


PHC PARTNERSHIP HEALTH CENTER
EXECUTIVE/FINANCE COMMITTEE MEETING AGENDA

Wednesday, November 20, 2024
 10:30 a.m. to 12:00 p.m.

PHC WEINBERG CONFERENCE ROOM
 401 Railroad St West | Missoula MT 59802

or

VIRTUAL DETAILS (TEAMS): [Join the meeting now](#)

Meeting ID: 232 094 214 216 | Passcode: yFIS3T

	<u>TOPIC</u>	<u>ESTIMATED TIME</u>
I.	Call to Order	10:30 a.m.
II.	Public Comments	10:35 a.m.
III.	Executive/Finance Committee Meeting Minutes of October 16, 2024*	10:45 a.m.
IV.	October Financial Statements*	11:25 a.m.
	a. HRSA 330 Budget*	
V.	CEO/Leadership Update	11:45 a.m.
VI.	Old Business	As needed
VII.	Additions	As needed
VIII.	Agenda for November 22, 2024 Board of Directors Meeting*	11:55 a.m.
IX.	Next Committee Meeting: December 18, 2024	
X.	Adjournment	12:00 p.m.

2024 Meeting Dates:

Monthly EFC Meetings	
JANUARY	01/03/2024
FEBRUARY	01/31/2024
MARCH	02/28/2024
APRIL	04/03/2024
MAY	05/01/2024
JUNE	06/05/2024 06/06/2024
JULY	07/03/2024
AUGUST	07/31/2024
SEPTEMBER	09/18/2024
OCTOBER	10/16/2024
NOVEMBER	11/20/2024
DECEMBER	12/18/2024

2025 Meeting Dates:

Monthly EFC Meetings	
JANUARY	01/22/2025
FEBRUARY	02/19/2025
MARCH	03/19/2025
APRIL	04/16/2025
MAY	05/21/2025
JUNE	06/18/2025
JULY	07/16/2025
AUGUST	08/20/2025
SEPTEMBER	09/17/2025
OCTOBER	10/22/2025
NOVEMBER	11/19/2025
DECEMBER	12/17/2025

(Action items are in blue)

*** indicates attachment**



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

October 16, 2024

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

STAFF: Lara Salazar, Chief Executive Officer (CEO)
Bryan Chalmers, Chief Financial Officer (CFO)
Marge Baack, Chief Operations Officer (COO)
Joseph Faircloth, Chief Infrastructure Officer (CIO)
James Quirk, MD, Chief Medical Officer (CMO)
Skye McGinty, Chief Diversity and Equity Officer (CDEO)

Brianne Walker, Recording Secretary
Dorothy Moran, Executive Assistant

*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 10:30 a.m.</p> <p>Kathleen Walters called for public comments: None heard.</p> <p>All Committee members received a copy of the September 18, 2024 Executive/Finance Committee Meeting Minutes for review.</p> <p>Bryan Chalmers distributed the September financial statement to all committee members (see attached) and reported the following:</p> <ul style="list-style-type: none"> • Adjusting the timing of Executive/Finance and Board meetings makes reporting three weeks timelier, however it has compressed a few items. It will be a time crunch in the beginning but better in the long term. • Audit is in process and there have been reports of the same issues as before between the County and PHC and timing. • Accounts receivable is increasing and the remedy for this is the transition to Epic and other clearinghouses. <ul style="list-style-type: none"> ○ Jil Dunn asked for clarification if PHC is going from electronic to paper with switch to Epic. Jody Faircloth reported that the clearinghouse was hacked so the only 	<p>*It was moved, seconded (John Crawford/Jil Dunn) & carried to approve the EFC Meeting Minutes of September 18, 2024 as presented. The vote was unanimous.</p>

way to process claims was via paper. The electronic work around was not feasible for PHC so finance has had to submit claims on paper.

Volume Indicators:

- Previously budgeted using individual encounters. September 2023 was at 5100 encounters, September 2024 is at 5400.
- School based is down due to summer months.
- Dental is up 22% but still not hitting goal.
- Clinical pharmacy is decreased due to staff covering for sick employees.

Payor Mix:

- Plan to add pre-pandemic payor mix numbers. 2023 Medicaid was at 38.7%; currently at 32%.

FTE's (Full Time Equivalencies):

- The report from the County shows 325 FTE's but this doesn't match PHC's position control. Appears FMLA may be counted in the County calculations but not in PHC's.

Operating Margin and Cash:

- Displayed and reviewed.

Service Line Margin:

- Displayed and reviewed. Pharmacy is an anomaly both this year and last year.
- Grants show a loss due to some grants not being received.

Balance Sheet:

- Will add accounts receivable from the grants after the audit is complete. Historically, the balance has been about \$900k but uncertain until the audit is completed and can see the outstanding pass through moneys.

Net Position:

- Operating loss month to date budgeted at \$243k; actual \$114k; year to date budgeted at \$729k with an actual of \$801k.
 - Kathleen Walters inquired if there was reason the OMH (Office of Minority Health) grant was not received. Lara Salazar advised it's a very competitive application; PHC scored in the mid 90's and there were only 12 awards.

CEO UPDATE

Fee Revenue:

- Showing 6% loss but may have some grant revenue that is not counted. Actual at \$251k.

Salaries: at \$75k

Computers: underspent but will likely increase with other costs associated that are planned.

Operating Expense: Budgeted loss at \$243k; actual \$114k.

Year to Date Operating Revenue: approximately \$300k off from what was budgeted.

Non-Operating Revenue: Grants at a \$290k loss; total \$604k shy on revenue.

Prescription: more volume in the pharmacy but potentially selling more expensive scripts. Will confirm with pharmacy.

Continuing Education: Continuing education was changed from reimbursement to a lump sum and is now included in the salary line.

Net Income Loss: Budgeted at \$729k, actual \$801k

Capital Spend: Displayed and reviewed.

All Committee members received the Leadership Report in the packet to review. Lara Salazar reported the following:

- Executive Team is continuing to monitor the budget and staffing levels monthly; there are changes and transformations in the way the care teams are made up and then decisions if those positions are still needed going forward. Department leaders are being asked to monitor budgets and discuss the variations with their Executive Team lead. Marge Baack and Jim Quirk are monitoring the stretching goals for encounters and what is realistic.
- The Executive Team met for a full day to discuss what breakeven would look like at each site. The results have led to contemplation of how to right-size the sites and the overall footprint. There will be a presentation to the Board when harder decisions would need to be made and at what point. The team will be monitoring efficiency gains over the next 12-18 months.
 - Kathleen Walters clarified the attrition being experienced is due to people leaving, not being laid off. Correct. There has been one layoff due to geriatric grant funding ending.

<p>NEXT BOARD AGENDA</p> <p>NEXT MEETING</p> <p>ADJOURNMENT</p> <p>* Indicates motions made and accepted.</p>	<ul style="list-style-type: none"> • Planning for contingency will include two budgets – one with Medicaid sun-setting and one for Medicaid expansion. • Continuing LDM (Lean Daily Management) Boards and team optimization through February. In March, will have a better understanding of what is needed to prepare and where PHC is at based on the election results, WorkDay integration and Epic install. <ul style="list-style-type: none"> ○ Kathleen Walters asked if there is monthly improvement being seen with LDM. All teams have different goals and metrics and are still in the discovery/planning phase. No numbers for tracking improvements just yet. Teams are starting to identify wastefulness and adjusting. There is the possibility of bringing LDM boards to the Board meeting for visuals and better understanding. • It may be helpful for Board members to attend the Culture and Programs Orientation. Most of the attrition is due to higher pay or better opportunities. By and large, most employees are excited to be here. <ul style="list-style-type: none"> ○ Jil Dunn inquired if PHC’s salaries are comparable to other FQHC’s. Bryan Chalmers advised that the CHAMPS survey has been lagging but did just receive new data. PHC does a good job of being competitive but some positions are able to make more outside of an FQHC. Lara Salazar stated there is 9% that is required to go to PERS but there could be an argument for higher pay vs higher retirement funding. • PHC is moving forward with being embedded in the County’s financial system without detailed claim information being included. <p>The draft agenda for the Friday, October 25, 2024, Board Meeting was reviewed.</p> <p>The next Executive/Finance Committee meeting will be November 20, 2024.</p> <p>The meeting was adjourned at 11:58 a.m.</p> <p>Respectfully submitted,</p> <p>_____ Jilayne Dunn, Board Secretary</p> <p>_____ Brienne Walker, Recording Secretary</p>	<p>*It was moved, seconded (Jil Dunn/John Crawford) & carried to approve the October Board Meeting Agenda. The vote was unanimous.</p>
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FINANCIAL REPORT DRAFT



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Monthly Overview

Key Talking Points

Key Indicators

Revenue Mix

Revenue Adjustments

Statement of Net Position as of October 31, 2024

Audit Formatted Financial Statement Oct. 2024

Detail MTD Financial Statement Oct. 2024

Detail YTD Financial Statement Oct. 2024

Encounter Graphs

Cash Report

Capital Fund Report

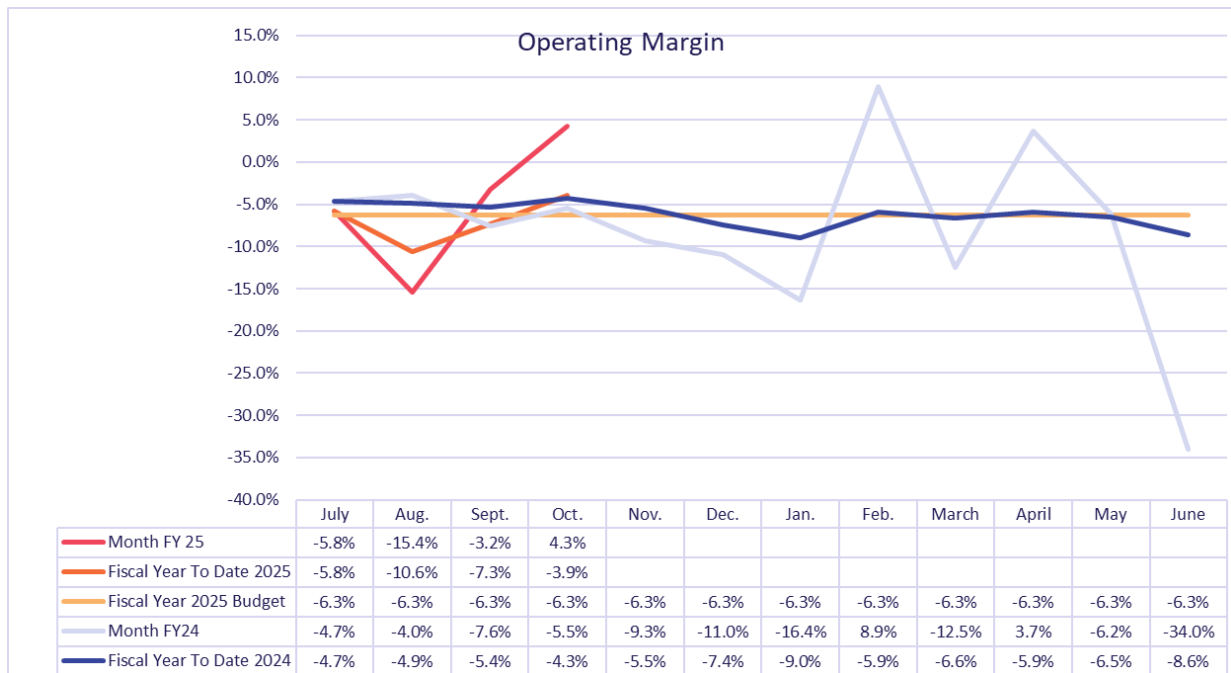
Monthly Finance Overview

October Year to Date 2024

YTD (Year to date) Financial Position:

	Actual YTD	Budget	Variance	Variance %
REVENUE				
Total Operating Revenue	11,654,554	11,661,301	(6,747)	-0.1%
Total Non-Operating Revenue	3,399,881	3,778,091	(378,210)	-10.0%
TOTAL REVENUE	15,568,386	15,439,392	128,994	0.8%
EXPENSE				
Personnel	9,505,450	9,525,947	(20,497)	-0.2%
Supplies	4,805,300	5,138,935	(333,635)	-6.5%
Purchased Services	1,870,496	1,746,792	123,704	7.1%
Depreciation	250,247	250,247	-	0.0%
TOTAL EXPENSES	16,181,245	16,411,673	(230,428)	-1.4%
NET INCOME/(LOSS)	(612,859)	(972,281)	359,422	-37.0%
Net Margin	-3.9%	-6.3%		

Operating Margin:



Cost Per Encounter:

	FY 24 Q4	July YTD	August YTD	Sept. YTD	Oct. YTD	Budget YTD
Medical	373	454	424	413	418.62	360.14
Dental	331	323	342	333	333.69	322.14
Behavioral Health	398	546	495	485	451.60	383.08
School Based Health	463	3,828	3,029	1,143	754.52	369.92
Total Clinical	370	450	433	418	413.30	356.65
Pharmacy	125	126	133	130	126.72	123.71

Other: notes regarding expense variances-

Month to Date:

Clothing Allowance:

Issued at the beginning of the year, one-time payment for fiscal year

Computer:

Much of the computer expenses will be spent as we get closer to EPIC go-live

Vaccine:

Dependent on timing of County approving PHC journal entry request.

Contracted Services:

Mountain Home Montana payment of \$395,808.40 for pass through grant.

Year to Date:

Clothing Allowance:

Issued at the beginning of the year, one-time payment for fiscal year

Computer:

Much of the computer expenses will be spent as we get closer to EPIC go-live

Prescription Drugs:

Transfer of vaccine expense from pharmaceutical line to vaccine line is dependent of timing of County approval of PHC journal entry request.

Vaccine:

Dependent on timing of County approving PHC journal entry request.

Dental Provider Services:

Support Ryan White B and C programs.

Provider Services:

Support Ryan White B and C programs. Invoice payment posting of Residency Invoice pending County approval.

Contracted Services:

Mountain Home Montana payment of \$395,808.40 for pass through grant.

Key Talking Points

Oct-24

Key Utilization

Total Encounters Month to Date (MTD) are 7,539 with a Budget of 7,634.
Year to Date (YTD) total is 25,571 and the Budget is 29,843 for a % variance of -14.3.
The prior YTD total was 23,298. Year to Date and Prior Year ratio 109.8%.

Total Medical Encounters MTD are 4,249 with a Budget of 4,520.
YTD total is 15,159 and the Budget is 17,670 for a % variance of -14.2.
The prior YTD total was 14,605. Year to Date and Prior Year ratio 103.8%.

Total Behavioral Health Encounters MTD are 1,145 with a Budget of 1,162.
YTD Total is 3,561 and the Budget is 4,543 for a % variance of -21.6.
The prior YTD total was 3,715 Year to Date and Prior Year ratio 95.9%.

Total School Based Behavioral Health Encounters MTD are 370 with a Budget of 331.
YTD Total is 696 and the Budget is 1,293 for a % variance of -46.2.
The prior YTD total was 214 Year to Date and Prior Year ratio 325.2%.

Total Dental Encounters MTD are 1,658 with a Budget of 1,488.
YTD Total is 5,737 and the Budget is 5,817 for a % variance of -1.4.
The prior YTD total was 4,303 Year to Date and Prior Year ratio 133.3%.

Pharmacy Prescriptions Filled MTD are 11,566 with a Budget of 11,157.
YTD Total is 44,294 and the Budget is 43,613 for a % variance of 1.6.
The prior YTD total was 40,168 Year to Date and Prior Year ratio 110.3%.

Balance Sheet

Consolidated Days Cash on Hand is 194.9 days calculating available cash and investments of \$24.73m.
Operating cash is \$22.21m for 175.1 days, and the capital fund is \$2.51m for 19.8 days.
* the formula is based on all calendar days, not just business days.

Days in Clinical Accounts Receivable are 59, and the current receivable balance is \$3,262,733.
Clinical AR is presented gross and does not include an adjustment for assessment of collectability.
Days in Pharmacy Accounts Receivable are 15, and the current receivable balance is 1,083,420.
Pharmacy AR is presented net of an allowance for uncollectible patient accounts.

Revenue and Expense

Fee Revenue for the month totaled \$3.22m with a Budget of \$2.92m for a % variance of 11%.

YTD Fee Revenue is \$11.65m with a Budget of \$8.75m for a % variance of -0.1%.
The prior YTD revenue was \$10.79m for a % variance of 8%.

Total Revenue for the month is \$4.6m with a Budget of \$3.86m for a % variance of 19.1%.

YTD Total Revenue is \$15.57m with a Budget of \$15.44m for a % variance of 0.8%.

Expenses for the month totaled \$4.4m with a Budget of \$4.1m for a % variance of 7.3%.
YTD expenses are \$16.18m with a Budget of \$16.41m for a % variance of -1.4%.
The prior YTD expenses are \$14.43m for a variance of 12.1%.

Net Income for the month is \$195,641 with a Budget of \$-243,070 for a % variance of -180.49%.
YTD Net Income is \$-612,859 with a Budget of \$-972,281 for a % variance of -36.97%.
Capital Reserve Interest revenue posted for the month is \$0

Current Month					Year To Date					YTD		
Oct. 31, 2024		Daily			Oct. 31, 2024				Budget	Oct. 31, 2023		
Actual	Budget	Avg	Var	Var %	Actual	Budget	Var	Var %	12 Mo Total	Prior Year	% Change	
VOLUME INDICATORS												
		22										
2,118	2,180	99	(62)	-2.8%	Creamery Medical	7,597	8,521	(924)	-10.8%	24,671	7,003	8.5%
1,275	1,371	62	(96)	-7.0%	Creamery Residency Medical	4,305	5,360	(1,055)	-19.7%	15,519	4,723	-8.9%
25	16	1	9	53.8%	Creamery Residency BH	68	64	4		184	66	3.0%
1,213	1,093	50	120	11.0%	Creamery Dental	4,326	4,273	53	1.2%	12,371	3,624	19.4%
95	0	0	95		Creamery IBH	314	-	314		-	438	-28.3%
941	1,033	47	(92)	0.3%	Alder BH	2,922	4,037	(801)	-19.8%	11,689	2,894	1.0%
255	311	14	(56)	-18.0%	Seeley Lake Medical	1,088	1,215	(127)	-10.5%	3,519	916	18.8%
217	199	9	18	9.1%	Seeley Lake Dental	746	777	(31)	-4.0%	2,251	640	16.6%
0	0	0	(0)		Seeley Lake BH	0	0	(0)		0	0	
169	178	8	(9)	-4.9%	POV Medical	596	695	(99)	-14.2%	2,011	385	54.8%
16	0	0	16	18108990.9%	POV BH	62	0	62	17951062.8%	0	23	169.6%
226	178	8	48	27.2%	Lowell Clinic Medical	851	695	156	22.5%	2,011	859	-0.9%
125	138	6	(13)	-9.3%	Lowell Clinic Dental	515	539	(24)	-4.4%	1,560	15	3333.3%
27	0	0	27	30558990.9%	Lowell Clinic BH	110	0	110	31848737.2%	0	173	-36.4%
44	148	7	(104)	-70.2%	Watershed Medical	81	577	(496)	-86.0%	1,672	0	
24	113	5	(89)		Watershed BH	30	442	(412)	0.0%	1,280	0	
58	55	3	3	5.2%	School Based - CS Porter BH	102	215	(113)	-52.7%	624	0	
55	55	3	(0)	-0.2%	School Based - Franklin BH	123	215	(92)	-42.9%	624	0	
85	55	3	30	54.2%	School Based - Hawthorne BH	132	215	(83)	-38.7%	624	0	
50	55	3	(5)	-9.3%	School Based - Lowell BH	82	215	(133)	-61.9%	624	30	
42	55	3	(13)	-23.8%	School Based - Russell BH	54	215	(161)	-74.9%	624	0	
80	55	3	25	45.1%	School Based - Willard BH	203	215	(12)	-5.8%	624	184	10.3%
11,566	11,157	507	409	3.7%	Pharmacy Prescriptions	44,294	43,613	681	1.6%	126,274	40,168	10.3%
117	133	6	(16)	-12.1%	Clinical Pharmacy	418	520	(102)	-19.7%	1,507	461	-9.3%
162	155	7	7	4.2%	Missoula Food Bank Medical	641	608	33	5.5%	1,759	719	-10.8%
103	58	3	45	76.6%	Missoula Food Bank Dental	150	228	(78)	-34.2%	660	24	525.0%
17	0	0	17	19240809.1%	Missoula Food Bank BH	55	0	55	15924318.6%	0	121	-54.5%
4,249	4,520	205	(271)	-6.0%	Medical	15,159	17,670	(2,511)	-14.2%	51,162	14,605	3.8%
1,145	1,162	53	(17)	-1.5%	BH	3,561	4,543	(982)	-21.6%	12,969	3,715	-4.1%
370	331	15	39	11.9%	School Based BH	696	1,293	(597)	-46.2%	2,495	214	225.2%
1,658	1,488	68	170	11.4%	Dental	5,737	5,817	(80)	-1.4%	16,842	4,303	33.3%
117	133	6	(16)	-12.1%	Clinical Pharmacy	418	520	(102)	-19.7%	1,507	461	-9.3%
7,539	7,634	347	(95)	-1.2%	Total Encounters	25,571	29,843	(4,272)	-14.3%	84,975	23,298	9.8%
11,566	11,157	507	409	3.7%	Pharmacy Prescriptions	44,294	43,613	681	1.6%	126,274	40,168	10.3%
22					Work Days	64						
Avg Encounters By Day												
193.1	205.5				Medical	236.9	276.1			173.9		
52.0	52.8				BH	55.6	71.0			44.2		
16.8	15.0				School Based BH	10.9	20.2			2.5		
75.4	67.6				Dental	89.6	90.9			51.2		
5.3	6.1				Clinical Pharmacy	6.5	8.1			5.5		
342.7	347.0				Total Encounters	399.5	466.3			277.4		
526	507				Pharmacy Prescriptions	692	681			478		
					Creamery Medical % of Creamery Medical Visits	63%						
					Creamery Residency % Creamery Medical Visits	37%						

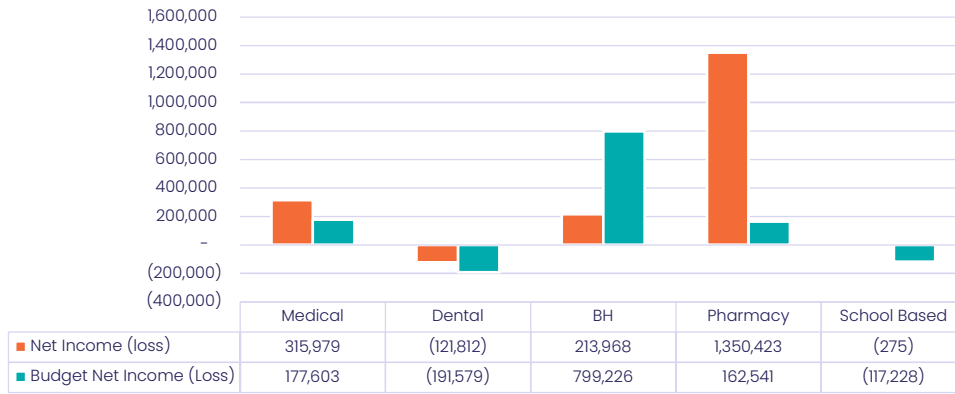
OTHER INDICATORS

Prescription Mix	Current Month		Prior Year Month	Change	Encounter Mix	Current Month		Prior Year Month	Change	Jul 24 - Oct 24	Jul 23 - Oct 23
	10/31/2024	10/31/2023	10/31/2023			10/31/2024	10/31/2023				
Medicaid	28.7%	30.0%	-1.2%	Medicaid	33.6%	38.2%	-4.5%	32.8%	39.0%		
Medicare				Medicare	18.3%	18.8%	-0.5%	19.1%	19.0%		
Self Pay	20.4%	24.8%	-4.4%	Self Pay	21.8%	16.9%	4.9%	21.0%	16.7%		
Medicare/Medicaid				Medicare/Medicaid	0.9%	1.0%	0.0%	0.9%	0.6%		
Private Pay	50.8%	45.2%	5.6%	Private Pay	25.3%	25.1%	0.2%	26.2%	24.6%		
Total Prescriptions	100.0%	100.0%	0.0%	Total Encounters	100%	100%	0.0%	100%	100.0 %		
Productivity					9/29/2024-10/12/2024	9/15/2024-9/28/2024	9/1/2024-9/14/2024				
					Pay Period 21	Pay Period 20	Pay Period 19				
Total Hours					23,010	23,280	22,942				
Total FTEs					287.63	291.00	286.77				
Productive Hours					20,680	20,610	18,072				
Productive FTEs					258.5	257.6	225.9				
RATIO Productive to Total Hours					89.9%	88.5%	78.8%				
Total Encounters					3,209	3,229	2,683				
Encounter Per Staffed FTE					11.16	11.10	9.36				

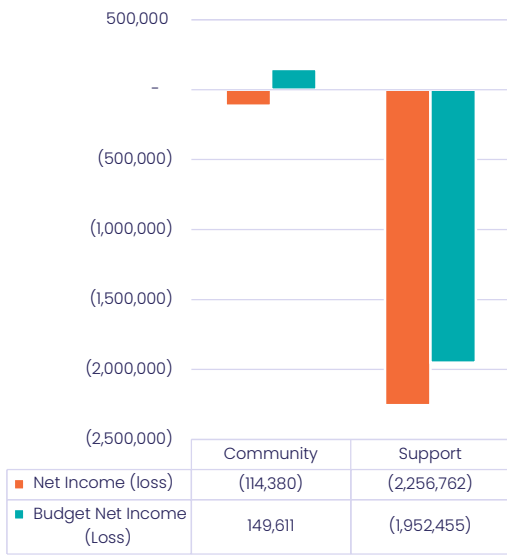
FINANCIAL STATISTICS

			10/31/2024	Budget	Year to Date	Year to Date Budget
		Operating Margin w/internal granting	4.3%	-6.3%	-3.9%	-6.3%
2019 Capital Link						
Industry Benchmark	Strategic Plan					
60	< = 60	Clinical AR Days and Gross Balance	59	\$ 3,262,733		Insurance Balance \$ 1,749,738 Patient Balance \$ 1,512,995
		Pharmacy AR, Net Collectible Value	15	1,083,420		\$ 1,039,869 \$ 43,551
		Days Cash on Hand		Current Month		Prior Month Change
45	> = 120	Operating Cash	175.1	22,214,345	187.5	23,374,221 (1,159,876)
		Capital Fund	19.8	2,510,856	21.6	2,694,205 (183,349)
		Total Cash	194.9	<u>24,725,201</u>	209.1	<u>26,068,427 (1,343,226)</u>

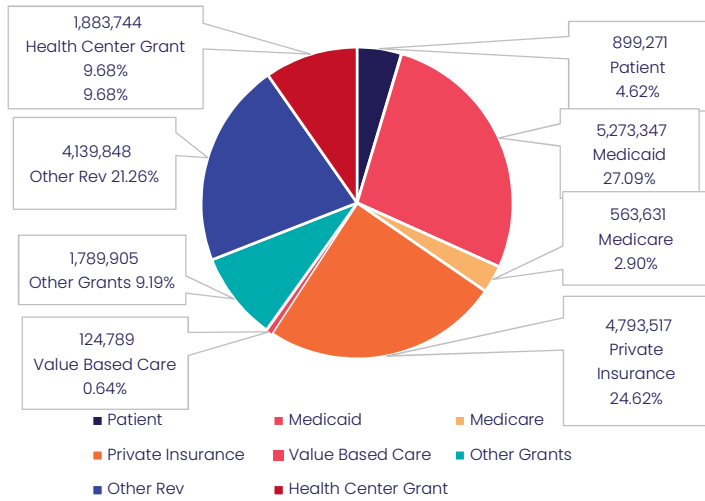
Service Line Margin YTD October 2024



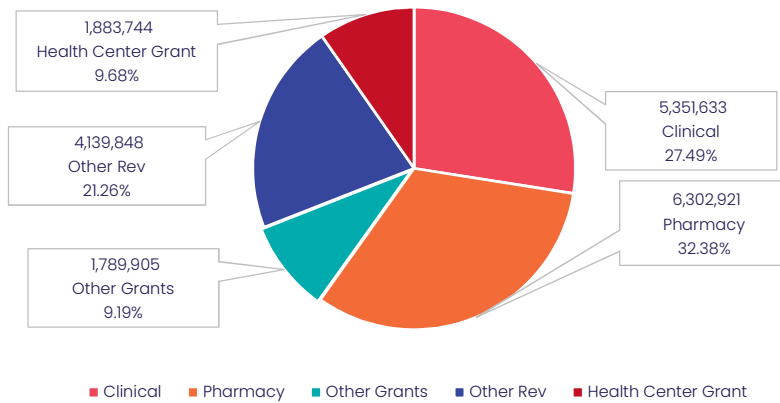
Other Unit Margin YTD Oct. 2024



Total YTD Oct 2024 by Payor Rev



Clinic, Pharmacy, & Other Rev YTD Oct 2024



Partnership Health Center
Draft Statement of Revenues, Expenses, and Other Changes in Assets
Period Ending October 31, 2024

Fiscal Year 2025 Month				Fiscal Year 2025 Year To Date				
Total Accrual 31-Oct-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Total ACCRUAL 31-Oct-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
OPERATING REVENUE								
GROSS CHARGES								
Clinical				Clinical				
299,326								
533,984				951,798				
263,950				1,783,609				
653,072				874,341				
1,750,332				2,082,107				
				Total Clinical	5,691,855			
Pharmacy				Pharmacy				
193,420								
594,941								
-								
1,002,452								
1,790,813								
				Total Pharmacy	-			
3,541,145				Total Gross Charges	5,691,855			
REVENUE ADJUSTMENTS								
Explicit Price Concessions (Contractual Adj., SFS Discount, DIR Fees)								
Clinical				Clinical				
83,140								
(373,770)				293,926				
90,468				(1,236,468)				
325,371				310,710				
				1,034,976				
Refunds				Refunds				
106,545								
651								
232,405				Total Explicit Price Concessions	403,144			
Implicit Price Concessions (PHC Cares, courtesy adj, collections)								
Clinical				Clinical				
21,499								
				61,867				
21,719								
43,217				Total Implicit Price Concessions	61,867			
275,623				Total Adjustments	465,011			
NET REVENUE								
Clinical				Clinical				
163,606	35,578	128,028	359.9%	596,006	142,312	453,694	318.8%	
933,989	948,270	(14,282)	-1.5%	3,020,077	3,793,082	(773,005)	-20.4%	
175,455	162,190	13,265	8.2%	563,631	648,761	(85,130)	-13.1%	
330,575	318,351	12,224	3.8%	1,047,131	1,273,405	(226,274)	-17.8%	
36,732	48,333	(11,602)	-24.0%	124,789	193,333	(68,544)	-35.5%	
1,640,356	1,512,723	127,632	8.4%	Total Clinical Revenue	5,351,633	6,050,893	(699,260)	
Pharmacy				Pharmacy				
65,157	75,389	(10,233)	-13.6%	303,265	301,557	1,708	0.6%	
594,941	548,564	46,377	8.5%	2,253,270	2,194,256	59,014	2.7%	
-	-	-	-	-	-	-	-	
921,657	778,649	143,008	18.4%	3,746,386	3,114,595	631,791	20.3%	
1,581,754	1,402,602	179,152	12.8%	Total Pharmacy	6,302,921	5,610,408	692,513	
3,222,110	2,915,325	306,785	10.5%	Total Operating Revenue	11,654,554	11,661,301	(6,747)	
						(6,747)	-0.1%	

PARTNERSHIP HEALTH CENTER
DRAFT STATEMENT OF NET POSITION
As of October 31, 2024

10/31/2024

ASSETS

Current Assets:

Cash & Cash Equivalents	24,725,201
Clinical Accounts Receivable, gross	3,262,733
Allowance for Uncollectible Clinical	
Clinical Accounts Receivable, net	
Pharmacy Accounts Receivable, gross	1,097,937
Allowance for Uncollectible Pharmacy	(14,517)
Pharmacy Accounts Receivable, net	1,083,420
Other Receivables	
340B Inventory	351,692
Medicaid Inventory	712,512
Inventory (Pharmacy)	1,064,204
Prepaid Expenses	
Total Current Assets	30,135,558

Capital Assets:

Nondepreciable Capital Assets	617,414
Depreciable Capital Assets, Net of Accumulated Depreciation	11,106,964
Right-of-use subscription asset, net of accumulated amortization	
Right-of-use lease asset, net of accumulated amortization	838,254
TOTAL ASSETS	42,698,191

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	314,047
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	172,896
Total Current Liabilities	2,245,519

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	655,358
Postemployment Benefits	1,574,528
Net Pension Liability	18,431,297
Total Long-Term Liabilities	21,671,183
TOTAL LIABILITIES	23,916,703

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	21,353,905

*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 October 2024

	ACTUAL MTD	MTD BUDGET	ACTUAL YTD	YTD BUDGET	2025 Annual BUDGET	Accrual AUDITED 2023	Accrual AUDITED 2022
OPERATING REVENUE							
Charges for Services	3,222,110	2,915,325	11,654,554	11,661,301	34,983,902	33,717,396	31,060,515
Operating Revenue	3,222,110	2,915,325	11,654,554	11,661,301	34,983,902	33,717,396	31,060,515
On-Behalf Revenue-Pensions						571,772	1,154,677
Total Operating Revenue	3,222,110	2,915,325	11,654,554	11,661,301	34,983,902	34,289,168	32,215,192
OPERATING EXPENSES							
Personnel	2,500,784	2,379,362	9,491,241	9,517,447	28,552,341	27,242,968	23,020,764
Other Operating Expenses- Clothing	500	2,125	14,208	8,500	25,500		
Other Operating Expenses- Supplies	1,152,304	1,284,734	4,805,300	5,138,935	15,416,804		
Other Operating Expenses- Purchased Services	685,721	374,136	1,620,249	1,496,544	4,489,633		
Other Operating Expenses						17,695,462	15,615,712
Depreciation	62,562	62,562	250,247	250,247	750,742	596,004	648,113
Operating Expenses	4,401,870	4,102,918	16,181,245	16,411,673	49,235,020	45,534,434	39,284,589
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	4,401,870	4,102,918	16,181,245	16,411,673	49,235,020	45,534,434	39,284,589
Operating Loss	(1,179,761)	(1,187,593)	(4,526,691)	(4,750,373)	(14,251,118)	(11,245,266)	(7,069,397)
NON-OPERATING REVENUE (EXPENSE)							
Intergovernmental Revenue	977,144	520,616	2,900,448	2,082,466	6,247,397	10,206,566	9,717,122
Private/Local Grants and Donations	389,027	127,730	964,947	510,918	1,532,754	279,018	471,287
Miscellaneous Revenue	9,231	288,677	34,270	1,154,708	3,464,123	173,199	239,147
Investment Earnings	-	7,500	14,167	30,000	90,000	84,574	8,418
Interest Expense	(7,417)	(7,417)	(29,667)	(29,667)	(89,000)	(45,813)	(51,438)
Loss on Disposal of Assets						(343,452)	
Total Non-Operating Revenue (Expense)	1,375,402	944,523	3,913,832	3,778,091	11,334,274	10,354,092	10,384,536
Change in Net Position	195,641	(243,070)	(612,859)	(972,281)	(2,916,844)	(891,174)	3,315,139
Net Position, Beginning of Year			26,387,715	26,387,715	26,387,715	27,278,889	23,963,750
Net Position, End of Period			25,774,856	25,415,434	23,470,871	26,387,715	27,278,889

Total Budgeted Non-Operating Revenue: \$11,334,274

Total Unsecured, budgeted Grant Revenue: \$1,729,189, 15.26%

Non-Operating Revenue: Grants applied for, unsecured in the budget	Expected to hear by:	Budgetary impact	
● Award short by \$99,320 CAF \$34,320 funded, \$133,640 budgeted	Undersecured	(99,320)	
● \$374,819 SAMHSA System of Care (primarily subcontracted)	10/1/2024		awarded, determining PHC benefit vs. pass through amount
● \$350,000 Otto Bremer	Not awarded	(350,000)	
● \$36,000 UDS Plus	Oversecured	2,802	
● \$167,050 HRSA BH Expansion	Oversecured	432,950	\$600,000 awarded period: 9/1/24-8/31/2025
● \$546,000 OMH - Trinity	Not awarded	(546,000)	Not awarded
● \$150,000 DPHHS County & Tribal Matching	Undersecured	(52,503)	Awarded \$97,497
	Total	(612,071)	

Non-Operating Revenue: Grants applied for, unsecured not in the budget	Expected to hear by:	Budgetary impact
● \$500,000 HRSA Expanded Hours, Dec '24-Nov'26 Submitted	Unclear	
● \$650,000 annually HRSA New Acces Point, June.'25-May '26	Unclear	
● \$375,000 annually SAMHSA Strategic Prevention, 5 yrs	Unclear	
● \$231,494 Crisis Diversion July'24-June'27 Submitted	Unclear	Covers 2 FTE existing, remaining is pass through expenses

Lean Process Improvements:

- Sept. '24, Kaizen event Clinical team model

Operational Changes:

- Aug. '24 | Pharmacy Software upgrade, expected more efficient operations
- Sept. '24 | Billing: engage PioneerRx for payment recon.
- Sept. '24-ongoing | Billing: Insurance Discovery service, expected revenue recapture
- Oct. '24 | Pharmacy Buying Group & PSAO, expected \$400,000 cost savings over 1 yr

Partnership Health Center
Draft Statement of Revenues, Expenses, and Other Changes in Assets
Period Ending October 31, 2024

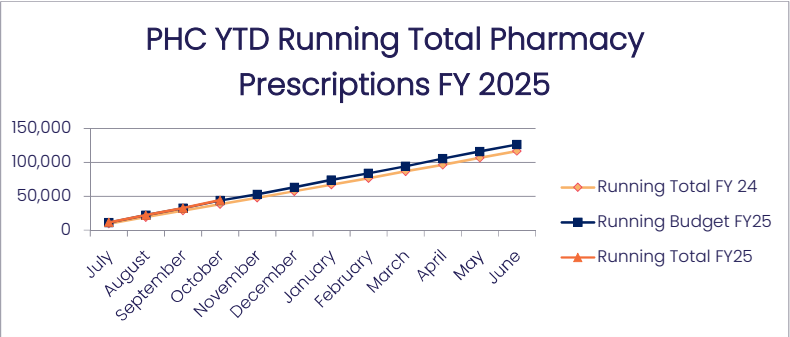
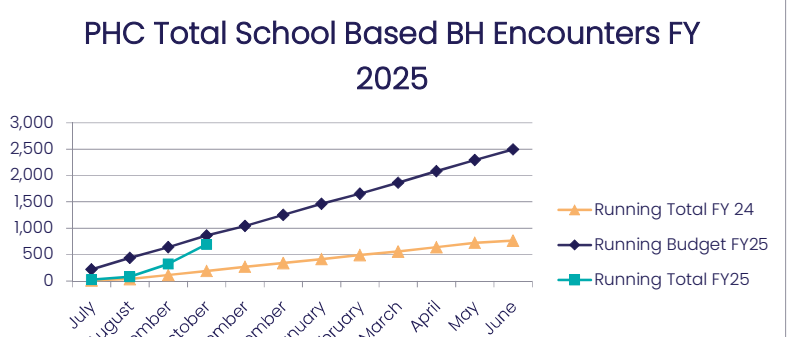
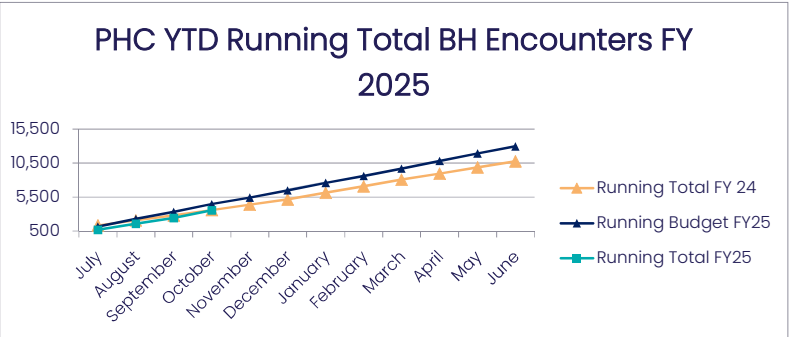
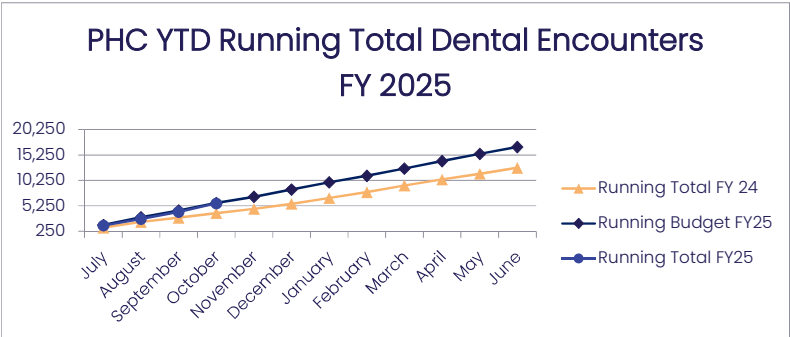
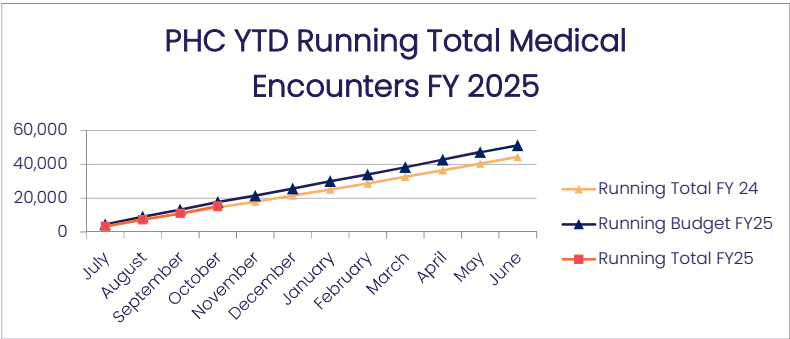
Fiscal Year 2025 Month				
Total Accrual 31-Oct-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
OPERATING REVENUE				
NET REVENUE				
				Clinical
163,606	35,578	128,028	359.9%	Patient
933,989	948,270	(14,282)	-1.5%	Medicaid
175,455	162,190	13,265	8.2%	Medicare
330,575	318,351	12,224	3.8%	Private Insurance
36,732	48,333	(11,602)	-24.0%	Value Based Care
1,640,356	1,512,723	127,632	8.4%	Total Clinical Revenue
				Pharmacy
65,157	75,389	(10,233)	-13.6%	Patient
594,941	548,564	46,377	8.5%	Medicaid
-	-	-		Medicare
921,657	778,649	143,008	18.4%	Private Insurance
1,581,754	1,402,602	179,152	12.8%	Total Pharmacy
3,222,110	2,915,325	306,785	10.5%	Total Operating Revenue
NON-OPERATING REVENUE				
481,476	443,692	37,784	8.5%	Federal (Direct)
135,172	57,231	77,941	136.2%	Federal Pass-Through
260,537	65,903	194,634	295.3%	State (Direct)
-	11,137	(11,137)	-100.0%	State Pass-Through
1,706	25,000	(23,294)	-93.2%	Contributions & Donations
-	-	-		Private Foundation/Organization
3,378	282,824	(279,446)	-98.8%	Other
432,595	-	432,595		Coronavirus Relief Funds
-	7,500	(7,500)	-100.0%	Interest Income
5,853	5,853	(0)	0.0%	Rental Income (Residency (Qtrly))
54,685	45,383	9,302	20.5%	Residency Program (Qtrly)
1,375,402	944,523	430,879	45.6%	Total Grants, Donations and Other Support
4,597,512	3,859,848	737,664	19.1%	TOTAL REVENUE
OPERATING EXPENSES				
PERSONNEL				
1,867,006	1,774,074	92,932	5.2%	Salaries, Wages
2,542	2,458	84	3.4%	EAP
631,236	602,830	28,406	4.7%	Benefits
2,500,784	2,379,362	121,422	5.1%	Salaries, Wages & Benefits
500	2,125	(1,625)	-76.5%	Clothing Allowance
1,152,304	1,284,734	(132,430)	-10.3%	SUPPLIES
1,596	2,667	(1,071)	-40.1%	Pharmacy
6,495	9,312	(2,817)	-30.3%	Office
66,004	117,630	(51,627)	-43.9%	Computer
1,885	26,528	(24,644)	-92.9%	Clinic
2,756	3,746	(990)	-26.4%	Janitorial
(100)	9,829	(9,929)	-101.0%	Equipment - Non-Capital
27,956	19,030	8,926	46.9%	Dental Supplies/Lab
1,045,712	1,029,093	16,619	1.6%	Prescription Drugs
-	66,898	(66,898)	-100.0%	Vaccines
748,283	436,698	311,585	71.4%	PURCHASED SERVICES
9,742	10,695	(953)	-8.9%	Postage
1,131	2,121	(991)	-46.7%	Printing/Litho
1,353	4,235	(2,882)	-68.1%	Transportation - Patient
945	11,190	(10,245)	-91.6%	Outreach
1,002	2,093	(1,091)	-52.1%	Books/Resource/Subscription
-	3,623	(3,623)	-100.0%	Dues & Memberships
-	-	-		Transcription
387	521	(133)	-25.6%	Recruitment
10,992	14,361	(3,369)	-23.5%	Utilities
1,936	1,773	163	9.2%	Garbage Collection
4,959	15,369	(10,410)	-67.7%	Phone
699	1,708	(1,010)	-59.1%	Dental Provider Services
46,516	52,508	(5,992)	-11.4%	Provider Services
1,144	3,750	(2,606)	-69.5%	Audit Fees
5,306	5,232	74	1.4%	Legal Services/Accounting
514,043	129,852	384,190	295.9%	Contracted Services
23,593	21,941	1,652	7.5%	Equipment Repair & Maintenance

Fiscal Year 2025 Month				
Total Accrual 31-Oct-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
244	1,150	(906)	-78.8%	Mileage - Personal Vehicle
1,633	2,058	(425)	-20.7%	Meals/Lodging/Incidentals
7,000	18,290	(11,290)	-61.7%	Continuing Education
3,727	14,868	(11,141)	-74.9%	Training/Tuition/Registration Fees
12,949	20,575	(7,626)	-37.1%	Lab Services
2,368	3,224	(856)	-26.5%	Waste Disposal
22,840	22,862	(22)	-0.1%	Rent
-	-	-	-	Amortization of Right of Use Lease
3,349	-	3,349	-	Subscription Lease
445	2,719	(2,274)	-83.6%	Professional Licenses & Dues
7,417	7,417	-	0.0%	Interest
-	-	-	-	Paying Agent Fee
62,562	62,562	-	0.0%	Depreciation
4,401,870	4,102,918	298,952	7.3%	TOTAL OPERATING EXPENSES
195,641	(243,070)	438,712	-180.5%	NET INCOME (LOSS)
				DEBT SERVICE
11,667	11,667	-	0.0%	Principal
7,417	7,417	-	0.0%	Interest
-	-	-	-	Paying Agent Fee
				OTHER
-	-	-	-	Transfers
50,377	-	50,377	-	Capital Building and Constructions
132,972	-	132,972	-	Capital Equipment
4,534,324	4,052,023	482,301	11.9%	CASH PRESENTATION EXPENSES
63,187	(192,175)	255,362	-132.9%	CASH PRESENTATION NET INCOME

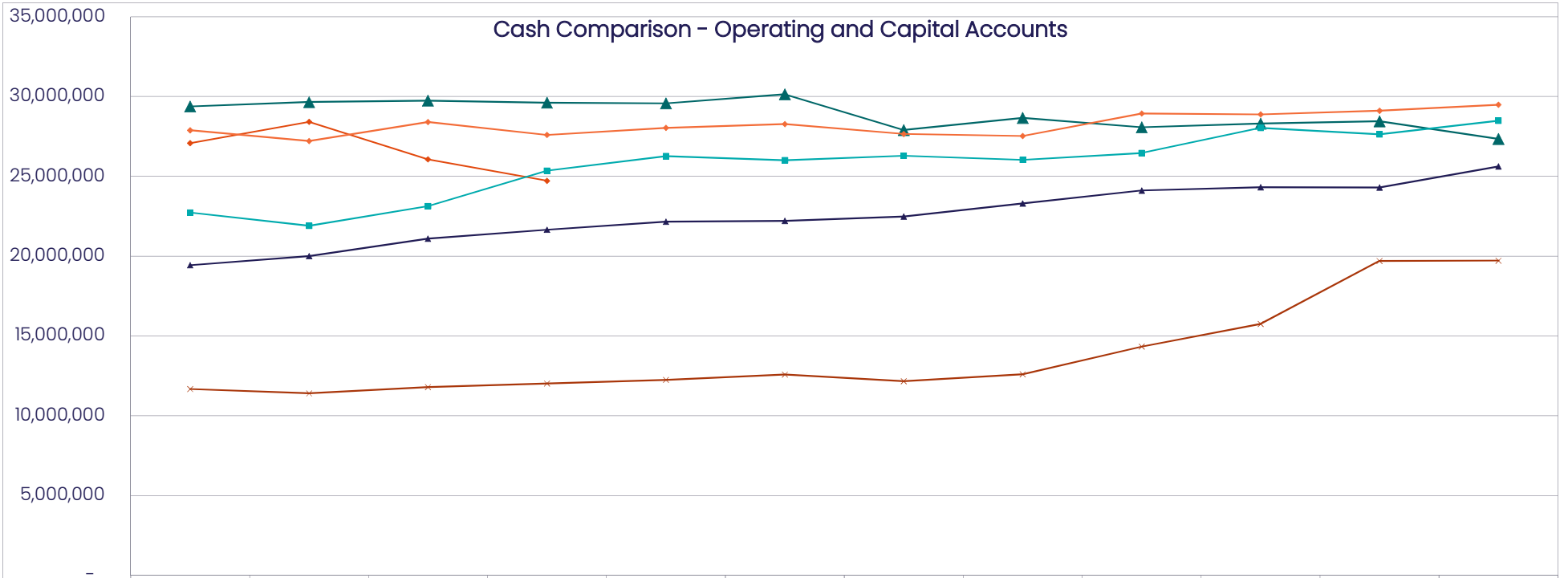
Partnership Health Center
Draft Statement of Revenues, Expenses, and Other Changes in Assets
Period Ending October 31, 2024

	Fiscal Year 2025 Year To Date				2024 YTD Comparison
	Total ACCRUAL 31-Oct-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 31-Oct-23
OPERATING REVENUE					
NET REVENUE					
Clinical					
Patient	596,006	142,312	453,694	318.8%	600,177
Medicaid	3,020,077	3,793,082	(773,005)	-20.4%	3,217,223
Medicare	563,631	648,761	(85,130)	-13.1%	529,576
Private Insurance	1,047,131	1,273,405	(226,274)	-17.8%	835,959
Value Based Care	124,789	193,333	(68,544)	-35.5%	144,432
Total Clinical Revenue	5,351,633	6,050,893	(699,260)	-11.6%	5,327,366
Pharmacy					
Patient	303,265	301,557	1,708	0.6%	287,368
Medicaid	2,253,270	2,194,256	59,014	2.7%	2,050,849
Medicare	-	-	-	-	-
Private Insurance	3,746,386	3,114,595	631,791	20.3%	3,122,921
Total Pharmacy	6,302,921	5,610,408	692,513	12.3%	5,461,138
Total Operating Revenue	11,654,554	11,661,301	(6,747)	-0.1%	10,788,504
NON-OPERATING REVENUE					
Federal (Direct)	1,883,744	1,774,766	108,978	6.1%	1,811,003
Federal Pass-Through	423,591	228,925	194,667	85.0%	423,391
State (Direct)	464,321	263,613	200,707	76.1%	64,454
State Pass-Through	40,000	44,547	(4,547)	-10.2%	172,254
Contributions & Donations	1,706	100,000	(98,294)	-98.3%	2,388
Private Foundation/Organization	56,256	-	56,256	-	37,500
Other	16,706	1,131,294	(1,114,588)	-98.5%	39,231
Coronavirus Relief Funds	861,993	-	861,993	-	265,820
Interest Income	14,167	30,000	(15,833)	-52.8%	29,451
Rental Income (Residency (Qtrly))	17,564	23,414	(5,850)	-25.0%	23,417
Residency Program (Qtrly)	133,784	181,533	(47,749)	-26.3%	174,087
Total Grants, Donations and Other Support	3,913,832	3,778,091	135,741	3.6%	3,042,997
TOTAL REVENUE	15,568,386	15,439,392	128,994	0.8%	13,831,501
OPERATING EXPENSES					
PERSONNEL					
Salaries, Wages	7,079,179	7,096,295	(17,116)	-0.2%	6,408,282
EAP	8,971	9,831	(860)	-8.7%	8,198
Benefits	2,403,091	2,411,321	(8,230)	-0.3%	2,134,495
Salaries, Wages & Benefits	9,491,241	9,517,447	(26,206)	-0.3%	8,550,975
Clothing Allowance	14,208	8,500	5,708	67.2%	15,000
SUPPLIES					
Pharmacy	11,416	10,667	749	7.0%	9,827
Office	30,617	37,248	(6,631)	-17.8%	23,399
Computer	210,931	470,522	(259,591)	-55.2%	276,536
Clinic	55,656	106,114	(50,458)	-47.6%	100,500
Janitorial	11,084	14,984	(3,900)	-26.0%	8,806
Equipment - Non-Capital	37,022	39,316	(2,294)	-5.8%	7,125
Dental Supplies/Lab	74,511	76,121	(1,610)	-2.1%	45,813
Prescription Drugs	4,206,456	4,116,372	90,084	2.2%	3,773,911
Vaccines	167,608	267,593	(99,985)	-37.4%	202,666
PURCHASED SERVICES					
Postage	40,810	42,782	(1,972)	-4.6%	28,466
Printing/Litho	3,801	8,485	(4,684)	-55.2%	4,746
Transportation - Patient	12,579	16,940	(4,361)	-25.7%	17,339
Outreach	17,786	44,761	(26,975)	-60.3%	14,324
Books/Resource/Subscription	3,215	8,372	(5,158)	-61.6%	2,539
Dues & Memberships	676	14,493	(13,817)	-95.3%	25,359
Transcription	-	-	-	-	-
Recruitment	387	2,083	(1,696)	-81.4%	59
Utilities	42,359	57,445	(15,087)	-26.3%	47,425
Garbage Collection	6,862	7,092	(230)	-3.2%	6,027
Phone	41,156	61,476	(20,321)	-33.1%	48,332
Dental Provider Services	3,476	6,833	(3,358)	-49.1%	3,236
Provider Services	129,340	210,031	(80,691)	-38.4%	185,278
Audit Fees	1,144	15,000	(13,856)	-92.4%	-
Legal Services/Accounting	21,596	20,929	667	3.2%	12,518
Contracted Services	933,895	519,410	414,485	79.8%	528,462
Equipment Repair & Maintenance	70,020	87,762	(17,742)	-20.2%	56,539
Mileage - Personal Vehicle	3,460	4,599	(1,139)	-24.8%	2,506
Meals/Lodging/Incidentals	7,479	8,233	(754)	-9.2%	5,441
Continuing Education	9,727	73,158	(63,432)	-86.7%	10,977
Training/Tuition/Registration Fees	23,749	59,473	(35,723)	-60.1%	26,246
Lab Services	66,194	82,301	(16,107)	-19.6%	84,117
Waste Disposal	6,321	12,895	(6,575)	-51.0%	8,101
Rent	75,586	91,447	(15,860)	-17.3%	41,413

	Fiscal Year 2025 Year To Date				2024 YTD Comparison
	Total ACCRUAL 31-Oct-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 31-Oct-23
Amortization of Right of Use Lease	44,619	-	44,619		-
Subscription Lease	22,406	-	22,406		-
Professional Licenses & Dues	1,939	10,875	(8,936)	-82.2%	2,044
Interest	29,667	29,667	-	0.0%	9,241
Paying Agent Fee	-	-	-		-
Depreciation	250,247	250,247	-	0.0%	247,745
TOTAL OPERATING EXPENSES	16,181,245	16,411,673	(230,428)	-1.4%	14,433,036
NET INCOME (LOSS)	(612,859)	(972,281)	359,422	-37.0%	(601,535)
DEBT SERVICE					
Principal	46,667	46,667	-	0.0%	45,000
Interest	29,667	29,667	-	0.0%	9,241
Paying Agent Fee	-	-	-		-
OTHER					
Transfers	-	-	-		-
Capital Building and Constructions	78,889	-	78,889		7,736
Capital Equipment	187,823	-	187,823		53,770
CASH PRESENTATION EXPENSES	16,244,376	16,208,093	36,283	0.2%	14,291,797
CASH PRESENTATION NET INCOME	(675,990)	(768,701)	92,711	-12.1%	(460,296)



Cash Comparison - Operating and Capital Accounts



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
FY25	27,075,793	28,413,414	26,068,426	24,725,201								
FY24	29,374,346	29,655,524	29,748,865	29,616,069	29,571,965	30,140,000	27,898,360	28,667,531	28,073,462	28,302,966	28,449,232	27,342,850
FY23	27,886,561	27,212,271	28,404,091	27,591,212	28,040,127	28,279,762	27,653,162	27,528,264	28,941,518	28,882,373	29,107,308	29,485,042
FY22	22,735,227	21,905,116	23,132,695	25,353,719	26,261,958	26,008,429	26,289,298	26,033,636	26,459,975	28,037,165	27,628,992	28,490,161
FY21	19,430,591	20,003,731	21,098,059	21,653,732	22,158,072	22,214,606	22,485,130	23,298,065	24,115,207	24,320,941	24,299,174	25,621,503
FY20	11,676,785	11,404,483	11,795,854	12,016,626	12,253,310	12,588,087	12,162,207	12,602,731	14,332,403	15,757,532	19,701,351	19,718,991



PHC PARTNERSHIP HEALTH CENTER

Fiscal Year 2025 Capital Report

October 2024	Dept	Grant Funded	Cost	Budget	Totals	Timeline
Creamery Building	Facility	Chiller replacement	22,621	541,650		
C8E Funded Renovation of Alder Building	Facility	Architecture fees, chiller work	91,091	-		
Freighthouse E.W. paint, carpet, improvements	Facility	Tenant Improvement Dollars		57,780		As Needed
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		
Facilities			113,712		1,617,244	
Twelve O'Clock Cabinets to Rooms 7 & 8	PHC Dental		(6,966)	35,000		
Replace aging xray head @ Creamery	PHC Dental			5,000		
Midmark Steam Sterilizer M11 to replace aging equipment Creamery	PHC Dental			7,000		
Pano (2-D, external BW feature only) Lowell	PHC Dental			25,000		
Dental			(6,966)		72,000	
Badge System Upgrade	IT			78,000		June 2024
Conference Room Technology	IT			-		
Electronic check in kiosks	IT			-		
Information Technology				-	78,000	
Exam tables	Medical		132,972	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	20,000		
Laboratory Shelves	Medical		6,994			
Medical			159,966		273,000	
Finance Software	Administration			300,000		
					300,000	
Capital Payments Year to Date			266,712		2,340,244	



Partnership Health Center

Board of Directors' Monthly Meeting

PHC Pre-Meeting Session 11:40a.m. – Medical Team Revolution with Cris Fleming

AGENDA

November 22, 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 |
| | <ul style="list-style-type: none"> • Board Member Conflict of Interest Disclosures* • Board Officers: Nominations listed below (<i>Motion proposed to accept nominations</i>) <ul style="list-style-type: none"> ○ Kathleen Walters – Chair ○ John Crawford – Vice Chair ○ Joe Melvin – Treasurer ○ Suzette Baker – Secretary ○ Jil Dunn - Secretary | |
| V. | Committee updates | 12:25 |
| | <ul style="list-style-type: none"> • Executive/Finance Committee (EFC) | |
| VI. | Topics requiring Motions/Discussion | 12:35 |
| | <ul style="list-style-type: none"> • Financial Policy Review* <ul style="list-style-type: none"> ○ Federal 330 Grant: 2024-2025 Budget* (<i>Motion requested to approve/submit</i>) | |
| VII. | Chief Executive Officer (CEO) Presentation: (<i>Motion proposed to accept presentations</i>) | 1:10 |
| | <ul style="list-style-type: none"> • 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 |
| | <ul style="list-style-type: none"> • Other Reports/Info <ul style="list-style-type: none"> ○ Fully Executed Contracts* • Board of Directors' – Full and Committee Minutes/Reports <ul style="list-style-type: none"> ○ Board of Directors' 10/25/24 Meeting Minutes <i>Approval*</i> ○ Executive/Finance Committee 10/16/24 Minutes Review* ○ Personnel Committee 10/29/2024 & 11/15/24 Minutes Review* ○ Credentialing Committee 10/2024 Minutes Review* | |
| X. | Next Board Meeting date: December 20, 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, Q̓íispé, 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.

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>10/25/2024</i>
<i>November</i>	<i>11/22/2024</i>
<i>December</i>	<i>12/20/2024</i>

2025 Monthly Board Meeting Dates:

<i>January</i>	<i>01/31/2025</i> <i>¾ day retreat</i>
<i>February</i>	<i>02/28/2025</i>
<i>March</i>	<i>03/28/2025</i>
<i>April</i>	<i>04/25/2025</i>
<i>May</i>	<i>05/30/2025</i>
<i>June</i>	<i>06/27/2025</i>
<i>July</i>	<i>07/25/2025</i>

<i>August</i>	<i>08/29/2025</i>
<i>September</i>	<i>09/26/2025</i>
<i>October</i>	<i>10/31/2025</i>
<i>November</i>	<i>11/28/2025 reschedule due to holiday?</i>
<i>December</i>	<i>12/26/2025 Reschedule due to holiday?</i>