


PARTNERSHIP HEALTH CENTER
EXECUTIVE/FINANCE COMMITTEE MEETING AGENDA

Wednesday, January 22, 2025
 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 December 18, 2024*	10:45 a.m.
IV.	December Financial Statements*	11:25 a.m.
V.	CEO/Leadership Update	11:45 a.m.
VI.	Old Business	As needed
VII.	Additions	As needed
VIII.	Agenda for January 31, 2025 Board of Directors Meeting*	11:55 a.m.
IX.	Next Committee Meeting: February 19, 2025	
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



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

December 18, 2024

PRESENT: Kathleen Walters, Chair
John Crawford, Vice Chair
Jil Dunn, Treasurer
Joe Melvin, 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)
Becca Goe, Chief Innovations Officer (CINNO)
Jaime Dixon, Assistant CFO

Brienne Walker, Recording Secretary
Dorothy Moran, Executive Assistant

*Virtual

ISSUE	DISCUSSION	ACTION
CALL TO ORDER	The meeting was called to order by Kathleen Walters, Chair, at 10:35 a.m.	
PUBLIC COMMENTS	Kathleen Walters called for public comments: None heard.	
MINUTES	All Committee members received a copy of the November Executive/Finance Committee Meeting Minutes for review.	
POLICIES	<p>Federal Grant Drawdown presented with the following changes:</p> <ul style="list-style-type: none"> • Adding specific language for following legislative mandates for determining allowable expenses. <p>Billing and Collecting from Third Party Payers with the following changes:</p> <ul style="list-style-type: none"> • Adding a write off process for third party insurance balances deemed uncollectible or unreturnable. • Minor language change to remove reference to eCW. <p>Hours of Operation with the following changes:</p> <ul style="list-style-type: none"> • Shifting of staffing occurring on January 1. • Seeley Lake Clinic offering telehealth on Fridays but not open for face to face visits. 	*It was moved, seconded (John Crawford, Jil Dunn) & carried to approve the EFC Meeting Minutes of November 20, 2024 as presented. The vote was unanimous.

CFO REPORT

- Jilayne Dunn asked if patient load is less on Fridays in Seeley Lake and if that community is aware of the changes. The market study done recently has shown that PHC is seeing the majority of the community and only supports one provider.
- Food Bank is shifting medical to Watershed or back to the Creamery.
- Plan to evaluate and make adjustments if needed in March 2025.
- Update effective date.

Bryan Chalmers distributed the [November financial statement](#) to all committee members (see attached) and reported the following:

- Personnel Expense: close to budget; will continue to monitor and there is a plan in place for consolidation of positions and/or replacement positions; no new positions being created.
 - Jilayne Dunn inquired if PHC has to hire positions throughout the year that were not in the budget at the beginning of the year. Yes, but there is a very strict process in place to justify new positions and for Executive Team to make a decision.
- Purchased services: over by 15.5%
- Net income/loss: multiple areas that are contributing to this – MST (Mobile Support Team) is loss of \$119k, spend of \$41k that was unexpected.
 - Jilayne Dunne asked what the unexpected spend was. This was for ten year space planning with the Architects. Eventually, changes will need to be made to accommodate team transformations.
 - Kathleen Walters clarified that MST should be reimbursed. Correct.
- Cost per Encounter: Medical is over budget. Dental is where expected. Behavioral Health is being closely monitored. Pharmacy is where expected.
- Behavioral Health Year to Date and Prior Year ratio: goal is to be at or above; month five is less than prior year at 95.9%.
- Volume Indicators:
 - Medical: 1.9%
 - Dental: 215%
 - Clinical Pharmacy: down due to coverage of ill staff.
 - Residency: -7.0%; compared to last year was -5%. This is possibly due to changes in curriculum, didactic hours. Team transformation will aide in having better

*It was moved, seconded (Jilayne Dunn, Joe Melvin) & carried to present the Policies to the Board with the proposed changes. The vote was unanimous.

<p>NEXT BOARD AGENDA</p> <p>NEXT MEETING</p> <p>ADJOURNMENT</p> <p>* Indicates motions made and accepted.</p>	<p>control of that department specifically. Residents see 37% of the patients which is less than prior years.</p> <ul style="list-style-type: none"> o School based: Budgeted at 271, actual 306. o Behavioral Health: 5% less than prior years; attempts to adjust have not been successful. Senior Leadership is going to come together and create an action plan. <ul style="list-style-type: none"> • <u>Payer mix</u>: watched closely with Medicaid redetermination. • <u>Change in net position</u>: budgeted at -\$243; actual -\$985k • <u>Operating Revenue MTD</u>: -11.2% • <u>Non-Operating Revenue</u>: reconciling grants that were expected and not received and vice versus. • <u>Interest Income</u>: it was budgeted that PHC would receive \$300k from The County to cover medications that patients could not afford; paying the County the \$300k exchange was not budgeted. PHC has only received \$23k from The County YTD. <ul style="list-style-type: none"> o Jilayne Dunn asked if details of the allocation of those funds has been requested from The County. Yes, and it has been requested that PHC develop it. Justin Cole, Attorney, has been hired to help navigate. The Ad Hoc Committee has been pulled together to address this and the Co-Applicant Agreement. <p>The draft agenda for the Friday, December 20, 2024, Board Meeting was reviewed.</p> <ul style="list-style-type: none"> • Add Billing and Collecting from Third Party Payers Policy • Add voting of Esther Tuttle as a Board Member. <p>The next Executive/Finance Committee meeting will be January 22, 2025.</p> <p>The meeting was adjourned at 12:05 pm.</p> <p>Respectfully submitted,</p> <p>_____ Joe Melvin, Board Secretary</p> <p>_____ Brianna Walker, Recording Secretary</p>	<p>*It was moved, seconded (John Crawford, Joe Melvin) & carried to approve the December Board Meeting Agenda as revised. 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 Dec. 31, 2024

Audit Formatted Financial Statement Dec. 2024

Detail MTD Financial Statement Dec. 2024

Detail YTD Financial Statement Dec. 2024

Encounter Graphs

Cash Report

Capital Fund Report

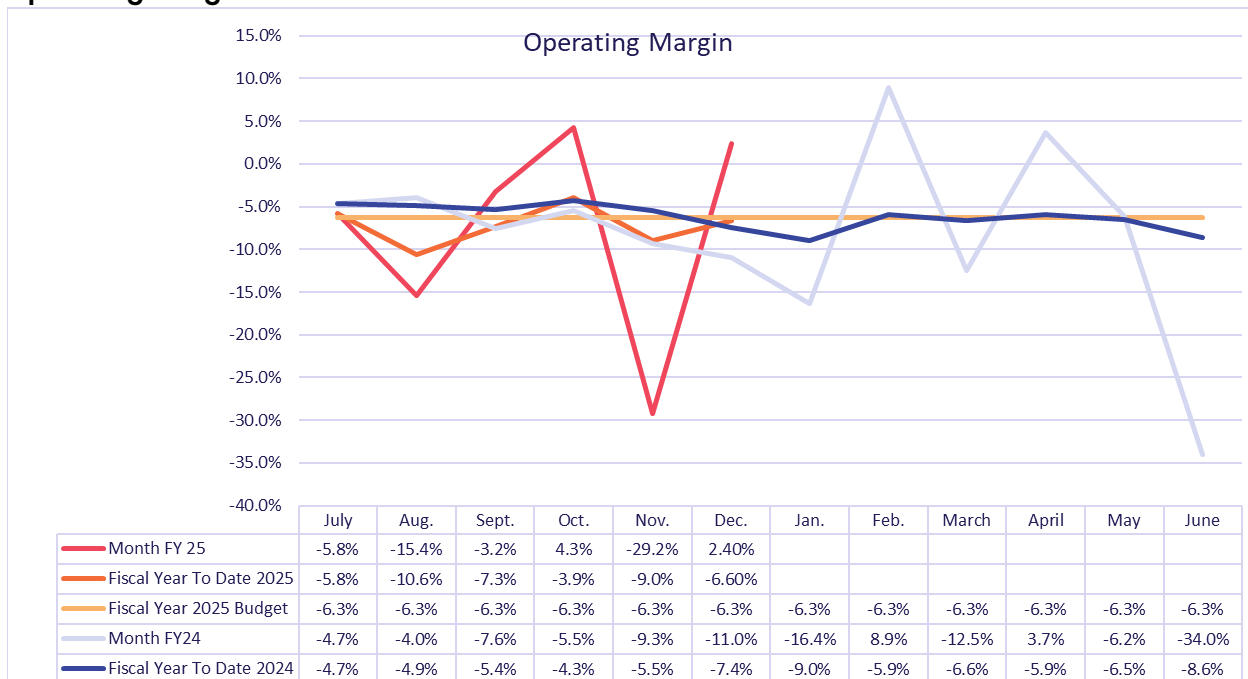
Monthly Finance Overview

December Year to Date 2024

YTD (Year to date) Financial Position:

	Actual YTD	Budget	Variance	Variance %
REVENUE				
Total Operating Revenue	17,413,570	17,491,951	(78,381)	-0.4%
Total Non-Operating Revenue	5,682,451	5,667,137	15,314	0.3%
TOTAL REVENUE	23,096,022	23,159,088	(63,066)	-0.3%
EXPENSE				
Personnel	14,253,349	14,288,920	(35,572)	-0.2%
Supplies	7,479,504	7,708,402	(228,898)	-3.0%
Purchased Services	2,888,876	2,620,188	268,689	10.3%
Depreciation	375,371	375,371	-	0.0%
TOTAL EXPENSES	24,621,729	24,617,510	4,219	0.0%
NET INCOME/(LOSS)	(1,525,707)	(1,458,422)	(67,285)	4.6%
Net Margin	-6.6%	-6.3%		

Operating Margin:



Cost Per Encounter:

Drill Down Measure
Cost Per Encounter

Medicaid APM Rate for 2024: \$342.10
Medicaid APM Rate for 2025: \$353.73

	FY 24 Q4	FY25 Q1	Oct. YTD	Nov. YTD	Dec. YTD	Budget YTD
Medical	373	413	419	430.84	424.16	380.91
Dental	331	333	334	347.49	348.65	340.72
Behavioral Health	398	48 5	452	523.17	505.29	405.18
School Based Health	463	1,14 3	755	656.74	604.39	391.26
Total Clinical	370	418	413	432.73	425.42	377.22
Pharmacy	125	130	127	132.62	130.95	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.

Books/Resource/Subscription:

One time annual purchase of coding books, in budget

Provider Services:

Two Residency invoices paid in December

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.

Dues & Memberships:

MPCA fee not yet due – one time annual payment

Dental Provider Services:

Support Ryan White B and C programs.

Provider Services:

Support Ryan White B and C programs.

Contracted Services:

All-inclusive, this particular line expense YTD would be closely on track if taken into consideration the impact of pass-through grant expenses and addition of MC contracted facilities.

Pass through grant expenses in excess of budget of \$716,654 (does have revenue offset). Above budget spending for BAS Locum providers for APRN services, offset by revenue generation. Non-budgeted spending for master planning architecture fees \$60,732, Avior Group \$53,486, Black Knight Security \$10,854.

Note that MC has not yet put in Journal Entry to move contracted facilities wages to PHC expense, a high estimate would include an additional \$84,257 of expense.

Key Talking Points

Dec-24

Key Utilization

Total Encounters Month to Date (MTD) are 6,597 with a Budget of 7,287.
Year to Date (YTD) total is 37,705 and the Budget is 43,377 for a % variance of -13.1.
The prior YTD total was 34,753. Year to Date and Prior Year ratio 108.5%.

Total Medical Encounters MTD are 3,860 with a Budget of 4,315.
YTD total is 22,254 and the Budget is 25,684 for a % variance of -13.4.
The prior YTD total was 21,710. Year to Date and Prior Year ratio 102.5%.

Total Behavioral Health Encounters MTD are 954 with a Budget of 1,109.
YTD Total is 5,312 and the Budget is 6,603 for a % variance of -19.6.
The prior YTD total was 5,528 Year to Date and Prior Year ratio 96.1%.

Total School Based Behavioral Health Encounters MTD are 312 with a Budget of 316.
YTD Total is 1314 and the Budget is 1,879 for a % variance of -30.1.
The prior YTD total was 402 Year to Date and Prior Year ratio 326.9%.

Total Dental Encounters MTD are 1,376 with a Budget of 1,420.
YTD Total is 8,213 and the Budget is 8,455 for a % variance of -2.9.
The prior YTD total was 6,415 Year to Date and Prior Year ratio 128%.

Pharmacy Prescriptions Filled MTD are 11,343 with a Budget of 10,650.
YTD Total is 65,530 and the Budget is 63,391 for a % variance of 3.4.
The prior YTD total was 60,166 Year to Date and Prior Year ratio 108.9%.

Balance Sheet

Consolidated Days Cash on Hand is 200.3 days calculating available cash and investments of \$25.7m.
Operating cash is \$23.17m for 180.6 days, and the capital fund is \$2.53m for 19.7 days.
* the formula is based on all calendar days, not just business days.

Days in Clinical Accounts Receivable are 63, and the current receivable balance is \$3,354,597.
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 963,226
Pharmacy AR is presented net of an allowance for uncollectible patient accounts.

Revenue and Expense

Fee Revenue for the month totaled \$3.17m with a Budget of \$2.92m for a % variance of 8.8%.

YTD Fee Revenue is \$17.41m with a Budget of \$17.49m for a % variance of -0.4%.
The prior YTD revenue was \$16.42m for a % variance of 6%.

Total Revenue for the month is \$4.15m with a Budget of \$3.86m for a % variance of 7.5%.

YTD Total Revenue is \$23.1m with a Budget of \$23.16m for a % variance of -0.3%.

Expenses for the month totaled \$4.05m with a Budget of \$4.1m for a % variance of -1.3%.
YTD expenses are \$24.62m with a Budget of \$24.62m for a % variance of 0%.
The prior YTD expenses are \$22.36m for a variance of 10.1%.

Net Income for the month is \$98,750 with a Budget of \$-243,070 for a % variance of -140.63%.
YTD Net Income is \$-1,525,707 with a Budget of \$-1,458,422 for a % variance of 4.61%.
Capital Reserve Interest revenue posted for the month is \$8,192

Current Month					Year To Date					YTD		
Dec. 31, 2024		Daily			Dec. 31, 2024				Budget	Dec. 31, 2023		
Actual	Budget	Avg	Var	Var %	Actual	Budget	Var	Var %	12 Mo Total	Prior Year	% Change	
VOLUME INDICATORS												
		21										
1,741	2,081	99	(340)	-16.3%	Creamery Medical	10,858	12,385	(1,527)	-12.3%	24,671	10,567	2.8%
1,423	1,309	62	114	8.7%	Creamery Residency Medical	6,793	7,791	(998)	-12.8%	15,519	6,961	-2.4%
14	16	1	(2)	-9.8%	Creamery Residency BH	102	92	10		184	99	3.0%
1,021	1,043	50	(22)	-2.1%	Creamery Dental	6,175	6,210	(35)	-0.6%	12,371	5,412	14.1%
86	0	0	86		Creamery IBH	485	-			-	599	-19.0%
772	986	47	(214)	-13.0%	Alder BH	4,326	5,868	(1,057)	-18.0%	11,689	4,389	-1.4%
215	297	14	(82)	-27.6%	Seeley Lake Medical	1,534	1,767	(233)	-13.2%	3,519	1,318	16.4%
153	190	9	(37)	-19.4%	Seeley Lake Dental	1,023	1,130	(107)	-9.5%	2,251	964	6.1%
0	0	0	(0)		Seeley Lake BH	0	0	(0)		0	0	
139	170	8	(31)	-18.0%	POV Medical	833	1,010	(177)	-17.5%	2,011	577	44.4%
13	0	0	13	15414185.7%	POV BH	87	0	87	17330300.0%	0	41	112.2%
181	170	8	11	6.7%	Lowell Clinic Medical	1,208	1,010	198	19.7%	2,011	1,223	-1.2%
138	132	6	6	4.9%	Lowell Clinic Dental	741	783	(42)	-5.4%	1,560	15	4840.0%
24	0	0	24	28457042.9%	Lowell Clinic BH	148	0	148	29481500.0%	0	233	-36.5%
32	141	7	(109)	-77.3%	Watershed Medical	142	839	(697)	-83.1%	1,672	0	
30	108	5	(78)		Watershed BH	77	643	(566)	0.0%	1,280	0	
47	53	3	(6)	-10.7%	School Based - CS Porter BH	191	313	(122)	-39.0%	624	0	
53	53	3	0	0.7%	School Based - Franklin BH	225	313	(88)	-28.2%	624	0	
65	53	3	12	23.5%	School Based - Hawthorne BH	267	313	(46)	-14.7%	624	0	
27	53	3	(26)	-48.7%	School Based - Lowell BH	138	313	(175)	-55.9%	624	86	
65	53	3	12	23.5%	School Based - Russell BH	181	313	(132)	-42.2%	624	0	
55	53	3	2	4.5%	School Based - Willard BH	312	313	(1)	-0.4%	624	316	-1.3%
11,343	10,650	507	693	6.5%	Pharmacy Prescriptions	65,530	63,391	2,139	3.4%	126,274	60,166	8.9%
95	127	6	(32)	-25.3%	Clinical Pharmacy	612	757	(145)	-19.1%	1,507	698	-12.3%
129	148	7	(19)	-13.0%	Missoula Food Bank Medical	886	883	3	0.3%	1,759	1,064	-16.7%
64	56	3	8	15.0%	Missoula Food Bank Dental	274	331	(57)	-17.3%	660	24	1041.7%
15	0	0	15	17785614.3%	Missoula Food Bank BH	87	0	87	17330300.0%	0	167	-47.9%
3,860	4,315	205	(455)	-10.5%	Medical	22,254	25,684	(3,430)	-13.4%	51,162	21,710	2.5%
954	1,109	53	(155)	-14.0%	BH	5,312	6,603	(1,291)	-19.6%	12,969	5,528	-3.9%
312	316	15	(4)	-1.2%	School Based BH	1,314	1,879	(565)	-30.1%	3,743	402	226.9%
1,376	1,420	68	(44)	-3.1%	Dental	8,213	8,455	(242)	-2.9%	16,842	6,415	28.0%
95	127	6	(32)	-25.3%	Clinical Pharmacy	612	757	(145)	-19.1%	1,507	698	-12.3%
6,597	7,287	347	(690)	-9.5%	Total Encounters	37,705	43,377	(5,672)	-13.1%	86,223	34,753	8.5%
11,343	10,650	507	693	6.5%	Pharmacy Prescriptions	65,530	63,391	2,139	3.4%	126,274	60,166	8.9%
21					Work Days	104						
Avg Encounters By Day												
183.8	205.5				Medical	214.0	247.0				208.8	
45.4	52.8				BH	51.1	63.5				53.2	
14.9	15.0				School Based BH	12.6	18.1				3.9	
65.5	67.6				Dental	79.0	81.3				61.7	
4.5	6.1				Clinical Pharmacy	5.9	7.3				6.7	
314.1	347.0				Total Encounters	362.5	417.1				334.2	
540	507				Pharmacy Prescriptions	630	610				579	
					Creamery Medical % of Creamery Medical Visits	61%						
					Creamery Residency % Creamery Medical Visits	39%						

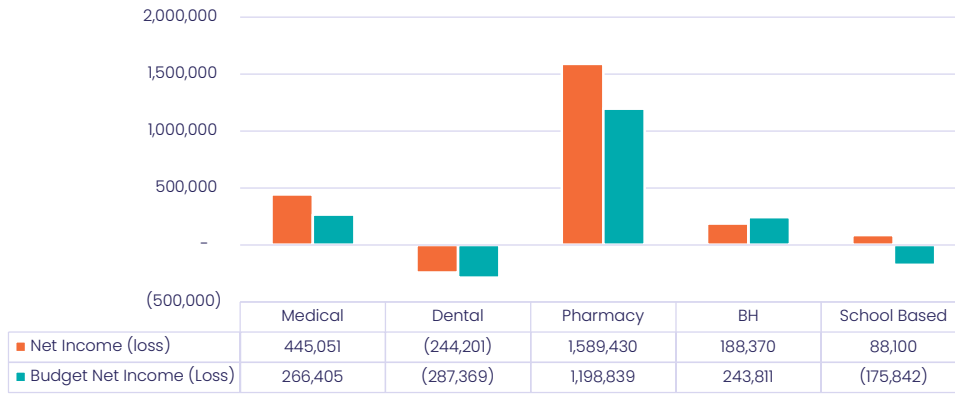
OTHER INDICATORS

Prescription Mix				Encounter Mix				Productivity		
	Current Month	Prior Year Month	Change		Current Month	Prior Year Month	Change	Jul 24 - Dec 24	Jul 23 - Dec 23	Change
	12/31/2024	12/31/2023			12/31/2024	12/31/2023				
Medicaid	28.3%	29.7%	-1.5%	Medicaid	32.4%	34.3%	-1.8%	32.5%	37.7%	-5.2%
Medicare				Medicare	16.8%	20.7%	-3.8%	18.3%	19.2%	-0.8%
Self Pay	20.5%	24.3%	-3.9%	Self Pay	23.2%	18.0%	5.2%	21.9%	17.4%	4.4%
Medicare/Medicaid				Medicare/Medicaid	1.2%	0.7%	0.5%	1.0%	0.6%	0.4%
Private Pay	51.3%	45.9%	5.3%	Private Pay	26.3%	26.4%	0.0%	26.3%	25.1%	1.2%
Total Prescriptions	100.0%	100.0%	0.0%	Total Encounters	100%	100%	0.0%	100%	100.0 %	0.0%
Productivity				Productivity						
Prescription Mix	Jul 24 - Dec 24	Jul 23 - Dec 23	Change	12/8/2024-12/21/2024	11/24/2024-12/7/2024	11/10/24-11/23/24				
Medicaid	29%	32%	-3%	Pay Period 26	Pay Period 25	Pay Period 24				
Self Pay	21%	24%	-2%	Total Hours	22,711	22,711	22,842			
Private Pay	50%	45%	5%	Total FTEs	283.89	283.88	285.52			
Total Prescriptions	100%	100%	0%	Productive Hours	20,690	17,684	18,345			
				Productive FTEs	258.6	221.1	229.3			
				RATIO Productive to Total Hours	91.1%	77.9%	80.3%			
				Total Encounters	3,509	2,808	2,732			
				Encounter Per Staffed FTE	12.36	9.89	9.57			

FINANCIAL STATISTICS

			12/31/2024	Budget	Year to Date	Year to Date Budget
		Operating Margin w/internal granting	2.4%	-6.3%	-6.6%	-6.3%
2019 Capital Link						
Industry Benchmark	Strategic Plan					
60	< = 60	Clinical AR Days and Gross Balance	63	\$ 3,354,597		Insurance Balance \$ 1,759,189 Patient Balance \$ 1,595,408
		Pharmacy AR, Net Collectible Value	13	963,226		\$ 932,379 \$ 30,847
45	> = 120	Days Cash on Hand		Current Month		Prior Month Change
		Operating Cash	180.6	23,167,774	174.1	22,441,975 725,799
		Capital Fund	19.7	2,532,802	19.6	2,524,610 8,192
		Total Cash	200.3	<u>25,700,576</u>	193.7	<u>24,966,585</u> <u>733,990</u>

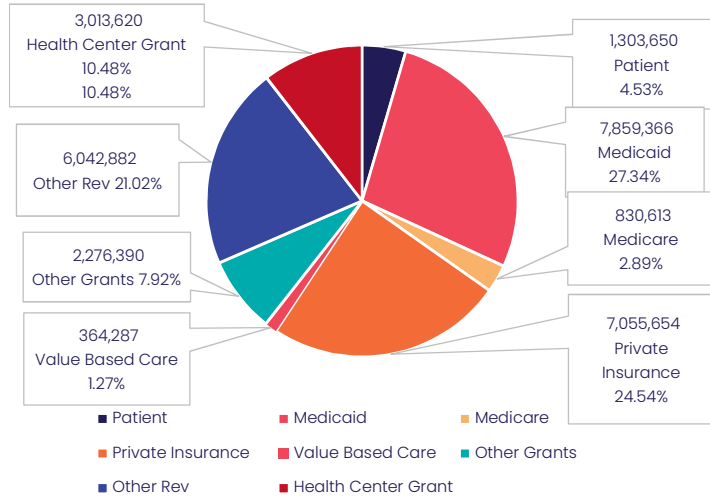
Service Line Margin YTD December 2024



Other Unit Margin YTD Dec. 2024



Total YTD Dec 2024 by Payor Rev



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

Fiscal Year 2025 Month				Fiscal Year 2025 Year To Date				
Total Accrual 31-Dec-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Total ACCRUAL 31-Dec-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
OPERATING REVENUE								
GROSS CHARGES								
				Clinical				
232,707				Patient	1,400,318			
494,937				Medicaid	2,650,697			
218,248				Medicare	1,280,241			
559,527				Private Insurance	3,124,405			
1,505,419				Total Clinical	8,455,661			
				Pharmacy				
149,167				Patient				
519,554				Medicaid				
-				Medicare				
1,042,365				Private Insurance				
1,711,086				Total Pharmacy	-			
3,216,505				Total Gross Charges	8,455,661			
REVENUE ADJUSTMENTS								
Explicit Price Concessions (Contractual Adj., SFS Discount, DIR Fees)								
				Clinical				
68,694				Patient	422,638			
(381,030)				Medicaid	(1,917,361)			
74,543				Medicare	449,628			
278,092				Private Insurance	1,551,534			
				Refunds				
				Pharmacy				
501				Patient				
(3,735)				Medicaid				
				Medicare				
				Private Insurance				
				Refunds				
37,065				Total Explicit Price Concessions	506,438			
Implicit Price Concessions (PHC Cares, courtesy adj, collections)								
				Clinical				
16,902				Patient	94,509			
				Medicaid				
				Medicare				
				Private Insurance				
				Pharmacy				
				Patient				
				Medicaid				
				Medicare				
				Private Insurance				
16,902				Total Implicit Price Concessions	94,509			
53,967				Total Adjustments	600,946			
NET REVENUE								
147,111	35,578	111,533	313.5%	Clinical	883,172	213,468	669,704	313.7%
875,967	948,270	(72,303)	-7.6%	Patient	4,568,058	5,689,623	(1,121,565)	-19.7%
143,705	162,190	(18,485)	-11.4%	Medicaid	830,613	973,141	(142,528)	-14.6%
281,436	318,351	(36,915)	-11.6%	Medicare	1,572,872	1,910,107	(337,235)	-17.7%
180,257	48,333	131,923	272.9%	Private Insurance	364,287	290,000	74,287	25.6%
1,628,475	1,512,723	115,752	7.7%	Value Based Care				
				Total Clinical Revenue	8,219,002	9,076,339	(857,337)	-9.4%
				Pharmacy				
60,429	75,389	(14,961)	-19.8%	Patient	420,479	452,335	(31,856)	-7.0%
519,554	548,564	(29,010)	-5.3%	Medicaid	3,291,308	3,291,384	(76)	0.0%
-	-	-		Medicare	-	-	-	
962,371	778,649	183,722	23.6%	Private Insurance	5,482,782	4,671,893	810,889	17.4%
1,542,354	1,402,602	139,752	10.0%	Total Pharmacy	9,194,569	8,415,612	778,957	9.3%
3,170,829	2,915,325	255,504	8.8%	Total Operating Revenue	17,413,570	17,491,951	(78,381)	-0.4%

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

12/31/2023

ASSETS

Current Assets:

Cash & Cash Equivalents	25,700,576
Clinical Accounts Receivable, gross	3,354,597
Allowance for Uncollectible Clinical	
Clinical Accounts Receivable, net	
Pharmacy Accounts Receivable, gross	973,508
Allowance for Uncollectible Pharmacy	(10,282)
Pharmacy Accounts Receivable, net	963,226
Other Receivables	
340B Inventory	340,903
Medicaid Inventory	710,989
Inventory (Pharmacy)	1,051,892
Prepaid Expenses	
Total Current Assets	31,070,291

Capital Assets:

Nondepreciable Capital Assets	617,414
Depreciable Capital Assets, Net of Accumulated Depreciation	11,347,550
Right-of-use subscription asset, net of accumulated amortization	
Right-of-use lease asset, net of accumulated amortization	810,401
TOTAL ASSETS	43,845,656

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	236,351
Notes Payable	
Accrued Interest	
Compensated Absences	1,785,668
Current portion of subscription liability	
Current Portion of Long-Term Debt	140,000
Current Portion of Lease Liability	174,644
Total Current Liabilities	2,336,663

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	625,757
Postemployment Benefits	1,574,528
Net Pension Liability	18,431,297
Total Long-Term Liabilities	21,671,183
TOTAL LIABILITIES	24,007,847

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	22,410,226

*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 6/30/2024 values.

Missoula County unable to provide Compensated Absences monthly. Reported at 6/30/2024 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 December 2024

	ACTUAL MTD	MTD BUDGET	ACTUAL YTD	YTD BUDGET	2025 Annual BUDGET	Accrual AUDITED 2023	Accrual AUDITED 2022
OPERATING REVENUE							
Charges for Services	3,170,829	2,915,325	17,413,570	17,491,951	34,983,902	33,717,396	31,060,515
Operating Revenue	3,170,829	2,915,325	17,413,570	17,491,951	34,983,902	33,717,396	31,060,515
On-Behalf Revenue-Pensions						571,772	1,154,677
Total Operating Revenue	3,170,829	2,915,325	17,413,570	17,491,951	34,983,902	34,289,168	32,215,192
OPERATING EXPENSES							
Personnel	2,444,169	2,379,362	14,238,578	14,276,170	28,552,341	27,242,968	23,020,764
Other Operating Expenses- Clothing	-	2,125	14,771	12,750	25,500		
Other Operating Expenses- Supplies	1,237,982	1,284,734	7,479,504	7,708,402	15,416,804		
Other Operating Expenses- Purchased Services	304,877	374,136	2,513,505	2,244,817	4,489,633		
Other Operating Expenses						17,695,462	15,615,712
Depreciation	62,562	62,562	375,371	375,371	750,742	596,004	648,113
Operating Expenses	4,049,590	4,102,918	24,621,729	24,617,510	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	4,049,590	4,102,918	24,621,729	24,617,510	49,235,020	45,534,434	39,284,589
Operating Loss	(878,761)	(1,187,593)	(7,208,158)	(7,125,559)	(14,251,118)	(11,245,266)	(7,069,397)
NON-OPERATING REVENUE (EXPENSE)							
Intergovernmental Revenue	579,680	520,616	4,092,611	3,123,699	6,247,397	10,206,566	9,717,122
Private/Local Grants and Donations	370,357	127,730	1,498,009	766,377	1,532,754	279,018	471,287
Miscellaneous Revenue	19,282	288,677	59,820	1,732,062	3,464,123	173,199	239,147
Investment Earnings	8,192	7,500	32,011	45,000	90,000	84,574	8,418
Interest Expense	(7,417)	(7,417)	(44,500)	(44,500)	(89,000)	(45,813)	(51,438)
Loss on Disposal of Assets						(343,452)	
Total Non-Operating Revenue (Expense)	977,511	944,523	5,682,451	5,667,137	11,334,274	10,354,092	10,384,536
Change in Net Position	98,750	(243,070)	(1,525,707)	(1,458,422)	(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			24,862,008	24,929,293	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	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
Total		(512,071)	

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	Secured	500,000	
● \$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
● \$10,000 Headwaters DEI	Awarded	0	New budgetary expense added associated with award
		642,497	

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
- Jan. '25 | Going live with Labcorp for lab services

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

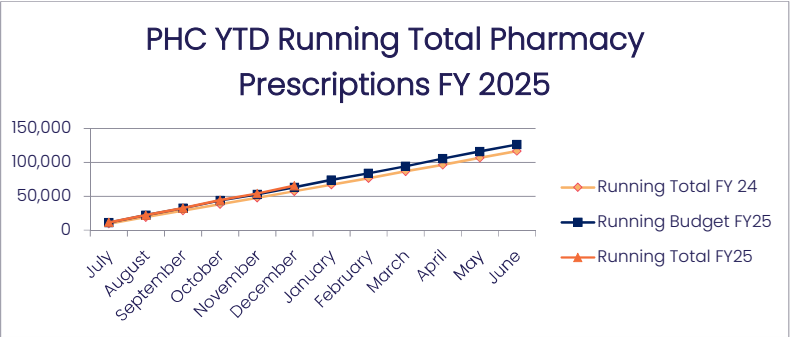
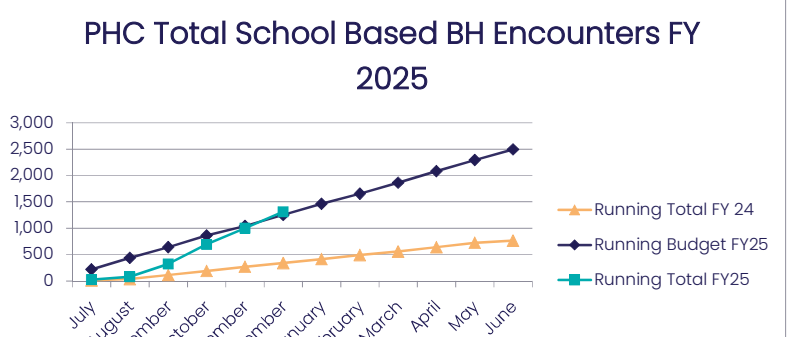
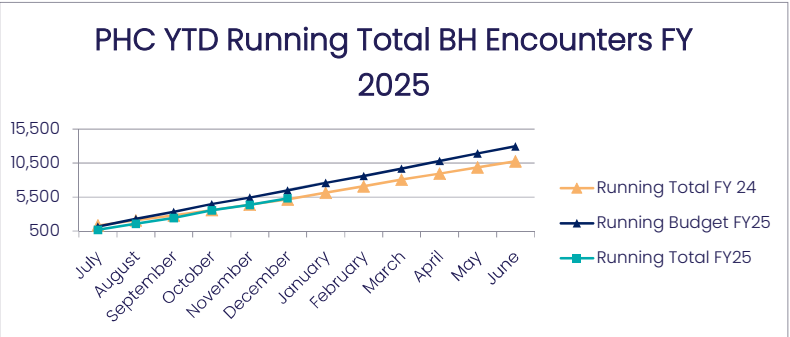
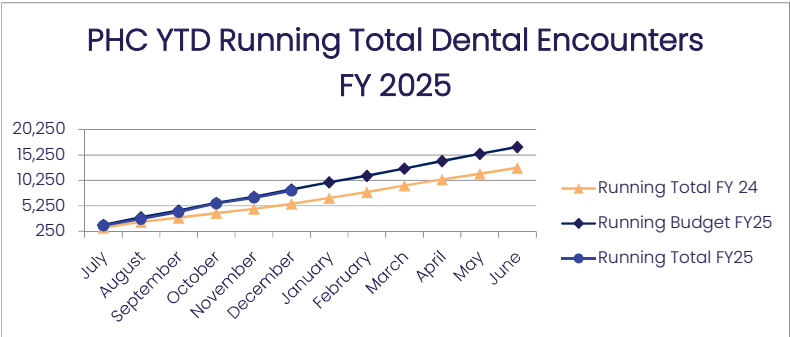
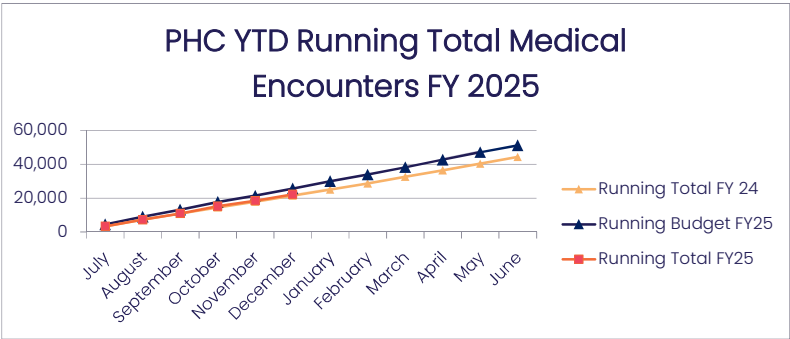
Fiscal Year 2025 Month					
Total Accrual 31-Dec-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%		
					OPERATING REVENUE
					NET REVENUE
					Clinical
147,111	35,578	111,533	313.5%		Patient
875,967	948,270	(72,303)	-7.6%		Medicaid
143,705	162,190	(18,485)	-11.4%		Medicare
281,436	318,351	(36,915)	-11.6%		Private Insurance
180,257	48,333	131,923	272.9%		Value Based Care
1,628,475	1,512,723	115,752	7.7%		Total Clinical Revenue
					Pharmacy
60,429	75,389	(14,961)	-19.8%		Patient
519,554	548,564	(29,010)	-5.3%		Medicaid
-	-	-			Medicare
962,371	778,649	183,722	23.6%		Private Insurance
1,542,354	1,402,602	139,752	10.0%		Total Pharmacy
3,170,829	2,915,325	255,504	8.8%		Total Operating Revenue
					NON-OPERATING REVENUE
565,161	443,692	121,469	27.4%		Federal (Direct)
84,689	57,231	27,458	48.0%		Federal Pass-Through
196,837	65,903	130,933	198.7%		State (Direct)
-	11,137	(11,137)	-100.0%		State Pass-Through
1,000	25,000	(24,000)	-96.0%		Contributions & Donations
22,500	-	22,500			Private Foundation/Organization
13,429	282,824	(269,395)	-95.3%		Other
39,880	-	39,880			Coronavirus Relief Funds
8,192	7,500	692	9.2%		Interest Income
5,853	5,853	(0)	0.0%		Rental Income (Residency (Qtrly))
39,971	45,383	(5,412)	-11.9%		Residency Program (Qtrly)
977,511	944,523	32,988	3.5%		Total Grants, Donations and Other Support
4,148,340	3,859,848	288,492	7.5%		TOTAL REVENUE
					OPERATING EXPENSES
					PERSONNEL
1,859,155	1,774,074	85,081	4.8%		Salaries, Wages
2,065	2,458	(393)	-16.0%		EAP
582,949	602,830	(19,882)	-3.3%		Benefits
2,444,169	2,379,362	64,807	2.7%		Salaries, Wages & Benefits
-	2,125	(2,125)	-100.0%		Clothing Allowance
1,237,982	1,284,734	(46,751)	-3.6%		SUPPLIES
1,612	2,667	(1,054)	-39.5%		Pharmacy
4,723	9,312	(4,589)	-49.3%		Office
42,203	117,630	(75,427)	-64.1%		Computer
15,189	26,528	(11,340)	-42.7%		Clinic
3,179	3,746	(567)	-15.1%		Janitorial
(38)	9,829	(9,867)	-100.4%		Equipment - Non-Capital
29,733	19,030	10,702	56.2%		Dental Supplies/Lab
1,141,382	1,029,093	112,289	10.9%		Prescription Drugs
-	66,898	(66,898)	-100.0%		Vaccines
367,439	436,698	(69,259)	-15.9%		PURCHASED SERVICES
7,054	10,695	(3,642)	-34.0%		Postage
1,142	2,121	(980)	-46.2%		Printing/Litho
1,579	4,235	(2,656)	-62.7%		Transportation - Patient
2,479	11,190	(8,711)	-77.8%		Outreach
4,355	2,093	2,262	108.1%		Books/Resource/Subscription
-	3,623	(3,623)	-100.0%		Dues & Memberships
-	-	-			Transcription
-	521	(521)	-100.0%		Recruitment

Fiscal Year 2025 Month				
Total Accrual 31-Dec-24	MTD Budget	ACCRUAL Variance	ACCRUAL Variance%	
3,394	14,361	(10,967)	-76.4%	Utilities
1,954	1,773	181	10.2%	Garbage Collection
14,025	15,369	(1,344)	-8.7%	Phone
663	1,708	(1,045)	-61.2%	Dental Provider Services
100,606	52,508	48,098	91.6%	Provider Services
7,155	3,750	3,405	90.8%	Audit Fees
5,068	5,232	(165)	-3.1%	Legal Services/Accounting
78,123	129,852	(51,729)	-39.8%	Contracted Services
22,556	21,941	615	2.8%	Equipment Repair & Maintenance
619	1,150	(531)	-46.1%	Mileage - Personal Vehicle
1,319	2,058	(739)	-35.9%	Meals/Lodging/Incidentals
345	18,290	(17,945)	-98.1%	Continuing Education
2,653	14,868	(12,215)	-82.2%	Training/Tuition/Registration Fees
4,560	20,575	(16,016)	-77.8%	Lab Services
2,462	3,224	(762)	-23.6%	Waste Disposal
22,840	22,862	(22)	-0.1%	Rent
-	-	-		Amortization of Right of Use Lease
3,349	-	3,349		Subscription Lease
9,161	2,719	6,442	236.9%	Professional Licenses & Dues
7,417	7,417	-	0.0%	Interest
-	-	-		Paying Agent Fee
62,562	62,562	-	0.0%	Depreciation
4,049,590	4,102,918	(53,328)	-1.3%	TOTAL OPERATING EXPENSES
98,750	(243,070)	341,820	-140.6%	NET INCOME (LOSS)
				DEBT SERVICE
11,667	11,667	-	0.0%	Principal
7,417	7,417	-	0.0%	Interest
-	-	-		Paying Agent Fee
				OTHER
-	-	-		Transfers
-	-	-		Capital Building and Constructions
23,296	-	23,296		Capital Equipment
4,021,991	4,052,023	(30,032)	-0.7%	CASH PRESENTATION EXPENSES
126,349	(192,175)	318,524	-165.7%	CASH PRESENTATION NET INCOME

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

	Fiscal Year 2025 Year To Date				2024 YTD Comparison
	Total ACCRUAL 31-Dec-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 31-Dec-23
OPERATING REVENUE					
NET REVENUE					
Clinical					
Patient	883,172	213,468	669,704	313.7%	768,857
Medicaid	4,568,058	5,689,623	(1,121,565)	-19.7%	4,964,865
Medicare	830,613	973,141	(142,528)	-14.6%	851,802
Private Insurance	1,572,872	1,910,107	(337,235)	-17.7%	1,342,743
Value Based Care	364,287	290,000	74,287	25.6%	250,607
Total Clinical Revenue	8,219,002	9,076,339	(857,337)	-9.4%	8,178,875
Pharmacy					
Patient	420,479	452,335	(31,856)	-7.0%	421,178
Medicaid	3,291,308	3,291,384	(76)	0.0%	3,133,232
Medicare	-	-	-	-	-
Private Insurance	5,482,782	4,671,893	810,889	17.4%	4,688,096
Total Pharmacy	9,194,569	8,415,612	778,957	9.3%	8,242,506
Total Operating Revenue	17,413,570	17,491,951	(78,381)	-0.4%	16,421,381
NON-OPERATING REVENUE					
Federal (Direct)	3,013,620	2,662,150	351,471	13.2%	2,723,952
Federal Pass-Through	557,713	343,387	214,326	62.4%	499,185
State (Direct)	661,157	395,420	265,737	67.2%	70,674
State Pass-Through	49,392	66,820	(17,428)	-26.1%	307,004
Contributions & Donations	8,706	150,000	(141,294)	-94.2%	2,488
Private Foundation/Organization	78,756	-	78,756	-	65,500
Other	30,550	1,696,941	(1,666,391)	-98.2%	50,640
Coronavirus Relief Funds	1,008,127	-	1,008,127	-	347,636
Interest Income	32,011	45,000	(12,989)	-28.9%	34,042
Rental Income (Residency (Qtrly))	29,270	35,121	(5,851)	-16.7%	35,123
Residency Program (Qtrly)	213,149	272,299	(59,150)	-21.7%	255,132
Total Grants, Donations and Other Support	5,682,451	5,667,137	15,314	0.3%	4,391,376
TOTAL REVENUE	23,096,022	23,159,088	(63,066)	-0.3%	20,812,756
OPERATING EXPENSES					
PERSONNEL					
Salaries, Wages	10,778,575	10,644,442	134,133	1.3%	9,642,008
EAP	12,368	14,747	(2,379)	-16.1%	11,745
Benefits	3,447,635	3,616,982	(169,347)	-4.7%	3,191,823
Salaries, Wages & Benefits	14,238,578	14,276,170	(37,592)	-0.3%	12,845,576
Clothing Allowance	14,771	12,750	2,021	15.8%	15,000
SUPPLIES	7,479,504	7,708,402	(228,898)	-3.0%	7,223,395
Pharmacy	15,524	16,000	(476)	-3.0%	13,662
Office	39,435	55,872	(16,436)	-29.4%	38,567
Computer	303,839	705,783	(401,944)	-57.0%	376,240
Clinic	109,405	159,171	(49,766)	-31.3%	143,200
Janitorial	16,575	22,476	(5,901)	-26.3%	13,728
Equipment - Non-Capital	36,984	58,974	(21,989)	-37.3%	38,160
Dental Supplies/Lab	126,940	114,181	12,759	11.2%	81,834
Prescription Drugs	6,487,064	6,174,557	312,506	5.1%	6,123,441
Vaccines	343,738	401,389	(57,651)	-14.4%	394,564
PURCHASED SERVICES	2,888,876	2,620,188	268,689	10.3%	2,277,026
Postage	58,758	64,173	(5,414)	-8.4%	54,201
Printing/Litho	6,891	12,728	(5,837)	-45.9%	5,822
Transportation - Patient	15,692	25,411	(9,719)	-38.2%	24,439
Outreach	21,608	67,142	(45,533)	-67.8%	25,682
Books/Resource/Subscription	7,625	12,559	(4,934)	-39.3%	8,221
Dues & Memberships	676	21,739	(21,063)	-96.9%	25,844
Transcription	-	-	-	-	-

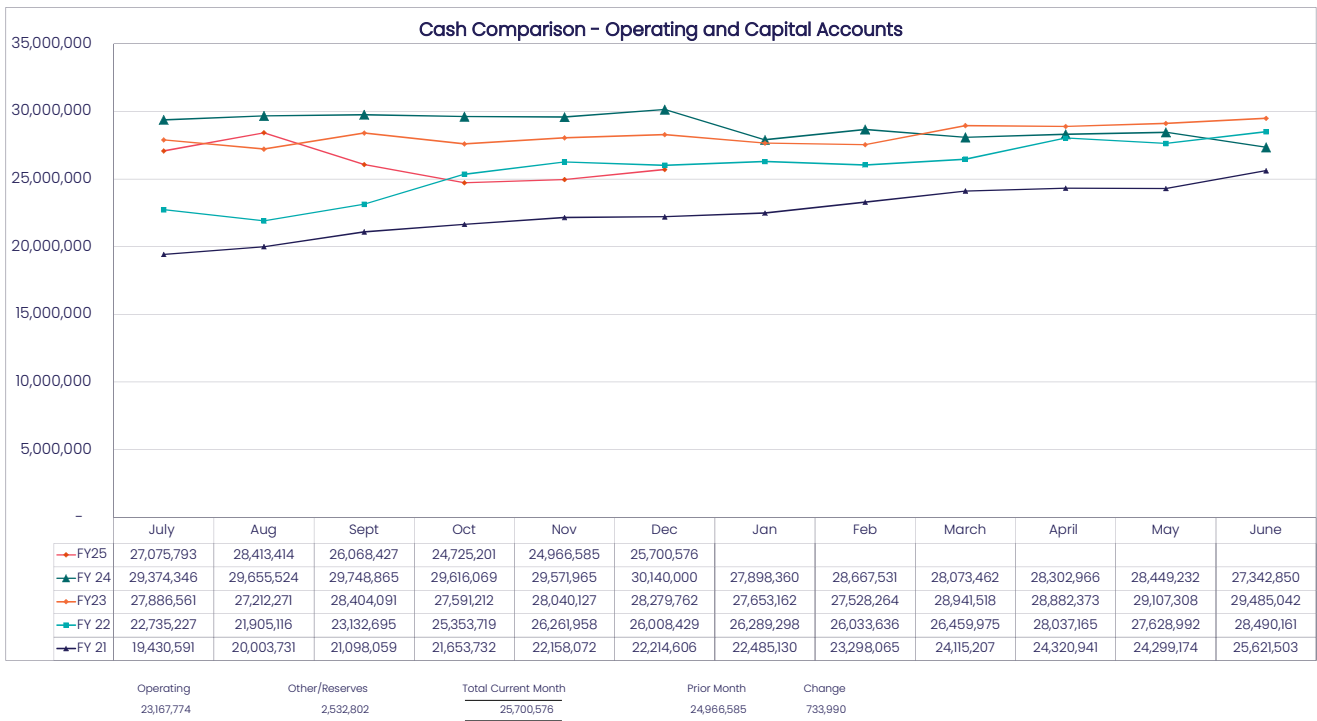
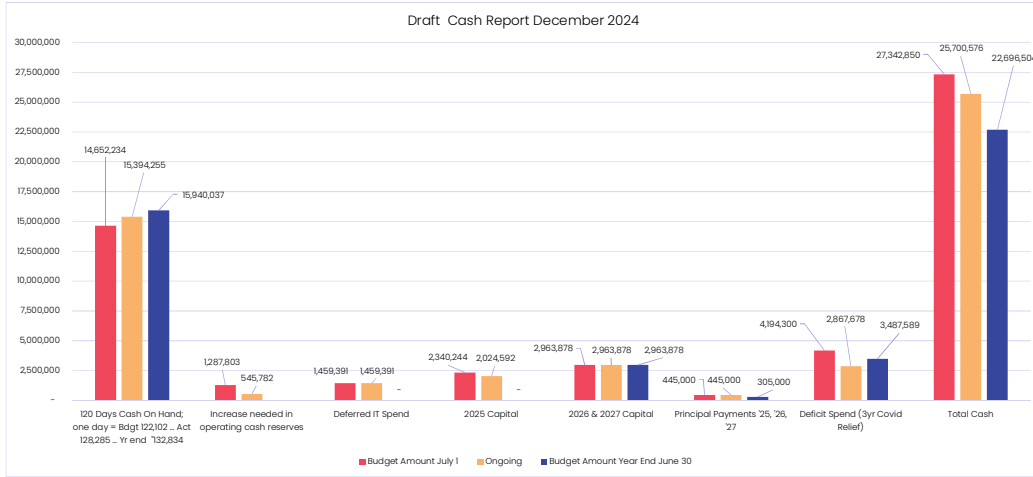
	Fiscal Year 2025 Year To Date				2024 YTD Comparison
	Total ACCRUAL 31-Dec-24	YTD Budget	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual 31-Dec-23
Recruitment	387	3,125	(2,738)	-87.6%	59
Utilities	62,607	86,168	(23,561)	-27.3%	66,726
Garbage Collection	10,569	10,638	(69)	-0.6%	9,192
Phone	83,513	92,214	(8,701)	-9.4%	77,166
Dental Provider Services	7,220	10,250	(3,030)	-29.6%	9,116
Provider Services	278,213	315,047	(36,834)	-11.7%	289,689
Audit Fees	8,299	22,500	(14,201)	-63.1%	-
Legal Services/Accounting	28,837	31,393	(2,556)	-8.1%	22,692
Contracted Services	1,393,675	779,114	614,561	78.9%	729,878
Equipment Repair & Maintenance	94,927	131,644	(36,716)	-27.9%	83,815
Mileage - Personal Vehicle	5,109	6,898	(1,789)	-25.9%	4,870
Meals/Lodging/Incidentals	11,828	12,350	(522)	-4.2%	9,292
Continuing Education	13,655	109,738	(96,083)	-87.6%	122,813
Training/Tuition/Registration Fees	30,441	89,209	(58,768)	-65.9%	73,416
Lab Services	78,472	123,452	(44,980)	-36.4%	122,446
Waste Disposal	10,341	19,343	(9,002)	-46.5%	15,298
Rent	121,266	137,170	(15,904)	-11.6%	95,414
Amortization of Right of Use Lease	74,366	-	74,366	-	-
Subscription Lease	32,453	-	32,453	-	-
Professional Licenses & Dues	11,576	16,313	(4,737)	-29.0%	6,413
Interest	44,500	44,500	-	0.0%	22,906
Paying Agent Fee	-	-	-	-	-
Depreciation	375,371	375,371	-	0.0%	371,618
TOTAL OPERATING EXPENSES	24,621,729	24,617,510	4,219	0.0%	22,360,997
NET INCOME (LOSS)	(1,525,707)	(1,458,422)	(67,285)	4.6%	(1,548,241)
DEBT SERVICE					
Principal	70,000	70,000	-	0.0%	67,500
Interest	44,500	44,500	-	0.0%	22,906
Paying Agent Fee	-	-	-	-	-
OTHER					
Transfers	-	-	-	-	-
Capital Building and Constructions	96,716	-	96,716	-	7,736
Capital Equipment	218,935	-	218,935	-	53,770
CASH PRESENTATION EXPENSES	24,632,009	24,312,139	319,870	1.3%	22,118,385
CASH PRESENTATION NET INCOME	(1,535,988)	(1,153,051)	(382,937)	33.2%	(1,305,629)





PHC PARTNERSHIP HEALTH CENTER

Fiscal Year 2025 Cash Report



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



PHC PARTNERSHIP HEALTH CENTER

Fiscal Year 2025 Capital Report

December 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		
Facilities			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		23,296	25,000		
Dental			16,330		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		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			
Medical			167,782		273,000	
Finance Software	Administration			300,000		
					300,000	
Capital Payments Year to Date			315,652		2,340,244	



Partnership Health Center

Board of Directors' Monthly Meeting

AGENDA

January 31, 2025 9AM – 930AM
SOLSTICE CONFERENCE ROOM

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 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.**

I.	Call to Order	9:00
II.	Acknowledgement of Land Stewards – stated below ¹	9:01
III.	Public Comments regarding Agenda and Non-Agenda Items	9:02
IV.	Referrals/Comments from Board Members	9:05
V.	Committee updates	9:10
	• Executive/Finance Committee (EFC)*	
VI.	Topics requiring Motions/Discussion	9:11
	• Bylaws Committee Report*	
VII.	Chief Financial Officer (CFO) Report* (<i>Motion proposed to accept CEO and CFO updates</i>)	9:15
VIII.	Consent Agenda: (<i>Motion requested to approve/acknowledge items as presented</i>)	9:28
	• Other Reports/Info	
	○ Fully Executed Contracts*	
	○ Credentialing Report*	
	• Board of Directors' – Full and Committee Minutes/Reports	
	○ Board of Directors' 12/20/24 Meeting Minutes Approval*	
	○ Executive/Finance Committee 12/18/24 Minutes Review*	
	○ Quality and Corporate Compliance Committee 1/16/25 Minutes Review*	
IX.	Next Board Meeting date: February 28, 2025	
X.	Adjournment (<i>Motion requested to adjourn meeting</i>)	9:30

¹Partnership Health Center respectfully acknowledges that we occupy the traditional homelands of the Séliš, Q'íispé, 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

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>