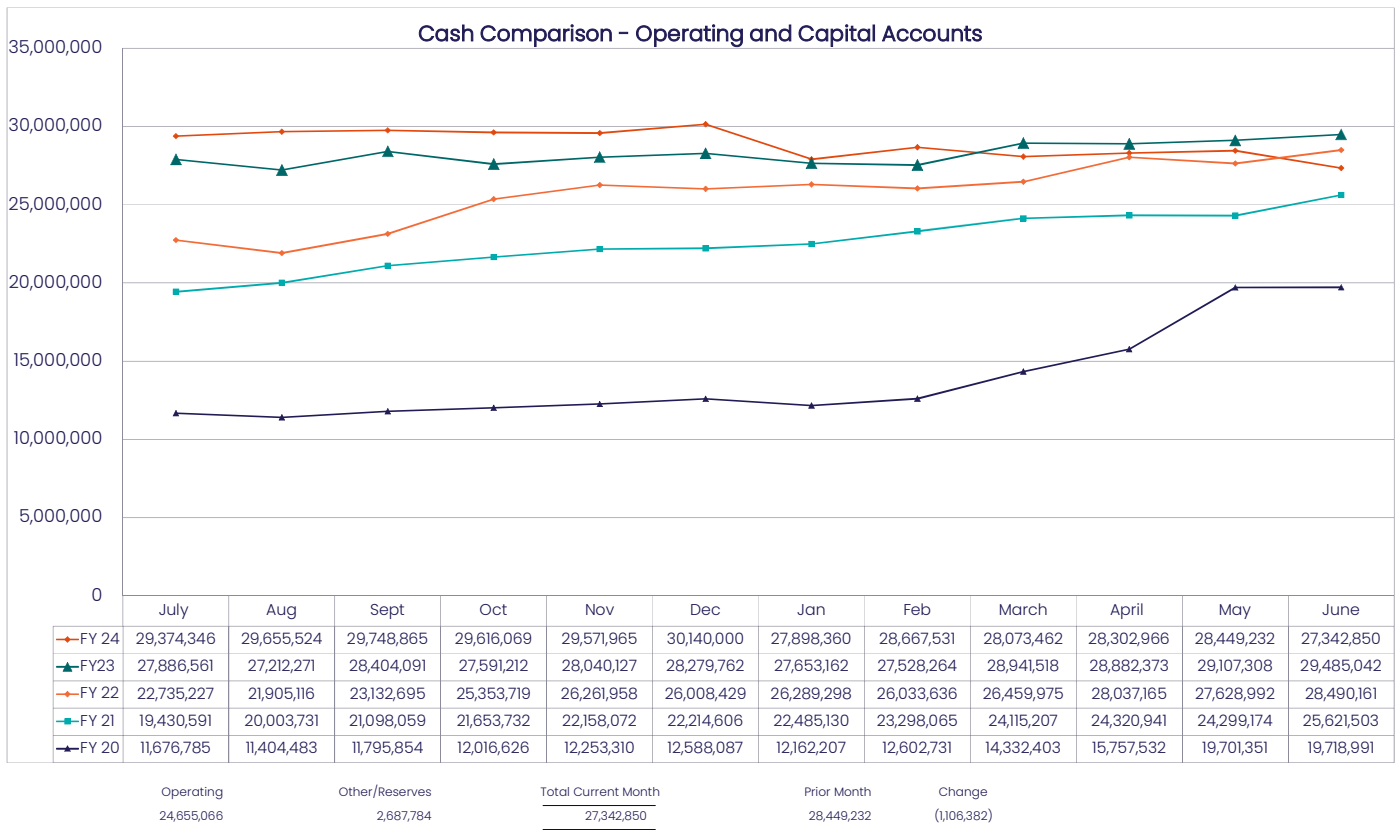
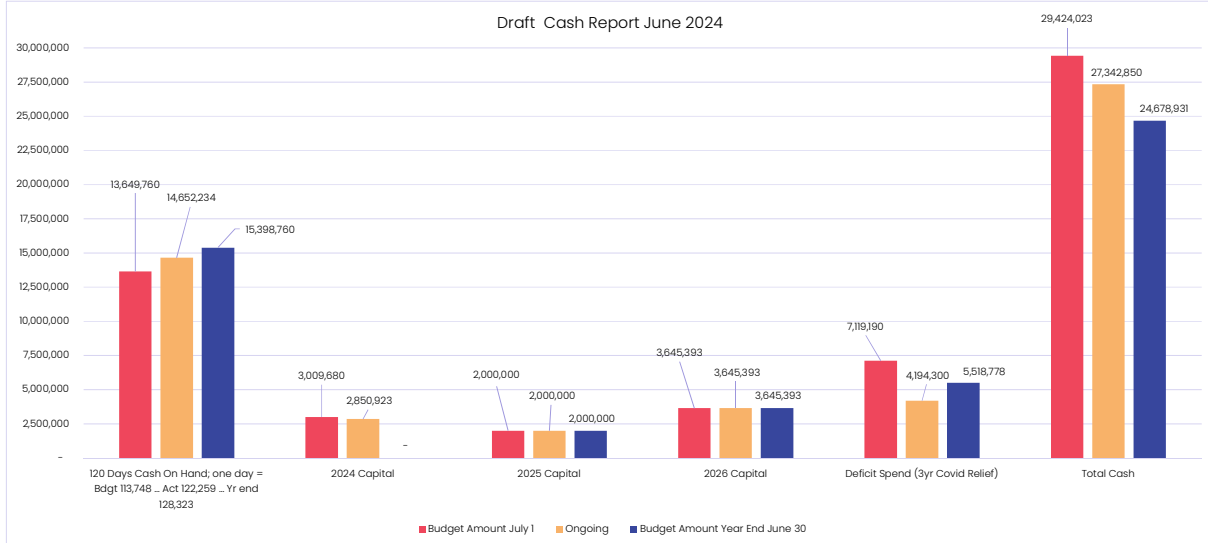
	ACTUAL MTD	ACTUAL YTD	YTD BUDGET	Accrual AUDITED 2023	Accrual AUDITED 2022
<u>OPERATING REVENUE</u>					
Charges for Services	2,313,752	32,516,274	35,136,020	33,717,396	31,060,515
Operating Revenue	2,313,752	32,516,274	35,136,020	33,717,396	31,060,515
On-Behalf Revenue-Pensions				571,772	1,154,677
Total Operating Revenue	2,313,752	32,516,274	35,136,020	34,289,168	32,215,192
<u>OPERATING EXPENSES</u>					
Personnel	2,168,517	25,657,278	27,722,328	27,242,968	19,732,184
Other Operating Expenses	1,975,156	18,867,152	19,832,506	13,228,337	15,615,714
Depreciation	61,936	743,235	42,781	596,004	648,113
Operating Expenses	4,205,610	45,267,666	47,597,615	41,067,309	35,996,011
Uncompensated Absences				1,618,576	1,547,995
Pension Expense				2,766,606	1,626,775
OPEB Expense				81,943	113,811
Total Operating Expenses	4,205,610	45,267,666	47,597,615	45,534,434	39,284,592
Operating Loss	(1,891,857)	(12,751,391)	(12,461,594)	(11,245,266)	(7,069,400)
<u>NON-OPERATING REVENUE (EXPENSE)</u>					
Intergovernmental Revenue	651,149	7,305,112	7,797,663	10,206,566	9,717,122
Private/Local Grants and Donations	154,865	1,631,557	2,003,817	279,018	471,287
Miscellaneous Revenue	6,007	176,993	336,670	173,199	239,147
Investment Earnings	12,729	91,138	72,000	84,574	8,418
Interest Expense	-	(42,781)	-	(45,813)	(51,438)
Loss on Disposal of Assets				(343,452)	
Total Non-Operating Revenue (Expense)	824,750	9,162,019	10,210,150	10,354,092	10,384,536
Change in Net Position	(1,067,107)	(3,589,372)	(2,251,444)	(891,174)	3,315,136
Net Position, Beginning of Year		27,278,889	27,278,889	27,278,889	23,963,751
Net Position, End of Period		23,689,517	25,027,445	26,387,715	27,278,889





PHC PARTNERSHIP HEALTH CENTER

Fiscal Year 2024 Cash Report



* Cash balances are influenced by the timing of the county posting.



PHC PARTNERSHIP HEALTH CENTER

Fiscal Year 2024 Capital Report

June 2024	Dept	Grant Funded	Cost	Budget	Totals	Timeline
C8E Funded Renovation of Creamery Building	Facility	Moving C8E funds to Alder Remodel	22,520	581,000		On Hold
C8E Funded Renovation of Alder Building	Facility		44,250	-		Oct 2023
Freighthouse E.W. paint, carpet, improvements	Facility	Tenant Improvement Dollars		57,780		As Needed
2nd floor residency space remodel	Facility			125,000		Cancelled
Alder roof	Facility	Rebudgeting C8E	88,823	130,000		Spring 2024
Replace chiller 1	Facility	In C8E Request	7,800	65,000		Spring 2024
Solar	Facility			100,000		Spring 2024
Courier Vehicle	Facility			40,000		TBD
Facilities			163,392		1,098,780	
Replace Countertops	PHC Dental		19,501	50,000		
Twelve O'Clock Cabinets to Rooms 7 & 8	PHC Dental	Yes, OHI	12,289	30,000		Aug 2023
Size O Schick Xray Sensor (Seeley)	PHC Dental			7,000		
Central Cabinet between rooms 8 & 9	PHC Dental	Yes, OHI	15,907	16,000		Aug 2023
Cabinet for Lowell	PHC Dental - Lowell	Yes, OHI	5,172	-		Aug 2023
Dental			52,869		103,000	
Leasehold Improvement	Child Care			20,000		
Child Care					20,000	
3 Exam Tables	Trinity			22,500		
Trinity					22,500	
Electronic Health Record (EHR)	IT			500,000		June 2024
Badge System Upgrade	IT			78,000		June 2024
Network Rebuild, Core Switch & Redundant Core Switch	IT		20,402	-		Sept 2023
Phone Infrastructure Setup, Trinity Clinic	IT		5,031	-		Oct 2023
Information Technology			25,433		578,000	
Exam tables	Medical			160,000		December 2023
Radiology Room Remodel	Medical			20,000		Pending Business Case
EKG Machine	Medical			30,000		Pending Business Case
Ultra Sound Machine	Medical			50,000		Pending Business Case
Portable X Ray	Medical			85,000		Pending Business Case
Laboratory	Medical			810,000		Pending Project Plan
Migali Double Sliding Door Vaccine Refrigerator EVOX-2RG-S	Medical, Seeley			9,900		December 2023
Electric Exam Tables (Three)	Medical, Seeley			22,500		December 2023
Medical					1,187,400	
					3,009,680	
Capital Payments Year to Date			241,694			

PARTNERSHIP HEALTH CENTER

SUMMARY OF GRANTS & CONTRACTS STATUS REPORT

Date: 06/30/2024

CURRENT

Report Totals	Column Totals		\$ 11,541,300	\$ 957,040	\$ 4,527,888	\$ 7,013,412			
Grant Description	Start	End	Funding	Current Period Expenditures	Expenditures through Report Date	Fund Balance Remaining	% Remaining	Notes	Staff Lead
1 FEDERAL GRANTS (Direct)									
H80 330 Grant FY24-25	5/1/2024	4/30/2025	\$ 5,024,299	\$ 418,692	\$ 837,384	\$ 4,186,915	83%		Lara Salazar
HRSA H80	5/1/2024	4/30/2025	\$ 38,802	\$ -	-	38,802	100%	Quality Improvement	Bryan Chalmers
HRSA H8G Expanding Covid-19 Vaccinations	12/1/2022	6/30/2024	\$ 220,806	38,948	\$ 220,806	\$ -	0%	Completed 6/30/24	Lara Salazar
HRSA C8E Capital	9/1/2021	9/14/2025	\$ 673,173	155,061	286,584	\$ 386,589	57%	Creamery remodel project. Roof nearly complete. Rebudgeting planned for remainder of funds once bids are received. Prioritized list of projects identified. Gathering updated bids for completion.	Jody Faircloth
HRSA H8L COVID	9/1/2023	12/31/2024	\$ 40,295	3,644	\$ 28,403	\$ 11,892	30%		
HRSA School Based Service Sites H2E	9/1/2023	8/31/2024	\$ 350,000	24,039	\$ 138,869	\$ 211,131	60%		
CDC Community Health Workers	8/31/2021	8/30/2025	\$ 1,800,000	34,437	1,168,419	\$ 631,581	35%	CHW program development manager recently left PHC. In the interims, Becca Goe and Jen Floyd are sharing oversight of the CHW team until a new program development manager is identified. Year 3 subcontracts are drafted to MCHD and All Nations. Rebudgeting of remaining funds w/anticipated NCE for 6-12 months.	Jen Floyd
Ryan White Part C FY24-25	5/1/2024	4/30/2025	\$ 295,509	\$ 26,125	\$ 51,350	\$ 244,159	83%		Netta Linder
TOTAL FEDERAL GRANTS			\$ 8,442,884	\$ 700,946	\$ 2,731,815	\$ 5,711,069	68%		
2 FEDERAL GRANTS - Sub Award Pass Through									
Ryan White B FY24-25	4/1/2024	3/31/2025	\$ 172,500	\$ 20,917	\$ 48,550	\$ 123,950	72%		Netta Linder
Ryan White B Covid Vaccine Encounters	4/1/2024	3/31/2025	\$ 19,195	\$ 382	\$ 743	\$ 18,452	96%		Netta Linder
HIV Prevention	6/1/2023	7/31/2024	\$ 55,289	0	51,289	\$ 4,000	7%	Extended to 7/31/24. Spend addtl 2k by 6/30/24; 4k after 7/1/24 (c/o to 3/31/25)	Netta Linder
HIV Immunization Outreach	6/1/2023	3/31/2025	\$ 11,100	747	11,100	\$ -	0%		Netta Linder
HIV Mpox Funding	6/1/2023	12/31/2024	\$ 10,000	76	3,092	\$ 6,908	69%		Netta Linder
DPHHS Refugee Resettlement	10/1/2023	9/30/2024	464,274	25,596	320,675	143,599	31%	119 patients identifying as refugees were seen across all sites in January.	Cris Fleming
UM ERAT Seeley Lake Rural/Residency	7/1/2023	6/30/2024	\$ 35,495	3284	\$ 9,718	\$ 25,777	73%	Completed 6/30/24	Jim Quirk
UM Geriatric Workforce Yr 5	7/1/2023	6/30/2024	\$ 116,667	\$ 35,756	\$ 106,153	\$ 10,514	9%	Completed 6/30/24 Medical Wellness visit template has been refined and is now widely used amongst clinicians and have now begun reporting aggregate data to the Northwest Geriatric Education Center for the Improving Quality of Care for Older Adults.	Netta Linder

Grant Description	Start	End	Funding	Current Period Expenditures	Expenditures through Report Date	Fund Balance Remaining	% Remaining	Notes	
DPHHS Food Farmacy Blood Pressure/Cholesterol Project	10/1/2023	6/30/2024	\$ 5,000	1,666	\$ 5,000	\$ -	0%	Completed 6/30/24	Staff Lead Netta Linder
DPHHS Child Care Innovation & Infrastructure (Federal Pass Thru)	9/1/2022	9/30/2024	\$ 522,178	33,220	\$ 66,061	\$ 456,117	87%	Grant to develop in-house child care for PHC employees. Conversations happening with First Methodist about possible child care space.	Rebecca Goe
MCPS OPI Stronger Connections	7/1/2023	6/30/2025	\$ 338,570	19,627	\$ 88,638	\$ 249,932	74%	2-yr grant, \$169,285/yr, to support BH @ CS Porter and Franklin schools	
TOTAL FEDERAL GRANTS - Sub Award Pass Through			\$ 1,750,268	\$ 141,271	\$ 711,019	\$ 1,039,249	\$ 5		
3 STATE GRANTS (Direct & Sub Award Pass Through)									
Mobile Support Team-CTMG (Pass through Msla Fire Dept	7/1/2023	6/30/2024	\$ 624,677	\$ 63,540	\$ 624,677	\$ -	0%	Completed 6/30/24	Jim Quirk
Mental Health Coordinator DPHHS CTMG via Msla County	7/1/2023	6/30/2024	76,648	7,445	61,430	15,218	20%	Completed 6/30/24	Rebecca Goe
Tenancy Support Specialist DPHHS CTMG via Msla County	7/1/2023	6/30/2024	81,157	7,847	81,157	-	0%	Completed 6/30/24	Jen Floyd

TOTAL STATE GRANTS			\$ 782,482	\$ 78,832	\$ 767,264	\$ 15,218	2%		
4 LOCAL - CITY & COUNTY									
City of Missoula	7/1/2023	6/30/2024	\$ 35,000	2,924	\$ 35,000	\$ -	0%	Completed 6/30/2024. To cover Medical Legal Partnership staff wage. Expect payment June 2024	Rebecca Goe
TOTAL CITY/LOCAL			\$ 35,000	\$ 2,924	\$ 35,000	\$ -			
5 CONTRIBUTIONS & DONATIONS									
6 PRIVATE FOUNDATIONS/ORGANIZATIONS									
MTHCF Peer Support	11/15/2021	11/13/2024	\$ 75,000	4,465	\$ 24,308	\$ 50,692	68%	Peer support specialist will work with CCT to help chronically unhoused Missoula residents develop the skills needed to sustain housing.	Rebecca Goe
MTHCF Lowell School BH	11/15/2021	11/15/2024	\$ 75,000	8,378	\$ 58,868	\$ 16,132	22%	Signed MOU with Lowell School to provide services at the beginning of January, 2023. Working with BH team to get in-school services up and running.	Rebecca Goe
MTHCF FUSE	11/20/2023	11/19/2024	50,000	4,433	\$ 39,868	\$ 10,132	20%		Rebecca Goe
MTHCF Strategic Alliance for Improved Behavioral Health	7/15/2022	7/14/2025	\$ 225,000	4,649	\$ 146,319	\$ 78,681	35%		Rebecca Goe
Community Food & Agricultural Coalition - Refugee Health Food Rx	11/17/2023	11/16/2024	\$ 10,666	3954	\$ 4,791	\$ 5,875	55%		Stefano Zamora
Johns Hopkins Bloomberg School of Public Health	5/1/2024	4/30/2025	\$ 25,000	0	\$ -	\$ 25,000	100%	Quarterly review. Addressing youth substance use through school support	Amy Krzyzek
Headwaters Community Organizing	5/20/2024	5/19/2025	70,000	7,188	8,636	61,364	88%		Rebecca Goe
TOTAL PRIVATE FOUNDATIONS/ORGANIZATIONS			\$ 530,666	\$ 33,067	\$ 282,790	\$ 247,876	47%		

Completed Grants

Dennis & Phyllis Washington Foundation	10/1/2022	9/30/2023	\$ 10,000		\$ 10,000	\$ -	0%	Completed 7/18/23. Grant partially covered Healthy Steps training course for all PHC staff 7/18/23 (272 employees x avg hourly rate \$42.10). Supports Zero to Five program.	Amy Krzyzek
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Grant Description	Start	End	Funding	Current Period Expenditures	Expenditures through Report Date	Fund Balance Remaining	% Remaining	Notes	
DPHHS Refugee Resettlement	10/1/2022	9/30/2023	431,575		397,028	34,547	8%	119 patients identifying as refugees were seen across all sites in January.	Staff Lead Cris Fleming
Pacific Source CHE Foster Care Navigation	11/1/2022	12/31/2023	92,500		92,500	0	0	Completed 12/31/2023. Developing and streamlining workflows to ensure each Foster child receives all necessary support.	Rebecca Goe
Ryan White B FY23-24	4/1/2023	3/31/2024	\$ 172,500		\$ 172,500	\$ -	0%	Completed 3/31/2024	Netta Linder
Ryan White B Covid Vaccine Encounters	4/1/2023	3/31/2024	\$ 19,195		\$ 4,905	\$ 14,290	74%	Completed 3/31/2024	Netta Linder
Common Good Missoula	11/1/2021	4/30/2024	\$ 2,846		\$ 2,846	\$ -	0%	Completed 3/31/24 Community organizing trainings. Funds available until expended. Spend in conjunction with Headwater's award	Amy Krzyzek
Headwaters Community Organizing	1/1/2023	4/30/2024	70,000		70,000	-	0%	Completed 3/31/24	Rebecca Goe
H80 330 Grant FY23-24	5/1/2023	4/30/2024	\$ 5,024,299		\$ 5,024,299	\$ -	0%	Completed 4/30/24	Lara Salazar
H80 Supplemental Hypertension	5/1/2020	4/30/2024	\$ 147,360		\$ 117,140	\$ 30,220	21%	Completed 4/30/24.	Yvonne White
Ryan White Part C FY23-24	5/1/2023	4/30/2024	\$ 295,509		\$ 295,509	\$ -	0%	Completed 4/30/24	Netta Linder
Montana State Univ Cultural Competency Training	11/15/2023	4/30/2024	\$ 5,000	0	\$ -	\$ 5,000	100%	Funds returned. Training not completed by 4/30/24	Netta Linder

Upcoming New Grants

HIV Prevention	8/1/2024	3/31/2025	29,500		-	29,500	100%		Netta Linder
HIV Immunization Outreach	8/1/2024	3/31/2025	4,300		-	4,300	100%		Netta Linder
HIV Mpox Funding	8/1/2024	12/31/2024	10,000		-	10,000	100%		Netta Linder

Over 80% remaining

Completed

Past End Date or in last month

3 months to End Date

Upcoming New Grants



DRAFT

BUDGET

FY 2025



BUDGET ASSUMPTION 2025

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Feb. 29, 2024 Forecast to YE	Budget FY 2025	23-24 Comparison	24-25 Comparison
Medical Encounters	11,278	15,101	17,372	17,336	20,125	21,591	21,288	107.3%	98.6%
Residency Encounters	18,082	17,097	16,350	14,686	14,396	14,250	15,519	99.0%	108.9%
Psych APRN							3,383		
Total Creamery Medical Encounters	29,360	32,198	33,722	32,022	34,521	35,841	40,190	103.8%	112.1%
Dental Encounters	11,100	9,184	9,387	8,989	10,528	11,035	7,432	104.8%	67.4%
Creamery Hygiene							4,532		
Total	11,100	9,184	9,387	8,989	10,528	11,035	11,964	104.8%	108.4%
Behavioral Health Encounters	6,731	7,622	9,326	8,311	8,992	8,908	11,689	99.1%	131.2%
IBH						1,206			
Total	6,731	7,622	9,326	8,311	8,992	10,114	11,689	112.5%	115.6%
Seeley Medical Encounters	4,303	3,332	3,409	3,372	3,465	2,639	3,519	76.2%	133.3%
Seeley Dental Encounters	1,706	1,606	1,535	1,819	1,833	1,964	1,683	107.1%	85.7%
Seeley Hygiene							568		
Total	1,706	1,606	1,535	1,819	1,833	1,964	2,251	107.1%	114.7%
Seeley Behavioral Health Encounters	453	213							
POV Medical Encounters	1,306	899	1,077	1,092	1,593	1,280	2,011	80.4%	157.0%
POV BH Encounters					-	92			
Lowell Medical Encounters	2,316	1,558		1,567	2,307	2,498	2,011	108.3%	80.5%
Lowell Dental Encounters	115	55		57	84	138	1,560	164.1%	1131.6%
Lowell Hygiene									
Total	115	55		57	84	138	1,560	164.1%	1131.6%
Lowell Behavioral Health Encounters	230	100			281	442		157.4%	
SCHHOL BASED	0	192	616	504	770	927	3,743	120.4%	403.6%
Lowell Behavioral Health Encounters									
Clinical Pharmarmacy Encounters	2,091	1,684	952	1,685	1,553	1,438	1,507	92.6%	104.8%
Pharmacy Prescriptions	106,585	110,775	104,726	107,422	115,783	123,264	126,274	106.5%	102.4%
Food Bank Medical Encounters				1,948	2,076	2,183	1,759	105.2%	80.6%
Food Bank Dental Encounters				3	106	36	571	34.3%	1571.1%
Food Bank Hygiene							89		
Food Bank Behavioral Health Encounters						286			
Trinity Medical Encounters							1,001		
Trinity Behavioral Health Encounters							1,026		
TRINITY Psych APRN							392		
TOTAL MEDICAL	37,861	38,473	38,208	40,001	43,962	44,442	50,882	101.1%	114.5%
Total Psych APRN							3,776		
CLINICAL PHARMACY	2,091	1,684	952	1,685	1,553	1,438	1,507	92.6%	104.8%
TOTAL BEHAVIORAL HEALTH	8,117	8,787	10,044	8,466	9,273	10,935	12,715	117.9%	116.3%
TOTAL SCHOOL BASED	0	192	616	504	770	927	3,743	120.4%	403.6%
TOTAL DENTAL	13,551	11,396	10,922	10,960	12,551	13,173	16,436	105.0%	124.8%
Total Dentist							11,246		
Total Hygienist							5,189		
TOTAL ENCOUNTERS	61,620	60,532	60,742	61,616	68,109	70,915	85,282	104.1%	120.3%
TOTAL PHARMACY	106,585	110,775	104,726	107,422	115,783	123,264	126,274	106.5%	102.4%



BUDGET ASSUMPTION 2025

	FY 2019	Change	FY 2020	Change	FY 2021	Change	FY 2022	Change	FY 2023	Change	Feb. 29, 2024 Forecast to YE	24-25 Change	Budget FY 2025	FY 2026	FY 2027	19-25 Average Change	19-27 Average Change		
Medical Encounters	11,278	133.9%	15,101	115.0%	17,372	99.8%	17,336	116.1%	20,125	107.3%	21,591	98.6%	21,288	103.3%	21,997	103.0%	22,657	111.8%	109.6%
Residency Encounters	18,082	94.6%	17,097	95.6%	16,350	89.8%	14,686	98.0%	14,396	99.0%	14,250	108.9%	15,519	103.3%	16,036	103.0%	16,517	97.7%	99.0%
Psych APRN													3,383	103.3%	3,496	103.0%	3,601		103.2%
Total Creamery Medical Encounters	29,360	109.7%	32,198		33,722	95.0%	32,022	107.8%	34,521	103.8%	35,841	112.1%	40,190	103.3%	41,530	103.0%	42,776	105.7%	105.0%
Dental Encounters	11,100	82.7%	9,184	102.2%	9,387	95.8%	8,989	117.1%	10,528		11,035		7,432	109.0%	8,101	103.0%	8,344	99.5%	101.6%
Creamery Hygiene													4,532	103.3%	4,683	103.0%	4,823		103.2%
Total	11,100	82.7%	9,184	102.2%	9,387	95.8%	8,989	117.1%	10,528	104.8%	11,035	112.1%	11,964	103.3%	12,362	103.0%	12,733	102.5%	102.6%
Behavioral Health Encounters	6,731	113.2%	7,622	122.4%	9,326	89.1%	8,311	108.2%	8,992		8,908		11,689	103.3%	12,079	103.0%	12,441	108.2%	106.5%
IBH											1,206								
Total	6,731	113.2%	7,622	122.4%	9,326	89.1%	8,311	108.2%	8,992	112.5%	10,114		11,689					109.1%	109.1%
Seeley Medical Encounters	4,303	77.4%	3,332	102.3%	3,409	98.9%	3,372	102.8%	3,465	76.2%	2,639	133.3%	3,519	103.3%	3,636	103.0%	3,745	98.5%	99.7%
Seeley Dental Encounters	1,706	94.1%	1,606	95.6%	1,535	118.5%	1,819	100.8%	1,833		1,964		1,683	103.3%	1,739	103.0%	1,791	102.2%	102.6%
Seeley Hygiene													568	103.3%	587	103.0%	605		103.2%
Total	1,706	94.1%	1,606	95.6%	1,535	118.5%	1,819	100.8%	1,833	107.1%	1,964	114.7%	2,251	103.3%	2,326	103.0%	2,396	105.1%	104.6%
Seeley Behavioral Health Encounters	453		213																
POV Medical Encounters	1,306	68.8%	899	119.8%	1,077	101.4%	1,092	145.9%	1,593	80.4%	1,280	157.0%	2,011	103.3%	2,078	103.0%	2,140	112.2%	110.0%
POV BH Encounters									-		92								
Lowell Medical Encounters	2,316	67.3%	1,558				1,567	147.2%	2,307	108.3%	2,498	80.5%	2,011	103.3%	2,078	103.0%	2,140	100.8%	101.6%
Lowell Dental Encounters	115	47.8%	55				57	147.4%	84		138		1,560	103.3%	1,612	103.0%	1,661	97.6%	100.4%
Lowell Hygiene																			
Total	115	47.8%	55				57	147.4%	84	164.1%	138	1131.6%	1,560	103.3%	1,612	103.0%	1,661	372.7%	282.9%
Lowell Behavioral Health Encounters	230	43.5%	100						281	157.4%	442								
SCHHOL BASED	0		192	320.8%	616	81.8%	504	152.8%	770	120.4%	927	403.6%	3,743	103.3%	3,868	103.0%	3,984	215.9%	183.7%
Lowell Behavioral Health Encounters																			
Clinical Pharmarmacy Encounters	2,091	80.5%	1,684	56.5%	952	177.0%	1,685	92.2%	1,553	92.6%	1,438	104.8%	1,507	103.3%	1,557	103.0%	1,604	100.6%	101.2%
Pharmacy Prescriptions	106,585	103.9%	110,775	94.5%	104,726	102.6%	107,422	107.8%	115,783	106.5%	123,264	102.4%	126,274	101.7%	128,379	103.0%	132,230	103.0%	102.8%
Food Bank Medical Encounters							1,948	106.6%	2,076	105.2%	2,183	80.6%	1,759	103.3%	1,818	103.0%	1,873	97.4%	99.7%
Food Bank Dental Encounters							3		106	34.3%	36	1571.1%	571	103.3%	590	103.0%	608	802.7%	452.9%
Food Bank Hygiene													89	103.3%	92	103.0%	95		103.2%
Food Bank Behavioral Health Encounters											286								
Trinity Medical Encounters													1,001	100.0%	1,201	103.0%	1,237		101.5%
Trinity Behavioral Health Encounters													1,026	100.0%	1,280	103.0%	1,318		101.5%
TRINITY Psych APRN													392	100.0%	471	103.0%	485		101.5%
TOTAL MEDICAL	37,861	101.6%	38,473	99.3%	38,208	104.7%	40,001	109.9%	43,962	101.1%	44,442	115.1%	50,882	103.8%	52,811	103.0%	54,395	105.3%	104.8%
Total Psych APRN													3,776	105.1%	3,967	103.0%	4,086		104.0%
CLINICAL PHARMACY	2,091	80.5%	1,684	56.5%	952	177.0%	1,685	92.2%	1,553	92.6%	1,438	104.8%	1,507	103.3%	1,557	103.0%	1,604	100.6%	101.2%
TOTAL BEHAVIORAL HEALTH	8,117	108.3%	8,787	114.3%	10,044	84.3%	8,466	109.5%	9,273	117.9%	10,935	118.6%	12,715	105.1%	13,359	103.0%	13,759	108.8%	107.6%
TOTAL SCHOOL BASED	0		192	320.8%	616	81.8%	504	152.8%	770	120.4%	927	403.6%	3,743	103.3%	3,868	103.0%	3,984	215.9%	183.7%
TOTAL DENTAL	13,551	84.1%	11,396	95.8%	10,922	100.3%	10,960	114.5%	12,551	105.0%	13,173	127.9%	16,436	105.9%	17,405	103.0%	17,927	104.6%	104.6%
Total Dentist													11,246	107.1%	12,043	103.0%	12,404		105.0%
Total Hygienist													5,189	103.3%	5,362	103.0%	5,523		103.2%
TOTAL ENCOUNTERS	61,620	98.2%	60,532	100.3%	60,742	101.4%	61,616	110.5%	68,109	104.1%	70,915	121.6%	85,282	104.4%	88,999	103.0%	91,669	106.0%	105.5%
TOTAL PHARMACY	106,585	103.9%	110,775	94.5%	104,726	102.6%	107,422	107.8%	115,783	106.5%	123,264	102.4%	126,274	101.7%	128,379	103.0%	132,230	103.0%	102.8%

NAME	FTE/HOURS	ENCS FY 2026	YEAR	FULL MONTHS	DISCOUNT %	DISCOUNTED MONTHS	TOTAL FY2025			
Medical PROVIDERS			12	10	80%	2	TOTAL			
Calle		1,664	139	1,387	111	222	1,609	96.667%		
Chapin		1,560	130	1,300	104	208	1,508	96.667%		
Charles		2,080	173	1,733	139	277	2,011	96.667%		
Dealy		2,080	173	1,733	139	277	2,011	96.667%		
Donager		1,560	130	1,300	104	208	1,508	96.667%		
Gordon		1,040	87	867	69	139	1,005	96.667%		
Ordemann		1,560	130	1,300	104	208	1,508	96.667%		
Hathaway, Lisa										
Horne		1,820	152	1,517	121	243	1,759	96.667%		
Horton		1,950	163	1,625	130	260	1,885	96.667%		
Ireland		1,560	130	1,300	104	208	1,508	96.667%		
Krebsbach		1,040	87	867	69	139	1,005	96.667%		
Meinbresse		1,820	152	1,517	121	243	1,759	96.667%		
Quirk		260	22	217	17	35	251	96.667%		
Rogers		2,080	173	1,733	139	277	2,011	96.667%		
Sidey		1,820	152	1,517	121	243	1,759	96.667%		
Towarnicki		1,560	130	1,300	104	208	1,508	96.667%		
Vannatta		1,196	100	997	80	159	1,156	96.667%		
Waski		2,080	173	1,733	139	277	2,011	96.667%		
Watson		832	69	693	55	111	804	96.667%		
Wiseman		2,080	31,642	173	1,733	139	277	2,011	30,587	96.667%
RESIDENCY										
FACULTY										
Bell, Brett M	MD	393	33	328	26	52	380	96.667%		
Bell, Darin M	MD	393	33	328	26	52	380	96.667%		
Bonner, Mariah	MD	393	start Oct 2023?	33	328	26	52	380	96.667%	
Cruikshank, Robert	MD	393	33	328	26	52	380	96.667%		
Healy, Anne G	MD	393	33	328	26	52	380	96.667%		
Heid, Emily E	MD	393	33	328	26	52	380	96.667%		
Matheny, Amy	MD	393	33	328	26	52	380	96.667%		
McCarthy, Daniel A	MD	393	33	328	26	52	380	96.667%		
Paddock, Elizabeth D	MD	393	33	328	26	52	380	96.667%		
Richards, Christina	MD	393	start June 2023?	33	328	26	52	380	96.667%	
Stenger, Robert J	MD	393	33	328	26	52	380	96.667%		
Taylor, Trent	MD	393	start Oct 2023?	33	328	26	52	380	96.667%	
Walden, Jeffrey H	MD	393	33	328	26	52	380	96.667%		
Wright, Emma	MD	393	5,502	33	328	26	52	380	5,319	96.667%

NAME	FTE/HOURS	ENCS FY 2026	YEAR	FULL MONTHS	DISCOUNT %	DISCOUNTED MONTHS	TOTAL FY2025		
YEAR 3 - CLASS 9									
Foxton, Sienna R	DO	550		46	458	37	73	532	96.667%
Francis, Kara H	MD	550		46	458	37	73	532	96.667%
Kerins, Alec	MD	550		46	458	37	73	532	96.667%
Kinane, Travis	DO	550		46	458	37	73	532	96.667%
Selland, Jennifer	MD	550		46	458	37	73	532	96.667%
Sharar, Rebecca A	MD	550		46	458	37	73	532	96.667%
Weeks, Cecilia M	MD	550	3,850	46	458	37	73	532	3,722 96.667%
YEAR 2 - CLASS 10									
Balon, Emily		364	0	30	303	24	49	352	96.667%
Booker, Nicholas A	DO	364		30	303	24	49	352	96.667%
Buffenstein, Ilana R	MD	364		30	303	24	49	352	96.667%
Eggleton, Julie	MD	364		30	303	24	49	352	96.667%
Harrell, John A	MD	364		30	303	24	49	352	96.667%
Malhotra, Neha	MD	364		30	303	24	49	352	96.667%
Murray, Moriah G	DO	364		30	303	24	49	352	96.667%
Young, Emily E	MD	364	2,912	30	303	24	49	352	2,815 96.667%
YEAR 1 - NEW CLASS 11									
Belluomini, Christine	MD	379		32	316	25	51	366	96.667%
Clark, Samantha	MD	379		32	316	25	51	366	96.667%
Green, Nicole	DO	379		32	316	25	51	366	96.667%
Heck, Cecilia	MD	379		32	316	25	51	366	96.667%
Lawrence, Chiara	MD	379		32	316	25	51	366	96.667%
Mann, Annalise	DO	379		32	316	25	51	366	96.667%
Pope, George	DO	379		32	316	25	51	366	96.667%
Roose, Cassandra	MD	379		32	316	25	51	366	96.667%
Sopp, Talia	MD	379		32	316	25	51	366	96.667%
Ziebelman, Alexis	MD	379	3,790	32	316	25	51	366	3,664 96.667%
TOTAL MEDICAL		47,696	47,696					46,106	46,106
PHC		66.3%	31,642						30,587
RESIDENCY		33.7%	16,054						15,519

NAME	FTE/HOURS	ENCS FY 2026	YEAR	FULL MONTHS	DISCOUNT %	DISCOUNTED MONTHS	TOTAL FY2025		
Psych APRN									
Duchscher, Michael C	1400 for 1 fte	1,400	117	1,167	93	187	1,353		
Braun, Paula		1,400	117	1,167	93	187	1,353	96.667%	
OPEN		700	58	583	47	93	677	96.667%	
		3,500					3,383	96.667%	
Dental									
OPEN	1872	1,182	99	985	79	158	1,143	96.667%	
BYMASTER, HANNAH	1560	1,266	106	1,055	84	169	1,224	96.667%	
HARRIS, ALYSSA	1560	1,741	145	1,451	116	232	1,683	96.667%	
MCKENNA, SARIN T.	2080	2,116	176	1,763	141	282	2,045	96.667%	
NELSON, JAZMIN S.	2080	1,545	129	1,288	103	206	1,494	96.667%	
ROGERS, BRIELLE	2080	2,171	181	1,809	145	289	2,099	96.667%	
SMITH, LUCA	1560	1,614	135	1,345	108	215	1,560	11,247 96.667%	
On Call/Intermittent Providers									
BYINGTON, JOSEPH D.	208								
FERRITER, COLLEEN M.	208								
GRIFFITH, SHAWN	208								
STRINGER, SCOTT M.	208								
ROLLE, ELIZABETH	208								
Hygienist									
BURHAM, ANNA C.	2080	1,323	110	1,103	88	176	1,279	96.667%	
OPEN	1872	1,182	99	985	79	158	1,143	96.667%	
PITMAN, ALEXANDRA J.	1664	1,044	87	870	70	139	1,009	96.667%	
TAYLOR, SUSAN	1560	496	41	413	33	66	479	96.667%	
OPEN	2080	1,323	110	1,103	88	176	1,279	5,189 96.667%	
TOTAL DENTAL		17,003	17,003			2,267	16,436		

NAME	FTE/HOURS		ENCS FY 2026		YEAR	FULL MONTHS	DISCOUNT %	DISCOUNTED MONTHS	TOTAL FY2025			
BH												
FACULTY												
Bluett, Ellen	PHD		99		8	83	7	13	96		96.667%	
Robohm, Jennifer	PHD		100	199	8	83	7	13	97	192	96.667%	
Annis, Rebecca	1	31	62	1,023	85	853	68	136	989		96.667%	
Peel, Lex	1	28	56	837	70	698	56	112	809		96.667%	
Falley, Emelyn	0.5	14	28	407	34	339	27	54	393		96.667%	
Ivanovitch, Tara	1	31	62	1,023	85	853	68	136	989		96.667%	
Jolly, Jordan	1	20	40	687	57	573	46	92	664		96.667%	
Kok, Grace	0.65	20	40	687	57	573	46	92	664		96.667%	
Kuhl, Maggie	1	31	62	1,023	85	853	68	136	989		96.667%	
Poole, Sarah	1	28	56	837	70	698	56	112	809		96.667%	
Potts, Sarah	1	8	16	188	16	157	13	25	182		96.667%	
Romero, Shanna	1	31	62	1,023	85	853	68	136	989		96.667%	
Soper, Kaycie	1	31	62	1,023	85	853	68	136	989		96.667%	
Joseph, Anne	1	31	62	940	78	783	63	125	909		96.667%	
Marceau, Jenna	1	31	62	940	78	783	63	125	909		96.667%	
Wilson, Gracie	1	28	56	698	58	581	47	93	674		96.667%	
Open 1	1	28	56	558	11,894	47	465	37	74	539	11,497	96.667%
TOTAL BH			12,093	12,093					11,689	11,689		

NAME	FTE/HOURS		ENCS FY 2026	YEAR	FULL MONTHS	DISCOUNT %	DISCOUNTED MONTHS	TOTAL FY2025		
SCHOOL-BASED HEALTH										
Anderson, Kade CS										
Porter	1	15	30	660	55	550	44	88	638	96.667%
Belgarde, Brock Franklin	1	15	30	660	55	550	44	88	638	96.667%
Hart, Torrye Associate BH Dir	1	12	24	396	33	330	26	53	383	96.667%
LaZerte, Sarah Lowell	1	15	30	660	55	550	44	88	638	96.667%
Tweedy, Curt Willard	0.9	16.5	33	726	61	605	48	97	702	96.667%
Davis, Lindsey										
Hawthorne Rebecca Hamler - Russell	1	15	30	330	28	275	22	44	319	96.667%
OPEN 1 Big Sky	1	15	30	-	-	-	-	-	-	-
OPEN 2 Big Sky	1	15	30	-	-	-	-	-	-	-
OPEN 1 Hellgate??	1	15	30	-	-	-	-	-	-	-
OPEN 2 Hellgate??	1	15	30	-	3,872	-	-	-	-	3,743
TOTAL BH			3,872	3,872					3,743	3,743
TRINITY MEDICAL			1,035	86	863	69	138	1,001	96.667%	
Trinity Behavioral Health Encounters			1,060	88	883	71	141	1,026	96.761%	
TRINITY Psych APRN			406	34	338	27	54	392	96.667%	
TOTAL Clinical Pharmacy										
			1,559	130	1,299	104	208	1,507	96.667%	

NAME	FTE/HOURS	ENCS FY 2026		YEAR	FULL MONTHS	DISCOUNT %	DISCOUNTED MONTHS	TOTAL FY2025	
TOTAL ENCOUNTERS		88,224						85,284	96.668%
TOTAL MEDICAL		52,637	52,637				50,882	47,107	96.667%
Total Psych APRN	3,906		3,987					3,776	96.667%
CLINICAL PHARMACY		1,559	1,559					1,507	96.667%
TOTAL BEHAVIORAL HEALTH		12,093	12,093					11,689	96.667%
trinity bh		1,060	1,060					1,026	
TOTAL SCHOOL BASED		3,872	3,872					3,743	96.667%
TOTAL DENTAL		17,003	17,424				16,436		96.667%
Total Dentist			12,056					11,247	
Total Hygienist			5,368					5,189	
TOTAL ENCOUNTERS		88,224	88,646					85,284	96.668%
TOTAL PHARMACY		128,414	128,414	10,701	107,012	9,631	19,262	126,274	98.333%
								85,284	

	Actual 30-Jun-21 2021 NON-AUDITED FROM OUR CASH BASIS	Actual 30-Jun-22 2022 NON-AUDITED FROM OUR CASH BASIS	2023 NON-AUDITED ACCRUAL	Feb-24 Total PROJECTION
NET REVENUE				
Clinical				
Patient	1,189,897	1,215,400	1,037,655	1,543,935
Patient Refunds	(30,485)	(14,858)	-	-
Patient Sum	1,159,411	1,200,542	1,037,655	1,543,935
Medicaid	9,369,761	9,245,365	10,494,639	10,018,528
Medicare	1,174,378	1,583,349	1,640,099	1,741,908
Private Insurance	2,161,046	2,193,571	2,233,061	2,769,015
Pharmacy				
Patient	498,969	511,657	720,517	886,909
Patient Refunds	(5,051)	(4,257)	(1,924)	-
Patient Sum	493,917	507,400	718,593	886,909
Medicaid	7,140,296	7,271,935	7,494,451	6,435,057
Medicare				
Private Insurance	8,212,356	8,562,933	8,965,305	9,137,228
Total Fee Revenue	29,711,164	30,565,093	32,583,803	32,532,579
GRANTS AND DONATIONS				
FEDERAL GRANTS				
Federal Grant - Medical	6,819,998	5,089,113	5,165,846	5,234,005
Ryan White C	347,959	267,155	288,183	309,703
Total Federal Grants	7,167,957	5,356,268	5,454,029	5,543,708
STATE AND LOCAL SOURCES				
Ryan White B	122,083	135,275	148,815	173,477
Meaningful use	85,761	42,500	(171)	5,972
Community Based Organizations - County (Qtrly)	-	100,000	-	-
HIV State Prevention	36,252	38,362	47,459	62,789
Dental Contracted Svcs. - DOC & Mineral (Qtrly)	15,313	15,925	17,383	16,506
Grants (Use Schedule 1)	108,151	103,061	100,997	74,416
Montana PCMH Program	407,306	638,513	592,488	492,321
Medicaid Super Utilizer Program (Includes BC/BS)	-	-	-	-
Missoula Correctional Services Contract (Qtrly)	12,220	19,806	-	-
Total State and Local Sources	787,086	1,093,442	906,971	825,481
PRIVATE FOUNDATIONS				
Grants (Use Schedule 2)	220,186	304,846	247,500	115,656
Private Foundations	220,186	304,846	247,500	115,656
CONTRIBUTIONS & DONATIONS				
Local Partners (Yearly)	132,788	104,224	35,000	60,606
Donations	406,139	388,052	302,018	8,895
Total Contributions & Donations	538,926	492,276	337,018	69,502
OTHER SUPPORT				
Other Miscellaneous Revenue	3,211,326	219,397	145,255	96,734
Interest Income	14,064	8,418	84,574	70,829
Rental Income, Residency (Qtrly)	70,236	70,236	64,388	70,953
Residency Program (Qtrly)	567,147	505,961	570,345	518,502
Community Health Center	-	-	-	-
Healthcare for Homeless	-	-	-	-
School Based Services H2E	-	-	-	58,620
COVID Bridge Access	-	-	-	18,665
City Participation	-	-	-	-
CDBG Grants	-	-	-	-
Medicare Demonstration Project	-	-	-	-
Mt Primary Care Assoc. for Emergency Preparedness	-	-	-	-
Refugee Resettlement	158,916	185,442	228,566	596,098
UM Geriatric Workforce Enhancement Proj.	180,841	99,043	97,815	109,213
Public Health Emergencies	-	-	-	-
Oral Health	-	-	-	-
Miscellaneous Federal Money	-	-	-	-
Covid 19 Stimulus Revenue	-	-	-	-
Coronavirus Relief Funds	197,367	2,240,364	2,235,471	712,800
Vocational Rehab Grant	-	-	-	-
HB130 Jail Div/Mental Health	-	-	-	-
Mobile Crises Unit	137,465	105,311	292,289	524,387
DPHHS County & Tribal Matching Grant	79,707	88,754	141,433	142,096
ERAT	-	16,974	22,565	31,108
Community Care Team	-	93,675	181,300	106,725
Public Insurance Payments	-	-	-	-
Trf from Public Safety	-	137	-	-
Trf From General	-	-	-	-
Total Other Support	4,617,068	3,633,712	4,064,001	3,056,731

	Actual 30-Jun-21 2021 NON-AUDITED FROM OUR CASH BASIS	Actual 30-Jun-22 2022 NON-AUDITED FROM OUR CASH BASIS	2023 NON-AUDITED ACCRUAL	Feb-24 Total PROJECTION
TOTAL REVENUE	43,042,388	41,445,638	43,593,322	42,143,657
EXPENSES	13,331,223	10,880,544	11,009,519	9,611,077
PERSONNEL				
Salaries, Wages	14,076,709	15,609,851	18,283,339	19,192,577
EAP	8,518	11,910	13,289	23,817
Benefits	4,629,386	5,126,224	6,092,102	6,465,670
Salaries, Wages & Benefits	18,714,613	20,747,986	24,388,729	25,682,064
Clothing Allowance (Beginning of year)	12,801	13,533	14,711	24,481
SUPPLIES	12,545,228	13,358,403	13,946,283	14,265,591
Pharmacy	21,180	32,632	27,670	29,033
Office	68,472	105,251	109,098	72,532
Computer	592,281	612,311	850,513	889,262
Clinic	222,503	269,020	259,684	273,461
Janitorial	29,592	31,239	32,394	29,298
Equipment - Non-Capital	30,534	91,734	98,991	67,099
Dental Supplies/Lab	108,530	121,832	138,705	171,713
Prescription Drugs	11,101,781	11,618,353	11,790,788	11,949,524
Vaccines	370,356	476,031	638,440	783,668
PURCHASED SERVICES	2,489,698	2,980,679	3,670,195	4,319,579
Postage	106,631	102,585	106,146	123,353
Printing/Litho	24,236	22,975	19,288	14,573
Transportation - Patient	20,782	36,028	58,964	53,594
Outreach	32,625	55,605	51,486	45,613
Books/Resource/Subscription	14,680	19,621	22,703	17,188
Dues & Memberships	61,424	41,522	11,968	52,872
Transcription	-	-	-	-
Recruitment	80	3,916	2,722	90
Utilities	103,061	119,215	126,710	125,620
Garbage Collection	16,174	16,038	17,970	18,555
Phone	163,981	151,099	164,725	176,777
Dental Provider Services	45,227	35,098	10,474	17,098
Provider Services	527,672	485,318	469,418	594,768
Audit Fees	18,716	45,110	45,959	59,652
Legal Services/Accounting	21,018	23,808	18,947	46,520
Contracted Services	664,527	1,048,094	1,550,760	1,888,255
Equipment Repair & Maintenance	116,590	160,730	193,861	170,845
Mileage - Personal Vehicle	4,587	5,804	7,206	8,814
Meals/Lodging/Incidentals	4,888	6,846	12,259	20,791
Continuing Education	58,810	64,266	83,289	201,493
Training/Tuition/Registration Fees	27,744	53,248	96,852	109,513
Lab Services	224,074	215,904	215,769	230,532
Waste Disposal	25,477	24,732	29,895	31,342
Rent	97,176	119,164	279,569	220,566
Professional Licenses & Dues	19,131	69,821	24,632	26,333
Interest	90,388	54,131	48,625	64,820
Paying Agent Fee	-	-	-	-
Depreciation	674,856	705,000	705,000	750,742
TOTAL OPERATING EXPENSES	34,437,197	37,805,600	42,724,918	45,042,458
NET INCOME (LOSS)	8,605,191	3,640,038	868,404	(2,898,801)
DEBT SERVICE				
Principal	120,000	125,000	130,000	135,000
Interest	-	-	48,625	73,339
Paying Agent Fee	-	-	-	-
OTHER				
Transfers	-	-	-	-
Capital Building and Constructions	10,000	500,219	249,704	-
Capital Equipment	286,530	117,810	21,886	-
CASH PRESENTATION EXPENSES	34,178,871	37,843,629	42,421,508	44,426,715
CASH PRESENTATION NET INCOME	8,863,517	3,602,009	1,171,814	(2,283,059)

	Actual 30-Jun-21 2021 NON-AUDITED FROM OUR CASH BASIS	Actual 30-Jun-22 2022 NON-AUDITED FROM OUR CASH BASIS	2023 NON-AUDITED ACCRUAL	Feb-24 Total PROJECTION
Operating Loss	(4,635,645)	(7,186,376)	(10,092,490)	(12,445,058)
Non-Operating Income	13,331,223	10,880,544	11,009,519	9,611,077
Operating Margin	-15.6%	-23.5%	-31.0%	-38.3%
Total Margin	20.0%	8.8%	2.0%	-6.9%
Salaries as percent of total expenses	54.3%	54.9%	57.1%	57.0%
Encounters	60,742	61,616	68,109	70,915
Pharmacy Prescriptions	104,726	107,422	115,783	123,274
REVENUE				
Fee Revenue/Encounter	489.14	496.06	478.41	458.75
Non-Operating Income/Encounter	219.47	176.59	161.65	135.53
Total Revenue/Encounter	708.61	672.64	640.05	594.28
Percent Change in Clinic Fee Revenue		102.6%	108.3%	104.3%
Percent Change in Pharmacy Charges		103.1%	105.1%	95.8%
Percent Change Total Fee Revenue		102.9%	106.6%	99.8%
Percent Change in Non-Operating Income		96.3%	105.2%	
Percent Change in Total Revenue		81.6%	101.2%	87.3%
EXPENSE				
Salaries/Encounters	308.10	336.73	358.08	362.15
Supplies/Encounters	206.53	216.80	204.76	201.16
Purchased Services/Encounters	40.99	48.38	53.89	60.91
Expense- Depreciation/Encounters	555.83	602.13	616.95	624.57
Percent Change in Salaries		110.9%	117.5%	105.3%
Percent Change in Supplies		106.5%	104.4%	102.3%
Percent Change in Purchased Services		119.7%	123.1%	117.7%
Percent Change in Expenses - Depreciation		109.9%	113.3%	105.4%

	PRESENTED		ADJUSTED		FY 2026 Revised DRAFT BUDGET	FY 2027 Revised DRAFT BUDGET
	FY 2025 DRAFT BUDGET	FY 2025 Review Changes	FY 2025 Revised DRAFT BUDGET			
NET REVENUE						
Clinical						
Patient	467,403	(8,792)	458,611	488,841	513,576	
Patient Refunds	(31,675)		(31,675)	(31,675)	(31,675)	
Patient Sum	435,728		426,936	457,166	481,901	
Medicaid	11,502,157	(122,912)	11,379,246	12,105,351	12,717,882	
Medicare	1,959,066	(12,784)	1,946,282	2,061,072	2,165,362	
Private Insurance	3,858,235	(38,021)	3,820,214	4,060,940	4,266,423	
Pharmacy						
Patient	907,375		907,375	824,558	866,281	
Patient Refunds	(2,705)		(2,705)	(2,705)	(2,705)	
Patient Sum	904,671		904,671	821,854	863,576	
Medicaid	6,582,768		6,582,768	7,487,148	7,865,998	
Medicare						
Private Insurance	9,343,785		9,343,785	9,692,521	10,182,963	
Total Fee Revenue	34,586,411	(182,508)	34,403,902	36,686,051	38,544,105	
				36,720,431	38,578,485	
GRANTS AND DONATIONS						
FEDERAL GRANTS						
Federal Grant - Medical	9,212,899	(4,188,600)	5,024,299	5,024,299	5,024,299	
Ryan White C	-	300,000	300,000	300,000	300,000	
Total Federal Grants	9,212,899	(3,888,600)	5,324,299	5,324,299	5,324,299	
STATE AND LOCAL SOURCES						
Ryan White B	-	172,500	172,500	172,500	172,500	
Meaningful use	-		-	-	-	
Community Based Organizations - County (Qtrly)	-		-	-	-	
HIV State Prevention	-	50,000	50,000	50,000	50,000	
Dental Contracted Svcs. - DOC & Mineral (Qtrly)	-		-	-	-	
Grants (Use Schedule 1)	-		-	-	-	
Montana PCMH Program	11,282	418,718	430,000	430,000	430,000	
Medicaid Super Utilizer Program (Includes BC/BS)	-	150,000	150,000	150,000	150,000	
Missoula Correctional Services Contract (Qtrly)	-		-	-	-	
Total State and Local Sources	11,282	791,218	802,500	802,500	802,500	
PRIVATE FOUNDATIONS						
Grants (Use Schedule 2)	325,000	(325,000)	-	-	-	
Private Foundations	325,000	(325,000)	-	-	-	
CONTRIBUTIONS & DONATIONS						
Local Partners (Yearly)	262,904	(129,264)	133,640	133,640	133,640	
Donations	300,000	-	300,000	300,000	300,000	
Total Contributions & Donations	562,904	(129,264)	433,640	433,640	433,640	
OTHER SUPPORT						
Other Miscellaneous Revenue	-	3,393,882	3,393,882	3,393,882	3,393,882	
Interest Income	-	90,000	90,000	90,000	90,000	
Rental Income, Residency (Qtrly)	-	70,241	70,241	70,241	70,241	
Residency Program (Qtrly)	-	544,598	544,598	544,598	544,598	
Community Health Center	-		-	-	-	
Healthcare for Homeless	-		-	-	-	
School Based Services H2E	-		-	-	-	
COVID Bridge Access	-		-	-	-	
City Participation	-		-	-	-	
CDBG Grants	-		-	-	-	
Medicare Demonstration Project	-		-	-	-	
Mt Primary Care Assoc. for Emergency Preparedness	-		-	-	-	
Refugee Resettlement	-	464,274	464,274	464,274	464,274	
UM Geriatric Workforce Enhancement Proj.	-		-	-	-	
Public Health Emergencies	-		-	-	-	
Oral Health	-		-	-	-	
Miscellaneous Federal Money	-		-	-	-	
Covid 19 Stimulus Revenue	-		-	-	-	
Coronavirus Relief Funds	-		-	-	-	
Vocational Rehab Grant	-		-	-	-	
HB130 Jail Div/Mental Health	-		-	-	-	
Mobile Crises Unit	711,343	(76,503)	634,840	634,840	634,840	
DPHHS County & Tribal Matching Grant	-	156,000	156,000	156,000	156,000	
ERAT	-		-	-	-	
Community Care Team	-		-	-	-	
Public Insurance Payments	-		-	-	-	
Trf from Public Safety	-		-	-	-	
Trf from General	-		-	-	-	
Total Other Support	711,343	4,642,492	5,353,835	5,353,835	5,353,835	

	PRESENTED		ADJUSTED		FY 2026 Revised DRAFT BUDGET	FY 2027 Revised DRAFT BUDGET
	FY 2025	FY 2025	FY 2025	FY 2025		
	DRAFT BUDGET	Review Changes	Revised DRAFT BUDGET			
TOTAL REVENUE	45,409,839	908,337	46,318,176		48,600,325	50,458,379
EXPENSES	10,823,428	1,090,846	11,914,274		11,914,274	11,914,274
PERSONNEL						
Salaries, Wages	21,204,543	84,342	21,288,885		21,872,419	22,528,591
EAP	30,417	(924)	29,493		29,493	29,493
Benefits	7,205,304	28,659	7,233,963		7,432,248	7,655,215
Salaries, Wages & Benefits	28,440,264	112,077	28,552,341		29,334,160	30,213,300
Clothing Allowance (Beginning of year)	25,500		25,500		25,500	25,500
SUPPLIES	15,832,849	(416,045)	15,416,804		17,150,164	17,912,884
Pharmacy	32,000		32,000		32,000	32,000
Office	111,743		111,743		121,378	127,446
Computer	1,807,096	(395,531)	1,411,565		1,942,940	1,942,940
Clinic	318,342		318,342		352,374	377,041
Janitorial	44,952		44,952		44,952	44,952
Equipment - Non-Capital	138,461	(20,514)	117,947		117,947	117,947
Dental Supplies/Lab	228,362		228,362		252,775	270,469
Prescription Drugs	12,349,115		12,349,115		13,413,808	14,084,498
Vaccines	802,779		802,779		871,991	915,591
PURCHASED SERVICES	5,453,244	(212,869)	5,240,376		5,341,177	5,360,944
Postage	128,345	-	128,345		128,345	128,345
Printing/Litho	25,456	-	25,456		25,456	25,456
Transportation - Patient	120,821	(70,000)	50,821		50,821	50,821
Outreach	134,283	-	134,283		134,283	134,283
Books/Resource/Subscription	25,117	-	25,117		25,117	25,117
Dues & Memberships	43,478	-	43,478		43,478	43,478
Transcription	-	-	-		-	-
Recruitment	6,250	-	6,250		6,250	6,250
Utilities	172,336	-	172,336		183,629	189,137
Garbage Collection	21,277	-	21,277		21,277	21,277
Phone	184,729	(300)	184,429		184,429	184,429
Dental Provider Services	20,500	-	20,500		20,500	20,500
Provider Services	630,094	-	630,094		630,094	630,094
Audit Fees	45,000	-	45,000		47,025	49,141
Legal Services/Accounting	62,786	-	62,786		62,786	62,786
Contracted Services	2,329,316	(771,087)	1,558,229		1,558,229	1,558,229
Equipment Repair & Maintenance	263,287	-	263,287		263,287	263,287
Mileage - Personal Vehicle	13,797	-	13,797		13,797	13,797
Meals/Lodging/Incidentals	24,700	-	24,700		24,700	24,700
Continuing Education	287,000	(67,525)	219,475		287,000	287,000
Training/Tuition/Registration Fees	233,117	(54,699)	178,418		178,418	178,418
Lab Services	246,903	-	246,903		263,082	270,974
Waste Disposal	38,686	-	38,686		38,686	38,686
Rent	274,340	-	274,340		282,570	291,047
Professional Licenses & Dues	32,626	-	32,626		32,626	32,626
Interest	89,000	-	89,000		84,550	80,323
Paying Agent Fee	-	-	-		-	-
Depreciation	750,742	-	750,742		750,742	750,742
TOTAL OPERATING EXPENSES	49,751,857	(516,836)	49,235,021		51,851,001	53,512,628
NET INCOME (LOSS)	(4,342,018)	1,425,174	(2,916,844)		(3,250,676)	(3,054,249)
		1,425,174	(2,570,274) (346,570)		(2,499,934)	(2,303,506)
DEBT SERVICE						
Principal	140,000		140,000		150,000	155,000
Interest	89,000		89,000		89,000	89,000
Paying Agent Fee	-		-		-	-
OTHER						
Transfers						
Capital Building and Constructions	-		-		-	-
Capital Equipment	-		-		-	-
CASH PRESENTATION EXPENSES	49,141,114		48,624,278		51,250,259	52,916,885
CASH PRESENTATION NET INCOME	(3,731,276)		(2,306,102)		(2,649,934)	(2,458,506)

	PRESENTED		ADJUSTED		FY 2026 Revised DRAFT BUDGET	FY 2027 Revised DRAFT BUDGET
	FY 2025 DRAFT BUDGET	FY 2025 Review Changes	FY 2025 Revised DRAFT BUDGET			
Operating Loss	(15,076,446)		(14,742,118)		(15,080,400)	(14,888,200)
Non-Operating Income	10,823,428		11,914,274		11,914,274	11,914,274
Operating Margin	-43.6%		-42.9%		-41.1%	-38.6%
Total Margin	-9.6%		-6.3%		-6.7%	-6.1%
Salaries as percent of total expenses	57.2%		58.0%		56.6%	56.5%
Encounters	86,222	(940)	85,282		89,145	91,819
Pharmacy Prescriptions	126,274		126,274		128,414	132,266
REVENUE						
Fee Revenue/Encounter	401.13		403.41		411.53	419.78
Non-Operating Income/Encounter	125.53		139.70		133.65	129.76
Total Revenue/Encounter	526.66		543.12		545.18	549.54
Percent Change in Clinic Fee Revenue	110.5%		109.3%		106.3%	105.1%
Percent Change in Pharmacy Charges	102.3%		102.3%		107.0%	105.1%
Percent Change Total Fee Revenue	106.3%		105.8%			
Percent Change in Non-Operating Income	112.6%		124.0%		104.9%	103.8%
Percent Change in Total Revenue	107.8%		109.9%		100.0%	100.0%
EXPENSE						
Salaries/Encounters	329.85		334.80		329.06	329.05
Supplies/Encounters	183.63		180.77		192.39	195.09
Purchased Services/Encounters	63.25		61.45		59.92	58.39
Expense- Depreciation/Encounters	568.31		568.52		573.23	574.63
Percent Change in Salaries	110.7%		111.2%		102.7%	103.0%
Percent Change in Supplies	111.0%		108.1%		111.2%	104.4%
Percent Change in Purchased Services	126.2%		121.3%		101.9%	100.4%
Percent Change in Expenses - Depreciation	110.6%		109.5%		105.4%	103.3%



FTE BUDGET FY 2025 DRAFT

Department Name	Department Number	2025 Budget Hours	2025 Budgeted FTEs	2024 Budget Hours	2024 Budgeted FTEs	2023 Budget Hours	2023 Budgeted FTEs	2022 Budget Hours	2022 Budgeted FTEs	2021 Budget Hours	2021 Budgeted FTEs	2020 Budgeted Hours	2020 Budgeted FTEs
ADMINISTRATIVE		151,068	72.6	169,954	81.7	151,402	72.8	161,343	77.6	101,456	48.6	76,943	36.9
ADMINISTRATIVE	50008	24,962	12.0	39,104	18.8	37,024	17.8	45,678	22.0	28,397	13.6		
Billing	50028	50,210	24.1	38,770	18.6	36,690	17.6	34,541	16.6	22,133	10.6		
Communications	50027	6,240	3.0	6,240	3.0	4,160	2.0	2,080	1.0	2,088	1.0		
Finance	50021	14,562	7.0	18,760	9.0	17,680	8.5	14,560	7.0	14,616	7.0		
Human Resources	50020	6,240	3.0	9,360	4.5	8,320	4.0	7,501	3.6	7,517	3.6		
Innovation	50026	8,320	4.0	8,528	4.1	10,816	5.2	23,703	11.4	4,782	2.3		
IT & Telehealth	50022	27,014	13.0	30,472	14.7	26,312	12.7	27,040	13.0	16,704	8.0		
Medical Records	50024	13,520	6.5	18,720	9.0	10,400	5.0	6,240	3.0	5,220	2.5		
Clinical Ops	50009	-	-	-	-	-	-	16,649	8.0	12,528	6.0	66,628	31.9
Patient Access	50025	73,424	35.3	76,544	36.8	76,544	36.8	66,358	31.9	65,647	31.4		
Quality & Safety	50023	7,176	3.5	17,992	8.7	8,320	4.0	7,029	3.4	7,726	3.7		
Facility	50011	-	-	-	-	8,320	4.0	19,664	9.5	17,644	8.5	13,363	6.4
MEDICAL		174,148	83.7	174,408	83.9	181,896	87.5	152,721	73.4	145,001	69.7	126,756	60.9
Food Bk Med	50012	3,900	1.9	2,080	1.0	2,080	1.0	4,331	2.1	4,548	2.2	3,080	1.5
HCH Medical	57000	6,240	3.0	2,080	1.0	2,080	1.0	5,177	2.5	7,506	3.6	7,815	3.7
Lowell Medical	50015	3,640	1.8	3,640	1.8	5,824	2.8	6,252	3.0	7,308	3.5	9,247	4.4
MEDICAL	50000	134,472	64.7	141,440	68.0	154,232	74.2	118,858	57.1	106,638	51.1	84,507	40.5
Seeley Medical	50002	15,496	7.5	14,768	7.1	11,440	5.5	13,944	6.7	12,737	6.1	17,932	8.6
DPHHS Refugee	55300	10,400	5.0	10,400	5.0	6,240	3.0	4,160	2.0	6,264	3.0	4,176	2.0
DENTAL		55,383	26.6	50,284	24.2	45,032	21.7	41,744	20.1	46,187	22.2	60,646	29.2
Lowell Dental	50115	4,680	2.3	-	-	-	-	772	0.4	783	0.4	1,781	0.9
Food Bank Dental	50112	4,683	2.3	-	-	-	-	-	-	-	-	-	-
PHC Dental	50100	41,028	19.7	45,292	21.8	39,000	18.8	33,172	15.9	36,112	17.3	46,643	22.3
Seeley Dental	50110	4,992	2.4	4,992	2.4	6,032	2.9	6,136	3.0	6,160	3.0	8,381	4.0
Superior Dental	50117	-	-	-	-	-	-	1,664	0.8	3,132	1.5	3,841	1.8
PHARMACY		46,904	22.6	45,656	22.0	44,616	21.5	43,276	20.8	43,420	20.8	46,228	22.1
PHC Pharmacy	50200	46,904	22.6	45,656	22.0	44,616	21.5	43,276	20.8	43,420	20.8	46,228	22.1
BEHAVIORAL HEALTH		64,584	31.1	65,832	31.7	69,056	33.2	58,563	28.2	40,570	19.5	45,117	21.7
IBH Creamery	56111	-	-	-	-	-	-	-	-	-	-	-	-
BH POV	57100	-	-	-	-	-	-	522	0.3	522	0.3	543	0.3
BH Willard	56113	-	-	-	-	-	-	1,409	0.7	1,409	0.7	1,670	0.8
BH Workforce Grant	56109	-	-	-	-	-	-	3,504	1.7	5,596	2.7	6,368	3.1
BHE	56100	50,856	24.5	49,504	23.8	54,288	26.1	37,974	18.3	23,375	11.2	17,685	8.5
BHE - Seeley	56102	-	-	-	-	-	-	1,670	0.8	2,088	1.0	2,034	1.0
Food Bank BH	56112	-	-	-	-	-	-	2,978	1.4	2,986	1.4	1,253	0.6
Lowell BH	56105	-	-	-	-	-	-	418	0.2	418	0.2	509	0.2
Sup BH	56107	-	-	2,080	1.0	4,160	2.0	4,160	2.0	4,176	2.0	752	0.4
BH Mobile Crisis Unit	56108	13,728	6.6	14,248	6.9	10,608	5.1	5,929	2.9	-	-	-	-
BH SUD Grant	56110	-	-	-	-	-	-	-	-	-	-	14,303	6.9
SCHOOL BASED BH	58002	18,512	8.9	2,912	1.4	2,080	1.0	-	-	-	-	-	-
Lowell School BH	56114	-	-	1,040	0.5	-	-	-	-	-	-	-	-
willard		-	-	1,872	0.9	2,080	1.0	-	-	-	-	-	-

FTE BUDGET FY 2025 DRAFT

Department Name	Department Number	2025 Budget Hours	2025 Budgeted FTEs	2024 Budget Hours	2024 Budgeted FTEs	2023 Budget Hours	2023 Budgeted FTEs	2022 Budget Hours	2022 Budgeted FTEs	2021 Budget Hours	2021 Budgeted FTEs	2020 Budgeted Hours	2020 Budgeted FTEs
COMMUNITY		45,760	22.0	49,088	23.6	75,088	36.1	58,475	28.1	46,374	22.3	36,749	17.7
DPHHS County & Tribal Grant	55500	2,080	1.0	1,664	0.8	1,664	0.8	2,080	1.0	2,088	1.0		
FUSE	52003		-		-		-	2,080	1.0	2,088	1.0		
Geriatric	55400	2,080	1.0	2,080	1.0	2,080	1.0	3,072	1.5	5,168	2.5	2,610	1.3
Headwaters	52002		-		-	2,080	1.0	2,080	1.0	2,088	1.0	1,566	0.8
Community Organizing	52005	2,080	1.0	2,080	1.0								
HIV Prevention	53600	1,664	0.8	1,664	0.8	1,664	0.8	1,775	0.9	1,775	0.9	1,670	0.8
Housing Navigator	52001	2,080	1.0	2,080	1.0	2,080	1.0	2,080	1.0	2,088	1.0	2,088	1.0
IBH Grant	56111		-		-		-	6,240	3.0	6,264	3.0	5,742	2.8
MCCP	55000	2,080	1.0	4,160	2.0	4,160	2.0	4,160	2.0	4,176	2.0	4,176	2.0
MCS	50005		-		-		-	1,357	0.7	1,044	0.5	1,044	0.5
MTHCF	54030		-	1,664	0.8	1,664	0.8	1,670	0.8	1,670	0.8		
MTHCF MLP	54020	2,080	1.0	2,080	1.0	2,080	1.0	2,080	1.0	1,044	0.5		
Pacific Source	54025		-		-		-		-	2,088	1.0		
PCMH	54010	10,400	5.0	2,080	1.0	17,680	8.5	6,240	3.0	6,264	3.0	5,846	2.8
Ryan White B	53000	3,432	1.7	2,496	1.2	2,496	1.2	2,759	1.3	2,558	1.2	2,088	1.0
Ryan White C	53500	2,080	1.0	2,080	1.0	2,080	1.0	3,224	1.6	3,884	1.9	2,610	1.3
Child Care	52007		-	9,360	4.5	12,480	6.0						
Zero to Five	52004		-		-	4,160	2.0						
CDC CHW	55200	8,632	4.2	8,320	4.0	8,320	4.0						
DEI	52006		-		-	2,080	1.0						
Super-Utilizer	54015		-		-		-		-			4,176	2.0
ARP-CCT	83878	7,072	3.4	7,280	3.5	8,320	4.0						
WMMHC	50001		-		-		-		-	2,088	1.0	3,132	1.5
COVID 19	83510		-		-		-	17,578	8.5				
TRINITY MEDICAL	50016	3,120	1.5										
TRINITY BH	56116	2,912	1.4										
TRINITY PSH	52116	7,280	3.5										
TOTAL		650,271	312.6	652,670	313.8	709,050	318.4	669,098	300.9	569,972	252.2	518,659	226.3
Open at beginning of year			25.3		46.3		69.8		45.3		33.2		21.6
Temp			-		-		-		5.7		-		-
FTEs w/o open positions			287.4		267.5		248.6		249.9		219.0		204.6
Start date with a 1 FTE starting as of Jul 1			312.6		313.8		318.4		300.9		252.2		
Vacancy Rate		-4.7%	(14.7)	-4.8%	(15.0)	-13.5%	(43.0)	-6.6%	(20.0)	-3.2%	(8.2)		
FTEs measured during the year			297.9		298.8		275.4		275.2		244.0		226.3
Open at beginning of year			10.6		31.3		26.8		25.3		25.0		
			287.4		267.5		248.6		249.9		219.0		
Using \$ Cap to set FTEs			307.0										
		March 22, 2024 Payroll PP06 had	271.53 FTEs	May 19, 2023 Payroll PP10 had	267.5 FTEs	May 20, 2022 Payroll PP10 had	248.6 FTEs	June 18, 2021 Payroll PP12 had	249.9 FTEs				

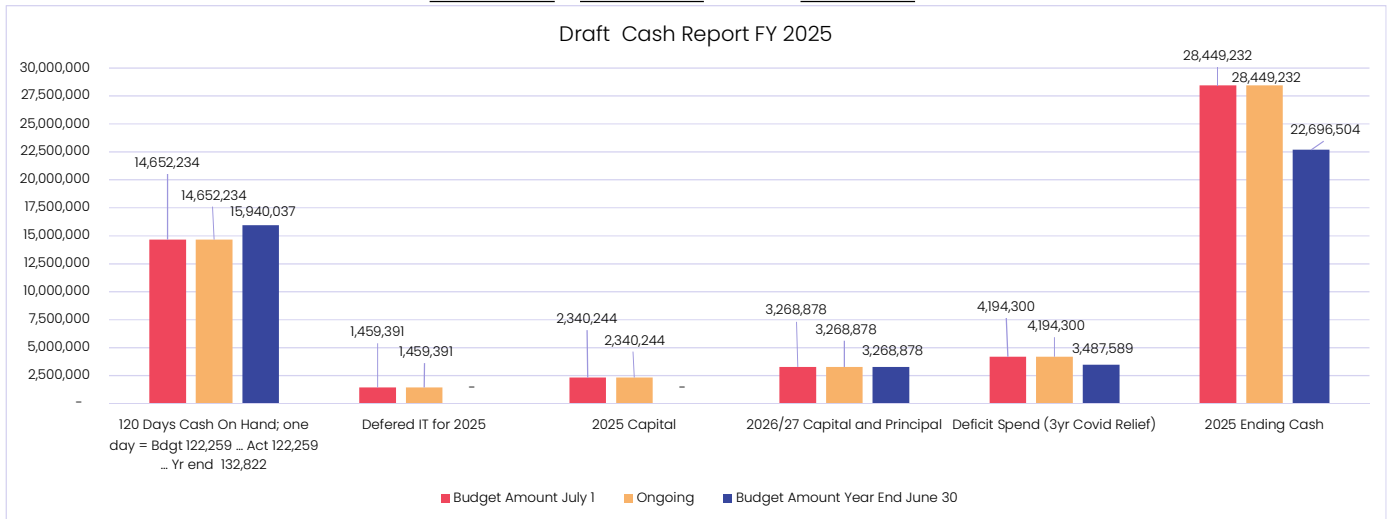


CAPITAL BUDGET 2025

	<u>Dept</u>	<u>Cost</u>	<u>Totals</u>
C8E Funded Renovation of Creamery Building	Facility	541,650	
			541,650
Freighthouse E.W. paint, carpet, improvements	Facility	57,780	
Solar	Facility	100,000	
Dividing Wall in Weinberg	Facility	30,000	
Creamery Exam Room patch + paint	Facility	20,000	
Lowell Clinic - Remodel PSR Area to accommodate 2 PSRs	Facility	7,814	
Creamery Main Floor Remodel	Facility	800,000	
Exterior PHC Sign facing Orange Street	Facility	30,000	
Exterior PHC Sign at Trinity	Facility	30,000	
			1,075,594
Twelve O'Clock Cabinets to Rooms 7 & 8	PHC Dental	35,000	
Replace aging xray head @ Creamery	PHC Dental	5,000	
Midmark Steam Steilizer M11 to replace aging equip. @ Creamery	PHC Dental	7,000	
Pano (2-D, external BW feature only) Lowell	PHC Dental	25,000	
			72,000
Badge System Upgrade	IT	78,000	
Conference Room Technology	IT		
Electronic check in kiosks	IT		
			78,000
Exam tables	Medical	160,000	
Exam room blinds	Medical	23,000	
EKG Machine	Medical	30,000	
Electronic Vaccine Reader integrated into EHR	Medical	20,000	
Interpreter services, change in contract	Medical	20,000	
Vehicle - Mobile Van Match	Medical	20,000	
			273,000
Finance Software	Administration	300,000	
			300,000
			<u>2,340,244</u>

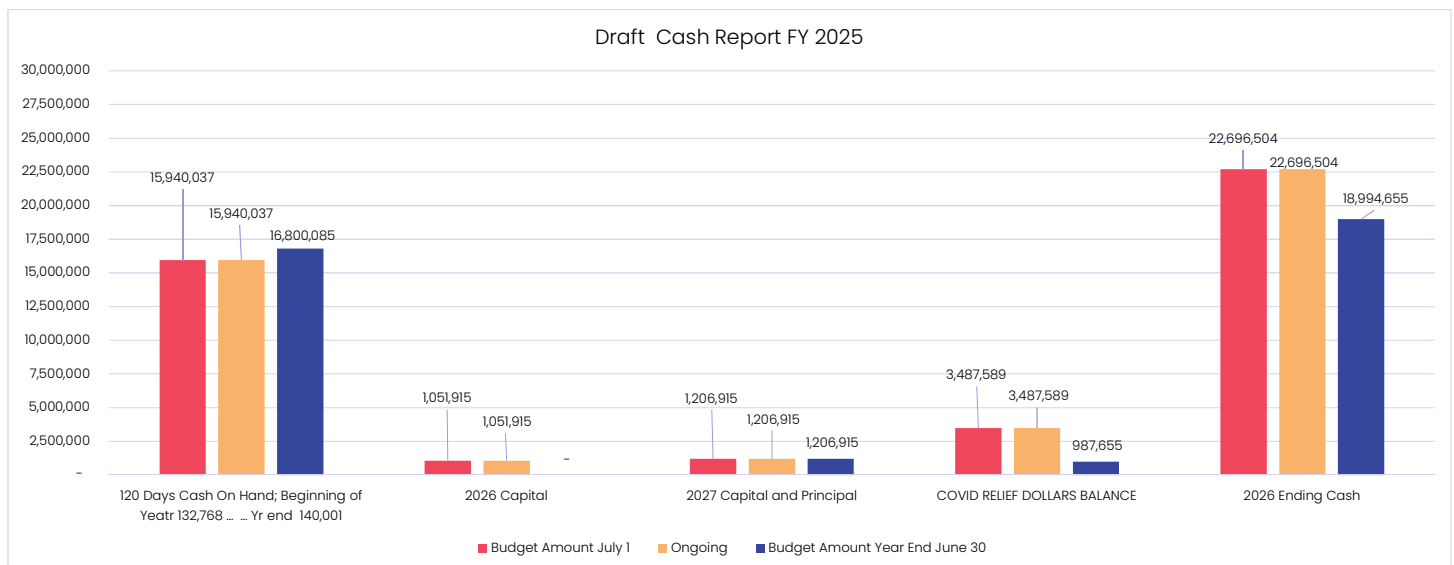
	BEGINNING OF YEAR FY 2025	END OF YEAR FY 2025	
Current month cash	<u>\$ 27,342,850</u>		
Use of Cash			
Cash Reserves 120 days	14,652,234		
Cash per day 2025 use 132,834			
Cash reserves increase	<u>1,287,803</u>		
Cash Reserves 120 days End of Year	15,940,037	15,940,037	
Defered IT spend for FY 2025	1,459,391		\$ 1,459,391
2025 Capital	2,340,244		2,340,244
2026 Capital	1,481,939	1,481,939	
2027 Capital	1,481,939	1,481,939	
2025 Principal	140,000		140,000
2026 Principal	150,000	150,000	
2027 Principal	155,000	155,000	
Restricted	<u>23,148,550</u>		
2025 Deficit spend from Covid dollars	706,711		706,711
Remaining Covid dollar balance	3,487,589	3,487,589	

Balance (0.00) \$ 22,696,504 \$ 4,646,346 CASH USED FY 2025



	2024	2025	2026	2027
Net Income	(3,589,732)	(2,752,495)	(3,160,676)	(2,964,249)
Depreciaton	743,235	750,742	750,742	750,742
EBDA	<u>(2,846,497)</u>	<u>(2,001,753)</u>	<u>(2,409,934)</u>	<u>(2,213,507)</u>
EBDA ... Earnings before Depreciaton and Amortization				
Pincipal	(135,000)	(140,000)	(150,000)	(155,000)
Capital	<u>(241,694)</u>	<u>(2,340,244)</u>	<u>(1,051,915)</u>	<u>(505,627)</u>
Cash Used	<u>(3,223,191)</u>	<u>(4,481,997)</u>	<u>(3,611,849)</u>	<u>(2,874,134)</u>

	BEGINNING OF YEAR FY 2026	END OF YEAR FY 2026	
Current month cash	\$ 22,696,504		
Use of Cash			
Cash Reserves 120 days Beginning of Year	15,940,037		
Cash per day 2026 use 140,001			
Cash reserves increase	860,048		
Cash Reserves 120 days End of Year	16,800,085	16,800,085	
2026 Capital	1,051,915		1,051,915
2027 Capital	1,051,915	1,051,915	
2026 Principal	150,000		150,000
2027 Principal	155,000	155,000	
Restricted	19,208,915		
2026 DEFICIT SPEND	2,499,934		2,499,934
Remaining Covid dollar balance	987,655	987,655	
Balance	<u>(0.00)</u>	<u>\$ 18,994,655</u>	<u>\$ 3,701,849</u> CASH USED FY 2026



	2024	2025	2026	2027
Net Income	(3,589,732)	(2,752,495)	(3,160,676)	(2,964,249)
Depreciaton	743,235	750,742	750,742	750,742
EBDA	(2,846,497)	(2,001,753)	(2,409,934)	(2,213,507)
EBDA ... Earnings before Depreciaton and Amortization				
Principal	(135,000)	(140,000)	(150,000)	(155,000)
Capital	(241,694)	(2,340,244)	(1,051,915)	(505,627)
Cash Used	<u>(3,223,191)</u>	<u>(4,481,997)</u>	<u>(3,611,849)</u>	<u>(2,874,134)</u>

	BEGINNING OF YEAR FY 2027	END OF YEAR FY 2027	
Current month cash	\$ 18,994,655		
Use of Cash			
Cash Reserves 120 days Beginning of Year	16,800,085		
Cash per day 2027 use 144,553			
Cash reserves increase	546,288		
Cash Reserves 120 days End of Year	17,346,373	17,346,373	
2027 Capital	505,627	-	505,627
2027 Principal	155,000	-	155,000
Restricted	18,007,000		
2027 DEFICIT SPEND	2,303,507		2,303,507
Remaining Covid dollar balance	(1,315,852)	(1,315,852)	
Balance	(0.00)	\$ 16,030,521	\$ 2,964,134 CASH USED FY 2027



	2024	2025	2026	2027
Net Income	(3,589,732)	(2,916,844)	(3,250,676)	(3,054,249)
Depreciaton	743,235	750,742	750,742	750,742
EBDA	(2,846,497)	(2,166,102)	(2,499,934)	(2,303,507)
EBDA ... Earnings before Depreciaton and Amortization				
Principal	(135,000)	(140,000)	(150,000)	(155,000)
Capital	(241,694)	(2,340,244)	(1,051,915)	(505,627)
Cash Used	(3,223,191)	(4,646,346)	(3,701,849)	(2,964,134)

1	MEDICAL					47,696
1	CLINICAL PHARMACY					1,559
2	PSYCH APRN					3,500
3	TRINITY CLINIC					732
4	TRINITY STREET MEDICINE					510
5	TRINITY MEDICAL PSYCH APRN					487
6	BEHAVIORAL HEALTH					12,093
7	SCHOOL BASED					3,872
8	TRINITY BEHAVIORAL HEALTH					1,272
9	DENTIST					12,056
10	HYGIENIST					5,368
11	PHARMACY					89,145
						128,414

MEDICAL	47,696
PSYCH APRN	3,500
DENTIST	12,057
DENTAL HYGIENI	5,368
BEHAVIORAL HEA	12,093
SCHOOL BASED	3,872
WS MEDICAL	1,242
WS BEHAVIORAL	1,324
WS PSYCH APRN	487
CLINICAL PHARM	1,559
ROSTER TOTAL	89,198
MEDICAL	50,497
DENTAL	17,425
BEHAVIORAL HEA	13,417
SCHHOL BASED	3,872
PSYCH APRN	3,987
	89,198

ENCOUNTERS	89,198		
	FY 2026	Expense	Change
	Revised DRAFT	Per	From
	BUDGET	Encounter	Prior
			Year

THE WORKSHEETS ARE HIGHER THAN THE BUDGET DUE TO THE EHRR DISCOUNT FOR EARNINGS

9	DENTIST	percent	ENCOUNTER!	NET REV	ENC	REVENUE	change	Jul 22 - May 23	Jul 23 - May 24
	Medicaid	40.08%	4,832	310.35	1,499,602	102.0%		42.8%	36.3%
	Medicare		-	-	-	102.0%		18.7%	19.7%
	Patient Self Pay	26.48%	3,192	71.97	229,763	102.0%		13.1%	17.9%
	Private Insurance	32.83%	3,958	129.20	511,385	102.0%		25.3%	26.0%
	Implicit Price Concessi	0.61%	74	-	-				
		100.00%	12,056	185.86	2,240,750	43.936		99.9%	99.9%

10	DENTAL HYGIENISTS	percent	ENCOUNTER!	NET REV	ENC	REVENUE	change	5/31/2023	5/31/2024
	Medicaid	32.42%	1,740	308.48	536,847	102.0%		19.0%	24.0%
	Medicare	0.00%	-	-	-	102.0%		3%	31.0%
	Patient Self Pay	22.42%	1,204	67.23	80,910	102.0%		0.0%	0%
	Private Insurance	44.77%	2,403	78.75	189,266	102.0%		44.8%	45.0%
	Implicit Price Concessi	0.39%	21	-	-				
		100.00%	5,368	150.34	807,023	15.824		100.0%	100.0%

1	MEDICAL	percent	ENCOUNTER!	NET REV	ENC	REVENUE
	Medicaid	36.97%	17,633	348.94	6,152,968	102.0%
	Medicare	24.96%	11,905	146.75	1,747,016	102.0%
	Patient Self Pay	6.87%	3,277	52.19	171,023	102.0%
	Private Insurance	30.54%	14,566	192.65	2,806,171	102.0%
	Implicit Price Concessi	0.66%	315	-	-	
		100.00%	47,696	228.05	10,877,178	213,278

CLINIC	2,025
Medicaid	34,732
Medicare	14,712
Patient Self Pay	8,812
Private Insuranc	25,598
TOTAL	83,853

6	BEHAVIORAL HEALTH	percent	ENCOUNTER!	NET REV	ENC	REVENUE
	Medicaid	47.29%	5,718.78	336.39	1,923,716	102.0%
	Medicare	16.11%	1,948	73.34	142,876	102.0%
	Patient Self Pay	7.07%	855	-	-	
	Private Insurance	27.73%	3,353	78.77	264,162	102.0%
	Implicit Price Concessi	1.79%	216	-	-	
		99.99%	12,093	192.74	2,330,754	45,701

RX	2025	Percent by Payment
Patient Self Pay	30,557	24%
Medicaid	39,270	31%
Medicare	-	0%
Private Insuranc	56,569	45%
TOTAL	126,396	100%

7	SCHOOL BASED	percent	ENCOUNTER!	NET REV	ENC	REVENUE
	Medicaid	82.61%	3,199	301.36	963,945	102.0%
	Medicare	0.00%	-	-	-	
	Patient Self Pay	9.57%	371	-	-	
	Private Insurance	7.83%	303	43.82	13,285	102.0%
	Implicit Price Concessi	0.00%	-	-	-	
		100.01%	3,872	252.38	977,230	19,161

2	PSYCH APRN	percent	ENCOUNTER!	NET REV	ENC	REVENUE
	Medicaid	43.35%	1,517	382.15	579,822	102.0%
	Medicare	20.27%	709	131.02	92,951	102.0%
	Patient Self Pay	7.23%	253	10.24	2,591	102.0%
	Private Insurance	28.40%	994	148.73	147,834	102.0%
	Implicit Price Concessi	0.75%	26	-	-	
		100.00%	3,500	235.20	823,199	16,141

11	RX	Percent by Payment	ENCOUNTER!	NET REV	ENC	REVENUE
	Patient Self Pay	21.20%	27,224	30.29	824,558	102.0%
	Medicaid	34.10%	43,789	170.98	7,487,148	102.0%
	Medicare		-	-	-	
	Private Insurance	44.80%	57,529	168.48	9,692,521	102.0%
	Rev	100.10%	128,414	140.20	18,004,228	884,407

3	TRINITY CLINIC	Percent by Payment	ENCOUNTER!	NET REV	ENC	REVENUE
	Medical Implicit Price	0.65%	5	-	-	
	Medical Medicaid	36.97%	271	382.15	103,429	102.0%
	Medical Medicare	24.96%	183	146.74	26,815	102.0%

NET REVENUE	
Clinical	
Patient	488,841
Patient Refunds	(31,675)
Patient Sum	457,166
Medicaid	12,105,351
Medicare	2,061,072
Private Insurance	4,060,940
Pharmacy	
Patient	824,558
Patient Refunds	(2,705)
Patient Sum	821,854
Medicaid	7,487,148
Medicare	-
Private Insurance	9,692,521
Total Fee Revenue	36,686,051
	36,720,431

GRANTS AND DONATIONS	
FEDERAL GRANTS	
Federal Grant - Medical	5,024,299
Ryan White C	300,000
Total Federal Grants	5,324,299
STATE AND LOCAL SOURCES	
Ryan White B	172,500
Meaningful use	-
Community Based Organizations - County (Qtrly)	-
HIV State Prevention	50,000
Dental Contracted Svcs. - DOC & Mineral (Qtrly)	-
Grants (Use Schedule 1)	-
Montana PCMH Program	430,000
Medicaid Super Utilizer Program (Includes BC/BS)	150,000
Missoula Correctional Services Contract (Qtrly)	-
Total State and Local Sources	802,500
PRIVATE FOUNDATIONS	
Grants (Use Schedule 2)	-
Private Foundations	-
CONTRIBUTIONS & DONATIONS	
Local Partners (Yearly)	133,640
Donations	300,000
Total Contributions & Donations	433,640
OTHER SUPPORT	
Other Miscellaneous Revenue	3,393,882
Interest Income	90,000
Rental Income, Residency (Qtrly)	70,241
Residency Program (Qtrly)	544,598
Community Health Center	-
Healthcare for Homeless	-
School Based Services H2E	-
COVID Bridge Access	-
City Participation	-
CDBG Grants	-
Medicare Demonstration Project	-
Mt Primary Care Assoc. for Emergency Preparedness	-
Refugee Resettlement	464,274
UM Geriatric Workforce Enhancement Proj.	90,000
Public Health Emergencies	-
Oral Health	-
Miscellaneous Federal Money	-
Covid 19 Stimulus Revenue	-
Coronavirus Relief Funds	-
Vocational Rehab Grant	-
HB130 Jail Div/Mental Health	-
Mobile Crises Unit	634,840

Dept Name	int Nc	HIRED Hours	CRUITING Ho	Position Identifier	Position Title
ADMINISTRATIVE					
ADMINISTRATIVE					
ADMINISTRATIVE	Wag	2,080		COO	CHIEF OPERATING OFFICER
ADMINISTRATIVE		2,080		DBD1	Director of Business Development
ADMINISTRATIVE		2,080		CEO	PHC CEO
ADMINISTRATIVE		2,080		CFO	PHC Chief Financial Officer
ADMINISTRATIVE		2,080		CMO	PHC Chief Medical Officer
ADMINISTRATIVE		2,080		DIF	PHC Director of Infrastructure
ADMINISTRATIVE		2,080		CDEI	Chief Diversity and Equity Officer
ADMINISTRATIVE					
ADMINISTRATIVE		2,080		PSS1	PHC Program Support Specialist
ADMINISTRATIVE		2,080		PSS2	PHC Program Support Specialist
ADMINISTRATIVE		2,080		EAS	Executive Assistant Supervisor
ADMINISTRATIVE			2		PHC Senior Executive Assistant
ADMINISTRATIVE		2,080		SEA	PHC Senior Executive Assistant
ADMINISTRATIVE					
ADMINISTRATIVE		2,080		SC1	Scheduling Coordinator
ADMINISTRATIVE					
		24,962			12.0
Human Resources					
Human Resources			2,080	HRS1	HR Specialist
Human Resources		2,080		HRS2	HR Specialist
Human Resources					
Human Resources		2,080		DER	PHC Director of EMPLOYEE Relations
Human Resources					
		6,240			3.0
Finance					
Finance		2,080		LAS	Lead Accounting Specialist
Finance		2,080		AS1	Accounting Specialist
Finance		2,080		AS2	Accounting Specialist
Finance		2,080		AS3	Accounting Specialist
Finance		2,080		CONT	PHC Controller
Finance			2,080	SA1	PHC Staff Accountant
Finance		2,080		PAGNT	Purchasing Agent
Finance			2		
Finance					
		14,562			7.0
IT & Telehealth					
IT & Telehealth		2,080		AA	Applications Administrator
IT & Telehealth					
IT & Telehealth		2,080		CS1	Computer Specialist-HIT
IT & Telehealth		2,080		CS2	Computer Specialist-HIT
IT & Telehealth		2,080		DARC	Data Analyst and Reporting Coordinator
IT & Telehealth		2,080		ITMGR	IT Manager
IT & Telehealth		2,080		NSE	Network Security Engineer
IT & Telehealth		2,080		CHD1	PHC Computer Help Desk Specialist
IT & Telehealth		2,080		CHD2	PHC Computer Help Desk Specialist
IT & Telehealth		2,080		HDS	PHC Help Desk Supervisor
IT & Telehealth		1,872		PDM1	PHC Program Development Manager
IT & Telehealth		2,080		PSS3	PHC Program Support Specialist
IT & Telehealth		2,080		SNA	PHC Systems & Network Administrator
IT & Telehealth		180			TEMP Data Analytics
IT & Telehealth			2		PHC Computer Help Desk Specialist II
IT & Telehealth		2,080		DE	PHC Data Engineer
IT & Telehealth					
		27,014			13.0
Quality & Safety					
Quality & Safety		1,664		PEF	PHC Performance Excellence Facilitator
Quality & Safety		2,080		QAM	Quality Assurance Manager
Quality & Safety		1,352		QSS1	Quality Support Specialist
Quality & Safety		2,080		PSS4	Program Support Specialist
Quality & Safety					
		7,176			3.5

Dept Name	int Nc	HIRED Hours	CRUITING Ho	Position Identifier	Position Title
Medical Records					
Medical Records		2,080		HIC1	PHC Health Information Clerk
Medical Records		1,040		HIC2	PHC Health Information Clerk
Medical Records		2,080		HIC3	PHC Health Information Clerk
Medical Records		2,080		HIC4	PHC Health Information Clerk
Medical Records		2,080		HIC5	PHC Health Information Clerk
Medical Records		2,080		HIC6	PHC Health Information Clerk
Medical Records		2,080		MRM	PHC Medical Records Manager
Medical Records					
		13,520			6.5
Innovation					
Innovation		2,080		DI	Director of Innovation
Innovation		2,080		GA	PHC Grants Administrator
Innovation		2,080		OM	PHC Outreach Manager
Innovation		2,080		PDM2	PHC Program Development Manager
Innovation					
		8,320			4.0
Communications					
Communications		2,080			Communications & Development Administrator
Communications		2,080			PHC Communications Coordinator
Communications		2,080			PHC Communications Coordinator
Communications					
		6,240			3.0
Patient Access					
Patient Access		2,080		1	Patient Services Manager
Patient Access		2,080		2	PHC Patient Services Supervisor
Patient Access		2,080		7	PHC Senior Patient Service Representative
Patient Access		2,080		6	PHC Senior Patient Service Representative
Patient Access		1,040		32	PHC Patient Service Representative
Patient Access		2,080		11	PHC Patient Service Representative
Patient Access		2,080		18	PHC Patient Service Representative
Patient Access		-	1,040	38	PHC Patient Service Representative
Patient Access		2,080		15.1	PHC Patient Service Representative
Patient Access		2,080		23	PHC Patient Service Representative
Patient Access			2,080	37	PHC Patient Service Representative
Patient Access			2,080	39	PHC Patient Service Representative
Patient Access		1,040		12	PHC Patient Service Representative
Patient Access		2,080		4	PHC Patient Services Supervisor
Patient Access			2,080	9	PHC Senior Patient Service Representative
Patient Access		2,080		24	PHC Patient Service Representative
Patient Access		2,080		27	PHC Patient Service Representative
Patient Access		2,080		21	PHC Patient Service Representative
Patient Access		-	2,080	26	PHC Patient Service Representative
Patient Access		1,040		25	PHC Patient Service Representative
Patient Access		2,080		3	PHC Patient Services Supervisor
Patient Access		2,080		8	PHC Senior Patient Service Representative
Patient Access		2,080		10	PHC Senior Patient Service Representative
Patient Access		2,080		22	PHC Patient Service Representative
Patient Access		2,080		16	PHC Patient Service Representative
Patient Access		2,080		14	PHC Patient Service Representative
Patient Access		624		20	PHC Patient Service Representative
Patient Access		2,080		17	PHC Patient Service Representative
Patient Access		2,080		28	PHC Patient Service Representative
Patient Access			2,080	29	PHC Patient Service Representative
Patient Access		2,080		35	PHC Patient Service Representative
Patient Access		2,080		34	PHC Patient Service Representative
Patient Access		2,080		33	PHC Patient Service Representative
Patient Access		2,080		30	PHC Patient Service Representative
Patient Access		2,080		19	PHC Patient Service Representative
Patient Access		2,080		13	PHC Patient Service Representative
Patient Access		2,080		40	PHC Patient Service Representative
Patient Access			2,080	5	PHC Patient Services Educator
Patient Access					
		73,424			35.3

Yellow = revenue generator

Dept Name	Int Nc	HIRED Hours	RECRUITING Ho	Position Identifier	Position Title
Billing					
Billing		2,080		BM1	Billing Manager
Billing		2,080		BS1	Billing Specialist
Billing		2,080		BS2	Billing Specialist
Billing		2,080		BS3	Billing Specialist
Billing		2,080		BS4	Billing Specialist
Billing		1,040		BS5	Billing Specialist
Billing		2,080		BS6	Billing Specialist
Billing		2,080		BS7	Billing Specialist
Billing		2,080		ET1	Eligibility Technician
Billing		2,080		ET2	Eligibility Technician
Billing			2,080	ET3	Eligibility Technician
Billing		2,080		LBS	Lead Billing Specialist
Billing		810		BS8	PHC Billings Specialist
Billing		1,664		CPC1	PHC Certified Professional Coder
Billing		2,080		CPC2	PHC Certified Professional Coder
Billing		2,080		CPC3	PHC Certified Professional Coder
Billing		2,080		CPC4	PHC Certified Professional Coder
Billing		1,040		CPC5	PHC Certified Professional Coder
Billing			1,040	CPC6	PHC Certified Professional Coder
Billing		1,040		CPC7	PHC Certified Professional Coder
Billing		1,040		CE	Coding Educator
Billing		1,664		ACFO	Assistant Chief Financial Officer
Billing		2,080		SA2	PHC Staff Accountant
Billing		2,080		RCOM	Revenue Cycle Operations Manager
Billing		1,352		SENA1	Senior Accountant
Billing		1,664		CA1	Credentialing Administrator
Billing			416	CA2	Credentialing Administrator
Billing		2,080		CA3	Credentialing Administrator
Billing		2,080		CA3	Credentialing Administrator
Billing					
50,210					24.1
Housing Navigator CTMG					
Housing Navigator CTMG		2,080		TSS	PHC Tenancy Support Specialist
Housing Navigator CTMG					
2,080					1.0
Community Organizing					
Community Organizing		2,080		CO	Community Organizer
Community Organizing					
2,080					1.0
Ryan White B					
Ryan White B		2,080		CCMRW	Clinical Case Manager - Ryan White Program
Ryan White B		1,352		SCHSRW	Senior Community Health Specialist
Ryan White B					
3,432					1.7
Ryan White C					
Ryan White C		2,080		RNRW	Registered Nurse, Ryan White Program
Ryan White C					
2,080					1.0
HIV Prevention					
HIV Prevention			1,664	CHCHIV	PHC Community Health Specialist HIV
HIV Prevention					
1,664					0.8
PCMH					
PCMH		2,080		CHPCMH	Community Health Specialist
PCMH		2,080		CC1	Care Coordinator
PCMH		2,080		CC2	Care Coordinator
PCMH		2,080		CC3	Care Coordinator
PCMH		2,080		CC4	Care Coordinator
PCMH					
PCMH					
PCMH					
10,400					5.0

Dept Name	Int No	HIRED Hours	CRUITING Ho	Position Identifier	Position Title
MTHCF MLP					
MTHCF MLP		2,080		MLPC	Medical Legal Partnership Coordinator
MTHCF MLP					
		<u>2,080</u>			<u>1.0</u>
MCCP					
MCCP		2,080		SCHC	Senior Community Health Specialist
MCCP					
		<u>2,080</u>			<u>1.0</u>
Refugee DPHHS					
Refugee DPHHS		2,080		REFCN	RN Clinic Charge Nurse
Refugee DPHHS		2,080		REFSCH	Senior Community Health specialist
Refugee DPHHS			2,080	REFMA	MEDICAL ASSITANT
Refugee DPHHS		2,080		REFPSS1	Program Support Specialist
Refugee DPHHS		2,080		REFPSS2	Program Support Specialist
Refugee DPHHS					
		<u>10,400</u>			<u>5.0</u>
Geriatric					
Geriatric			2,080	CCHCS	Clinical Community Health Specialist
Geriatric					
		<u>2,080</u>			<u>1.0</u>
MH Coord CTMG					
MH Coord CTMG		2,080		MHC	Mental Health Coordinator
MH Coord CTMG					
		<u>2,080</u>			<u>1.0</u>
CDC CHW					
CDC CHW			2,080	CHW1	PHC Community Health Worker
CDC CHW			312	CHW2	PHC Community Health Worker
CDC CHW	Wag	2,080		CHW3	PHC Community Health Worker
CDC CHW	Wag	2,080		CHW4	Senior Community Health Worker
CDC CHW		2,080		CHW5	PHC Community Health Worker
CDC CHW					
		<u>8,632</u>			<u>4.2</u>
ARP-CCT					
ARP-CCT		832		PSS	Peer Support Specialist
ARP-CCT		2,080		PDM	PHC Program Development Manager
ARP-CCT		2,080		TSS	PHC Tenancy Support Specialist
ARP-CCT		1,040		RNCM	Registered Nurse/Care Manager
ARP-CCT		1,040		SMP	Street Medicine Provider
ARP-CCT					
		<u>7,072</u>			<u>3.4</u>

Dept Name	Int Nc	HIRED Hours	RECRUITING HO	Position Identifier	Position Title
PHC Pharmacy					
PHC Pharmacy		2,080		MAPC1	Medication Assistance Program Coordinator
PHC Pharmacy		1,352		MAPC2	Medication Assistance Program Coordinator
PHC Pharmacy		2,080		P1	Pharmacist
PHC Pharmacy		2,080		P2	Pharmacist
PHC Pharmacy		2,080		P3	Pharmacist
PHC Pharmacy		2,080		P4	Pharmacist
PHC Pharmacy		2,080		PM1	PHARMACY MANAGER
PHC Pharmacy		2,080		PM2	PHARMACY MANAGER
PHC Pharmacy		2,080		PT1	Pharmacy Technician
PHC Pharmacy		2,080	2,080	PT2	Pharmacy Technician
PHC Pharmacy		2,080	208	PT3	Pharmacy Technician
PHC Pharmacy		2,080		PT4	Pharmacy Technician
PHC Pharmacy		2,080		PT5	Pharmacy Technician In Training
PHC Pharmacy		2,080		PT6	Pharmacy Technician
PHC Pharmacy		2,080	2,080	PT7	Pharmacy Technician
PHC Pharmacy		2,080		PT8	Pharmacy Technician
PHC Pharmacy		2,080		PTS	Pharmacy Technician Supervisor
PHC Pharmacy		2,080		PC1	PHC Pharmacy Cashier
PHC Pharmacy		2,080		PC2	PHC Pharmacy Cashier
PHC Pharmacy		2,080		PC3	PHC Pharmacy Cashier
PHC Pharmacy		2,080		PC4	PHC Pharmacy Cashier
PHC Pharmacy		2,080		SPC	Senior Pharmacy Cashier
PHC Pharmacy		1,664		SPT1	Senior Pharmacy Technician
PHC Pharmacy		2,080		SPT2	Senior Pharmacy Technician
PHC Pharmacy					
		46,904			22.6
MEDICAL					
MEDICAL		1,924	156	PHY1	Physician
MEDICAL		1,560		PHY3	Physician
MEDICAL		1,560		PHY5	Physician
MEDICAL		2,080		PHY6	Physician
MEDICAL		208		PHY7	Physician
MEDICAL		208		PHY8	Physician
MEDICAL		208		PA1	Physicians Assistant
MEDICAL		1,560		PA2	Physicians Assistant
MEDICAL		1,560		PA3	Physicians Assistant
MEDICAL		2,080		PA5	Physicians Assistant
MEDICAL		2,080		PSY1	Advanced Practice R.N. Psychiatry
MEDICAL		1,040		PSY2	Advanced Practice R.N. Psychiatry
MEDICAL		1,248		PSY3	Advanced Practice R.N. Psychiatry
MEDICAL		208		AP1	Advance Practice RN
MEDICAL				AP2	
MEDICAL		2,080		AP3	Advance Practice RN
MEDICAL		2,080		AP4	Advance Practice RN
MEDICAL		2,080		AP5	Advance Practice RN
MEDICAL		2,080		AP7	Advance Practice RN
MEDICAL		1,560		PEDMD	Pediatric Physician
MEDICAL		2,080		MD1	Medical Director
MEDICAL		1,040			Physician
MEDICAL		2,080		CD1	PHC Clinic Director
MEDICAL		2,080		RNMNGR1	Nurse Manager
MEDICAL		2,080		SRN1	PHC RN Satellite Clinics Manager
MEDICAL		2,080		RNIMAT	Registered Nurse/Care Manager
MEDICAL		2,080		RNPED	Registered Nurse/Care Manager
MEDICAL		2,080		RNPM2	REGISTERED NURSE/CLINIC
MEDICAL		2,080		RNPM3	REGISTERED NURSE/CLINIC
MEDICAL		2,080		RNPM4	REGISTERED NURSE/CLINIC
MEDICAL		2,080		RNCN1	RN Clinic Charge Nurse
MEDICAL		2,080		RNCN2	RN Clinic Charge Nurse
MEDICAL		2,080		RNOCC	REGISTERED NURSE/CLINIC
MEDICAL		1,352		RNRES1	REGISTERED NURSE/CLINIC
MEDICAL		2,080		RNRES3	REGISTERED NURSE/CLINIC
MEDICAL		520		RN2	REGISTERED NURSE/CLINIC

Dept Name	Int Nc	HIRED Hours	RECRUITING HO	Position Identifier	Position Title
MEDICAL		2,080		RN3	REGISTERED NURSE/CLINIC
MEDICAL		2,080		RN4	REGISTERED NURSE/CLINIC
MEDICAL			2,080	RN3	REGISTERED NURSE/CLINIC
MEDICAL		2,080		RNOB	PHC Registered Nurse- Clinic
MEDICAL		2,080		LPN1	Licensed Practical Nurse
MEDICAL		2,080		LPN2	Licensed Practical Nurse
MEDICAL		2,080		MAMNGR	MA MANAGER
MEDICAL		2,080		MAEDUC	MEDICAL EDUCATOR
MEDICAL		2,080		NA1	PHC Nursing Assistant
MEDICAL		2,080		NA2	PHC Nursing Assistant
MEDICAL		2,080		LS1	LAB SPECIALIST
MEDICAL		2,080		LS2	LAB SPECIALIST
MEDICAL			1,040	LS2.5	LAB SPECIALIST
MEDICAL		2,080		CMA1	PHC Certified Medical Assistant
MEDICAL		2,080		CMA2	PHC Certified Medical Assistant
MEDICAL		2,080		CMA5	PHC Certified Medical Assistant
MEDICAL		2,080		CMA6	PHC Certified Medical Assistant
MEDICAL		2,080		CMA7	PHC Certified Medical Assistant
MEDICAL		2,080		CMA9	PHC Certified Medical Assistant
MEDICAL		2,080		CMA10	PHC Certified Medical Assistant
MEDICAL		2,080		CMA11	PHC Certified Medical Assistant
MEDICAL		2,080		RMA12	PHC Certified Medical Assistant
MEDICAL		2,080		CMA14	PHC Certified Medical Assistant
MEDICAL		2,080		CMA15	PHC Certified Medical Assistant
MEDICAL		1,040		MA1.5	PHC Medical Assistant
MEDICAL			1,040	MA14.5	PHC Medical Assistant
MEDICAL		2,080		MA2	PHC Medical Assistant
MEDICAL		2,080		MA3	PHC Medical Assistant
MEDICAL		2,080		MA4	PHC Medical Assistant
MEDICAL		2,080		MA5	PHC Medical Assistant
MEDICAL		2,080		MA6	PHC Medical Assistant
MEDICAL			2,080	MA7	PHC Medical Assistant
MEDICAL		2,080		MA8	PHC Medical Assistant
MEDICAL		2,080		MA9	PHC Medical Assistant
MEDICAL		2,080		MA10	PHC Medical Assistant
MEDICAL			2,080	MA11	PHC Medical Assistant
MEDICAL			1,040	MA12	PHC Medical Assistant
MEDICAL			2,080	MA13	PHC Medical Assistant
MEDICAL		2,080			Patient Experience Manager
MEDICAL					
		134,472			64.7
BH Mobile Crisis Unit				BHCM	Behavioral Health Care Manager
BH Mobile Crisis Unit		2,080			
BH Mobile Crisis Unit		1,560		CT1	Clinical Therapist
BH Mobile Crisis Unit		1,560		CT2	Clinical Therapist in Training
BH Mobile Crisis Unit		1,560		CT3	Clinical Therapist in Training
BH Mobile Crisis Unit		1,560		CT4	Licensed Clinical Therapist
BH Mobile Crisis Unit		208		CT5	Licensed Clinical Therapist
BH Mobile Crisis Unit					Licensed Clinical Therapist
BH Mobile Crisis Unit		1,560		CT6	Licensed Clinical Therapist
BH Mobile Crisis Unit		2,080		BHSM1	PHC Behavioral Health Services Manager
BH Mobile Crisis Unit		1,560		BHSM2	PHC Behavioral Health Services Manager
BH Mobile Crisis Unit					
		13,728			6.6

Dept Name	int Nc	HIRED Hours	CRUITING Ho	Position Identifier	Position Title
Seeley Medical					
Seeley Medical		2,080		AP1	Advance Practice RN
Seeley Medical		1,352		J	Janitor
Seeley Medical		1,664		LPN	Licensed Practical Nurse
Seeley Medical		2,080		MA1	Medical Assistant I
Seeley Medical		2,080		RN1	PHC Registered Nurse- Clinic
Seeley Medical		2,080		RN2	PHC Registered Nurse- Clinic
Seeley Medical		1,040		PHYS	Physician
Seeley Medical		1,664		SM	Satellite Manager
Seeley Medical		728		RT	Radiology Technician
Seeley Medical			208		RN/LPN/CMA PT INT
Seeley Medical		520		PHY3	Physician
Seeley Medical					
		15,496			7.5
Food Bk Med					
Food Bk Med		2,080		RMA16	PHC Certified Medical Assistant
Food Bk Med		1,820		PHY9	Physician
Food Bk Med					
		3,900			1.9
Lowell Medical					
Lowell Medical		1,872		RMA17	PHC Certified Medical Assistant
Lowell Medical		1,768		PHY4	Physician
Lowell Medical					
		3,640			1.8
HCH Medical					
HCH Medical		2,080		RN7	REGISTERED NURSE/CLINIC
HCH Medical		2,080		AP6	Advance Practice RN
HCH Medical		2,080			31 Medical Assistant I
HCH Medical					
		6,240			3.0
PHC Dental					
PHC Dental		2,080		DCM	PHC Dental Care Manager
PHC Dental		2,080		LDA1	
PHC Dental		2,080		DA1	Dental Assistant
PHC Dental		1,872	208	DA2	Dental Assistant
PHC Dental			1,040	DA3	Dental Assistant
PHC Dental		2,080		DA4	Dental Assistant
PHC Dental		2,080		DA6	Dental Assistant
PHC Dental		2,080		DA7	Dental Assistant
PHC Dental		208		DA9	Dental Assistant
PHC Dental		1,820		DA12	Dental Assistant
PHC Dental		1,872		DA13	Dental Assistant
PHC Dental		208		DAOC1	Dental Assistant On Call
PHC Dental		2,080		ST1	Dental Assistant
PHC Dental		2,080		ST2	Sterilization Technician
PHC Dental		1,560			Dental Hygienist Supervisor
PHC Dental		2,080		DH1	Dental Hygienist
PHC Dental		2,080		DH2	Dental Hygienist
PHC Dental		1,664		DH3	Dental Hygienist
PHC Dental		208		DH0C1	Dental Hygienist On Call
PHC Dental		2,080			Dental Director
PHC Dental		2,080		D1	Dentist
PHC Dental		1,560		D2	Dentist
PHC Dental		2,080		D3	Dentist
PHC Dental		936		D4	Dentist-Community Outreach
PHC Dental		208		DOC1	Dentist On Call
PHC Dental		208		DOC2	Dentist On Call
PHC Dental		208		DOC3	Dentist On Call
PHC Dental		208		DOC4	Dentist on Call
PHC Dental					
		41,028			19.7

Dept Name	Int Nc	HIRED Hours	RECRUITING Ho	Position Identifier	Position Title
Seeley Dental					
Seeley Dental		1,872		DAS1	Dental Assistant
Seeley Dental		2,080		DS1	Dentist
Seeley Dental		1,040		STS1	Dental Assistant
Seeley Dental					
		4,992			2.4
PHC Dental FB					
PHC Dental FB			1,875	DAC1	Dental Assistant-Community Outreach
PHC Dental FB			1,872	DH4	Dental Hygienist-Community Outreach
PHC Dental FB		936		D4	Dentist-Community Outreach
PHC Dental FB					
		4,683			2.3
PHC Dental Lowell					
PHC Dental Lowell		1,560		DAL1	Dental Assistant, Lowell
PHC Dental Lowell		1,560		STL1	Dental Assistant, Lowell
PHC Dental Lowell		1,560		DL1	Dentist, Lowell
PHC Dental Lowell					
		4,680			2.3
BHE					
BHE		2,080		BHCM1	Behavioral Health Care Manager
BHE		2,080		BHCM2	Behavioral Health Care Manager
BHE		2,080		BHCM3	Behavioral Health Care Manager
BHE		2,080		BHSD	Behavioral Health Services Director
BHE		1,352		CT1	Licensed Clinical Therapist
BHE		2,080		CT2	Licensed Clinical Therapist
BHE		2,080		CT3	Clinical Therapist in Training
BHE		2,080		CT4	Licensed Clinical Therapist
BHE		2,080		CT5	Clinical Therapist in Training
BHE		2,080		CT6	Licensed Clinical Therapist
BHE		2,080		CT7	Clinical Therapist in Training
BHE		2,080		CT8	Licensed Clinical Therapist
BHE		2,080		CT9	Licensed Clinical Therapist
BHE		2,080		LMFT	Licensed Marriage and Family Therapist
BHE		2,080		CT10	Licensed Clinical Therapist
BHE		2,080		CT11	Clinical Therapist in Training
BHE		2,080	2,080	CT12	Licensed Clinical Therapist
BHE		2,080		CT13	Licensed Clinical Therapist
BHE		2,080		BHPM	PHC Behavioral Health Program Manager
BHE		2,080		EA3	PHC Executive Assistant
BHE		2,080		PSS4	PHC Program Support Specialist
BHE		2,080		SWS	PHC Social Work Supervisor
BHE		1,664		SW1	PHC Social Worker
BHE					
BHE		2,080		SW2	PHC Social Worker
BHE		2,080		SW3	PHC Social Worker
BHE					
		50,856			24.5
School Based BH					
School Based BH		2,080		PDM	PHC Program Development Manager
School Based BH		2,080		SBHPC	PHC School-Based Health Program Coordinator
School Based BH		2,080		CT1	Licensed Clinical Therapist
School Based BH		2,080		CT2	Licensed Clinical Therapist
School Based BH		1,872		CT3	Licensed Clinical Therapist
School Based BH		2,080		CT4	Clinical Therapist in Training
School Based BH		2,080		CT5	Licensed Clinical Therapist
School Based BH		2,080		CT6	Licensed Clinical Therapist
School Based BH		2,080		ADCB	Associate Director of Community Behavioral Health
School Based BH					
		18,512			8.9

**RESOLUTION TO ADOPT
RESTATED BYLAWS
OF
PARTNERSHIP HEALTH CENTR, INC.**

WHEREAS, Partnership Health Center, Inc., a tax-exempt, Montana not-for-profit public benefit corporation, controlled and operated by its Board of Directors, adopted its most recently revised Bylaws on October 13, 2023.

WHEREAS, the Board of Directors wishes to restate the Bylaws to change the scheduled day of its regular monthly meetings from the second Friday of each month to the last Friday of each month, and to provide flexibility with respect to the scheduling of such regular meetings.

WHEREAS, at the last meeting of the Board, held July 12, 2024, the Board discussed changing its standard monthly meeting date as noted above, and discussed revising Article V, Section 2 of the Bylaws accordingly.

WHEREAS, the Board, having discussed this matter at its last board meeting, hereby waives any requirement in the Bylaws to further discuss this minor Bylaw amendment with the Bylaw Committee, which is a subcommittee of the Board, and further waives any additional notice implied or required by law to adopt the attached Restated Bylaws.

NOW, THEREFORE, the Board hereby adopts the Restated Bylaws of Partnership Health Center, Inc. attached hereto as Exhibit A. These Restated Bylaws supersede and replace all previous bylaws.

CERTIFICATE OF AMENDMENT OF BYLAWS

I, the undersigned Secretary of Partnership Health Center, Inc., do hereby certify that the above and foregoing resolution was duly adopted by the Board of Directors by majority vote at a duly-called meeting of the Board of Directors, at which a quorum was present, effective the date described below.

EFFECTIVE: .

Printed: _____
Secretary

CEO and Leadership Report

August 2024

Partnership Health Center Board Meeting



STRATEGIC DIRECTION TIMELINE

continued... 2024-2025



2024

Vision: Healthy People, Strong Communities

Mission: To promote optimal health and well-being for all through comprehensive, patient-focused, accessible and equitable care.

Values: Equity. Respect. Compassion. Community. Service Excellence

Pillars



Strategic Objectives

Service Expansion

- 1.1 **Capacity:** Service expansion efforts undergo resource management plans to ensure accurate staff capacity
- 2.1 **Maintain Quality:** As we expand services, we maintain or exceed our quality
- 3.1b **Youth BH Access:** All Title I Schools have the behavioral health support they need.
- 3.1b **Same-day/Urgent:** One or more sites offers same-day/urgent care services.
- 4.1 **Convenient Hours:** Extended hours and the addition of a Saturday clinic
- 5.1 **Meet the need:** Continue to increase the number of unique patients seen each year

Internal Optimization

- 1.2 **Autonomy:** Employ a distributive Leadership model to afford autonomy to departments and promote an environment where patients and staff thrive.
- 2.2 **Collaborative solutions:** Improve outcomes by implementing an improvement process that enhances collaboration between departments, teams and services
- 3.2 **Value and impact:** Internal and external stakeholders understand and value our innovative programming
- 4.2 **Easy access:** Access to all PHC services is easy and barrier-free.
- 5.2 **Smooth days:** All departments use daily management systems to reduce waste and improve effectiveness

Financial Sustainability/Growth

- 1.3 **Employer of Choice:** We recruit and retain a diverse team, offering meaningful work that improves lives, and competitive wages and benefits
- 2.3 **Reduce Waste:** We reduce waste to improve quality
- 3.3 **Payment models:** Research and explore innovative payment models
- 4.3 **Staffing:** Service expansions are appropriately staffed to provide accessible, high-quality care
- 5.3 **Key Technology Systems:** Implement EMR and Financial Software systems to modernize all functioning.

Social-Clinical Drivers of Health

Health Outcomes = 80%-90%
Medical Treatment Alone = 10-20%

Prevention:

Education, Opportunity, Income

Symptoms:

Housing Insecurity

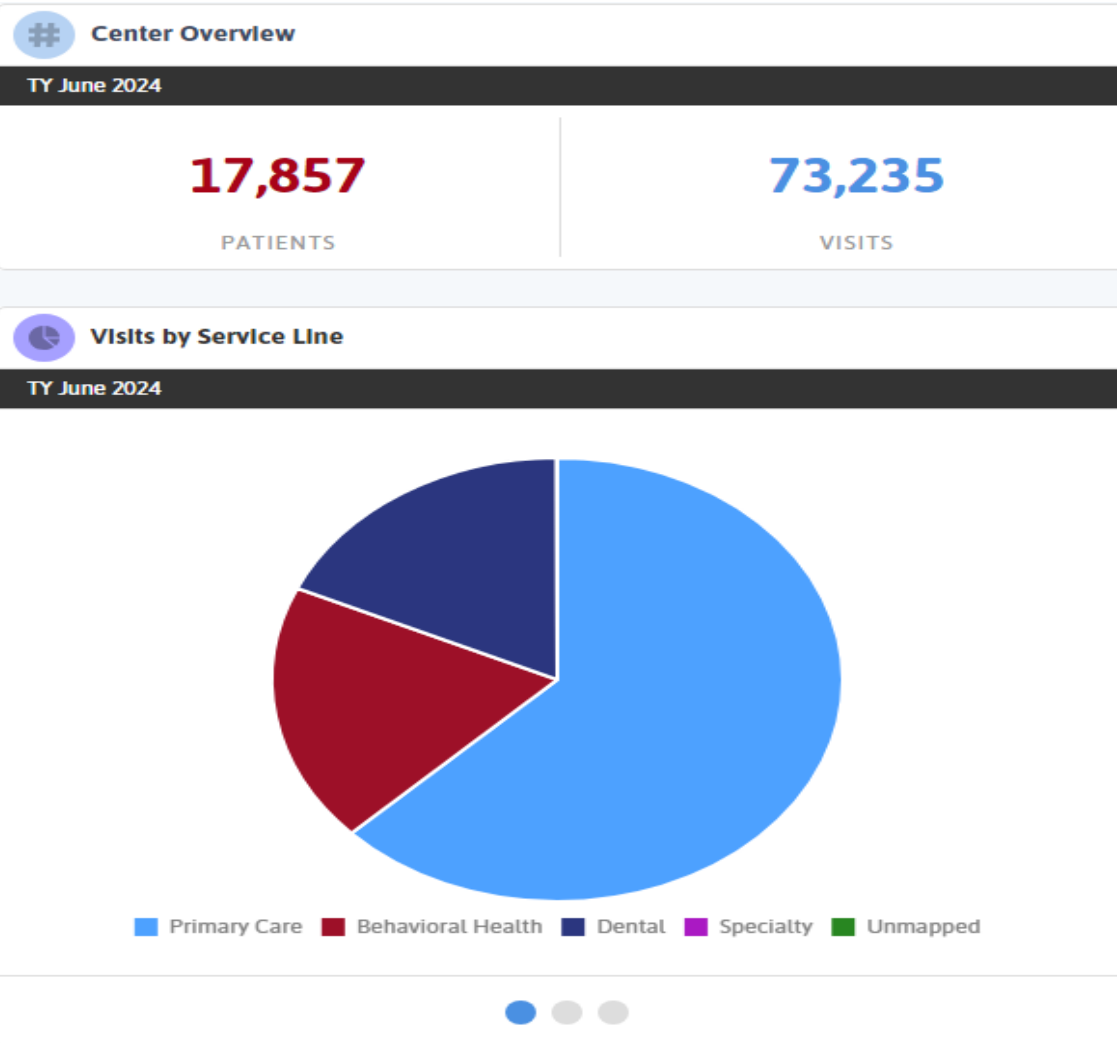
Food Insecurity

Transportation

Physical and Emotional Safety

Treatment: Connection to Resources

Access



Budget Progress

January	February	March	April	May	June	July	August	September
<ul style="list-style-type: none">• Strategic Plan• Goals• Begin budget process with SLT Education and Development Workshop• Capital Budget Workshop	<ul style="list-style-type: none">• Dept. Goal Review• Capital Budget office hours• Staff budget workshop• Individual Dept. leader meetings• Encounter budgeting with Dept. heads	<ul style="list-style-type: none">• SLT staff budget workshop• ELT Staff budget review• ELT Education Review• SLT Expense budget workshop	<ul style="list-style-type: none">• SLT Encounter Review• ELT Capital Budget Review• Budget to Board• Budget to County	<ul style="list-style-type: none">• ELT Staffing Budget Revisions Part 1• ELT Staffing Revisions Part 2• ELT• Goal – Balanced Budget	<ul style="list-style-type: none">• ELT continues work on staffing, expenses, cost centers	<ul style="list-style-type: none">• Continue work on financial statements and cost centers• Continue to refine FY2025 budget for August board presentation• New position control process in effect	<ul style="list-style-type: none">• FY 2025 Revised budget to Board• Continue monitoring progress and landscape	<ul style="list-style-type: none">• Program break even evaluation 9/3• Contingency budget planning for 6-12 months

Three Year Action Plan for Sustainability

Think Strategically, Ensure Financial Sustainability, Maintain Quality, Ensure Mission



Chief Financial Officer Report

June 2024



June

Medical Encounters

YTD total is 45,066 and the Budget is 45,922 for a % variance of -1.9.

Behavioral Health Encounters

YTD Total is 10,667 and the Budget is 11,394 for a % variance of -6.4.

School Based Encounters

YTD Total is 1,317 and the Budget is 1,239 for a % variance of 6.3.

Dental Encounters

YTD Total is 13,412 and the Budget is 14,656 for a % variance of -8.5.

Pharmacy Prescriptions

YTD Total is 124,533 and the Budget is 116,516 for a % variance of 6.9.

Consolidated Days Cash on Hand is 223.9 days calculating available cash and investments of \$27.34m.

Days in Clinical Accounts Receivable are 55, and the current receivable balance is \$2,817,243.

Clinical AR is presented gross and does not include an adjustment for assessment of collectability.

YTD Fee Revenue is \$32.52m with a Budget of \$35.14m for a % variance of -7.5%.

YTD Total Revenue is \$41.72m with a Budget of \$45.35m for a % variance of -8%.

YTD expenses are \$45.31m with a Budget of \$47.56m for a % variance of -4.7%.

YTD Net Income is \$-3,589,372 with a Budget of \$-2,208,663 for a % variance of 62.51%.



Patient Service

Volumes, Reporting Month

Medical



94.9%

Dental



86.1%

School Based Behavioral Health



61.5%

Behavioral Health



71.1%

Pharmacy



106.1%



Patient Service Volumes, Year to Date

Medical



98.1%

Dental



91.5%

School Based Behavioral Health



106.3%

Behavioral Health



93.6%

Pharmacy

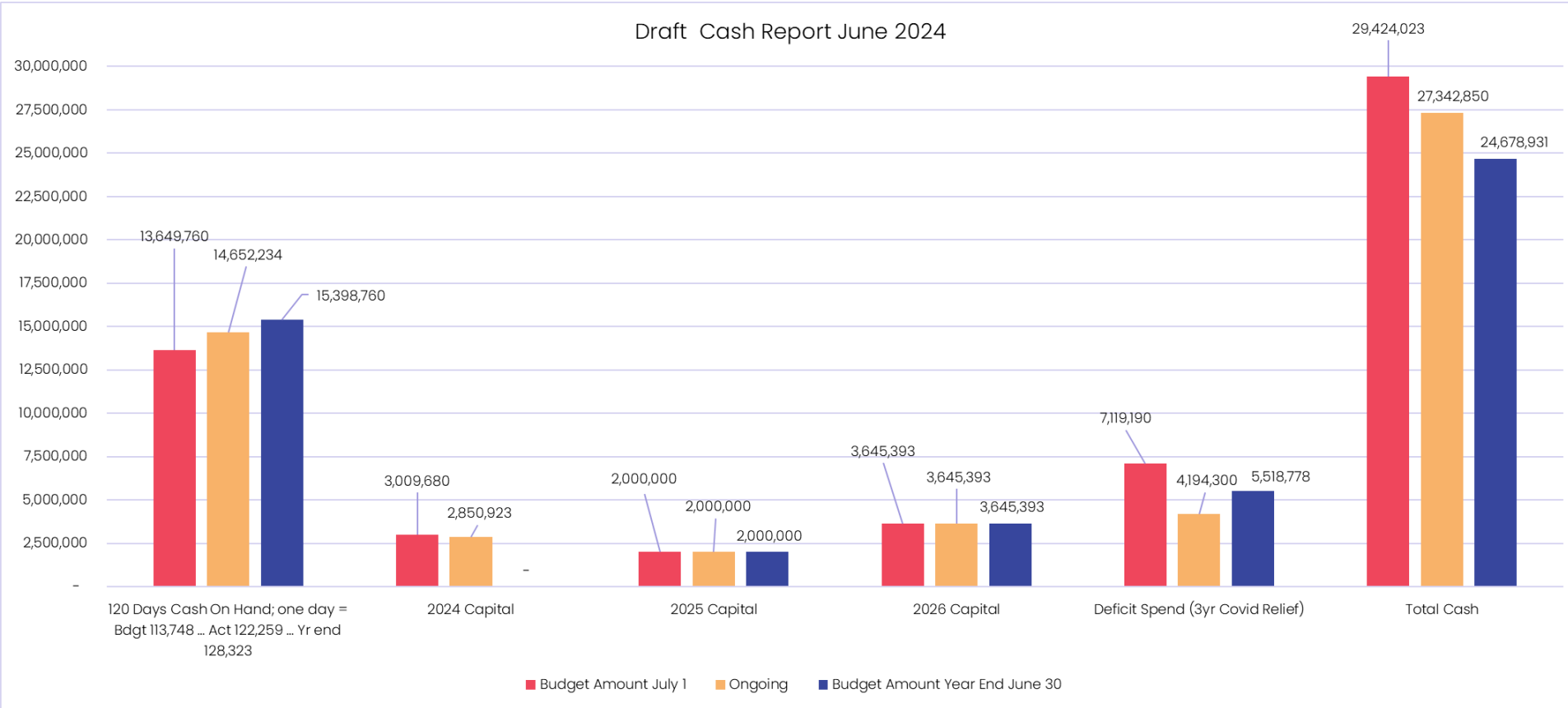


106.9%



Cash

Draft Cash Report June 2024



PARTNERSHIP HEALTH CENTER**DRAFT STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION****For the Month Ended June 2024**

	ACTUAL MTD	ACTUAL YTD	YTD BUDGET	Accrual AUDITED 2023	Accrual AUDITED 2022
<u>OPERATING REVENUE</u>					
Charges for Services	2,313,752	32,516,274	35,136,020	33,717,396	31,060,515
Operating Revenue	2,313,752	32,516,274	35,136,020	33,717,396	31,060,515
On-Behalf Revenue-Pensions				571,772	1,154,677
Total Operating Revenue	2,313,752	32,516,274	35,136,020	34,289,168	32,215,192
<u>OPERATING EXPENSES</u>					
Personnel	2,168,517	25,657,278	27,722,328	27,242,968	19,732,184
Other Operating Expenses	1,975,156	18,867,152	19,832,506	13,228,337	15,615,714
Depreciation	61,936	743,235	42,781	596,004	648,113
Operating Expenses	4,205,610	45,267,666	47,597,615	41,067,309	35,996,011
Uncompensated Absences				1,618,576	1,547,995
Pension Expense				2,766,606	1,626,775
OPEB Expense				81,943	113,811
Total Operating Expenses	4,205,610	45,267,666	47,597,615	45,534,434	39,284,592
Operating Loss	(1,891,857)	(12,751,391)	(12,461,594)	(11,245,266)	(7,069,400)

PARTNERSHIP HEALTH CENTER
DRAFT STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
For the Month Ended June 2024

	ACTUAL MTD	ACTUAL YTD	YTD BUDGET	Accrual AUDITED 2023	Accrual AUDITED 2022
<u>NON-OPERATING REVENUE (EXPENSE)</u>					
Intergovernmental Revenue	651,149	7,305,112	7,797,663	10,206,566	9,717,122
Private/Local Grants and Donations	154,865	1,631,557	2,003,817	279,018	471,287
Miscellaneous Revenue	6,007	176,993	336,670	173,199	239,147
Investment Earnings	12,729	91,138	72,000	84,574	8,418
Interest Expense	-	(42,781)	-	(45,813)	(51,438)
Loss on Disposal of Assets				(343,452)	
Total Non-Operating Revenue (Expense)	824,750	9,162,019	10,210,150	10,354,092	10,384,536
Change in Net Position	(1,067,107)	(3,589,372)	(2,251,444)	(891,174)	3,315,136
Net Position, Beginning of Year		27,278,889	27,278,889	27,278,889	23,963,751
Net Position, End of Period		23,689,517	25,027,445	26,387,715	27,278,889

June Capital Purchases

Description	Cost
June – Chiller work, Alder Roof work, Pump for Creamery, Dental countertops	\$82,937
May – Chiller work	\$394
April – Replace countertops	\$8,034
Quarter 3 Jan-March work on roof	\$88,823
Quarter 2 Oct.-Dec. Design work, phone infrastructure	\$7,736
Quarter 1 July-Sept: Dental Cabinets, IT Network, Switches	\$53,770
Total	\$241,694



Performance Indicators

Financial Sustainability and Growth

Drill Down Measure Unique Patients

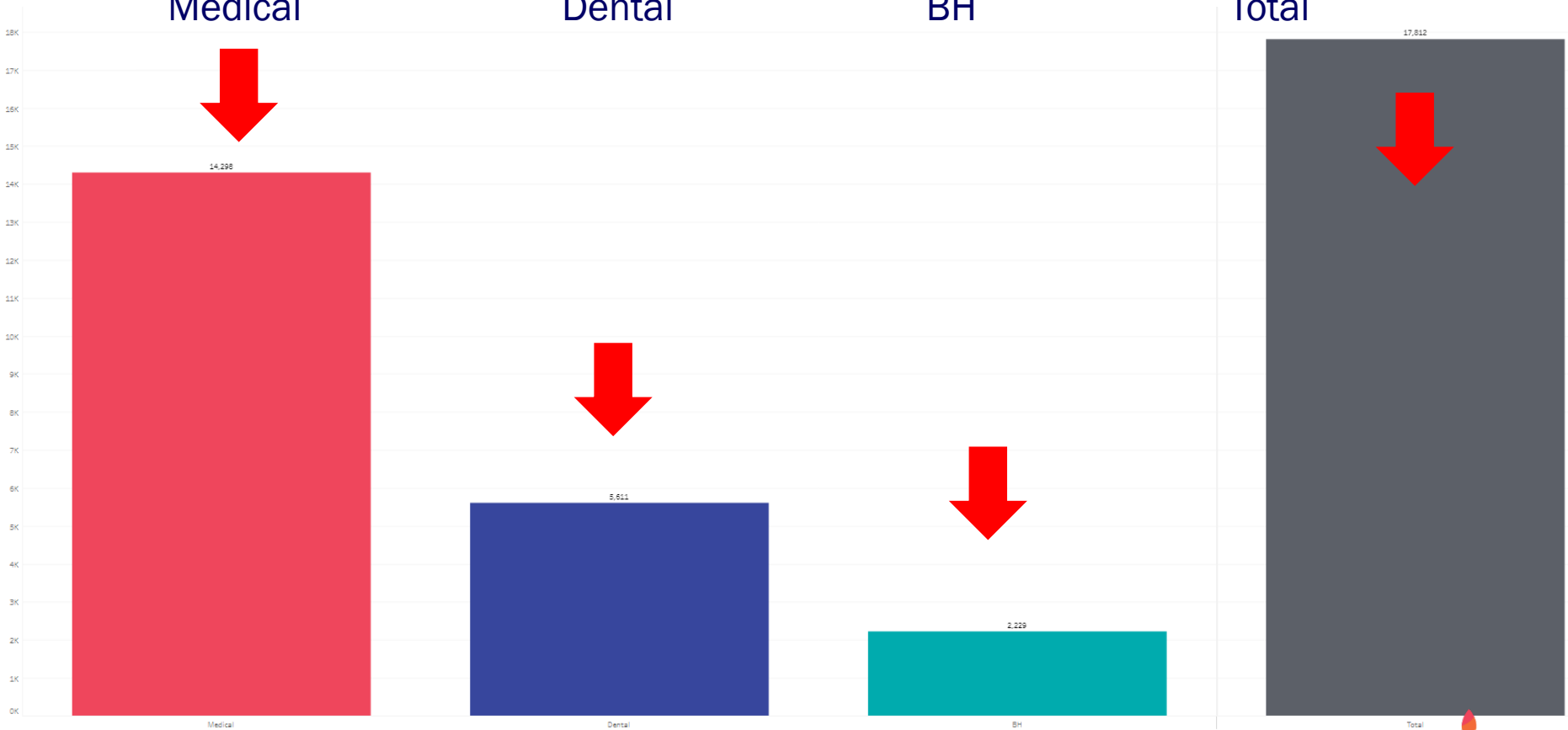
Unique Patients: 7/3/23 to 6/28/24
OE

14,369 (71)
Medical

5,611 (31)
Dental

2,229 (72)
BH

17,812 (123)
Total



OE = Operational Excellence

Drill Down Measure

Cost Per Encounter

Medicaid APM Rate for 2024: \$342.10
 Medicaid APM Rate for 2023: \$326.74

	FY Q1	FY Q2	FY Q3	April YTD	May YTD	June YTD	Budget YTD
Medical	367	381	367	364	365	372.81	393.04
Dental	311	327	324	318	322	330.52	330.54
Behavioral Health	391	393	389	383	385	397.57	438.01
School Based Health	336	196	168	406	405	463.35	127.21
Total Clinical	361	371	360	359	361	370.25	383.24
Pharmacy	129	132	126	124	124	125.02	135.47

Calculations include overhead allocation *Excludes \$3.1M expenses for community programs
 All other expenses are included including depreciation.

Drill Down Measure Operating Margin

net income / total revenue

	Actual	Budget
July:	-4.7%	-4.9%
August:	-4.0%	-4.9%
September:	-7.6%	-4.9%
October:	-5.5%	-4.9%
November:	-9.3%	-4.9%
December:	-11.0%	-4.9%
January:	-16.4%	-4.9%
February:	8.9%	-4.9%
March:	-12.5%	-4.9%
April:	3.7%	-4.9%
May:	-6.2%	-4.9%
June:	-34.0%	-4.9%
Year To Date:	-8.6%	-4.9%

Excluding information added during the financial audit:
On-Behalf Revenue-Pensions
Uncompensated Absences
Pension Expense
OPEB Expense

Bryan Chalmers

Chief Financial Officer
Partnership Health Center

Direct: (406) 258-4445 | Main: (406) 258-4789



Integrated Services Clinical Programs

CMO Report



CMO-Updates

- COVID-19 and Public Health Update-
 - Summer wave.
- Service Line Updates
 - Street medicine is happening.
- Staffing and Workforce Challenges
 - Covid.
- Community Engagement and Partnerships
 - Library.
- Strategic Goals and Future Planning

The background is a solid orange color with several large, semi-transparent, light-orange leaf-like shapes scattered across it. The text is centered in the upper half of the image.

Operations COO Report

Initiative	Status	Objective Alignment	KPIs
Performance Improvement (Quality and Performance Improvement)	<ul style="list-style-type: none"> • Cassandra Griffith – Performance Excellence Facilitator • Leads QI Steering Committee • Engaging with Avior Group as our Lean consultants to implement Lean process improvement with Daily Management Boards and Kaizen events 	Impeccable Quality Operational Excellence Internal Optimization	System Prioritized KPIs Clinical Quality – UDS Patient Satisfaction
Quality Assurance (Compliance, Risk, Safety, Emergency Preparedness)	<ul style="list-style-type: none"> • Staci Finley – Quality Assurance Manager • FTCA Deeming Application, due June 2024- Approved! • Med Trainer Compliance and Training Software Implementation • Monitoring and triggering data hygiene and sustainability • Part of Value Based Care Team and QDI group with MTPCA • Compliance Officer, HIPPA Officer, OSHA Officer 	Impeccable Quality Operational Excellence Internal Optimization	Clinical Quality Patient Satisfaction
Improvement Work	<ul style="list-style-type: none"> • Transition of Transportation service focus! (Marge/Kaitlyn B) • Vision of CareTeams support (September-December) (Cass/Creamery Leadership Team) • Onboarding Improvements (TBD) (Cass/All Managers) • Trans-committee improvements (ongoing) (Mara C) • Increased access with Medical appt scheduling changes (Cris F.) • Defined shared document and clinic-wide communication guidelines (Lara) • Improving Diagnostic imaging communication with community partners • Unknown income data entry improvements • Cultivated outreach to Native American patients around importance of Medicare Wellness Visits (Skye/Geriatrics Team) 	Barrier-Free Access Operational Excellence Internal Optimization Growth	Clinical Quality Measures Cost per encounter Financial Sustainability/Growth
Management Structure Development	<p>Executive Leadership: COO: Marge Baack</p> <p>Senior Leadership: Cris Fleming – Director of Clinics Eric Halvorsen – Director of Communications</p> <p>Combined Leadership: Laurie Gendrow – Medical Records Staci Finley – Quality Assurance Manager Cassandra Griffith- Performance Excellence Manager</p>	Operational Excellence	Clinical Quality Staff Engagement Financial Sustainability/Growth



MEDICAL



PHARMACY



INNOVATIONS



BEHAVIORAL



DENTAL

TY July 2024

All Rendering Provid...

MEASURE ANALYZER

DETAIL LIST



17,755

Numerator

↑ 520

TY 7/23

18,079

2027Uniqu...

21,000

19,199

TY 7/24

GROUP BY None



Comparison

GROUP BY Service Line

SERVICE LINE	NUM
Primary Care	14,273
Dental	5,537
Behavioral Health	2,684
Unmapped	97
Specialty	10

TY July 2024 UDS

MEASURE	RESULT	CHANGE	TARGET	NUMERATOR	DENOMINATOR
Childhood Immunization Status (CMS 117v12)	33.1%	+ 7.7% ▲	38.1%	39	118
Child Weight Assessment / Counseling for Nutrition / Physical Activity (CMS 155v12)	56.9%	+ 7.5% ▲	68.7%	961	1,690
BMI Screening and Follow-Up 18+ Years (CMS 69v12)	41.5%	- 0.4% ▼	64.3%	5,132	12,362
Depression Remission at Twelve Months (CMS 159v12)	2.6%	- 0.2% ▼	4.3%	23	884
Screening for Depression and Follow-Up Plan (CMS 2v13)	82.8%	- 1.3% ▼	89.9%	9,869	11,917
Tobacco Use: Screening and Cessation (CMS 138v12)	85.2%	+ 0.2% ▲	93.0%	7,797	9,147
Colorectal Cancer Screening (CMS 130v12)	40.9%	- 1.1% ▼	55.4%	2,095	5,128
Cervical Cancer Screening (CMS 124v12)	46.7%	- 2.2% ▼	59.7%	1,849	3,956
Breast Cancer Screening Ages 50-74 (CMS 125v12)	43.4%	- 0.4% ▼	44.4%	888	2,047
Hypertension Controlling High Blood Pressure (CMS165v12)	61.5%	+ 0.6% ▲	70.3%	1,837	2,985
Statin Therapy for the Prevention and Treatment of Cardiovascular Disease (CMS 347v7)	73.7%	- 0.6% ▼	81.6%	1,530	2,075
Diabetes A1c > 9 or Untested (CMS 122v12)	26.2%	- 0.6% ▼	23.9%	314	1,199
IVD Aspirin Use (CMS 164v7)	82.0%	- 1.8% ▼	92.0%	350	427
HIV Screening (CMS 349v6)	28.3%	+ 0.9% ▲	30.4%	2,798	9,887
HIV and Pregnant	0.0%	0.0%	Not Set	0	144
HIV Linkage to Care	75.0%	0.0%	100.0%	3	4

PERIOD: TY July 2024
RENDERING PROVIDERS: All Rendering Provid...
PLANS: Medicare MSSP ACO

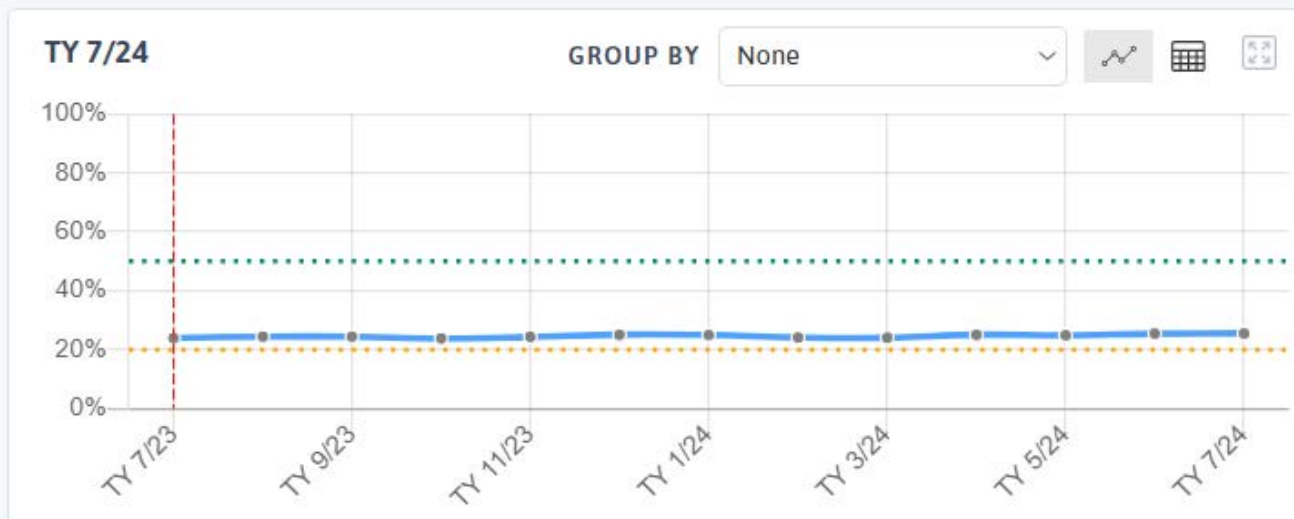
MEASURE ANALYZER

412 / 1,611
0 Exclusion(s)
1,199 Gaps 394 To Target

25.57%
↑ 1.57%
TY 7/23

MSSP MTP...
50% 20%

Category	Value
SELECTED	25.57%
Center Avg	17.0%
Network Avg	18.5%
Best Center	46.5%



Lean Daily Management (LDM) Boards

- Launched 15 Front line LDM Boards in the past month!
 - Medical Care Teams x 4
 - Revenue Cycle x 3
 - IT x 4
 - Human Resources



Welcome to Lean Daily Management Workshop!

- Welcome
- Goal for the workshop:
- Develop and build "your" board
- Dry Run the Huddle
- Determine the daily time going forward
- Friday will be first "live" day
- Determine where boards will be hung
- Who will lead it first?
- Agenda Items
- Greetings and introductions
- Goals for workshop
- Brainstorm metrics that measure
 - Success for the patient
 - Success for staff
 - Success for the organization
- Cross check metrics to KPI's / adjust
- Down-select metrics and build fill out templates
- Discuss time/place for huddle
- Friday is day 1; who's going to communicate this?
- Dry run

Lean Daily Management Components

- Daily 15 minute stand up huddle with your Team with the goal of:
 - Promoting Team Building and connections to warm handoffs
 - Providing facilitation experience
 - Problem solving about how to improve the day and drive out waste by those who do the work!
- Metrics chosen by the teams; measured by run charts, pareto charts (root cause analysis), with escalation/communication channels



The background is a solid teal color with several large, overlapping, semi-transparent leaf-like shapes in a lighter shade of teal. The shapes are arranged in a way that they appear to be part of a larger, stylized plant or flower.

Infrastructure CIO Report

Electronic Health Record

Kick Off Meeting with HCN scheduled during Senior Leadership Meeting on August 13.

Engaging with HCN to determine meeting needs to begin scheduling.



IT Services

- Major Damage to Fiber linking Main Campus to network resources repaired
- Working on a plan for cleaning-up and improving document management/storage
- Testing alternate data storage/visualization platforms
- Need to replace Dental Xray system that is end of life (Probably MIPACS)
- Migrating to Microsoft Defender from CrowdStrike AV by August 15
- Implementing new helpdesk, workflow system: Sysaid
- Pioneer Software Implementation for Pharmacy



Facilities

- C8E grant project changes and budget have been approved by HRSA! New projects include:
 - Alder roof & RTU replacements (not new improvements, but now covered by the grant)
 - Alder main floor remodel: adding break area, group room, observational therapy rooms, opening up front desk, new flooring throughout, and handicap buttons on doors exiting the clinic, Design completed by end of October
- Exam room painting updates will be ongoing through the Fall
- Putting Lowell front desk remodel out for bid, looking for a contractor
- Intend to close off pass throughs next to horseshoe/front desk
- Assorted alterations at Watershed to open the clinic



Business Development

Business Cases

- Lab
- Radiology
- Pharmacy Expansion
- Hours of Operation



Innovations –
Community Programs
CINNO Report
Community Health
Worker Grant Update

Clinical Grants

Updates

- HIV Prevention
- Ryan White
- Geriatric



Diversity
Equity
Inclusion

Diversity, Equity, Inclusion

- August 13th soft opening event at Watershed Navigation Center
 - Panel discussion between community partners, including Community Care Team/Blue Heron Place
 - Follow-up education series with additional community partners
- Refugee Cultural Humility training for Nursing Department tentatively scheduled for late August
- Trans Care training for Nursing Department and PSRs tentatively scheduled for September
- DEI foundation building
 - Values discernment
 - Mini-strategic planning
 - DEI charter development

August 2024 Awareness Topics

- National Immunization Awareness Month
- World Breast Feeding Week – August 1-7
- International Overdose Awareness Day – August 31
 - National Dog Day – August 26



Recent Fully Executed Contracts

Contractor	Contract Type	Purpose	Term	Date Approved
HCN	MSA/PSA	EMR Installation	2/29/24-2/29/34	2/2024
Schrock Commercial Roofing	PSA	Alder roof	6/24/24-9/30/24	6/2024
Capital Link	PSA	Market Analysis	7/1/24-10/1/24	7/2024
DPHHS	PSA	HIV MCM and Support Services	4/1/24-3/31/25	4/2024
Azara and MPCA	SOW	Server migration	5/1/24-5/1/25	5/2024
Surefire Cyber	SOW/BAA	Email forensic investigation	2/1/24-2/1/25	2/2024
Black Knight Security	PSA/BAA	Short term patrol for Blue Heron, Creamery and Lowell	7/23/24-8/13/24	7/2024
Avior	PSA/SOW	LEAN implementation	12/23-12/4/26	12/2023
Loyola University Chicago	AA	Medical students	7/18/24-7/18/26	7/2024
FMRWM UM	MSA	IT services	7/1/24-6/30/25	7/2024
Friends of the Children	MOU	BH services	8/1/24-8/1/25	8/2024
Western MT AHEC	MOU	Friday morning medical conference	7/1/24-6/30/25	7/2024

ACRONYM	DEFINITION
AA	Affiliation Agreement
BAA	Business Associates Agreement
EA	Employment Agreement
EFT	Electronic Funds Transfer
FUA	Facility Use Agreement
ICA	Independent Contractor Agreement
MOU	Memorandum of Understanding
PSA	Professional Service Agreement
MSA	Master Services Agreement
SOW	Statement of Work



PARTNERSHIP HEALTH CENTER (PHC)
BOARD OF DIRECTORS MINUTES
July 12, 2024

P/M PRESENT:

Kathleen Walters (P/M) *Chair*
John Crawford (P/M) *Vice-Chair*
Joe Melvin (P/M) *Treasurer*
Annie Green (P/M)
Nathalie Wolfram (P/M)
Suzette Baker (P/M)

ABSENT:

Jeff Weist (P/M) – **Excused**
Mark Thane (NP/M) – **Excused**
Jay Raines (P/M) – **Excused**
Patty Kero (P/M)– **Excused**
Dave Strohmaier (NP/M)– **Excused**
Sara Heineman (Ex-Officio) - **Unexcused**

OTHER:

Krissy Petersen, CNO St. Patrick Hospital – potential board member
Tim Weldon – HCN
Farren Hurwitz – HCN

RECORDING SECRETARY:

Brianne Walker, Executive Assistant Supervisor

NP/M PRESENT:

Jilayne Dunn (NP/M)

STAFF:

Lara Salazar, Chief Executive Officer (CEO)
Bryan Chalmers, Chief Financial Officer (CFO)
Dr. James Quirk, Chief Medical Officer (CMO)
Jody Faircloth, Chief Infrastructure Officer (CIO)
Marge Baack, Chief Operations Officer (COO)
Rebecca Goe, Chief of Innovations (CINNO)
Jen Gregory, Director of Employee Relations
Jaime Dixon, Assistant Chief Financial Officer
Eric Halverson, Communications Director
Mara Caball
Dr. Robert Stenger, Director of FMRWM¹

(Purple = virtual)

ISSUE	DISCUSSION	ACTION
<p>EDUCATION SESSION</p> <p>CALL TO ORDER</p> <p>LAND STEWARDS</p> <p>PUBLIC COMMENTS</p> <p>REFERRALS/ COMMENTS FROM THE BOARD</p> <p>CONFLICT OF INTEREST</p>	<p>HCN – Health Choice Network – and the new electronic medical records system being implemented.</p> <p>Tim Weldon and Farren Hurwitz with HCN presented on the upcoming installation of Epic. Beginning date of implementation is August with a go live set for March 2025. Questions answered surrounding Telehealth, Pharmacy and MyChart.</p> <p>The meeting was called to order by Kathleen Walters, Board Chair at 12:09 PM.</p> <p><i>Acknowledgement: Partnership Health Center respectfully acknowledges that we occupy the traditional homelands of the Séliš, Qíispé, and Ktunaxa-Ksanka nations. We also recognize that these lands are a site of trade, medicine gathering, healing, and travel for other Native tribes in the area and is still home for many Indigenous people. We extend our gratitude for those who have stewarded this land since time immemorial. We acknowledge that the health care system has played a role in the oppression of Indigenous peoples. We commit to ongoing learning about the impact of colonization on the health and wellbeing of Indigenous peoples, and we commit to meaningful action that reverses health disparities.</i></p> <p>No public comments were brought forth.</p> <p>Introduction: Krissy Petersen, Chief Nursing Officer at St. Patrick Hospital was introduced as a potential board member.</p> <p>Jeff Weist, current board member, is resigning due to ongoing health concerns.</p>	

<p>COMMITTEE UPDATES <i>Executive/Finance</i></p>	<p><u>Board Member Conflict of Interest Disclosures</u>: listings included in packet and based upon annual submissions.</p>	
<p>CHANGE OF SCOPE <i>Site Additions</i></p>	<p>Executive/Finance Committee (EFC): The group met for an in-depth review of the financial report. All Board members are invited to listen in each month.</p>	
<p><i>Service Addition</i></p>	<p>No additional updates- minutes of meetings included within this packet for review.</p> <p>Rebecca Goe reported on site additions of Hawthorne Elementary, Russell Elementary and Big Sky High School and approval requested.</p> <ul style="list-style-type: none"> Nathalie Wolfram inquired if there are plans to include the charter schools. PHC will wait for an invitation but will keep them on the radar. Currently considering Hellgate Elementary and Desmet Elementary for Fall 2025 potentially. 	
<p>GRANTS</p>	<p>Rebecca Goe also reported on the addition of psychiatry through an MOU (Memorandum of Understanding) with 406 Recovery. This scope allows PHC to contract with 406 Recovery for consultations or to hire psychiatrists if needed.</p> <ul style="list-style-type: none"> Annie Green asked if the support would be via telehealth only. Yes, their business model is approximately 90% telehealth. 	<p>*It was moved, seconded (Joe Melvin, Suzette Baker) to approve the site and service additions as listed. The vote was unanimous.</p>
<p>CEO REPORT</p>	<p>Rebecca Goe advised HRSA is offering new grant opportunities for FQHC's with expanded hours being an option. PHC will likely be applying and it would be with evening hours at Watershed, early morning at Lowell and piloting Saturday hours (five) at the Creamery.</p> <ul style="list-style-type: none"> Kathleen Walters asked how soon this would start. PHC would have 18 months from December 1 to implement so looking at July 2026. Nathalie Wolfram inquired if the Saturday hours would include pharmacy. Yes. Staci Finley questioned if it would require additional staff or rotating of current staff. Unknown at this time but proposal would be for one new staff member in the grant. 	<p>*It was moved, seconded (John Crawford, Nathalie Wolfram) to apply for the expanded hours grant. The vote was unanimous.</p>

<p><i>CMO Report</i></p>	<p>CEO/Leadership Update: All Board members received a copy of the CEO Report in the packet for review.</p> <ul style="list-style-type: none"> • Considering adding conflict of interest disclosures for all staff members. This will likely be included in the Annual Risk and Safety Report just so the Board is aware. Staci Finley has compiled a list of the requests and the subsequent outcomes. <p>Strategic timeline:</p> <ul style="list-style-type: none"> • Trinity is now called Watershed. • Budget revisions continue. New position control process in effect. Leadership continues to discuss programs and the demand/benefit. Budget being presented in August. • LEAN daily dashboards being implemented the week of July 15. • Space planning continues with a 10 year discussion. • Including the new EMR, there will be a total of four software implementations in the next 18 months. • Audit preparation is beginning. • Meetings are being scheduled with Providence and Strategic Alliance to coordinate the community message surrounding Medicaid. • Several emergencies this month at PHC. The fibers were cut and internet/phone connections were lost. Have been reinstated back to fiber; there is some clean up needing to take place but otherwise running well. PHC continued to see patients through air conditioning being down, eCW and building access issues. <p>Access:</p> <ul style="list-style-type: none"> • Fluctuates; down by about 100 but not reflective of a trend. <p>Dr. James Quirk, CMO reported the following:</p> <ul style="list-style-type: none"> • PHC has terminated its contract with a BAS Healthcare, a locum company that provides psychiatric services. Through them, Taylor Stille was providing telehealth services and Adeline Wakeman was working one day per week. Starting July 15, a new 1.0 FTE provider is starting, Rachel Haase, who will absorb those patients. Full transition to the new provider starts on August 30. 	
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<p><i>COO Report</i></p>	<ul style="list-style-type: none"> • Street Medicine provider Lisa Hathaway, PA-C has started and will be working in outreach in the streets. • Have been reviewing what Seeley Clinic looks like and the community needs. A demand study will be done and a larger meeting in October to determine future needs. • The Medication Safety Review Team is meeting more regularly. • Watershed is on track to open the clinic in conjunction with the Street Team, by September 1. This will include medical, behavioral health and psychiatry services. The clinic will be a blend of walk-in and scheduled appointments. <p>Marge Baack, COO reported the following:</p> <ul style="list-style-type: none"> • Cassandra Griffith, Performance Excellence Facilitator, is assisting with rolling out LEAN Daily Management boards. These will start off with the medical teams and the PSR (Patient Services Representative) departments. The goal is to huddle 15 minutes per day and review five to seven metrics. • Improvement work: Looking at improving utilization of transportation services. There will also be some role clarity and care team model review happening. • PHC is seeing the most patients in the state for FQHC's – saw 17,855 patients last month which is an increase of over 700 from last year. • UDS measures: Child immunizations increased 7%; HIV testing up 1.3%; child weight assessment up 7%. Continuing to watch while weighing efficiencies. • Medicare Annual Wellness Visits: Goal last year was 20%, currently at 25%, goal this year is 50%. Working on patient education and scheduling. 92% of the visits are happening in the clinic – the ones not happening here are being down with previous residents – not with Humana or other geriatric focused clinics. • LEAN belt training: White Belt Training was done for all staff and they are now working on projects to obtain those white belts. 	
<p><i>CIO Report</i></p>	<p>Jody Faircloth, CIO reported the following:</p> <ul style="list-style-type: none"> • HCN (Health Choice Network) contract has been signed. • The fiber was cut as previously reported, but is now back up and running. • Sysaid will be implemented soon which will help with ticketing systems. 	
<p><i>CINNO Report</i></p>		

<p>CFO REPORT</p>	<p>Rebecca Goe, CINNO reported the following: As Dr. Quirk reported, Lisa Hathaway PA-C has started. The street team is going out to see patients approximately three days per week.</p> <p>All Board members received the Chief Financial Officer's Report in the Board packet for review. Bryan Chalmers gave a summary of the report:</p> <ul style="list-style-type: none"> • May was a fairly good month; June is looking not as good as May. New software is being implemented and rewriting some policies. The audit is presented to Executive/Finance Committee and the full board by the auditors – does the Board prefer the auditors present just to Executive/Finance Committee who then reports to Board or continue as is. Consensus from Board members was to continue having auditors present to both. <ul style="list-style-type: none"> ○ Annie Green inquired if it is typical for June to decrease in trending. This June is more significant but, yes. Bryan Chalmers will include a graph in the future packets. Lara Salazar advised the LEAN daily management boards will help as teams will be looking at schedules and encounters on a daily basis. The no show rate increases from 10% to 11% in June typically as well. • Cash balance – displayed and discussed. Doing well as the capital has not been spent. Expense per day is less than planned. Deficit spend planned at \$5.5, closing at \$5.2. • Audit format – displayed. Change in net position is included in the 990. Budgeted a \$184k loss; actual is \$240k. Year to date is \$2.5 million which is \$1.3 million over what was planned for the year. Budgeted a \$2.2 million loss including depreciation. • Bryan Chalmers asked if the Board would consider changing Executive/Finance Committee (EFC) and the Board meeting dates to accommodate for the preparation of financial statements in the first 10 days of the month. This allows for more timely information to be presented to make a more informed decision. The Board was open to hearing a proposed schedule at the August Board meeting. 	<p>*It was moved, seconded (John Crawford, Nathalie Wolfram) and carried to accept the CEO update as reported. The vote was unanimous.</p> <p>*It was moved, seconded (John Crawford, Nathalie Wolfram) and carried to accept the CFO update as reported. The vote was unanimous.</p>
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<p>CONSENT AGENDA</p>	<p><i>Nathalie Wolfram vacated the meeting at 1:34 PM. Quorum remains at 5.</i></p> <p>Consent Agenda: The Board members have agreed to use a consent agenda. Time is saved by voting on these items as a unit. Approval is requested for the following:</p> <ol style="list-style-type: none"> 1. Acknowledgement of Fully Executed Contracts as presented. 2. Approval of Board of Directors Meeting Minutes of 06/14/24 as presented. <ol style="list-style-type: none"> a. Note: Annie Green was present virtually in May and in person in June. 3. Acknowledgement of Executive/Finance Committee Meeting Minutes of 06/06/24 as presented. 4. Acknowledgement of the Quality Improvement Committee (QIC) Meeting Minutes of 06/11/24 as presented. 	<p>*It was moved, seconded (John Crawford, Joe Melvin) and carried to approve the Consent Agenda items as amended. The vote was unanimous.</p>
<p>NEXT MEETING</p>	<p>The next monthly Board meeting will be held on Friday, August 9, 2024.</p>	<p>*It was moved, seconded (Annie Green, Suzette Baker) and carried to adjourn the meeting. The vote was unanimous.</p>
<p>ADJOURNMENT</p> <p>*Indicates motions made and accepted.</p>	<p>The meeting adjourned at 1:37 PM.</p> <p>Respectfully submitted,</p> <p>_____</p> <p>Jilayne Dunn, PHC Board Secretary Brianne Walker, Recording Secretary</p>	<p>*It was moved, seconded (Annie Green, Suzette Baker) and carried to adjourn the meeting. The vote was unanimous.</p>

¹ Family Medicine Residency of Western Montana



**PARTNERSHIP HEALTH CENTER (PHC)
EXECUTIVE/FINANCE COMMITTEE (EFC) MEETING MINUTES**

July 3, 2024

PRESENT: Kathleen Walters, Chair
John Crawford, Vice Chair
Joe Melvin, Treasurer
Jil Dunn, Secretary

STAFF: Bryan Chalmers, Chief Financial Officer (CFO)
Marge Baack, Chief Operations Officer (COO)
Jaime Dixon, Assistant Chief Financial Officer
Skye McGinty, Chief Diversity and Equity Officer

Brienne Walker, Recording Secretary

*Virtual

ISSUE	DISCUSSION	ACTION
<p>CALL TO ORDER</p> <p>PUBLIC COMMENTS</p> <p>MINUTES</p> <p>CFO REPORT</p>	<p>The meeting was called to order by Kathleen Walters, Chair, at 10:36 a.m.</p> <p>Kathleen Walters called for public comments: None heard.</p> <p>All Committee members received a copy of the June 6, 2024 Executive/Finance Committee Meeting Minutes for review.</p> <p>Bryan Chalmers distributed the May financial statement to all committee members (see attached) and reported the following:</p> <ul style="list-style-type: none"> • Finance team starting the audit preparation. There are three upcoming software installs that will cause an impact. • The budget has been reviewed and significant changes made; the Board may want to adopt an amended budget. • <u>Total Revenue</u>: Goal is to be within 5%; currently at -7.2% primarily due to Medicaid Reimbursement. \$2.9 million loss. <ul style="list-style-type: none"> ○ Kathleen Walters asked what percentage would be due to Medicaid. Approximately \$1.6 million, unsure of percentage. • <u>Personnel</u>: There wer 346 FTE's (Full Time Equivalencies) in the initial budget for the previous year. The executive team has reviewed and settled on 311 positions. 	<p>*It was moved, seconded (John Crawford/Joe Melvin) & carried to approve the EFC Meeting Minutes of June 6, 2024 as presented. The vote was unanimous.</p>

- Kathleen Walters inquired out of the 311, how many are positions that aren't filled. Bryan Chalmers advised that 289 are filled; historically had 246 FTE's two years ago. Dr. Quirk signed contract for a Capital Link study to determine the demand more in depth.
- Net Margin: Budgeted at -4.9%; actual -6.5%.
- Cost per Encounter: Reflects Medicaid reimbursement which was \$342. Total cost for May was \$361; have to remedy a \$19 gap.
- Key Talking Points: Correction on the net income line; will be remedied for the Board packet.
- Volume Indicators: Reviewed; total encounters off about 3.2%.
- Average Encounters per Day: For medical, budgeted at 183, actual 180. Have capacity to do up to 189. Behavioral Health was budgeted at 45.6; actual 43.6 out of 230 days and the month of May was 41.1.
 - Joe Melvin asked if the missed appointment rate is low. Marge Baack advised that the no show rate is around 10%; currently looking at unfilled appointments, the root cause for that and strategies to fill those slots.
- Residency: Ratio of medical to residency is 60:40.
 - Kathleen Walters asked if it was more 50:50, how that would affect PHC revenue and cost. If it's 50:50, payroll would be less and support staffing would be the same.
- Payor Mix: Large shift in self pay from 13.2% to 19.6%. Approximately \$800k in Medical and Pharmacy. Volume in pharmacy is up to \$1.1 million.
- FTE's: currently at 279.
- Encounters per staffed FTE: 10.7.
- Unique Users: 17.9k.
- Accounts Receivable Gross: 58.
- Cash: \$28.4 million. Loss of \$800k last year; this year is at \$2.6 million (with depreciation of \$1.9 million); looking at a perpetual \$2 million loss.
- Payor Revenue: Medical and Pharmacy are at 39%. The 340B savings are starting to be consumed by other costs.
- Balance Sheet: Reviewed and discussed.
- Net Position: \$24 million.
- Fee Revenue: \$2 million loss.
- Grants: Up 2.2%.

CEO UPDATE

- Lease and Subscriptions: Computer line will be blended together.
- Salaries: Likely over budgeted.
- Operating Expenses: \$2.4 million short but due largely to salaries.
- Cash Report: Reserves of 120 days cash on hand. Started at \$113k and budgeted for \$128k.
- 2024 Capital: Budgeted \$3 million; \$2.8 million remaining.
- 2025 and 2026 Capital: Placeholders.
- Deficit Spend: Balance budgeted at \$5.5 million, actual \$5.2 million.
- Cash Value: Started with \$29.4 million, budgeted \$24.6 million, actual \$28.4.
- Capital Report: Displayed and reviewed.

All Committee members received the Leadership Report in the packet to review. Marge Baack reported the following:

- Implementing LEAN Daily Management Boards in one week. This will show metrics that staff will review daily and defines success on a daily level.
 - Joe Melvin asked what kind of quality metrics are being looked at. Marge Baack will add this to the packet for the upcoming Board Meeting.
 - Medical records was a bit behind but has been caught up. There was a large clean up project around mortality reviews.
 - The contract for HCN has been signed. Preliminary work beginning in August with go-live scheduled for March. There should hopefully be some efficiencies reflected in the numbers after March.

NEXT BOARD AGENDA

The [draft agenda](#) for the Friday, July 12, 2024, Board Meeting was reviewed with the following considerations:

- May want to go into executive session regarding the conflict of interest due to a potential Human Resources concern.
 - Jilayne Dunn inquired if the employee is requesting approval of the Conflict of Interest or is PHC bringing it forward. Marge Baack clarified that the employee is considering engaging with another facility and the discussion is around being employed with 406 Recovery and PHC. Brianne Walker will send out the emails and forms that have gone back and forth regarding this.

*It was moved, seconded (John Crawford/Joe Melvin) & carried to approve the July Board Meeting Agenda. The vote was unanimous.

<p>NEXT MEETING</p>	<p>The next Executive/Finance Committee meeting will be July 31, 2024.</p>		
<p>ADJOURNMENT</p>	<p>The meeting was adjourned at 12:00 p.m.</p>		
<p>* Indicates motions made and accepted.</p>	<p>Respectfully submitted,</p> <p>_____</p> <p>Jilayne Dunn, Board Secretary</p>	<p>_____</p> <p>Brianne Walker, Recording Secretary</p>	



Quality Improvement Committee (monthly meeting)

7/9/24, 9:05–10:25am, Teams

Facilitator: Marge Baack

Note-taker: Deb Harris

Timekeeper:

Participant list: **Names (first, last initial):** Amanda J, Anyssa F, Becca G, Brent D, Bryan C, Cass G, Georgi M, Guedem D, Jaime D, Jazmin N, Jen G, Jim Q, Lara S, Laurie G, Mara C, Marge B, Max R, Netta L, Ray H, Staci F, Stephen S

Working Agreements

- Meetings officially begin 5 minutes after scheduled start and end 5 minutes before scheduled end; 30-minute meetings are an exception.
- Agendas are sent out at least 24 hours in advance.
- We act as supportive and collaborative meeting participants.
- We make charitable assumptions of others and ask for clarity when we need it. We try not to interrupt others.
- We are aware of the power in the room and regularly assess if the right people are there.
- We minimize distractions by avoiding multi-tasking on other things.
- We volunteer to help with notetaking, timekeeping, action items, and room set up, break down, and clean up.
- We are mindful of our **ladders of inference**.
- In virtual meetings we turn our cameras on unless otherwise instructed.

Purpose *(Why are we meeting?)*

To review, prioritize, and enhance the quality and utilization of PHC's services. To address patient satisfaction and clinical quality care gaps. To prioritize and address patient safety issues.

Desired Outcomes *(What do we want to leave the meeting with?)*

- Understand the role Leaders play in Lean Daily Management
- Review and discuss Pharmacy report
- Review and discuss risk and safety report

Content (What)	Process (How)	Who (Roles)	Time (When)
Opener	Waterfall of current projects in July you are involved with	All (Marge)	9:00-9:05
Lean Daily Management (LDM) for Leaders	How Leaders will interact with Lean Daily Management Boards	Ray Hemmele (Avior Group)	9:05-10:00am
Pharmacy Report	Highlights and Improvements in the Pharmacy	Brent Dehring	10:00-10:13
Risk and Safety Report	Risk and Safety Assessments; Transition to Medtrainer for incident reporting	Staci Finley	10:13-10:25
Action items		Marge	

Findings & Notes *(This section is for the note-taker to record notes for the meeting)*

Lean Daily Management (LDM):

Captain David Marquet says in his video that we must shift our mindset for all levels of management:

- From that of a supervisor, to that of a teacher and coach.
- Lean leaders must lead gently, by example, ensuring that Lean principles are being applied with the right goal in mind.
- Providing intent or outcome.

- Recognizing good performance and looking for coaching moments.

For Front Line Staff:

- People generally are not used to being evaluated continuously in this manner.
- It can feel like micromanagement.
- The sweet spot of leadership and management is different for everyone.

The goal is to:

- Eventually team members manage their own day-to-day operation; then as a leader you only intervene when there is an issue that needs escalation.
- Solve the problems that need your expertise.

When you go from an individual contributor to a manager:

1. You must do less of what originally brought you to this career.
 - As an individual contributor, the work you did was immediately measurable.
 - As a manager, you are playing an entirely different role, an enablement role, by helping others effectively get work done.
2. Managing is a little like Single Parenting.
 - Your role changes when going from peer to supervisor.
 - You have to do hard things like:
 - Giving construction criticism
 - Conducting performance reviews
 - Resolving conflicts
 - Making unpopular decisions
3. Management means dealing with emotions.
 - You are on the receiving end of others' emotions.

Lean Leaders:

- Leadership is supporting others.
- Shares power and control (after intent and competency are demonstrated)
- Success includes others' growth and development.
- Listens
- It's about the team

For LDM to work:

- Attend the huddles
- Have other staff members lead them
- Be “non stick”, and not let every single problem come to you.
- Have the person leading the huddles gather data that is not captured during the huddle.
- When red happens, we need to work to solve it and identify root causes.
- Draw people out and make it a goal that everyone speaks during the huddles.

Ask Questions:

- Do you have what you need to meet the customer commitments today?
- Is there anything this group or leadership can do to help you with that?

Questions to Ask – Humble Inquiry:

Scenario	Questions to ask
Someone brings you a solution	What problem would that solve?
Someone brings you a problem	How often does it happen? Could we measure it? Who does it impact and how does it impact them? Can we go see the problem?

Someone has determined a way to measure the problem.	What is the desired change?
Someone has determined what they believe to be the root cause of the problem.	Is that the only cause or are there others you considered?
After determining the root cause (and thinking about solutions)	What ideas do you have to address the root cause(s)? Who else might be good to help select the right solutions?
Solutions are selected	How will you test your idea? How will you know if it worked? What is the plan for implementation?

- As Managers and Leaders, any statement from you in huddles should be formed as a question.

Reports:

Brent Dehring presented the Clinical Pharmacy Report:

Anticoagulation Clinic:

- The Acceptable Range is 82%
- It is far above the goal of 67%.

Insulin Titration Clinic:

- The average pre a1C is 10.1; it is down to 7.7 in the insulin titration area.
- There was a drop of 1.5 in the education area.

Nicotine Cessation Clinic:

- There was a slight increase, but this clinic is under-utilized.

Asthma and COPD Clinic:

- Clinical Pharmacy had up to 10 in the last quarter.
- We are making some med changes and are starting to help people get into treatment plans.

Med Review Clinics:

- We captured 4 out of 19 for hospital discharges.

Staci Finley presented the Risk and Safety Report:

- We are shifting over from Daphne and introducing MedTrainer Incident Reports at the next All-Staff Meeting.
- There were 47 in June, 41 in May, and 42 In April.
- The new program will be automated so it will go to the direct supervisor when it is submitted by staff.
- Incident Reports can be found under My Student Dashboard
- After completing the sections, press Submit form and it will go to whoever is assigned to in that department.
- Incident Report Logs has the following fields:
 - Location
 - Department
 - Created Date
 - Incident Type
 - Created By
 - Incident Date
 - Name of Person Involved
 - Date of Birth (if patient)
 - Incident Description
 - Follow update
 - Name of Patient
 - Date of Birth

Marge Baack presented the Impeccable Quality Report:

Medicare Annual Wellness Visits:

- 727 out of 4,269 patients had a Medicare Wellness Visit in the last trailing year since June (about 17%)
- We are at 25% (410/1,622) for the MSSP Program. The goal is 50%.

TY June 2024 UDS:

- UDS measures in the red was down 0.4 - 1.0%.
- Child Weight Assessment / Counseling is up by 7.1% since last year.
- Diabetes screening has improved by almost 2%.
- HIV screening has improved by 1.3%.
- Childhood Immunization has gone up by almost 7%.
- HIV Linkage to Care has a low denominator.
- Screening for Depression and Follopw-up is at 82.9%
- HIV and Pregnant means none of 147 pregnant women in the last year have had a HIV diagnosis.
- There were 17,855 unique patients.
- Luma Feedback questions that gets asked 3 hours after an appointment up to three times a year is around 91.5% (5,000 patients).

Quality Assurance Metrics:

Marge Baack and Staci Finley are monitoring:

- The fax Inbox gets processed within 24 hours.
- The top three incidents and complaints all have action plans.
- Our patient safety goals have an action plan.
- Our required staff training is completed at 100%, which is an FTCA guideline.
- The POP's stay at 90% approved.
- PCMH: Hospital discharges: 75% are contacted within 2 business days; 75% of ER visits are contacted within one week.
- All new Medicaid members get contacted within 20 days to welcome them to Partnership Health Center.
- PCMH: Empanel 95% of active patients to a practitioner or a team.

Action Items:

1. After DRVS has built the one good question, bring it back to Clinical Informatics to see if we want to tweak the way we are documenting it.
 - Marge Baack reported that it has not been built yet for UDS.
2. Decide on platform for Patient Experience Survey for March.
 - Marge Baack and Mara Caball are getting together this week and will make a plan to launch the Patient Experience Survey through Survey Monkey this year.

Action Items *(This section is for recording action items)*

Task or Action	Who	Initiated	By When
After DRVS has built the one good question, bring it back to Clinical Informatics to see if we want to tweak the way we are documenting it.	Marge B	1/10/24	8/2024
Decide on platform for Patient Experience Survey for March: SurveyMonkey (cost for HIPAA compliant SurveyMonkey) or other options; <ol style="list-style-type: none"> 1. Add Skye 2. Update 5/7/24: Moving forward with CAHPS PCMH version via SurveyMonkey (upgrade to HIPAA compliant module is \$10,000; will manage via our current subscription with mitigation of risk in place). Launch after upgrade. Request for patient list to Data. 	Marge/Mara	2/6/24	7/11/24

Next Meeting *(If applicable, indicate date, time, location of next meeting)*

August 6 2024, 9-10:30am, via Teams

Regular Scheduled Reports:

- Highlight: Satellites (Brenda Lineback)
- Dental Report (Dental Director)
- Behavioral Health Report (Torrye and Anyssa)
- Innovations Report (Director of Innovations)
- Impeccable Quality Report (COO)



MISSOULA'S COMMUNITY HEALTH CENTER

PARTNERSHIP HEALTH CENTER BOARD OF DIRECTORS
As of 08/02/2024

Name/Title	Email	Phone	Joined	Officer
Baker, Suzette*	Suzettesmc@gmail.com	970-759-0388	April 2024	N/A
Crawford, John* Vice-Chairman	jcblackfeet@msn.com	406-552-8218	Feb. 2016	Vice-Chair as of 10/2023
Dunn, Jilayne Secretary	jdunn@ci.missoula.mt.us	406-552-6157	(Appointed) Dec. 2013	Secretary as of 10/2021
Green, Annie*	annie.green@gmail.com	406-240-0239	Mar. 2021	N/A
Kero, Patty*	pmcpherson20@gmail.com	406-529-5335	Nov. 2021	N/A
Melvin, Joe* Treasurer	jmelvinmt@gmail.com	406-207-8107	Jan. 2019	Treasurer as of 10/2021
Raines, Jay*	mrjayraines@gmail.co	406-274-1493	Jan. 2024	N/A
Strohmaier, David	dstrohmaier@missoulacounty.us	406-258-4877 C= 529-5580	(Appointed) Jul. 2019	N/A
Thane, Mark	mt59801@gmail.com	406-552-3957	Oct. 2019	N/A
Walters, Kathleen* Chairwoman	kathleen@montanarealtynetwork.com	406-880-8818	Jul. 2013	Chair as of 10/2023
Wolfram, Nathalie*	nathalie.wolfram@gmail.com	406-370-7731	Oct. 2018	N/A

* = Patient Member (P/M)

GUESTS/ EX-OFFICIO REPRESENTATIVES

Heineman, Sara OPC Supervisor Missoula County Health Department	301 W. Alder Missoula, MT 59802 Ph: 258-4987 Fax: 523-4781	sheineman@missoulacounty.us
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Healthy People, Strong Communities



Board Education Topics

Date Presented	Topic
01/12/24	Strategic Planning
02/09/24	Uniform Data Systems (UDS) Results
03/08/24	Board Involvement with Strategic Planning
04/12/24	Risk and Safety Report Review
5/10/24	DEI overview with Skye
6/14/24	Budget Discussion/Phases – Finance Dept and Pharmacy - 2 SLT members who have goals formulated for their department to discuss
7/12/24	HCN with Farren Hurwitz and Tim Weldon
8/9/24	Budget Discussion/Phases – Communications Dept with Eric Halverson
	Board Governance
	Open – Board of Directors Discussion
	Key Performance Indicators (KPIs)
	PHC Values Work – Communications Dept
	330e HRSA Grant Refresher
	340B Prescriptions – Pharmacy Dept
	Co-Applicant Agreement Review
	Med Trainer
	PERS education
	HCN overview

PARTNERSHIP HEALTH CENTER, INC.
BOARD OF DIRECTORS' COMMITTEE MEMBERSHIP LIST
-2024-

EXECUTIVE/FINANCE COMMITTEE (EFC)

Kathleen Walters, Chair

John Crawford

Jilayne Dunn

Joe Melvin

Staff: Lara Salazar, CEO

Bryan Chalmers, CFO

Meets monthly

**QUALITY AND CORPORATE COMPLIANCE
COMMITTEE (QCCC)**

Jilayne Dunn, Chair

John Crawford

Staff: Marge Baack, COO

Staci Finley, Quality Assurance Mgr

Bryan Chalmers, CFO

Meets quarterly

BYLAWS COMMITTEE

Joe Melvin, Chair

Patty Kero

Kathleen Walters

Staff: Lara Salazar, CEO

Meets as needed

PERSONNEL COMMITTEE

Nathalie Wolfram, Chair

John Crawford

Kathleen Walters

Meets as needed

AD HOC COMMITTEE

Annie Green, Chair

Kathleen Walters

Nathalie Wolfram

Staff: Lara Salazar, CEO

Bryan Chalmers, CFO

Jody Faircloth, Director of Infrastructure

Meets as needed

