Wednesday, August 20, 2025 11:00 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

	TOPIC	ESTIMATED TIME
I.	Call to Order	11:00 a.m.
II.	Public Comments	11:05 a.m.
III.	Executive/Finance Committee Meeting Minutes of July 16, 2025*	11:05 a.m.
IV.	July Financial Statements*	11:10 a.m.
V.	Leadership Report	11:35 a.m.
VI.	Old Business	As needed
VII.	Additions	As needed
VIII.	Agenda for September 26, 2025 Board of Directors Meeting*	11:55 a.m.
IX.	Next Committee Meeting: September 17, 2025	
Χ.	Adjournment	12:00 p.m.

# (Action items are in blue)

TODIO

## 2025 Meeting Dates:

<b>Monthly EFC Meeti</b>	ngs
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

<sup>\*</sup> indicates attachment

July 16, 2025

PRESENT:

John Crawford, Vice Chair Joe Melvin, Secretary Jil Dunn, Treasurer STAFF: James Quirk, Chief Medical Officer (CMO)
Jaime Dixon, Assistant Chief Financial Officer
Jody Faircloth, Chief Infrastructure Officer (CIO)

ABSENT: Kathleen Walters, Chair

Lara Salazar Bryan Chalmers Marge Baack Becca Goe

Brianne Walker, Recording Secretary

## \*Virtual

ISSUE	DISCUSSION	ACTION
CALL TO ORDER	The meeting was called to order by John Crawford, Vice Chair, at 10:34 a.m.	
PUBLIC COMMENTS	John Crawford called for public comments: None heard.	*It was moved, seconded (Joe Melvin, Jil Dunn) & carried to
MINUTES	All Committee members received a copy of the June Executive/Finance Committee Meeting	approve the EFC Meeting Minutes
	Minutes for review.	of June 18, 2025 as presented. The vote was unanimous.
CFO REPORT	Jaime Dixon distributed the June financial statement to all committee members (see attached)	
	and reported the following:	
	- Year to date snapshot reviewed: fairly on target with budget	
	- Net loss: \$3.1 million actual, budgeted \$2.9 million	
	- Net margin: -6.9% actual; budgeted -6.3%	
	- Operating margin: +9.8%	
	- Encounters: 12.6% off target; medical 15.4% off budget; school based was above budget;	
	dental -4% off budget; pharmacy reviewed.	

- Missoula County has not made month end or year-end cash balances available since implementation of WorkDay (May  $1^{st}$ .)
- Accounts Receivable 41.7 days with a balance of \$2.0 million in Epic. Days removed from eCW due to no longer processing claims in that system. Pharmacy days in Accounts Receivable are 30 with a balance of \$2.4
- Payor mix: increased Medicaid due to ability to check eligibility in Epic; pharmacy has not increased but will in the future.
- Service line margins: displayed and reviewed
- Revenue: 6.5% above goal; \$189k mostly driven by pharmacy.
- Grant revenue: \$217k less than budgeted
- Total Revenue: \$27k less than budgeted but close
- Salaries and supplies: less than budgeted
- Purchased services: over on Outreach expense due to purchase of advertising; Phone expense less than expected due to invoice not posting and identifying unused phones throughout the building.
- Contracted services: lower than budgeted; line items are made up mostly of pass through grants but did not transfer over to Workday
- Lab Services: less than budgeted also due to invoicing in WorkDay delay.

Jil Dunn asked what software PHC Inc will be using after separation. Jaime Dixon advised vendors are submitting proposals and demos are being scheduled. Decision forthcoming with implementation hopefully coming in early December to allow parallel testing.

- Total operating expenses: less than budgeted \$646k mostly due to held invoices.
- Net income: above budgeted for month to date
- Revenue Year to Date: clinical -10.5%; pharmacy 9.4% with total revenue -0.9% or -\$324k
- Grant or other revenue: -\$1.1, largely due to grants not included in budget
- Total revenue: -\$1.4
- Salaries: -\$853k or \$25.6 million; last fiscal year \$27.7 million. This is largely due to close monitoring of position control.
- Supplies: -\$674k less than budgeted, likely due to not receiving invoices from Epic as those are billed quarterly; also have not gone under contract for archiving solution. Jody Faircloth advised that archiving solution is going to be significantly less than expected.
- Contracted services: above budget by \$783k due to pass through grants and other strategic plans that were not budgeted for

	- Net income: year to date \$3.1 million loss actual with a budget of -\$2.9 million.	
POLICIES	Changes reviewed in the following policies:	
	Billing and Collecting from Third Party Payors:  - General clarifications in system names and employee titles.  - Change for epic process to electronically verify insurance coverage	
	<ul> <li>Small Balance Adjustment:         <ul> <li>Clarification in responsible job titles</li> <li>General clarifications in systems names and reports referenced</li> <li>Change in small balance adjustment up from \$4.00 to \$10.00 for automatic write off after 60 days.</li> </ul> </li> </ul>	*It was moved, seconded (Jil Dunn, Joe Melvin) & carried to recommend approval of the policies as presented. The vote was unanimous.
NEXT BOARD AGENDA	The draft agenda for the Friday, July 25, 2025, Board Meeting was reviewed.	
NEXT MEETING	The next Executive/Finance Committee meeting will be August 20, 2025.	*It was moved, seconded (Joe Melvin, Jil Dunn) & carried to
ADJOURNMENT	The meeting was adjourned at 11:09 a.m.	approve the July Board Meeting Agenda with adjustments to
	Respectfully submitted,	consent agenda if needed. The vote was unanimous.
* Indicates motions		
made and accepted.	Joe Melvin, Board Secretary Brianne Walker, Recording Secretary	



# FINANCIAL REPORT DRAFT

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Key Indicators

Revenue Mix

Revenue Adjustments

Audit Formatted Financial Statement July 2025

Detail MTD Financial Statement July 2025

Detail YTD Financial Statement July 2025

**Encounter Graphs** 

# **Monthly Finance Overview**

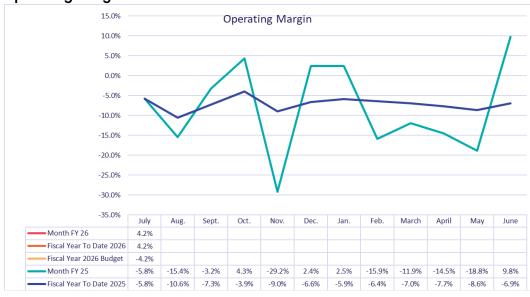
# July Year to Date 2025

The preparation of these financial statements required management to make estimates and assumptions that affect the reported amounts of income and expenses. Actual results could differ from those estimates.

## YTD (Year to date) Financial Position:

	Actual YTD	Budget	Variance	Variance %
REVENUE				
Total Operating Revenue	3,304,552	3,075,704	228,848	7.4%
Total Non-Operating Revenue	1,259,003	753,387	380,717	43.3%
TOTAL REVENUE	4,563,555	3,953,989	609,566	15.4%
TOTAL NEVENOL	4,505,555	3,333,363	005,500	13.470
EXPENSE				
Personnel	2,301,988	2,288,452	13,536	0.6%
Supplies	1,325,828	1,392,706	(66,878)	-4.8%
D. orborod Continue	744.042	420.402	202.624	60.20/
Purchased Services	741,813	438,182	303,631	69.3%
Depreciation	25,000	25,000	-	0.0%
TOTAL EVENINGS	4 252 522		252.222	6.404
TOTAL EXPENSES	4,369,628	4,119,340	250,288	6.1%
NET INCOME/(LOSS)	193,927	(165,351)	359,278	-217.3%
Net Margin	4.2%	-4.2%		

## **Operating Margin:**



## **Cost Per Encounter:**

# Drill Down Measure

# **Cost Per Encounter**

Medicaid APM Rate for 2025: \$353.73

	July 25	Budget YTD
Medical	391.23	430.85
Dental	318.82	365.77
Behavioral Health	275.18	330.77
School Based Health	1,400.74	317.93
Total Clinical	370.52	392.98
Pharmacy	134.68	142.16

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

# Key Talking Points Jul-25

## **Key Utilization**

Total Encounters Month to Date (MTD) are 5,869 with a Budget of 6,477.

Year to Date (YTD) total is 5,869 and the Budget is 6,477 for a % variance of -9.4.

The prior YTD total was 5,408. Year to Date and Prior Year ratio 108.52%.

Total Medical Encounters MTD are 3,063 with a Budget of 3,374.

YTD total is 3,063 and the Budget is 3,374 for a % variance of -9.2.

The prior YTD total was 3,219. Year to Date and Prior Year ratio 95.2%.

Total Behavioral Health Encounters MTD are 979 with a Budget of 900.

YTD Total is 979 and the Budget is 900 for a % variance of 8.8.

The prior YTD total was 692 Year to Date and Prior Year ratio 141.5%.

Total School Based Behavioral Health Encounters MTD are 99 with a Budget of 498.

YTD Total is 99 and the Budget is 498 for a % variance of -80.1.

The prior YTD total was 28 Year to Date and Prior Year ratio 353.6%.

Total Dental Encounters MTD are 1,490 with a Budget of 1,425.

YTD Total is 1,490 and the Budget is 1,425 for a % variance of 4.6.

The prior YTD total was 1,368 Year to Date and Prior Year ratio 108.9%.

Pharmacy Prescriptions Filled MTD are 11,621 with a Budget of 10,504.

YTD Total is 11,621 and the Budget is 10,504 for a % variance of 10.6.

The prior YTD total was 11,536 Year to Date and Prior Year ratio 100.7%.

#### **Balance Sheet**

Missoula County has not made month end or year end cash balances available as of the date of this publishing.

Days in Epic Clinical Accounts Receivable are 40.4, and the current receivable balance is \$2,616,720.

Epic Clinical AR is presented net of an allowance for uncollectible amounts.

eCW Clinical Accounts Receivable balance is \$1,784,169.

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

Days in Pharmacy Accounts Receivable are 29, and the current receivable balance is 2,316,221

Pharmacy AR is presented net of an allowance for uncollectible patient accounts.

### Revenue and Expense

Fee Revenue for the month totaled 3.3m with a Budget of 3.08m for a % variance of 7.4%.

YTD Fee Revenue is \$3.3m with a Budget of \$3.08m for a % variance of 7.4%.

The prior YTD revenue was \$2.89m for a % variance of 14.3%.

Total Revenue for the month is \$4.56m with a Budget of \$3.95m for a % variance of 15.4%.

YTD Total Revenue is 4.56m with a Budget of 3.95m for a % variance of 15.4%.

Expenses for the month totaled \$4.37m with a Budget of \$4.12m for a % variance of 6.1%.

YTD expenses are \$4.37m with a Budget of \$4.12m for a % variance of 6.1%.

The prior YTD expenses are \$3.96m for a variance of 10.4%.

Net Income for the month is \$193,927 with a Budget of \$-165,351 for a % variance of -217.28%.

YTD Net Income is \$193,927 with a Budget of \$-165,351 for a % variance of -217.28%.

Capital Reserve Interest revenue posted for the month is \$0

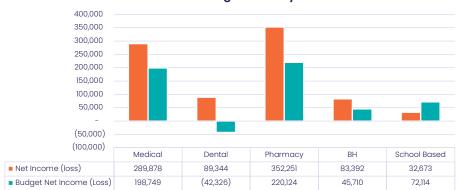
ent Month						Year To Date					YTD	
ul. 31, 2025 Actual	Budget	Daily Avg	Var	Var %		Jul. 31, 2025 Actual	Budget	Var	Var %	Budget 12 Mo Total	Jul. 31, 2024 Prior Year	% Chang
					VOLUME INDICATORS							
		20										
1,440	1,584	79	(144)	-9.1%	Creamery Medical	1,440	1,584	(144)	-9.1%	18,069	1,696	-1
1,051	1,246	62	(195)	-15.6%	Creamery Residency Medical	1,051	1,246	(195)	-15.6%	14,213	841	2
14	19	1	(5)	-26.4%	Creamery Residency BH	14	19	(5)		217	14	
1,188	1,009	50	179	17.8%	Creamery Dental	1,188	1,009	179	17.8%	11,508	1,031	1
265	0	0	265	10.50/	Creamery IBH	265	-	(100)	10.50/	-	88	20
453 162	881 167	44	(428)	-18.5% -2.7%	Alder BH	453 162	881 167	(163)	-18.5% -2.7%	10,053	527	-1
221	177	8 9	(5) 44	24.6%	Creamery Psych Seeley Lake Medical	221	177	(5) 44	-2.7% 24.6%	1,900 2,023	0 301	-2
175	202	10	(27)	-13.5%	Seeley Lake Dental	175	202	(27)	-13.5%	2,307	200	-2 -1
32	0	0	32	-13.570	Seeley Lake BH	32	0	32	-13.576	2,307	0	-1
32	0	U	32		Geeley Lake DIT	32	0	32		Ü	0	
0	0	0	(0)	-100.0%	POV Medical	0	0	(0)	-100.0%	0	0	
1	0	0	1	114090809.1%	POV BH	1	0	1	114090809.1%	0	13	-92
171	133	7	38	28.5%	Lowell Clinic Medical	171	133	38	28.5%	1,518	199	-14
39	141	7	(102)	-72.4%	Lowell Clinic Dental	39	141	(102)	-72.4%	1,614	137	-7
31	0	0	31	353681718.2%	Lowell Clinic BH	31	0	31	353681718.2%	0	46	-32
180	234	12	(54)	-23.1%	Watershed Medical	180	234	(54)	-23.1%	2,671	7	
170	0	0	170		Watershed BH	170	0	170	0.0%	0	0	
8	83	4	(75)	-90.4%	School Based - CS Porter BH	8	83	(75)	-90.4%	947	5	
35	83	4	(48)	-57.8%	School Based - Franklin BH	35	83	(48)	-57.8%	947	12	
2	83	4	(81)	-97.6%	School Based - Hawthorne BH	2	83	(81)	-97.6%	947	0	
39	83 83	4	(83)	-100.0% -53.0%	School Based - Lowell BH School Based - Russell BH	39	83 83	(83)	-100.0% -53.0%	947 947	0	
39 15	83	4	(44) (68)	-53.0% -81.9%	School Based - Kussell BH	39 15	83	(44) (68)	-53.0% -81.9%	947	11	36
15	63	4	(00)	-01.970	School based - Willard Bill	15	03	(00)	-01.9%	947	11	30
11,621	10,504	525	1,117	10.6%	Pharmacy Prescriptions	11,621	10,504	1,117	10.6%	130,936	11,536	(
76	114	6	(38)	-33.3%	Clinical Pharmacy	76	114	(38)	-33.3%	1,300	101	-24
0	0	0	(0)	-100.0%	Missoula Food Bank Medical	0	0	(0)	-100.0%	0	175	-100
88	72	4	16	21.7%	Missoula Food Bank Dental	88	72	16	21.7%	825	0	
13	0	0	13	148318081.8%	Missoula Food Bank BH	13	0	13	148318081.8%	0	4	225
3,063	3,374	169	(311)	-9.2%	Medical	3,063	3,374	(311)	-9.2%	38,494	3,219	-4
979	900	45	79	8.8%	ВН	979	900	79	8.8%	10,053	692	4
99	498	25	(399)	-80.1%	School Based BH	99	498	(399)	-80.1%	5,679	28	25
1,490	1,425		. ,		Dental	1,490	1,425	65	4.6%	16,254	1,368	
162	167	71	65	4.6%	Psych	162	167	(5)	-2.7%	1,900	0	
76	114	6	(38)	-33.3%	Clinical Pharmacy	76	114	(38)	-33.3%	1,300	101	-24
5,869	6,477	324	(608)	-9.4%	Total Encounters	5,869	6,477	(608)	-9.4%	73,680	5,408	
11,621	10,504	525	1,117	10.6%	Pharmacy Prescriptions	11,621	10,504	1,117	10.6%	130,936	11,536	
20					Work Days	249						
20					Avg Encounters By Day	2.0						
153.2	168.7				Medical	12.3	13.6				12.9	
49.0	45.0				BH	3.9	3.6				2.8	
5.0	24.9				School Based BH	0.4	2.0				0.1	
74.5	71.2				Dental	6.0	5.7				5.5	
3.8	5.7				Clinical Pharmacy	0.3	0.5				0.4	
293.5	323.9				Total Encounters	23.6	26.0				21.6	
581	525				Pharmacy Prescriptions	47	42				46	
					Cramon Madical 9/ of Common Madical No. 1	F70/						
					Creamery Medical % of Creamery Medical Visits	57%						
					Creamery Residency % Creamery Medical Visits	43%						

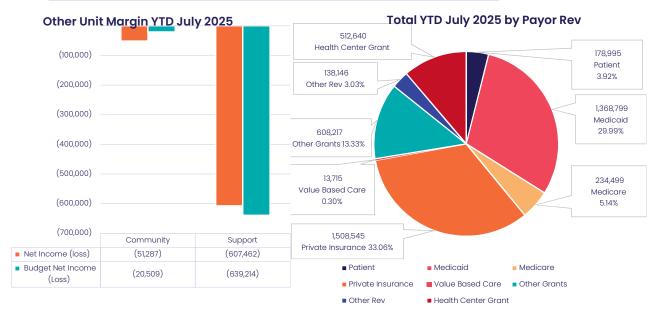
				OTHER INDICATORS							
	Current Month	Prior Year Month	ı		Current Month	Prior Year Month					
Prescription Mix	7/31/2025	7/31/2024		Encounter Mix	7/31/2025	7/31/2024	Change		Jul 25 - Jul 25		Change
Medicaid	30.4%	29.9%	0.5%	Medicaid	36.8%	31.0%	5.8%		36.8%	31.0%	6 5.89
Medicare				Medicare	17.4%	20.5%	-3.1%		17.4%	20.5%	6 -3.19
Self Pay	19.1%	23.0%	-3.9%	Self Pay	13.4%	21.7%	-8.3%		13.4%	21.7%	6 -8.39
Medicare/Medicaid				Medicare/Medicaid	0.1%	0.7%	-0.7%		0.1%	0.7%	6 -0.79
Private Pay	50.6%	47.1%	3.5%	Private Pay	32.3%	26.1%	6.2%		32.3%	26.1%	6.29
Total Prescriptions	100.0%	100.0%	0.0%	Total Encounters	100%	100%	0.0%	_	100%	100.0 %	6 0.0%
				Productivity	7/6/2025-7/19/2025	6/22/2025-7/5/2025	6/8/2025-6/21/2025	5/25/2025-6/7/2025			
Prescription Mix	Jul 25	Jul 24	Change		Pay Period 15	Pay Period 14	Pay Period 13	Pay Period 12			
Medicaid	30.4%	29.9%	0.5%	Total Hours	21,868	21,841	22,087	22,219			
Self Pay	19.1%	23.0%	-3.9%	Total FTEs	273.4	273.0	276.09	277.7			
Private Pay	50.6%	47.1%	3.4%								
Total Prescriptions	100%	100%	0%	Productive Hours	18,146	16,511	19,097	17,463			
				Productive FTEs	226.8	206.4	238.7	218.3			
				RATIO Productive to Total Hours	83.0%	75.6%	86.5%	78.6%			
				Total Encounters	2685	2427	2637	2760			
				Encounter Per Staffed FTE	9.8	8.9	9.6	9.9			

#### FINANCIAL STATISTICS

		Operating Margin w/internal granting	6/30/2025 4.5%		Budget -3.5%	Year to Date 4.5%	Year to	Date Budget -3.5%		
2019 Capital Link										
Industry Benchmark	Strategic Plan						Insurar	nce Balance	Patient Ba	lance
60	< = 60	Epic Clinical AR Days and Net Balance	40	\$	2,616,720		\$	2,176,924	\$	439,796
		eCW Clinical AR Days and Gross Balance		\$	1,784,169		\$	482,473	\$	1,301,696
		Pharmacy AR, Net Collectible Value	29		2,316,221		\$	2,287,194	\$	29,027
		Days Cash on Hand		Current	Month		Prior I	/lonth	Change	
45	> = 120	Operating Cash								
		Capital Fund								
		Total Cash								

## Service Line Margin YTD July 2025





#### Partnership Health Center Draft Statement of Revenues, Expenses, and Other Changes in Assets Period Ending July 31, 2025

Fiscal Year 2025 Month					Fiscal Year 2025 Year To Da	ite			2024 YTD Comparison
Total Accrual	MTD	ACCRUAL Variance	ACCRUAL Variance%		Total ACCRUAL	YTD	ACCRUAL Variance	ACCRUAL Variance%	Prior YTD Accrual
31-Jul-25	Budget	variance	variance%		31-Jul-25	Budget	variance	Variance%	31-Jul-24
				OPERATING REVENUE					
				GROSS CHARGES					
				Clinical					
230,983				Patient	230,983				
1,086,073				Medicaid	1,086,073				
453,708 593,295				Medicare Private Insurance	453,708 593,295				
2,364,059				Total Clinical	2,364,059				
123,488				Pharmacy Patient	123,488				
659,829				Medicaid	659,829				
•				Medicare	-				
1,121,797				Private Insurance	1,121,797				
1,905,114				Total Pharmacy	1,905,114				
4,269,172				Total Gross Charges	4,269,172				-
				REVENUE ADJUSTMENTS					
				Explicit Price Concessions (Contractual Adj., SFS Discount, DIR Fees)					
,				Clinical	(440.000)				
(112,339) (377,103)				Patient Medicaid	(112,339) (377,103)				
(219,210)				Medicare	(219,210)				
(115,971)				Private Insurance	(115,971)				
				Refunds					
				Retunds					
				Pharmacy					
(43,020)				Patient	(43,020)				
- 0				Medicaid Medicare	•				
(90,576)				Private Insurance	(90,576)				
				Refunds					
(958,218)				Total Explicit Price Concessions	(958,218)				-
				Implicit Price Concessions (PHC Cares, courtesy adj, collections)					
				Clinical					
				Patient					
				Medicaid					
				Medicare					
				Private Insurance					
				Pharmacy					
(20,117)				Patient	(20,117)				
				Medicaid Medicare					
				Private Insurance					
(20,117)				Total Implicit Price Concessions	(20,117)				
(978,335)				Total Adjustments	(978,335)				
(976,333)				Total Adjustments	(970,333)				•
				NET REVENUE					
118,644	43,695	74,949	171.5%	Clinical Patient	118,644	43,695	74,949	171.5%	123,266
708,970	884,432	(175,462)	-19.8%	Medicaid	708,970	884,432	(175,462)	-19.8%	629,256
234,499	250,429	(15,931)	-6.4%	Medicare	234,499	250,429	(15,931)	-6.4%	124,924
477,324 13,715	317,136 51,081	160,187 (37,366)	50.5% -73.2%	Private Insurance Value Based Care	477,324 13,715	317,136 51,081	160,187 (37,366)	50.5% -73.2%	233,964 35,806
1,553,151	1,546,773	6,378	0.4%	Total Clinical Revenue	1,553,151	1,546,773	6,378	0.4%	1,147,217
_,,,,,,,,	-,,/ / 2	-,	2.470		-,,	-,,//3	-,0	2	-,,,,,,,
		/4.045		Pharmacy			(4047)	7.40	
60,351 659,829	65,169 548,494	(4,818) 111,334	-7.4% 20.3%	Patient Medicaid	60,351 659,829	65,169 548,494	(4,818) 111,334	-7.4% 20.3%	96,640 661,057
-	546,494	- 111,554	20.3%	Medicare	-	546,494	-	20.3%	-
1,031,221	915,267	115,954	12.7%	Private Insurance	1,031,221	915,267	115,954	12.7%	985,339
1,751,401	1,528,931	222,470	14.6%	Total Pharmacy	1,751,401	1,528,931	222,470	14.6%	1,743,037
3,304,552	3,075,704	228,848	7.4%	Total Operating Revenue	3,304,552	3,075,704	228,848	7.4%	2,890,254
5,304,332	3,073,704	220,043	7,470		5,504,532	3,073,704	220,040	7.470	2,030,234

# PARTNERSHIP HEALTH CENTER DRAFT STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION For the Month Ended July 2025

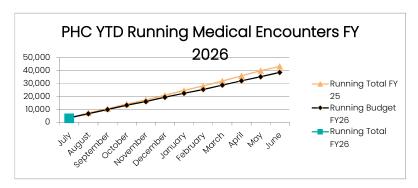
					2026	Accrual	Accrual
	ACTUAL	MTD	ACTUAL	YTD	Annual	AUDITED	AUDITED
	MTD	BUDGET	YTD	BUDGET	BUDGET	2023	2022
OPERATING REVENUE							
Charges for Services	3,304,552	3,075,704	3,304,552	3,075,704	36,908,447	33,717,396	31,060,515
Operating Revenue	3,304,552	3,075,704	3,304,552	3,075,704	36,908,447	33,717,396	31,060,515
On-Behalf Revenue-Pensions						571,772	1,154,677
Total Operating Revenue	3,304,552	3,075,704	3,304,552	3,075,704	36,908,447	34,289,168	32,215,192
OPERATING EXPENSES							
Personnel	2,301,960	2,287,152	2,301,960	2,287,152	27,445,824	27,242,968	23,020,764
Other Operating Expenses- Clothing	28	1,300	28	1,300	15,600		
Other Operating Expenses- Supplies	1,325,828	1,392,706	1,325,828	1,392,706	16,712,474		
Other Operating Expenses- Purchased Services	716,813	413,182	716,813	413,182	4,958,184		
Other Operating Expenses						17,695,462	15,615,712
Depreciation	25,000	25,000	25,000	25,000	300,000	596,004	648,113
Operating Expenses	4,369,628	4,119,340	4,369,628	4,119,340	49,432,082	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	4,369,628	4,119,340	4,369,628	4,119,340	49,432,082	45,534,434	39,284,589
Operating Loss	(1,065,076)	(1,043,636)	(1,065,076)	(1,043,636)	(12,523,636)	(11,245,266)	(7,069,397)
NON-OPERATING REVENUE (EXPENSE)							
Intergovernmental Revenue	1,047,479	589,380	1,047,479	589,380	7,072,565	10,206,566	9,717,122
Private/Local Grants and Donations	180,265	269,301	180,265	269,301	3,231,617	279,018	471,287
Miscellaneous Revenue	31,258	13,353	31,258	13,353	160,241	173,199	239,147
Investment Earnings	-	6,250	-	6,250	75,000	84,574	8,418
Interest Expense	(2,467)	(2,467)	(2,467)	(2,467)	(29,600)	(45,813)	(51,438)
Loss on Disposal of Assets						(343,452)	
Total Non-Operating Revenue (Expense)	1,259,003	878,285	1,259,003	878,285	10,539,423	10,354,092	10,384,536
Change in Net Position	193,927	(165,351)	193,927	(165,351)	(1,984,213)	(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			26,581,642	26,222,364	24,403,502	26,387,715	27,278,889
						·	·

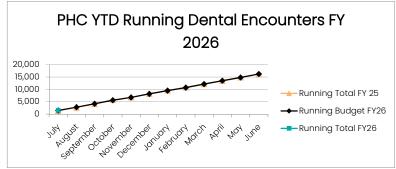
Fiscal Year 2025 Month				
Total	MTD	ACCRUAL	ACCRUAL	
Accrual	Budget	Variance	Variance%	
31-Jul-25				OPERATING REVENUE
				NET REVENUE
				Clinical
118,644	43,695	74,949	171.5%	Patient
708,970	884,432	(175,462)	-19.8%	Medicaid
234,499	250,429	(15,931)	-6.4%	Medicare
477,324 13,715	317,136 51,081	160,187 (37,366)	50.5% -73.2%	Private Insurance Value Based Care
1,553,151	1,546,773	6,378	0.4%	Total Clinical Revenue
-,,	=,= :=,::=	5,212		
				Pharmacy
60,351	65,169	(4,818)	-7.4%	Patient
659,829	548,494	111,334	20.3%	Medicaid
- 1,031,221	- 915,267	- 115,954	12.7%	Medicare Private Insurance
1,751,401	1,528,931	222,470	14.6%	Total Pharmacy
, - , -	,,	, -		
3,304,552	3,075,704	228,848	7.4%	Total Operating Revenue
				NON-OPERATING REVENUE
				NON-OF ENATING REVENUE
512,640	593,215	(80,575)	-13.6%	Federal (Direct)
584,677	136,291	448,386	329.0%	Federal Pass-Through
- · · · · · · · · · · · · · · · · · · ·	-	-		State (Direct)
23,540	32,083	(8,543)	-26.6%	State Pass-Through
5,000	708	4,292	605.9%	Contributions & Donations
54,944	6,250	48,694	779.1% 238.7%	Private Foundation/Organization Other
25,405 -	7,500 41,667	17,905 (41,667)	-100.0%	Coronavirus Relief Funds
	6,250	(6,250)	-100.0%	Interest Income
_				interest income
- 5.853				Rental Income (Residency (Otrly))
5,853	5,853	(0)	0.0%	Rental Income (Residency (Qtrly)) Residency Program (Qtrly)
				Rental Income (Residency (Qtrly)) Residency Program (Qtrly) Total Grants, Donations and Other Support
5,853 46,943	5,853 48,467	(0) (1,524)	0.0% -3.1% <b>43.3%</b>	Residency Program (Qtrly)
5,853 46,943	5,853 48,467	(0) (1,524)	0.0% -3.1%	Residency Program (Qtrly)
5,853 46,943 <b>1,259,003</b>	5,853 48,467 <b>878,285</b>	(0) (1,524) <b>380,717</b>	0.0% -3.1% <b>43.3%</b>	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE
5,853 46,943 <b>1,259,003</b>	5,853 48,467 <b>878,285</b>	(0) (1,524) <b>380,717</b>	0.0% -3.1% <b>43.3%</b>	Residency Program (Qtrly)  Total Grants, Donations and Other Support
5,853 46,943 <b>1,259,003</b>	5,853 48,467 <b>878,285</b>	(0) (1,524) <b>380,717</b>	0.0% -3.1% <b>43.3%</b>	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE
5,853 46,943 1,259,003 4,563,555	5,853 48,467 878,285 3,953,989	(0) (1,524) 380,717 609,566	0.0% -3.1% 43.3% 15.4%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539	(0) (1,524) 380,717 609,566 (26,429) (579)	0.0% -3.1% 43.3% 15.4%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP
5,853 46,943 <b>1,259,003</b> <b>4,563,555</b> 1,701,046 1,960 598,954	5,853 48,467 878,285 3,953,989 - - 1,727,474 2,539 557,138	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960	5,853 48,467 878,285 3,953,989 - - 1,727,474 2,539 557,138 2,287,152	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Salaries, Wages & Benefits
5,853 46,943 <b>1,259,003</b> <b>4,563,555</b> 1,701,046 1,960 598,954	5,853 48,467 878,285 3,953,989 - - 1,727,474 2,539 557,138	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28	5,853 48,467 878,285 3,953,989 - - 1,727,474 2,539 557,138 2,287,152 1,300	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Salaries, Wages & Benefits
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960	5,853 48,467 878,285 3,953,989 - - 1,727,474 2,539 557,138 2,287,152	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6% -97.8%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% -7.5% -97.8%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6% -97.8% -4.8% -100.0% -59.6% -32.3%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6% -97.8% -4.8% -100.0% -59.6% -32.3% -97.7%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - - 2,440 115,492 579 1,500	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% -7.5% 0.6% -97.8% -4.8% -100.0% -59.6% -32.3% -97.7% -42.1%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6% -97.8% -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500 - 9,775	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6% -97.8% -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% 7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500 - 9,775	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380)	0.0% -3.1% 43.3% 15.4% -1.5% -22.8% 7.5% 0.6% -97.8% -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500 - 9,775	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% 7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 - 2,440 115,492 579 1,500 - 9,775 1,196,041 - 741,813 2,618	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -69.3% -77.9%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500 - 9,775 1,196,041 - 741,813 2,618 53	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -69.3% -77.9% -96.1%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500 - 9,775 1,196,041 - 741,813 2,618 53 920	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0%  69.3% -77.9% -96.1% -79.0%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient
5,853 46,943 1,259,003 4,563,555 1,701,046 1,960 598,954 2,301,960 28 1,325,828 - 2,440 115,492 579 1,500 - - 9,775 1,196,041 - - 741,813 2,618 53 920 422	5,853 48,467 878,285 3,953,989 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -77.9% -96.1% -79.0% -90.2%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 2,440 115,492 579 1,500 9,775 1,196,041 741,813 2,618 53 920 422 17	5,853 48,467 878,285 3,953,989 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% 7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -77.9% -96.1% -79.0% -90.2% -99.1%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 2,440 115,492 579 1,500 9,775 1,196,041 741,813 2,618 53 920 422 17 100	5,853 48,467 878,285 3,953,989 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -77.9% -96.1% -79.0% -90.2%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 2,440 115,492 579 1,500 9,775 1,196,041 741,813 2,618 53 920 422 17	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -90.1% -90.2% -99.1% -96.8%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships Transcription
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 - 2,440 115,492 579 1,500 - 9,775 1,196,041 - 741,813 2,618 53 920 422 17 100	5,853 48,467 878,285 3,953,989 - - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124 - - 1,250	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024) 	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% 7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -90.1% -96.1% -99.1% -96.8% -100.0%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 - 2,440 115,492 579 1,500 - 9,775 1,196,041 - 741,813 2,618 53 920 422 17 100 11,221	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124 - 1,250 10,681	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024) - (1,250) 540	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5%  0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -77.9% -96.1% -79.0% -90.2% -99.1% -96.8%  -100.0% 5.1%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 2,440 115,492 579 1,500 9,775 1,196,041 - 741,813 2,618 53 920 422 17 100 11,221 498	5,853 48,467 878,285 3,953,989 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124 	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024) - - (1,250) 540 (1,423)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% 69.3% -77.9% -96.1% -90.2% -99.1% -96.8% -100.0% 5.1% -74.1%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 - 2,440 115,492 579 1,500 - 9,775 1,196,041 - 741,813 2,618 53 920 422 17 100 11,221	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124 - 1,250 10,681	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024) - (1,250) 540	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% -7.5%  0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -77.9% -96.1% -79.0% -90.2% -99.1% -96.8%  -100.0% 5.1%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection
5,853 46,943 1,259,003  4,563,555  1,701,046 1,960 598,954 2,301,960 28  1,325,828 2,440 115,492 579 1,500 9,775 1,196,041 741,813 2,618 53 920 422 17 100	5,853 48,467 878,285 3,953,989 - 1,727,474 2,539 557,138 2,287,152 1,300 1,392,706 3,168 6,039 170,583 25,116 2,590 5,833 20,155 1,104,905 54,316 438,182 11,865 1,367 4,379 4,331 1,779 3,124 - 1,250 10,681 1,921 16,872	(0) (1,524) 380,717 609,566 (26,429) (579) 41,816 14,808 (1,272) (66,878) (3,168) (3,599) (55,091) (24,537) (1,090) (5,833) (10,380) 91,135 (54,316) 303,631 (9,247) (1,314) (3,460) (3,909) (1,762) (3,024) - (1,250) 540 (1,423) (13,915)	0.0% -3.1% 43.3%  15.4%  -1.5% -22.8% 7.5% 0.6% -97.8%  -4.8% -100.0% -59.6% -32.3% -97.7% -42.1% -100.0% -51.5% 8.2% -100.0% -77.9% -96.1% -79.0% -90.2% -99.1% -96.8% -100.0% 5.1% -74.1% -82.5%	Residency Program (Qtrly)  Total Grants, Donations and Other Support  TOTAL REVENUE  OPERATING EXPENSES  PERSONNEL Salaries, Wages EAP Benefits Salaries, Wages & Benefits Clothing Allowance  SUPPLIES Pharmacy Office Computer Clinic Janitorial Equipment - Non-Capital Dental Supplies/Lab Prescription Drugs Vaccines  PURCHASED SERVICES Postage Printing/Litho Transportation - Patient Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection Phone

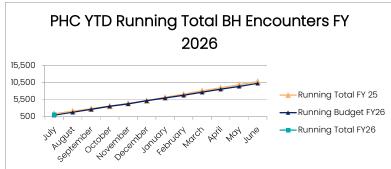
Fiscal Year 2025 Month				
Total	MTD	ACCRUAL	ACCRUAL	
Accrual	Budget	Variance	Variance%	
31-Jul-25				
10,113	5,250	4,863	92.6%	Legal Services/Accounting
586,734	194,897	391,836	201.0%	Contracted Services
16,535	13,417	3,118	23.2%	Equipment Repair & Maintenance
1,104	855	249	29.1%	Mileage - Personal Vehicle
803	2,689	(1,886)	-70.1%	Meals/Lodging/Incidentals
1,029	13,854	(12,825)	-92.6%	Continuing Education
261	13,238	(12,977)	-98.0%	Training/Tuition/Registration Fees
-	18,573	(18,573)	-100.0%	Lab Services
2,745	2,796	(52)	-1.8%	Waste Disposal
23,313	23,316	(3)	0.0%	Rent
-	-	-		Amortization of Right of Use Lease
6,025	5,250	775	14.8%	Subscription Lease
245	2,457	(2,212)	-90.0%	Professional Licenses & Dues
2,467	2,467	-	0.0%	Interest
108	-	108		Paying Agent Fee
25,000	25,000	-	0.0%	Depreciation
4,369,628	4,119,340	250,288	6.1%	TOTAL OPERATING EXPENSES
193,927	(165,351)	359,278	-217.3%	NET INCOME (LOSS)
200,020	(//	333,2.13		
				DEBT SERVICE
11,667	-	11,667		Principal
2,467	2,467	-	0.0%	Interest
-	-	-		Paying Agent Fee
				OTHER
-	=	-		Transfers
-	=	-		Capital Building and Constructions
-	-	-		Capital Equipment
4,356,295	4,094,340	261,955	6.4%	CASH PRESENTATION EXPENSES
207,260	(140,351)	347,611	-247.7%	
				CASH PRESENTATION NET INCOME

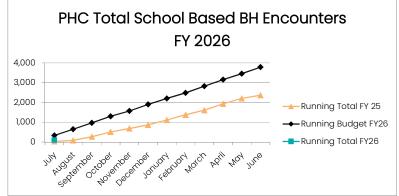
	Fiscal Year 2025 Year To D				2024 YTD Comparison
	Total	YTD	ACCRUAL	ACCRUAL	Prior YTD
	ACCRUAL 31-Jul-25	Budget	Variance	Variance%	Accrual 31-Jul-24
OPERATING REVENUE	31-3ui-23				31-Jul-24
NET REVENUE					
Clinical					
Patient	118,644	43,695	74,949	171.5%	123,266
Medicaid	708,970	884,432	(175,462)	-19.8%	629,256
Medicare Private Insurance	234,499 477,324	250,429 317,136	(15,931) 160,187	-6.4% 50.5%	124,924 233,964
Value Based Care	13,715	51,081	(37,366)	-73.2%	35,806
Total Clinical Revenue	1,553,151	1,546,773	6,378	0.4%	1,147,217
Pharmacy Patient	60,351	65,169	(4,818)	-7.4%	96,640
Medicaid	659,829	548,494	111,334	20.3%	661,057
Medicare	-	-	-	20.370	-
Private Insurance	1,031,221	915,267	115,954	12.7%	985,339
Total Pharmacy	1,751,401	1,528,931	222,470	14.6%	1,743,037
Total Operating Revenue	3,304,552	3,075,704	228,848	7.4%	2,890,254
Total operating revenue		3,073,704	220,040	71470	2,030,234
NON-OPERATING REVENUE					
Federal (Direct)	512,640	593,215	(80,575)	-13.6%	468,856
Federal Pass-Through	584,677	136,291	448,386	329.0%	19,627
State (Direct)	-	-	-		-
State Pass-Through	23,540	32,083	(8,543)	-26.6%	124,952
Contributions & Donations	5,000	708	4,292	605.9%	-
Private Foundation/Organization	54,944	6,250	48,694	779.1%	-
Other	25,405	7,500	17,905	238.7%	5,427
Coronavirus Relief Funds	-	41,667	(41,667)	-100.0%	228,446
Interest Income		6,250	(6,250)	-100.0% 0.0%	-
Rental Income (Residency (Qtrly)) Residency Program (Qtrly)	5,853 46,943	5,853 48,467	(0) (1,524)	-3.1%	-
Total Grants, Donations and Other Support	1,259,003	878,285	380,717	43.3%	847,308
TOTAL REVENUE	4,563,555	3,953,989	609,566	15.4%	3,737,562
OPERATING EXPENSES					
PERSONNEL					
Salaries, Wages	1,701,046	1,727,474	(26,429)	-1.5%	1,732,801
EAP	1,960	2,539	(579)	-22.8%	2,029
Benefits	598,954	557,138	41,816	7.5%	587,088
Salaries, Wages & Benefits	2,301,960	2,287,152	14,808	0.6%	2,321,918
Clothing Allowance	28	1,300	(1,272)	-97.8%	13,000
SUPPLIES	1,325,828	1,392,706	(66,878)	-4.8%	1,267,728
Pharmacy	-	3,168	(3,168)	-100.0%	94
Office	2,440	6,039	(3,599)	-59.6%	3,846
Computer	115,492	170,583	(55,091)	-32.3%	45,960
Clinic	579	25,116	(24,537)	-97.7%	2,342
Janitorial	1,500	2,590	(1,090)	-42.1%	2,077
Equipment - Non-Capital	- 0.775	5,833	(5,833)	-100.0%	9,629
Dental Supplies/Lab Prescription Drugs	9,775	20,155 1,104,905	(10,380) 91,135	-51.5% 8.2%	8,221
Vaccines	1,196,041 -	54,316	(54,316)	-100.0%	1,126,497 69,061
PURCHASED SERVICES	741,813	438,182	303,631	69.3%	355,100
Postage	2,618	11,865 1,367	(9,247)	-77.9% -96.1%	9,607
Printing/Litho	E2		(1,314)	-90.1%	0
Transportation - Patient	53 920		(3.460)	-79.0%	2 206
Transportation - Patient Outreach	920	4,379	(3,460) (3,909)	-79.0% -90.2%	2,206 9,040
Transportation - Patient Outreach Books/Resource/Subscription			(3,460) (3,909) (1,762)	-79.0% -90.2% -99.1%	2,206 9,040 386
Outreach	920 422	4,379 4,331	(3,909)	-90.2%	9,040
Outreach Books/Resource/Subscription	920 422 17	4,379 4,331 1,779	(3,909) (1,762)	-90.2% -99.1%	9,040 386
Outreach Books/Resource/Subscription Dues & Memberships	920 422 17 100	4,379 4,331 1,779 3,124	(3,909) (1,762) (3,024)	-90.2% -99.1%	9,040 386
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities	920 422 17 100 - - - 11,221	4,379 4,331 1,779 3,124 - 1,250 10,681	(3,909) (1,762) (3,024) - (1,250) 540	-90.2% -99.1% -96.8% -100.0% 5.1%	9,040 386 676 - - 17,074
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection	920 422 17 100 - - 11,221 498	4,379 4,331 1,779 3,124 - 1,250 10,681 1,921	(3,909) (1,762) (3,024) - (1,250) 540 (1,423)	-90.2% -99.1% -96.8% -100.0% 5.1% -74.1%	9,040 386 676 - - 17,074 1,696
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection Phone	920 422 17 100 - - 11,221 498 2,957	4,379 4,331 1,779 3,124 - 1,250 10,681 1,921 16,872	(3,909) (1,762) (3,024) - (1,250) 540 (1,423) (13,915)	-90.2% -99.1% -96.8% -100.0% 5.1% -74.1% -82.5%	9,040 386 676 - 17,074 1,696 6,138
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection Phone Dental Provider Services	920 422 17 100 - - 11,221 498 2,957 288	4,379 4,331 1,779 3,124 - 1,250 10,681 1,921 16,872 1,730	(3,909) (1,762) (3,024) - (1,250) 540 (1,423) (13,915) (1,442)	-90.2% -99.1% -96.8% -100.0% 5.1% -74.1% -82.5% -83.3%	9,040 386 676 - 17,074 1,696 6,138
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection Phone Dental Provider Services Provider Services	920 422 17 100 - - 11,221 498 2,957 288 46,237	4,379 4,331 1,779 3,124 - 1,250 10,681 1,921 16,872 1,730 51,115	(3,909) (1,762) (3,024) - (1,250) 540 (1,423) (13,915) (1,442) (4,878)	-90.2% -99.1% -96.8% -100.0% 5.1% -74.1% -82.5% -83.3% -9.5%	9,040 386 676 - 17,074 1,696 6,138
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection Phone Dental Provider Services Provider Services Audit Fees	920 422 17 100 - - - 11,221 498 2,957 288 46,237	4,379 4,331 1,779 3,124 - 1,250 10,681 1,921 16,872 1,730 51,115 3,709	(3,909) (1,762) (3,024) - (1,250) 540 (1,423) (13,915) (1,442) (4,878) (3,709)	-90.2% -99.1% -96.8% -100.0% 5.1% -74.1% -82.5% -83.3% -9.5% -100.0%	9,040 386 676 - - 17,074 1,696 6,138 101 46,258
Outreach Books/Resource/Subscription Dues & Memberships Transcription Recruitment Utilities Garbage Collection Phone Dental Provider Services Provider Services	920 422 17 100 - - 11,221 498 2,957 288 46,237	4,379 4,331 1,779 3,124 - 1,250 10,681 1,921 16,872 1,730 51,115	(3,909) (1,762) (3,024) - (1,250) 540 (1,423) (13,915) (1,442) (4,878)	-90.2% -99.1% -96.8% -100.0% 5.1% -74.1% -82.5% -83.3% -9.5%	9,040 386 676 - 17,074 1,696 6,138

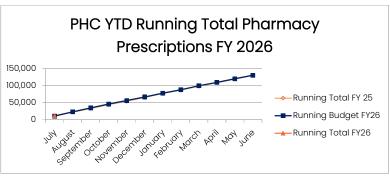
	Fiscal Year 2025 Year To D				2024 YTD Comparison
	Total	YTD	ACCRUAL	ACCRUAL	Prior YTD
	ACCRUAL	Budget	Variance	Variance%	Accrual
	31-Jul-25				31-Jul-24
Equipment Repair & Maintenance	16,535	13,417	3,118	23.2%	15,524
Mileage - Personal Vehicle	1,104	855	249	29.1%	2,036
Meals/Lodging/Incidentals	803	2,689	(1,886)	-70.1%	1,411
Continuing Education	1,029	13,854	(12,825)	-92.6%	879
Training/Tuition/Registration Fees	261	13,238	(12,977)	-98.0%	4,988
Lab Services	-	18,573	(18,573)	-100.0%	12,743
Waste Disposal	2,745	2,796	(52)	-1.8%	2,219
Rent	23,313	23,316	(3)	0.0%	7,067
Amortization of Right of Use Lease	· -	, -	-		14,873
Subscription Lease	6,025	5,250	775	14.8%	2,457
Professional Licenses & Dues	245	2,457	(2,212)	-90.0%	300
Interest	2,467	2,467	- '	0.0%	-
Paying Agent Fee	108	, , , , , , , , , , , , , , , , , , ,	108		-
Depreciation	25,000	25,000	-	0.0%	62,562
TOTAL OPERATING EXPENSES	4,369,628	4,119,340	250,288	6.1%	3,957,745
NET INCOME (LOSS)	193,927	(165,351)	359,278	-217.3%	(220,183)
NET INCOME (2003)		(103,331)	333,276	-217.370	(220,183)
DEBT SERVICE					
Principal	11.667	_	11.667		11,250
Interest	2,467	2,467	-	0.0%	,
Paying Agent Fee	-	-	-		-
OTHER					
Transfers	-	-	-		_
Capital Building and Constructions	-	-	-		2,858
Capital Equipment	-	-	-		-
CASH PRESENTATION EXPENSES	4,356,295	4,094,340	261,955	6.4%	3,909,291
CASH PRESENTATION NET INCOME	207,260	(140,351)	347,611	-247.7%	(171,730)











PHC Pre-Meeting Session – none this month due to HRSA on site visit

# **AGENDA**

August 20, 2025 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 = 212 629 758 056 | Passcode: bd9bN9ig

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.

T	Call to Order	12:00
I.		
II.	Acknowledgement of Land Stewards – stated below <sup>1</sup>	12:00
III.	Public Comments regarding Agenda and Non-Agenda Items	12:03
IV.	Referrals/Comments from Board Members	12:03
	<ul> <li>Board Member Conflict of Interest Disclosures*</li> </ul>	
V.	Committee updates	12:05
	• Executive/Finance Committee (EFC)*	
VI.	Topics requiring Motions/Discussion	12:05
	• Separation Documents* (Motion proposed to accept the Separation documents as presented)	
	<ul> <li>Review of upcoming Board meeting dates for November and December</li> </ul>	
VII.	Chief Executive Officer (CEO) Presentation*	12:15
VIII.	Chief Financial Officer (CFO) Report* (Motion proposed to accept CEO and CFO updates)	
IX.	Consent Agenda: (Motion requested to approve/acknowledge items as presented)	
	Other Reports/Info	
	<ul><li>Fully Executed Contracts*</li></ul>	
	• Board of Directors' – Full and Committee Minutes/Reports	
	<ul><li>Board of Directors' 07/25/25 Meeting Minutes Approval*</li></ul>	
	<ul> <li>Executive/Finance Committee 07/16/25 Minutes Review*</li> </ul>	
<b>X.</b>	Next Board Meeting date: September 26, 2025	
XI.	Adjournment (Motion requested to adjourn meeting)	1:30

<sup>1</sup>Partnership Health Center respectfully acknowledges that we occupy the traditional homelands of the Séliš, Qlispé, and Ktunaxa-Ksanka nations. We also recognize that these lands are a site of trade, medicine gathering, healing, and travel for other Native tribes in the area and is still home for many Indigenous people. We honor these people – past, present, and future, along with the many other Indigenous peoples who inhabited, continue to inhabit, hold sacred, and steward these lands.

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.

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:

2023 MOHUNY BOAN	u Meetilig Dates.
January	01/31/2025
	¾ day retreat
February	02/28/2025
March	03/28/2025
April	04/25/2025
May	05/30/2025
June	06/27/2025
July	07/25/2025
August	08/20/2025 OSV
September	09/26/2025
October	10/31/2025
November	11/28/2025
	reschedule
	due to
	holiday?
December	12/26/2025
	Reschedule
	due to
	holiday?