


**PHC PARTNERSHIP HEALTH CENTER**  
**EXECUTIVE/FINANCE COMMITTEE MEETING AGENDA**

Wednesday, December 18, 2024  
 10:30 a.m. to 12:00 p.m.

**PHC CREAMERY BASEMENT 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

<b><u>TOPIC</u></b>	<b><u>ESTIMATED TIME</u></b>
I. Call to Order	10:30 a.m.
II. Public Comments	10:35 a.m.
III. <a href="#">Executive/Finance Committee Meeting Minutes of November 20, 2024*</a>	10:45 a.m.
IV. November Financial Statements*	11:25 a.m.
a. Policy Review	
i. Federal Grant Drawdown	
ii. Hours of Operation POP	
V. CEO/Leadership Update	11:45 a.m.
VI. Old Business	As needed
VII. Additions	As needed
VIII. <a href="#">Agenda for December 20, 2024 Board of Directors Meeting*</a>	11:55 a.m.
IX. Next Committee Meeting: <b>January 22, 2025</b>	
X. Adjournment	12:00 p.m.

**2025 Meeting Dates:** (Action items are in blue)

\* indicates attachment

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

**Committee packet copies available to the Public upon request.** Contact email: [walkerb@phc.missoula.mt.us](mailto:walkerb@phc.missoula.mt.us)



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

November 20, 2024

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

**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)  
Becca Goe, Chief Innovations Officer (CINNO)  
**Skye McGinty, Chief Diversity and Equity Officer (CDEO)**

Brianne Walker, Recording Secretary  
Dorothy Moran, Executive Assistant

\*Virtual

ISSUE	DISCUSSION	ACTION
<p><b>CALL TO ORDER</b></p> <p><b>PUBLIC COMMENTS</b></p> <p><b>MINUTES</b></p> <p><b>CFO REPORT</b></p>	<p>The meeting was called to order by Kathleen Walters, Chair, at 10:43 a.m.</p> <p>Kathleen Walters called for public comments: None heard.</p> <p>All Committee members received a copy of the <a href="#">October Executive/Finance Committee Meeting Minutes</a> for review.</p> <p>Bryan Chalmers distributed the <a href="#">October financial statement</a> to all committee members (see attached) and reported the following:</p> <ul style="list-style-type: none"> <li>• October is month four of the fiscal year.</li> <li>• <u>Net income loss</u>: \$972 budgeted; actual \$612k.</li> <li>• <u>Cost per encounter</u>: Displayed and reviewed. The goal is for the actual to decrease over time.</li> <li>• <u>Accounts Receivable</u>: lower than budgeted; claims are still being submitted via paper. Plan to wait for Epic implementation to transition back to electronic.</li> <li>• <u>Volume Indicators</u>: School based encounters are doing well. Total encounters at -14.3%. Pharmacy has increased 1.6% - this is an improvement compared to prior years but not at</li> </ul>	<p>*It was moved, seconded (John Crawford/Joe Melvin) &amp; carried to approve the EFC Meeting Minutes of October 16, 2024 as presented. The vote was unanimous.</p>

**FEDERAL 330  
BUDGET**

goal. Clinical Pharmacy is reduced due to covering for staff being out. Behavioral Health is less than prior year and is being addressed.

- Payor mix: Goal is to increase from 33% to 38%.
  - Jilayne Dunn inquired if the “self-pay” is actual payments received or includes payments being written off. Bryan Chalmers reported this is being actively cleaned up to define self-pay as never having had insurance. Private pay is defined as having commercial insurance with a co-insurance left over as a balance. Self-pay includes patients on the slide. It does not include bad debt.
- Service line: Medical, Dental, Pharmacy and School Based are ahead of budgeted. Behavioral Health is behind. Total patients listed as self-pay is 21% which is 4.62% of cash reimbursement. Medicare is 18% of the Payor Mix but only 2.9% of actual cash received.
- Operating loss: PHC operates at a loss. 2022 was \$7 million; 2023 was \$11.2 million; budget for 2025 was \$14 million.
- Change in Net Position: Reviewed
- Month to date:
  - Salaries: exceeded at \$121k, the hope was not to hit this number until January or February 2025.
  - Supplies: in budget
  - Net income loss: budgeted loss of \$243k; actual was a positive \$195k
- Year to date:
  - Fee revenue: \$6700 off budget
  - Salaries: at budget; there is a lot of work around consolidating positions and role clarity. Should see the impacts of this work throughout the year. Jilayne Dunn asked if this is impacting the morale of staff. Lara Salazar advised morale is being impacted by a number of things including all of the impending changes but the goal is to avoid layoffs.
  - Supplies and purchased services are being monitored closely.

Bryan Chalmers distributed the Federal 330 Budget proposal to all committee members (see attached) and reported the following:

- Due by December 6, 2024 so must have full Board approval at November meeting.
- The request is for approval with rounding flexibility and ability to make nominal changes.
- Encounter budget: has providers listed individually and a specific encounter amount attached to each one. Not quite to industry standard. Historical encounters and estimates displayed back to 2018.

- Grants: the Budget only lists secured grants instead of all grants applied for.
  - HIV Prevention Grant: May not apply for. The overhead to work the grant is more than the actual grant award.
  - Local Partners: decreased from \$133k to \$8500; this has to do with how PHC secures grants and amount could increase.
  - Review of other grants that may not continue discussed.
- Salaries: All employees listed by position, hours hired for and dollar amount. Fringe benefits applied at 0.34; vacancy rate is 4.6%. Reduction in salaries will hopefully be done through attrition. Team is working with the Union through negotiations to get all employees to a living wage.
- Computer: presented at \$1.4 million in FY2025; originally presented \$1.8 million for 2026 but was able to reduce by 10% to \$1.6 million.
- Prescription drugs: volume driven based off encounters.
- Postage: driven by the work in the pharmacy mostly.
- Provider services: relationship between PHC and the residency.
- Contracted services: reduced by 10%.
- Continuing Education: bound by contract.
- Training and Tuition: remains the same but could be reduced potentially.
- Lab services: based off volume.
- Rent: contract based.
- Net Income Loss: \$4.8 million – this is what will be submitted to the Board for approval.
  - There are two grants not included – the NAP (New Access Point) and Expanded Hours – rough benefit of these would be 62% and 80% respectively. If NAP is awarded, loss would be starting at \$4.442. Expanded Hours would have us starting at \$4.445. If PHC is awarded both grants, starting loss would be \$4.0 million.
  - Drivers of this loss include (1) inflation, (2) loss of Covid dollars and (3) Medicaid redetermination.

PHC has a conservative policy of having 120 days cash on hand which provides time to work through budget issues and right side the loss. There is a contingency plan in place if this is unattainable.

<p><b>OFFICER NOMINATIONS</b></p>	<p>Board Officers: Nomination slate discussed. Suzette Baker withdrew nomination. As of this day, no other trustees submitted their names or the names of other Board members to serve as officers. Unless other names are presented, the slate will be proposed as follows:</p> <ul style="list-style-type: none"> <li>• Chair: Kathleen Walters</li> <li>• Vice-Chair: John Crawford</li> <li>• Treasurer: Jilayne Dunn</li> <li>• Secretary: Joe Melvin</li> </ul>	
<p><b>NEXT BOARD AGENDA</b></p>	<p>The <a href="#">draft agenda</a> for the Friday, November 22, 2024, Board Meeting was reviewed.</p>	
<p><b>NEXT MEETING</b></p>	<p>The next Executive/Finance Committee meeting will be December 18, 2024.</p>	
<p><b>ADJOURNMENT</b></p>	<p>The meeting was adjourned at 12:09 pm.</p> <p>Respectfully submitted,</p>	
<p>* Indicates motions made and accepted.</p>	<p>_____ Jilayne Dunn, Board Secretary</p> <p>_____ Brienne Walker, Recording Secretary</p>	<p>*It was moved, seconded (Jil Dunn/John Crawford) &amp; carried to approve the November Board Meeting Agenda as revised. The vote was unanimous.</p>



# **FINANCIAL REPORT DRAFT**



# INDEX

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Monthly Overview

Key Talking Points

Key Indicators

Revenue Mix

Revenue Adjustments

Statement of Net Position as of Nov. 30, 2024

Audit Formatted Financial Statement Nov. 2024

Detail MTD Financial Statement Nov. 2024

Detail YTD Financial Statement Nov. 2024

Encounter Graphs

Cash Report

Capital Fund Report

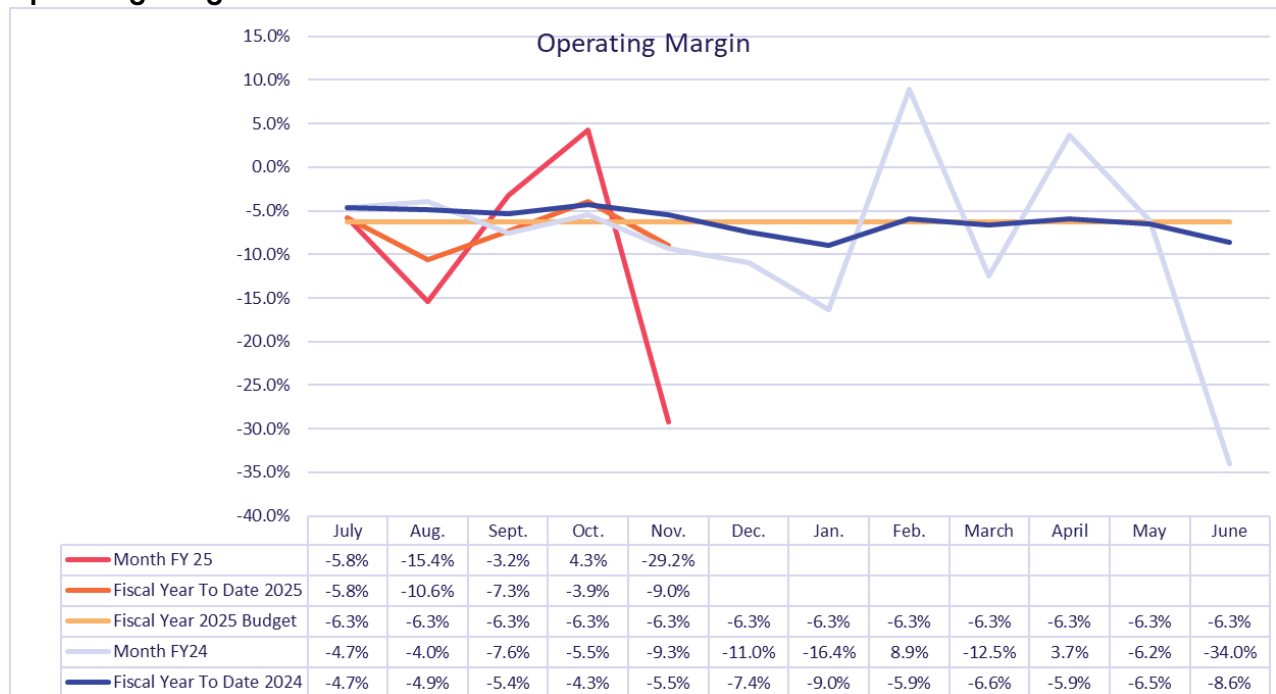
# Monthly Finance Overview

## November Year to Date 2024

### YTD (Year to date) Financial Position:

	Actual YTD	Budget	Variance	Variance %
<b>REVENUE</b>				
Total Operating Revenue	14,242,741	14,576,626	(333,885)	-2.3%
Total Non-Operating Revenue	4,704,941	4,722,614	(17,674)	-0.4%
<b>TOTAL REVENUE</b>	<b>18,947,681</b>	<b>19,299,240</b>	<b>(351,559)</b>	<b>-1.8%</b>
<b>EXPENSE</b>				
Personnel	11,884,137	11,907,434	(23,296)	-0.2%
Supplies	6,241,521	6,423,668	(182,147)	-2.8%
Purchased Services	2,522,014	2,183,490	338,524	15.5%
Depreciation	312,809	312,809	-	0.0%
<b>TOTAL EXPENSES</b>	<b>20,647,672</b>	<b>20,514,592</b>	<b>133,081</b>	<b>0.6%</b>
<b>NET INCOME/(LOSS)</b>	<b>(1,699,991)</b>	<b>(1,215,352)</b>	<b>(484,639)</b>	<b>39.9%</b>
<b>Net Margin</b>	<b>-9.0%</b>	<b>-6.3%</b>		

### Operating Margin:





**Cost Per Encounter:**

Drill Down Measure  
**Cost Per Encounter**

Medicaid APM Rate for 2024: \$342.10

	FY 24 Q4	FY25 Q1	Oct. YTD	Nov. YTD	Budget YTD
Medical	373	413	418.62	430.84	380.91
Dental	331	333	333.69	347.49	340.72
Behavioral Health	398	485	451.60	523.17	405.18
School Based Health	463	1,143	754.52	656.74	391.26
Total Clinical	370	418	413.30	432.73	377.22
Pharmacy	125	130	126.72	132.62	130.84

Calculations include overhead allocation.  
All expenses are included, including depreciation.

**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

Prescription Drugs:

Mirrors increase in volume.

Vaccine:

Dependent on timing of County approving PHC journal entry request.

Contracted Services:

Missoula Fire Department payment of \$260,536.91 for pass through grant. Master planning architecture fees \$41,643.25.

**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:

Increase prescription volume above expectations. 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. Missoula Fire Department payment of \$260,536.91 for pass through grant. Master planning architecture fees \$41,643.25.

## Key Talking Points

Nov-24

### Key Utilization

Total Encounters Month to Date (MTD) are 5,537 with a Budget of 6,246.  
Year to Date (YTD) total is 31,108 and the Budget is 36,090 for a % variance of -13.8.  
The prior YTD total was 28,915. Year to Date and Prior Year ratio 109.8%.

Total Medical Encounters MTD are 3,235 with a Budget of 3,698.  
YTD total is 18,394 and the Budget is 21,369 for a % variance of -13.9.  
The prior YTD total was 18,053. Year to Date and Prior Year ratio 103.8%.

Total Behavioral Health Encounters MTD are 797 with a Budget of 951.  
YTD Total is 4,358 and the Budget is 5,494 for a % variance of -20.7.  
The prior YTD total was 4,596 Year to Date and Prior Year ratio 95.9%.

Total School Based Behavioral Health Encounters MTD are 306 with a Budget of 271.  
YTD Total is 1,002 and the Budget is 1,563 for a % variance of -35.9.  
The prior YTD total was 318 Year to Date and Prior Year ratio 325.2%.

Total Dental Encounters MTD are 1,100 with a Budget of 1,217.  
YTD Total is 6,837 and the Budget is 7,034 for a % variance of -2.8.  
The prior YTD total was 5,349 Year to Date and Prior Year ratio 133.3%.

Pharmacy Prescriptions Filled MTD are 9,893 with a Budget of 9,128.  
YTD Total is 54,187 and the Budget is 52,741 for a % variance of 2.7.  
The prior YTD total was 50,170 Year to Date and Prior Year ratio 110.3%.

### Balance Sheet

Consolidated Days Cash on Hand is 193.7 days calculating available cash and investments of \$24.97m.  
Operating cash is \$22.44m for 174.1 days, and the capital fund is \$2.52m for 19.6 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 \$3,315,020.  
Clinical AR is presented gross and does not include an adjustment for assessment of collectability.  
Days in Pharmacy Accounts Receivable are 13, and the current receivable balance is 997,871  
Pharmacy AR is presented net of an allowance for uncollectible patient accounts.

### Revenue and Expense

Fee Revenue for the month totaled \$2.59m with a Budget of \$2.92m for a % variance of -11.2%.

YTD Fee Revenue is \$14.24m with a Budget of \$14.58m for a % variance of -2.3%.  
The prior YTD revenue was \$13.58m for a % variance of 4.9%.

Total Revenue for the month is \$3.37m with a Budget of \$3.86m for a % variance of -12.6%.

YTD Total Revenue is \$18.95m with a Budget of \$19.3m for a % variance of -1.8%.

Expenses for the month totaled \$4.36m with a Budget of \$4.1m for a % variance of 6.3%.  
YTD expenses are \$20.65m with a Budget of \$20.51m for a % variance of 0.6%.  
The prior YTD expenses are \$18.17m for a variance of 13.6%.

Net Income for the month is \$-985,750 with a Budget of \$-243,070 for a % variance of 305.54%.  
YTD Net Income is \$-1,699,991 with a Budget of \$-1,215,352 for a % variance of 39.88%.  
Capital Reserve Interest revenue posted for the month is \$9,652

**Current Month**

**Year To Date**

**YTD**

Current Month					Year To Date					YTD	
Nov. 30, 2024		Daily			Nov. 30, 2024				Budget	Nov. 30, 2023	%
Actual	Budget	Avg	Var	Var %	Actual	Budget	Var	Var %	12 Mo Total	Prior Year	Change

**VOLUME INDICATORS**

Current Month					Year To Date					YTD		
Nov. 30, 2024		Daily			Nov. 30, 2024				Budget	Nov. 30, 2023	%	
Actual	Budget	Avg	Var	Var %	Actual	Budget	Var	Var %	12 Mo Total	Prior Year	Change	
<b>18</b>												
1,520	1,783	99	(263)	-14.8%	Creamery Medical	9,117	10,304	(1,187)	-11.5%	24,671	8,708	4.7%
1,065	1,122	62	(57)	-5.1%	Creamery Residency Medical	5,370	6,482	(1,112)	-17.2%	15,519	5,774	-7.0%
20	13	1	7	50.4%	Creamery Residency BH	88	77	11		184	83	6.0%
828	894	50	(66)	-7.4%	Creamery Dental	5,154	5,167	(13)	-0.3%	12,371	4,521	14.0%
85	0	0	85		Creamery IBH	399	-			-	501	-20.4%
632	845	47	(213)	-15.1%	Alder BH	3,554	4,882	(929)	-19.0%	11,689	3,636	-2.3%
231	254	14	(23)	-9.2%	Seeley Lake Medical	1,319	1,470	(151)	-10.3%	3,519	1,124	17.3%
124	163	9	(39)	-23.8%	Seeley Lake Dental	870	940	(70)	-7.5%	2,251	789	10.3%
0	0	0	(0)		Seeley Lake BH	0	0	(0)		0	0	
98	145	8	(47)	-32.6%	POV Medical	694	840	(146)	-17.4%	2,011	471	47.3%
12	0	0	12	1659990.0%	POV BH	74	0	74	17717207.7%	0	31	138.7%
176	145	8	31	21.1%	Lowell Clinic Medical	1,027	840	187	22.3%	2,011	1,058	-2.9%
88	113	6	(25)	-22.0%	Lowell Clinic Dental	603	652	(49)	-7.5%	1,560	15	3920.0%
14	0	0	14	19366566.7%	Lowell Clinic BH	124	0	124	29688361.5%	0	206	-39.8%
29	121	7	(92)	-76.0%	Watershed Medical	110	698	(588)	-84.2%	1,672	0	
17	93	5	(76)		Watershed BH	47	535	(488)	0.0%	1,280	0	
42	45	3	(3)	-6.9%	School Based - CS Porter BH	144	261	(117)	-44.7%	624	0	
49	45	3	4	8.7%	School Based - Franklin BH	172	261	(89)	-34.0%	624	0	
70	45	3	25	55.2%	School Based - Hawthorne BH	202	261	(59)	-22.5%	624	0	
29	45	3	(16)	-35.7%	School Based - Lowell BH	111	261	(150)	-57.4%	624	67	
62	45	3	17	37.5%	School Based - Russell BH	116	261	(145)	-55.5%	624	0	
54	45	3	9	19.7%	School Based - Willard BH	257	261	(4)	-1.4%	624	251	2.4%
9,893	9,128	507	765	8.4%	Pharmacy Prescriptions	54,187	52,741	1,446	2.7%	126,274	50,170	8.0%
99	109	6	(10)	-9.1%	Clinical Pharmacy	517	629	(112)	-17.9%	1,507	599	-13.7%
116	127	7	(11)	-8.8%	Missoula Food Bank Medical	757	735	22	3.0%	1,759	918	-17.5%
60	48	3	12	25.8%	Missoula Food Bank Dental	210	276	(66)	-23.8%	660	24	775.0%
17	0	0	17	23516566.7%	Missoula Food Bank BH	72	0	72	17238361.5%	0	139	-48.2%
3,235	3,698	205	(463)	-12.5%	Medical	18,394	21,369	(2,975)	-13.9%	51,162	18,053	1.9%
797	951	53	(154)	-16.2%	BH	4,358	5,494	(1,136)	-20.7%	12,969	4,596	-5.2%
306	271	15	35	13.1%	School Based BH	1,002	1,563	(561)	-35.9%	3,743	318	215.1%
1,100	1,217	68	(117)	-9.7%	Dental	6,837	7,034	(197)	-2.8%	16,842	5,349	27.8%
99	109	6	(10)	-9.1%	Clinical Pharmacy	517	629	(112)	-17.9%	1,507	599	-13.7%
5,537	6,246	347	(709)	-11.4%	Total Encounters	31,108	36,090	(4,982)	-13.8%	86,223	28,915	7.6%
9,893	9,128	507	765	8.4%	Pharmacy Prescriptions	54,187	52,741	1,446	2.7%	126,274	50,170	8.0%
18					Work Days	104						
<b>Avg Encounters By Day</b>												
179.7	205.5				Medical	176.9	205.5			173.6		
44.3	52.8				BH	41.9	52.8			44.2		
17.0	15.0				School Based BH	9.6	15.0			3.1		
61.1	67.6				Dental	65.7	67.6			51.4		
5.5	6.1				Clinical Pharmacy	5.0	6.1			5.8		
307.6	347.0				Total Encounters	299.1	347.0			278.0		
550	507				Pharmacy Prescriptions	521	507			482		

Creamery Medical % of Creamery Medical Visits 63%  
 Creamery Residency % Creamery Medical Visits 37%

OTHER INDICATORS

Prescription Mix				Encounter Mix				Jul 24 - Nov 24			Jul 23 - Nov 23		
	Current Month	Prior Year Month	Change		Current Month	Prior Year Month	Change						
	11/30/2024	11/30/2023			11/30/2024	11/30/2023							
Medicaid	29.8%	30.3%	-0.5%	Medicaid	31.2%	35.7%	-4.5%	32.5%	38.4%	-5.9%			
Medicare				Medicare	16.7%	18.4%	-1.7%	18.7%	18.9%	-0.2%			
Self Pay	21.0%	24.3%	-3.3%	Self Pay	24.2%	19.6%	4.6%	21.6%	17.3%	4.3%			
Medicare/Medicaid				Medicare/Medicaid	1.2%	0.6%	0.6%	1.0%	0.6%	0.4%			
Private Pay	49.2%	45.4%	3.8%	Private Pay	26.7%	25.7%	1.0%	26.3%	24.8%	1.5%			
<b>Total Prescriptions</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>Total Encounters</b>	<b>100%</b>	<b>100%</b>	<b>0.0%</b>	<b>100%</b>	<b>100.0%</b>	<b>0.0%</b>			
<b>Productivity</b>				<b>Productivity</b>									
								11/10/24-11/23/24			10/27/24-11/9/24		
								Pay Period 24			Pay Period 23		
								Pay Period 22					
								Total Hours			22,842		
								Total FTEs			285.52		
								Productive Hours			18,345		
								Productive FTEs			229.3		
								RATIO Productive to Total Hours			80.3%		
								Total Encounters			2,732		
								Encounter Per Staffed FTE			9.57		

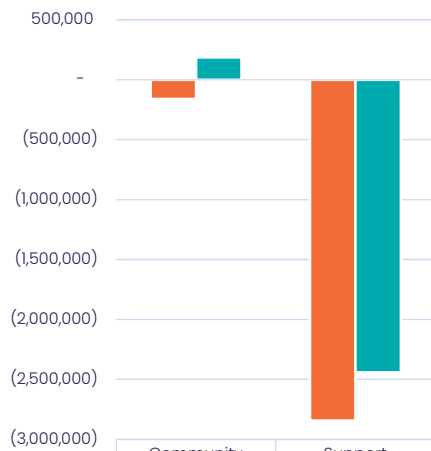
FINANCIAL STATISTICS

			11/30/2024	Budget	Year to Date	Year to Date Budget
		Operating Margin w/internal granting	-29.2%	-6.3%	-9.0%	-6.3%
2019 Capital Link						
Industry Benchmark	Strategic Plan					
60	< = 60	Clinical AR Days and Gross Balance	59	\$ 3,315,020		Insurance Balance \$ 1,816,966 Patient Balance \$ 1,498,054
		Pharmacy AR, Net Collectible Value	13	997,871		\$ 964,031 \$ 33,840
45	> = 120	Days Cash on Hand		Current Month		Prior Month Change
		Operating Cash	174.1	22,441,975	175.1	22,214,345 227,630
		Capital Fund	19.6	2,524,610	19.8	2,510,856 13,754
		Total Cash	193.7	<u>24,966,585</u>	194.9	<u>24,725,201 241,384</u>

### Service Line Margin YTD November 2024

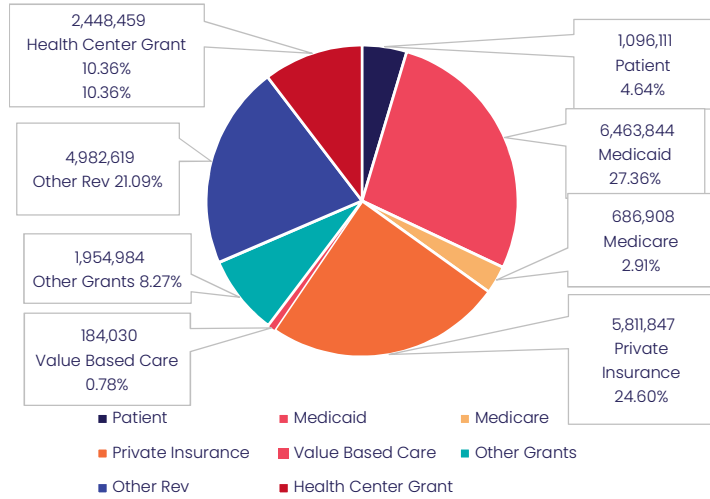


### Other Unit Margin YTD Nov. 2024



	Community	Support
Net Income (loss)	(162,292)	(2,843,591)
Budget Net Income (Loss)	187,014	(2,440,569)

### Total YTD Nov 2024 by Payor Rev



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

Fiscal Year 2025 Month				Fiscal Year 2025 Year To Date					2024 YTD Comparison	
Total Accrual 30-Nov-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Total ACCRUAL 30-Nov-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 30-Nov-23		
<b>OPERATING REVENUE</b>										
<b>GROSS CHARGES</b>										
				Clinical						
				Patient	1,167,611					
215,813				Medicaid	2,155,760					
372,151				Medicare	1,061,993					
187,652				Private Insurance	2,564,878					
482,771				Total Clinical	6,950,242					
1,258,388										
				Pharmacy						
				Patient						
				Medicaid						
				Medicare						
				Private Insurance						
1,534,050				Total Pharmacy	-					
2,792,438				<b>Total Gross Charges</b>	6,950,242					
<b>REVENUE ADJUSTMENTS</b>										
Explicit Price Concessions (Contractual Adj., SFS Discount, DIR Fees)										
				Clinical						
				Patient	353,944					
60,018				Medicaid	(1,536,331)					
(299,863)				Medicare	375,085					
64,375				Private Insurance	1,273,442					
238,466				Refunds						
				Pharmacy						
				Patient						
				Medicaid						
				Medicare						
				Private Insurance						
70,535				Refunds						
				<b>Total Explicit Price Concessions</b>	466,140					
Implicit Price Concessions (PHC Cares, courtesy adj, collections)										
				Clinical						
				Patient	77,606					
15,740				Medicaid						
				Medicare						
				Private Insurance						
				Refunds						
15,740				<b>Total Implicit Price Concessions</b>	77,606					
86,275				<b>Total Adjustments</b>	543,746					
<b>NET REVENUE</b>										
				Clinical						
116,719	35,578	81,141	228.1%	Patient	736,061	177,890	558,171	313.8%	796,127	
690,562	948,270	(257,709)	-27.2%	Medicaid	3,692,091	4,741,352	(1,049,262)	-22.1%	4,018,135	
124,951	162,190	(37,240)	-23.0%	Medicare	686,908	810,951	(124,043)	-15.3%	668,214	
247,421	318,351	(70,930)	-22.3%	Private Insurance	1,291,436	1,591,756	(300,320)	-18.9%	1,040,825	
59,241	48,333	10,908	22.6%	Value Based Care	184,030	241,667	(57,637)	-23.8%	223,749	
1,238,893	1,512,723	(273,830)	-18.1%	<b>Total Clinical Revenue</b>	6,590,526	7,563,616	(973,090)	-12.9%	6,747,050	
				Pharmacy						
56,785	75,389	(18,604)	-24.7%	Patient	360,050	376,946	(16,896)	-4.5%	357,166	
518,484	548,564	(30,080)	-5.5%	Medicaid	2,771,754	2,742,820	28,934	1.1%	2,559,544	
-	-	-	-	Medicare	-	-	-	-	-	
774,024	778,649	(4,624)	-0.6%	Private Insurance	4,520,411	3,893,244	627,167	16.1%	3,917,744	
1,349,293	1,402,602	(53,309)	-3.8%	<b>Total Pharmacy</b>	7,652,215	7,013,010	639,205	9.1%	6,834,454	
2,588,187	2,915,325	(327,139)	-11.2%	<b>Total Operating Revenue</b>	14,242,741	14,576,626	(333,885)	-2.3%	13,581,504	

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

11/30/2023

ASSETS

Current Assets:

Cash & Cash Equivalents	24,966,585
Clinical Accounts Receivable, gross	3,315,020
Allowance for Uncollectible Clinical	
Clinical Accounts Receivable, net	
Pharmacy Accounts Receivable, gross	1,009,151
Allowance for Uncollectible Pharmacy	(11,280)
Pharmacy Accounts Receivable, net	997,871
Other Receivables	
340B Inventory	351,715
Medicaid Inventory	670,184
Inventory (Pharmacy)	1,021,899
Prepaid Expenses	
Total Current Assets	30,301,376

Capital Assets:

Nondepreciable Capital Assets	617,414
Depreciable Capital Assets, Net of Accumulated Depreciation	11,044,402
Right-of-use subscription asset, net of accumulated amortization	
Right-of-use lease asset, net of accumulated amortization	824,344
TOTAL ASSETS	42,787,536

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	(1,000,686)
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	173,769
Total Current Liabilities	931,660

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	640,574
Postemployment Benefits	1,574,528
Net Pension Liability	18,431,297
Total Long-Term Liabilities	21,671,183
TOTAL LIABILITIES	22,602,843

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	22,757,110

\*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 November 2024**

	ACTUAL MTD	MTD BUDGET	ACTUAL YTD	YTD BUDGET	2025 Annual BUDGET	Accrual AUDITED 2023	Accrual AUDITED 2022
<b>OPERATING REVENUE</b>							
Charges for Services	2,588,187	2,915,325	14,242,741	14,576,626	34,983,902	33,717,396	31,060,515
Operating Revenue	2,588,187	2,915,325	14,242,741	14,576,626	34,983,902	33,717,396	31,060,515
On-Behalf Revenue-Pensions						571,772	1,154,677
Total Operating Revenue	2,588,187	2,915,325	14,242,741	14,576,626	34,983,902	34,289,168	32,215,192
<b>OPERATING EXPENSES</b>							
Personnel	2,291,613	2,379,362	11,869,366	11,896,809	28,552,341	27,242,968	23,020,764
Other Operating Expenses- Clothing	563	2,125	14,771	10,625	25,500		
Other Operating Expenses- Supplies	1,436,131	1,284,734	6,241,521	6,423,668	15,416,804		
Other Operating Expenses- Purchased Services	569,864	374,136	2,209,204	1,870,680	4,489,633		
Other Operating Expenses						17,695,462	15,615,712
Depreciation	62,562	62,562	312,809	312,809	750,742	596,004	648,113
Operating Expenses	4,360,733	4,102,918	20,647,672	20,514,592	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	4,360,733	4,102,918	20,647,672	20,514,592	49,235,020	45,534,434	39,284,589
Operating Loss	(1,772,546)	(1,187,593)	(6,404,931)	(5,937,966)	(14,251,118)	(11,245,266)	(7,069,397)
<b>NON-OPERATING REVENUE (EXPENSE)</b>							
Intergovernmental Revenue	608,171	520,616	3,512,931	2,603,082	6,247,397	10,206,566	9,717,122
Private/Local Grants and Donations	162,705	127,730	1,127,652	638,648	1,532,754	279,018	471,287
Miscellaneous Revenue	6,269	288,677	40,538	1,443,385	3,464,123	173,199	239,147
Investment Earnings	9,652	7,500	23,819	37,500	90,000	84,574	8,418
Interest Expense	(7,417)	(7,417)	(37,083)	(37,083)	(89,000)	(45,813)	(51,438)
Loss on Disposal of Assets						(343,452)	
Total Non-Operating Revenue (Expense)	786,797	944,523	4,704,941	4,722,614	11,334,274	10,354,092	10,384,536
Change in Net Position	(985,750)	(243,070)	(1,699,991)	(1,215,352)	(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			24,687,724	25,172,363	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%

<b>Non-Operating Revenue: Grants applied for, unsecured in the budget</b>	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	100,000	\$100,000 PHC benefit, the rest is pass through expense
● \$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
<b>Total</b>		<b>(512,071)</b>	

<b>Non-Operating Revenue: Grants applied for, unsecured not in the budget</b>	Expected to hear by:	Budgetary impact	
● \$500,000 HRSA Expanded Hours, Dec '24-Nov'26 Submitted	12/20/2024		
● \$650,000 annually HRSA New Acces Point, June.'25-May '26	6/1/2024		
● \$375,000 annually SAMHSA Strategic Prevention, 5 yrs	Not awarded	0	
● \$231,494 Crisis Diversion July'24-June'27 Submitted	Undersecured	97,497	Covers 2 FTE existing, remaining is pass through expenses
● \$45,000 Montana Health Care Foundation, PSH 11/22/24-11/21/25	Awarded	45,000	Would support PSH program manger position
● \$300,000 annually Good Medicine Missoula 1/1/25-12/31/28			Would support 3 FTE and supplies at Watershed Navigation
		142,497	

**Lean Process Improvements:**

- Sept. '24, Kaizen event Clinical team model  
Implementing changes January 1, 2025

**Operational Changes:**

- Aug. '24 | Pharmacy Software upgrade, expected more efficient operations
- Sept. '24 | Billing: engage PioneerRx for payment reconciliation
- 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 November 30, 2024

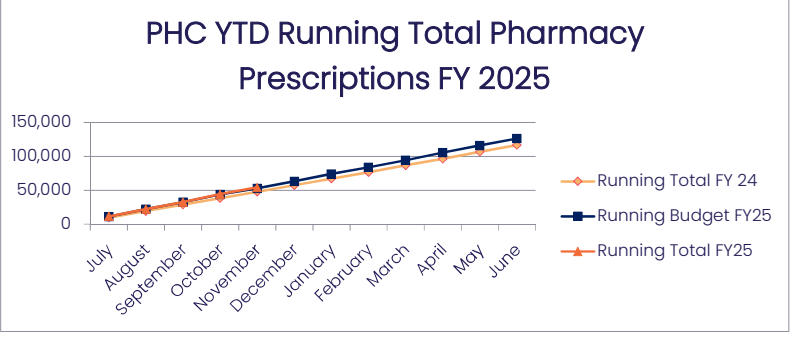
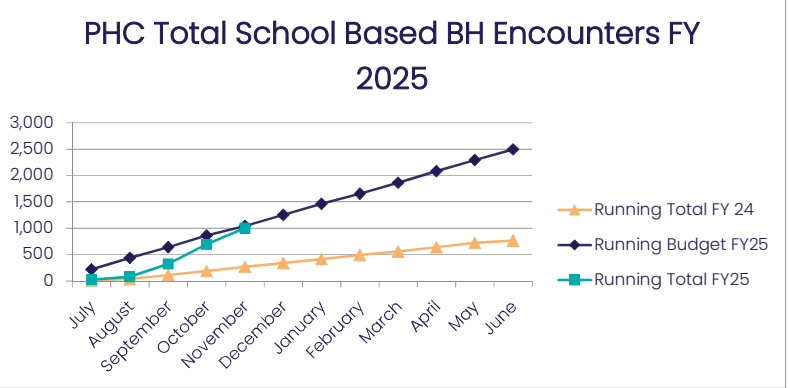
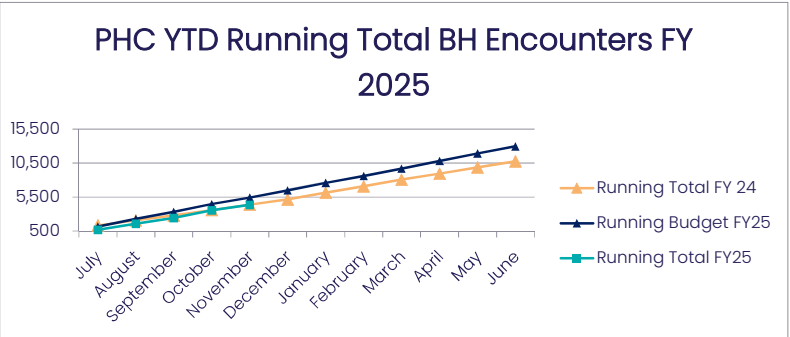
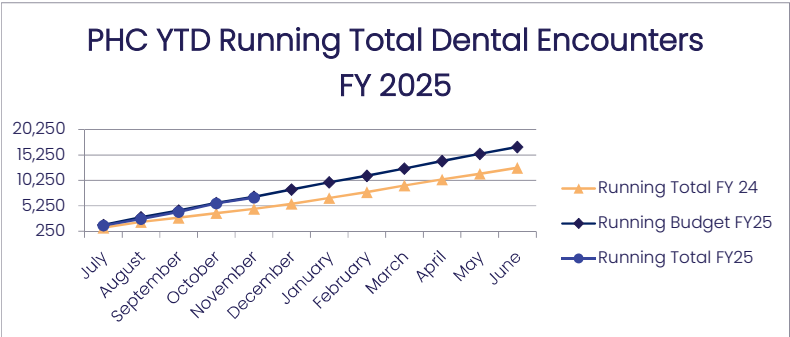
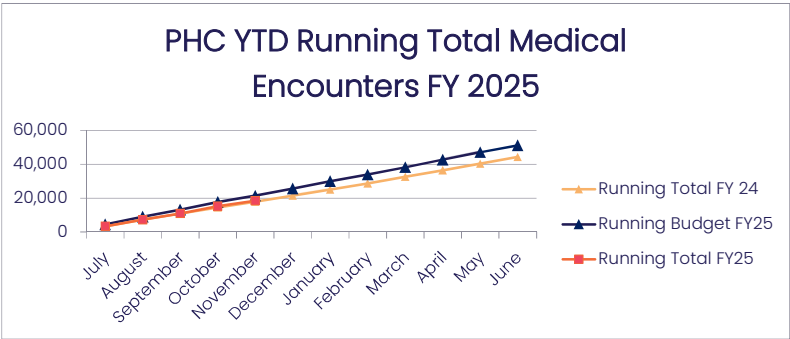
Fiscal Year 2025 Month				
Total Accrual 30-Nov-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
				<b>OPERATING REVENUE</b>
				<b>NET REVENUE</b>
				Clinical
116,719	35,578	81,141	228.1%	Patient
690,562	948,270	(257,709)	-27.2%	Medicaid
124,951	162,190	(37,240)	-23.0%	Medicare
247,421	318,351	(70,930)	-22.3%	Private Insurance
59,241	48,333	10,908	22.6%	Value Based Care
1,238,893	1,512,723	(273,830)	-18.1%	Total Clinical Revenue
				Pharmacy
56,785	75,389	(18,604)	-24.7%	Patient
518,484	548,564	(30,080)	-5.5%	Medicaid
-	-	-		Medicare
774,024	778,649	(4,624)	-0.6%	Private Insurance
1,349,293	1,402,602	(53,309)	-3.8%	Total Pharmacy
<b>2,588,187</b>	<b>2,915,325</b>	<b>(327,139)</b>	<b>-11.2%</b>	<b>Total Operating Revenue</b>
				<b>NON-OPERATING REVENUE</b>
560,403	443,692	116,711	26.3%	Federal (Direct)
49,433	57,231	(7,798)	-13.6%	Federal Pass-Through
-	65,903	(65,903)	-100.0%	State (Direct)
9,392	11,137	(1,745)	-15.7%	State Pass-Through
6,000	25,000	(19,000)	-76.0%	Contributions & Donations
-	-	-		Private Foundation/Organization
416	282,824	(282,408)	-99.9%	Other
106,254	-	106,254		Coronavirus Relief Funds
9,652	7,500	2,152	28.7%	Interest Income
5,853	5,853	(0)	0.0%	Rental Income (Residency (Qtrly))
39,394	45,383	(5,989)	-13.2%	Residency Program (Qtrly)
<b>786,797</b>	<b>944,523</b>	<b>(157,726)</b>	<b>-16.7%</b>	<b>Total Grants, Donations and Other Support</b>
<b>3,374,983</b>	<b>3,859,848</b>	<b>(484,865)</b>	<b>-12.6%</b>	<b>TOTAL REVENUE</b>
				<b>OPERATING EXPENSES</b>
				<b>PERSONNEL</b>
1,711,244	1,774,074	(62,830)	-3.5%	Salaries, Wages
2,376	2,458	(82)	-3.3%	EAP
577,994	602,830	(24,837)	-4.1%	Benefits
2,291,613	2,379,362	(87,748)	-3.7%	Salaries, Wages & Benefits
563	2,125	(1,562)	-73.5%	Clothing Allowance
1,436,131	1,284,734	151,398	11.8%	<b>SUPPLIES</b>
2,496	2,667	(170)	-6.4%	Pharmacy
4,096	9,312	(5,216)	-56.0%	Office
50,615	117,630	(67,016)	-57.0%	Computer
38,560	26,528	12,032	45.4%	Clinic
2,312	3,746	(1,434)	-38.3%	Janitorial
-	9,829	(9,829)	-100.0%	Equipment - Non-Capital
22,696	19,030	3,666	19.3%	Dental Supplies/Lab
1,315,356	1,029,093	286,263	27.8%	Prescription Drugs
-	66,898	(66,898)	-100.0%	Vaccines
632,426	436,698	195,728	44.8%	<b>PURCHASED SERVICES</b>
11,895	10,695	1,199	11.2%	Postage
1,949	2,121	(173)	-8.1%	Printing/Litho
1,534	4,235	(2,702)	-63.8%	Transportation - Patient
1,343	11,190	(9,847)	-88.0%	Outreach
55	2,093	(2,038)	-97.4%	Books/Resource/Subscription
-	3,623	(3,623)	-100.0%	Dues & Memberships
-	-	-		Transcription
-	521	(521)	-100.0%	Recruitment

Fiscal Year 2025 Month				
Total Accrual 30-Nov-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
16,854	14,361	2,493	17.4%	Utilities
1,753	1,773	(20)	-1.1%	Garbage Collection
28,332	15,369	12,963	84.3%	Phone
915	1,708	(793)	-46.4%	Dental Provider Services
630	52,508	(51,877)	-98.8%	Provider Services
-	3,750	(3,750)	-100.0%	Audit Fees
2,174	5,232	(3,058)	-58.5%	Legal Services/Accounting
427,743	129,852	297,891	229.4%	Contracted Services
2,351	21,941	(19,590)	-89.3%	Equipment Repair & Maintenance
1,030	1,150	(120)	-10.4%	Mileage - Personal Vehicle
3,029	2,058	971	47.2%	Meals/Lodging/Incidentals
3,583	18,290	(14,707)	-80.4%	Continuing Education
4,039	14,868	(10,830)	-72.8%	Training/Tuition/Registration Fees
7,216	20,575	(13,359)	-64.9%	Lab Services
1,559	3,224	(1,665)	-51.6%	Waste Disposal
22,840	22,862	(22)	-0.1%	Rent
14,873	-	14,873		Amortization of Right of Use Lease
6,698	-	6,698		Subscription Lease
53	2,719	(2,666)	-98.1%	Professional Licenses & Dues
7,417	7,417	-	0.0%	Interest
-	-	-		Paying Agent Fee
62,562	62,562	-	0.0%	Depreciation
<b>4,360,733</b>	<b>4,102,918</b>	<b>257,815</b>	<b>6.3%</b>	<b>TOTAL OPERATING EXPENSES</b>
<b>(985,750)</b>	<b>(243,070)</b>	<b>(742,680)</b>	<b>305.5%</b>	<b>NET INCOME (LOSS)</b>
				<b>DEBT SERVICE</b>
11,667	11,667	-	0.0%	Principal
7,417	7,417	-	0.0%	Interest
-	-	-		Paying Agent Fee
				<b>OTHER</b>
-	-	-		Transfers
17,828	-	17,828		Capital Building and Constructions
7,816	-	7,816		Capital Equipment
<b>4,335,482</b>	<b>4,052,023</b>	<b>283,458</b>	<b>7.0%</b>	<b>CASH PRESENTATION EXPENSES</b>
<b>(960,498)</b>	<b>(192,175)</b>	<b>(768,323)</b>	<b>399.8%</b>	<b>CASH PRESENTATION NET INCOME</b>

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

	Fiscal Year 2025 Year To Date				2024 YTD Comparison
	Total ACCRUAL 30-Nov-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 30-Nov-23
<b>OPERATING REVENUE</b>					
<b>NET REVENUE</b>					
Clinical					
Patient	736,061	177,890	558,171	313.8%	796,127
Medicaid	3,692,091	4,741,352	(1,049,262)	-22.1%	4,018,135
Medicare	686,908	810,951	(124,043)	-15.3%	668,214
Private Insurance	1,291,436	1,591,756	(300,320)	-18.9%	1,040,825
Value Based Care	184,030	241,667	(57,637)	-23.8%	223,749
Total Clinical Revenue	6,590,526	7,563,616	(973,090)	-12.9%	6,747,050
Pharmacy					
Patient	360,050	376,946	(16,896)	-4.5%	357,166
Medicaid	2,771,754	2,742,820	28,934	1.1%	2,559,544
Medicare	-	-	-	-	-
Private Insurance	4,520,411	3,893,244	627,167	16.1%	3,917,744
Total Pharmacy	7,652,215	7,013,010	639,205	9.1%	6,834,454
<b>Total Operating Revenue</b>	<b>14,242,741</b>	<b>14,576,626</b>	<b>(333,885)</b>	<b>-2.3%</b>	<b>13,581,504</b>
<b>NON-OPERATING REVENUE</b>					
Federal (Direct)	2,448,459	2,218,458	230,001	10.4%	2,268,013
Federal Pass-Through	473,024	286,156	186,869	65.3%	465,368
State (Direct)	464,321	329,517	134,804	40.9%	64,454
State Pass-Through	49,392	55,683	(6,291)	-11.3%	172,254
Contributions & Donations	7,706	125,000	(117,294)	-93.8%	2,388
Private Foundation/Organization	56,256	-	56,256	-	37,500
Other	17,121	1,414,118	(1,396,996)	-98.8%	45,959
Coronavirus Relief Funds	968,247	-	968,247	-	309,864
Interest Income	23,819	37,500	(13,681)	-36.5%	34,042
Rental Income (Residency (Qtrly))	23,417	29,267	(5,850)	-20.0%	29,270
Residency Program (Qtrly)	173,178	226,916	(53,738)	-23.7%	209,109
<b>Total Grants, Donations and Other Support</b>	<b>4,704,941</b>	<b>4,722,614</b>	<b>(17,674)</b>	<b>-0.4%</b>	<b>3,638,221</b>
<b>TOTAL REVENUE</b>	<b>18,947,681</b>	<b>19,299,240</b>	<b>(351,559)</b>	<b>-1.8%</b>	<b>17,219,725</b>
<b>OPERATING EXPENSES</b>					
<b>PERSONNEL</b>					
Salaries, Wages	8,882,108	8,870,369	11,739	0.1%	7,972,376
EAP	11,342	12,289	(946)	-7.7%	10,452
Benefits	2,975,916	3,014,151	(38,235)	-1.3%	2,658,957
Salaries, Wages & Benefits	11,869,366	11,896,809	(27,442)	-0.2%	10,641,785
Clothing Allowance	14,771	10,625	4,146	39.0%	15,000
<b>SUPPLIES</b>	<b>6,241,521</b>	<b>6,423,668</b>	<b>(182,147)</b>	<b>-2.8%</b>	<b>5,765,640</b>
Pharmacy	13,912	13,333	579	4.3%	11,911
Office	34,713	46,560	(11,847)	-25.4%	29,897
Computer	261,636	588,152	(326,516)	-55.5%	323,432
Clinic	94,216	132,642	(38,426)	-29.0%	126,297
Janitorial	13,396	18,730	(5,334)	-28.5%	12,017
Equipment - Non-Capital	37,022	49,145	(12,123)	-24.7%	26,561
Dental Supplies/Lab	97,207	95,151	2,056	2.2%	61,992
Prescription Drugs	5,431,916	5,145,464	286,451	5.6%	4,838,249
Vaccines	257,504	334,491	(76,987)	-23.0%	335,283
<b>PURCHASED SERVICES</b>	<b>2,522,014</b>	<b>2,183,490</b>	<b>338,524</b>	<b>15.5%</b>	<b>1,745,585</b>
Postage	52,705	53,477	(773)	-1.4%	38,899
Printing/Litho	5,749	10,607	(4,857)	-45.8%	5,799
Transportation - Patient	14,113	21,176	(7,063)	-33.4%	21,502
Outreach	19,129	55,951	(36,822)	-65.8%	17,068
Books/Resource/Subscription	3,270	10,465	(7,196)	-68.8%	5,946
Dues & Memberships	676	18,116	(17,440)	-96.3%	25,684
Transcription	-	-	-	-	-

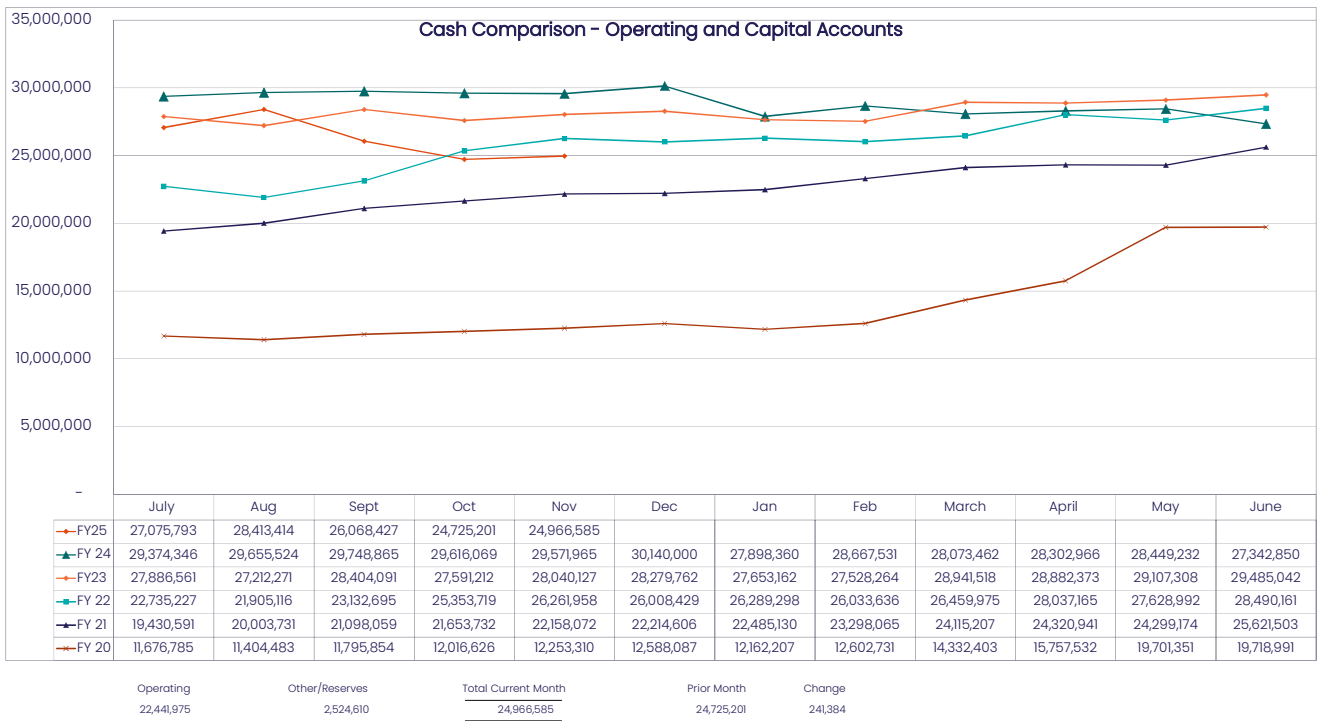
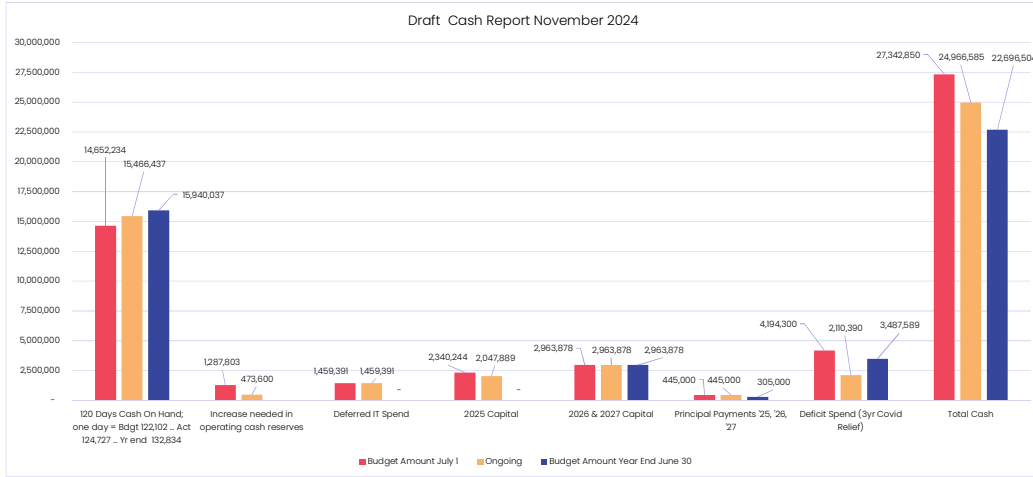
	Fiscal Year 2025 Year To Date				2024 YTD Comparison
	Total ACCRUAL 30-Nov-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 30-Nov-23
Recruitment	387	2,604	(2,217)	-85.1%	59
Utilities	59,213	71,807	(12,594)	-17.5%	56,930
Garbage Collection	8,615	8,865	(250)	-2.8%	7,443
Phone	69,488	76,845	(7,357)	-9.6%	71,024
Dental Provider Services	6,557	8,542	(1,985)	-23.2%	4,155
Provider Services	130,084	262,539	(132,455)	-50.5%	186,596
Audit Fees	1,144	18,750	(17,606)	-93.9%	-
Legal Services/Accounting	23,770	26,161	(2,391)	-9.1%	15,795
Contracted Services	1,363,075	649,262	713,813	109.9%	617,327
Equipment Repair & Maintenance	72,371	109,703	(37,332)	-34.0%	76,846
Mileage - Personal Vehicle	4,490	5,749	(1,258)	-21.9%	3,210
Meals/Lodging/Incidentals	10,508	10,292	217	2.1%	7,317
Continuing Education	13,310	91,448	(78,138)	-85.4%	11,352
Training/Tuition/Registration Fees	27,788	74,341	(46,553)	-62.6%	50,788
Lab Services	73,912	102,876	(28,964)	-28.2%	102,934
Waste Disposal	7,880	16,119	(8,240)	-51.1%	10,110
Rent	98,426	114,308	(15,882)	-13.9%	73,034
Amortization of Right of Use Lease	74,366	-	74,366	-	-
Subscription Lease	29,104	-	29,104	-	-
Professional Licenses & Dues	1,992	13,594	(11,603)	-85.3%	3,180
Interest	37,083	37,083	-	0.0%	22,906
Paying Agent Fee	-	-	-	-	-
Depreciation	312,809	312,809	-	0.0%	309,681
<b>TOTAL OPERATING EXPENSES</b>	<b>20,647,672</b>	<b>20,514,592</b>	<b>133,081</b>	<b>0.6%</b>	<b>18,168,009</b>
<b>NET INCOME (LOSS)</b>	<b>(1,699,991)</b>	<b>(1,215,352)</b>	<b>(484,639)</b>	<b>39.9%</b>	<b>(948,284)</b>
<b>DEBT SERVICE</b>					
Principal	58,333	58,333	-	0.0%	56,250
Interest	37,083	37,083	-	0.0%	22,906
Paying Agent Fee	-	-	-	-	-
<b>OTHER</b>					
Transfers	-	-	-	-	-
Capital Building and Constructions	96,716	-	96,716	-	7,736
Capital Equipment	195,639	-	195,639	-	53,770
<b>CASH PRESENTATION EXPENSES</b>	<b>20,685,552</b>	<b>20,260,116</b>	<b>425,436</b>	<b>2.1%</b>	<b>17,976,084</b>
<b>CASH PRESENTATION NET INCOME</b>	<b>(1,737,870)</b>	<b>(960,876)</b>	<b>(776,994)</b>	<b>80.9%</b>	<b>(756,359)</b>





# 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 2025 Capital Report

November 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	108,918	-		
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		
<b>Facilities</b>			131,539		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		
<b>Dental</b>			(6,966)		72,000	
Badge System Upgrade	IT			78,000		June 2024
Conference Room Technology	IT			-		
Electronic check in kiosks	IT			-		
<b>Information Technology</b>				-	78,000	
Exam tables	Medical		132,972	160,000		
Exam room blinds	Medical			23,000		
EKG Machine	Medical		7,816	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			
<b>Medical</b>			167,782		273,000	
Finance Software	Administration			300,000		
					300,000	
<b>Capital Payments Year to Date</b>			<b>292,355</b>		<b>2,340,244</b>	





# Partnership Health Center

## Board of Directors' Monthly Meeting

*PHC Pre-Meeting Session 11:40a.m. – LDM Boards with Cass Griffith*

### AGENDA

**December 18, 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](tel:+13127020492), [407787355#](tel:+1407787355) | Phone Conference ID: 407 787 355#

A Board quorum is currently seven 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.**

- |              |   |       |
|--------------|---|-------|
| <b>I.</b>    | Call to Order   | 12:00 |
| <b>II.</b>   | Acknowledgement of Land Stewards – stated below <sup>1</sup>  | 12:01 |
| <b>III.</b>  | Public Comments regarding Agenda and Non-Agenda Items   | 12:05 |
| <b>IV.</b>   | Referrals/Comments from Board Members   | 12:10 |
|              | • Board Member Conflict of Interest Disclosures*  |       |
| <b>V.</b>    | Committee updates   | 12:25 |
|              | • Executive/Finance Committee (EFC)*  |       |
| <b>VI.</b>   | Topics requiring Motions/Discussion   | 12:30 |
|              | • Policy Review ( <i>Motion requested to approve/acknowledge items as presented</i> )                 |       |
|              | ○ Federal Grant Drawdown*   |       |
|              | ○ Hours of Operation POP*   |       |
| <b>VII.</b>  | <b>Chief Executive Officer (CEO) Presentation:</b>  | 1:15  |
|              | • Leadership Reports/Info*  |       |
|              | ○ Staff Engagement Survey Results*  |       |
|              | ○ DEI Charter*  |       |
| <b>VIII.</b> | <b>Chief Financial Officer (CFO) Report*</b> ( <i>Motion proposed to accept CEO and CFO updates</i> ) |       |
| <b>IX.</b>   | <b>Consent Agenda:</b> ( <i>Motion requested to approve/acknowledge items as presented</i> )          | 1:25  |
|              | • <b>Other Reports/Info</b>   |       |
|              | ○ Fully Executed Contracts*   |       |
|              | • <b>Board of Directors' – Full and Committee Minutes/Reports</b>                                     |       |
|              | ○ Board of Directors' 11/22/24 Meeting Minutes <i>Approval*</i>                                       |       |
|              | ○ Executive/Finance Committee 11/20/24 Minutes Review*  |       |
| <b>X.</b>    | <b>Next Board Meeting date: January 31, 2024 – Board Strategic Planning Retreat 9a-1p</b>             |       |
| <b>XI.</b>   | <b>Adjournment</b> ( <i>Motion requested to adjourn meeting</i> )                                     | 1:30  |

<sup>1</sup>Partnership Health Center respectfully acknowledges that we occupy the traditional homelands of the Séliš, Q̓íspé, 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](mailto:walkerb@phc.missoula.mt.us)

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</i> <i>reschedule</i> <i>due to</i> <i>holiday?</i>
<i>December</i>	<i>12/26/2025</i> <i>Reschedule</i> <i>due to</i> <i>holiday?</i>