

Prosser Memorial Health Board of Commissioners

Board Packet December 15, 2022



Patients Employees Medical Staff Quality Services Financial



Values

Accountability Service Promote Teamwork Integrity Respect Excellence

Mission: To improve the health of our community.

BOARD OF COMMISSIONERS – WORK SESSION TUESDAY, December 13, 2022 6:00 PM - WHITEHEAD CONFERENCE ROOM AGENDA

COMMISSIONERS:

Stephen Kenny, Ph.D. Sharon Dietrich, M.D. Glenn Bestebreur Susan Reams Keith Sattler Brandon Bowden Neilan McPartland

STAFF:

Craig Marks, CEO Merry Fuller, CNO/COO David Rollins, CFO Shannon Hitchcock, CCO Kristi Mellema, CQO Bryon Dirkes, CHRO Dr. Brian Sollers, CMO Annie Parker, CCOO

<u>GUESTS:</u> Adam Trumbour, Senior Project Manager, NV5 Paul Kramer, Project Director, NV5 Brandon Potts, Bouten Construction Nick Gonzalez, Bouten Construction Kurt Broeckelmann, bcDG

I. CALL TO ORDER

II. PUBLIC COMMENT

III. SERVICES

- A. Replacement Facility Update
 - 1. Design Updates
 - a. DOH/USDA/City of Prosser Reviews
 - 1. Development Agreement

b. SVID

- c. Washington DOT
- d. Furniture Fair
- **2**. Construction/Schedule/Budget
 - a. Construction Update-OAC Meeting, Groundbreaking
 - b. Schedule (Attachment G) (Attachment H)
 - c. Project Budget

bcDG/NV5/Bouten NV5 NV5/Bouten bcDG NV5

Bouten/NV5 NV5/Bouten/bcDG NV5

3. Financing

a. USDA

b. Construction Loan (Attachment Y)

IV. FINANCIAL STEWARDSHIP

A. 2023 Capital and Operating Budgets (Attachment W)

V. EXECUTIVE SESSION

A. RCW 42.30.110 (I) To consider proprietary or confidential nonpublished information related to the development, acquisition or implementation of state purchased health care services as provided in RCW 41.05.26

VI. RESUME REGULAR SESSION

VII. ADJOURN

David

David/All



Patients Employees Medical Staff Quality Services Financial





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Mission: To improve the health of our community.

BOARD OF COMMISSIONERS THURSDAY, December 15, 2022 6:00 PM, WHITEHEAD CONFERENCE ROOM AGENDA

COMMISSIONERS:

Stephen Kenny, Ph.D. Sharon Dietrich, M.D. Glenn Bestebreur Susan Reams Keith Sattler Brandon Bowden Neilan McPartland

STAFF:

Craig Marks, CEO Merry Fuller, CNO/COO David Rollins, CFO Shannon Hitchcock, CCO Kristi Mellema, CQO Bryon Dirkes, CHRO Dr. Brian Sollers, CMO Annie Parker, CCOO

I. CALL TO ORDER

A. Pledge of Allegiance

II. PUBLIC COMMENT

III. APPROVE AGENDA Action Requested – Agenda

IV. CONSENT AGENDA

- A. Board of Commissioners Meeting Minutes for November 17, 2022.
- B. <u>Payroll and AP Vouchers</u> #168941 through #169602 dated 11-05-22 through 12-07-22 in the amount of \$6,931,598.59. Board Policies: Medical Staff Recruitment; Exclusive Designated Medical Specialty Services; Affiliation; and Issue Resolution Procedure-Exempt Staff.
 <u>Action Requested</u> Consent Agenda

V. MEDICAL STAFF DEVELOPMENT

- A. Medical Staff Report and Credentialing
 - 1. Advancement from Provisional None.

Action Requested - Advancement from Provisional

2. New Appointment

None.

Action Requested – New Appointment and Requested Clinic Privileges

Dr. Martin

3. Reappointment

Ryan Steed, CRNA - Reappointment to Advanced Practice Clinician staff with requested privileges in Anesthesia January 1, 2023, through December 31, 2025.

Maria Recio Restrepo, MD – Reappointment to Telemedicine staff with requested privileges in Neurology effective January 1, 2023, through December 31, 2025. <u>Action Requested</u> – Reappointment and Requested Clinical Privileges

 B. 2023 Medical Staff Model & Provider Recruitment/Succession Plan (Attachment P)
 Dr. Sollers/Craig/Annie P

 Action Requested- 2023 Medical Staff Model
 P

	Α.	ANCIAL STEWARDSHIP Review Financial Reports for November 2022 (Attachment V) <u>Action Requested</u> – Financial Reports Review 2023 Operating and Capital Budgets (Attachment W) <u>Action Requested</u> – 2023 Operating and Capital Budget	David David
VII.	-	RVICES	
	Α.	Review PMH Mission, Vision, Values and Standards of Behavior (Attachment K) Action Requested- PMH Mission, Vision, Values and Standards of Behavior	Craig
	В.	Review 2023 PMH Strategic Plan (Attachment J) <mark>Action Requested</mark> – 2023 PMH Strategic Plan	Craig
	C.	Review 2023 PMH Marketing Plan (Attachment L) <mark>Action Requested</mark> – 2023 PMH Marketing Plan	Shannon
	D.	Review 2023 IT Plan (Attachment M) <mark>Action Requested</mark> – 2023 PMH IT Plan	Craig
VIII.		JALITY Review 2022 Environment of Care (EOC) Report and 2023 EOC Plan (Attachment X <u>Action Requested</u> – 2023 PMH Environment of Care Plan) Kristi
	в.	Legislative and Political Updates	Commissioner Bestebreur
	C.	CEO/Operations Report	Craig

IX. ADJOURN

PMH Board of Commissioners Work Plan – FY2022

Vision

Patients

Quality

Services

Employees

Medical Staff



Values

Accountability Service Promote Teamwork Integrity Respect Excellence

Financial Mission: To improve the health of our community. **E**xc

Month	Goals & Objectives	Education				
Month January	 QUALITY: Review/Approve 2022 Strategic Plan and 2022 Patient Care Scorecards Sign Financial Disclosure and Conflict of Interest Statements Approve 2022 Risk Management and 	 EMPLOYEE DEVELOPMENT: Review 2021 Employee Engagement Survey Results Review 2021 Medical Staff Engagement Survey Results 				
	 Quality Assurance Plans Select and Approve Board Officers Review Board Committee structure and membership 	 QUALITY: Review Board Self-Evaluation FINANCIAL STEWARDSHIP: Review semi-annual financial 				
	 SERVICES: Approve acquisition of surgical equipment Approve radiologist contracts Approve Construction Loan 	performance report for PMH Clinics SERVICES: Replacement Facility Update Construction Loan Schedule Update				

Month	Goals & Objectives	Education					
February	SERVICES:	EMPLOYEE DEVELOPMENT:					
	 Approve construction mini-MACC Approve construction documents 	Attend AHA Governance Conference					
		PATIENT LOYALTY:					
	QUALITY:	Patient Loyalty Summary report					
	Approve 2022 Board Action Plan	Review Patient Engagement Plan					
	EMPLOYEE DEVELOPMENT:	SERVICES:					
	Review and Approve 2022 Leadership	Replacement Facility Update:					
	Incentive Compensation Program	Construction Documents					
		Mini-MACC					
		Schedule					
March	QUALITY:	PATIENT LOYALTY:					
	Review/Approve Board Polices	Review 2021 Utilization Review					
	Approve 2022 Corporate Compliance Plan	Performance					
	Approve 2022 Infection Prevention	QUALITY:					
	Control Plan	Review 2021 Corporate Compliance					
	EMPLOYEE DEVELOPMENT	Report					
	Review and Approve 2022 Leadership Incentive Compensation Program	Review 2021 Infection Prevention Summary					
	MEDICAL STAFF DEVELOPMENT:						
	Support Providers' Day Celebration	EMPLOYEE DEVELOPMENT:Review Employee Performance					
	FINANCIAL STEWARDSHIP:	Report					
	Accept 2021 Audit Report	Review the Communications					
		Calendar					
	SERVICES:						
	Approve the MACC / GMP for the	FINANCIAL STEWARDSHIP:					
	new facility	Presentation of the 2021 Audit					
	· ·	Report by Auditors					
		Capital Campaign Update					

Month	Goals & Objectives	Education
April	PATIENT LOYALTY Approve the 2022 Utilization Review Plan QUALITY: Approve 2022 Community Benefits Report 	SERVICES: Replacement Facility Update MCAA / GMP USDA Update Budget SERVICES: Replacement Facility Update MCAA / GMP USDA Update
	EMPLOYEE DEVELOPMENT • Conduct CEO Evaluation SERVICES: • Approve the MACC / GMP for the new facility	 Budget QUALITY: Strategic & Patient Care Score Cards Review 2021 Community Benefits Report EMPLOYEE DEVELOPMENT: Review 2021 Leadership Performance (LEM) Review Employee Engagement Plan Review the Communications Calendar MEDICAL STAFF DEVELOPMENT: Review 2021 FPPE/OPPE Summary PATIENT LOYALTY: Review Interpreter Services Plan Call Center Update

Month	Goals & Objectives	Education
May	EMPLOYEE DEVELOPMENT:	SERVICES:
	Support Hospital Week	Replacement Facility Update
		MEDICAL STAFF
		Medical Staff Engagement Plan
		EMPLOYEE DEVELOPMENT:
		Employee Retirement Update
		PATIENT LOYALTY:
		Review Customer Service Program
June	QUALITY:	QUALITY:
	 Review/Approve Board Polices Approve 2021 CAH Annual Report 	Report 2022 Q1 Utilization Review
		EMPLOYEE DEVELOPMENT:
	FINANCIAL STEWARDSHIP:	Review Leader Assessment and
	Approve 2022 Cost Report	Development Program
		SERVICES:
		 Marketing Update
		PMH Telehealth Update
		FINANCIAL STEWARDSHIP:
		Accounting Software Update
July	MEDICAL STAFF DEVELOPMENT:	SERVICES:
	Attend BOC, Medical Staff and	Replacement Facility Update
	Leadership Engagement Activity	MEDICAL STAFF
	FINANCIAL STEWARDSHIP:	Review PMH Clinic productivity
	Approve Single Audit	
	 Approve single Addit 	QUALITY:

Month	Goals & Objectives	Education
		Quality Committee Report
		Strategic & Patient Care Score Cards
		Board Judiciary Responsibilities
		EMPLOYEE DEVELOPMENT:
		Human Resources Update
		 Review Leadership and Exempt Wage Scales
		FINANCIAL STEWARDSHIP:
		Review Semi-Annual Financial
		Performance Report for PMH Clinics
		Foundation Update
August	EMPLOYEE DEVELOPMENT:	SERVICES:
	 Attend end of summer Engagement Activity for BOC, Medical Staff, and all staff 	 Replacement Facility Update
September	QUALITY:	EMPLOYEE DEVELOPMENT:
	Review/Approve Board Polices	 Review Employee Benefit Changes Review Leadership Development Activities
		SERVICES:
		Replacement Facility update
		PATIENT LOYALTY:
		Nurse Educator Update
October		QUALITY:

Month	Goals & Objectives	Education
		 Conduct 2023 Strategic Planning Strategic & Patient Care Score Cards EMPLOYMENT DEVELOPMENT: Review Leadership Accountability Resource Tools PATIENT LOYALTY: Patient Loyalty Summary
November	FINANCIAL STEWARDSHIP: • Approve Property Tax Request for County Commissioners	QUALITY: • iVantage Update SERVICES: • Review draft 2023 Strategic Plan; 2023 Marketing and IT Plans; and Medical Staff Model/2023 Provider Recruitment Plan • Replacement Facility Update EMPLOYEE DEVELOPMENT: • Review Non-exempt (union) performance evaluation template FINANCIAL STEWARDSHIP: • Review draft 2023 Budget
December	QUALITY: • Complete Board Self-Evaluations • Review/Approve Board Polices • Approve the 2023 Environment of Care Plan	QUALITY: • Review the 2022 Environment of Care Plan

Month	Goals & Objectives	Education
	 SERVICES: Approve 2023 Strategic Plan; 2023 Marketing and IT Plans; and Medical Staff Model/2023 Provider Recruitment Plan 	
	 FINANCIAL STEWARDSHIP: Approve 2023 Operating and Capital Budgets Banking relationship Selection EMPLOYEE DEVELOPMENT: Attend holiday celebration 	

Prosser Memorial Health		2022 - Patient Care Scorecard														
Major Goal Areas & Indicators	2022 Goal	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	2022 YTD	2021	2020
Quality																
Left Without Being Seen	<0.80%	2.02%	1.47%	0.88%	2.25%	2.97%	3.88%	2.89%	5.09%	4.40%	3.02%	3.60%		3.07%	1.47%	0.80%
Median Admit Decision Time to ED Departure Time for Admitted Patients	<44 min	53	56	51	51	45	51	53	63	53	52	58		53	60	70
Median Time from ED Arrival to Departure for Discharged ED Patients	<107 min	109	115	114	114	110	134	128	128	143	131	136		124	117	128
Severe Preeclamptic Mothers: Timely Treatment Rate	>90.00%	42.86%	57.14%	86.21%	60.00%	84.62%	90.91%	88.89%	100.00%	66.67%	68.75%	66.67%		70.00%	N/A	N/A
All-Cause Unplanned 30 Day Inpatient Readmissions	<2.70%	10.61%	2.74%	4.92%	3.77%	5.45%	9.09%	5.63%	6.45%	8.06%	3.85%	5.45%		5.96%	5.80%	3.80%
Sepsis - Early Management Bundle	>94.40%	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	N/A		96.55%	94.40%	72.73%
Healthcare Associated Infection Rate per 100 Inpatient Days	<0.07%	0.00%	0.00%	0.57%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	0.00%	0.00%		0.09%	0%	0.29%
Diabetes Management - Outpatient A1C>9 or missing result	<21.89%	22.40%	24.19%	24.53%	21.32%	22.32%	23.35%	26.83%	22.76%	20.98%	17.80%	17.13%		22.07%	21.89%	27.61%
Medication Reconciliation Completed	>90.00%	96.30%	94.74%	90.74%	92.00%	88.00%	85.00%	76.67%	81.67%	96.49%	95.00%	95.00%		90.00%	46%	47.15%
Turnaround time of 30 minutes or less for STAT testing	<30 min	22.0	21.0	21.0	21.0	19.0	19.0	18.0	19.0	19.0	18.0	20.0		19.7	38	37.5
Median Time to ECG for Patients Presenting to the ED with Chest Pain	< 6.3 min	5.0	3.0	5.0	5.0	4.0	4.0	5.0	3.0	4.0	4.0	4.0		4.2	6.3	7
Surgical Site Infection	<0.19%	0.00%	0.59%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.03%	0.19%	0.25%
Bar Code Scanning: Medication Compliance	>93.50%	94.91%	95.77%	95.43%	95.00%	94.54%	93.76%	91.55%	93.34%	92.50%	92.15%	90.03%		93.54%	93.50%	98.90%
Bar Code Scanning: Patient Compliance	>94.70%	96.42%	95.81%	96.17%	96.16%	95.95%	94.83%	92.35%	93.55%	92.87%	92.90%	89.10%		94.19%	94.70%	N/A
*Overall Quality Performance Benchmark (iVantage)	>61	61	61	36	36	36	36	36	36	36	36	36		36	61	53
*Falls with Injury	<2	-	-	-	-	-	1	-	-	-	1	-		1	3	2

Green at or above Goal (4)	
Yellow within 10% of Goal (2)	
Red More than 10% below Goal (0)	
Red More than 10% below Goal (0)	

Prosser Memorial Health	2022 - Strategic Plan Scorecard															
Major Goal Areas & Indicators	2022 Goal	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	2022 YTD	2021 Avg	2020 Avg
Patient Loyalty																
IP - "Would Recommend"	>93.1%	94.8%	92.4%	91.7%	92.9%	90.5%	96.4%	79.2%	90.8%	90.3%	95.3%	95.7%		92.0%	93.1%	87.9%
ED - "Would Recommend"	>84.0%	83.9%	81.7%	76.4%	88.0% 94.4%	88.8%	90.7%	67.7% 79.2%	85.2%	91.3%	88.6%	89.4%		86.0%	84.0%	81.4%
Acute Care - "Would Recommend"	>91.8%	90.9%	94.4%			87.5%	91.7%		85.0%	97.2%	95.0%	94.6%	-	90.6%	91.8%	84.1%
OB - "Would Recommend"	>93.6%	99.0% 100.0%	100.0%	97.7% 97.2%	100.0% 97.7%	88.9% 94.4%	100.0% 95.3%	98.5%	100.0% 91.4%	100.0% 95.2%	100.0% 97.2%	100.0% 100.0%		96.4%	93.6% 96.6%	92.3% 89.8%
Outpatient Surgery - "Would Recommend" Clinic - "Would Recommend"	>96.6%	92.8%	97.5%	97.2%	97.7%	94.4%	95.3%	98.5%	91.4%	95.2%	97.2%	93.5%		96.2%	96.6%	89.8%
Outpatient - "Would Recommend"	>91.0%	92.8%	97.5%	91.7%	97.6%	91.8%	94.3%	94.5%	90.6%	92.5%	92.6%	95.5%		95.0%	91.0%	87.3%
Composite Score	>92.9%	95.7%	95.2%	94.4%	94.1%	93.8%	93.7%	93.2%	94.0%	92.7%	93.2%	93.3%		93.3%	92.9%	N/A
Medical Staff Development	> 52.570	55.770	55.270	54.470	54.170	55.676	55.776	55.270	54.070	52.770	55.270	55.570		55.570	52.570	N/A
Medical Staff Turnover	<10%	0%	0%	0%	0%	0%	4%	0%	1%	0%	0%	0%		5%	12%	0.2%
Prosser Specialty Clinic Visits	1,352	1,386	1,429	1,617	1,428	1.366	1,422		1.681	1,365	1.504	1.548		1,456	1,318	954
Benton City Clinic Visits	868	775	650	822	657	870	730		899	881	909	889		800	732	837
Prosser RHC Clinic Visits	1,291	1,063	1,111	1,206	1,106	1,211	1,122	1,152	1,398	1,138	1,213	1,136		1,169	1,227	1,226
Grandview Clinic Visits	969	1,055	833	1,021	873	986	960	904	1,065	1,107	1,001	898		973	778	589
Women's Health Center	679	508	600	660	533	611	708	554	648	569	584	589		597	602	601
*# of Active Medical Staff	>51	52	53	53	54	55	54	55	54	54	55	55		54	51	45
Employee Development																
403(B) Participation Rate	>98%	98%	98%	98%	98%	98%	98%	98%	99%	99%	99%	99%		98%	98%	46%
Average Recruitment Time (days)	<21	19	26	40	11	15	19		17.5	19	15			20	21	32
# of Open Positions (Vacancies)	<23	32	28		31					24	21			32	32	29
Hours of Overtime - Overtime/Total Hours Worked	<4.5%	6.8%	5.3%	4.9%	6.0%	6.3%	6.1%	8.2%	7.1%	7.1%	6.4%	5.7%		6.4%	6.1%	5.9%
Agency - Cost/Total Labor	<7.7%	6.2%	10.6%	6.9%	6.9%	5.7%	7.9%	7.7%	10.5%	8.9%	10.3%	9.1%		8.2%	7.7%	7.6%
Turnover Rate	<0.6%	0.6%	1.2%	0.9%	0.9%	0.9%	1.2%	0.6%	0.0%	0.6%	0.0%	1.1%		0.7%	0.9%	0.6%
Timely Evaluations	>71.8%	95.1%	85.0%	84.2%	93.0%	79.0%	80.0%	81.0%	78.0%	91.0%	90.2%	100.0%		87.0%	71.8%	70.2%
Education Hours/FTE	>2.15	0.64	1.33	1.39	0.95	0.68	0.75	0.44	1.05	1.68	1.22	2.26		1.13	1.05	1.22
New Hire (Tenure) < 1 year	<10%	0.6%	0.6%	0%	0.6%	0.3%	0.3%			0.3%	0.8%	0.8%		0.5%	10%	0%
* Lost Workdays due to On-the-Job Injuries	<10.25	11	7	7	0	0	6.3	13	15	8	12	1		7	19.49	10.25
Quality	10.0%	2.0%	4 50/	0.0%	2.20/	2.0%	2.0%	2.0%	E 40/	4.40/	2.0%	2.5%		2.0%	4.40/	0.0%
ED Encounters - Left Without Being Seen *Falls with Iniury	<0.8%	2.0%	1.5%	0.9%	2.3%	3.0%	3.9%	2.9%	5.1%	4.4%	3.0%	3.6%		3.0%	1.4%	0.8%
Healthcare Associated Infection Rate per 100 Inpatient Days	<0.1%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-	0.00%	0.00%	0.00%	0.00%		0.00%	0.0%	0.3%
All-Cause Unplanned Readmissions within 30 Days	<0.1%	10.6%	2.7%	4.9%	3.7%	5.5%	9.1%		6.5%	8.1%	3.9%	5.0%		6.0%	0.0% 6.1%	3.8%
Diabetes Management - Outpatient A1C>9 or missing result	<21.88%	22.40%	24.19%	24.53%	21.32%	22.32%	23.35%	26.83%	22.76%	20.98%	17.80%	17.13%		22.15%	21.88%	27.61%
Services	~21.00%	22.4070	24.1370	24.3370	21.32/0	22.32/0	23.3370	20.8370	22.70%	20.3870	17.80%	17.1370		22.1370	21.00/0	27.01/0
ED Visits	1.083	1,287	949	1.138	1,246	1,448	1.419	1,384	1,375	1,501	1,492	1.668		1,355	1.105	805
Inpatient Admissions	96	123	98	115	102	89	120	121	123	96	94	119		109	116	83
OB Deliveries	50	47	41	61	46	41	50	57	55	42	49	44		48	49	41
Surgeries and Endoscopies	187	162	170	268	274	288	337	284	331	301	294	318		275	179	101
Diagnostic Imaging Procedures	2,851	2,462	2,619	3,134	2,915	2,981	3,091	2,691	3,125	3,317	3,391	3,177		2,991	2,992	2,280
Lab Procedures	14,000	14,139	13,806	14,818	13,359	15,075	14,738	13,972	16,271	14,778	16,116	19,201		15,116	14,327	11,768
Adjusted Patient Days	1,900	1,627	1,819	2,016	1,838	2,127	2,461	2,502	2,545	2,500	2,180	2,281		2,172	1,697	1,393
Therapy Visits	1,651	1,225	1,391	1,542	1,339	1,420	1,701	1,540	1,817	1,448	1,517	1,410		1,486	1,453	1,314
Outpatient Special Procedures Visits	325	241	221	332	249	277	306	364	389	418	433	497		339	324	247
Financial Performance																
Net Days in Accounts Receivable	50	55	58	55	56	55	55	55	55	55	53			53	51	63
*Total Margin	6.90%	5.2%	13.6%	13.3%	11.2%	5.2%	16.8%	7.4%	23.6%	8.4%	11.2%	12.8%		12.0%	18.40%	4.50%
Net Operating Revenue/FTE	\$ 19,431	\$ 17,959	\$ 18,695	\$ 21,800	\$ 19,651	\$ 20,465	\$ 21,737	\$ 18,317	\$ 23,184	\$ 22,020	\$ 19,920	\$ 19,877		\$ 20,330	\$ 20,682	\$ 17,191
Labor as % of net Revenue	56.30%	63.18%	52.36%	48.39%	62.85%	60.40%	50.97%	59.42%	45.01%	56.04%	54.56%	50.56%		54.89%	57.00%	61.30%
Operating Expense/FTE	\$ 18,177	\$ 17,959	\$ 16,155	\$ 17,591	\$ 17,598	\$ 19,469	\$ 17,756	1 1	\$ 17,873	\$ 19,609	\$ 17,866	\$ 17,461		\$ 17,857	\$ 16,940	\$ 15,891
*Days Cash on Hand	109	142	150	154	150	148	152	154	161	163	163	167		163	155	183
Commercial %	28.60%	29.90%	30.90%	31.80%	31.70%	31.40%	31.60%	31.60%	31.30%	31.70%	31.60%	31.60%		31.60%	29.00%	29.00%
Total Labor Expense/Total Expense	60.20%	60.73%	60.33%	59.41%	62.99%	62.87%	60.43%	62.50%	58.03%	62.86%	60.68%	57.46%		60.75%	61.00%	61.30%

Green at or above Goal
Yellow within 10% of Goal
Red More than 10% below Goal
*Cumulative Total - goal is year end number

Vision Patients Employees Medical Staff Quality Services Financial	Memorial Health of a	IIth Promote Integrity Respect	bility Teamwork
BOARD WORK SESSION	November 15, 2022	WHITEHE	AD CONFERENCE ROOM
COMMISSIONERS PRESENT	STAFF PRESENT	GUESTS	COMMUNITY MEMBERS
 Dr. Steve Kenny Keith Sattler Glenn Bestebreur Susan Reams Brandon Bowden Sharon Dietrich, M.D. Neilan McPartland 	 Craig Marks, CEO Merry Fuller, CNO/COO David Rollins, CFO Shannon Hitchcock, CCO Kristi Mellema, CCO Bryon Dirkes, CHRO Dr. Brian Sollers, CMO Annie Parker, CCOO 	 Adam Trumbour, Senior Project Manager, NV5 Gary Hicks, Financial Advisor Brandon Potts, Vice President Bouten Construction Nick Gonzalez, Bouten Construction Kurt Broeckelmann, bcDG 	
AGENDA	DISCUSSION	ACTION	FOLLOW-UP
I. CALL TO ORDER	The meeting was called to order by Commissioner Kenny at 6:00 p.m.	None.	None.
II. Public Comment		None.	None.
III. SERVICES	DISCUSSION	ACTION	FOLLOW-UP
A. Replacement Facility Update			
1. Design Updates a. DOH/USDA/City of Prosser Reviews (Attachment J) b. SVID (Attachment K) c. Washington DOT d. Furniture Fair (Attachment L)	Adam, Kurt, and Craig provided the Board with updates regarding regulatory agency (DOH, USDA, City of Prosser) reviews; ongoing work with SVID to bury the existing overflow canal on hospital property; Washington DOT and the furniture fair.	None.	None.

 2. Construction/ Schedule/Budget a. Construction update (Attachment M) b. Schedule (Attachment I) c. Project Budget (Attachment N) (Attachment O) 	Nick and Adam provided a contractor update and reviewed a draft schedule.	None.	None.
3. Financing a. USDA b. Construction Loan	Gary provided an update on all financing activities, including the USDA, and the construction loan.	None.	None.
IV. FINANCIAL STEWARDSHIP			
 A. Draft 2023 Operating (Attachment DD) & Capital Budgets (Attachment EE) B. 2023 Property Tax Levy / Resolution (Attachment FF) (Attachment GG) 	David provided an update on the Draft 2023 Operating & Capital Budgets and on the 2023 Property Tax Levy / Resolution.	None.	To be approved at the November Board Meeting.
V. ADJOURN	· ·		
There being no further business to a	ttend to, Commissioner Kenny adjourned the	meeting at 7:53 p.m.	

Vision Patients Employees Medical Staff Quality Services Financial	Memorial Health	S ervice P romote Teamwork Integrity R espect	
BOARD MEETING	November 17, 202		RENCE ROOM
COMMISSIONERS PRESENT	STAFF PRESENT	MEDICAL STAFF	GUESTS
 Steve Kenny Ph.D. 	Craig Marks, CEO	Dr. Brian Sollers, CMO	
Glenn Bestebreur	Merry Fuller, CNO/COO	 Syed Hashmi, MD 	
Susan Reams	David Rollins, CFO		
Keith Sattler	 Shannon Hitchcock, CCO 		
 Sharon Dietrich, M.D. 	Kristi Mellema, CCQO		
Neilan McPartland	Bryon Dirkes, CHRO		
Brandon Bowden (absent)	Annie Parker, CCOO		
AGENDA	DISCUSSION	ACTION	FOLLOW-UP
I. Call to Order	The meeting was called to order by Commissioner		
	Kenny at 6:00 p.m.		
A. Pledge of Allegiance			
II. Public Comment	None.	None.	None.
III. Approve Agenda			
III. Approve Agenua	None.	Commissioner Reams made a Motion to	
	None.	Commissioner Reams made a Motion to approve the October 27, 2022, Agenda. The	
	None.		
	None.	approve the October 27, 2022, Agenda. The	
	None.	approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner	
IV. APPROVE CONSENT	None.	approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0	None.
IV. APPROVE CONSENT AGENDA		 approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0 opposed. Commissioner Bestebreur made a Motion to approve the Consent Agenda. The Motion 	None.
IV. APPROVE CONSENT AGENDA A. Board of Commissioners		 approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0 opposed. Commissioner Bestebreur made a Motion to approve the Consent Agenda. The Motion was seconded by Commissioner Reams 	None.
IV. APPROVE CONSENT AGENDA A. Board of Commissioners Meeting Minutes for		 approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0 opposed. Commissioner Bestebreur made a Motion to approve the Consent Agenda. The Motion 	None.
IV. APPROVE CONSENT AGENDA A. Board of Commissioners		 approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0 opposed. Commissioner Bestebreur made a Motion to approve the Consent Agenda. The Motion was seconded by Commissioner Reams 	None.
IV. APPROVE CONSENT AGENDA A. Board of Commissioners Meeting Minutes for		 approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0 opposed. Commissioner Bestebreur made a Motion to approve the Consent Agenda. The Motion was seconded by Commissioner Reams 	None.
IV. APPROVE CONSENT AGENDA A. Board of Commissioners Meeting Minutes for		 approve the October 27, 2022, Agenda. The Motion was seconded by Commissioner Sattler and passed with 6 in favor, 0 opposed. Commissioner Bestebreur made a Motion to approve the Consent Agenda. The Motion was seconded by Commissioner Reams 	None.

B. Payroll & AP Vouchers #168541 through #168940 dated 10.20.22 through 11.04.22 in the amount of \$6,544,809.93. Surplus Items Resolution #1074 (1) Tenant Floor Machine.	NT DISCUSSION	ACTION	FOLLOW-UP
A. Medical Staff Report and Credentialing			None.
1. Advancement from Provisional	 Dr. Hashmi presented the following providers for Advancement from Provisional: Jennifer Brindle, MD – Active Staff privileges in Family Medicine effective December 1, 2022, through May 31, 2024. Caleb Haws, DO – Active Staff privileges in Internal Medicine effective December 1, 2022, through May 31, 2024. 	A Motion to approve the Advancement from Provisional Appointment and requested Clinical Privileges that were reviewed and recommended by the Department Chair, the Credentialing Committee and Medical Executive Committee for the following providers was made by Commissioner Sattler and seconded by Commissioner Dietrich. The Motion passed with 6 in favor, 0 opposed. • Jennifer Brindle, MD • Caleb Haws, DO	None.
2. New Appointments	Dr. Hashmi presented the following New Appointments: William Michael McDonnell, MD – Provisional/Active staff with requested privileges in Gastroenterology effective December 1, 2022, through May 31, 2023.	A Motion to approve the New Appointments and requested Clinical Privileges that were reviewed and recommended by the Department Chair, the Credentialing Committee and Medical Executive Committee for the following providers was made by Commissioner Reams and seconded by Commissioner Sattler. The Motion passed with 6 in favor, 0 opposed.	None.

	 Karmina Bowen, ARNP – Provisional/Advanced Practice Clinician with requested privileges in Family Medicine effective December 1, 2022, through May 31, 2023. Stacie Olson, ARNP – Provisional/Advanced Practice Clinician with requested privileges in Emergency Medicine effective December 1, 2022, through May 31, 2023. Nadine Foist, MD – Provisional/Locum Tenens staff with requested privileges in Obstetrics/Gynecology effective December 1, 2022, through May 31, 2023. 	 William Michael McDonnell, MD Karmina Bowen, ARNP Stacie Olson, ARNP Nadine Foist, MD 	
3. Reappointment	 Dr. Hashmi presented the following providers for Reappointment: Robert Erwin, Jr. CRNA - Reappointment to Advanced Practice Clinician staff with requested privileges in Anesthesia December 1, 2022, through November 30, 2024. Tarvinder Singh, MD – Reappointment to Telemedicine staff with requested privileges in Neurology effective December 1, 2022, through November 30, 2024. Corey White, DO – Reappointment to Telemedicine staff with requested privileges in Nephrology effective December 1, 2022, through November 30, 2024. 	A Motion to approve the reappointment and requested Clinical Privileges that were reviewed and recommended by the Department Chair, the Credentialing Committee and Medical Executive Committee for the following provider was made by Commissioner Reams and seconded by Commissioner Dietrich. The Motion passed with 6 in favor, 0 opposed. • Robert Erwin, Jr. CRNA • Tarvinder Singh, MD • Corey White, DO	

VI. FINANCIAL STEWARDSHIP	DISCUSSION	ACTION	FOLLOW-UP
A. Review Financial Reports for October 2022 (Attachment CC)	David Rollins presented the October 2022 Financial Reports.	A Motion to accept the Financial Reports for October 2022, was made by Commissioner Dietrich, and seconded by Commissioner Sattler. The Motion passed with 6 in favor, 0 opposed.	None.
B. 2023 Property Tax Resolution (Attachment FF)	David presented the 2023 Property Tax Resolution #1075.	A Motion to approve the 2023 Property Tax Resolution #1075 was made by Commissioner Bestebreur and seconded by Commissioner Reams. The Motion passed with 6 in favor, 0 opposed.	None.
C. 2023 Property Tax Levy (Attachment GG)	David presented the 2023 Property, Tax Levy.	A Motion to approve the 2023 Property, Tax Levy was made by Commissioner Bestebreur and seconded by Commissioner Reams. The Motion passed with 6 in favor, 0 opposed.	
VII. SERVICES	DISCUSSION	ACTION	FOLLOW-UP
A. Mission, Vision, Values	Craig presented the Draft Mission, Vision, Values &	None.	To be approved
and Standards of Behavior (Attachment A)	Standards of Behavior.	None.	by the Board in December.

C.	Draft Medical Staff Model	Dr. Sollers, Annie, and Craig presented the	None.	To be approved
	and 2023 Provider	Draft Medical Staff Model and 2023		by the Board in
	Recruitment/Succession	Provider Recruitment/Succession Plan.		December.
	Plan			
	(Attachment D)			
D.	Draft 2023 Marketing Plan	Shannon presented the draft 2023 Marketing Plan.	None.	To be approved
	(Attachment E)			by the Board in
				December.
Ε.	Draft 2023 IT Plan	Craig presented the Draft 2023 IT Plan.	None.	To be approved
	(Attachment F)			by the Board in
				December.
VIII	. QUALITY			
Α.	CEO/Operations Report	Craig provided a brief Operations Report based upon his written report included in the November Board Packet.	None.	None.
IX.	ADJOURN			
The	re being no further business t	to attend to, Commissioner Kenny adjourned the meet	ing at 8:02 p.m.	



Patients Employees Medical Staff Quality Services Financial



Values

Accountability Service Promote Teamwork Integrity Respect Excellence

Mission: To improve the health of our community.

FINANCE COMMITTEE MEETING Monday – December 12, 2022, 7:00 a.m. – Vineyard Conference Room AGENDA

MEMBERS:

Keith Sattler Neilan McPartland Brandon Bowden <u>STAFF:</u> Craig Marks David Rollins

Stephanie Titus

CALL TO ORDER

I. APPROVE MINUTES

Action Requested – November 14, 2022, Minutes

 II. FINANCIAL STEWARDSHIP A. Review Financials – November 2022 (Attachment V) <u>Action Requested</u> – November 2022 Financial Statements 	David
B. Review Accounts Receivable and Cash Goal	Stephanie
C. Voucher Lists <u>Action Requested</u> – Voucher List - Payroll and AP Vouchers # 168941 through #169602 Dated 11-05-22 through 12-07-22 in the amount of \$6,931,598.59.	David
E. Review 2023 Operating and Capital Budgets (Attachment W) <u>Action Requested</u> - Review 2023 Operating and Capital Budgets	David
F. New Hospital Financing Update (Attachment Y)	David

III. ADJOURN

Vision Patients Employees Medical Staff Quality Services Financial	Prosser Memorial Health Mission: To improve the health of our communit	Values Accountability Service Promote Teamwork Integrity Respect Y. Excellence	
FINANCE COMMITTEE MEETIN	IG November 14, 2022	VINEYARD CONFERENCE ROOM	м
			GUESTS
 Keith Sattler Neilan McPartland Brandon Bowden 	 Craig Marks, CEO David Rollins, CFO Stephanie Titus, Director of Finance Operations 		
AGENDA	DISCUSSION	ACTION	FOLLOW-UP
I. CALL TO ORDER	Keith Sattler called the meeting to order at 7:03 a.m.		
II. APPROVE MINUTES		A motion to approve the Finance Committee Meeting Minutes for October 24, 2022, as presented was made by Neilan McPartland. The motion was seconded by Keith Sattler and approved.	None.
III. FINANCIAL STEWARDSHIP A. Review Financials – October 2022 (Attachment CC)	Net Income of \$904,660 in October and Gross Charges were \$22,643,919 which was 16% higher than budget for the month and 38% greater than the prior year. Net Operating Revenue came in at \$8,092,963 (3% over budget).	A motion to recommend acceptance of the October 2022 Financial Statements as presented to the PMH Board of Commissioners was made	None.

	Expenses were \$7,258,383 in October and 0% over budget. Surgeries were 294 vs 191 budget and ER visits were 1,492 vs 1,104 budget. Cash Flow was (\$56,695) for the month and \$3,298,621 YTD. AR were at a net 53 days overall.	by Neilan McPartland. The motion was seconded by Brandon Bowden and approved.	
B. Review Accounts Receivable and Cash Goal	AR was at 53 net days overall as Collections were \$9,058,843 and better than goal at \$8,332,452. POS collections were \$30,389 exceeding a budget of \$15,000 and prior year \$22,399. POS collections YTD are \$375,901 versus \$150,000 budget and \$172,589 prior year.	None.	None.
C. Voucher Lists Payroll and AP Vouchers #168541 through #168940 Dated 10-20-22 through 11-04-22 in the amount of \$6,544,809.93. Surplus Item Resolution # 1074: (1) Tenant Floor Machine.		A motion to recommend approval of the Voucher Lists # 168541 through #168940 dated 10-20-22 through 11- 04-22 in the amount of \$6,544,809.93 was made by Neilan McPartland, seconded by Brandon Bowden, and approved.	None.
 D. 2023 Operating Budget-Draft (Attachment DD) 	Draft Budget was presented showing \$280,241,448 gross revenue, \$100,121,337 net revenue, \$93,127,565 operating expenses and \$6,504,352 net income.	None.	None.
E. 2023 Capital Budget-Draft (Attachment EE)	Draft Capital Budget was presented showing \$532,255 in 2023 approved capital purchases and \$367,304 of carryover approved capital purchases from 2022 that have not been completed but expected in 2023.	None.	None.
IV. ADJOURN			
Having declared no further business, t	he meeting was adjourned at 7:56 am.		

MEMORANDUM

то:	BOARD OF COMMISSIONERS PROSSER MEMORIAL HEALTH
FROM:	CRAIG J. MARKS, CEO
DATE:	December 2022
RE:	CEO REPORT

SERVICES

1. Replacement Facility Update

November was a month of historic significance as it relates to our Replacement Facility Project. First, after waiting several months, the Washington Department of Health (DOH) issued our Authorization to Begin Construction (A2BC) on November 7th. Second, the City of Prosser issued our full building permit on November 9th. Third, on November 18th, the United States Department of Agriculture (USDA) issued their concurrence for PMH to begin construction of our replacement facility (Attachment A). With the approval of these three agencies, we were able to finalize our groundbreaking date (Attachment B), and on November 29th, we hosted our official Groundbreaking Ceremony (Attachment C). I would like to apologize to everyone, especially our staff, for the short notice of the event and for having it on a Tuesday morning. Unfortunately, if we wanted to get the construction started our options were limited as we attempted to accommodate the USDA officials. As you may recall, we originally planned to break ground in May/June, but inflation changed all that. Fortunately, we were still able to begin the construction in 2022, although six months later than planned five years ago. Our plan is to use our 2022 Holiday Party to thank our staff for their support of this project, as most staff were busy working and unable to attend the groundbreaking. Despite the poor weather (temperature of 28° with snow flurries) the event was well attended including local media and community leaders and the feedback was positive. Speakers included Neil Ripplinger-Executive Director of the Prosser Economic Development Association; Dr. Brian Sollers- PMH Chief Medical Officer; Brandon Potts- Vice President of Bouten Construction; and Marti Canatsey from the USDA. While the USDA planned to have several representatives at the event, the weather prevented this, but they did send a letter which was read by Marti Canatsey (Attachment D). Now that construction has started, we look forward to our Grand Opening in fall/winter of 2024!

As you can see, November was an incredibly busy month for the project and is summarized in the Owner's Representatives (NV5) Project Report for November **(Attachment E)**; the minutes from our last Project Team Meeting **(Attachment F)**; and the project schedule for the next four months **(Attachment G)**. We continue to focus on three main areas with this project: Design; Construction/ Schedule/ Budget; and Financing. However, in the coming months our primary focus will be on Construction/ Schedule/ Budget as design and financing activities decrease.

A. Design

We continue to work with the DOH to address questions they have regarding our plans. Most are minor and will be addressed in the next month or two and all must be resolved before we occupy the building. One example is the design detail for our MRI and CT suites, which are currently being drawn, but could not until we selected our replacement MRI and CT, (we selected GE units in September). We are also in the process of fine-tuning our Functional Program which details how we plan to use our new building. The bulk of our work with the USDA is now complete including meeting all of the items in their Letter of Conditions. We must, however, continue to meet all these conditions as we move forward. While we have obtained our building permit from the City of Prosser, we continue to work with them on a Development Agreement for improvements they would like us to move to North Gap Road. Working with our attorneys, we have developed a draft agreement which the City is currently reviewing. They expect to give us feedback in the next few weeks. Ultimately, the Prosser City Council must approve the Development Agreement. As we get further in the process, a draft Agreement will be shared with the Board. Our goal is to delay making any improvements until more is known about future North Gap Road development and when the Washington State Department of Transportation (WSDOT) plans to improve (widen) the Gap Road overpass. Stay tuned. We are also waiting to hear back from WSDOT as it relates to improvements, they want us to make to the intersection of North Gap Road and the westbound I82 exit and eastbound I82 on-ramp. The city expects us to hear from WSDOT in the near future and that it will include their plans for a roundabout. We are proceeding with the Sunnyside Valley Irrigation District as (SVID) on burying the canal on our property and they expect to complete the project before the spring irrigation season. Finally, we held a Furniture Fair on November 7th and have collected a tremendous amount of feedback about each piece of furniture trialed. The feedback has been summarized and will be reviewed with Open Square on December 13th. Based on the feedback, we will be seeking alternatives for a couple of pieces.

B. Construction/Schedule/Budget

Once we received the go-ahead from the USDA, Bouten Construction jumped into action. In two short weeks, they assisted in putting up signs, moved the main entrance to the property, helped prepare and host the groundbreaking, began excavation of the site and is currently working on setting up their construction trailer putting up a security fence, etc. For the next two years there will be a steady stream of activity on our property, and with the signs we have erected, the whole world will know what is going on! As we move into the construction phase of the project, Bouten will be conducting Owner, Architect, Contractor (OAC) Meetings. The first introductory OAC Meeting was held on October 26th and the next meeting will be on December 13th after the holidays, the plan is to hold OAC Meetings and monthly Project Team Meetings, biweekly rather than the current weekly meetings. Two critically important areas as we move forward will be our construction schedule and budget. The construction schedule is still being refined, but is included **(Attachment H)** and will be reviewed at the December Board Work Session. There is no change to our budget from when the Board approved it (\$112 million), but as contraction begins, we will need and plan to keep a close eye on it. On a positive budget note, Gary Hicks has indicated that cost of issuance for the interim

construction loan have come in \$39,225 better than our budget. Let's hope that all of our expenses come in under budget!

C. Financing

As I previously mentioned, we are in good shape as it relates to our USDA loans and will have little activity with them until the construction is complete and we are ready to close our loan with them. They do plan to have their architect visit the construction site several times during construction to ensure that we are abiding by all of their requirements (e.g., ADA). We plan to close our construction loan with Western Alliance Bank on December 6th (Attachment Y). The locked-in interest rate will be 5.75%. The good news is, we will only pay interest on funds that we have drawn out, which will occur over the next two years. As we approach the end of 2022 and begin the first half of this project, we plan to have most members of our Project Team at the December Board Work Session to update the Board about the state of the project and answer any questions the Board may have. To get a better understanding of the magnitude of work that has gone into this project, I have included a project and finance schedule comprised by Gary Hicks (Attachment I).

2. 2023 Strategic Plan

For the past several months we have been working to finish 2022 strong, while at the same time preparing for 2023 and the challenges it will bring. Our 2023 Strategic Planning Process involved meetings with all of our team members including staff, Board, Medical Staff and leadership. The discussions we had about the future of Prosser Memorial Health were uplifting and inspirational. The ideas suggested by our team, which were distributed in the November board packet, were excellent and ranged from enhancements we can make soon, to long-term changes that will position us well for the future. While we discussed our replacement facility project, we also focused on our Pillar Goals, objectives, and the strategies that will enable us to achieve them. The result is our 2023 PMH Strategic Plan **(Attachment J)** which does all these things.

In addition, we reviewed our Mission, Vision, Values, and Standards of Behavior, and made several small changes (Attachment K). The 2023 Strategic Plan will be a challenge to accomplish as it contains many initiatives to pursue and achieve ranging from our continued recruitment of additional providers to the development of a replacement facility. Most of our initiatives focus on and promote our continued growth and our commitment to become the best hospital we can be. It is important to emphasize that this Plan keeps us focused on our Six Pillars of Excellence, the keys to our long-term success. The initiatives in the Plan are both short-term (e.g., provider recruitment) and long-term (e.g., the development of a replacement facility) and will enable PMH to be successful in both the short and long-term. The Board will be asked to approve the proposed PMH Mission, Vision, Values and Standards of Behavior and the 2023 Prosser Memorial Health Strategic Plan at the December Board Meeting.

3. 2023 PMH Marketing Plan

The past couple of years PMH has worked hard to increase our marketing efforts throughout the Yakima Valley (Yakima to the Tri-cities) and it has paid off. We are now seeing patients from communities throughout the Valley and patient volumes throughout PMH have continued to rise. Shannon Hitchcock, Chief Communications Officer, has developed these significant marketing/ communication strategies that tell the Prosser Memorial Health story to the communities we serve, and there is more to come. Shannon has developed a draft 2023 PMH Marketing Plan **(Attachment L)** which is a comprehensive overview of how we plan to continue telling our story through direct mail, social media, newspaper, billboards, radio, television, town hall webcasts, etc. The plan emphasizes our providers, staff and the caring approach they provide to every patient, the new and advanced services provided at PMH (e.g., gastroenterology (GI) services); and how we will provide ongoing communication about all the wonderful things happening throughout Prosser Memorial Health, especially the development of our replacement facility. The Board received a draft 2023 PMH Marketing Plan last month and will be asked to approve it in December.

4. 2023 PMH Information Technology (IT) Plan

The use of electronic health records (EHRs) and robust IT infrastructures are critical in healthcare today and will be long into the future. We are very fortunate to partner with Kadlec/Providence and share their EHR-Epic, the number one EHR in the world. PMH is now more familiar with Epic and its advantages and challenges. PMH has worked hard to make the use of Epic as easy as possible and will continue to work with our staff on enhancing our use of Epic. This along with several other initiatives were in our 2022 IT Plan and will also be in our 2023 IT Plan. Phillip Braem, our Chief Information Officer, and his staff have reviewed the 2022 IT Plan, and collected IT suggestions/opportunities throughout the year and the Strategic Planning Process. In addition, they have reviewed the initiatives in the draft 2023 PMH Strategic Plan that have IT implications. In response, they developed the draft 2023 PMH IT Plan (Attachment M) which assesses our infrastructure needs (hardware and software) and our IT programmatic opportunities. Several key initiatives included in the IT plan include: ongoing Epic education for staff; the replacement of Lawson as our Human Resource/payroll software platform; the completion of the installation of the virtual desktop infrastructure throughout PMH; and the continued focus on cyber security to protect our system and data from outside attacks. These are all initiatives that will enhance the performance of our IT systems and enhance staff engagement/satisfaction with our IT systems. The Board will be asked to approve the 2023 PMH IT Plan at the December Board Meeting.

5. Epic Annual Report

Last year Providence spun off their Community Connect division (the division that supported all non-Providence entities using their version of Epic) and created a new company called Community Technologies a Tegria Company. This company provides an Annual Report **(Attachment N)** which is a comprehensive data-driven report produced by Epic containing key values regarding our organization as well as comparison data with other organizations similar to us. We are currently in the process of

reviewing this report to identify opportunities to further PMH's usage of the tools available in our current version of Epic. In the near future, we will discuss key metrics and additional tools we would like to utilize based upon this report with staff from Community Technologies. As noted in the 2023 IT Plan, we will continue to enhance our utilization of the Epic System throughout 2023.

Patient Loyalty

1. Community Appreciation

During this season of giving, we have so much to be thankful for at PMH. This past year may have been the most challenging we have ever faced at PMH, as we continue to fight the COVID-19 pandemic and saw record volumes throughout the organization. However, one thing that remained constant was the willingness of our team to go the extra mile for the good of our patients and the communities we serve. The giving spirit of our staff and organization is reflected in the attached thank yous **(Attachments 01-08)** and shows how much we are appreciated. We are truly blessed with one of the most generous, compassionate, and caring teams in the country! Thank you for all that you do and may it be returned tenfold to each of you during this holiday season!!!

Medical Staff Development

1. 2023 PMH Medical Staff Model and Provider Recruitment/ Retention Plan

One of the reasons we have been successful the past couple of years is because of the development and implementation of our Medical Staff Model and Provider Recruitment/ Retention Plan. This Plan has allowed us to double the size of our Medical Staff and most importantly, better meet the growing health care needs of the communities we serve. As part of the Strategic Planning Process for 2023, we once again spent a considerable amount of time discussing the Medical Staff Development Pillar, and specifically, the provider needs of the communities we serve. Based on the needs analysis contained in the 2023 Strategic Planning Packet (not a perfect system, but one based on population and used across the country), we continue to have needs in both primary and specialty care despite all of our success. These shortages force residents to seek care elsewhere, which helps explain our historically low market share. The proposed 2023 PMH Medical Staff Model and Provider Recruitment/ Retention Plan (Attachment P) was reviewed and approved by the PMH Medical Staff and is recommended to the Board for approval in December. The Plan is a mix of primary (FP, PEDS, IM) and specialty (EM, GI, Ortho, Radiologist, Occupational Medicine) care providers, and will be challenging to accomplish considering the nationwide provider shortage.

2. Medical Staff Recruitment

As we near the end of 2022, I am pleased to report that our recruitment efforts are proving to be successful despite nationwide shortages of providers. Last week we received a signed contract from Geoffrey Higgs, M.D.- Sports Medicine Orthopedic Surgeon. Dr. Higgs has a tremendous amount of sports medicine experience including being the team physician for several professional sports franchises (e.g., NFL- New England Patriots, NHL Boston Bruins). Dr. Higgs plans to join PMH in May2023. We've also learned that Josh Macke, D.O.- Emergency Medicine is planning to sign an agreement with PMH this week. Dr. Macke is completing his residency in emergency medicine in Arizona and plans to join us in June 2023 (Attachment Q). Dr. Macke is originally from the state of Washington and is looking forward to coming home! In addition, we have another emergency medicine candidate from the area that is interested in opportunities at PMH. With the recent announcement that Pam Morris, ARNP- Occupational Medicine is leaving PMH, we have been searching for a replacement provider. I am pleased to report that we are currently in contract negotiations with an occupational medicine provider that is interested in joining us. I hope to announce at the December Board Meeting that we have several new providers joining our Medical Staff. Last month we announced that Dr. Jessica Dingwall- Radiologist, will be joining our team in March. Since then, we have been exploring options for covering us when Dr. Dingwall is off, and we have found several solutions including our current radiologist (Drs. Zuckerman and Ballard) and several area Radiologist. At this time, we have most shifts covered for 2023! In addition to these specialties, we continue to recruit for primary care providers including family practice, pediatrics, and internal medicine. While we have interviewed several candidates, we have not yet found providers that match our culture. These searches will be the foundation of our efforts in 2023.

Employee Development

1. Employee Engagement

As tradition goes at PMH, we are going to fill the month of December with holiday festivities **(Attachment R)** and for the first time in three years, we will hold a holiday party **(Attachment S)**. The party will be held on December 10th from 5:00 p.m. until midnight at the HAPO Center in Pasco. The event will include a nice dinner, dancing, and casino night. To date we have almost 500 staff and families signed up. On Thursday, December 16th we will have a day of celebration throughout PMH. This year we will have two individual contests, a Christmas Cookie Contest, and our Annual Ugly Sweater Contest. These contests are open to all PMH Team members, including Board members. We will also have a Department Holiday Gift Box Decorating Contest, with all entries to be used to decorate under the PMH Christmas tree in the lobby. Prizes will be awarded to the top entries and events like this will help everyone get into the holiday spirit. In addition, departments, and clinics throughout PMH have volunteered to purchase gifts for less fortunate families in our community. Thank you to everyone participating for your generosity. Finally, we will be serving our Annual Holiday Lunch/Dinner on the 15th to both the day and night shifts. The meal will once again include

prime rib, mashed potatoes, veggies, and peppermint stick ice cream. While we wrap-up 2022, we are already making plans for our Annual Employee Recognition Luncheon (years of service) in January. Stay tuned for more details after the holidays. Also included in the Board packet is the December employee newsletter **(Attachment T)** which contains useful information such as a reminder for employees to complete their 2023 Benefits Open Enrollment and pictures about what took place last month.

2. Employee/Medical Staff Engagement Surveys

The engagement survey process for both our staff and Medical Staff ended on November 18th. This process is conducted once per year and enables us to objectively and anonymously, hear from our staff and Medical Staff about how well we, as an organization, are engaging with our team. This process will identify areas of change from previous years (because we use the same survey instrument and questions), areas where we are performing well, and opportunities for improvement. We will use this information to develop strategies to enhance our performance at the department level and throughout the organization. At this time, we only have high level results from People Element (the company that performed the survey), such as participation levels. Our staff participation rate was 84% compared to 82% in 2021. Our Medical Staff Participation rate was 49% compared to 74% in 2021 and are combined participation rate was 79% compared to 81% in 2021. Considering everything that has been going on in healthcare, these are still strong and will provide us an accurate view of the engagement levels of our team. We anticipate detailed reports to be available in January where they will be shared with everyone and used to develop our improvement plans.

3. Aspire Program

One of the highlights at our Annual Holiday Party is the recognition of all recipients of ASPIRE Awards throughout the year (Winners in 2022- **(Attachment U)** and the random selection of twelve of those individuals to receive checks ranging from \$250 to \$1,000. These individuals were recognized for living our ASPIRE Values. Specifically, they are being recognized for doing things for their patients, co-workers, visitors, providers, etc. that go above and beyond their regular job descriptions. Four Bronze Medal recipients will receive checks for \$250; four Silver Medal recipients will receive checks for \$500; and four Gold Medal recipients will receive checks for \$1,000. Please join me in thanking each of these individuals for their efforts to exceed the expectations of others and truly make PMH great!

4. International Association of Firefighters (IAFF)

Prosser Memorial Health is in negotiations with I.A.F.F., Local I-24. The Union represents twentyone (21) full-time & part-time EMT's and Paramedics. After six (6) negotiating sessions the Union and Prosser Memorial leadership mutually agreed to move to mediation in attempt to resolve outstanding items. All but three (3) contract articles have tentative agreements, with the remaining open items being, ours of Work/Staffing Levels, Wages, and Personal Time Off (PTO). Mediation is scheduled for January 5th, 2023, where we look forward to securing an agreement, at which time the proposal would then be brought before the Board of Commissioners in January for approval.

5. Men's Health Month

I would like to thank everyone who supported the awareness of Men's Health Month by participating in the No Shave November last month. The participation has been outstanding especially among members of the PMH Medical Staff. The contest will continue until December 15th when our staff will select the winners. Again, thank you for supporting the awareness of Men's Health and for tolerating the no shave look. Good luck to all the participants!

Financial Stewardship

1. Financial Performance- November

As we near the end of 2022, I am pleased to report that our financial performance remains strong, and our overall financial position has never been stronger in the history of Prosser Memorial Health **(Attachment V)**. In November our patient volumes remained strong as indicated by our adjusted patient days which were 2,281 days or 22% better than our budget. This resulted in our gross patient revenue being \$5.3 million better than our budget, for our largest gross revenue month of \$23.4 million in our history. This is especially impressive when you factor in the fact that the month includes Thanksgiving Day and the day-after Thanksgiving, two historically low volume days. Our deductions from revenue were high, 39% over budget, but because of our strong revenue our net revenue for the month was \$8.2 million compared to our budget of \$7.3 million. Our expenses were 6% over budget, but certainly in line with our increased volumes and revenue. The result was an operating income of \$1.0 million compared to our budgeted operating income of \$452,064, resulting in an operating margin of 12.2%. After accounting for non-operating income, our bottom line (net income) for the month of November was \$1,060,228 for a healthy total margin of 12.8%.

As in previous months, as we continue to add strong financial months, our year-to-date performance improves. Our year-to-date gross revenue is now 15% better than budget and 28% better than last year. After accounting for deductions from revenue, COVID-19 Relief Funds, etc., our net revenue is 8% (\$6.2 million) better than budget and 7% better than last year (and in 2021 we received \$10.2 million in COVID-19 Relief Funds!). Our year-to-date expenses are 1% over budget and 16% over last year, resulting in an operating income that is 110% better than budget. After factoring in our non-operating (loss) due to investment declines, our year-to-date net income is

\$10,525,319 for a total margin of 12.1%, significantly better than our Pillar goal of 6.0%. This strong operating performance led to a positive cash flow in November of \$1.2 million and year-to-date is \$4.5 million. This positive cash flow performance is aided by our strong payor mix and lower capital spending. This has also strengthened our balance sheet where we have over \$30 million in cash despite already spending almost \$8 million on our replacement facility project. Our financial position remains strong and positions PMH well for the future, including the construction of our replacement facility.

2. 2023 Operating and Capital Budgets

After several months of working with our Leadership Team, the finance staff have developed proposed 2023 PMH Operating and Capital Budgets **(Attachment W)** which the Board will be asked to approve at the December meeting. The budgets are based upon input from our staff, Leadership Team, Medical Staff and the proposed 2023 Strategic Plan. The budget packet goes into great detail about the specifics contained in the budgets so I will not. Please note, that we continue to be in growth mode, but it is difficult to predict the pace of growth in the future. This is specifically true in 2022 because we saw a definite surge in volumes in 2021 due to the pandemic regardless of the volumes, we experience in 2023, our goal will be to achieve our budgeted net income and total margin. Based on our projections our Operating Budget is projecting a net income (bottom line) of \$6,209,240 (6.12% total margin). This performance exceeds our Financial Stewardship Pillar Goal of 6.0% and will enable us to continue our journey towards a new facility. Our proposed capital budget includes \$756,587 of acquisitions and \$308,982 of carry over items from the 2022 Capital Budget. We are projecting a positive cashflow of \$729,386, which will enable us to maintain our strong financial position throughout the replacement facility project.

3. PMH Foundation Update

With the official groundbreaking for the new hospital, the Foundation has now moved into the public phase of our capital campaign. The Foundation Board of Directors will be actively soliciting donations in 2023 through community outreach and one-on-one meetings with community stakeholders to raise additional funds for the project. To date we are halfway to our goal of \$3 million, with \$1.5 million in pledges received.

Save the Dates! **Go Red for Women** will be held Friday, February 3 at Desert Wind Winery, **Bottles**, **Brews**, **Barbecues** will be held June 9-10 at Vintner's Village and the **Wine Country Classic** will be held Friday, September 8 at Canyon Lakes.

Quality

1. 2022 Environment of Care (EOC) Report and 2023 EOC Plan

As in previous years, the 2022 (EOC) Report and Plan for 2023 was developed by Steve Broussard, former Director of Support Services; (Steve retired on December 5th, after working at PMH for 28 years!), for Board review and approval in December **(Attachment X)**. This comprehensive report covers several EOC areas that are integral to our ongoing operations but are not always top of mind for our staff. Steve has done an outstanding job of educating our entire Team about the importance of these areas and he's always been well prepared when we are surveyed by regulatory agencies. As a result, we do well in the surveys and provide a safe environment for our patients, visitors, and staff. On behalf of PMH, I would like to thank Steve for all his efforts in this area and wish him well in his retirement!

2. Board Policies

The Board will be asked to review and approve the following Board Policies at the December Board Meeting: Medical Staff Recruitment (Attachment AA); Exclusive Designated Medical Specialty Services (Attachment BB); Affiliation (Attachment CC), and Issue Resolution Procedure- Exempt Staff (Attachment DD). The only changes being recommended by Administration to these policies are title changes, typos, etc. As a result, these policies will be placed on the December Consent Agenda. If the Board would like to make changes and/or discuss the proposed Policies, any Commissioner may remove a policy from the Consent Agenda and place it on the Regular Agenda.

3. Washington State Hospital Association (WSHA)

One area that all hospitals need help with is state and federal legislative support. This would be prohibitively expensive for individual hospitals to do this, so most hospitals depend on state and national hospital associations to provide this support. For this reason, PMH is a member of WSHA and the American Hospital Association (AHA). Our annual dues for WSHA are approximately \$38,000 per year based on our annual operating expenses. This represents a 2% increase, which is the maximum increase, even though our expenses have been increasing in excess of 10% per year due to our growth. I have included a letter from Cassie Sauer, President of WSHA (Attachment EE) which details some of the support WSHA has provided to PMH. WSHA is one of the few state hospital associations where all state hospitals and health systems are members and PMH plans to continue to be a member of WSHA in 2023.

4. Board Self-Evaluation

A final reminder that it is time for all Board members to complete their annual self-evaluation, which was distributed in November. Please complete the evaluation and return it to Rosemary or Steve Kenny by the first week of January so that the results can be compiled and discussed in January. We plan to review the results in January and use the findings to develop a 2023 Board Action Plan.

5. Board Education

For the first time in several years, the AHA Rural Healthcare Leadership Conference will not be held in Phoenix, Arizona. This year the conference will be held in San Antonio from February 19-22 (Attachment FF). This conference addresses many issues rural hospitals are facing today and includes many top healthcare speakers. Several Board members have already signed-up for the conference, and I encourage all Board members to participate. If you are interested, please contact Rosemary.

6. December Board Work Regular Session

The December Board Work Session will be used to update the Board on the Replacement Facility Project and several other strategic initiatives. Specifically, as it relates to our Replacement Facility Project, we plan to discuss design updates; the construction process and schedule; and the current status of our loan initiatives for the project. Finally, we will answer any questions the Board may have regarding our proposed 2023: Operating and Capital Budgets; Strategic Plan; Marketing Plan, IT Plan; and Medical Staff Model and Provider Recruitment/ Retention Plan. At the December Board Meeting, the Board will be asked to act on: several Board Policies; the 2023 Medical Staff Model and Provider Recruitment/Retention Plan; 2023 Operating and Capital Budgets; 2023 Strategic Plan; 2023 Marketing Plan; 2023 IT Plan; and the 2023 EOC Plan. There are a lot of action items, but hopefully most of the Board's questions regarding these items will be discussed and answered at the Board Work Session. May you and your family have a Merry Christmas and a wonderful New Year!

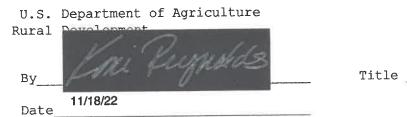
If you have any questions regarding this report, or other hospital activities, please contact me at (269) 214-8185 (cell), (509) 786-6695 (office), or stop by and see me at the hospital.

RD Instruction 1942-A Guide 18 Page 8

15. Rural Development Concurrence.

As lender or insurer of funds to defray the costs of this contract, and without liability for any payments thereunder, Rural Development (Rural Development) hereby concurs in the award of this CONTRACT to

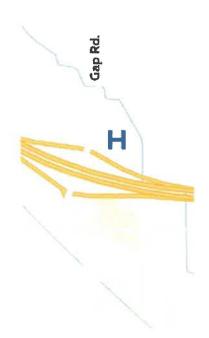
Bouten Construction Company



Community Programs Director

This CONTRACT shall not be effective unless and until concurred in by the State Director of Rural Development, U.S. Department of Agriculture or a delegated representative.

NEW HOSPITAL GROUNDBREAKING



Tuesday, November 29 11:00AM New Hospital Site

The new hospital site is located on the northeast corner of North Gap Road and I-82. Reception to follow at Desert Wind Winery.





Attachment C

NEW HOSPITAL GROUNDBREAKING AGENDA

Tuesday, November 29, 2022

WELCOME

Neal Ripplinger Executive Director Prosser Economic Development Association

> Craig Marks CEO

Brian Sollers, DO Chief Medical Officer

Brandon Potts Bouten Construction

Photo opportunities for USDA, Board of Commissioners, and Design Team.

RECEPTION

A reception will immediately follow at Desert Wind Winery 2258 Wine Country Rd., Prosser

Learn More



Attachment D



United States Department of Agriculture

Rural Development

Washington State Office 1835 Black Lake Blvd., SW Suite B Olympia, WA 98512

Voice 360.704.7700 Fax 855.843-6124 To: Prosser Hospital Commissioners

From: Koni Reynolds, USDA-RD Community Programs Director, Helen Price Johnson, USDA-RD WA State Director

PROSSER HOSPITAL GROUNDBREAKING EVENT November 29, 2022

Greetings Hospital Commissioners, dignitaries, and project team members, CONGRATULATIONS!

I'm sorry the snowy weather conditions in the mountains prevented us from attending today's event.

As part of the USDA, Washington Rural Development exists to sustainably maximize prosperity and opportunity in Washington's rural communities through good stewardship on behalf of the American People. Because we know that "Together, America Prospers."

We are proud to be in partnership with the Prosser community on this project. This new hospital is funded by a \$80.5 million Community Facilities direct loan and \$1 million ERHC grant from USDA Rural Development, to add to the almost \$26 million in cash from Prosser Memorial Health and \$5 million in operating leases.

Many people worked tirelessly to bring this to fruition. At USDA we are very proud of our Community Program Specialist Marti Canatsey. We'd like to take this moment to acknowledge and thank her for the diligence, commitment to customer service and her positive can-do spirit which all came together with this project.

Thank you for including Rural Development in this special groundbreaking event. We honor the efforts of this hospital board. The investments you are making will serve families from across this region, for generations, delivering much needed high quality medical care for the rural communities you serve.

Again, Congratulations! Low Reynolds Koni Reynolds, USDA-RD Community Programs Director Helen Price Johnson, Helen Price Johnson, USDA-RD WA State Director





Prosser Public Hospital District Prosser Memorial Health Replacement Hospital Progress Report

DATE: December 5, 2022

I. PROJECT TEAM:

Prosser Memorial Health (PMH) NV5 bcDesignGroup (bcDG) Henderson Engineering Gary Hicks Financial, LLC Perkins Coie R&B Genesis (Mitchell) GeoProfessional Innovation CBRE Heery OpenSquare Bouten Construction	Owner Owner's Representative Architect/Design Team Security, Low Voltage, Audiovisual Design USDA Application Consultant General Counsel Medical Equipment Planner Geotechnical Engineering Services and Construction Materials Testing & Inspection Services Commissioning Agent Furniture Vendor General Contractor as Construction Manager
Bouten Construction	General Contractor as Construction Manager

II. PROGRESS:

- A. Contracts The following is a status of professional services agreements:
 - a. Agreements, contracts and/or amendments executed this period:
 - i. Sunnyside Valley Irrigation District, Construction Cost agreement to relocate irrigation canal underground, dated November 3, 2022.
 - ii. On November 18, 2022, the USDA provided their concurrence with the contract for construction between PMH and Bouten, fully executing the contract.
 - b. Agreements, contracts and/or amendments in process this period:
 - i. None.
- B. Site Development and Coordination
 - Sunnyside Valley Irrigation District (SVID) As noted in previous board reports, the project team is proceeding with moving the SVID overflow canal underground in its current location. PMH executed a Construction Cost agreement as noted above, and Bouten Construction's excavation subcontractor, Big D's Excavation, has provided a proposal for the pipe material. The team aims to complete the irrigation construction work in early 2023.
- C. Design Building
 - a. bcDG will issue a final "conformed set" of drawings once all permitting items have been resolved with the Washington State Department of Health (DoH). This set is currently on track for issuance in early 2023.
- D. Permitting
 - a. Local and state authorities having jurisdiction have permitted the project for construction.
 - b. The design team is currently finalizing their coordination efforts with the DoH to resolve comments remaining from their review process. bcDG aims to finish this coordination effort in early 2023, as noted previously.
 - c. The project team continues to wait for a final signed copy of the Intersection Control and Evaluation (ICE) report that the project team sent to the Washington State Department of Transportation (WSDOT) in May. bcDG's traffic consultant, TranspoGroup, understands that WSDOT has completed their review and has not further comments, but that getting physical





signatures is taking longer than anticipated. The project team hopes to receive a signed copy of the ICE in January, 2023.

- E. USDA Approval
 - a. On November 18, the USDA provided their concurrence with the project, which effectively authorized the project to proceed with construction. This is a major milestone resulting from over a year of collaborative effort by the project team to demonstrate that this project meets all of USDA's stringent design and contracting requirements. The culmination of this process, besides formal concurrence, was the symbolic groundbreaking ceremony that took place on Tuesday, November 29.

F. Pre-Construction

a. On November 18, 2022, and subsequent to receiving USDA's formal concurrence, PMH issued Notice to Proceed to Bouten Construction. This milestone closes the Pre-Construction phase of the project and formally commences the Construction phase, which similarly closes the pre-construction phases of the design team and project management team's contracts. All subconsultants will now be providing their specified construction phase services, also referred to as "construction administration".

G. Operations / Activation

- a. The project team intends to reconvene monthly operations meetings in early 2023. The meetings are intended to plan and strategize for the operational shift that will occur when PMH moves from their existing facility to the new facility in 2024.
- b. NV5 intends to involve Kim Cunningham, their proposed Transition Coordinator, to facilitate the operational transition and physical move from the existing facility to the new facility.
- c. The Operations team will continue to develop the 'Functional Program Document', as requested and required by the Department of Health, to act as an 'Owner's Manual' for this process.

III. PROCUREMENT:

- A. Upcoming project team members to procure include:
 - a. Art Consultant, 2023.
 - b. Signage Design and Fabrication vendor, 2023.

IV. SCHEDULE:

See 4-month look ahead schedule, attached herewith.

V. BUDGET

A. NV5 maintains a comprehensive project budget and is currently updating its contract and invoice tracking system to align with the approved final budget. This system will be used in future board reports to convey overall financial status on the project, such as total spent to date, current spent for the month, reallocations, and contingency usage.

VI. PROJECT CHALLENGES / RISKS:

- A. **Construction** Now that the project is in the Construction phase, some potential risks to successful project completion are as follows:
 - a. **Excavation and site development**. While PMH engaged a geotechnical engineer to survey the soils within the project area and inform the design process, there remains a risk of encountering foreign debris under the surface (such as agricultural debris, trash and other discarded materials, polluted soils, etc.), and unforeseen rock. The current excavation



efforts have demonstrated that the site appears to be both relatively undisturbed and free of unforeseen rock; the project team hopes this bodes well for the remainder of excavation.

- b. Imaging Department final design. During the development of the documents, the imaging department could not be fully designed until PMH had selected all of its imaging equipment and those manufacturers had provided drawings specific for our project. This is somewhat typical of healthcare construction, and as such, the current construction contract includes an allowance, an allotment of money without any associated, well-defined and contracted construction scope, for the construction of the imaging department. At this time, the design team indicates that they have all of the information they need from the imaging equipment manufacturers to design the department, and that they will issue drawings for construct the department. Only once the project team reviews and approves this proposal will the true cost be apparent—and ideally within the designated allowance. Until this happens, there is a risk the cost could exceed the allowance.
- c. SVID construction. While SVID intends to complete the irrigation ditch undergrounding work promptly in early 2023, it is not possible to hold them accountable for timely construction as they are essentially a public utility. If SVID delays this work by several months or more, this would in turn prevent Bouten from completing their site work, roads and parking lots, for example, as planned. While the likelihood of this occurring appears remote based on SVID's previous performance, the risk remains until the undergrounding effort is complete.
- d. Lead times. Throughout the pre-construction phase, the project team has attempted to identify risk to project completion due to extended lead times for equipment and materials. Fortunately, this disruption in the industry appears to be waning, however the team will continue to monitor this risk, plan as reasonably as possible, and keep the PMH Board informed of schedule or costs impacts due to this phenomenon.
- e. **Design Coordination.** As we enter the construction phase of the project, any imperfections in the design documents will be identified by the general contractor as they arise, and the design team will assist the general contractor with developing a solution. This is a normal part of the construction process, as no design is 100% perfect, and to that end we've carried a contingency to cover these unforeseen issues. The project team feels strongly that they've created a well-coordinated design and associated document set, which should create very few coordination issues; however, there is always a risk of a large unforeseen design issue that could consume a large portion of contingency. The project team will endeavor to keep PMH informed of these issues as they arise and resolve.
- B. Traffic Study The project team continues to wait for the State to sign off on the Intersection Control Evaluation (ICE) study that PMH's consultant, TranspoGroup, completed earlier this summer. This is the last step in approving the traffic mitigation measures identified by the project team and the City of Prosser. The team is hopeful that the WSDOT will return a signed copy this month. Ahead of this milestone, the team understands that the State has approved the Hospital's proposal to install a 4-way stop at N Gap Road and the I-82 westbound on/off ramps, though WSDOT requested PMH to pay a fee in lieu of the improvements, since WSDOT is in fact slated to construct a traffic circle in that intersection in the near future.
- C. Road Improvement Deferral Agreement As noted in this report, the project team is working to finalize the deferral agreement for improvements to North Gap Road. The team is advocating for the best interests of PMH and the community, but as this is a negotiated process, the City could require any number of scenarios, including: construction of a portion of the road improvements concurrent with the building construction; payment now in lieu of construction; future payment in lieu of construction; future construction concurrent with road improvements to the north and south of PMH's parcel. The project team is hopeful for the latter, and will keep the Board informed of any developments.





VII. NEXT STEPS:

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A. Transition all consultants to Construction phase services, including procurement kickoff (furniture, medical equipment, etc.)

VIII. ATTACHMENTS:

A. 4-month look ahead schedule

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Owner Team Meeting Minutes

Meeting #	20221202 9:00amCT/8:00amMT/7:00amPT MS Teams Video Call		20221202 Date:		2 -	Meeting: Friday, December 2, 2022 Issued: Monday, December 5, 2022		
Time & Location:			Prepared by:		Adam Trumbour - NV5			
Attendees:	<u>PMH</u> Craig Marks ✓ Bryon Dirkes ✓	David Rollins Steve Broussa			Fuller ian Sollers	Phillip Braem		
\checkmark = Attended Meeting	NV5 Paul Kramer Adam Trumbour ✓ Braden Demmerly ✓	BCDG Kurt Broeckel Brooke Cinalli Hilary Beasho Lance White	re √	<u>Finan</u> Gary H	<u>ce Consult.</u> licks	Bouten Brandon Potts Mac McGrath ✓ Josh Belt ✓ Nick Gonzales		
	Attendees	85 F.C.						

PMN = Post Meeting Note

For minutes from prior weeks, please reference previously issued minutes.

No	Item	Date Due By	Ball in Court	
1.	GENERAL / ADMINISTRATION			
1.1.	Project Goals, Objectives, & Strategies 210ct22 – NV5 to review the sheet and resurrect during construction.	INFO	Team	
1.2.	5Mar21 – Graham Team	CLOSED		
1.3.	5Mar21 – NV5 Transition	CLOSED		
1.4.	Contracting Realignment 4Nov22 – With USDA for signature.	IN PROGRESS		
2.	SCHEDULE	TRUE CON		
2.1.	4-Month Look Ahead Schedule	INFO		
2.2.	In-Person Meetings – as noted at the end of meeting minutes.	INFO		
2.3.	Overall Project Schedule	INFO		
3.	BUDGET			
3.1.	Budget Development	CLOSED		
3.2.	Medical Equipment (Major and Minor) (moved to item 4.12)	CLOSED		
3.3.	DZA Feasibility Study	CLOSED		
3.4.	Financing 4Nov22 – Team is gathering final information requested by financing (USDA, etc.). 18Nov22 – NV5 is working with Gary, David and USDA to clarify costs to date.	INFO		
4.	PROCUREMENT / OWNER-LED ACTIVITIES			
4.1.	GC/CM RFP	CLOSED		
4.2.				
4.3.	Site Clearing	CLOSED		
4.4.	Geotechnical Engineer	CLOSED		
4.5.	Commissioning Agent	CLOSED		
4.6.	Security Design Consultant	CLOSED		



4.7.	New Facility Operational Meetings	INFO	NV5, Merry
	04Mar22 – Team to commence meetings within the coming		
	months.		
4.8.	bcDG Contract	CLOSED	
4.9.	Landscape Consultant	INFO	
	11Mar22 – The Foundation would like to incorporate a donor		
	patio/bricks, etc., and would like to know when the landscape		
	contractor will be engaged. As of now, plan is to contract with them		
	during April MACC process. Team to involve the Foundation		
	thereafter.		
	22Apr22 – Graham received one bid for this work. (PMN) Graham		
	indicates the bid was not compliant and therefore they did not		
	accept it.		
	6May22 – Close out pending new contractor.		
	13May22 – PMH requests wildflower planting on fallow parts of the		
	property, as part of the final site landscaping.		
	17Jun22 – Adam to send plan to Bouten. PMH needs a reasonably		
	landscaped site but understands there might be potential to		
	continue to enhance the landscaping once construction is complete.		
	5Aug22 – Bouten spoke with prospective landscaping, who		
	recommended that any seeded areas also be irrigated. This is best		
	addressed by the landscape design-build team once they are		
	onboard as a subcontractor, though.		
	2Dec22 – Bouten to facilitate a meeting with PMH and project team		
	to finalize landscaping scope (drop dead date ~Sept. 2023).		
4.10.	Telecommunications Provider	INFO	NV5
	6May22 – PMH working on existing facility contract. USAC funding		
	cannot apply until a facility is constructed, so PMH will proceed		
	without USAC financing.		
	2Dec22 – NV5 to restart conversations on installation.		
4.11.	Flooding from Neighbor	CLOSED	NV5



4.12.	 Medical Equipment (Major and Minor) 14Jan22 - We need to competitively bid all new equipment (lights/booms (Stryker), imaging). Note: lights from current ORs will be moved to new Procedure Rooms, for example. RBA advises against bidding the Steris system and Pyxis system. Need to provide specific dates for "required on site" for all equipment. 04Mar22 - NV5 to check in with RBA for next steps. 11Mar22 - NV5 is conducting a meeting with RBA on 3/17. 18Mar22 - Next steps occur after MACC is approved. 6May22 - Adam to check with RBA on updated budget pricing. PMH may increase leased equipment by an additional \$1.4MM. 13May22 - RBA will revisit their cost estimate and send to team for review. They will also review lease options to capture the additional \$1.4MM in leasing PMH would like to pursue. 20May22 - NV5 to check on RBA progress. 3Jun22 - R&B sent a list of proposed leased equipment. NV5 to send to Steve, Dave, Merry, Craig. PMH is also working on reusing more imaging equipment vs. buying or leasing new. 17Jun22 - Adam to send to Gary. PMH team to review internally and determine which items are appropriate. NV5 to add this review to the on-site agenda for board week. 24Jun22 - RV5 to review lease list from David. 22Jul22 - RBA stresses the importance of executing procurement contracts this year to avoid unpredictable price increases. 2Dec22 - Need to review imaging scope and status, 	IN PROGRESS	NV5
4.13.	 Food Service Equipment 29Jul22 – NV5 will procure a FSE vendor once NTP date is set. 5Aug22 – Team reviewed FSE plans with Morrison, who provided minor comments. 2Dec22 – bcDG needs to know if we are switching from quarry tile in the kitchen. David Rollins is working with Morrison to make a determination. 	INFO	РМН
4.14.	Imaging Equipment 18Nov22 – NV5 to send out email with summary on imaging needs etc.	IN PROGRESS	NV5
5.	DESIGN / PERMITTING		
5.1.	Annexation & Zoning	CLOSED	
5.2.	Certificate of Need	CLOSED	
5.3.	Water & Sewer (City)	CLOSED	
5.4.	City Permit Review18Nov22 - On November 10, the City issued the full building permit.2Dec22 - PMH to issue a check to the City for inspection deposit on Monday, December 5.	INFO	РМН



5.5.	State Permit Review	IN PROGRESS	bcDG, PMH
	210ct22 – The team met with the Dept of Health on 10/18 and		
	10/19 to review the project. The DoH subsequently issued an		
	authorization to proceed with excavation and foundation work. The		
	team is hopeful that DoH will issue A2BC within the next two weeks		
	given their feedback during the meetings.		
	18Nov22 - On November 8, the DoH issued A2BC, which authorized		
	the project to proceed into construction. PMH needs updated		
	functional program that addresses all comments in the review		
	document-especially in the clinic area "Clinical Health Risk		
	Assessment (HRA)". PMH to update functional program accordingly.		
	Sean Otley is CNO and Ken Peters is Facilities at Chelan; Bouten to		
	share their contact information with Merry Fuller.		
5.6.	Electric Service	CLOSED	
5.7.	Program Review	CLOSED	
5.8.	Nurse Server Mockup	INFO	Bouten
0.0.	2Dec22 – Bouten will show this to PCI for their information. Bouten		Bouten
	also plans a mockup of the headwall and nurse server prior to		
	construction.		
5.9.	NV5 DD Review	CLOSED	
5.10.	Design Progress Update	IN PROGRESS	bcDG
0.10.	4Nov22 – Conformed set will be issued on 11/11/22.	INTRODUCEOU	, SODA
	18Nov22 – Review set sent on 11/11; bcDG working on revisions to		
	this set and will reissue it next week. Imaging Suite will be issued as		
	a Pricing Request (PR).		
5.11.	SVID coordination	IN PROGRESS	Bouten
5.11.	18Nov22 – 10" supply work complete. 12/5 ETA on SVID materials	INTRODUCEDO	Douten
	(manholes and culvert ends). Bouten working on finalizing quantities		
	with Jason (ECWE), SVID and Big D's on final quantities for all pipe		
	materials and will provide ETA EOD today.		
5.12.	PAR Process	CLOSED	
5.13.	Traffic Study	IN PROGRESS	TranspoGroup
5.15.	4Nov22 – Team would like ICE to review the proposed cost \$55,000	IN FROUNESS	Tanspooloup
	for the stop signs, including nuance of PMH being a public		
	entity/funded. bcDG coordinating with TranspoGroup on this.		
	18Nov22 – bcDG (Kurt) to report back on verifying the \$55k figure		
	with TranspoGroup.		
E 4.4	2Dec22 – bcDG to report back on status of ICE.		
5.14.	Helipad	CLOSED	
5.15.	Pneumatic Tube System	CLOSED IN PROGRESS	NIVE DMU
5.16.	USDA Review ANov22 NVE to abook with USDA to Propon Conf. abood of A2PC	IN PRUGRESS	NV5, PMH
	4Nov22 – NV5 to check with USDA re Precon Conf. ahead of A2BC.		
	NV5 to coordinate preconstruction conference agenda.		
	18Nov22 – On 11/16/2022, USDA indicated that Notice to Proceed		
	could be issued to Bouten. PMH is still waiting for USDA to distribute		
	a fully executed copy of Bouten's contract, as well as USDA 1942-A		
	Guide 18 page 8 "Rural Development Concurrence" form.		
	2Dec22 – USDA provided full concurrence with both Bouten's		
	contract and the overall notice to proceed. NV5 and PMH to		
	continue the coordination with USDA to resolve their "spent to date"		
	documentation needs.		



5.17.	Bulk Oxygen System	IN PROGRESS	Oxarc	
	4Nov22 – Team to review Oxarc proposal for engineered drawings			
	and proceed accordingly, though this should not be a requirement			
	for A2BC. Bouten needs slab penetrations info prior to construction.			
	18Nov22 – NV5 returned signed proposal to Oxarc. NV5 to check with Oxarc on timing of deliverable.			
5.18.	New Address	CLOSED		
5.19.	Lot Consolidation of Site	CLOSED		
5.20.	Benton County Noxious Weed Mitigation	CLOSED		
5.21.	Stormwater Permit (SWPPP)	CLOSED		
5.22.	Development Agreement 18Nov22 – Team met and finalized draft; NV5 to share with PerkinsCoie today for their final review, then send to the City.	IN PROGRESS	NV5	
5.23.	Signage	INFO	NV5	
	2Dec22 - Need to coordinate with DOT to change highway signage.			
6.	PRE-CONSTRUCTION			
6.1.	6.1. Value Engineering (VE) Process			
6.2.	ECCM/MCCM Procurement	CLOSED CLOSED		
6.3.	Preconstruction Contract Amendment	CLOSED		
6.4.	CM Estimating	CLOSED		
6.5.	Early Procurement	CLOSED		
6.6.	MACC prep	CLOSED		
6.7.	Construction Commencement	CLOSED		
6.8.	Building Permit – See item 5.4 above.	CLOSED		
6.9.	Graham Wind-Down	CLOSED		
6.10.	Groundbreaking Ceremony	CLOSED		
6.11.	Team Management	CLOSED		
6.12.	Builder's Risk Insurance	INFO	Bouten	
0.221	2Dec22 – Bouten to share a copy of the policy with NV5 when it is		Bouton	
	executed. Need to review coverage of owner-furnished equipment;			
	NV5 to get a cost from RBA on value of equipment that will be			
	installed. Mac to determine if PMH can pay direct.			
6.13.	Owner-Architect-Contractor (OAC) Meeting Cadence	CLOSED		
6.14.	Constructability Review	IN PROGRESS	Bouten, bcDG	
	4Nov22 - There are still open comments from Bouten's third-party		,	
	constructability reviewer. Bouten to share with the team for review			
	and incorporation.			
	18Nov22 – Mac (Bouten) to circle back with their 3 rd party reviewer;			
	likely week of 11/28.			
	2Dec22 – Nick will reach out to design team after they meet with			
	reviewer. This needs to happen before bcDG is "pencils down" with			
0.15	the project in early Q1 2023.			
6.15.	BPUD Coordination	IN PROGRESS	ECE	
	4Nov22 – NV5 and Bouten to coordinate with BPUD re permanent			
	power. Need to greenlight BPUD before 12/22/2022 or else pricing			
	expires. BPUD proposes an alternative route which would provide redundant power.			
	18Nov22 – Power trenches need to be in place prior to 12/22 so	Ϋ́		
	that BPUD can start work on 12/22. The revised route would need			
	to be resolved before then. NV5 to review today.			
	2Dec22 – Team recommends proceeding with BPUD's proposed			
	loop feed. ECE to update the site plan to show new route. The			
	easement agreement currently in place between BPUD and PMH is a			
	T casement agreement canonay in place between brob and thirt ba	1		



6.16.	USDA/Project Signage	IN PROGRESS	Bouten, PMH
6.17.	Draft SOV Review	12/5/22	NV5
	18Nov22 – NV5 to respond today.		
	2Dec22 – Bouten needs before Monday.		
6.18.	OACs at Whitehead	INFO	
	2Dec22 – Future team meetings under the Owner-Architect-		i i
	Contractor format, or "OAC", will be held in the Whitehead		
	conference room until Bouten has a site office large enough to		
	accommodate all attendees.		

The above represents the writer's understanding of the items discussed and/or conclusions reached. It is requested that any questions, comments, omissions, and/or errors to these meeting minutes be directed in writing to this office within three (3) business days. Please contact NV5.

Next Online Meeting

Date: Tuesday, December 13, 2022, at 12:00pm CT / 11:00am MT / 10:00am PT; Whitehead Conf. Room

Upcoming In-Person Meetings

None noted.

NB: Cookie competition on Thursday 12/15!! Need 3 dozen if you want to participate.

Prosser Memorial Health Replacement Hospital



4 Month Sunday	Outlook Monday	D Tuesday	ECEMBER 2	2022 Thursday	Friday	Saturday
27	28	29	30	01	02	03
					PROJECT TEAM MEETING	
04	05	06	07	08	09	10
11	12	13 DAC / CONSTRUCTION MEETING (TBD)	14	15	16	17
		BOARD WORKSESSION		BOARD MEETING		
18	19	20	21	22	23	24
25	26 CHRISTMAS (OBS.)	27	28	29	30	31
01	02	03	04	05	06	07

JANUARY 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
01	02	03	04	05	06	07
	NEW YEAR'S DAY (OBS.)	OAC / CONSTRUCTION MEETING (TBD)			PROJECT TEAM MEETING (TBD)	
08	09	10	11	12	13	14
					PROJECT TEAM MEETING (TBD)	
15	16	17	18	19	20	21
		DAC / CONSTRUCTION MEETING (TBD)			PROJECT TEAM MEETING (TBD)	
22	23	24	25	26	27	28
		BOARD WORKSESSION		BOARD MEETING		
29	30	31	01	02	03	04
05	06	07	08		NEW FACILITY OPERATIONAL NEW MEETING (NV5-Lod)	d: 11 V FACILITY OPERATIONAL MEETING (Merg-Led)
Page 1	NV5 &	BCDG ON SITE	NO	PMH MEETING ATTENDANCE BY PROJECT TEAM	HOLIDAY R BOARD APPROVAL	211015-PMH-4MonthOutlook.p

Prosser Memorial Health Replacement Hospital



4 Mont	h Outlook	F	EBRUARY 2	2023		
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	01	02	03	04
					PROJECT TEAM MEETING (TBD)	
05	06	07	08	09	10	11
		OAC / CONSTRUCTION MEETING (TBD)			PROJECT TEAM MEETING (TBD)	
12	13	14	15	16	17	18
					PROJECT TEAM MEETING (TBD)	
19	20	21	22	23	24	25
		OAC / CONSTRUCTION MEETING (TBD)				
		BOARD WORKSESSION		BOARD MEETING]	
26	27	28	01	02	03	04
05	06	07	08	09	10	11

MARCH 2023

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27	28	01	02	03	04
					PROJECT TEAM MEETING (TBD)	
05	06	07	08	09	10	11
		OAC / CONSTRUCTION MEETING (TBD)			PROJECT TEAM MEETING (TBD)	
12	13	14	15	16	17	18
					PROJECT TEAM MEETING (TBD)	
19	20	21	22	23	24	25
		TEAM CHECK IN (5-week month)			PROJECT TEAM MEETING (TBD)	
26	27	28	29	30	31	01
		OAC / CONSTRUCTION MEETING (TBD		BOARD MEETING		
92	03	04	05	06	.07	08



Building Excellence Since 1944

JOB MEMORANDUM

TO :	Project Team	DATE: December 1, 2022
ATTENTION	Paul Kramer & Adam Trumbour	PROJECT: PMH Replacement Hospital Prosser Memorial Health
FROM:	Mac McGrath, Craig Niemela & Josh Belt	Prosser, WA
SUBJECT:	Schedule Baseline - December	BOUTEN PROJECT NO.: K-825

Attached please find the current baseline schedule for the project, covering through projected final completion March 12, 2025. Per the issued Notice to Proceed, Bouten has a substantial completion date of November 21, 2024.

The attached baseline schedule reflects we are not maintaining the contractual substantial completion date of November 21, 2024. The schedule narrative accompanying the update describes progress, as well as details of delays that have occurred. A summary of these items is included here:

Per the September 27, 2022, Exhibit C contract schedule Bouten was projecting Notice to Proceed (NTP) on October 24, 2022, with mobilization activities following and 'formal' commencement of construction on November 14, 2022, which were indicated by Activities 44-52, reference Fig. 1 next page. The Exhibit C substantial completion date was set for 2 years after commencement on November 14, 2024. A delay beyond Bouten's control occurred when USDA withheld their concurrence to commence construction, during which time the NTP was not issued and mobilization activities were not approved by PMH. The USDA delay remained in effect until an NTP was issued on November 18, 2022, and the substantial completion from November 14, 2024, to November 21, 2024. An updated Exhibit C schedule was sent on November 18, 2022, with the USDA delay added as Activity 44 to reflect the actual issuance of the NTP, reference Fig. 2 next page. Once the mobilization activities that were delayed were accounted for the new substantial completion date is December 13, 2024. This discrepancy and change of dates were discussed and agreed upon by Paul Kramer on November 21, 2022, and the contractual change of date will occur with the PR-01 Conformed Drawings request.

The critical path currently runs through the two-story concrete structure, interior rough-ins of all areas, and the interior finishes of Area A & E. The baseline schedule has been populated by Bouten with the input of all the trade partners. Additional trade partner validation of the schedule will occur through pull plans that will precede the start of each area/scope of work by 60-90 days throughout the project. Additional information will be provided by Bouten as we continue to buildout important procurement items, sequencing nuances, and key owner scopes.

There are no current schedule concerns as early procurement efforts were undertaken for air handling units and chillers. High priority procurement items that may become schedule concerns include remaining HVAC equipment, electrical gear, and generators.

Per the Exhibit C schedule and baseline schedule issuance Bouten has included a weather bank of fifteen days. Weather bank days, when used, will be communicated through the project OAC meetings and removed from the schedule.

If you have any questions or comments regarding this schedule update, please let me know.

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Fig. 1 – Exhibit C Schedule Dated 09/27/2022:

42	Electrical Gear Deliveries	0 days	Thu 9/7/23	Thu 9/7/23	
43	Construction	582 days	Mon 10/24/2	Thu 2/13/25	10/24 👦
44	Notice to Proceed	0 days	Mon 10/24/2	Mon 10/24/2	10/24 Notice to Proceed
45	Mobilization	17 days	Tue 10/25/22	Wed 11/16/2:	10/25 Mobilization
46	Site Fencing	5 days	Tue 10/25/22	Mon 10/31/2	Site Fencing 💼 10/31
47	TESC BMP's Install	3 days	Tue 10/25/22	Thu 10/27/22	TESC 8M ^p 's Install 💼 10/27
48	Access Road & Canal Crossing	3 days	Thu 10/27/22	Mon 10/31/2.	Access Road & Canal Crossing 💼 10/31
49	Gravel Parking & Temp Power	5 days	Tue 11/1/22	Mon 11/7/22	Gravel Parking & Temp Power 💼 11/7
50	Job Trailers	5 days	Fri 11/4/22	Thu 11/10/22	11/4 💼 Job Trailers
51	Signage & Misc	5 days	Thu 11/10/22	Wed 11/16/27	11/10 📷 Signage & Misc
52	Begin Construction	0 days	Mon 11/14/2	Mon 11/14/2	Begin Construction 11/14
53	Site Work & Utilities - 2022	84 days	Fri 10/28/22	Wed 3/1/23	10/28

Fig. 2 – Exhibit C Schedule Dated 11/18/2022:

43	Construction	601 days Mon 10/24/2: Wed 3/12/25	10/24
44	USDA Delay	19 days Mon 10/24/22 Fri 11/18/22	USDA Defay
45	Notice to Proceed	0 days Fri 11/18/22 Fri 11/18/22	11/18 🔶 Notice to Proceed
46	Mobilization	17 days Mon 11/21/2; Thu 12/15/22	11/21 Mobilization
47	Site Fencing	5 days Mon 11/21/22Tue 11/29/22	Site Fencing 💼 11/29
48	TESC BMP's Install	3 days Mon 11/21/22 Wed 11/23/22	TESC BMP's Install 📒 11/23
49	Access Road & Canal Crossing	3 days Wed 11/23/22 Tue 11/29/22	Access Road & Canal Crossin() 💼 11/29
50	Gravel Parking & Temp Power	5 days Wed 11/30/2; Tue 12/6/22	Gravel Parking & Temp Power 💼 12/6
51	Job Trailers	5 days Mon 12/5/22 Fri 12/9/22	12/5 💼 Job Trailers
52	Signage & Misc	5 days Fri 12/9/22 Thu 12/15/22	12/9 💼 Signage & Misc
53	Commencement of Construction	0 days Fri 12/9/22 Fri 12/9/22	Commencement of Construction 🔶 12/9
54	Site Work & Utilities - 2022	84 days Mon 11/28/2: Tue 3/28/23	11/28 🖝
55 1	Canal Delectrice (Du C)(D)	20 Jan Mar 11/20/27 5- 12/22/22	11/28 Canal Polocat

Boulien

PMH REPLACEMENT HOSPITAL

BASELINE CONSTRUCTION SCHEDULE

Data Date, Mon 8/1/22

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ID Tell.19ame r Start [Reach [UnlefToot] 4/122 [Aug 22] 4:g/22] 4:g/22 [Arg 22] Cot 72] Nov 72] Dec 72] Jan 73 [Feb 73] Mov 73 [Jan 73 [Feb 73] Mov 73] Jan 73 [Jan 73] 5:g/73] Mov 73 [Jan 73 [Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73 [Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 73] Jan 73 [Jan 73] Feb 73] Mov 74] Jan 74 [Jan 74] Feb 73] Mov 74] Jan 74 [Jan 74] Feb 73] Mov 74] Jan 74 [Jan 74] Feb 73] Mov 74] Jan 74 [Jan 74] Feb 73] Mov 74] Jan 74 D PAAH HOSPITAL REPLACEMENT 1 131 days Mon 9/12/22 Wed 3/12/25 226 0 days Project Milestope - , Mon 9/12/22 Mon 9/12/22 228 627 d... 9/12 . GCCM MACC DUE 3 PIMH Special Board Meeting 0 days Fri 9/16/22 Fri 9/16/22 230 627 d... 9/16 . PMH Special Board Meeting -PMH Contract To Bouten 0 days Fri 9/30/22 Fri 9/30/22 231 617 d... 9/30 + PMH Contract To muter 0 days Fri 11/11/22 Fri 11/11/22 232 587 d... 11/11 . Hoursen Contracts To Trades Bouten Cantracts To Trad - 6 0 days Mon 3/27/23 Mon 3/27/23 233 496 d... 3/27 . Mockups Complete -----0 days Thu 5/22/23 Thu 5/22/23 225 434 d... Area A Structure Complete 5/22 . Area A Structure Complete 8 Area C Structure Complete 0 days Mon 7/10/23 Mon 7/10/23 421 423 d... 7/10 Area C Structure Complete - 9 Area O Structure Complete 0 dm/s Mon 7/24/23 Mon 7/24/23 423 413 d 7/24 & Area D Structure Complete 10 Area B Structure Complete 0 days Wed 8/2/23 Wed 8/2/23 227 406 d. 5/2 Area 8 Structure Complete 11 Area E & E Structure Complete 0 days Mon 10/2/23 Mon 10/2/23 1701 364 d. 10/2 . Area E & F Structure Complete 17 Aren A Driedula 0 days Mon 8/14/23 Mon 8/14/23 416 398 a... 8/14 🖕 Area A Dried-In 13 Area C Dried-In 0 days Fri 8/18/23 Fri 8/18/23 417 394 d., 8/18 . Area C Dried-In 14 Area D Orlad.to 0 days Fri 9/22/23 Fri 9/22/23 418 370 d... 9/22 + Area D Orled-In 15 Area B Dried-In 0 days Mon 10/2/23 Mon 10/2/23 419 354 d... 10/2 + Area 3 Dried-In 16 Areo F Dried-In 0 days Wed 11/29/2:Wed 11/29/2:420 324 d... 11/29 🐟 Area F Dried-In 17 Area E Dried-In 0 days Wed 1/3/24 Wed 1/3/24 234 301 d... 1/3 🔶 Area E Dried-In 11/27
Permanent Power 18 Dermonent Down 0 days Mon 11/27/2:Mon 11/27/2:425 327 d... 19 Area A Exterior Equalons Complete 0 days Tue 8/15/23 Tue 8/15/23 1741 397 d. 8/15 . Area A Exterior Envelope Complete 20 Aren C Exterior Envelope Complete 0 days Fri 9/29/23 Fri 9/29/23 1741 365 d. 9/29 . Area C Exterior Envelope Complet 21 Aren D Exterior Envelope Complete 0 days Fri 10/20/23 Fri 10/20/23 1744 350 d... 10/20 . Area D Exterior Envelope Complete 22 Area B Exterior Envelope Complete 0 days The 10/31/23 The 10/31/23 174: 343 d. 10/31
Area B Exterior Envelope Complet 23 Area E & F Exterior Envelope Complete 0 days Fri 2/9/24 Fri 2/9/24 174; 275 d. 2/9 A Area E & F Exterior Envelope Complete 24 Area A Dust Free 0 days Wed 2/28/24 Wed 2/28/24 1741 262 d. 2/28 & Area A Dust Free 25 Area C Dust Free 0 days Thu 3/21/24 Thu 3/21/24 1741 245 d 3/21 - Area C Dust Stee 26 Area D.2 Dust Free 0 days Wed 6/5/24 Wed 6/5/24 1731 193 d 6/5 A Ares D 2 Dust Free 27 Area D 1 Dust Free 0 days Thu 5/20/24 Thu 5/20/24 176(182 a. 6/20 . Ares D.1 Dust Free 28 Aren 8 2 Dust Free 0 days Fri 7/19/24 Fri 7/19/24 176; 162 d. 7/19 🔶 Area 8.2 Dust Free 29 Aren & Duist Free 0 days Wed 9/4/24 Wed 9/4/24 176; 130 d., 9/4 🔶 Area F Dust Free 30 Area B.1 Oust Free 0 days Thu 9/12/24 Thu 9/12/24 1751 124 d.. 9/12 + Area B.1 Dust Free 35 0 days Wed 11/6/24 Wed 11/6/24 1741 85 days Area E Dust Free 11/6 🖕 Area E Dust Free 32 Alr On 0 days Man 8/26/24 Man 8/26/24 426 137 d... 8/25 & Alr On 33 Substantial Completion 0 days Fri 12/13/24 Fri 12/13/24 235 60 days 12/13 . Substantial Completion 34 Final Completion 0 days Wed 3/12/25 Word 3/12/25 229 0 day 3/12 . Final Completion 35 and interior and id avsMon 8/1/22 Wed 3/12/25 3 0 days 8/1 Researche calls a 36 72 days Mon 8/1/22 Wed 11/9/22 4 0 days 8/1 Design 37 **Bid Documents Issued** 0 days Mon 8/1/22 Mon 8/1/22 5 0 days 8/1 + Bid Documents Issued 3.8 Bid Phase Addenda (As Needed) 15 days Mon 8/1/22 Fri 8/19/22 6 0 days 8/1 man Bid Phase Addenda (As Needed) 39 **Building Permit Issued** 0 days Wed 11/9/22 Wed 11/9/22 10 7 day 11/9 . Building Permit Issued 40 Ballistading -Estimating 38 days Wed 8/31/22 Mon 10/24/2:11 0 days 8/31 -6/31 💼 6id Package 6ids Due Bid Package Bids Due 6 days Wed 8/31/22 Thu 9/8/22 12 0 days 42 GCCM MACC Due 0 days Mon 9/12/22 Mon 9/12/22 13 0 days 9/12 . GCCM MACC Due 43 MACC Review & Final Approvals MACC Review & Final Approval 30 days Tue 9/13/22 Mon 10/24/2214 0 days 9/13 44 5/30 . Bouten Signed Contract After Board Meeting Bouten Slaned Contract After Board Meeting 0 days Fri 9/30/22 Fri 9/30/22 15 0 days 45 276 days Mon 10/3/22 Thu 11/2/23 15 14 days 10/3 -Printerent Procurement Bouten NTP's & Contracts to Trades Bouten NTP's & Contracts to Trades 30 days Mon 10/3/22 Fri 11/11/22 139 14 days 10/3 Mockup Submittals Regulred (High Priority) 47 days Fri 10/28/22 Fri 1/6/23 132 14 days 10/28 Mockup Submittals Required (High Priority) Structural Steel 20 days Mon 11/7/22 Tue 12/6/22 140 30 days 11/7 Structural Steel Bid Package Submittais & Review 100 days Tue 10/25/22 Mon 3/20/23 133 50 days 10/25 Bid Package Submittals & Review Material Procurement 250 days Tue 11/8/22 Thu 11/2/23 137 54 day 11/8 Material Procurate BIM Modeling & Coordination 95 days Tue 11/15/22 Mon 4/3/23 138 50 day 11/15 BIM Modeling & Coordination 12 Morkup Procurement 40 days Mon 1/9/23 Mon 3/6/23 136 14 day 1/9 Mockup Procurement

Prepared By: Bouten Construction

1.1			
CONSTRU	CTION	SRP.	AHY

BASELINE CONSTRUCTION SCHEDULE

3 Mo	ockups Constructed & Complete	15 days Tue 3/7/23 Mon 3/27/23 135 14 days	1922 [5e9/22] [3e9/22] [3e9/22] [3e9/23] [3e9/	2 heiza 2 9 heizaiso 6 haizozzt 4 ha
	orkups Complete	0 days Mon 3/27/23 Mon 3/27/23 134 14 days	3/27 - M Modups Complete	
5 AH	U Deliveries (Projected)	0 days Wed 7/26/23 Wed 7/26/23 141 40 days	7/26 & AHU Dehverter (Integration)	
	ectrical Gear Deliveries (Projected)	0 days Thu 10/26/23 Thu 10/26/23 142 24 days	12/26 g Electrical Gaur Delivaries (Projected)	· · ·
7	Plan Membridge	330 daysWed 12/14/2;Thu 4/4/24 1195 177 d	12/14 Pull Plan Meetings	
	(For OP)	801 days Tue 10/25/22 Wed 3/12/25 18 0 days	10/25	Construction
	IDA Approval To Start Wolf, Delay	19 days Tue 10/25/22 Fri 11/18/22 963 0 days	10/25 USDA Approval To Start Work Delay	construction
6 Mol	ntice To Proceed	0 days Fri 11/18/22 Fri 11/18/22 962 0 days	11/18 & Notice To Proceed	
7 Gro	ound Breaking Ceremony	0 days Tue 11/29/22 Tue 11/29/22 175; 0 days	11/29 & Ground Breaking Ceremony	
8	dilation -	59 days Tue 10/25/22 Fri 1/20/23 22 14 days	10/25 Mobilitation	
9 1	Mow Property	5 days Tue 10/25/22 Mon 10/31/22863 14 days	10/25 May Property	
0 II	Install Construction Entrance	2 days Mon 11/21/22Tue 11/22/22 865 0 days	11/21 u Pytell Construction Entrance	
т т	TESC BMP's Instal	3 days Wed 11/23/227ue 11/29/22 864 0 days	31/23 🔤 TSC DMP1 web31	
2 h	Install Roads	6 days Tue 12/20/22 Wed 12/28/22867 27 days	12/20 Ingtal Roads	
з ј	Job Trailers	5 days Thu 12/29/22 Thu 1/5/23 236 27 days	12/29 mi Job Trailees	
4 s	Site Fencing	5 days Thu 12/29/22 Thu 1/5/23 23 27 days	12/29 Ste Fending	
	Gravel Parking & Temp Power	S days Fri 1/13/23 Fri 1/20/23 237 27 days	1/13 Grand Parking & Temp Parker	
_	Signage & Misc	5 days Fri 1/6/23 Thu 1/12/23 131 27 days	1/6 Suraze & Mic	
7	· Work & Lithines 2021	80 days Wed 11/30/2; Frl 3/24/23 24 0 days	11/30	
	Canal Relocation (By SVID - Date TSD)	20 days Thu 12/29/22 Fri 1/27/23 26 27 days	12/29 Crisil Refocation (By SVD - Date TBD)	
	Clear & Grub	5 days Wed 11/30/22 Tue 12/6/22 25 0 days	1/75 🚾 Ovar & Grub	
0 0	Dig And Fill Test Pits	3 days Fri 12/2/22 Tue 12/6/22 1205 O days	12/2 🔤 Dig And Fill test Pils	
1 5	Site Grading & Mass Excavation	15 days Wed 12/7/22 Wed 12/28/2228 O days	12/7 Stie Grading & Mass Excavation	
2 5	Site Utilities (Weather Dependent)	50 days Fri 1/13/23 Fri 3/24/23 27 27 days	1/13 Site Utilities (Weather Dependent)	
a fea	unditions	119 days Tue 12/20/22 Thu 6/8/23 31 0 days	1/70 Foundations	
4 (Expection & Underground	51 days Tue 12/20/22 Fri 3/3/23 34 0 days	1/2/0 Concentration & Underground	
5	Building Pad - Area A-D	6 days Tue 12/20/22 Wed 12/28/2235 0 days	2220 Building Pad-Artra A-D	
6	Underground MEP - Area A & B	18 days Tue 12/27/22 Mon 1/23/23 32 0 days	12/17 🥣 🤠 Underground MEP - Area A & 6	
7	Area B Underground Rough Installation	10 days Tue 12/27/22 Tue 1/10/23 1200 0 days	12/27 met A Und reground Rough Installation	
8	Area A Underground Rough Installation	10 days Mon 1/9/23 Mon 1/23/23 1195 0 days	1/9 mm Area A Underground Rough Installation	
9	Underground MEP - Area C & D	20 days Tue 1/24/23 Mon 2/20/23 33 12 days	1/24 generating Underground MEP-Aras C & D	
œ	Area C Underground Rough Installation	5 days Tue 1/24/23 Mon 1/30/23 120; 12 days	2/24 🔤 Area C Underground Rough Installation	
n	Area D Underground Rough installation	15 days Tue 1/31/23 Mon 2/20/23 1201 12 days	1/31 and Area D Undergrowind Rough Installation	
22	Excavate Footings Area B & A	11 days Fri 1/13/23 Mon 1/30/23 239 0 days	1/13 mar Excavele Footings Area B.& A	
33	Excavate Footings Area C & D	9 days Tue 2/21/23 Frl 3/3/23 36 12 days	2/21 🚃 Dicarloit Foolingi Ana C & D	
M	Ares B.2	39 days Mon 1/23/23 Thu 3/16/23 249 0 days	1/2]	
5	Form, Rebar, & Place Footings	17 days Mon 1/23/23 Tue 2/14/23 250 0 days	1/23 mm Form, Alabar, & Pluce Facatings	
6	Insulate & Backfill	3 days Wed 2/15/23 Fri 2/17/23 251 14 days	2/15 III Insulante & DackHill	
77	Underslab MEP	9 days Mon 2/20/23 Thu 3/2/23 252 14 days	2/20 💼 Underlab MSP	
28	Gravel Subgrade & Vapor Barrier	3 days Thu 3/2/23 Mon 3/6/23 253 14 days	3/2 🔤 Gravit Subgrade & Vapor Barrier	
19	Form, Rebar & Place SOG	4 days Tue 3/7/23 Fri 3/10/23 254 14 days	3/7 T Frin, Rebar & Pace 506	
	Form, Rebar & Place Perimeter Curb	4 days Mon 3/13/23 Thu 3/16/23 255 14 days	5/13 👔 Form, Robar & Pilsca Perimeter Curb	
	Acc 91	45 days Wed 2/15/23 Tue 6/18/23 266 0 days	2/L5	
	Form, Rebar, & Place Footings	18 days Wed 2/15/23 Fri 3/10/23 267 0 days	2/15 🚃 Form, Rebar, & Päter Footings	
ia	Insulate & Backfill	4 days Mon 3/13/23 Thu 3/16/23 268 0 days	8/13 🔮 Insulate & Back/III	
	Underslab MEP	11 days Fri 3/17/23 Fri 3/31/23 269 0 days	3/17	
	Gravel Subgrade & Vapor Barrier	4 days Fri 3/31/23 Wed 4/5/23 270 0 days	3/31 🧧 Growt Subgrade & Vapor Barter	
16	Form, Rebar & Place SOG	5 days Thu 4/6/23 Wed 4/12/23 271 0 days	4/6 📑 Form, Relar & Picer SOG	
	Form, Rebar & Place Perimeter Curb	4 days Thu 4/13/23 Tue 4/18/23 272 O days	4/J3 Form, Rebar & Place Perimeter Curb	
9	Arts A	52 days Mon 3/13/23 Tue 5/23/23 273 7 days	3/13 - Arisa	
	Form, Rebar, & Place Footings	14 days 'Mon 3/13/23 Thu 3/30/23 274 7 days	3/13 Term, Rebar, & Pisce Foodings	
u l	Insulate & Backfill	3 days Fri 3/31/23 Tue 4/4/23 275 19 days	3/31 m insolate & iimititi	

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Printed Thu 12/1/22

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Data Date: Mon 8/1/22

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CONS	RUCTION	COMPANY

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PMH REPLACEMENT HOSPITAL Prosper Mermorial Health

BASELINE CONSTRUCTION SCHEDULE

CONS RUCH	ION COMPANY		
ID Task		Dur Start Finish Uniq Total bil 22 Aug 22 1 ID Slack 10172431,7142128	1 Str mak 2 tryak 2
122	Gravel Subgrade & Vapor Barrier	3 days Mon 4/17/23 Wed 4/19/23 277 19 days	(///) Gravel Solgmance & Vapore Earlier
123	Form, Rebar & Place SOG	4 days Thu 4/20/23 Tue 4/25/23 278 19 days	4/20 Term, Bebar & Place 503
124	Form, Rebar & Place Perimeter Curb	4 days Wed 4/26/23 Mon 5/1/23 279 19 days	4/36 💼 form, Rebar & Picce Perimeter Curb
125	Loading Docks	16 days Tuo 5/2/23 Tue 5/23/23 265 93 days	5/2 months for the second s
126	Area D	42 days Fri 3/31/23 Tue 5/30/23 280 7 days	3/31 🛹 Aria 0
127	Form, Rebar, & Place Footings	16 days Fri 3/31/23 Fri 4/21/23 281 7 days	3/31 mmm Form, Rebar, & Prisc Footings
128	Insulate & Backfill	adays Mon 4/24/23 Wed 4/25/23 282 7 days	4/24 👔 Instalate & Bandelli
129	Underslab MEP	12 days Thu 4/27/23 Fri 5/12/23 283 7 days	4/27 🚃 Understab M6#
130	Gravel Subgrade & Vapor Barrier	3 days Mon 5/15/23 Wed 5/17/23 284 7 days	5/LS @ GravelSubgrade & Vagor Barrier
131	Form, Rebar & Place SOG	4 days Thu 5/18/23 Tue 5/23/23 285 7 days	3/18 🔤 form, Rebar & Piaca 50G
132	Form, Rebar & Place Perimeter Curb	4 days Wed 5/24/23 Tue 5/30/23 286 7 days	5/14 📷 Form, Rebar & Place Perimeter Curb
133	Ansic	33 days Mon 4/24/23 Thu 6/8/23 287 7 days	4/74 🧹 🛶 🛶 Area C
134	Form, Rebar, & Place Footings	9 days Mon 4/24/23 Thu 5/4/23 288 12 days	4/24 📷 Form, Reber, & Place Footings
135	Insulate & Backfill	2 days Frl 5/5/23 Mon 5/8/23 289 12 days	5/3 👜 insulate B Baccilli
136	Understab MEP	7 days Mon 5/15/23 Tue 5/23/23 290 8 days	5/15 🔤 Underlab MeP
137	Gravel Subgrade & Vapor Barrier	3 days Wed 5/24/23 Fri 5/26/23 291 8 days	5/24 g GravelSubgrade & Vapor Barner
138	Form, Rebar & Place SOG	4 days Wed 5/31/23 Mon 6/5/23 292 7 days	5/31 Term, Rebart & Pipes SAG
139	Form, Rebar & Place Perimeter Curb	3 days Tue 6/6/23 Thu 6/8/23 293 7 days	5/6 g Form, Relar & Place Permeter Curb
140	Seperateutora	192 days Wed 4/19/23 Tue 1/23/24 43 0 days	4/19 - Superiodure
141	Concrete Birnuttoria	109 days Wed 4/19/23 Thu 9/21/23 259 0 days	4/19. Concrete Structure
142	Area B.2	34 days Wed 4/19/23 Tue 6/6/23 294 0 days	4/19 🤟 🧼 Arca 8.2
143	Level 1 - Form, Rebar, & Place Columns	10 days Wed 4/19/23 Tue 5/2/23 295 O days	4/19 Lovel 1 - Form, Rebar, & Pisce Columna
104	Level 2 - Form, Rebar, & Place Deck	19 days Wed 5/3/23 Tue 5/30/23 296 O days	5/3 means Level 2 - Form, Rebut, & Place Deck
145	Level 2 - MEP Deck Rough-In	8 days Wed 5/10/23 Frl 5/19/23 297 9 days	S/J0 🔤 Level 2 - MIP Deck Rough-in
146	Level 2 - Strip Deck	5 days Wed 5/31/23 Tue 6/6/23 298 0 days	5/31 m Level 2-Strip Dext
147	Arts 8.3	63 days Wed 5/3/23 Tue 8/1/23 329 9 days	5/3
148	Level 1 - Form. Rebar, & Place Columns	12 days Wed 5/3/23 Thu 5/18/23 330 9 days	5/3 Level 3 - Form, Rebar, & Place Columns
149	Level 2 - Form, Rebar, & Place Deck	19 days Wed 5/31/23 Mon 6/26/23 331 0 days	5/31 Level 2 - Form, Rebar, & Place Deck
150	Level 2 - MEP Deck Rough-In	10 days Wed 6/7/23 Tue 5/20/23 332 9 days	6/7 🔤 Level 2 - MSP Deck Rough-in
151	Level 2 - Strip Deck	5 days Tue 6/27/23 Mon 7/3/23 333 2 days	6/27 Level 2 - Strip Deck
152	L2 - 30 Day Pour Strip	4 days Thu 7/27/23 Tue 8/1/23 175; 13 days	7/27 🐙 U - 30 0ay #our 5x4p
153	Rebar & Place Deck	2 days Thu 7/27/23 Frl 7/28/23 175: 13 days	7/27 Rebar & Place Deck
154	Strip Deck	2 days Mon 7/31/23 Tue 8/1/23 1754 13 days	7/31 Strip Deck
155	4117	55 days Fri 5/19/23 Mon 8/7/23 334 17 days	5/13 Area 7
156	Level 2 - Form, Rebar, & Place Columns	11 days Frl 5/19/23 Mon 6/5/23 335 17 days	5/19 - Sector Columns
157	Level 3 - Form, Rebar, & Place Deck	18 days Tue 6/27/23 Fri 7/21/23 336 O days	6/27 Level 3 - form, Rebarg, & Piace Deck
150	Level 3 - MEP Deck Rough-In	5 days Wed 7/5/23 Tue 7/11/23 337 30 days	7/5 📷 Level 3 - MEP Deck Rough-In
159	Level 3 - Strip Deck	S days Mon 7/24/23 Fri 7/28/23 338 19 days	7/24 🔳 Level 3 - Strip Deck
160	Level 3 - Form, Rebar, & Place Columns	8 days Thu 7/27/23 Mon 8/7/23 256 19 days	7/27 🚃 Lavel 3 - Form, Rabat, & Place Columns
161	Ant	56 days Wed 7/5/23 Thu 9/21/23 339 2 days	7/5
152	Level 2 - Form, Rebar, & Place Columns	13 days Wed 7/5/23 Fri 7/21/23 340 Z days	7/5 mml Level 2 - form, Rebay, & Pisca Columns
163	Level 3 - Form, Rebar, & Place Deck	19 days Mon 7/24/23 Thu 8/17/23 341 O days	7/24 tevel 3 - Form, Rebar, & Place Deck
164	Level 3 - MEP Cleck Rough-In	5 days Mon 7/31/23 Fri 8/4/23 342 12 days	7/31 Level 3 - MEP Deck Rough-in
155	Level 3 - Strip Deck	5 days Fri 8/18/23 Thu 8/24/23 343 O days	8/18 Meret 3 - Strip Deck
166	Level 3 - Form, Rebar, & Place Columns	8 days Wed 8/23/23 Fri 9/1/23 45 0 days	8/23 Level 3 - form, Rebar, & Pisca Columns
167	L2 - 30 Day Pour Strip	4 days Mon 9/18/23 Thu 9/21/23 175; 4 days	9/18 www L2 - 30 Day Neur Strip
168	Rebar & Place Deck	2 days Mon 9/18/23 Tue 9/19/23 1756 4 days	9/18 @ #ebar & Fice Over
159	Strip Deck	2 days _Wed 9/20/23 Thu 9/21/23 1755 4 days	9/20 g 50% Deck
170	Structured Stept	158 days Wed 6/7/23 Tue 1/23/24 46 D days	6/7 Structural Steel
171	Area A	12 days Wed 6/7/23 Thu 6/22/23 47 D days	6/7 🛶 Area A
172	Unload & Shakeout Steel	4 days Wed 6/7/23 Mon 6/12/23 168; 0 days	6/7 📺 Unitsal & Shakeout Steel
173	Structural Steel Erection	5 days Fri 6/9/23 Thu 6/15/23 301 D days	6/9 Shaduul Steel Erection
174	Welding Activities	2 days Wed 6/14/23 Thu 6/15/23 168! D days	6/14 Welding Achibites

Prepared By Bouten Construction

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CONSTRUCTION	COMPANY

Data Date: Mon 8/1/22

			BASELINE CONSTRUCTION SCHEDULE
ONSTRUCTION			
D Task Na		Dur Start Finish Unig Total ul 22 Aug 22 Sep 22 Oct 22 ID Stark 101/2431 / 142128 4 11122 9 6623	Nov 72 Dec 72 Jan 23 Feb 73 Mar 23 Apr 25 Apr 25 Apr 25 Apr 24 Apr 25 Apr 26 Ap
175	Decking & Ledger	5 days Fri 6/16/23 Thu 6/22/23 302 0 days	4/16 Decking & Ledger
176	Misc Steel	3 days Thu 6/15/23 Mon 6/19/23 303 3 days	6/15 🜉 Misc Steel
177	Area A Complete	0 days Thu 6/22/23 Thu 6/22/23 169; 0 days	5/22 + Area A Complete
178	Area C	16 days Fri 6/16/23 Mon 7/10/23 309 1 day	6/16
179	Unioad & Shakeout Steel	2 days Fri 6/16/23 Mon 6/19/23 1685 1 day	6/16 👜 Unikad & Shaireout Steel
180	Structural Steel Erection	9 days Mon 6/19/23 Thu 6/29/23 310 1 day	6/19 🚃 Structural Steel Erection
161	Welding Activities	5 days Wed 6/21/23 Tue 6/27/23 1690 5 days	5/21 Welding Activities
182	Decking & Ledger	6 days Fri 6/30/23 Mon 7/10/23 311 4 days	6/30 mm Decking 8. Ledger
283	Misc Steel	2 daws Thu 6/22/23 Fri 6/23/23 313 19 days	6/22 # Missi Steel
184	Area C Comolete	0 days Mon 7/10/23 Mon 7/10/23 169; 9 days	710 & Arra CComplete
185	Ares D	16 days Fri 6/30/23 Mon 7/24/23 314 1 day	678
186	Unioad & Shakeout Steel	2 days Fri 6/30/23 Mon 7/3/23 1692 1 day	6/20 United & Dakova Steel
1.87	Structural Steel Erection	8 days Mon 7/3/23 Thu 7/13/23 315 1 day	7/2 structural Seed Erection
188	Welding Activities	5 days Mon 7/10/23 Fri 7/14/23 169/ 1 day	7/10 Wesing Activities
189	Decking & Ledger	7 days Fri 7/14/23 Mon 7/24/23 316 1 day	7/AU Vesseq automate 7/AU Decing & Lodger
190	Misc Steel	6 days Thu 7/6/23 Thu 7/13/23 318 1 Day	/1=//issue_//issue_//is
191	Area D Complete	0 days Inu //b/23 Inu //13/23 318 8 days 0 days Mon 7/24/23 Mon 7/24/23 169: 1 day	// marketset
192	Area 5.1 5 5 2	0 days Mon 7/24/23 Mon 7/24/23 269: 1 day 14 days Fri 7/14/23 Wed 8/2/23 319 16 days	7/24 4 / # 50 Lompieto 7/24 4 / # 50 Lompieto 7/24 4 / # 50 Lompieto
193	Unioad & Shakeout Steel		7/14
193	Unioad & Shakeout Steel Structural Steel Erection	2 days Fri 7/14/23 Mon 7/17/23 1694 16 days	- 04 L1 421
194		S days Mon 7/17/23 Fri 7/21/23 320 16 days	7/D2 m Structural Steel Freedon
	Welding Activities	5 days Wed 7/19/23 Tue 7/25/23 170(39 days	7/13 🔤 Wetskie Activities
196	Decking & Ledger	3 days Thu 7/20/23 Mon 7/24/23 321 16 days	7/20
197	Steel Stairs	3 days Tue 7/25/23 Thu 7/27/23 322 39 days	7/25 _■ Steel Stafe
198	Misc Steel	4 days Fri 7/28/23 Wed 8/2/23 323 39 days	7/28 📷 Minc Steel
199	Area 8.1 & 8.2 Completed	0 days Wed 8/2/23 Wed 8/2/23 170: 39 days	8/2 & Ares 5.1 & 5.2 Complexed
200	Area E B S	20 days Tue 9/5/23 Mon 10/2/23 324 0 days	9/5 up
201	Optional & Stylebourg Steel	2 days Tue 9/5/23 Wed 9/6/23 1697 0 days	9/5 🔒 Unitada & Shakout Steel
202	Structural Steel Erection	10 days Thu 9/7/23 Wed 9/20/23 325 0 days	9/7 🚃 Structural Steel Erection
203	Welding Activities	10 days Tue 9/12/23 Mon 9/25/23 169(17 days	9/12 🚃 Welding Activities
204	Decking & Ledger	5 days Tue 9/19/23 Mon 9/25/23 326 0 days	9/19 🔤 Decking 6. Ledger
205	Steel Stairs	3 days Mon 9/25/23 Wed 9/27/23 327 17 days	9/25 1 Steel State
206	Misc Steel	4 days Wed 9/27/23 Mon 10/2/23 328 17 days;	9/27 📷 Mac Steel
207	Area £ & F Complete	0 days Mon 10/2/23 Mon 10/2/23 1701 17 days	10/2 a Anat & P Complete
208	Climitples & Alloc	30 days Fri 12/8/23 Tue 1/23/24 344 73 days	12/8 - Canoples & Misc
209	North Canopy (Stand Alone)	7 days Fri 12/6/23 Mon 12/18/231701 96 days	12/8 mm North Canapy (Stand Alone)
210	West Canopy (Stand Alone)	7 days Fri 1/12/24 Tue 1/23/24 170; 73 days	J/22 West Canady (Sland None)
251	Canoples Structural Steel Complete	0 days Tue 1/23/24 Tue 1/23/24 1705 73 days	1/23 + Canapies Structural Steel Complete
212	Duniding Envelop	159 days Fri 6/23/23 Fri 2/9/24 49 0 days	6/23 Building Envelope
213	AresA	37 days Fri 6/23/23 Tue 8/15/23 50 0 days	6/23 🛶 🛶 Area A
234	South Elevation	18 days Fri 6/23/23 Wed 7/19/23 1414 0 dwys	6/23 yang South Elevation
215	Fireproofing	2 days Fri 6/23/23 Mon 6/26/23 170; 0 days	6/23 kappeoling
216	Exterior Framing	3 days Tue 6/27/23 Thu 6/29/23 1418 O days	6/27 # Exterior Frankry
217	Exterior Sheathing	2 days Fri 6/30/23 Mon 7/3/23 141; 22 days	6/20 M Exterior Sheathing
218	Weather Barrier	2 days Wed 7/5/23 Thu 7/6/23 1416 22 days	7/5 g Weather Barvier
219	MEPF Rough In	2 days Fri 7/7/23 Mon 7/10/23 1434 24 days	7/7 📷 MEPF Rough in
220	Exterior Window System	8 days Fri 7/7/23 Tue 7/18/23 141! 22 days	7/7 🛶 € Exterox Window System
221	Install Window Frames	4 days Fri 7/7/23 Wed 7/12/23 142; 22 days	77 mill Whatow Fames
222	Install Glass	4 days Thu 7/13/23 Tue 7/18/23 1421 41 days	7/13 modal Styles
223	EIFS	5 days Thu 7/13/23 Wed 7/19/23 1415 22 days	7/13 = EFS
224	West Elevation	21 days Tue 6/27/23 Wed 7/26/23 1422 1 day	152 and 152 an
225	Fireproofing	2 days Tue 6/27/23 Web 6/28/23 170: 1 day	U/J/ W TRICERION 6/27 # Freeofong
226	Exterior Framing	2 days -1 ue 6/2//23 Web 5/28/23 1/0: 1 day 3 days Fri 6/30/23 Wed 7/5/23 1425 O days	W2 g +Heproding 6/20 g = Statise Franking
227	HM Frames	1 day Wed 7/5/23 Wed 7/5/23 1431 26 days	ovu standor razinna 7/5 j BM Francis
		* out wet //3/63 Wet //3/23 1453 20 tays	773 TRIT EL MINES

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CONSTRUCTION	COMPANY

BASELINE CONSTRUCTION SCHEDULE

CONSTRUC	LION COMPANY		
ID Tas	k Name	Dur Start Finish Uniq, Total u1122 Aug 122 Se 10 Slack h0172/43/27142125/4	972 00122 000721 00-72 01 00-72 01 00-72 01 00724 0073 01 00724 0073 0072 01 0072 01 0072 01 0072 01 00724 01 00724 01 00724 01 00724 01 00724 01 00724 01 00724 00724 01 0000000000000000000000000000000000
228	Louvers	1 day Wed 7/5/23 Wed 7/5/23 143; 26 days	1/21 [OweR2] 1/22 [OweR2] 1/
229	Exterior Sheathing	2 days Thu 7/6/23 Fri 7/7/23 3421 26 days	7/6 Extends Sheathing
230	Weather Barrier	Z days Mon 7/10/23 Tue 7/11/23 1427 26 days	7/10 Weather Barrier
231	MEPF Rough In	2 days Wed 7/12/23 Thu 7/13/23 1435 26 days	7/12 1 M62P Rough In
232	Exterior Window System	4 days ,Thu 7/13/23 Tue 7/18/23 1421 25 days	7/13 que Extérior Window System
233	Install Window Frames	2 days iThu 7/13/23 Fri 7/14/23 1421 25 days	7/13 Install Window Frames
234	Install Glass	2 days Mon 7/17/23 Tue 7/18/23 1431 41 days	7/17 p install Glass
235	EIFS	5 days Thu 7/20/23 Wed 7/26/23 142/ 22 days	7/20 📷 6/55
235	North Elevation	32 days Thu 6/29/23 Mon 8/14/23 144: 2 days	6/29 www Marth Devalon
237	Fireproofing	2 days . Thu 6/29/23 Fri 6/30/23 170r 2 days	6/23 g Firegranting
238	Exterior Framing	3 days Thu 7/6/23 Mon 7/10/23 144; 0 days	7/6 📕 Exter for Framing
239	HM Frames	1 day Mon 7/10/23 Mon 7/10/23 1441 3 days	7/10 194 Frances
240	Exterior Sheathing	2 days :Tue 7/11/23 Wed 7/12/23 1435 3 days	7/11 # Exterior Sheathing
242	Weather Barrier	2 days Thu 7/13/23 Fri 7/14/23 1431 3 days	7/13 B Weether Barner
242	MEPF Rough In	2 days Mon 7/17/23 Tue 7/18/23 143: 28 days	2/17 MEPP Rough In
243	EIFS	8 days Thu 7/27/23 Mon 8/7/23 1444 22 days	7/27 🔤 885
244	Install Coiling Garage Doors	5 days Tue 8/8/23 Mon 8/14/23 144! 22 days	8/R mg Install Colling Garage Doors
245	Roofing	15 days Mon 7/17/23 Fri 8/4/23 348 3 days	7/17 Roofing
246	install Roof Top Mechanical Equipment	5 days Mon 8/7/23 Fri 8/11/23 1711 28 days	8/7 m Install Rood Top Methanktal Equipment
247	Area A Dried In	0 days Mon 8/14/23 Man 8/14/23 1451 22 days	8/14 & Arca A Drize In
248	Sheetmetal Flashing & Trims	6 days . Tue 8/8/23 Tue 8/15/23 317 57 days	€/s 📷 Sheetmeai/Hashing & Trims
249	Areo A Complete	0 days Tue 8/15/23 Tue 8/15/23 145; 57 days	R/13 & Area A Considera
250	Sees C	53 days Tue 7/18/23 Fri 9/29/23 299 4 days	7/38 AVAIC
251	North Elevation	13 days Tue 7/18/23 Thu 8/3/23 145! 4 days	7/18 🛹 Moth Elevation
252	Exterior Framing	2 days Tue 7/18/23 Wed 7/19/23 146! 4 days	7/38 Downlow Framing
253	HM Frames	1 day Wed 7/19/23 Wed 7/19/23 1464 11 days	7/19 KM Frances
254	Exterior Sheathing	2 days Thu 7/20/23 Fri 7/21/23 146: 11 days	7/20 # Exterior Sheathing
255	Weather Barrier	2 days Mon 7/24/23 Tue 7/25/23 146; 11 days	7/24 1 Weather Barrier
256	MEPF Rough In	2 days Wed 7/26/23 Thu 7/27/23 1461 65 days	7/25 g MEFF Rough In
257	Exterior Window System	4 days Wed 7/26/23 Mon 7/31/23 147! 62 days	7/26 www Exterior Window System
258	Install Window Frames	2 days Wed 7/26/23 Thu 7/27/23 1471 62 days	7/25 g Install Window Frames
259	Install Glass	2 days Fri 7/28/23 Mon 7/31/23 147: 62 days	7/2# 📷 tretalf Blass
260	EIFS	5 days Fri 7/28/23 Thu 8/3/23 146(65 days	7/2 💼 Dr5
261	East Elevation	26 days Mon 8/7/23 Tue 9/12/23 145! 3 days	8/7 www.ext Elevation
262	Exterior Framing	3 days Mon 8/7/23 Wed 8/9/23 1451 3 days	8/7 Ⅲ Exterior Framing
263	Exterior Sheathing	2 days Thu 8/10/23 Fri 8/11/23 145! 2B days	8/JD Exactive Sheetbing
264	Weather Barrier	2 days Mon 8/14/23 Tue 8/15/23 1454 28 days	6/14 g Weather Bartier
265	MEPF Rough In	2 days Wed 8/16/23 Thu 8/17/23 145: 40 days	ឱ/15 គ្នា HEFF Reapt In
265	Exterior Window System	10 days Wed 8/16/23 Tue 8/29/23 1451 28 days	K/25 yawa Esterior Window System
267	Install Window Frames	5 days Wed 8/16/23 Tue 8/22/23 147: 28 days	8/L5 🔤 Install Wendow Frames
268	Install Glass	5 days Wed 8/23/23 Tue 8/29/23 147; 41 days	8/33 📷 Install Glass
269	Frame Soffits	2 days Wed 8/23/23 Thu 8/24/23 153: 28 days	8/23 g France Soffia
270	MEPF Rough In At Soffits	2 days Fri 8/25/23 Mon 8/28/23 1531 28 days	8/25 C MEP Rough in AS Soffes
271	Sheetmetal Flashing & Trims	5 days . Tue 8/29/23 Tue 9/5/23 162] 28 days	8/20 stockmetal Flashing & Trans
272	Install Stone Veneer	5 days Wed 9/6/23 Tue 9/12/23 1471 28 days	3/6 🔤 Install Stone Veneer
273	South Elevation	36 days Thu 8/10/23 Fri 9/29/23 1481 3 days	#20 years South Benation
274	Exterior Framing	2 days Thu 8/10/23 Fri 8/11/23 148: 3 days	8/10 @ Exterior Franking
275	Exterior Sheathing	2 days Mon 8/14/23 Tue 8/15/23 148: 25 days	8/34 L Exteriors Sheathing
276	Weather Barrier	2 days Wed 8/16/23 Thu 8/17/23 148; 25 days	8/15 I Westher Garrier
277	MEPF Rough In	2 days Fri 8/18/23 Mon 8/21/23 1483 43 days	8/IB 🖩 MEPF Rough In
278	Exterior Window System	10 days Fri 8/18/23 Thu 8/31/23 1480 25 days	8/15 gammage Exterior Window System
270		and an and a second sec	

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Install Window Frames

install Glass

5 days Fri 8/18/23 Thu 8/24/23 147(25 days

5 days Fri 8/25/23 Thu 8/31/23 1455 39 days

279

280

8/18 💼 Install Window Frames

8/25 💼 Install Glass

Printed: Thu 12/1/22

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BASELINE CONSTRUCTION SCHEDULE

Frame S	Soffits	5 days Fri 8/25/23 Thu 8/31/23 1534 25 days	Sep 22 dor 22 wor 22 wor 22 wor 23 sep 13 Sep
	Rough In At Soffits	5 days Fri 9/1/23 Fri 9/8/23 153! 25 days	9/1 📷 MEPF Rough to At Solitiu
	netal Flashing & Trims	5 days Mon 9/11/23 Frl 9/15/23 162: 25 days	9/11 m Steetmetal Flashing & Trims
	Stone Veneer	10 days Mon 9/18/23 Fri 9/29/23 149! 25 days	9/38 mm Instal Spore Venser
15 West Eleve	vation	25 days Mon 8/14/23 Mon 9/18/23 1494 3 days	8/14 www.West Elevation
	r Framing	2 days Mon 8/14/23 Tue 8/15/23 148; 3 days	8/14 Entrairo Franking
	r Sheathing	2 days Wed 8/16/23 Thu 8/17/23 149: 33 days	Q/16 Centerior Shreathing
8 Weathe	er Barrier	2 days Fri 8/18/23 Mon 8/21/23 149; 33 days	8/18 œ Weaber barrier
19 I MEPF R	Rough In	2 days Tue 8/22/23 Wed 8/23/23 1491 55 days	8/21 g MGPF Rough in
0 Exterior	r Window System	14 days Tue 8/22/23 Mon 9/11/23 1491 33 days	8/22 - Exterior Window System
31 Inistal	Il Window Frames	7 days .Tue 8/22/23 Wed 8/30/23 148: 33 days	8/22 Install Window Frames
2 Instal	ili Glass	7 days . Thu 8/31/23 Mon 9/11/23 1488 33 days	8/31 metalli Glass
Frame S	Soffits And Facia	5 days Thu 8/31/23 Thu 9/7/23 1531 34 days	8/31 🚃 Fame Solfies And Facto
MEPF R	Rough In At Soffits	2 days Fri 9/8/23 Mon 9/11/23 1537 34 days	9/8 📓 MEPF Rough in Al Softu
5 Sheetmi	netal Flashing & Trims	5 days Tue 9/12/23 Mon 9/18/23 162! 34 days	9/L2 🔤 Sheetmetal Fisshing & Tifuns
6 Roofing		10 days Mon 8/7/23 Fri 8/18/23 307 3 days	8/7 mm Roofing
install Roo	of Top Mechanical Equipment	5 days Mon 9/25/23 Fri 9/29/23 171/ 25 days	9/25 💼 Indial Roof Top Medanical Equipment
8 Area C Driv	ted in	0 days Mon 9/11/23 Mon 9/11/23 154; 33 days	9/11 - Arres Control in
Area C Cor	mplete	0 days Fri 9/29/23 Fri 9/29/23 154: 25 days	9/3 e Ares Complete
0 Arez 0.1 & 0	62	63 days Tue 7/25/23 Fri 10/20/23 243 1 day	7/25 ————————————————————————————————————
North Elev	vation	24 days /Tue 7/25/23 Fri 8/25/23 150F 1 day,	7/25 www.with Elevation
2 Exterior	r Framing	3 days Tue 7/25/23 Thu 7/27/23 150: 1 day	1/25 g Estavior Frankg
3 HM Fran	imes	1 day Thu 7/27/23 Thu 7/27/23 1506 10 days	7/27 MM Prames
A Exterior	r Sheathing	2 days Fri 7/28/23 Mon 7/31/23 1514 10 days	1/28 Ⅲ Enterfors Skertfiling
	er Barrier	2 days Yue 8/1/23 Wed 8/2/23 1525 10 days	8/1 B Washing Serrier
MEPF R	Rough In	2 days . Thu 8/3/23 Fri 8/4/23 1528 15 days	8/2 MEFF Rough in
7 Exterior	r Window System	14 days Thu 8/3/23 Tue 8/22/23 1527 10 days	8/3 🗸 🗸 🗸 Exterior Window System
instal	Il Window Frames	7 days Thu 8/3/23 Fri 8/11/23 1528 10 days	8/3 mm Install Window Frames
9 Instal	II Glass	7 days Mon 8/14/23 Tue 8/22/23 152! 62 days	8/14 en Innia Glass
D EIFS		10 days Mon 8/14/23 Fri 8/25/23 1524 10 days	8/14 mm GHS
1 East Eleval	ation	34 days Fri 7/28/23 Thu 9/14/23 152; 1 day	7/28 generation
2 Exterior	r Framing	3 days Fri 7/28/23 Tue 8/1/23 152; 1 day	1/28 Ⅲ Exterior Framing
I3 HM Fran	imes	1 day Tue 8/1/23 Tue 8/1/23 1521 12 days	8/1 HM Frances
	r Sheathing	2 days Wed 8/2/23 Thu 8/3/23 152(12 days	6/1 toxic/s Starbing
5 Weather		2 days web e/2/23 mb b/3/23 152(12 days) 2 days Fri 8/4/23 Mon 8/7/23 151; 12 days	u/2 (uctor) → statutori M = Woahrt starter
		2 days Tue 8/8/23 Wed 8/9/23 151: 22 days	81/4 ∥ MBPF Rough In
	r Window System	12 days Mon 8/14/23 Tun 8/29/23 1511 14 days	8/14 - Datrino Vinicov System
	Ill Window Frames	5 days Mon 8/14/23 Mon 8/21/23 151; 14 days	8/14 📷 Install Window Frames 8/22 🚥 Install Glass
	II Glass	6 days Tue 8/22/23 Tue 8/29/23 1516 57 days	
0 EIFS	. 2	8 days Mon 8/28/23 Thu 9/7/23 1515 10 days	A/28 - UPS
Frame S		3 days Fri 9/8/23 Tue 9/12/23 158; 16 days	9/A 📃 France Soffen
	Rough In At Soffics	2 days Wed 9/13/23 Thu 9/14/23 1588 16 days	9/13 WHEF Receiption at Soffee
3 South Elev		37 days Wed 8/2/23 Fri 9/22/23 151; 1 day	5/2 South Elevation
	r Framing	3 days ,Wed 8/2/23 Fri 8/4/23 1511 2 day	1/2 Catrice France
	r Sheathing	2 days Mon 8/7/23 Tue 8/8/23 1505 9 days	87 ji Literior Shathing
	er Barrier	2 days Wed 8/9/23 Thu 8/10/23 150: 9 days	8/9 g. Weaker Ramier
7 MEPF R		2 days Fri 8/11/23 Mon 8/14/23 1504 27 days	¥111 ■ MEPT Rough in
	r Window System	20 days Fri 8/11/23 Fri 9/8/23 150: 19 days	8/11 - Exercisor Windows System
-	II Window Frames	10 days Fri 8/11/23 Thu 6/24/23 150; 19 days	N/21 mm Install Window Farmes
	ill Glass	10 days Fri 8/25/23 Fri 9/8/23 1501 50 days	8/25 ppm Install Gaus
1 EIFS		6 days Fri 9/8/23 Fri 9/15/23 150(10 days	9/4 📖 CIPS
2 Frame 5		3 days Mon 9/18/23 Wed 9/20/23 158: 10 days	9/18 📲 Frame Soffits

Prepared By: Bouten Construction

Printed Thu 12/1/22

Data Date. Mon 8/1/22

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BASELINE CONSTRUCTION SCHEDULE

Image: Proceedings Image:	CONSTRUCTION			
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And Answind	1	EIFS	10 days Wed 8/2/23 Tue 8/15/23 156; 24 days	8/2
i Josephi (Marchi) Josephi (Marchi) Josephi (Marchi) Josephi (Marchi) iiii Josephi (Marchi) Josephi (Marchi) Josephi (Marchi) Josephi (Marchi) iiiiiii Josephi (Marchi) Josephi (Marchi) Josephi (Marchi) Josephi (Marchi) iiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiiii		East Elevation	64 days Tue 7/25/23 Mon 10/23/2:1581 16 days	7/25 East Elevation
i during i widdle w	351	Fireproofing	3 days Tue 7/25/23 Thu 7/27/23 159: 16 days	7/25 @ Freproofing
Image: Section of the stand of the stan	352	Exterior Framing	6 days Wed 8/16/23 Wed 8/23/23 158[3 days	M/16 mm Extensi Francing
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Total Description Description Description Description Total Secription Description Description Description Total Secription Description Description Description Description Total Description Description Description Description Description	354	Weather Barrier	4 days Thu B/24/23 Tue 8/29/23 1571 4 days	8/24 🔤 Westber Garter
juid	355	MEPF Rough In	3 days Wed 8/30/23 Fri 9/1/23 157; 11 days	8/DS w MSPF Rough in
Indian Single Singl	356	Exterior Window System	20 days Wed 8/30/23 Wed 9/27/23 1571 4 days	8/20 - Exterior Window System
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10 91 92 <td< td=""><td>358</td><td>Install Glass</td><td></td><td>9/14</td></td<>	358	Install Glass		9/14
141 Mar Page's Haffer 141 <td>359</td> <td>EIFS</td> <td></td> <td>8/14</td>	359	EIFS		8/14
141 9 server Unit of String 9 server Unitor 9 server Unitor 9 server	360	Frame Soffits	5 days Thu 9/28/23 Wed 10/4/23 1528 4 days	9/24 💷 Frame Sofits.
1 9	361	MEPF Rough In At Soffits	3 days Thu 10/5/23 Mon 10/9/23 1627 4 days	10/5 m MEPF Rough In At Soffes
143 (minute)	362	Sheetmetal Flashing & Trims	5 days Tue 10/10/23 Mon 10/16/231625 4 days	10/10 gm Sheetunetal Rashing & Trims
Image Specify Specify <ths< td=""><td>363</td><td>Install Stone Veneer</td><td>5 days Tue 10/17/23 Mon 10/23/23162(4 days</td><td>13/17 million Marceller</td></ths<>	363	Install Stone Veneer	5 days Tue 10/17/23 Mon 10/23/23162(4 days	13/17 million Marceller
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1 Aligned Trainer AlignedTrainer Aligned Trainer	365	Fireproofing	3 days Fri 7/28/23 Tue 8/1/23 161, 19 days	7/28 📷 Proproviding
1 Water barr 1 <th1< td=""><td>366</td><td>Exterior Framing</td><td>4 days Thu 8/24/23 Tue 8/29/23 1616 3 days</td><td>8/24 The Entering</td></th1<>	366	Exterior Framing	4 days Thu 8/24/23 Tue 8/29/23 1616 3 days	8/24 The Entering
MMP Aughin 2 dss Tardy 7/2 1 (9/2) <td>367</td> <td>Exterior Sheathing</td> <td>4 days Wed 8/30/23 Tue 9/5/23 1615 13 days</td> <td>8/D E Creator Sheathing</td>	367	Exterior Sheathing	4 days Wed 8/30/23 Tue 9/5/23 1615 13 days	8/D E Creator Sheathing
1 Edited Waldow System 1 Addy To WAJ/20 104/20	368	Weather Barrier	3 days Fri 9/1/23 Wed 9/6/23 1614 13 days	9/1 🔤 Westher Barrier
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151 htall Window Frame: 6 spi htall Window Frame: 9 htall Window Fra	370	Exterior Window System	12 days Thu 9/7/23 Fri 9/22/23 154(13 days	9/7 ymmy Exterior Window System
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177 Efs Sdy Nu/S2/23 Wei J0/23 151 Sdys 177 France Soffia Sdys Nu/S2/23 Wei J0/23 151 Sdys 177 France Soffia Sdys Nu/S2/23 Wei J0/23 151 Sdys 178 MEFR Rough In At Soffis Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 178 MEFR Rough In At Soffis Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 179 Introl I Soft Verter Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 179 Introl I Soft Verter Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 179 Introl I Soft Verter Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 179 Introl I Soft Verter Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 179 Introl I Soft Verter Sdys Tu SU/17/23 Mon J0/22/2356 Sdys 179 Introl I Soft Verter Sdys Mon J0/23 Tu SU/17/23 Sdys Sdys 179 Fereoristic Sdys Mon J0/23 Sdys Sdys Sdys Sdys </td <td>372</td> <td>Install Glass</td> <td></td> <td>9/15 m Ional Ges</td>	372	Install Glass		9/15 m Ional Ges
77 Fares Settis Salars Yuu 10/12/23 Mc 4d/0/12/23 Life 4days 775 MSF Raugh In At Settis Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 776 Satesmetal Flashing & Trims Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 777 Install Kloshing & Trims Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 777 Install Kloshing & Trims Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 778 Mest Revalus Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 778 Install Kloshing & Trims Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 779 Install Kloshing & Trims Salars Yuu 10/12/23 Mc 10/12/23 Life 4days 778 Install Kloshing & Trims Salars Yuu 10/12/23 Life 4days 778 Install Kloshing & Trims Salars Yuu 10/12/23 Life 4days 778 Install Kloshing & Trims Salars Yuu 10/12/23 Life 4days 778 Interview Kloshing Salars Yuu 10/12/23 Life 3days Adays 778 Interelessinat Salars Yuu 10/				
17 A PF R dught At Selfts 3 dught This 10/12/12 Jun 10/12/12 Jun 10/12/12/15 dught 4 dught 176 Sate muscl Hashing & Trims 5 dught At Selfts 4 dught 12/12 Jun 10/12/12/15 dught 4 dught 177 Install Kone Vmeer 5 dught At Selfts 4 dught 12/12 Jun 10/12/12 Jun 10/12/1				
37 Steame alisising & Trims 5 day tabin(1)/1/23 Mon 10/23/23 list 4 day 37 Install Store Veneer 5 day tabin(2)/22 list 4 day 37 Install Store Veneer 6 day weds/1/23 tabin(2)/21 list 4 day 37 Fileproofing 3 day weds/1/23 tabin(2)/21 list 3 day 1/2 days 37 Fileproofing 3 day weds/1/23 tabin(2)/21 list 3 day 1/2 days 38 Exterior Framing 4 day weds/1/23 tabin(2)/21 list 3 days 1/2 days 388 Exterior Sheattling 4 day weds/1/23 tabin(2)/21 list 3 days 1/2 days 388 Masher Sheattling 4 day weds/1/23 tabin(2)/21 list 3 days 1/2 days 388 Masher Sheattling 4 day weds/1/23 tabin(2)/21 list 3 days 1/2 days 388 Masher Sheattling 4 days tabin(2)/22 list 1/2 days 1/2 days 1/2 days 388 Masher Sheattling 4 days tabin(2)/22 list 1/2 days 1/2 days 1/2 days <td< td=""><td>)</td><td></td><td></td><td></td></td<>)			
37 Install Store Veneer 5 days 1 be 10/24/23 Non 10/3/12/21 552 2 days 376 West Elevation 6 days Wed 8/2/23 1 so 10/2/21/25 1552 0 days 377 Freproofing 3 days Wed 8/2/23 1 so 10/2/21/25 1552 0 days 378 Freproofing 3 days Wed 8/2/23 1 so 10/2/21/25 3 days 388 Exterior Shaathing 4 days Ved 8/2/23 1 so 9/2/21 3 days 388 Mesh Roathing 4 days Ved 9/2/23 1 so 9/2/21 1 so 9/2 388 Mesh Roathing 3 days 1 so 9/2/22 1 so 9/2/21 1 so 9/2/21 388 Mesh Roathing 3 days 1 so 9/2/22 1 so 9/2/21 1 so 9/2/21 388 Mesh Roathing 3 days 1 so 9/2/22 1 so 9/2/21 1 so 9/2/21 388 Mesh Roathing 1 days 1 so 9/2/22 1 so 9/2/21 1 so 9/2/21 1 so 9/2/21 388 Mesh Roathin 1 days 1 days 1 days 1 days 1 days 389 Install Window Frames 1 days 1 days 1 days		-		
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37 Freproefing 3 day Vet 8/1/23 1 fol 4/25 1 fol 4/25 <td< td=""><td></td><td></td><td></td><td></td></td<>				
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Bit Exterior Sheathing 4 days Ved 9(4/2) Mon 9/1/28 15/3 3 days 96 m Exterior Sheathing 96 m Exterior Sheathing 383 Vedsher Earrier 3 days 1 us 9/2/23 1 hu 9/1/23 3 days 96 m Sheathing 5/12 Weather Earrier 383 MEPF Rough In 2 days 1 hu 9/2/23 1 5/5 3 days 96 m Sheathing 9/15 384 Exterior Window System 1 0 days 1 hu 9/2/23 1 5/2 3 days 9/15 9/	1			
383 Westher Barrier 3 days Tue 9/12/3 Thu 9/12/3 3 days 9/12 Westher Barrier 383 MEPF Rough In 2 days Fri 9/15/23 Mon 9/18/3 155 9 days 384 Exterior Window System 10 days Fri 9/15/23 Thu 9/22/3 155 3 days 385 Install Window Frames 5 days Fri 9/15/23 Thu 9/22/3 155 3 days				
383 MEPF Rough In 2 days fri 9/15/23 Men 9/18/23 155/3 days 9/15 gm/EPF Rough In 384 Exterior Window System 10 days fri 9/15/23 Thu 9/28/23 155/3 days 9/15 gm/EPF Rough In 385 Install Window Frames 5 days fri 6/9/15/23 Thu 9/28/23 155/3 days 9/15 gm/EPF Rough In				
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385 Install Window Frames 5 days Fri 9/15/23 Thu 9/21/23 155 3 days				
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		Instan Oless	5 08/5 m 3/22/23 m 3/26/23 355 62 08/5	3/22 DB (1999)

Prepared By: Bouten Construction

Printed: Thu 12/1/22

Data Date: Mon 8/1/22

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CONSTRUCTION CONFAS	iv i

BASELINE CONSTRUCTION SCHEDULE

CONSTRUCTION COMPANY			BASELINE CONSTRUCTION SCHEDULE	
D Task	Name	Dur Start Finish Uniq Total ul 22 Aug 22 Sep 22 Oct	22 Nov 22, 1 Dec 22, 1 m 23, 1 feb 23, 1 Mar 23, Apr 23, 1 May 23, 1 m 23, 1 m 23, 2 May 23, 1 Sep 23, 0 et 23, 1 Mav 23, 1 eb 23, 1 Mav 24, 1 Mar	
387	EIF5	ID Stack 10172431 7 142128 4 1121825 2 9 15 days Fri 9/22/23 Thu 10/12/23 155; 3 days	22 1000 22 1 Dec 12 1	
388	Frame Soffits	5 days Fri 10/13/23 Thu 10/19/23 1603 3 days	10/13 📑 Frame Solitis	
389	MEPF Rough In At Soffits	3 days 'Fri 10/20/23 Tue 10/24/23 160/ 3 days	10/7 WASP Rough to ALSoftms	
390	Sheetmetal Flashing & Trims	5 days Wed 20/25/22Tue 10/31/23 1611 3 days	10/22 Sheemet Michael & Toms	
391	Roofing	6 days Mon 9/25/23 Mon 10/2/23 155(3 days	AVI 2 interstation of times	
392	Install Roof Top Mechanical Equipment			
393		5 days Tue 10/3/23 Mon 10/9/23 171: 19 days	10/3 minimum for Top Mechanical Equipment	
393	Area B Dried In	0 days Mon 10/2/23 Mon 10/2/23 1604 60 days	10/2 & Area B Drind In	
394	Area B Camplete	0 days Tue 10/31/23 Tue 10/31/23 154: 3 days	10/31 & Ares 8 Complete	
111		95 days Mon 9/25/23 Fri 2/9/24 349 D days	9/15	
395	West Elevation	75 days Mon 9/25/23 Thu 1/11/24 1641 D days	9/15 West Bendlan	
397	Fireproofing	5 days Mon 9/25/23 Fri 9/29/23 164! 0 days-	8/25 🗧 Fireproofing	
398	Exterior Framing	10 days Thu 9/28/23 Wed 10/11/231644 0 days	9/24 Televine Franking	
399	Exterior Sheathing	10 days Thu 10/12/23 Wed 10/25/22164: 0 days	10/12 me Datefors Sheathing	
400	Weather with ar	8 days Fri 10/20/23 Tue 10/31/23 164; 0 days	13/20 Weather Earlier	
401	MEPF Rough In	5 days Mon 10/30/23 Ft 11/3/23 1643 49 days	10/30 <u>m</u> AFEF Rough in	
402	Exterior Window System	30 days Wed 11/1/23 Thu 12/14/23 154(37 days	11/1 🛶 🛶 District Window System	
403	Install Window Frames	15 days Wed 11/1/23 Tue 11/21/23 1635 37 days	11/1 mmm hot sit Window Fames	
404	Install Glass	15 days Wed 32/22/23Thu 12/14/23 163/ 37 days	11/22 mmm Install Glass	
405	EIFS	15 days Wed 11/22/23Thu 12/14/23 1637 37 days	11/22	
405	Frame Soffits	6 days Fri 12/15/23 Fri 12/22/23 1631 37 days	12/15 🚃 Frans Soffes	
407	MEPF Rough In At Soffits	4 days Tue 12/26/23 Fri 12/29/23 163! 37 days	12/36 III MEFF Rough in At Sofftu	
408	Sheetmetal Flashing & Trims	8 days Tue 1/2/24 Thu 1/11/24 1634 60 days	1/2 🚃 Sheetmetal Flashing & Trims	
409	North Elevation	47 days Mon 10/2/23 Thu 32/7/23 164; 5 days	10/2 Which Elevation	
410	Fireproofing	3 days Mon 10/2/23 Wed 10/4/23 1635 5 days	10/2 II Frestoofing	
411	Exterior Framing	S days Thu 10/12/23 Wed 10/18/23165: 0 days	10/12 📷 Decoror Framing	
412	Exterior Sheathing	5 days Thu 10/19/23 Wed 10/25/231554 57 days	10/19 Exterior Sheathing	
413	Weather Barrier	3 days Thu 10/26/23 Mon 10/30/231655 57 days	10/26 Wenther Barrier	
414	MEPF Rough In	2 days Tue 10/31/23 Wed 11/1/23 155; 57 days	10/11 () M5/F Rough In	
415	Exterior Window System	4 days Tue 10/31/23 Frl 11/3/23 1651 57 days	10/31 app Eccarlor Window System	
415	Install Window Frames	Z days Tue 10/31/23 Wed 11/1/23 155 57 days	10/L1 Initial Window Frames	
417	(nstall Glass	2 days Thu 11/2/23 Fri 11/3/23 1545 54 days	11/2 g (retail Class	
418	EIFS	10 days Thu 11/2/23 Wed 11/15/22164E 57 days	11/2 == 605	
419	Frame Soffits	5 days Thu 11/16/23 Wed 11/22/23163; 57 days	11/1/ 🖉 Trans Softs	
420	MEPF Rough In At Soffits	4 days Mon 11/27/22Thu 11/30/23 1633 57 days	11/27 📷 MCFF Fough in At Solitis	
421	Sheetmetal Flashing & Trims	5 days Fri 12/1/23 Thu 12/7/23 163(63 days	127 million and a second and a se	
422	East Elevation	72 days Thu 10/5/23 Fri 1/19/24 166(5 days	79/5 — Tail Berlin	
423	Fireproofing	5 days (Thu 10/5/23 Wed 10/11/231655 5 days	10/5 Frequencies	
424	Exterior Framing	10 days (Thu 10/3/23 Wed 10/1/221055 5 days	age an approximate 10/19 Enterlar Franking	
425	Exterior Sheathing	10 days Thu 10/25/23 Wed 11/1/25 186, 0 days		
425	Weather Barrier	8 days Fri 11/3/23 Tue 11/14/23 1665 42 days		
425			1.2 ar (Vertice source source)	
427	MEPF Rough In	5 days Mon 11/13/22Fri 11/17/23 1664 59 days		
	Exterior Window System	30 days Wed 11/15/2:Fri 12/29/23 166: 42 days		
429	Install Window Frames	15 days Wed 11/15/237hu 12/7/23 1665 42 days	12/15 seema Institat Window Frames	
430	Install Glass	15 days Fri 12/8/23 Fri 12/29/23 1661 42 days	12/9 1 101431 Gloss	
431	EIFS	10 days Fri 12/8/23 Thu 12/21/23 1658 47 days	12/8 200 165	
432	Frame Soffits	6 days Fri 12/22/23 Tue 1/2/24 165: 47 days	1/22 🚃 Frans Srifts	
433	MEPF Rough In At Soffits	4 days Wed 1/3/24 Mon 1/8/24 1656 47 days	1/2 Ⅲ MEPF Rough in At Soffic	
434	Sheetmetal Flashing & Trims	8 days Tuc 1/9/24 Fri 1/19/24 1625 75 days	1/9 🚃 Sheetmatil Fitzhing & Trims	
R 29	South Elevation	53 days Thu 10/12/23 Thu 12/28/23 1673 21 days	1Q/12 www.south Benation	
4.56	Fireproofing	3 days Thu 10/12/23 Mon 10/16/22167(21 days	10/12 # Fingeroofing	
437	Exterior Framing	6 days Thu 11/2/23 Thu 11/9/23 167; 9 days	11/2 🔤 Exterior Familie	
436	Exterior Sheathing	6 days Tue 11/7/23 Tue 11/14/23 168(58 days	31/7 🔤 Exterior Sheathing	
436	Weather Barrier	4 days Mon 11/13/23Thu 11/16/23 1675 5B days	1.1/J III Weakher Barner	
Present Sv. I	Review Construction			

Prepared By: Bouten Construction

Printed: Thu 12/1/22

Data Date: Mon 8/1/22

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Roll	Î-n
CONSTRUCTION	COMPANY

HVAC Overhead Rough Installation (Crew #1)

ID Task Name 440

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e		Dur	Start	Finish	Uniq	lotal	
	MEPF Rough In	3 days	Fri 11/17/23	Tue 11/21/23	1678	62 days	i
	Exterior Window System	12 days	Fri 11/17/23	Wed 12/6/23	167(58 days	
	Install Window Frames	6 days	Fri 11/17/23	Tue 11/28/23	157!	58 days	ł
	Instali Glass	6 days	Wed 11/29/2	Wed 12/6/23	1574	58 days	ł
	EIFS	5 days	Wed 11/29/2	Tue 12/5/23	1672	59 days	ł
	Frame Soffits	6 days	Wed 12/6/23	Wed 12/13/2	1577	59 days	
	MEPF Rough in At Soffits	4 days	Thu 12/14/23	Tue 12/19/23	1665	59 days	
	Sheetmetal Flashing & Trims	6 days	Wed 12/20/2	Thu 12/28/23	166(89 days	
	Roof Area F	23 days	Thu 10/26/23	Wed 11/29/23	1685	0 days	
	Roof Area E	23 days	Thu 11/30/23	Wed 1/3/24	1584	0 days	ļ
	Install Roof Top Machanical Equipment			Wed 1/10/24			1
	Install North Canopy		Fri 12/8/23				E
	Install West Canopy	20 days	Fri 1/12/24	Fri 2/9/24	1685	60 days	
	Area F Dried In		Thu 12/14/23				L
	Area E Dried in		Wed 1/3/24				í
	Area E & F Complete		Fri 2/9/24	Fri 2/9/24		60 days	1
le ter	and Featmany & Passigh in		Tue 7/11/23			D days	۰.
	10.A	11	Tue 7/11/23			0 days	1
	Frame Priority Walls & Elect/Mech Rooms	7 days	Tue 7/11/23	Wed 7/19/23	57	0 days	τ.
	GW8 Topoul & Elect/Mech Rooms		Thu 7/20/23		58	0 days	1
	MEP Overhead Rough-In Above Cellings ACT/GWB		Thu 7/27/23		1207	0 days	
	Fire Protection Rough Installation		Thu 7/27/23		1205	0 day	L
	HVAC Overhead Rough Installation (Crew #1)		Tue 8/1/23	Tue 9/5/23	1206	0 days	i.
	Plumbing Rough Installation		Tue 8/8/23	Mon 8/28/23			1
	Electrical Rough Installation		Fri 8/11/23	Thu 8/31/23			i.
	Interior Framing & HM Frames		Tue 8/15/23		50	0 days	Ł
	MEP Wall Rough-in		Wed 8/23/23			0 days	
							Ł
	Plumbing Wall Rough installation		Wed 8/23/23			0 day:	Į.
	Electrical Wall Rough Installation		Wed 8/23/23			0 day:	1
	MEPF Wall Cover Inspections Complete		Wed 9/20/23			0 day:	Į.
	Install Backing / In-Wall Counter Support Brackets		Thu 9/14/23			0 days	
A	na C	1.1	Thu 7/20/23		385	6 days	t
	Frame Priority Walls & Elect/Mech Rooms	7 days	Thu 7/20/23	Fri 7/28/23	386	6 days	
	GW8 Topout & Elect/Mech Rooms	7 days	Mon 8/7/23	Tue B/15/23	387	5 days	ł
	MEP Overhead Rough-In Above Ceilings ACT/GWB	35 days	Tue 8/15/23	Tue 10/3/23	1216	5 davs	ł.
	Fire Protection Rough Installation	5 days	Tue 8/15/23	Mon 8/21/23	1215	5 days	ł
	HVAC Overhead Rough Installation (Grew #1)	25 days	Tue 8/29/23	Tue 10/3/23	1214	0 day	i
	Plumbing Rough Installation	15 days	Wed 9/6/23	Tue 9/26/23	1215	29 days	ł.
	Electrical Rough Installation	15 days	Man 9/11/23	Fri 9/29/23	121;	29 days	ł
	Interior Framing & HM Frames	14 days	Wed 9/13/23	Mon 10/2/23	389	1 day	ł
	Install Colling Door	5 days	Wed 9/13/23	Tue 9/19/23	845	27 days	ł
	MEP Wall Rough-In	15 days	Thu 9/21/23	Wed 10/11/2	1211	21 days	ł
	Plumbing Wall Rough Installation	15 days	Thu 9/21/23	Wed 10/11/2	1216	21 days	ł.
	Electrical Wali Rough Installation	10 days	Thu 9/28/23	Wed 10/11/2	1217	21 days	ŝ
	MEPF Wall Cover Inspections Complete	0 days	Wed 10/11/2	Wed 0/11/2	1284	21 day	ŝ
	Install Backing / In-Wall Counter Support Brackets	5 days	Thu 10/5/23	Wed 10/11/2	1912	21 days	ŝ
A	1.8.21	62 days	Mon 8/7/23	Wed 11/1/23	379	1 day	ĥ
	Frame Priority Walls & Elect/Mech Rooms	9 days	Mon 8/7/23	Thu 8/17/23	380	1 day	r
	GWB Topout & Elect/Mech Rooms	9 days	Mon 8/21/23	Thu 8/31/23	381	7 day:	į
	X-Ray Room - Install Unistrut Supports	3 days	Tue 8/29/23	Thu 8/31/23	919	17 days	ł
	MEP Overhead Rough-In Above Cellings ACT/GWB	35 days	Fri 9/1/23	Fri 10/20/23	122/	12 dav	ļ
	Fire Protection Rough Installation		Fri 9/1/23	Fri 9/8/23		12 days	L
			.,				Į.

15 days Wed 9/27/23 Tue 10/17/23 122; 0 days

	BASELINE CONSTRUCTION SCHEDULE
c Total ul 22 Slack 10172431 78 62 days	ag 22 [Sep 22] Oct 22 [Nev 22] [Oet 22] [Nev 23] [Feb 23] [Nev 23] Apr 23 [Apr 23] [Apr 22] [Apr 22] [Apr 22] [Apr 22] [Oet 22] [Apr 22] [Oet 22] [Apr 22] [
1 58 days	1)/17 🗰 Mittine Woodpin in 11/17 ywww. Extension Window System
58 days	12/17 u testili Window Frames
58 days	1/2/ minute weak of a function of the second se
59 days	
- F	
59 days	12/6 🔤 Fane Softs
59 days	22/14 MEP# Rough in A Splitts
89 days	12/20 Sketoneja Fahing & Trims
0 days	10/25 Roal Area P
0 days	11/2/0 Root Area E
81 days	1/4 🔤 Install Rod/Top Mechanical Equipment
63 days	12/8 Install North Canopy
60 days	1/12 trintal West Cuopy
37 days	12/14 ϕ Area F Deted In
40 doys	1/3 ♦ Arcs I Driegin
60 days	2/9 e Ana E & F Complete
0 days	7/11 w Interior Framing & Bougs in
D days	7/11 Ares A
0 days	7/11 The Targe Priority Walk & Elecylatech Rooms
0 days	7/20 mm GWB Topout & Elect/Mach Booms
0 days	7/22 www.wkP.Oveneed.dougs-in.Above.Cellings.ACT/SW8
0 days	7/27 Hire Protection Rough Installation
t O days	8/1 WALK Downhood Rough Indiabation (Dow #1)
13 days	1/2 Pounding Rough Installation
13 days	B/11 general Decrinal Recycle Installation
O days	4/15 minited for Francis & HAA Frances
0 days	N/23 www.www.kirking.com
0 days	8/23 Pambrag Vall Rough Installation
0 days	8/23 Clerificit Wall Rough Installation
0 days	9/20 ♦ MEPF Wall Cover Lagentions Complete
0 days	9/14 💼 Install Backing / In-Wall Counter Support Brackets
6 days	7/20 🧼 Area C
6 days	1/20 🚃 France Perforthy Walls & Elect/Mech. Booms
5 days	1/7 📷 GWB Topour & Litex/Mech Rocvis
5 days	8/15 🖝 🛶 MEP Crethcid Bough-in Abare Cellings ACT/GWB
5 days	8/15 The Protection Rough Installation
0 days	8/23 WAAC Overhaat Rough Installation (rew 41)
29 days	9/5Plumbleg Bough Installation
29 days	9/11 Televitian Recept Installation
1 day	8/23 Miterior Frankry & HM France
27 days	8/13 📷 Install Colleg Boor
21 days	9/21 - Mail Kauphin
21 days	9/2 Planking Wali Rough Instalation
21 days	9/38 (Redrical Wall Rough Installation
21 days	10/11 . MEPF Will Cover Impections Complete
21 days	20/5 Total Sacking / In-Wall Counter Support Practets
1 day	6/7 Acc 0.2
1 day	\$/7 🚃 Frame Provinty Wals & Elect/Mech Rooms
7 days	8/21 🔤 GWD Tosput & Liec/IMech Rooms
17 days	8/28 g X-Ray Room - Install Unident Supports
12 days	9/3 💭 WEP Overhead Rough-in Above Cellings ACT/0WB
12 days	9/1 🚃 Fire Protection Rough installation
O days	9/27 WVAC Over/head Rough Installation (Crew #1)

Prepared By: Boulen Construction

PMH REPLACEMENT HOSPITAL Prosper Memorial Health

BASELINE CONSTRUCTION SCHEDULE

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Data Date, Mon 8/1/22

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Boul	En
CONSTRUCTION	COMPANY

BASELINE CONSTRUCTION SCHEDULE

CONSTRUCTION COMPANY BASELINE CONSTRUCTION SCHEDULE				
ID İT.	sk Name	Dur Stert Finish Unig Total ul 22	Aug 122 Sep 121 Oct 22 New 22 Oct 22 New 22 Oct 22 New 23 Aug 23 Sep 23 Aug 23 Sep 23 Oct 23 New 23 Dec 23 Jun 14 Feb 24 Mar 124 Feb 24 Mar 24 Feb 24 Jun 25 Feb 25 Mar 125 Age 125 Mar	un 25 []
493 ,	Plumbing Rough Installation	8 days Tue 10/3/23 Thu 10/12/23 1221 30 days		1 152229
494	Electrical Rough Installation	11 days Fri 10/6/23 Fri 10/20/23 1221 30 days	10/6 emergi Exectivizal Rough Installation	
495	Interior Framing & HM Frames	15 days Wed 10/4/23 Tue 10/24/23 383 0 days	10/4 mm totelior Franking & HM Frances	
496	MEP Wall Rough-In	15 days Thu 10/12/23 Wed 11/1/23 122; 22 days	10/12 - Mer Wall Roughts	
497	Plumbing Wall Rough Installation	15 days Thu 10/12/23 Wed 11/1/23 122(22 days	10/12 Pumbin Wull Rook http://	
498	Electrical Wall Rough Installation	10 days Thu 10/19/23 Wed 11/1/23 1225 22 days	10/19 mm Flettical Wall Rough Installation	
499	MEPF Wall Cover Inspections Complete	0 days Wed 11/1/23 Wed 11/1/23 129L 22 days	13/1 🎍 MERF Wall Cover Inspections Complete	
500	Install Backing / In-Wall Counter Support Brackets	10 days Thu 10/19/23 Wed 11/1/23 910 22 days	10/13 fastili Backing //Wall Counter Support Resctets	
501	Room AD-101 - Install Glass Pass Through Tracks	5 days Thu 10/26/23 Wed 11/1/23 911 22 days		
502	New 0.1	68 days Fri 8/18/23 Wed 11/22/2:391 1 day		
503	1000 000			
504	Frame Priority Walls & Elect/Mech Rooms	9 days Fri 8/18/23 Wed 8/30/23 392 1 day	R/18 Frame Priority Walls & Elect/Mech Rooms	
505	GWB Topout & Elect/Mech Rooms	9 days Thu 8/31/23 Wed 9/13/23 393 4 days	1/31 CWB Topour & Elect/Nech Topour &	
	MEP Overhead Rough-In Above Cellings ACT/GWB	37 days Thu 9/14/23 Fri 11/3/23 123; 4 days	9/24 👞 🛶 MEP Overhead Rough-an Actives Callings ACT/GWB	
506	Fire Protection Rough Installation	5 days Thu 9/14/23 Wed 9/20/23 1231 4 days	3/34 ■ For Protection Rough Installation	
507	HVAC Overhead Rough Installation (Crew #2)	15 days Wed 9/27/23 Tue 10/17/23 1231 0 days	9/37 HVAC Over lead Rough Installation (Crew 82)	
508	Plumbing Rough Installation	8 days Mon 10/9/23 Wed 10/18/221225 23 days	105 — Plumbing Rough Installation	
509	Electrical Rough Installation	15 days Mon 10/16/23 fri 11/3/23 1228 23 days	10/15 Received Receive	
510	Interior Framing & HM Frames	15 days Wed 10/25/23Tue 11/14/23 395 0 days	10/25 🗾 Inlerfor Franking & HM Frames	
511	M£P Wall Rough-In	15 days Thu 11/2/23 Wed 11/22/2:1235 20 days	13/2 🦕 Mag Raugh-In	
512	Plumbing Wall Rough Installation	15 days Thu 11/2/25 Wed 11/22/231234 20 days	11/2 Marine Wall Rough Installation	
513	Electrical Wall Rough Installation	10 days Thu 11/9/23 Wed 11/22/23123: 20 days	11/2 mm Decritar Walk Rough Installation	
514	MEPF Wall Cover Inspections Complete	0 days Wed 11/22/2:Wed 11/22/2:1291 20 days	13/22 MEM Wall Cover Impections Complete	
515	Install Backing / In-Wall Counter Support Brackets	10 days Thu 11/9/23 Wed 11/22/23914 20 days	11/8 mmg install Backing / In Vall Counter Support Bractets	
516	Rooms ON - 109, 110, 111 - Install Resin Panel Tracks	5 days Thu 11/16/23 Wed 11/22/23956 20 days	11//15 Rooms OV - 109, 110, 111 - Install Rene Panel Tarcks	
517	Ans 82	78 days Thu 8/31/23 Thu 12/21/23 409 1 day,	8/31 # Area 8.2	
518	Frame Priority Walls & Elect/Mech Rooms	9 days Thu 8/31/23 Wed 9/13/23 410 1 day	8/71 mm Frame Priority Walls & Elect/Mech Rooms	
519	GWB Topout & Elect/Mech Rooms	9 days Mon 9/25/23 Thu 10/5/23 411 3 days	9/25 Gene GVWI Topourá, a Elect/Mech Rooms	
520	OR Rooms 1-3	23 days Fri 10/6/23 Tue 11/7/23 1001 7 days	10/6 growent 10	
521	Frame Walls	2 days Fri 10/6/23 Mon 10/9/23 100; 7 days	10/s g France Walls	
522	GWB Topout	3 days Tue 10/10/23 Thu 10/12/23 1001 7 days	1040 g GWNTorout	
523	Install Light Boom Support Steel	6 days Fri 10/13/23 Fri 10/20/23 1004 7 days	10/13 minute light born Support Steel	
524	MEP Overhead Rough-In	6 days Mon 10/23/23Mon 10/30/23100(41 days	11(2) and KdD overhead Bough-In	
525	MEP Wall Rough-In	6 days Twe 10/31/23 Tue 11/7/23 1005 41 days	1.001	
526	Procedure Rooms 1 & 2 - Install Light Boom Support Steel			
		2 days Thu 10/19/23 Fri 10/20/23 101: 7 days	10/19 g Procedure Rooms 1 & 2- Install Light Boom Support Steel	
527	MEP Overhead Rough-In Above Cellings ACT/GWB	40 days Fri 10/6/23 Mon 12/4/23 125; 3 days	14/4 🦛 WEP Overhead Rough-In Above Cellings ACT/GWB	
528	Fire Protection Rough Installation	5 days Fri 10/6/23 Thu 10/12/23 1251 3 days	10/5 📷 Fire Protection Rough Installation	
529	HVAC Overhead Rough Installation (Crew #1)	25 days Wed 10/18/23Tue 11/21/23 125(D days	10/18 HVAC Overhead Rough Installation (Crew #1)	
530	Plumbing Rough Installation	25 days Wed 10/25/23Thu 11/30/23 1245 27 days	10/25 Prombing Rough Dataliston	
531	Electrical Rough Installation	15 days Fri 11/10/23 Mon 12/4/23 124F 27 days	11/10 Letcrical Rough Installation	
532	Interlor Framing & HM Frames & Surgery Lounge Window Frame	14 days Wed 11/15/23Wed 12/6/23 413 0 days	11/15 testefor Framing & Hild Frames & Surgery Loange Window Frame	
538	MEP Wall Rough-In	20 days ,Wed 11/22/2:Thu 12/21/23 1231 14 days	11/22 🛩 🛶 MEP Wali Rough in	
534	Plumbing Wall Rough Installation	20 days ;Wed 11/22/23Thu 12/21/23 123; 14 days	11/22 Warflowshire Walf Rough Installation	
\$35	MED Gas Rough Installation	20 days Wed 11/22/23Thu 12/21/23 126f 14 days	11/22 MBD Gai Rough Installation	
536	Electrical Wall Rough Installation	15 days Frl 12/1/23 Thu 12/21/23 1236 14 days	12/1 Electrical Wall Rough Installation	
537	MEPF Wall Cover Inspections Complete	0 days Thu 12/21/23 Thu 12/21/23 129: 14 days	31/21 . MEPF Well Cover Inspection Complete	
538	Install Backing / In-Wall Counter Support Brackets	10 days Fri 12/8/23 Thu 12/21/23 915 14 days	12/8 mml Install Backing / Ko-Wall Counter Support Brackets	
539	Area 8.2	94 days Thu 9/14/23 Tue 1/30/24 403 1 day	3/14 Arss 8.1	
540	Frame Priority Walls & Elect/Mech Rooms	9 days Thu 9/14/23 Tue 9/26/23 404 1 day	9/14 mm Frame Polinity Walk & Elect/Mech Rooms	
542	GW8 Topout & Elect/Mech Rooms	9 days Wed 9/27/23 Mon 10/9/23 405 1 day	5/27 med GWB Toppol & Elscr/Mich Rooms	
542	Install Exam Light Support Steel In Treatment, Trauma & Isolation P		10/20 👔 Initial Evan Light Support Steel In Traisbrann, Trainna & Kualadon Rosine	
543	MEP Overhead Rough-In Above Ceilings ACT/GWB	46 days Tue 10/10/23 Thu 12/14/23 125; 1 day	10/10 W M/D Dwrthead Rough-In Above Cellings ACT/DWS	
544	Fire Protection Rough Installation	5 days Tue 10/10/23 Mon 10/16/231256 1 day		
545	HVAC Overhead Rough Installation (Crew #2)	40 days Wed 10/18/23Thu 12/14/23 125; 0 days	i y/μ ≥ v ≠ r traticion longin essistations 10/1 ≥ HP (VC contriad Respi Installation (Crev Φ)	
	over news newspiritum interviews and		AV2.5 TYPE - Vertread poly industriand (Let #2)	

Prepared By Bouten Construction

Printed Thu 12/1/22

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Data Date: Mon 8/1/22

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BOUTEN	١
CONTRACTION COMPANY	

BASELINE CONSTRUCTION SCHEDULE

CONSTRUCTION SCHEDULE			
D	Task Name	Dur Start Finish UnigTotal u1122	AM 22 Sep 22 Oct 22 Nor 22 Oct 22 Nor 22 Dec 23 Jen 23 Ken 23 Mer 23 Mer 23 Mer 23 Jen 23 Sep 23 Oct 23 Nor 23 Jen 23 Sep 24 Mer 24 Arr 24 Arr 24 Arr 24 Jen 24 Jen 24 Jen 24 Mer 24 Jen
546	Plumbing Rough Installation	15 days Wed 10/25/23Tue 11/14/23 1254 23 days	aug 22 Sep 22 Oct 22 Nov 22 Oct 22 Nov 22 Dec 22 Lan 23 Feb 23 May 23 Aug 23 May 23 May 23 May 23 May 23 Sep 22 Oct 23 Nov 22 Oct 23 Nov 22 Oct 23 Nov 22 Oct 23 Nov 23 Oct 23 Nov 24 Nov
547	Electrical Rough Installation	15 days Fri 11/3/23 Mon 11/27/231255 31 days	11/3 primera Detroical Rough installation
548	Interior Framing & HM Frames & Secure Holding Window Frame	14 days Thu 12/7/23 Wed 12/27/23407 0 days	12/7 meets interior Familie & HM Frames & Secure Holding Window Frame
549	MEP Wall Rough-In	30 days Fri 12/15/23 Tue 1/30/24 1241 3 days	12//5 🐷 🥌 ME9 Walf Rough-In
550	Plumbing Wall Rough Installation	30 days Fri 12/15/23 Tue 1/30/24 124(3 days	12/15 presentation Plumbing Wall Rough Institution
551	MED Gas Rough Installation	30 days Fri 12/15/23 Tue 1/30/24 1265 3 days	12/15 MED Cas Rough Installation
552	Electrical Wall Rough Installation	15 days Fri 12/22/23 Tue 1/16/24 1235 13 days	12/12 Electrical WAII Rough forwalization
553	MEPF Wall Cover Inspections Complete	0 days Tue 1/30/24 Tue 1/30/24 129: 3 days	1/30 \oplus MEVF Wall Cover Inspections Complete
554	Install Backing / In-Wall Counter Support Brackets	10 days Wed 1/17/24 Tue 1/30/24 916 3 days	1/27 mem traital Backley / In Wall Counter Support Brackets
565	Install Glass Tracks At Caregiver Room	S days ,Wed 1/24/24 Tue 1/30/24 118(3 days	3/24 📷 Install Glass Tracks AL Conegher Room
556	Avent	67 days .Thu 10/26/23 Fri 2/2/24 397 0 days	10/26 Area F
557	Frame Priority Walls & Elect/Mech Rooms	9 days Thu 10/26/23 Tue 11/7/23 398 O days	30/25 🚛 Frame Phoniny Walls & Elect/March Rooms
558	GWB Topout & Elect/Mech Rooms	9 days Wed 11/8/23 Mon 11/20/23399 O days	11/8 GW3 Topour B. Elect/web Rooms
559	MEP Overhead Rough-In Above Ceilings ACT/GWB	27 days Tue 11/21/23 Tue 1/2/24 1262 0 days	11/21 🛶 🛶 MEP Overhead Rough-in Above Callings ACT/GWB
560	Fire Protection Rough Installation	5 days Tue 11/21/23 Wed 11/29/231261 O days	11/21 mm Fire Protection Rough Installation
561	HVAC Overhead Rough Installation	20 days Thu 11/30/23 Thu 12/28/23 126L 0 days	11/39 WVAE Overhead Rough Installation
562	Plumbing Rough Instaliation	15 days Thu 12/7/23 Thu 12/28/23 1255 7 days	12/7 and Plumbleg Rough Installation
563	Electrical Rough Installation	10 days Mon 12/18/22Tue 1/2/24 125£ 7 days	2/10 Bentral Kauh Intaliakan
554	Interior Framing & HM Frames	14 days Thu 12/28/23 Thu 1/18/24 401 O days	12/28 manual interfor Framing & HM Frames
565	MEP Wall Rough-In	20 days Fri 1/5/24 Fri 2/2/24 124 14 days	1/5 - WEP will Raggin A
566	Plumbing Wall Rough Installation	20 days Fri 1/5/24 Fri 2/2/24 124: 14 days	2,5 mm Finishing Walf Rough Installation
567	MED Gas Rough Installation		2,7 Printing war rough scalaroot
568		15 days 'Fri 1/5/24 Fri 1/26/24 127(19 days	
568	Electrical Wall Rough Installation	1D days Fri 1/12/24 Fri 1/26/24 124: 19 days	
569	MEPF Wall Cover Inspections Complete	0 days Fri 2/2/24 Fri 2/2/24 1294 14 days	2/2 ↓ M.BFF Wall Cover Inspections Complete 3/22 ↓ M.BFF Wall Cover Inspections Complete
	Install Backing / In-Wall Counter Support Brackets	10 days Mon 1/22/24 Fri 2/2/24 917 14 days	1/2 in trul in society (in ward come support society)
\$71 572	1 APRA	85 days Fri 11/10/23 Thu 3/14/24 373 0 days	
572	Frame Priority Walls & Elect/Mech Rooms	8 days Fri 11/10/23 Tue 11/21/23 374 9 days	11/10 mmi Frame Priority Walis & Elect/Mech Rooms 21/7 mmi GWB Topout & Elect/Mech Rooms
573		9 days Thu 12/7/23 Tue 12/19/23 375 0 days	11/ 🔤 vvve ligota k Letzvinkak kooma 12/29 🦤 WF Orcherda Rusph in Nova Cellings AC/19WB
574	MEP Overhead Rough-In Above Cellings ACT/GWB	35 days Wed 12/20/2;Fri 2/9/24 126; 0 days	1/2/3 w Mar Owneds Analysis
\$75	Fire Protection Rough Installation	5 days Wed 12/20/23Wed 12/27/231266 0 days 30 days Thu 12/28/23 Fri 2/9/24 1265 0 days	1/2/2 Protection long in instantion 1/2 Protection long
577		1	J/J Provide Registration
578	Plumbing Rough Installation	15 days Fri 1/5/24 Fri 1/26/24 1264 2 days 15 days Wed 1/17/24 Tue 2/6/24 1265 2 days	
579	Interior Framing & HM Frames	14 days Fri 1/26/24 Wed 2/14/24 377 0 days	1/2 Contracting the Mericanas
5/5	MEP Wall Rough-In	30 days Fri 2/2/24 Thu 3/14/24 1241 0 days	
581	-		
582	Plumbing Wall Rough Installation	30 days Fri 2/2/24 Thu 3/14/24 1246 0 days	
	MED Gas Rough Installation	30 days Fri 2/2/24 Thu 3/14/24 1271 0 days	
583	Electrical Wall Rough Installation	15 days Fri 2/9/24 Thu 2/29/24 1245 10 days	2/9 Etectrical Wall Rough Installation
584	MEPF Wall Cover Inspections Complete	0 days Thu 3/14/24 Thu 3/14/24 1291 0 days	3/16 \oplus MEPF Wall Cover Impreciants Complete
585	install Backing / In-Wall Counter Support Brackets	10 days Fri 3/1/24 Thu 3/14/24 918 G days	s/1 hvstall Backley / In-Wall Counter Support Brackets
586	frieldes	286 days Fri 9/22/23 Wed 11/6/24 78 0 days	9/22 - Fieldes
587	Ales A	220 daysFri 9/22/23 Mon 8/5/24 80 0 days	5/22
588	insulate, Hang & Tape GWB	14 days Fri 9/22/23 Wed 10/11/2384 0 days	9/22 insulate, Kang & Tapa GWB
589	Frame Hardlids & Soffits	3 days Thu 9/28/23 Mon 10/2/23 85 0 days	9/28 🗧 Frame Nanciida & Sollits
590	Hardlid MEP	5 days Mon 10/2/23 Frl 10/6/23 86 0 days	10/2 📷 Handild MCP
591	Finish GWB	14 days Mon 10/9/23 Thu 10/26/23 81 0 days	10/P mm Picht GWB
592	Prime & First Coat Walls/Hardlids	7 days Fri 10/27/23 Mon 11/6/23 82 0 days	30/27 - Prime & Fraz Coa Volifs/Handliss
593	Paint Door Jambs	2 days Tue 11/7/23 Wed 11/8/23 127: 34 days	11/7 # Paint Door Jambs
594	Machanical Room Build Out	55 days Fri 10/27/23 Thu 1/18/24 1722 O days	19/27 generations and Antonical Room Build Out
595	Prime And 2 Coat Walls With Surface Mounted MEPF Items	4 days Fri 10/27/23 Wed 11/1/23 1724 0 days	30/27 M PHINE AND 2 Ceas Walls With Surface Mourand MEPF (tems
596	MEPF Overhead Rough in & Trim	15 days Thu 11/2/23 Wed 11/22/231726 0 days	31/2 MEP? Overhead Rough In & Trim
597	Install Lights In Mechanical Rooms	5 days Thu 11/16/23 Wed 11/22/231711 0 days	11/16 minute interal Uptro (in Mechanica) Rooms
598	Install Electrical Gear	5 days Mon 11/27/23Frl 12/1/23 171(0 days	1)/77 📕 Insail Electrical Gear
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Prepared By: Boulen Construction

Printed: Thu 12/1/22

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Data Date: Mon 8/1/22

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BASELINE CONSTRUCTION SCHEDULE

CONSTRUCTIO	HE REAL AND A REAL AND		BASELINE CONSTRUCTION SCHEDULE
ID Task P	ame	Dur Start Finish Unig Total u1*22 Aug 22 Sep 22 Oct 22 N	69*22.] [06:72] [06:72] [Mir/23] [A9r/23] [Mir/23] [Mir/2
599	Install Mechanical Equipment	ID Slack n0172491 7 (42128 4 111825 2) 9 162390 0 10 days Mon 12/4/23 Fri 12/15/23 1721 30 days	19/22 De: 22 De: 22 De: 22 De: 22 De: 22 De: 23 DE:
600	Equipment Hook Ups	15 days Mon 12/11/23Tue 1/2/24 1728 30 days	12/11 Eeuforment Nock Ups
601	Seal Floor	2 days Wed 1/3/24 Thu 1/4/24 1725 30 days	1/3 1 Sail Peor
602	Instali Base	2 days Fri 1/5/24 Mon 1/8/24 1731 30 days	1/5 Ⅲ Install Base
603	Final Paint Touch Up	3 days Tue 1/9/24 Thu 1/11/24 1731 30 days	1/9 🚊 Final Paint Touch Up
604	Construction Clean	4 days Fri 1/12/24 Thu 1/18/24 173; 30 days	1/12 Construction Clean
605	Area Dust Free	0 days Thu 1/18/24 Thu 1/18/24 173: 30 days	1/18 - Area Dool Free
606	Common Area	79 days Fri 11/3/23 Wed 2/28/24 1725 1 day	1//3 Common Area
607	Ceiling Grid (ACT)	9 days Fri 11/3/23 Wed 11/15/23809 1 day	11/3 mm Celling Grid (ACT)
608	Casework	5 days Fri 11/10/23 Thu 11/16/23 811 23 days	11/30 Cesenork
609	Instali Shoe Cubbies & Lockers	5 days Fri 11/17/23 Mon 11/27/221384 23 days	11/17 may install Shoe Cubbins & Lockers
610	Measure/Fab Countertops	15 days Fri 11/17/23 Mon 12/11/22193(38 days	11/17 Messaw (Rab Countertops
611	Install Countertops	5 days Tue 12/12/23 Mon 12/18/231333 38 days	12/12 🔤 Install Counterraps
612	Install Wall Tile At Casework	Z days Tue 12/19/23 Wed 12/20/23822 38 days	12/19 g install Will The AL Casework
613	MEPF Trim - Casework	5 days Thu 12/21/23 Thu 12/28/23 902 38 days	2/21 📷 MEPF Thm - Catework
614	Install Wall Protection	5 days Fri 11/17/23 Mon 11/27/23823 23 days	11/17 m Kristall Wall Protection
615	Power On To This Area	Q days Mon 11/27/2:Mon 11/27/2:859 4 days	11/27 ♠ PowerCh Ta Thick Area
616	Calling Grid MEPF Trim	21 days Tue 11/14/23 Thu 12/14/23 812 1 day	11/24 Celleg Grid MEPF Trim
617	instali Lights	10 days Tue 11/14/23 Wed 11/29/23810 1 day	11//4 emiliar install Lights
618	Install Sprinkler Heads	5 days Mon 11/27/23 Fri 12/1/23 818 1 day	11/27 🔳 install Sprinkler Keeds
619	instali Fire Alarm	5 days Wed 11/29/23Tue 12/5/23 816 1 day	11/29 📷 linstaf Føre Alarm
620	Install HVAC GRD's	10 days Fri 12/1/23 Thu 12/14/23 817 1 day	12/1 mm Health HVAC 680%
621	Install ACT Tile	7 days Fri 12/15/23 ⊤ue 12/26/23 815 1 day	12/15 📷 Install ACT The
622	Epoxy Fleors	10 days ¡Thu 12/21/23 Fri 1/5/24 1275 1 day	12/21 Epory Poors
623	Install Flooring	8 days Fri 12/29/23 Wed 1/10/24 814 1 day	12/29 📷 Install Flooring
624	Install Storefront At Surgery Waiting	2 days Thu 1/11/24 Fri 1/12/24 101: 28 days	1/11 g Install Storefront AS Surgery Walting
625	Door And Hardware Install	10 days Tue 1/9/24 Tue 1/23/24 821 22 days	1/9 Door And Hardware Install
626	Install Crash Guard / Handrall	3 days Thu 1/11/24 Tue 1/16/24 824 3 days	1/11 🚃 Install Crah Gourd / Hendrall
627	MEPF Trim - Wall & Ceiling	10 days Thu 1/11/24 Thu 1/25/24 897 1 day	J/31 mm KEFF Trin- Val & Celling
628	OFCI	10 days Wed 1/17/24 Tue 1/30/24 820 3 days	1/17 - 070
629	Install Window Blinds	5 days Fri 1/26/24 Thu 2/1/24 868 1 day	1/26 🧰 Install Window Binds
630	Final Paint Walls/Hardlids	10 days Fri 2/2/24 Thu 2/15/24 819 1 day	2/2 Trial Palet Walk/Mardids
632	Seal Concrete Floor	2 days Wed 2/14/24 Thu 2/15/24 133(1 day	2/h4 j Sail Concrete Floor
633	Install Signage	5 days Wed 2/14/24 Tue 2/20/24 813 2 days 2 days Fri 2/16/24 Mon 2/19/24 957 1 days	2/14 📷 Initial Signage 2/15 💼 Initial Rase
634	Install Corner Guards	2 days Fri 2/16/24 Mon 2/19/24 957 1 day 5 days Mon 2/19/24 Fri 2/23/24 825 1 day	211 a required states 2/1/a Instationer Guards
635	Construction Clean Area	5 days Thu 2/22/24 Wed 2/28/24 851 1 day	2/2 Exception of the status
636	Area Dust Free	0 days Wed 2/28/24 Wed 2/28/24 850 1 day	
637	Owner Equipment Install	10 days Tue 7/16/24 Mon 7/29/24 1735 1 day	7/15 💶 Ovner Equipment in sall
638	Hook Up Equipment	10 days Tue 7/23/24 Mon 8/5/24 1734 1 day	7/23 and 1/00 kUp Equipment
639	Amat	211 days Thu 10/12/23 Mon B/12/24 455 1 day	10/12
640	Insulate, Hang & Tape GWB	14 days Thu 10/12/23 Tue 10/31/23 456 21 days	10/12 Insulate, Hang & Taper GWB
641	Frame Hardlids & Soffits	4 days Wed 10/18/23Mon 10/23/23457 21 days	10/14 EFrame Hourd Mb & Soffice
642	Hardlid MEP	5 days Fri 10/20/23 Thu 10/26/23 458 21 days	10/70 m Handled MEP
643	Finish GWB	14 days Fri 10/27/23 Wed 11/15/23459 21 days	10/27 The Reich Gwis
644	Prime & First Coat Walls/Hardlids	5 days Thu 11/16/23 Wed 11/22/23460 30 days	11/J5 Prime & Finit Ceat Wall/Hardlids
645	Install Primed Wood Paneling	5 days	11// gu instal Primed Wood Pareling
646	Paint Door Jambs	1 day Mon 11/27/23 Mon 11/27/23 1276 38 days	11/27 Paint Door Jambs
647	First Coat Wood Paneling	2 days Mon 11/27/23Tue 11/28/23 862 63 days	11/27 # Pirm Cost Wood Paniling
648	Kitchen	86 days Thu 11/16/23 Thu 3/21/24 137(21 days	11/2.6 Kichen
649	Prime & First Coat Walls/HardHds	4 days Thu 11/16/23 Tue 11/21/23 137! 21 days	autor and a second a
650	Ceiling Grid (ACT)	4 days Wed 11/22/23Wed 11/29/22137/ 21 days	
651	Install Casework & Benches	7 days Thu 11/30/23 Fri 12/8/23 1377 21 days	11/20 Trial Casework & Benches

Prepared By: Bouten Construction

Printed: The 12/1/22

Data Date: Mon 8/1/22

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Data	Date.	Mon 8/1/22	

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PMH REPLACEMENT HOSPITAL Prosser Memorial Health

BASELINE CONSTRUCTION SCHEDULE

ORSTRUCTION COMPART BASELINE CONSTRUCTION SCHEDULE			
Task Nam	në	Dur Start Finish Unio Total ul 22 Aug 22 Sep 22	l orraz 1 worza 1 worza 1 karaz 1 korza 1 korza 1 korza 1 karaz 1 kara
52	Measure/Fab Countertops	15 days Mon 12/11/23Tue 1/2/24 1375 21 days	
3	Install Countertops	7 days .Wed 1/3/24 Thu 1/11/24 1378 21 days	1/3 miliai Countertops
4	MEPF Trim - Casework	5 days Fri 1/12/24 Fri 1/19/24 140: 21 days	2/12 MICFF Trin - Casework
5	Power On In This Area	0 days Thu 11/30/23 Thu 11/30/23 1401 32 days	11/10 @ Power On In This Area
	Ceiling Grid MEPF Trim	10 days Thu 11/30/23 Wed 12/13/2:137: 22 days	11/30 🖉 🛶 🗸 Celling Grid MEPF Thm
1	Install Lights	5 days Thu 11/30/23 Wed 12/6/23 137; 22 days	11/30 📷 install Ugins
	Install Sprinkler Heads	3 days Tue 12/5/23 Thu 12/7/23 1371 22 days	12/5 g Install Sprinkler Heads
	Install Fire Alarm	3 days Wed 12/6/23 Fri 12/8/23 1365 22 days	32(6 g Intal® Here Alam
	Install HVAC GRD's	5 days Thu 12/7/23 Wed 12/13/231370 22 days	12/7 millionauti HVAC GRO's
	Instali ACT Tile	4 days Thu 12/14/23 Tue 12/19/23 1361 22 days	12//4 eminted a fact Title
	Install Floor Tile & Base	15 days Wed 12/20/23Thu 1/11/24 1367 22 days	32/20 mm instal F6or Tile & Base
	Install Wall Protection	3 days Fri 1/12/24 Wed 1/17/24 136: 29 days	1/12 🔳 Induil Wall Protection
	Install Epoxy Floor In Janitor Closet	3 days Fri 1/12/24 Wed 1/17/24 136f 22 days	1/12 💼 Install Epsny Floor In Junior Closet
	Dopr And Hardware Install	3 days Tue 1/16/24 Thu 1/18/24 1391 22 days	1/15 ≣ Door And Handware Install
	Final Paint Walls/Hardlids	4 days Mon 1/22/24 Thu 1/25/24 1381 21 days	2/22 Final Paint Walls/Handles
	Install Corner Guards	2 days Fri 1/25/24 Mon 1/29/24 138(21 days	1/26 @ Initial Corner Guards
	Construction Clean Area	3 days . Tue 1/30/24 Thu 2/1/24 138; 21 days	1/30 👔 Construction Clean Area
	Install Kitchen Equipment	20 days (Fri 2/2/24 Thu 2/29/24 1364 21 days	2/2 mm Install Kicher (gulpment
	Kitchen Equipment Hook Up	15 days Fri 3/1/24 Thu 3/21/24 1278 21 days	3/1 Citch in Equipment Hook Up
	Kitchen Complete	0 days Thu 3/21/24 Thu 3/21/24 140; 21 days	3/1 + Utchen Complete
	Men & Womens Restroom	30 days Mon 11/27/2: Tue 1/9/24 846 34 days	11/27 to Automotive Restroom
	Prime & First Coat Walls/Hardlids	2 days Mon 11/27/22Tue 11/28/23 849 34 days	1/27 @ Prime & Flark Coak Walk/HernRifes
	Install Floor & Wall Tile	10 days Wed 11/29/23Tue 12/12/23 848 34 days	11/29 m kdull Fiber & Wall Yie
	Measure/Fab Countertops	15 days Wed 12/13/23Thu 1/4/24 1411 64 days	12/13 Messaue/Fab Countertaps
	Install Countertops	1 day Fri 1/5/24 Fri 1/5/24 1411. 64 days	1/5 Install Countertops
	Install Partitions	2 days Wed 12/13/22Thu 12/14/23 847 34 days	12/13 insul] Partitions
	Install MEPF Trim	Z days Fri 12/15/23 Mon 12/18/23856 34 days	12/5 II total M9F Vin
	install Bathroom Accessories	2 days Tue 12/19/23 Wed 12/20/22854 34 days	12/19 install Bahroom Accessories
	Final Paint Walls/Hardlids	2 days Thu 12/21/23 Fri 12/22/23 855 34 days	22/21 Pinal Pinit Waldlykadidis
	Install Sinks	2 days Mon 1/8/24 Tue 1/9/24 140! 64 days	22.2 Print and the first sector print and the first sector print and the first sector print se
	Common Area		نان کې استان د د د د د د د د د د د د د د د د د د د
	Ceiling Grid (ACT)	178 dəys Thu 11/30/23 Mon 8/12/24 138; 1 dəy 4 days Thu 11/30/23 Tue 12/5/23 844 27 days;	14/30 Common Area
	Reception & Sift Shop Casework	4 days inu 11/30/23 lue 12/5/23 844 27 days	1/2/W = Consignation (constraints)
	Install Wall Protection	3 days Wed 12/13/23Fri 12/15/23 841 50 days	12/13 g install WAR Protection
	Measure/Fab Countertops	15 days Wed 12/13/23Thu 1/4/24 1321 60 days	12/13 Messure/Fab Countertops
	Install Countertops	5 days Fri 1/5/24 Thu 1/11/24 1321 60 days	2/5 🔤 10.00 Contempos
	Install Wall Tile At Casework	2 days Fri 1/12/24 Tue 1/16/24 842 60 days	1/12 🔤 Install Wall Tile Af Casework
	MEPF Trim - Casework	3 days Wed 1/17/24 Fri 1/19/24 899 60 days	1/17 W MERFE Trim - Calework
	Power On To Aren	0 days Wed 12/6/23 Wed 12/6/23 858 37 days	12/6 # Power On To Maa
	Celling Grid MEPF Trim	10 days Wed 12/6/23 Tue 12/19/23 839 27 days	12/s — Calling Carl MEPF Trim
	Install Lights	5 days Wed 12/6/23 Tue 12/12/23 838 27 days	12)/€ ■ finstall Ug/hts
	install Sprinkler Heads	3 days Mon 12/11/23Wed 12/13/23837 27 days	22/11 m Intell Sprinkler Heads
	Install Fire Alarm	3 days . Tue 12/12/23 Thu 12/14/23 835 27 days	12/13 g install file Alarm
	Install HVAC GRD's	5 days Wed 12/13/23Tue 12/19/23 836 27 days	17/13 mm Restall HYAC CRO's
	Install ACT System Tile	8 days Wed 12/20/2:Tue 1/2/24 105/ 27 days	12/20 🖛 wysil ACT System Nie
	Install ACT Tile	4 days Wed 12/20/23Tue 12/26/23 834 27 days	12/20 🧧 Indu-BACT får
	Install Wood ACT Tile	4 days Wed 12/27/23Tue 1/2/24 1052 27 days	12/22 The Install Wood ACT The
	Install Laminate Panels On Ceilings	6 days Wed 1/3/24 Wed 1/10/24 850 53 days	1/3 📷 Instal Laminate Panels On Cellings
	Install Terrazzo Flooring System	18 days Wed 1/3/24 Mon 1/29/24 127; 27 days	1/3 Kostali Terrazza Risoling System
	Install Flooring	9 days Tue 1/23/24 Fri 2/2/24 833 27 days	1/23 min Install Hooring
	Door And Hardware Install	3 days Fri 2/2/24 Tue 2/6/24 832 48 days	2/2 🔟 Deor And Nardware Install
i .	MEPF Trim - Wall & Ceiling	5 days 'Mon 2/5/24 Fri 2/9/24 896 27 days	2/5 📷 MEPF TAIN - Woll & Ceiling
1	DFCI	10 days Mon 2/5/24 Fri 2/16/24 829 27 days	2/5 📷 OFCI

Prepared By* Bouten Construction

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Printed Thu 12/1/22

706	Final Paint Walls/Hardlids	6 days Mon 2/19/24 Mon 2/26/24 828 27 days	2/19 em Final Paint Wolk/Aradilós	
207		1 day Tue 2/27/24 Tue 2/27/24 130; 27 days		
708	Seal Concrete Floor Install Wall Coverings		2/27 j Seal Converte Floor	
709	install Base	2 days Mon 2/26/24 Tue 2/27/24 857 27 days 2 days Wed 2/28/24 Thu 2/29/24 958 27 days	2,266 g (nazid Wall Coverings	
710			2/29 g locatel Bace	
710	Install Signage	5 days Tue 2/27/24 Mon 3/4/24 827 29 days	2/27 minuted Signage	
712	Install Corner Guards	5 days _Thu 2/29/24 Wed 3/6/24 _B30 _27 days	2/29 🔤 finital Correr Guards	
	Construction Clean Area	5 days Thu 3/7/24 Wed 3/13/24 852 27 days	3/7 Construction Clean Area	
713	Area Dust Free	0 days Thu 3/21/24 Thu 3/21/24 853 21 days	3/21 + Area Dust Free	
714	Owner Equipment Install	5 days Tue 7/30/24 Mon 8/5/24 173; 1 day	7/20 <mark>∭</mark> Owner Equipment instali	
715	Hook Up Equipment	5 days Tue 8/6/24 Mon 8/12/24 1731 1 day	8/76 🔤 Hook Up Equipment	
716	Wes 9.2	206 daysThu 11/2/23 Mon 8/26/24 448 1 day	11/2 Area 0.2	
717	Insulate, Hang & Tape GWB	13 days Thu 11/2/23 Mon 11/20/23 449 22 days	11/2 mm Innulate, Hang & Tape GWB	
718	Frame Hardlids & Soffits	3 days Wed 11/8/23 Fri 11/10/23 450 23 days	11/8 📗 Frame Hardlick & Soffics	
719	Hardlid MEP	5 days Fri 11/10/23 Thu 11/16/23 451 23 days	11/10 m Hardrid MEP	
720	Finish GWB	19 days Fri 11/17/23 Fri 12/15/23 452 23 days	11/17 mm French GWB	
721	Prime & First Coat Walls/Hardlids	10 days Mon 12/11/23Fii 12/22/23 453 23 days	12/11 🚃 Prime & First Cast WallyNardlids	
722	Install Wall Protection	15 days Wed 12/20/23Thu 1/11/24 884 60 days	12/20 Install Wall Protection	
723	Install Laminate Panels On Walls	7 days Wed 1/3/24 Thu 1/11/24 885 60 days	2/3 📷 Intelii Laminate Panels Os Walis	
724	Paint Door Jambs	3 days Tue 12/26/23 Thu 12/28/23 1275 69 days	12/26 📲 Pilit Door Jambs	
725	X-Ray Room - Install Unistrut in Ceiling	5 days Mon 12/18/23Fri 12/22/23 906 23 days	12/18 📷 X-Ray Recon - Install Unitativit in Gelling	
726	Room SC-125 - Install Plywood Backer	1 day Tue 12/26/23 Tue 12/26/23 907 56 days	12/76 Room 5C-126 - Install Plywood Backer	
727	Ceiling Grid (ACT)	14 days Thu 12/21/23 Thu 1/11/24 887 23 days	12/21 Ceiling Grd (ACT)	
728	Install Curtain Tracks	5 days Wed 1/10/24 Wed 1/17/24 138: 47 days	1/20 🚃 install Curtain Tracks	
729	Casework	15 days Fri 1/5/24 Fri 1/26/24 886 34 days	1/5 Casework	
730	Measure/Fab Countertops	15 days Mon 1/29/24 Fri 2/16/24 1328 34 days	1/29 mmm Mexic/26 Gounterloop	
731	Install Countertops	10 days Mon 2/19/24 Fri 3/1/24 132; 34 days	2/19 mm Insuil Countercops	
732	Install Wall Tile At Casework	2 days Mon 3/4/24 Tue 3/5/24 920 34 days	3/4 II Install Wall Title At Casework	
733	MEPF Trim - Casework	5 days Wed 3/6/24 Tue 3/12/24 883 34 days	3/6 💼 MEPF Tim - Gasework	
734	Power On To This Area	0 days Mon 1/8/24 Mon 1/8/24 882 54 days	2/8 ∲ PowerOn To This Area	
735	Celling Grid MEPF Trim	31 days Mon 1/8/24 Tue 2/20/24 881 23 days	1/8 - Celling Grid http://tim	
736	Install Ughts	15 days Mon 1/8/24 Mon 1/29/24 880 23 days	a ingli later 5/1	
737	Install Sprinkler Heads	5 days Thu 1/25/24 Wed 1/31/24 879 23 days	1/23 mill Install Sprinkfur Heads	
738	Install Fire Alarm	5 days Mon 1/29/24 Fri 2/2/24 877 23 days	1/29 💼 Ioriall Fire Alarm	
739	Install HVAC GRD's	15 days Wed 1/31/24 Tue 2/20/24 878 23 days	3/31 Inital HVAC SRO's	
740	Install ACT System Tile	14 days Wed 2/21/24 Mon 3/11/24 110; 23 days	2/21 www.install ACT System Tie	
- 741	Install ACT Tile	10 days Wed 2/21/24 Tue 3/5/24 1101 23 days	2/21 Instal # ACT Tile	
742	Install Wood ACT Tile	4 days ,Wed 3/6/24 Mon 3/11/24 110(23 days	3/6 📷 Install Wood ACT The	
743	Install Flooring	16 days Wed 3/6/24 Wed 3/27/24 892 23 days	3/6 mm	
744	Door And Hardware Install	12 days Thu 3/21/24 Fri 4/5/24 891 58 days	3/21 Door And Haidware Install	
745	Install Interior Tracks And Glass	5 days Thu 3/28/24 Wed 4/3/24 1758 40 days	3/28 🚃 Install Interior Tracks And Glass	
746	MEPF Trim - Floor / Wall / Celling	15 days Thu 3/28/24 Wed 4/17/24 895 23 days	3/28 MERT Trim - Floor / Wait / Ceiling	
747	Install Bathroom Accessories	3 days Mon 4/15/24 Wed 4/17/24 954 23 days	4/15 g install Bathroom Accessories	
748	Install Crash Guard / Handrall	6 days Mon 4/15/24 Mon 4/22/24 875 23 days	4/15 💼 Install Crash Guard / Handrall	
749	OFCI	15 days Mon 4/15/24 Fri 5/3/24 890 23 days	4/15 CPC	
750	install Window Blinds	5 days Thu 4/18/24 Wed 4/24/24 894 27 days	4/18 im India Window Binds	
751	Room AD-101 - Install Pass Through	1 day Fri 5/3/24 Fri 5/3/24 908 23 days	5/3 Room 4D-102 -Initial Pass Through	
752	Final Paint Walls/Hardlids	1) days Mon 4/29/24 Fri 5/17/24 873 23 days	4/29 mm Rinal Paints Walkarburging	
753	Install Wall Covering	2 days Thu 5/16/24 Fri 5/17/24 921 23 days	5/16 g total Wall Covering	
754	install Base	4 days Mon 5/20/24 Thu 5/23/24 959 23 days	5/20 m install Base	
755	install Signage	7 days Mon 5/20/24 Wed 5/29/24 889 23 days	5/20 🔤 trickal Signage	
756	Install Comer Guards	5 days Wed \$/22/24 Wed 5/29/24 874 23 days	joo aa inaan ayaa ayaa ahaa ahaa ahaa ahaa ahaa	
757	Construction Clean Area	7 days Tue 5/28/24 Wed 6/5/24 893 23 days	Jul a material control country of the second se	
			3/2 📷 Within South Control of Co	
Prepared By: B	outer Construction		Page 14 of 20	Printed: The 12/1/22

BASELINE CONSTRUCTION SCHEDULE

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Install Window Blinds

ID Task Name 205

Page 14 of 20

Printed: Thu 12/1/22

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Data Date, Mon 8/1/22

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CONSTRUCTION	COMPANY

BASELINE CONSTRUCTION SCHEDULE

Owner Equipment Install	10 days Tur 8/5/24 Mon 8/19/24 1398 1 day	and (zrwa) (zrw
Hook Up Equipment	10 days lut a/6/24 Mon 8/19/24 139: 1 day	#/s Downer Epoipement Install
Area D. I	201 days file of 1/27/24 whon 6/20/24 139, 1 day	8/13 Hook Up Equipment
Insulate, Hang & Tape GWB	13 days Man 11/27/2?Wed 12/13/23442 20 days	11/27 Area 0.1
Frame Hardlids & Soffits	Idays Fri 12/1/23 Tue 12/5/23 443 27 days	
Hardlid MEP	5 days Tue 12/5/23 Mon 12/11/23444 27 days	12/1 📷 Freme Hardilić & Soffts 12/5 📷 Hardilić MSP
Finish GWB	10 days (Tue 12/12/23 Tue 1/9/24 445 27 days	12D an international star 32/12 - Heads CWay
Prime & First Coat Walls/Hardlids	8 days Wed 1/20/24 Mon 1/22/24 446 27 days	1//L Prints GVW P Prints Brist Cost Walk/Hardles
Paint Dogr Jambs	2 days Tue 1/23/24 Web 1/24/24 128 (76 days	
Install Wall Protection	5 days Tue 1/23/24 Mon 1/29/24 950 73 days	1/23 Palint Door Jambs 1/23 Install Wall Protection
Men & Womens Restroom		
Prime & First Coat Walls/Hardlids	26 days Wed 1/10/24 Thu 2/15/24 135(34 days	1/10 www. Men & Womens Restration
Install Floor & Wall Tile	2 days Wed 1/10/24 Thu 1/11/24 1345 34 days	1// / # # nime & Trinx Coss Wallah kardida
	6 days Fri 1/12/24 Mon 1/22/24 134E 34 days	1/12 🚃 Instali Fictor & Wall Tile
Measure/Fab Countertops	15 days Tue 1/23/24 Mon 2/12/24 136: 67 days	1/23 Measure/Fab Countertops
Instali Countertops	1 day Tue 2/13/24 Tue 2/13/24 136; 67 days	2/13 (Matell Countertops
Install Partitions	2 days Tue 1/23/24 Wed 1/24/24 134; 34 days	3/23 👔 Install Partitions
Install MEPF Trim	2 days Thu 1/25/24 Fri 1/26/24 1346 34 days	1/25 g Listali MEPF Trim
Instali Bathroom Accessories	2 days Mon 1/29/24 Tue 1/30/24 1345 34 days	1/29 µ Install Balhoom Accessories
Final Paint Walls/Hardlids	2 days Wed 1/31/24 Thu 2/1/24 1344 34 days	1/31 g Final Palet Will/Nardlids
Install Sinks	2 days Wed 2/14/24 Thu 2/15/24 140£ 67 days	2/14 Install Sinks
Rooms ON-109, 110, 111 - Install Resin Panel	3 days Fri 1/19/24 Tue 1/23/24 943 27 days	1/19 📷 Abdems 0H-2.09, 120, 111 - Install Reals Planei
Ceiling Grid (ACT)	12 days Fri 1/19/24 Mon 2/5/24 953 27 days	1/19 Ceeling Grid (ACT)
Install Curtain Tracks	2 days Tue 2/5/24 Wed 2/7/24 1386 52 days	2/6 g ivestali Curtain Tracks
Casework	7 days .Wed 1/31/24 Thu 2/8/24 952 49 days	1/31
Install Shoe Cubbles & Lockers	5 days Fri 2/9/24 Thu 2/15/24 1346 60 days	2/9 📷 Install Shoe Cubbles & Lockers
Measure/Fab Countertops	15 days Fri 2/9/24 Thu 2/29/24 1324 49 days	2/9 mmm Messare #/AB Countertops
Install Countertops	5 days Fri 3/1/24 Thu 3/7/24 1325 49 days	3/1 📷 Install (Countertops
Install Wall Yile At Casework	3 days Frl 3/8/24 Tue 3/12/24 951 49 days	3/3 📷 install Wolf Tile At Cservork
MEPF Trim - Casework	5 days Wed 3/13/24 Tue 3/19/24 942 49 days	3/13 MERF Trim - Casework
Power On To This Area	0 days Wed 1/31/24 Wed 1/31/24 939 58 days	1/51 . Power On To This Area
Cailing Grid MEPF Trim	31 days Wed 1/31/24 Wed 3/13/24 938 27 days	1/31 - Celling Grid MER's Trins
Install Lights	15 days Wed 1/31/24 Tue 2/20/24 937 27 days	1/31 Install uphts
Install Sprinkler Heads	5 days Fri 2/16/24 Thu 2/22/24 936 27 days	2/16 🚃 install Sprinkder Heads
Install Fire Alarm	5 days Tue 2/20/24 Mon 2/26/24 934 27 days	2/20 💼 Install Fire Alarm
Install HVAC GRD's	15 days Thu 2/22/24 Web 3/13/24 935 27 days	2/22 Install HVAC GBD's
Install ACT System Tile	20 days Thu 3/14/24 Wed 4/10/24 949 27 days	3/14 sector Tile
Install ACT Tile	8 days Thu 3/14/24 Mon 3/25/24 1055 27 days	8/24 with ACT THE
Install Acoustical Baffles	5 days Tue 3/26/24 Mon 4/1/24 961 28 days	3/25 mm Fragal Acountical Baffee
Install Woud ACT Tile	12 days Tue 3/26/24 Wed 4/10/24 105(27 days	3/25 mm inital Wood ACTTie
Install Flooring	12 days Wed 4/3/24 Thu 4/18/24 948 27 days	4/3 Install Reading
Door And Hardware Install	10 days Fri 4/19/24 Thu 5/2/24 947 54 days	4/13 and force for And Handware Install
MEPF Trim - Floor / Wall / Celling	10 days Fri 4/19/24 Thu 5/2/24 932 27 days	4/3 3 4 Cook man management ansatz ansatz
Install Bathroom Accessories	10 days +n 4/19/24 ind 5/2/24 952 27 days 5 days Wed 5/1/24 Tue 5/7/24 955 27 days	for a program interview of the state of
Install Crash Guard / Handrail	5 days Web 3/1/24 Tue 3/1/24 955 27 days	2/1 a locate calculation (active calculation in the
Install Crash Guard / Handrah		
	15 days Wed 5/1/24 Tue 5/21/24 931 27 days	
Install Window Blinds Final Paint Walls/Hardlids	5 days Fri 5/3/24 Thu 5/9/24 930 30 days	5/3 Charland Windows Billinds
Final Paint Walls/Hardlids	15 days Wed 5/15/24 Wed 5/5/24 929 27 days	5/15 Final Paint WaityAardida
	2 days Tue 6/4/24 Wed 6/5/24 933 27 days	6/4 hest / Wall Covering
Seal Concrete Floor	1 day Wed 6/5/24 Wed 6/5/24 1281 27 days	\$/5 i Seal Coursets Floor
Install Base	3 days Wed 6/5/24 Fri 6/7/24 960 27 days	€/5 g Install Base
Install Signage	7 days Tue 6/4/24 Wed 6/12/24 928 28 days 5 days Fri 6/7/24 Thu 6/13/24 945 27 days	5/4 <u>m</u> i Install Signage 5/7 <u>m</u> i Install Comer Guards

Prepared By: Bouten Construction

Printed The 12/1/22

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Data Date; Mon 8/1/22

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BASELINE CONSTRUCTION SCHEDULE

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ID Task		Dur Start Finish Uniq Total ul 22 Aug 22 Sep 22 ID Slack 101724317 h42128 4 11423	Oct 72 How 72 Oct 72 Jan 73 Feb 72 Mar 73 Aug 72 Mar 73 Jan 74 Jan 75 Jan 76 Jan
811	Construction Clean Area	7 days Wed 6/12/24 Thu 6/20/24 927 27 days	
812	Area Dust Free	0 days Thu 6/20/24 Thu 6/20/24 925 27 days	5/20 ⊕ Area Durt Free
813	Owner Equipment Install	10 days Tue 8/20/24 Tue 9/3/24 1396 1 day	4/30 Owner Equipment Install
814	Hosk Up Equipment	10 days Tue 8/27/24 Tue 9/10/24 1395 1 day	8/27 mm Hook Up Equipment
815	Ave 1.2	222 daysWed 11/8/23 Tue 9/24/24 434 1 day	11/6 Arca h 2
815	Insulate, Hang & Tape GW8	14 days Fri 12/22/23 Fri 1/12/24 435 14 days	12/22 modelau, Hang & Tape GW8
817	Frame Hardlids & Soffits	3 days Fri 12/29/23 Wed 1/3/24 436 22 days	12/29 📷 Frame Handids & Softia
818	Hardlid MEP	5 days Wed 1/3/24 Tue 1/9/24 437 22 days	1/3 📷 Hardid M(*
819	Finish GWB	19 days .Wed 1/10/24 Tue 2/6/24 438 22 days	J/10 Finited GWB
820	Prime & First Coat Walls/Hardlids	7 days Wed 2/7/24 Thu 2/15/24 439 22 days	2/7 🚃 Prime & Pist Caa Wals/Hardlids
821	Paint Door Jambs	2 days Fri 2/16/24 Mon 2/19/24 128; 71 days	2/15 Paint Door Jambs
822	OR Rooms 1-3	65 days Wed 11/6/23 Tue 2/13/24 992 41 days	11/R On Room 1-3
823	Insulate, Hang & Tape GW8	8 days Wed 11/8/23 Fri 11/17/23 997 41 days	13/8 — Insulate, Hang & Tape GWB
824	Frame Hardlids & Soffits	5 days Mon 11/20/23Tue 11/28/23 596 41 days	11/70 🚥 Frame Hayolida & Sofins
825	Hardlid MEP	10 days Wed 11/29/23Tue 12/12/23 995 41 days	11/29 — Hardid MEP
825	Flaish GWB	6 days Wed 12/13/22Wed 12/20/23994 41 days	12/13 Finih GWB
827	Prime & First Coat Walls/Hardlids	2 days Thu 12/21/23 Fri 12/22/23 993 41 days	12/21 g Prime & First Coat Walk/Manildo
826	Instal) Epoxy Flooring	10 days Tue 12/26/23 Tue 1/9/24 1007 41 days	12/76 mmm freshill Epocy Flooring
829	Install Wall Protection	6 days Wed 1/10/24 Thu 1/18/24 1005 41 days	2/10 minutil Wall Protection
830	MEPF Trim - Wall & Ceiling	6 days Wed 1/17/24 Wed 1/24/24 1008 41 days	3/17 📷 MEPF Trim - Wall & Celling
831	Final Paint Cellings	2 days Thu 1/25/24 Fri 1/26/24 101: 41 days	1/25 IF Final Paint Ceilings
832	Install Corner Guards	2 days Mon 1/29/24 Tue 1/30/24 1012 41 days	2/29 il install Conver Guardi
833	OFCI	4 days Wed 1/31/24 Mon 2/5/24 1011 41 days	3/31 000
834	Install Light Booms	6 days Tue 2/6/24 Tue 2/13/24 1006 41 days	2/6 📷 todal Light Booms
835	Install Wall Protection	25 days Wed 2/14/24 Tue 3/19/24 987 50 days	2/14 Install Wall Pretaction
836	Ceiling Grid (ACT)	16 days Wed 2/14/24 Wed 3/6/24 991 22 days	2/14 Colling Grid (Jurg)
837	Install Curtain Tracks	8 days :Thu 3/7/24 Mon 3/18/24 138; 39 days	3/7 minimum head Curtain Tradus
838	Casework	10 days, Wed 2/28/24 Tue 3/12/24 990 38 days	2/2 Classoork
8.39	Install Shoe Cubbies & Lockers	S days Wed 3/13/24 Tue 3/19/24 1335 50 days	1/13 mi Initial Store Cublies & Lotters
840	Measure/Fab Countertops	15 days Wed 3/13/24 Tue 4/2/24 132; 38 days	1/13 Messure/Fab Counterings
841	Install Countertops	7 days Wed 4/3/24 Thu 4/11/24 132: 38 days	4/3 em Install Countertops
842	Install Wall The At Casework	2 days Fri 4/12/24 Mon 4/15/24 989 38 days	4/12 g Intra® Wall THE AL Classwork
843	MEPF Trim - Casework	5 days Tue 4/16/24 Mon 4/22/24 988 38 days	4/35 W 16/5 Trim - Casework
844	Power On To This Area	0 days Wed 2/28/24 Wed 2/28/24 985 53 days	2/28
845	Calling Grid MEPF Trim	31 days Wed 2/28/24 Wed 4/10/24 985 22 days	2/28 zmm-internet film
846	Install Lights	15 days .Wed 2/28/24 Tue 3/19/24 984 22 days	2/78 Insal Links
847	Install Sprinkler Heads	5 days Fri 3/15/24 Thu 3/21/24 983 22 days	3/15 minutal Sphelber Heads
848	Install Fire Alarm	S days Tue 3/19/24 Mon 3/25/24 981, 22 days	3/19 install Fire Alarm
849	Install HVAC GRD's	15 days Thu 3/21/24 Wed 4/10/24 982 22 days	3/23 10000 (inclui) HVAC 08/2's
850	Install ACT System Tile	16 days Thu 4/11/24 Thu 5/2/24 980 22 days	4/L3 - more final ACT System Tile
851	Install ACT Tile	12 days Thu 4/11/24 Fri 4/26/24 105; 22 days	
852	Install Wood ACT Tile	4 days Mon 4/29/24 Thu 5/2/24 1053 22 days	
853	Install Flooring	4 days Mon 4/29/24 Tru 5/14/24 1051 22 days 12 days Mon 4/29/24 Tru 5/14/24 978 22 days	4/3 minum vacuum and minum and
854			
	Install Storefront At Surgery Walting	3 days Wed 5/15/24 Fri 5/17/24 1016 42 days	5// 5 g install Science A A Source Watche
855	Install Sliding Door Systems	8 days Wed 5/15/24 Fri 5/24/24 139; 37 days	S/IS and Install Stating Dour Systems
856	Door And Hardware Install	10 days Thu 5/9/24 Wed 5/22/24 977 55 days	5/9 Boor And Hardware Install
857	MEPF Trim - Floor / Wall / Celling	10 days Wed 5/15/24 Wed 5/29/24 972 22 days	5/15 mms/ MLRPF Trim - Tracer / Wail / Celling
858	Install Bathroom Accessories	10 days Tue 5/28/24 Mon 6/10/24 976 22 days	5/28 mm kritil Behroom Accessines
859	Install Crash Guard / Handrall	15 days Tue 5/28/24 Mon 6/17/24 975 22 days	5/28 🔤 instali Crash Grand / Handrali
850	DFCI	15 days :Tue 5/28/24 Mon 6/17/24 971 22 days	5/32 10 0
861	install Window Blinds	5 days .Thu 5/30/24 Wed 5/5/24 970 30 days	5/30 🔤 instal Window Blinds
862 863	Final Paint Walls/Hardlids	7 days Tue 6/18/24 Wed 6/25/24 969 22 days	8/13 🔤 Final Paint WalkyAkardida
865	Install Wall Covering	2 days Tue 6/25/24 Wed 6/26/24 973 22 days	6/25 p install Wall Cryseing
Prepend By:	Bouten Construction		Page 15(12)

Printed: Thu 12/1/22

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Data Date: Mon 8/1/22

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Cited and	THUCTOON COMPANY
1D	Task Name

Seal Concrete Floor

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PMH REPLACEMENT HOSPITAL

BASELINE CONSTRUCTION SCHEDULE

Data Data: Mon 8/1/22

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Der Start Freide Unigfent dritz Auf 22 (sep 22) (sep 23) Install Base 3 days Wed 6/26/24 Fri 6/28/24 968 22 days 6/26 🐒 Install Base Install Signage 7 days Thu 6/27/24 Mon 7/8/24 967 24 days 6/27 minstall Signage Install Corner Guards 10 days Fri 6/28/24 Fri 7/12/24 974 22 days 6/28 Install Corner Guards **Construction** Clean Area 7 days Thu 7/11/24 Fri 7/19/24 966 22 days 7/11 Construction Clean Area Area Oust Free 0 days Fri 7/19/24 Fri 7/19/24 965 22 day 7/19 . Area Dust Free Owner Equipment Install 10 days Wed 9/4/24 Tue 9/17/24 1394 1 day 9/4 ____ Owner Equipment Instal Hook Up Equipment 10 days .Wed 9/11/24 Tue 9/24/24 1285 1 day 9/11 Hook Up Equipment Arri 5.1 177 daysWed 1/31/24 Tue 10/8/24 469 3 day 1/31 -Area B.1 Insulate, Hang & Tape GWB 14 days :Wed 1/31/24 Mon 2/19/24 470 3 day 1/31 Insulate, Hang & Tape GWB Frame Hardlids & Soffits 3 days Tue 2/6/24 Thu 2/8/24 471 4 day 2/6 💣 Frame Hardlids & Soffits Hardlid MEP 5 days Fri 2/9/24 Thu 2/15/24 472 4 day 2/9 💼 Hardlid MEP Finish GWB 18 days Fri 2/16/24 Tue 3/12/24 473 4 day 2/16 Finish GW8 Prime & First Coat Walls/Hardlids 7 days Wed 3/13/24 Thu 3/21/24 474 4 day 3/13 Prime & First Coat Walls/Hardlids Paint Door Jambs 3 days Fri 3/22/24 Tue 3/26/24 1284 62 days 3/22 Paint Door Jambs Install Wet Wall System @ Patient Restroom 3/22 Install Wet Wall System @ Patient Restroom 2 days Fri 3/22/24 Mon 3/25/24 1332 63 day Install Wall Protection 25 days Fri 3/22/24 Thu 4/25/24 1041 40 day 3/22 Install Wall Protection Trauma Bay 1 & 2 - Epoxy Coating Install At Floor And Walls 10 days Fri 3/22/24 Thu 4/4/24 1167 55 day 3/22 Trauma Bay 1 & 2 - Epoxy Coating Install At Floor And Walls 3/13 Public Restroom Public Restroom 22 days ,Wed 3/13/24 Thu 4/11/24 1171 65 day Prime & First Coat 1 day Wed 3/13/24 Wed 3/13/24 1175 65 days 3/13 | Prime & First Coat Instal) Floor & Wall Tile 4 days Thu 3/14/24 Tue 3/19/24 1174 65 days 3/14 🚃 Install Floor & Wall Tile Measure/Fab Countertops 15 days Wed 3/20/24 Tue 4/9/24 1361 65 days 3/20 Measure/Fab Countertops Install Countertops 1 day Wed 4/10/24 Wed 4/10/24 1356 55 days 4/10 | Install Countertops Install MEPF Trim 2 days : Wed 3/20/24 Thu 3/21/24 1175100 da... 3/20 | Install MEPF Trim 2 days -Fri 3/22/24 Mon 3/25/24 1176 100 da. Install Bathroom Accessories 3/22 Instal Bathroom Accessories Final Paint Walls/Hardlids 1 day _Tue 3/26/24 Tue 3/26/24 117:100 da 3/26 Final Paint Walls/HardIlds Install Sinks 1 day Thu 4/11/24 Thu 4/11/24 141; 55 days 4/11 | Install Sinks Celling Grid (ACT) 14 days .Wed 3/20/24 Mon 4/8/24 1045 4 days 3/20 Ceiling Grid (ACT) Install Curtain Tracks 7 days Tue 4/9/24 Wed 4/17/24 1381 28 days 4/9 💼 Install Curtain Tracks Casework 15 days Tue 4/2/24 Mon 4/22/24 1044 31 days 4/2 Casework Measure/Fab Countertops 15 days Tue 4/23/24 Mon 5/13/24 1315 31 days 4/23 Measure/Fab Countertops 1D days Tue 5/14/24 Tue 5/28/24 132(31 days S/14 Install Countertops Install Countertops Instali Glass System At Registration 3 days Wed 5/29/24 Fri 5/31/24 1175 53 days 5/29 🝵 Install Glass System At Registration 5/29 g Install Wall Tile At Casework Install Wall Tile At Casework 2 days Wed 5/29/24 Thu 5/30/24 104: 31 days S/31 💼 MEPF Trim - Casework MEPF Trim - Casework 5 days Fri 5/31/24 Thu 6/6/24 104: 31 days Power On To This Area 0 days Tue 4/9/24 Tue 4/9/24 1041 35 day 4/9 . Power On To This Area Celling Grid MEPF Trim 31 days Tue 4/9/24 Tue 5/21/24 1035 4 days 4/9 🖝 Ceiling Grid MEPF Trim 15 days Tue 4/9/24 Mon 4/29/24 1038 4 days Install Lights 4/9 install Light 4/25 💼 Install Sprinkler Heads Install Sprinkler Heads 5 days Thu 4/25/24 Wed 5/1/24 1037 4 days Install Fire Alarm 5 days Mon 4/29/24 Fri 5/3/24 1035 4 days 4/29 💼 Install Fire Alarm Install HVAC GRD's 15 days Wed 5/1/24 Tue 5/21/24 1036 4 days 5/1 Install HVAC GRD's Install ACT Tile System 12 days Wed 5/22/24 Fri 6/7/24 1034 4 days 5/22 mm Install ACT Tile System Install ACT Tile 10 days ;Wed 5/22/24 Wed 6/5/24 105: 4 days 5/22 Install ACT Tile lestall Wood ACT Tile 2 days Thu 6/6/24 Fri 6/7/24 1056 4 days 6/5 Mood ACT Tile 6/10 Install Terrazzo Flooring System Install Terrazzo Flooring System 11 days :Mon 6/10/24 Mon 6/24/24 1287 4 days Instal! Flooring 20 days Tue 6/18/24 Tue 7/16/24 103; 4 days 6/18 Install Flooring Install Storefront At ED Waiting 3 days Wed 7/17/24 Fri 7/19/24 1033 19 days 7/17 Install Storefront At ED Waiting Install Sliding Door System 5 days Wed 7/17/24 Tue 7/23/24 139: 17 days 7/17 💼 Install Silding Door System Door And Hardware Install 14 days -Thu 7/11/24 Tue 7/30/24 103(28 days 7/11 Door And Hardware Install 10 days Wed 7/17/24 Tue 7/30/24 1025 4 day MEPF Trim - Floor / Wall / Celling 7/17 MEPF Trim - Floor / Wall / Celling Install Bathroom Accessories 6 days Mon 7/29/24 Mon 8/5/24 1025 4 day 7/29 💼 Install Bathroom Accessories Install Crash Guard / Handrail 15 days Mon 7/29/24 Fri 8/16/24 1021 4 days 7/29 Install Crash Guard / Handrall OFCI 15 days Mon 7/29/24 Fri 8/16/24 1024 4 days 7/29 OFCI

Prepared By: Bouten Construct

Printed The 12/1/22

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TENSTERCH	083	co)(P	6.15.7

Install Window Blinds

Install Wall Covering

Sea! Concrete Floor

Seal Concrete Floor

Install Base

Final Paint Walls/Hardlids

1 day Tue 8/20/24 Tue 8/20/24 1305 18 days

3 days Tue 8/20/24 Thu 8/22/24 110; 18 days

ID Task Name

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PMH REPLACEMENT HOSPITAL Proster Memorial Health

BASELINE CONSTRUCTION SCHEDULE

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	BASELINE CONSTRUCTION SCHEDULE
Dur Start Finish UniqiTotal ui zg. Aug. zg. Sep. zg. Oct. zg. Noc. 5 daws Wed 7/31/24 Tue 8/6/24 100/22 7.000 100/20<	122 Dec 22] jan 123 Feb 123 Jan 123 Feb 123 Jan 124 Jeb 124 Jan 124 Ja
10 days Mon 8/12/24 Fri 8/23/24 102; 4 days	8/12 — Final Paint Walls/Asortids
2 days Thu 8/22/24 Fri 8/23/24 1026 4 days	8/22 Initial Wall Exerting
1 day Fri 8/23/24 Fri 8/23/24 1286 4 days	8/23 Seal Concrete Floor
5 days Fri B/23/24 Thu B/29/24 1021 4 days	8/23 🔤 Install Asse
7 days Thu 8/22/24 Fri 8/30/24 1020 5 days	0/22 📷 Initial Signapa

8/20 | Seal Concrete Floor

8/20 👔 Install Base

Install Base	5 days Fri 8/23/24 Thu 8/29/24 1021 4 days	8/23 💼 Initali Repe
Install Signage	7 days Thu 8/22/24 Fri 8/30/24 1020 5 days	8/22 📷 Instal Serves
Install Corner Guards	6 days Wed 8/28/24 Thu 9/5/24 102; 4 days	1/28 mini Intali Comer Guards
Construction Clean Area	7 days Wed 9/4/24 Thu 9/12/24 1019 4 days	9/4 mm Construction Clean Area
Area Dust Free	0 days Thu 9/12/24 Thu 9/12/24 1011 4 days	9/12 + Area Data Free
Install Exam Lights in Treatment, Trauma & Isolation Rooms	5 days Fri 9/13/24 Thu 9/19/24 1157 4 days	9/3 🖉 interational a state of the state of
Owner Equipment Install	10 days Wed 9/18/24 Tue 10/1/24 140X 1 day	
		9/28 Owner Equipment Install
Hook Up Equipment	10 days Wed 9/25/24 Tue 10/8/24 1395 1 day	9/73 mm Hook Up Equipment
OR/Radiology Buildout	90 days Wed 4/24/24 Thu 8/29/24 483 38 days	4/24 DR//tacinlogy is utdout
Anal	173 daysTue 2/20/24 Tue 10/22/24 462 1 day	2/20
Insulate, Hang & Tape GWB	15 days Tue 2/20/24 Mon 3/11/24 463 3 days	2/23 knadata, Hang & Tape GWB
Frame Hardlids & Soffits	3 days Mon 2/26/24 Wed 2/26/24 464 8 days	2/26 II Frame Handlick & Soffies
Hardlid MEP	5 days Wed 2/28/24 Tue 3/5/24 465 8 days	2/28 m Hardid MEP
Finish GWB	16 days Tue 3/12/24 Tue 4/2/24 466 4 days	3/2 Fibb 6W8
Prime & First Coat Walis/Hardlids	7 days Wed 4/3/24 Thu 4/11/24 467 18 days	4/3 Prime & First Coat Walky/Aarding
Paint Door Jambs	2 days _Fri 4/12/24 Mon 4/15/24 130E 63 days	4/12 III Paint Decrumer
Install Wall Protection	20 days Fri 4/12/24 Thu 5/9/24 112: 51 days	4/22 minute Wall Protection
Install Epoxy Floor At LDRP And Triage Restrooms / Pharmacy Area	15 days Fri 4/12/24 Thu 5/2/24 1306 18 days.	4/22 memory Install Egouy Floar AL LORP And Triage Restructory / Plannacy Area
Ceiling Grid (ACT)	8 days Thu 4/25/24 Mon 5/6/24 1132 18 days	4/25 Ceing Grid (JACT)
Casework	10 days Thu 5/2/24 Wed 5/15/24 113: 30 days	\$/2 Contracts
instali Wali Tile	6 days Tue 5/7/24 Tue 5/14/24 1131 48 days	5/7 💼 Insta® Wai) Tae
Install Wet Wall System @ Patient Restrooms	7 days Tue 5/7/24 Wed 5/15/24 1334 57 days	5/7 🔤 Install Wet Wall System @ Pallent Restrooms
Install Euritain Tracks	10 days Tue 5/7/24 Mon 5/20/24 1385 35 days	5/7 will interact and a second s
Install Shoe Cubbles & Lockers	2 days Thu 5/16/24 Fri 5/17/24 1331 45 days	5/16 install Show Cubbes & Lockers
Measure/Fab Countertops	15 days Thu 5/16/24 Thu 6/6/24 131t 30 days	4.1 s ji nove in the control to Control Section 2.1 s control Sect
Install Countertops		
	7 days Fri 5/7/24 Mon 6/17/24 131; 30 days	67 millio Counterio pa
MEPF Trim - Casework	5 days .Tue 6/18/24 Mon 6/24/24 113(30 days	6/18 🔤 MEPF Trim-Casework
Power On To This Area	0 days Wed 5/1/24 Wed 5/1/24 1121 49 days	S/1. ⊕ Power Cin To This Area
Ceiling Grid MEPF Trim	31 days Wed 5/1/24 Thu 6/13/24 1127 18 days	5/2 generating Grid MDPF Trim
Instail Lights	15 days Wed 5/1/24 Tue 5/21/24 112f 18 days	5/1 mm netali Ughts
Install Sprinkler Heads	S days Fri 5/17/24 Thu 5/23/24 1125 18 days	5/17 million formation of the second se
Instail Fire Alarm	5 days Tue 5/21/24 Tue 5/28/24 112! 18 days	5/21 minutal Rev Atarm
Install HVAC GRD's	15 days Thu 5/23/24 Thu 6/13/24 112- 18 days	5/23 Install HVAC GD(1)
Install ACT Tile System	11 days Fri 6/14/24 Fri 6/28/24 112; 18 days	\$//4 y→→ kstall ACT THE System
Install ACT Tile	6 days Fri 6/14/24 Fri 6/21/24 1121 18 days	57.4 minuted ACT Trie
Install Wood ACT Tile	5 days Mon 6/24/24 Fri 6/28/24 112(18 days	674 🏢 Install Wood ACT Tile
Install Flooring	12 days Thu 6/27/24 Mon 7/15/24 1111 18 days	6/27 mm Install Hooring
Install Storefront At Surgery Walting	3 days Tue 7/16/24 Thu 7/18/24 1117 45 days	7/5 g Initial Storefront At Surgery Wahing
Door And Hardware Install	9 days Thu 7/11/24 Tue 7/23/24 1116 43 days	7/11 Coor And Hardware Install
MEPFTrlm - Floor / Wall / Ceiling	10 days Fri 7/12/24 Thu 7/25/24 1113 18 days	7/12 MEP Trim - Floor / Vall / Coine
Install Pass Throughs At Pharmacy Rooms	2 days Wed 7/24/24 Thu 7/25/24 1296 29 days	7/24 Introlling lines through at Albamacy Account
Install Bathroom Accessories	15 days /Wed 7/24/24 Tue 8/13/24 1115 18 days	7/24 mm Install Bathroom Accessing
Instali Crash Guard / Handrali OFCI	6 days Wed 7/24/24 Wed 7/31/24 1114 18 days	7/2.4 me Install Crain Gasted / Handrall
	15 days .Wed 7/24/24 Tue 8/13/24 111(18 days	7/24 66
Install Window Bilnds	5 days Fri 7/26/24 Thu 8/1/24 1105 24 days	7/26 instal Window Binds
Final Paint Walls/Hardlids	7 days Mon 8/12/24 Tue 8/20/24 1108 18 days	8/22 🚃 Friai Pain: WaityAardigs
Install Wall Covering	2 days Mon 8/19/24 Tue 8/20/24 1112 18 days	8/19 g Initial Wall Covering

Prepared By: Bouten Construction

Printed: Thu 12/1/22

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Data Date: Mon 8/1/22

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Data Date: Mon 8/1/22

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BASELINE CONSTRUCTION SCHEDULE

CONSTRUCTIO	COMPANY				BASELINE CONSTRUCTION SCHEDULE
ID Task N	ane	Dur Start		Total ul '2 Slack 101	2 Aug 22 500 22 00122 Mov 22 Dec 22 0012 Hov 22 Dec 22 an 23 feb 23 Aug 24 Aug
970	Install Signage	5 days Wed 8/21/2		18 days	2 Aug 22] Sep 22 Oct 22 New 22 Der 22 Jan 22 Feb 22 Jan 22 Feb 22 Jan 22 Feb 22 Jan 22 Feb 23 Jan 22 Jan 22 Jan 22 Feb 23 Jan 22 Sep 23 Oct 23 Jan 24 Feb 24 Jan 25 Feb 26 Jan 26
971	Install Corner Guards	5 days Thu 8/22/24	Wed 8/28/24 111		4/22 📷 Install Correct Guards
972	Construction Clean Area	S days Wed 8/28/2	4 Wed 9/4/24 110	18 days	8/28 Construction Clean Area
973	Area Dust Free	0 days Wed 9/4/24	Wed 9/4/24 110	18 days	9/4 & Area Dut Free
974	Owner Equipment Instal!	10 days Wed 10/2/2	4 Tue 10/15/24 140	1 day	10/2 — Owner Caupment Install
975	Hook Up Equipment	10 days Wed 10/9/2	4 Tue 10/22/24 140	1 day	10/9 million Up Equipment
976	Hres E	166 days Fri 3/15/24	Wed 11/6/24 427	0 days	2/15 Ares E
977	Insulate, Hang & Tape GWB	14 days Fri 3/15/24	Wed 4/3/24 428	D days	3/15 Muldite, Hang & Tape GWB
978	Frame Hardlids & Soffits	3 days Thu 3/21/24	Mon 3/25/24 429	0 days	3/21 📷 Frame Fardies 8. Soffer
979	Hardlid MEP	5 days Mon 3/25/2	14 Fri 3/29/24 430	0 days	3/25 🗧 Hardlid MEP
980	Finish GWB	18 days Tue 4/9/24	Thu 5/2/24 431	0 days	4/9 Mich SW8
961	Prime & First Coat Walls/Hardlids	8 days - Fri 5/3/24	Tue 5/14/24 432	0 days	5/3 🚃 Prime & First Coat WalkyHardida
982	Install Wall Protection	6 days Wed 5/15/2	4 Wed 5/22/24 116	55 days	5/25 Imi Intal Wal Protection
983	Paint Door Jambs	4 days Wed 5/15/2	4 Mon 5/20/24 131	57 days	5/JS Paint Doer Jambs
984	Install Wet Wall System @ Patient Restrooms	13 days Wed 5/15/2	4 Mon 6/3/24 133	48 days	5/IS Prital Wet Wall System @ Pallent Resprooms
985	Men & Warrens Restroom	31 days Fri 5/3/24	Mon 6/17/24 135	53 days	5/3 - Mar & Wanets Restroom
986	Prime & First Coat Walls/Hardlids	3 days Fri S/3/24	Tue 5/7/24 135	£ 53 days	3/3 📷 Prime & First Coav Wally/Stardids
987	Install Floor & Wall Tile	9 days .Wed 5/8/24	Mon 5/20/24 135	53 days	5/8 mm install free & Wall The
988	Measure/Fab Countertops	15 days Tue 5/21/24	Tue 6/11/24 135	53 days	5/21 Mesure/Fab Countertops
989	Install Countertops	2 days Wed 5/12/2			5/2 g Install Countertops
990	Install Partitions	2 days Tue 5/21/24			5/21 Induil Partitions
991	Install MEPF Trim	3 days Thu 5/23/24			5/13 III INTERÎ MEPÎ 71êM
992	Install Bathroom Accessories	2 days Wed 5/29/2			5/2P In Intal Esthorom Accessories
993	Final Point Walls/Hardlids	2 days Fri 5/31/24			5/31 Penal Paint WolfyHardIds
994	Install Sinks	2 days Fri 6/14/24			6/14 g Install Sinks
995	install Epoxy Floor At Med/Surge & ICU & Observation Restrooms				5/13 generated initial Epony Filosov ALMed/Surge & IXCU & Observation Retitioons
996	Ceiling Grid (ACT)	15 days Mon 5/20/2	4 Mon 6/10/24 116	0 days	5/20 Celling Grid LAC1)
997	Install Curtain Tracks	3 days Tue 6/11/24	Thu 6/13/24 139	24 days	5/11 g Hotal Curvaio Tracks
998	Casework	15 days Thu 5/30/24	Wed 6/19/24 116	24 days	3/R0 mmma Casework
999	Measure/Fab Countertops	15 days Thu 6/20/24	Thu 7/11/24 131	24 days	6/20 Measura/Feb Countertops
1000	Install Countertops	10 days Fri 7/12/24	Thu 7/25/24 131	24 days	7/12 metallocuntertops
1001	Install Wall Tile At Casework	2 days Fri 7/26/24	Mon 7/29/24 116	24 days	7/26 ∎ hstpall Wall Tile At Conserverk
1002	MEPF Trim - Casework	5 days Tue 7/30/24	Mon 8/5/24 116	24 days	7/30 💼 MOPE Trins - Casework
1003	Power On To This Area	0 days Wed 6/5/24	Wed 6/5/24 116	31 days	5/5 a Power On To This Area
1004	Celling Grid MEPF Trim	31 days Wed 6/5/24	Thu 7/18/24 116	0 days	6/5 🗣
1005	Install Lights	15 days Wed 6/5/24	Tue 6/25/24 115	9 0 days	6/5 million lights
1006	Install Sprinkler Heads	S days Pri 6/21/24	Thu 6/27/24 115	E O days	6/21 🚾 finsall Sovinkier Heads
1007	Install Fire Alarm	5 days Tue 6/25/24	Mon 7/1/24 115	E D days	6/25 tee hintal fire Alarm
1008	Install HVAC GRD's	15 days Thu 6/27/24	Thu 7/18/24 115	D days	6/27 margin lostal HVAC GRD's
1009	Install ACT Tile System	19 days Fri 7/19/24	Wed 8/14/24 115	0 days	7/19 www.uniteditationality.com
1010	Install ACT Tile	13 days Fri 7/19/24	Tue 8/6/24 115	0 days	7/19 witstall ACT THE
1011	Install Wood ACT Tile	6 days Wed 8/7/24	Wed 8/14/24 115	0 days	8/7 me Install Wood ALT THE
1012	install Flooring	20 days Mon 8/12/2	4 Mon 9/9/24 115	0 days	8/12 minutel Flooring
1013	Install Storefront At Surgery Walting	3 days 7ue 9/10/24	Thu 9/12/24 115	15 days	9/10 anistali Starefront At Surgery Walking
1014	Door And Hardware Install	16 days Wed 9/4/24		- 1	9/4 Door Aud Hardware Install
1015	Loading In Bay - Complete Buildout	20 days Thu 9/26/24			9/26 generate Locking in Bay - Complete Buildout
1016	MEPF Trim - Floor / Wall / Celling	10 days Tue 9/10/24		1	9/10 MEPE Title - Floor / Wall / Celling
1017	Install Bathroom Accessories	4 days Fri 9/20/24			\$/20 initial Baltroom Accessories
1018	Install Crash Guard / Handrall	5 days Fri 9/20/24			5/20 Install Crash Gued / Handral
1019	OFCI	15 days Fri 9/20/24	Thu 10/10/24 114	i 0 days	9/20 09/20
1029	Instali Window Blinds	5 days Tue 9/24/24			5/74 mill initial Window Blinds
1021	Final Paint Walls/Hardlids	10 days Fri 10/4/24			10/4 Field Failer Wallichtandicks.
1022	Seal Concrete Floor	1 day Fri 10/18/24			10/19 y sau Concrute Floor
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Prepared By: Souten Construction

Printed: Thu 12/1/22

Boulien		PMH REPLACEMENT HOSPITAL Posser Merodal Health BASELINE CONSTRUCTION SCHEDULE
CONSTRUCTION COMPANY		
ID Task Name	Dur Start Finish Unio Total U1/22 Aug 22 Sep 22 Oct 22 ID Slack 10172431 7 142 128 4 111825 2 9 1623	1 Rev 22 Der 32 Jun 23 Ee 73 Jun 23 Apr 73 Apr 73 Apr 73 Apr 73 Jun 23 Jun 23 Apr 73 Jun 24 Apr 74 May 73 Jun 23 Apr 75 May 73 Jun 24 Ju
1023 Install Wall Covering		1915 🖬 1914 (1915) 1915 - 1915 (1916) 1915 - 1915 - 1915 (1916) 1915 - 1915 - 1915 (1916) 1915 - 1915 - 1915 - 1915 - 1915 - 1915 - 1915 - 1915 -
1024 Install Base	5 days Fri 10/18/24 Thu 10/24/24 1140 O days	1.0/18 📷 Instañ Base
1025 install Signage	5 days Fri 10/18/24 Thu 10/24/24 1135 2 days	1.0/2 📷 Instal Signage
1026 Install Corner Guards	4 days Wed 10/23/24 Mon 10/28/24114£ 0 days	10/23 Mutatil Correr Guards
1027 Construction Clean Area	8 days Mon 10/28/24Wed 11/6/24 113E 0 days	10/28 Construction Dean Area
1028 Med Gas Certification	5 days Wed 10/30/24Tue 11/5/24 133; 1 day	10/37 mill Med Get Centification
1029 Owner Equipment Install	10 days Wed 10/16/24Tue 10/29/24 14D/ 1 day	10/15 mm Owner Equipment install
1030 Hook Up Equipment	10 days Wed 10/23/24Tue 11/5/24 14DE 1 day	11/22 — Hook Up Equipment
1031 Area Dust Free	0 days Wed 11/6/24 Wed 11/6/24 113; 0 days	11/6 e Anno Dut Free
1032 Illevators	70 days Fri 12/22/23 Tue 4/2/24 91 53 days	12/12 w Beators
1033 Elevator Car 1	20 days Fri 12/22/23 Tue 1/23/24 92 53 days	12/22 Elevitor Car 1
1034 Elevator Car 2	20 days Wed 1/24/24 Tue 2/20/24 93 53 days	1/24 Bentar Car 2
1035 Framing, GWB & Elevator Fronts	30 days Wed 2/21/24 Tue 4/2/24 95 53 days	2/21 Franky, GWB & Bettor Franks
1036 Sate Work 5 untinos 2023 & 2024	409 days Mon 3/27/23 Fri 11/1/24 97 27 days	3/27 51m Work & Uhâles-2013 & 2024
1037 Unifitian	409 days Mon 3/27/23 Fri 11/1/24 98 27 days	3/27
1038 Remaining Site Utilities	100 days Mon 3/27/23 Tue 8/15/23 88 27 days	3/27 Remaining Site Ublines
1039 Site Handrails/Guardrails	10 days Wed 5/24/23 Wed 6/7/23 104 93 days	5/24 mms Site Mandraik/Guardraik
1040 O2 & Generator Concrete Pads	12 days Fri 6/9/23 Mon 6/26/23 484 92 days	6/9 mm O2 R. Generator Concrete Pada
1041 Site Grading	30 days Wed 8/16/23 Wed 9/27/23 96 27 days	8/16 Site Grading
1042 Curbing & Initial Asphalt Lift	40 days Wed 11/1/23 FA 12/29/23 89 3 days	11/1 Garbing & Faltsi Asphare (Ift
1043 Sidewalks & Any Remaining Curbing	25 days Wed 5/1/24 Wed 6/5/24 103 3 days	3/1 Sidewalks & Ary Remaining Curbing
1044 Irrigation	35 days Thu 6/6/24 Thu 7/25/24 99 3 days	6/6 mm rightion
1045 Site Fencing	20 days Thu 6/6/24 Wed 7/3/24 100 8 days	6/G See Ferding
1045 Landscape & Plantings	60 days Fri 7/12/24 Fri 10/4/24 101 3 days	7/12 Landstape & Plandrugs
1047 Oxygen Tank	10 days Mon 9/16/24 Mon 9/30/24 90 53 days	9/16 D Druges Tark
1048 Final Asphalt Lift	15 days .Mon 9/30/24 Fri 10/18/24 102 3 days	
1049 Site Accessories & Markings	15 days Mon 10/14/24Fri 11/1/24 105 3 days	10/14 The Sin Accessories & Maylings
1050 Site Work & Utilities Complete	0 days Fri 11/1/24 Fri 11/1/24 171; 3 days	14/4 in the Accounter & Marings
1051 Element	85 days Wed 8/14/24 Fri 12/13/24 128 0 days	
1052 Mechanical Equipment Startup & TAS	60 days Mon 8/26/24 Mon 11/18/24120 17 days	4/2 Control 8/26 Methinot Startup & TAB
1053 Electrical Systems Testing	60 days Wed 8/14/24 Thu 11/7/24 122 25 days	externa de contrario statuito a una estatuita de la contrario
1054 Punchilist	15 days Thu 11/21/24 Fri 12/13/24 121 0 days	6// n rectified systems i being 12/21 Parchist
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1056 Weather Bank 2022/2023	10 days Thu 11/7/24 Wed 11/20/24485 0 days	1/7 Section Configuration
1057 Weather Bank 2023/2024	5 days Thu 11/21/24 Wed 11/27/24124 0 days	1// • Team 5 and 2023
1058 Final Inspections	10 days Mon 12/2/24 Fri 12/13/24 125 0 days	
1059 Substantial Completion	0 days Fri 12/13/24 Fri 12/13/24 127 D days	14/2 in the instantian of the
1060 Commissioning	60 days Thu 11/7/24 Wed 2/5/25 119 25 days	LIJS & Societaria Competenti 11/7 Commissionillary 11/7 Commissionillary
1051 Punchlist & Commissioning Corrections	60 days Man 12/16/24 Wed 3/12/25 126 0 days	12/16 Commission Commis
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G.L. Hicks Financial, LLC_

337 S. Palisades Drive Orem, UT 84097 (801) 225-0731

TO: INTERESTED PARTIES

FROM: GARY HICKS

DATE: DECEMBER 6, 2022

RE: PROSSER PUBLIC HOSPITAL DISTRICT, BENTON COUNTY, WASHINGTON USDA RURAL DEVELOPMENT DIRECT LOAN & INTERIM CONSTRUCTION LOAN FINANCE & PROJECT SCHEDULE

The following is a revised finance and project schedule for the above-referenced financing to assist financing team members in planning for critical dates and events. Please contact me at your earliest convenience should any of the dates indicated present a problem for any interested party. All times noted below are Pacific Time.

DATE		TASK TO BE COMPLETED			
November 8, 2018	*	Pre-application submitted to USDA for review.			
February 5, 2019	*	USDA Rural Development reviewed pre-application and invited District to submit final application.			
February 5, 2021	*	RFP for underwriters/placement agents sent to selected firms.			
February 12, 2021	*	Draft feasibility study send to District for review and comment.			
February 17, 2021	*	District comments to DZA on feasibility study.			
February 18, 2021	*	Underwriters/placement agents submit proposals.			
March 1, 2021	*	Draft of PAR sent to USDA for review and comment.			
March 9, 2021	*	Draft of feasibility study sent to USDA for review and comment.			
March 12, 2021	*	Project appraisal sent to USDA for review and comment.			
March 19, 2021	*	Draft environmental assessment sent to USDA for review and comment.			
March 22, 2021	*	Updated cost estimate for the Project provided by the Project Manager.			
March 25, 2021	*	Send feasibility study and other documents to the District to be reviewed by the Board at the Board of Commissioners meeting on April 1, 2021.			
April 1, 2021 6:30 p.m.	*	District Board meeting – approval of USDA application components. Approve feasibility study and select underwriters/placement agent.			
April 2, 2021	*	Formal application submitted to USDA for review and consideration.			
May 19, 2021	*	District publishes 1 st USDA approved notice for environmental comments.			

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DATE	TASK TO BE COMPLETED
May 26, 2021	* District publishes 2 nd USDA approved notice for environmental comments.
July 21, 2021	* FONSI published in local newspapers.
August 31, 2021	* Interim construction loan and supplemental financing plan of finance determined. Begin work on the Appendix A and Request for Terms.
September 2, 2021	* USDA issues its Letter of Conditions, Letter of Intent to Meet Conditions, and Request for Obligations to the District.
September 3, 2021	* Board Resolution send to the District by Brad Berg.
September 7, 2021 6:00 p.m.	 * District Board meeting – review Letter of Conditions from USDA and consider approval of Resolution to proceed forward with USDA Loans.
September 8, 2021	* District executes Letter of Intent to Meet Conditions, Request for Obligation of Funds and other necessary documents, if approved and authorized.
September 9, 2021	* USDA provides updated Letter of Conditions ("LOC") and Right-of-Way documents.
September 12, 2021	* Distribution of initial draft of the Appendix A.
September 15, 2021 1:30 p.m.	* Meeting with USDA, State Architect, District, finance and project teams.
September 20, 2021 10:00 a.m.	* Financing update and document review call to review the Appendix A.
September 24, 2021	* Distribution of revised draft of Appendix A by G.L. Hicks Financial.
September 27, 2021	* Initial draft of Request for Terms by Piper Sandler.
October 4, 2021	* Initial draft of USDA financing documents by Foster Garvey.
October 8, 2021 10:00 a.m.	* Financing update and document review conference call/meeting.
October 12, 2021	* Distribution of revised draft of Appendix A, USDA financing documents and Request for Terms.
October 18, 2021 10:00 a.m.	* Financing update and document review meeting.

TASK TO BE COMPLETED

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DATE

October 19, 2021	*	Distribution of revised draft of Appendix A and Request for Terms.
October 26, 2021	*	Send Request for Terms and Appendix A to prospective interim lenders.
November 9, 2021	*	Receipt of bank Term Sheets for interim construction financing.
November 10, 2021 2:00 p.m.	*	Evaluate Term Sheets received. Decision to recommend a private placement or a public offering of BANs for the interim construction financing.
November 11, 2021	*	Send materials to the District for inclusion in Board member packets, including an analysis of Term Sheets received and preferred Term Sheet.
November 12, 2021	*	Send recommended Term Sheet to USDA if private placement is selected.
November 16, 2021 6:00 p.m.	*	District Board meeting – review of financing status and review of analysis of Term Sheets for construction financing and decision on financing options.
December 15, 2021	*	Distribution of interim construction loan documents and Note Resolution (the "Financing Documents") by Stacie Amasaki.
January 5, 2022 10:00 a.m.	*	Initial financing update and document review conference call/virtual meeting.
January 7, 2022	*	Distribution of revised Financing Documents.
January 18, 2022 10:00 a.m.	*	Final financing update and document review conference call/ meeting.
January 19, 2022 9:00 a.m.	*	USDA update and LOC review conference call/ meeting.
January 19, 2022	*	Send Note Resolution and other documents to the finance team and send the Note Resolution to the District for inclusion in Board member packets.
January 25, 2022	*	Construction documents (100% CDs) sent to USDA for review and approval.
January 25 & 27, 2022 6:00 p.m.	*	District Board meetings – review and approval of Note Resolution. Send executed Note Resolution to USDA. Update on LOC requirements.
February 1, 2022	*	Mini bid opening at the District.
February 2, 2022	*	USDA provides letter of intent to Western Alliance.

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DATE	TASK TO BE COMPLETED
February 3, 2022	* NV5 provides monthly project cash flow draw schedule.
February 4, 2022	* NV5 provides Traffic Impact Study. Piper Sandler provides updated analysis of estimated accrued interest costs during interim construction loan.
February 22 & 24, 2022 6:00 p.m.	 * District Board meetings – financing and project updates. Board approval of revised project budget. Authorize submission of USDA revision application.
March 3, 2022	* Final project budget from NV5.
March 8, 2022	* Revised PAR from bcDG.
March 10, 2022	* Receipt of revised Feasibility Study & submit revision application to USDA.
March 22 & 24, 2022 6:00 p.m.	 * District Board meetings – review of electrical & mechanical budgets and discussion concerning options for selection of contractors
March 30, 2022	* USDA approves \$13,000,000 additional funding request.
April 6, 2022	* Western Alliance and U.S. Bank approve DACA document.
April 14, 2022	* Bid opening at the Holiday Inn Express in Prosser.
April 14, 2022	* Deliver executed USDA Right-of-Way Certificate.
April 19, 2022	* Final bid opening at the Hospital. Wrap-up bid package. Approval of construction loan by Western Alliance with additional \$13,000,000 funding.
April 20, 2022	* Submit documents to the District for inclusion in Board packets for the April Board meetings.
April 26 & 28, 2022 6:00 p.m.	* District Board meetings – review construction bid results. Approval of amended Note Resolution authorizing \$13,000,000 in additional funding.
May 3, 2022	* District Special Board meeting – review construction bid process and discuss next steps to proceed with bid process and any additional funding required.
May 24 & 26, 2022 6:00 p.m.	 * District Board meetings – update on and evaluation of value engineering prospects and other project related discussions.
June 28 & 30, 2022 6:00 p.m.	* District Board meetings – update on GCCM, bid process and design updates. Update on additional funding and USDA process.

DATE		TASK TO BE COMPLETED
June 28, 2022	*	Deliver executed USDA Right-of-Way Opinion and send with related Certificate to USDA.
July 26 & 28, 2022 6:00 p.m.	*	District Board meetings – update on and evaluation of the bid process, value engineering and contract terms.
August 1, 2022	*	Advertise construction bid and send bid documents to prospective bidders.
August 23 & 25, 2022 6:00 p.m.	*	District Board meetings – update on bid process. Possible Board resolution to approve mini-MACC contract.
August 26, 2022	*	Determine source of additional funding (USDA debt, parity revenue bonds, subordinate revenue bonds, operating lease, District reserves, etc.).
August 30, 2022		Open final construction bids received and begin evaluation of bids. (bid openings also on 8/23, 8/25 and 8/30).
September 1, 2022		Mitigated Determination of Non-significance/SEPA issued subject to City negotiations on road improvements adjacent to project site.
September 2, 2022	*	Establish MACC amount based on bids received and total project cost.
September 2, 2022	*	Commence work on revised Feasibility Study by DZA using final costs.
September 5,2022	*	Begin application and/or financing process to secure additional funding.
September 7, 2022	*	Complete evaluation of bids and recommendation of bids received by NV5.
September 7, 2022	*	DZA provides draft of revised Feasibility Study for review and comment.
September 8, 2022 6:00 p.m.	*	District Special Board meeting – approve MACC final contract price. Approve resolution authorizing submission of revision application to USDA.
September 9, 2022	*	Subsequent application submitted to USDA with document package.
September 9, 2022	*	Equipment operating lease term sheets due.
September 13, 2022	*	DZA provides final revised Feasibility Study and submitted to USDA.
September 19, 2022	*	Department of Health issues Certificate of Need.
September 21, 2022	*	Analysis of equipment operating lease proposals. Review with District and select two finalists based on term sheets provided. Secure commitments.

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DATE	TASK TO BE COMPLETED
September 27, 2022	* USDA approval of subsequent applications and issues LOCs (Loan & Grant).
September 27, 2022	* Provide Western Alliance with subsequent Loan LOC and credit package.
September 27 & 29, 2022 6:00 p.m.	 * District Board meetings – review and approve MACC and District signs GC contracts. Authorize plan of finance with additional USDA Direct Loan, USDA Grant, interim construction loan and operating lease amounts.
October 4, 2022	* Western Alliance approval of \$80,500,000 interim construction loan.
October 5, 2022	* Draft of revised interim construction revenue bond anticipation note ("BAN") documents sent to the finance team for review and comment.
October 12, 2022 2:00 p.m.	* Financing update and document review conference call/meeting.
October 13, 2022	* Final interim construction revenue BAN documents sent to the finance team.
October 17, 2022 2:00 p.m.	* Financing update and document review conference call/meeting.
October 25, 2022	* Complete Section I requirements to the LOCs and submit documentation and information to USDA as one complete package.
October 25 & 27, 2022 6:00 p.m.	 * District Board meetings – Approval of interim construction BAN financing. Discussion of fixed and variable rate for BAN interim construction financing.
November 7, 2022	* Department of Health approval of final drawings and specifications (A2BC).
November 8, 2022	* City of Prosser issues full building permit.
November 9, 2022	* Washington State DOT approval and receipt of traffic study (ICE).
November 10, 2022 10:00 a.m.	* Preconstruction meeting with USDA at Prosser Memorial Hospital.
November 16, 2022	* USDA approves final plans and indicates District can issue Notice to Proceed to Bouten. District elects to proceed with fixed rate on interim const. loan.
November 18, 2022	* USDA issues written concurrence to proceed with construction and closing of the interim construction loan.
November 21, 2022	* Commencement of construction.

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DATE		TASK TO BE COMPLETED
November 23, 2022	*	On or before this date, Western Alliance sets the fixed interest rate for the interim construction loan. Note finalized with remaining information.
November 23, 2022	*	Foster Garvey sends final interim construction loan documents and certificates to finance team for review and signature.
November 29, 2022 11:00 a.m.	*	Ground breaking ceremony at project site. Invite USDA and other officials.
November 30, 2022	*	Executed documents, certificates and opinions returned to Foster Garvey.
November 30, 2022	*	Executed documents, certificates and opinions sent to Western Alliance.
December 2, 2022	*	Western Alliance finalizes set-up of interim construction loan on its system.
December 5, 2022 12:00 noon	*	Pre-closing conference call with finance team. Invitations to be sent by Piper Sandler to finance team participants.
December 6, 2022	*	Interim construction loan closing via email in the morning.
September, 2024		Request updated term sheets from two leasing company finalists.
November, 2024		Close equipment operating lease financings.
January, 2025		Distribution of USDA Revenue & LTGO Bond documents and resolution (the "Direct Loan Documents") to finance team members by Brad Berg.
January, 2025		Document review and financing update conference call at 10:00 a.m.
January, 2025		Distribution of revised Direct Loan Documents.
February, 2025		Document review and financing update conference call at 10:00 a.m.
February, 2025		Distribution of revised Direct Loan Documents. Send Direct Loan Documents to the District for inclusion in Board packets.
February, 2025 6:30 p.m.		District Board meeting – review of project and financing status and approve Resolution and Direct Loan Documents for USDA Loans.
February 29, 2025		Completion of construction.

DATE TASK TO BE COMPLETED

March, 2025	Pre-closing conference call for USDA Loans with the finance team.
March, 2025	Closing of USDA Loans. Go live to admit patients.

I look forward to working with all those involved with this financing. Should any of the scheduled dates established above for the completion of tasks cause difficulty for any participant, please contact me immediately at (801) 225-0731 to resolve any potential problem areas.

* Task Completed

Attachment J

2023 STRATEGIC PLAN



Prosser Memorial Health

723 MEMORIAL STREET, PROSSER WA 99350

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ACRONYMS DEFINED.

- CEO Chief Executive Officer
- CCO Chief Communications Officer
- CCOO Chief Clinics Operations Officer
- CFO Chief Financial Officer
- CHRO Chief Human Resources Officer
- CIO Chief Information Officer
- CMO Chief Medical Officer
- CNO/COO Chief Nursing Officer/Chief Operating Officer
- CQO Chief Quality Officer

	Strategic Goal	1-Year Objective Metrics	Objectives/Strategies	Timing	Accountable
	Patient Loyalty Prosser Memorial Health (PMH)	 Demonstrate a 1% improvement in overall patient satisfaction over 2022. 	Re- introduce the Service Recovery Program across the Organization.	1/23	CNO/COO
MISSION Prosser Memorial Health will improve the health of our	will provide outstanding customer service, aspiring to treat those we serve the way	 Demonstrate a year over year incremental improvement (0.1% or greater) in all survey types and locations reflected in the "would recommend" 	Re-launch the Patient Engagement Committee including community members.	1/23	CNO/COO
community.	they want to be treated.	composite score.	• Expand patient rounding among all clinical leaders.	2/23	CNO/COO
VISION	Goal: PMH will achieve a	 Refresh the Patient Engagement committee: meeting ≥6 times with ≥ 2 patient/family participants. 	Implement the "Super Track" Patient Flow Project	3/23	ED Director
Prosser Memorial Health will become one of the top 100 Critical Access Hospitals in the	patient satisfaction rate of 95% or higher	 Provide a detailed quarterly report of patient engagement activities, initiatives, and objective 	 Establish Nurse Triage Protocols and training for hospital and clinic nurses. 	1/23	Specialty Clinic Director
country through the achievement of our Pillars of Excellence:		measures by the Patient Engagement Committee and Departments.	 Establish MyChart promotion and training at every location. 	4/23	Patient Access Director
Patient Loyalty		 Reduce Left Without Being Seen (LWBS) to ≤ 0.5%. Reduce ED Admit decision to bed to 44 minutes. 	Complete the rolling open of the Call Center.	5/23	Patient Access Director
 Medical Staff Development Employee Development Quality Services 		 Increase post-discharge follow up phone calls completion to 80%. 	Complete Huron Customer Service Training across the Clinics.	3/23	0000
 Financial Stewardship 		 Demonstrate a 5% increase in the HCAHPS Transition of Care Metrics. 	 Provide Customer Service Training to all outpatient departments. 	6/23	ED Director
VALUES Accountability Service			 Provide Customer Service Training to all inpatient departments. 	9/23	Director of Care Coordination/ Nursing Leadership
Promote Teamwork Integrity Respect			 Assess and implement practices around diversity, equity, inclusion, and respect. 	12/23	FBP/ACU Director
Excellence					

	Strategic Goal	1-Year Objective Metrics		Objectives/Strategies	Timing	Accountable
MISSION Prosser Memorial Health will improve the health of our community.	Medical Staff Development PMH will respond to Medical Staff concerns and needs in a timely manner, pursue initiatives in collaboration with our Medical Staff and ensure the availability of the	 Demonstrate a 3% improvement in Medical Staff satisfaction. Increase Medical Staff participation in the Annual Medical Staff Engagement survey by 5%. Recruit 100% of the providers identified in the 2023 Medical Staff Recruitment Plan and hire 75% of the 	•	Develop the 2023 Medical Staff Recruitment Plan and recruit the identified providers through utilization of recruitment platforms including Practice Match, PMH website, Indeed, etc. Conduct monthly Provider Recruitment and Retention meeting with CEO to maintain progress.	12/23	CCOO/Provider Recruiter
VISION Prosser Memorial Health will	appropriate providers for those we serve.	4. Achieve the budgeted number of Active Medical Staff	•	Enhance the Medical Staff Engagement Plan and conduct bimonthly Medical Staff Engagement Team meetings.	12/23	Provider Recruiter
become one of the top 100 Critical Access Hospitals in the country through the achievement of our Pillars of Excellence:	Goal: PMH will achieve and maintain an annual Medical Staff satisfaction rate of 90% or higher.	members. 5. Maintain the annual Medical Staff turnover rate at <5%.	•	Implement provider productivity standards and metric scorecards to be shared with providers monthly utilizing the clinic dyads to drive productivity improvement.	1/23	Clinic Directors/CCOO/CMO
 Patient Loyalty Medical Staff Development Employee Development 		 Meet or exceed budgeted PMH Clinic volumes and financial goals. All Prosser Memorial Health Rural Health Clinic (RHC) 	•	Maintain the DYAD Management structure throughout all PMH Clinics and conduct monthly clinic staff/provider meetings.	12/23	смо/ссоо
QualityServicesFinancial Stewardship		 An Hossen Method an reach to an reach clinic (Mrc) providers shall meet/exceed RHC productivity standards as set by Medicare/Medicaid. Meet with 100% of Prosser Memorial Health employed 	•	Develop and implement a comprehensive 2023 PMH Clinic Marketing Plan which will promote various PMH Medical Staff services.	3/23	cco/ccoo
VALUES Accountability Service		providers to provide annual evaluation.	•	Continue to develop and implement a comprehensive GI Service Line including the provision of ERCPs.	6/23	Director of Specialties/Director of Surgical Services
Promote Teamwork Integrity Respect			•	Continue to develop and enhance formal onboarding, including New Employee Orientation and clinic-specific orientation.	3/23	Provider Recruiter/CCOO
Excellence			•	Reexamine and enhance the PMH CMO model to engage Medical Staff to improve Medical Staff satisfaction.	12/23	ссоо/смо

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	•		6/23	CMO/CCOO/CQO
			11/23	CCOO/CMO/CHRO
	•	training and support for the Medical Staff, including	12/23	CIO
	•		12/23	Director of Care Coordination/CCOO
	•	existing PMH Clinic Services as appropriate (e.g., Occupational Medicine, Women's Health, Sports	12/23	CCOO/CMO/CEO
	•		1/23	CCOO/CEO
			 Memorial Health Clinics. Develop and implement an Annual Evaluation process for all providers. Continue to generate and maintain Epic-specific training and support for the Medical Staff, including on-call Epic staff. Continue to enhance the system for UR and coding documentation feedback for all providers. Continue to explore, implement new and enhance existing PMH Clinic Services as appropriate (e.g., Occupational Medicine, Women's Health, Sports Medicine). 	Memorial Health Clinics. Image: Memorial Health Clinics. Develop and implement an Annual Evaluation process for all providers. 11/23 Continue to generate and maintain Epic-specific training and support for the Medical Staff, including on-call Epic staff. 12/23 Continue to enhance the system for UR and coding documentation feedback for all providers. 12/23 Continue to explore, implement new and enhance existing PMH Clinic Services as appropriate (e.g., Occupational Medicine). 12/23 Develop a business plan for operating an outreach 1/23

	Strategic Goal	1-Year Objective Metrics	Objectives/Strategies	Timing	Accountable
MISSION	Employee Development PMH will encourage and provide ongoing development of our	 Achieve an Employee Satisfaction rate of 90% or higher. Achieve an annual employee turnover rate of 9% or less. 	 Review the employee onboarding experience and make enhancements to the process, based on discovery and first-hand input from new hires. 	6/23	CHRO
Prosser Memorial Health will improve the health of our community.	employees by selecting talent effectively, communicating efficiently, creating a work atmosphere that values the individual talents of every	 Achieve an average recruitment time of 34 days. Reduce the number of hours of overtime/total hours worked to less than 4.5%. 	 Review the New Leader orientation and onboarding experience and make enhancements to the process, based on discovery and first-hand input from new hires. 	7/23	CHRO/CQO/CIO
VISION Prosser Memorial Health will become one of the top 100 Critical Access Hospitals in the country through the achievement of our Pillars of Excellence:	employee resulting in a highly engaged workforce. GOAL: PMH will achieve and maintain an annual employee satisfaction rate of 90% or higher.	 Implement an employment screening tool for 90% of all new employees. Maintain an annual 98% 403(b) participation rate. 	 Ensure the practice of offering competitive wages and benefits by participating in identified surveys and using results to drive strategic compensation and benefits decisions, for both annual planning and just-in-time adjustments, where warranted. 	9/23	CHRO
 Patient Loyalty Medical Staff Development Employee Development Quality Services 			 Ensure employee recognition continues through established committees and recognition programs and develop a process to measure the effectiveness of selected programs, making revisions as needed. 	12/23	CHRO/CCO
Financial Stewardship VALUES Accountability Service			 Revise the Employee and Provider Annual Engagement Survey tool (questions), process and supporting resources to deliver more frequent mid-year measurements of targeted metrics to support timely responses and interventions. 	9/23	CHRO/CEO
Promote Teamwork Integrity Respect Excellence			 Conduct three (3) Leadership Development Institutes (LDI). Continue Administrative Rounding (e.g., enhance relationships, trust, teamwork, etc.). 	12/23	CHRO/CEO

	c. (a.a.	
 Evaluate the effectiveness of the organization- wide Uniform Policy and make revisions as identified. 	6/23	CHRO/CCOO
Conduct three (3) week-long campaigns focused on retirement: Include 403(b) and 457(b) to maintain and/or increase participation.	12/23	CHRO
 Develop a Medical Assistant's Practice Council for Clinic MA's that focuses on MAC development, standardizing best practices and assisting in the selection of new MA's. 	4/23	CHRO/CQO/CCOO
 Enhance the hiring process by researching and implementing an e-based pre-employment screening tool that identifies applicant traits and behaviors that are aligned with PMH Values and Standards of Behaviors. 	9/23	CHRO/CIO
Develop a Meals and Breaks metric that is reported on the Strategic Scorecard to support compliance with Federal and State requirements.	6/23	CHRO/CNO/COO

	Strategic Goal	1-Year Objective Metrics	Objectives/Strategies	Timing	Accountable
	Quality Continue to support the systemic	 Achieve an overall medication bar code scanning compliance rate of 93.5% or greater for the hospital. 	Maintain an organization-wide Strategic Plan Scorecard of key performance indicators.	12/23	CQO
MISSION Prosser Memorial Health will improve the health of our	organization-wide approach to plan, design, measure, assess	2. Achieve an overall patient bar code scanning compliance rate of 94.7% or greater for the hospital.	Maintain a Patient Care Scorecard to measure and trend selected Quality measures.	12/23	CQO
community.	and improve organizational performance. Objectives are designed to:	 Maintain the Healthcare Associated Infections (HAI) rate per 100 inpatient days at <0.1%. 	 Conduct Environment of Care audits/tracers in all departments and share results with the unit Directors and staff. 	12/23	CQO/Safety Committee
VISION Prosser Memorial Health will become one of the top 100 Critical Access Hospitals in the	 Attain optimal patient outcomes and patient and family experience 	 Achieve and maintain a Hand Hygiene compliance goal of 100%. Achieve <0.5% goal of patients leaving the ED without 	 Pass all applicable regulatory surveys (e.g., DOH, Laboratory, RHC) 	12/23	CQO
country through the achievement of our Pillars of Excellence:	 Support an engaged and safe workforce 	being seen (LWBS) (OP22). (As indicated by the Hospital Strength INDEX)	 Report medication and patient bar code scanning compliance at each monthly Quality meeting and at clinical staff meetings. 	12/23	Director of Pharmacy
 Patient Loyalty Medical Staff Development Employee Development 	 Enhance appropriate utilization Minimize risks and hazards 	 Achieve or exceed the goal of 115 minutes (median time) for patients arriving to the ED to their departure time (OP18b). (As indicated by the Hospital Strength INDEX) 	 Report hand hygiene compliance rates at each monthly Quality meeting. 	12/23	Infection Preventionist
QualityServicesFinancial Stewardship	Minimize risks and nazaros of care Develop and share best	 Achieve or exceed the goal of 89% for Staff receiving the Influenza Vaccination (IMM3). (As indicated by the 	Formalize the Antimicrobial Stewardship (AMS) program.	6/23	Director of Pharmacy
VALUES Accountability	practices Goal: PMH will achieve an INDEX Quality score of 36 or higher.	 Hospital Strength INDEX) 8. Be 100% compliant with regulatory standards of applicable agencies (State of WA, CMS, etc.). 	 Implement ED scheduling Clinic follow-up appointments. 	6/23	Director of Patient Access/CCOO/Director of ED/EMS
Service Promote Teamwork		 ED will direct schedule follow-up appointments for 50% of ED discharges needing a follow-up with a PMH 	Educate staff on the importance of influenza vaccination.	9/23	Employee Health
Integrity Respect Excellence		SU% of ED discharges needing a follow-up with a PMH care provider.	 Conduct Employee Influenza Vaccination clinics including the accessibility of vaccination through the House Supervisors during the evening and weekend shifts. 	10/23	Employee Health

	•	Research ways to become a GI Center of Excellence and leverage the data that is being collected in GIQuIC (GI Quality Improvement Consortium).	12/23	Director of Surgical Services/CQO
	•	Implement Bugsy and complete a comprehensive evaluation of the Infection Control program, reporting and tracking.	6/23	Infection Preventionist/CQO

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	Strategic Goal	1-Year Objective Metrics	Objectives/Strategies	Timing	Accountable
MISSION Prosser Memorial Health will	Services Prosser Memorial Health (PMH) will develop appropriate facilities, technology, and	 Meet budgeted clinic volumes. Increase aesthetic service volumes by 15%. Increase website traffic by 10%. 	 Community Relations, the Chief Clinics Operations Officer, and the Clinic Directors will meet monthly to review clinic volume numbers and adjust marketing outreach accordingly. 	12/23	CCO/ CCOO
improve the health of our community.	Goal: Achieve 2023 budgeted adjusted patient days of 28,989.	 Increase website traine by 10%. Raise \$3 million for the capital campaign. Increase surgical volumes by 10%. Enhance disaster recovery strategy with restoration 	• The Dermatology Center continues to grow and attract new patients each month. Adding an ARNP will allow for continued growth. Clinical and cosmetic dermatology services would be in demand at an outreach location as well.	6/23	cco/ ccoo
Prosser Memorial Health will become one of the top 100 Critical Access Hospitals in the	20,000.	< 24 hours.7. Increase adjusted patient days by growing patient	• Add aesthetic services at the Women's Health Center 1-day a week.	6/23	cco/ ccoo
country through the achievement of our Pillars of Excellence: Patient Loyalty Medical Staff Development		volume of Yakima County residents by 10%8. Offer in person community health education class each month for a minimum of twelve in 2023.	 A new website will be launched in January 2023 with more interactivity and ways for people to communicate with us for faster response to their questions. 	1/23	ссо
Employee Development Quality		 Expand the Wound Care Service Line by 10% Grow Occupational Health/Medicine service line by 	 Announce the public phase of the capital campaign at the beginning of 2023. 	9/23	CEO / CCO
 Services Financial Stewardship 		 10%. 11. Improve staff satisfaction with Epic by 10%. 	 Market our surgeons and surgical services offered in our primary and secondary markets. This includes our new GI provider and our orthopedic services. 	1/23	CCO / Director of Surgical Services
VALUES Accountability Service Promote Teamwork			 IT will begin a process improvement plan on our current process. 	12/23	CIO
Integrity Respect Excellence			 Develop and implement a customer service training program with across the organization to reduce patient complaints and increase patient loyalty and satisfaction. 	3/23	cco / ccoo

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	•	Review a proforma for adding new services: ERCP and TEE.	12/23	CCOO / Director of Specialty Clinic / Director of Surgery
	•	Host a diabetic forum, monthly nutrition class, new parent class, Stop the Bleed, Digestive Health, and Cardiac Health.	12/23	ссо
	•	Offer iPads to inpatients.	12/23	СЮ
	•	Migrate Share Drives to SharePoint/OneDrive.	6/23	сю
	•	Create Epic education and training program.	10/23	СЮ

	Strategic Goal	1-Year Objective Metrics	Objectives/Strategies Timing Acco	ountable
MISSION	Financial Stewardship Prosser Memorial Health (PMH) will strengthen its financial stewardship	 The 2022 Budgeted Total Margin will meet or exceed 6.00%. Net Accounts Receivables Days will be lower than 	Increase Revenue and Control Expenses to 12/23 CFO generate positive marginal net income greater than budget.	
Prosser Memorial Health will improve the health of our community.	to enhance the ability to develop new services, obtain needed technology, modernize technology, recruit physicians, and ensure long- term viability.	 Bays of Unrestricted Cash on Hand will exceed 100 Days. 	8,,,,,,	r of le Cycle/ r of Patient
VISION Prosser Memorial Health will become one of the top 100 Critical Access Hospitals in the country through the achievement of our Pillars of Excellence:	Goal: PMH will achieve and maintain an annual total margin of 6% or more.	 Increase Average Net Revenue per Adjusted Patient Day by >3%. Implement Clinical Documentation Improvement (CDI) program. 	Review team structure and an improved pre- authorization process for outpatient tests and surgeries. Coordir	r of Care nation/ r of Patient /Director of ty Clinic
 Patient Loyalty Medical Staff Development Employee Development Quality 		 Improve Labor Productivity by >3%. Reduce Average Expense per Adjusted Patient Day by >1%. 	 Increase Patient Financial Services capabilities in collection effectiveness, improve Revenue Cycle functions, reduce denials, and improve payer compliance. 03/23 Directo Revenue 	
ServicesFinancial Stewardship		8. Reduce Medicare Adjusted Average Costs for both inpatient and outpatient by 3%. <i>(As indicated by the Hospital Strength INDEX)</i>	 Enhance Scheduling Team capabilities in Surgery and other Ancillary Service lines to increase volume. 02/23 Directo Access 	r of Patient
VALUES Accountability Service Promote Teamwork Integrity Respect Excellence		 Reduce Medicare Adjusted Average Charges for both inpatient and outpatient by 3%. (As indicated by the Hospital Strength INDEX) 	 Dedicate clinical resources on provider documentation to assist providers with accurate and effective methods that meet the clinical and payer objectives as related to patient care and peer to peer reviews. Directo Coordin 	r of Care nation
LACENEIILE			 Expand Call Center to manage scheduling more effectively for visits, tests, and procedures for all clinics. 06/23 Directo Access 	r of Patient
			Enhance Referral Group to timely process external patient referrals and obtain pre-authorizations.	

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		•	Utilize Labor Productivity System to enable improvements in the efficiency of labor utilization by departments.	01/23	CFO/Director of Finance
		•	Enhance quarterly departmental reviews.	01/23	CFO/Director of Finance
NUMBER OF STREET		•	Reduce unscheduled leave through implementation of new PTO model for staff.	12/23	CFO/CHRO
		•	Utilize partner to reduce capital, service agreement and bio-medical service costs.	02/23	CFO/ Director of Materials Management
		•	Implement new GL/AP/MM software that allows for more effective and efficient expense management.	12/23	Director of Finance
		•	Conduct monthly Leadership Finance Training sessions.	02/23	CFO/ Director of Finance

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Attachment K

Mission, Vision, Values & Standards of Behavior





This is how we care.

Our Mission

Prosser Memorial Health will improve the health of our greater community.

Our Vision

FY 2022-2025

Prosser Memorial <mark>Health</mark> will become one of the top 100 Critical Access Hospitals in the country through the achievement of the following Pillars of Excellence.

Pillars of Excellence

1. Patient Loyalty Pillar: PMH will provide outstanding customer service, aspiring to treat those we serve the way they want to be treated.

GOAL: PMH will achieve a patient satisfaction rate of 95% or higher.

2. Medical Staff Development Pillar: PMH will respond to Medical Staff concerns and needs in a timely manner, pursue initiatives in collaboration with our Medical Staff and ensure the availability of the appropriate providers for those we serve.

GOAL: PMH will achieve and maintain an annual Medical Staff satisfaction rate of 90% or higher.

3. Employee Development Pillar: PMH will encourage and provide for the ongoing development of our employees. We will provide an atmosphere that values our employees and promotes:

- Open communication.
- Competitive wages and benefits.
- Selection and retention of effective, caring personnel.
- Utilization and development of talent throughout the organization.
- On-going education.
- Employee recognition.

GOAL: PMH will achieve and maintain an annual employee satisfaction rate of 90% or higher.

4. Quality Pillar: PMH will develop and maintain a system of continuous improvement which is incorporated into the daily work of every employee and Medical Staff member.

GOAL: PMH will achieve a Quality INDEX Score of 36 or higher.

5. Services Pillar: PMH will develop and maintain appropriate facilities, technology and services to meet the needs of those we serve, that includes building a replacement facility.

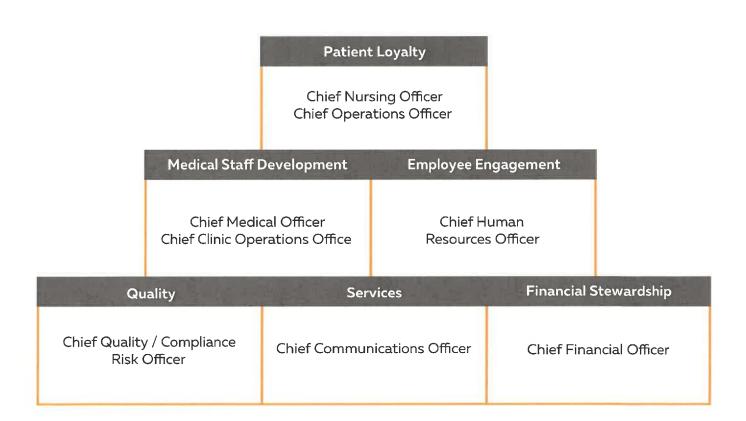
GOAL: PMH will achieve 50% market share of our greater community for those services. (Proxy: Adjusted Patient Days > 28,989 days).

6. Financial Stewardship Pillar: PMH will continue to strengthen its financial stewardship position to enhance the ability to develop new services, obtain needed technology, modernize facilities, recruit physicians and ultimately ensure long-term viability.

GOAL: PMH will achieve an annual total margin of 6% or more.

Administrative Team

Pillar Champions



Our Values

ASPIRE to soar to a great height.

Accountability: Take responsibility for our own behavior

Service: Deliver high-quality healthcare with hope, optimism and compassion

Promote Teamwork: Work together to achieve common goals

Integrity: Do the right thing even when no one is watching

Respect: Respect the inherent value and worth of each person

Excellence: Exceed the expectations of those we serve

Our Shared Values & Standards of Behavior



Staff and Auxiliary

Prosser Memorial Health has a rich heritage of leadership in our community, consistently offering new and innovative services. While our Mission calls us to deliver compassionate, high-quality, affordable health services to our community, we also strive for excellence in every aspect of the way we care for our patients and their families. When we enhance our service excellence, we will establish a lifelong relationship with our patients and their families, securing our future and the next generation of quality health care.

These standards outline the behaviors necessary to achieve excellence in the way we work together as a team to serve our patients. We have the opportunity to practice excellence in every interaction we have with a patient, a family member, physician, visitor, or each other. In order to achieve and sustain service excellence, we request that each staff member read and incorporate these behaviors and follow these standards in their daily work lives. These expectations will be added to each job application and description as well as Medical Staff, Board member and auxiliary applications. All team members will be accountable for their customer service attitude and actions. Creating a workplace where everyone is willing to go the extra mile to show kindness and meet the needs of our patients, family members, physicians, and co-workers will be greatly beneficial to everyone.

Craig J. Marks, FACHE CEO Prosser Memorial Health

Introduction

Prosser Memorial Health strives to fulfill its Mission by expecting all staff to embrace our values and adopt our Standards of Behavior.

We believe each and every department and individual adds value to our organization and is accountable for its success.

We need to rejoice in the accomplishments of our coworkers, always recognizing them for a job well done.

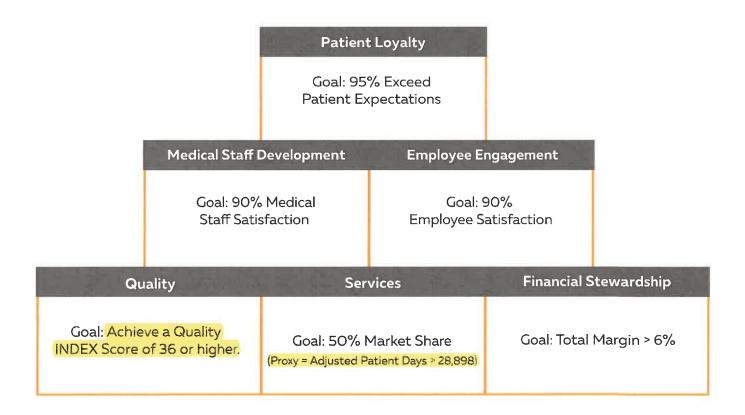
We believe that by consistently living and following these Values and Behaviors we will be proud of and take ownership with PMH, making our work enjoyable while exceeding the expectations of those we serve.

Our Values are to ASPIRE to soar to a great height.

- A Accountability: Take responsibility for our own behavior
- **Service**: Care enough to exceed the expectations of those we serve
- P Promote Teamwork: Work together to achieve common goals
- Integrity: Do the right thing even when no one is watching
- **Respect:** Respect the inherent value and worth of each person
- **E Excellence:** Exceed the expectations of those we serve

Vision of Success FY2022 to 2025

We will become one of the top 100 Critical Access Hospitals in the country by living our ASPIRE Values and the achievement of the below Pillars of Excellence.



ASPIRE Values & Standards of Behavior



We Value ACCOUNTABILITY:

Take responsibility for our own behavior.

- Set a good example, project self-confidence, and not allow personal issues to interfere with the quality of my work.
- Anticipate and correct problems before they become complaints.
- Apologize to those we serve for problems or delays, do my best to make it right, initiate service recovery as warranted, and thank them for their understanding and patience.
- Seek out available education opportunities to improve my personal and professional skills so I can participate, learn, and grow.
- Avoid blaming others when problems occur by becoming part of the solution, and take responsibility for my own behavior.
- Take initiative to hold myself and others accountable for creating a safe, high-quality, and positive environment.
- Take pride in what I do and my professional appearance, language and behavior
- Own and resolve guest problems.



We Value SERVICE:

Care enough to exceed the expectations of those we serve.

- Immediately acknowledge everyone I meet, smile and, if possible, address them by name.
- Assist and/or escort those we serve to their destination or introduce them to someone who can help them.
- Contribute to the creation of a clean, safe environment for those we serve.
- Answer the phone with a smile in my voice and identify myself by name and department.
- Be professional, providing help in a friendly and compassionate manner.
- Seek out opportunities to promote a positive experience for our customers.
- Thank customers for choosing PMH.
- Be aware of my tone in emails, voicemails, and interactions with others.



We Promote TEAMWORK

Work together to accomplish great things.

- Focus more on "we" and less on "me".
- Be open to new ideas and embrace change.
- Speak favorably about PMH, all departments, and coworkers, and go out of my way to make my team-members look good.
- Welcome new employees.
- Recognize and praise achievement.
- Communicate effectively.
- Have a positive, encouraging attitude when encountering co-workers.
- Seek partners in the community with common values and goals.



We Value INTEGRITY:

Do the right thing even when no one is watching.

- Do the right thing even when no one is watching, even when it is difficult.
- Be honest, trustworthy, responsible, and dependable.
- Be considerate of how I am perceived in my body language, eye contact, verbal tone, and writing style, realizing that this perception affects others and the outcome I am trying to achieve.
- Take ownership in positively representing PMH in and out of the workplace.
- Follow through with what I say.
- Take pride in what I do.
- Promote mutual respect and build community within PMH.
- Seek input from those impacted by decisions.
- Always wear my name badge.
- Ask clarifying questions and not make assumptions.



We Value RESPECT:

Treat others with Dignity.

I WILL:

- Protect everyone's privacy and confidentiality.
- Be aware and considerate of generational, physical, religious, financial and cultural diversity.
- Praise in public, coach in private.
- Recognize each person, situation and idea as significant.
- Not engage in gossip, inappropriate behavior or language.
- Treat others as they want to be treated.
- Provide services to the underserved and encourage others to do the same.
- Anticipate and provide for the needs of those we serve.
- Provide fairness and justice in internal policies and practices and external relationships.
- Recognize and celebrate diversity and inclusion.
- Focus on an individual's strengths and do not minimize other's opinions.



We Value EXCELLENCE:

Exceed the expectations of those we serve.

I WILL:

- Participate in continuous improvement, recognizing that everything I do is a process that can be improved.
- Contribute to the creation of a just culture and not accept excuses, mediocrity, and carelessness.
- Do my best and remain positive.
- Use my time effectively.
- Anticipate and provide for the needs of those we serve.
- Provide compassionate and personalized service in a timely manner, and build strong relationships that create PMH guests for life.
- Strive to "raise the bar" in exceeding expectations.
- Promote effective use of resources.
- Ensure accountability for the development and use of resources in the present and their availability for the future.
- Always begin each day and each activity with quality in mind.
- Begin each customer interaction by considering their expectations and going beyond their expectations by providing care with compassion, integrity, respect and stewardship.



Commitment to ASPIRE

Exceed the expectations of those we serve.

These Values and Standards of Behavior reflect the level of professionalism that we will demonstrate in providing services to our community.

These Values and Standards of Behavior have been developed by employees of Prosser Memorial Health to establish specific behaviors that all employees, medical staff, and volunteers are expected to model.

We believe that by adopting these Values and Standards of Behavior, those we serve will receive outstanding service, making PMH one of the finest hospitals in Washington.

I have read, understand, and agree to comply with the Prosser Memorial Health Values and Standards of Behavior.

Signature

Date

Print Name

Department

Attachment L

2023 Communications & Marketing Plan

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723 Memorial Street Prosser, WA 99350 ProsserHealth.org Delivering High-Quality, Affordable Healthcare.



Communications, Marketing & Community Relations Plan 2023

Executive Summary:

This Is How We Care and This Is How We Grow are the focus of the 2023 Communications, Marketing, and Community Relations plan. We will continue to market our growing service lines and providers emphasizing our mantra of high-quality care delivered with respect, hope, and optimism.

The 2023 Communications, Marketing, and Community Relations Plan builds on the commitment we have made to the communities we serve by meeting their healthcare needs and providing access to care. The messaging, images and outreach in this plan will generally stay the same in 2023. We will focus on building volumes and patient loyalty with new providers, promote and educate the public on new service lines, and restart our community health education initiatives.

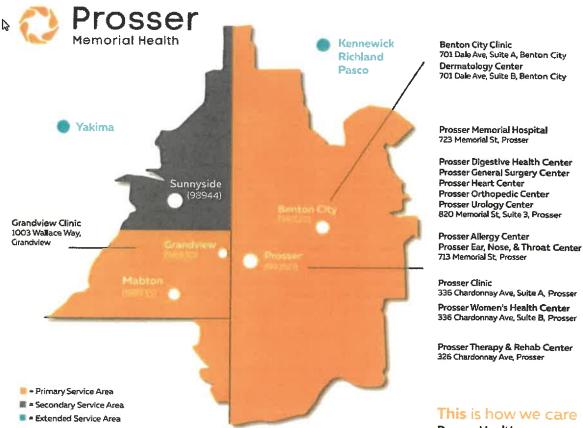
This plan focuses on three areas in 2023: 1. Access to Primary Care Providers 2. Community Education on the healthcare education and resources PMH has to offer and 3. Organization-wide customer service program that reinforces our brand, image, and tagline. A new website will be launched in January 2023 that allows for more access and two-way communications with PMH and the public when they have questions or need help navigating through our network to connect with the correct departments or clinics.

A comprehensive customer service program, across the organization, will ensure we are living our Mission, Vison, and Values with every patient encounter we have. For our messaging and outreach to be authentic, and memorable to each patient, they need to feel and believe, *This Is How We Care* every time we answer the phone, greet them at check-in, follow up with their questions and concerns, and at the time they receive a statement from PMH.

Primary & Secondary Service Area:

The hospital's service area includes the communities of Prosser, Mabton, Sunnyside, Benton City and Grandview.

Continued growth in the primary service area is expected in the next three years with the largest increases seen among residents 65 years and older. Our secondary service area continues to expand into the Yakima area with more Astria Health clinics and services lines closing and with the purchase of Yakima Valley Memorial Hospital to MultiCare.



ProsserHealth.org

Who is the competition?

Prosser Memorial Health's major competitors are Astria Sunnyside Hospital and Astria Health Centers located in Sunnyside, Grandview, and Prosser. While Kadlec, Trios, and Lourdes are considered competition with primary care and some specialty service lines we do have strong partnerships with these facilities and transfer our patients to them when a higher level of care is needed.

In 2023, our strategy is to continue to take market-share away from the Astria Health system as it struggles to retain providers and staff, financial stability, and plummeting patient satisfaction. We will continue to market aggressively in the Yakima area with our Joint Replacement program, Orthopedics, Urology, ENT, Dermatology, our Digestive Health Center, and Women's Health where demands are significantly outpacing supply.

Opportunity:

Prosser Memorial Health has built a solid reputation of providing high quality healthcare with compassion. Our patient satisfaction numbers are strong and our patient testimonials and social media engagement from the community remains strong. Looking forward to 2023, there are numerous opportunities to grow market-share:

1. A New Hospital

We will introduce the new hospital project to the public in the fall of 2022 With a groundbreaking event on the new facility and launching a public capital campaign to help us reach our \$3 million goal.

2. Primary Care Access

Our primary care network continues to grow as consumers learn about the clinics, providers and services offered. Internally we will work to ensure patients have access to our providers in a timely manner. Our provider group is engaged in Prosser Memorial Health, the community, and their patients.

3. Digestive Health Center & Dermatology

From Yakima to the Tri-Cities, there is a long waiting list to be seen by a Gastroenterologist or a Dermatologist. We will aggressively promote Dr. Cohen and Dr. McDonnell in our Digestive Health Center in both markets as well as Dr. Nylander and Karmina Bowen at our Dermatology Center.

4. Our Customer Experience

This Is How We Care is not a tagline we put at the end of a print ad or video. It is the organization culture and way in which we go by treating our patients. Working directly with our clinic and department directors to launch a comprehensive customer service program that reinforces our Mission, Vision and Values.

Hospital Services

- Emergency Care Center
- ER wait times
- Ouch-less Pediatric ER
- PMH Family Birthplace: Full service, C-Sections, Pain Management Epidurals, Labor, Delivery, Recovery, Postpartum (LDRP) Suites
- PMH Surgery Center
- Inpatient Acute Care
- Pediatric Hospital Medicine Admissions
- Diagnostic Imaging
- 3D HD Mammography
- Diabetic Education
- Registered Dietitian
- Dexa Scan
- Provider Referrals
- MRI
- CT
- Cardio adult and pediatric
- Transitional Care Services
- Therapy
- Outpatient Special Procedures
- Pick line placement
- IV Therapy
- Wound Care
- ECHO
- Nuclear Medicine
- Community Paramedic Program
- In-home discharge follow-up (case management)

Clinical Services:

- PMH Surgical Group (Orthopedics, Podiatric, General, ENT, Urology, General Surgery, Digestive Health Center, Cardiology)
- Joint Replacement Program
- Obstetrics
- Geriatric Medicine
- Pediatric
- Mental Health
- Women's Health
- Gynecological Surgery Services
- PMH Family Medicine providers
- PMH Occupational Health
- Employer contracted services
- Family Medicine
- Clinic Visits- After hours and weekend availability
- Extended Hours
- Referrals to Medical Center Services
- Dermatology
- PMH Therapy Services

5. Growth

Our 2023 marketing plan will include a large focus on growing our clinic volumes and outpatient service lines. We will also focus on our advanced technology capabilities with the Mako Robot System, 3D HD mammography equipment, Dermatology, and the Digestive Health Center.

Community Outreach:

We believe in the power of community. There is no greater responsibility, or privilege, than taking care of our friends, family, and neighbors. Our messaging in 2023 will build on the brand power of *This Is How We Care* and incorporate the care philosophy of our providers and hospital staff. We want patients to choose Prosser Memorial Health because our providers are the best in their field, our technology is state-of-the-art and because we truly care about our patients and their families.

Brand Position & Personality

Prosser Memorial Health has gained the trust in our primary service area as the preferred community hospital as well as steadily increased volumes at the clinics. Who we are and how we deliver care to our community will continue to be the main message in our marketing and community outreach. It's what sets us apart from our competition.

Goals and Objectives

Our overall communications strategy supports the organizations overall objectives and priorities. These include:

- 1. Achieve a patient satisfaction rate of 95% or higher;
- 2. Achieve an annual Medical Staff satisfaction rate of 90% or higher;
- Achieve and maintain an annual employee satisfaction rating of 90% or higher;
- 4. Achieve and maintain selected quality attribute scores that will place the hospital in the top 10 percent of Critical Access Hospitals;
- 5. Increase adjusted patient days for those services we provide; and
- 6. Achieve an annual total margin 6% or more.

Target Audience

1. Consumers

- a. Women in our primary service area make 75% of all healthcare decisions for their family. From the Nursery to the Emergency Department and everywhere in between. We will place additional emphasis on working moms who need appointments for themselves and their families outside of the 8 am – 5pm window.
- b. New patients in our secondary service area.
- c. Existing patients and their families can tell our story the best. Retaining their business and having them share their experience with others is a key segment of our communications plan.

2. Prosser Memorial Health Family

- a. Clinical and support staff;
- b. Providers;
- c. Hospital leaderships;
- d. Board of Commissioners; and
- e. Foundation Board of Directors

3. Community Stakeholders

- a. Civic leaders;
- b. Business owners;
- c. Organizations and associations;
- d. School district leaders;
- e. EMT's and CPP services; and
- f. Outside healthcare networks as referral sources

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Communication Strategies

Prosser Memorial Health's 2023 Communications Plan will be a multi-channel approach in the Yakima and Tri-Cities markets in English and Spanish with appropriate messaging to match the target audience with the service. We will track volumes, patient experiences and testimonials to ensure our message is resonating with the intended audience and is reflected in our bottom line. Since the pandemic we know that TV, radio and social media have been most successful channels to use to communicate our messaging.

Multi-Channel Marketing will include:

- 1. Newsprint
 - a. We will continue to use Prosser, Grandview, Sunnyside, Tri-City Herald, Yakima Herald- Republic, Yakima Magazine and the Kids Directory but it will be on a smaller scale than in 2020 as it is not that effective.

2. Billboards

- a. 5 in Sunnyside, 1 in Grandview and 1 in Prosser, 2 in Yakima, 2 in Tri-Cities.
- b. Mobile billboards in the Tri-Cities.

3. Radio

a. English and Spanish radio have been very successful in the Yakima and Tri-Cities markets.

4. TV

a. KAPP/KVEW, FOX, and cable.

5. Social Media

a. Facebook, LinkedIn, Instagram, You Tube, Twitter

6. Digital

- a. Search Optimization
- b. Search Engine Marketing
- c. Behavioral Targeting
- d. Geo Fencing
- e. Conquer Campaign for competitor's name when searched
- f. Complete redesign of the current website

7. Direct Mail

- a. Quarterly Community Newsletter
- b. Postcards introducing new providers and new service lines as needed

8. Community Health Education Virtually and In Person

a We will use Facebook and Zoom to conduct regular health education classes that include our providers and their expertise.

Conclusion:

There is much to share with our community on what is going on at Prosser Memorial Health! The 2023 Communications Plan will be use a multi-channel approach in the Yakima and Tri-Cities markets in English and Spanish to share this information with potential patients. We will track volumes, patient experiences and testimonials to ensure our message is resonating with the intended audience and is reflected in our bottom line. We will implement a comprehensive customer service plan that includes best practices training, defines expectations, and monitors the patient experience across our organization.

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This is how we care.

Attachment M

Vision

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Patients Employees Medical Staff Quality Services Financial



Mission: To improve the health of our community.

Values

Accountability Service Promote Teamwork Integrity Respect Excellence



2023 TECHNOLOGY STRATEGIC PLAN

PHILLIP BRAEM PROSSER MEMORIAL HEALTH

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Threats 6 Technology Recommendations by PMH Pillar 7 PILLAR OF EXCELLENCE #1: Patient Loyalty 7 PILLAR OF EXCELLENCE #2: Medical Staff Development 7 PILLAR OF EXCELLENCE #3: Employee Development 7 PILLAR OF EXCELLENCE #3: Employee Development 7 PILLAR OF EXCELLENCE #4: Quality 7 PILLAR OF EXCELLENCE #5: Services 8 PILLAR OF EXCELLENCE #5: Services 8 PILLAR OF EXCELLENCE #6: Financial Stewardship 8 Staff – Current + Future 8

TECHNOLOGY PLAN EXECUTIVE SUMMARY

Leveraging and efficiently using technology is critical to the success of Prosser Memorial Health (PMH) and its Vision of becoming a top 100 Critical Access Hospital in the United States.

During the next year PMH will continue its transformation in leveraging technologies to increase efficiencies and competitiveness. The following will be the focus of the 2023 IT Strategic Plan:

- Continue to support 2023 PMH Strategic Initiatives.
- Expand Virtual Desktop Infrastructure to office employees.
- Continue to enhance PMH Security Implement industry leading cyber security tools to increase security posture.
- Revamp employee onboarding regarding IT services. (Access, Training)
- Continue to leverage Health Streams for Epic learning purposes
- Transition Providence / Epic network circuit to a higher capacity and redundant circuit.
- Expand reporting tools for fast visual analytics of Epic data.
- Integrate multiple software and hardware with Epic.
- Implement new technologies in PMH departments.
- Support new telehealth service offerings
- Plan for New Hospital networking equipment
- Continue to support improved workflows and processes across the enterprise
- Continue to improve IT Department efficiencies and communicate

MISSON, VISION, VALUES, AND STANDARDS OF BEHAVIOR

MISSION

PROSSER MEMORIAL HEALTH MISSION

Prosser Memorial Health will improve the health of our community.

INFORMATION TECHNOLOGY MISSION

PMH Technology will progressively leverage technology in full alignment with the Prosser Memorial Health Mission.

VISION

PROSSER MEMORIAL HEALTH VISION

Prosser Memorial Health will become one of the top 100 Critical Access Hospitals in the country through the achievement of the following Pillars of Excellence.

PILLAR OF EXCELLENCE #1: Patient Loyalty

PMH will provide outstanding customer service, aspiring to treat those we serve the way they want to be treated.

PILLAR OF EXCELLENCE #2: Medical Staff Development

PMH will respond to Medical Staff technology concerns and needs in a timely manner, pursue initiatives in collaboration with our Medical Staff and ensure the availability of the appropriate providers for those we serve.

PILLAR OF EXCELLENCE #3: Employee Development

PMH will encourage and provide for the ongoing development of our employees.

Open Communication.

Competitive wages and benefits.

Selection and retention of effective, caring personnel.

Utilization and development of talent throughout the organization.

On-going education.

Employee recognition.

PILLAR OF EXCELLENCE #4: Quality

PMH will develop and maintain a system of continuous improvement which is incorporated into the daily work of every employee and Medical Staff member.

PILLAR OF EXCELLENCE #5: Services

PMH will develop and maintain appropriate facilities, technology, and services to meet the needs of those we serve.

PILLAR OF EXCELLENCE #6: Financial Stewardship

PMH will continue to strengthen its financial stewardship position to enhance the ability to develop new services, obtain needed technology, modernize facilities, recruit physicians, and ultimately ensure long-term viability.

TECHNOLOGY VISION

PMH Technology will actively and progressively leverage technology to fully align with the Prosser Memorial Health Vision.

VALUES

PROSSER MEMORIAL HEALTH VALUES

ASPIRE to soar to a great height

- A Accountability: Take responsibility for our own behavior.
- S Service: Care enough to exceed the expectations of those we serve.
- P Promote Teamwork: Work together to achieve common goals.
- I Integrity: Do the right thing even when no one is watching.
- **R Respect**: Respect the inherent value and worth of each person.
- **E Excellence**: Exceed the expectations of those we serve.

TECHNOLOGY VALUES

PMH Technology Team will actively follow and exhibit Prosser Memorial Health Values.

SWOT ANALYSIS - CURRENT TECHNOLOGY SYSTEMS

The aim of any strengths-weaknesses-opportunities-threats (SWOT) analysis is to identify the key internal and external factors that are important to achieving objectives. SWOT can be helpful to quickly portray the current state. It is defined as:

- Strengths: Attributes of the organization that are helpful to achieving the objective.
- Weaknesses: Attributes of the organization that are harmful to achieving the objective.
- Opportunities: External conditions that are helpful to achieving the objective.
- Threats: External conditions which could do damage to the business's performance.

STRENGTHS

- Epic. PMH runs the highly rated electronic health record software system Epic at a heavily discounted rate through Providence. PMH is currently on Epic 2022.
- Providence. We have a great technology partner in Providence which is one of the largest hospital systems in the United States. Our partnership with Providence allows PMH access to additional technology resources in the healthcare field.
- Multiple Hosted Cloud Based services. Cloud based services (software located offsite with multiple software publishers who are also the software subject matter experts) are trending up in technology and leverage software experts to make small technology teams more efficient. Epic, Lawson, Kronos, GHX, CPSI, and other software applications are currently running at hosted locations.
- Security.
 - Palo Alto Firewall: Palo Alto is a leader in the Gartner Magic Quadrant for Enterprise Network Firewalls.
 - o Nessus Vulnerability scanning to detect threats internally.
 - Cortex XDR: Cortex XDR detection and response allows you to stop sophisticated attacks and adapt defenses to prevent future threats. Cortex XDR uses machine learning while analyzing network, endpoint and cloud data to accurately detect attacks, and it automatically reveals the root cause of alerts to speed up investigations.
 - Critical Start: The Critical Start Security Operations Center (SOC) provides 24x7x365 security monitoring, investigation, and response, for our security services.
- Fiber. Due to the location of Prosser Memorial Health between the Tri-Cities and Yakima there is prime access to local high bandwidth fiber optic wide area networking.

- Team. We have an excellent small internal IT team of 5 members. The team is highly customer focused, talented, and experienced consisting of 2 Clinical Informaticists, 1 Systems Analyst, 1 highly service-oriented helpdesk technician, and 1 CIO technology leader.
- Many technology grants and credits are available. Rural discounts and credits are available for our network services and telehealth programs.
- Diagnostic Imaging Department Technologies. PMH runs Fuji PACS system which is fully integrated with Epic.
- Major Infrastructure Upgraded in 2019 consisting of best-in-class Cisco Network and Phones, best in class Pure Storage, and best in class VMWare virtual servers.
- Great Infrastructure and partner CompuNet who is an all IT engineering firm and does fantastic work for PMH.

WEAKNESSES

- Lawson product suite not effective. Will be fully replaced in 2023.
- Epic Knowledge. Lack of continued learning program and enough subject matter experts to effectively grow staff epic knowledge. Continue to train users as super users and bring on an Epic Educator.
- IT Staff. Limited in capabilities due to being down 3 staff members. Replace, recruit new staff in 2023
- Onboarding employees, current process is cumbersome and time consuming.
- Fiber Circuit to Kadlec for Epic communication No backup and reliant upon Kadlec's Infrastructure

OPPORTUNITIES

- Expand data and analytical dashboards enterprise wide to improve workflows and processes.
- Increase onsite Epic subject matter expertise and self-service training to increase leverage in Epic investment.
- Leverage newer technologies in all departments. Healthcare technologies are rapidly developing and there is great opportunity for PMH to leverage.
- Increased Epic integration and optimizations to grow PMH clinical efficiencies in all areas.
- Improve network connections to Providence Health

THREATS

- Lack of onsite Epic subject matter expertise and self-service training to increase leverage in Epic investment.
- Security threats continue to expand to critical infrastructure, staff, technology partners and vendors. There is a large threat to PMH credibility if patient information is compromised, which would reduce the level of trust current and potentials patients.
- PMH continues to rely on regional partners, vendors, and the internet for mission critical services. For example, PMH relies on the internet to deliver many services and disruption to the internet can disable a variety of functions.

TECHNOLOGY RECOMMENDATIONS BY PMH PILLAR

PILLAR OF EXCELLENCE #1: PATIENT LOYALTY

• Meet or exceed specific PMH IT PMH Goals as listed in the PMH LEM.

PILLAR OF EXCELLENCE #2: MEDICAL STAFF DEVELOPMENT

- Continue to grow Epic expertise through Epic Super Users and Health Stream education.
- IT Leadership will produce surveys to assess the needs of Medical Staff.

PILLAR OF EXCELLENCE #3: EMPLOYEE DEVELOPMENT

- Create an IT project status board.
- Send out Quarterly IT Status Update to all staff.

PILLAR OF EXCELLENCE #4: QUALITY

- Continue to enhance IT Security Posture.
- Implement new surveillance and security measures at hospital and clinics.
- Expand Virtual Desktop Infrastructure.
- Complete rollout of Epic Warpdrive to all users. Will significantly decrease the time it takes staff to login to Epic and chart on patients.
- Complete upgrading outdated Microsoft Office 2013 to Microsoft Office 365.
- Develop and implement new PMH onboarding and off boarding process.
- Continue to grow Epic expertise through Epic super users and Health Stream education.
- Implementation of new Ventilators into Epic.
- Growth in PMH participation in Epic UGM conference and Providence Community Technologies community events at UGM and in WA State.
- Implementation of Epic reporting dashboard

- Implementation of new external network circuits to increase redundancy and throughput.
- Complete required Providence Epic Upgrades.

PILLAR OF EXCELLENCE #5: SERVICES

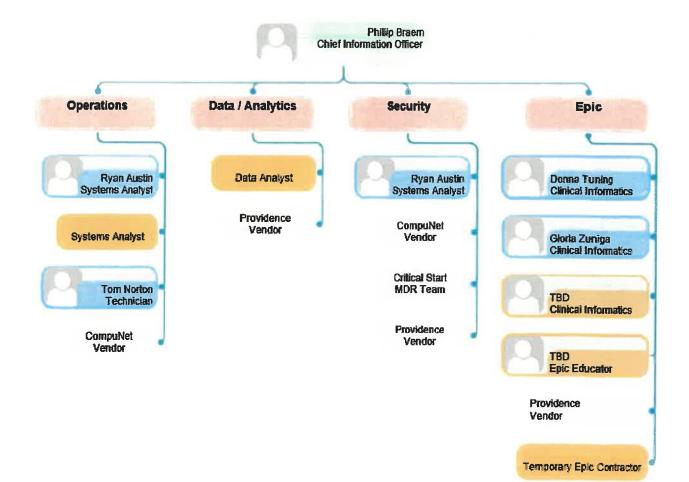
- Implement all new Telehealth solutions.
- Increase technology Storage.
- Enhance backup strategy allow for quicker restoration.
- Implement Epic Cupid, if appropriate
- Implement new enterprise resource planning (ERP) software
- Implement iPads for Patients
- Implement any other Epic enhancements, if appropriate

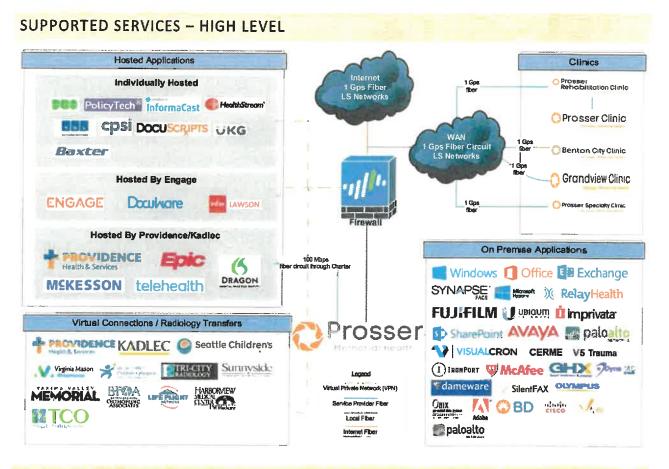
PILLAR OF EXCELLENCE #6: FINANCIAL STEWARDSHIP

• Meet or exceed IT annual operating and capital budgets.

IT SERVICES

STAFF - CURRENT + FUTURE





SECURITY POSTURE

- Multi Factor authentication Duo Mobile
- Imprivata SSO Auto Lock out after 10 minutes
- Palo Alto Cortex XDR Applies machine learning at cloud scale to rich network, endpoint, and cloud data, so you can quickly find and stop targeted attacks, insider abuse and compromised endpoints
- Critical Start MDR Integrates with Cortex XDR to detect every alert, resolve every alert and respond to breaches.
- MS Office 365 Secure Email, Attachment scanning, Email security protection.
- Annual Penetration Testing via vendor.
- Annual GAP Analysis using CIS Controls
- Encrypt Mobile Devices Manage Engine
- Desktop Encryption Windows Bitlocker
- Phishing Testing and Training Monthly
- Firewall URL Filtering, SSL Decryption, Packet Inspection, Threat Analysis, Etc.
- Backups Nightly

GOALS

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- Continue security awareness training via InfoSec
- Continually improve CIS Critical Security Controls V8 controls
- Implement Identity and Access management tools
- Implement security cameras and door access controls at clinics
- Implement silent alarms via Emergency alert system.
- Implement iPads for Patient Access
- Implement Company Wide Communication Platform

EXECUTIVE PACKET

Prosser Memorial Health

Epic

October 2022

Preface

Rationale

The Executive Packet is a collection of data-driven reports from areas across your organization. Each page highlights areas where Epic's technology and automation could better support and advance your organizational goals. We hope you find them useful. Please let us know if any additional data points would be valuable.

Notes on Data

Each page within the packet outlines the date ranges used for the data, the peer group you are being compared against, and the comparison date range for calculating trends (such as last quarter). Trending is calculated as "percent change from prior period." For example, a change from 40% to 50% would be represented as a 25% increase between periods.

Broadly speaking, most over-time metrics cover the previous 3-month period, while point-in-time metrics represent the most current value we were able to collect.

We use a variety of data sources in the packet: clinical, financial, and feature tracking metrics, feature usage information for your organization from Gold Stars and Nova release notes, and a variety of manually gathered data.

Metric Glossary

If you'd like more information on the metrics in the packet, refer to the <u>Metric Glossary</u>. Work with your BFF and TC if any metrics require additional exploration.

Opportunities

Most pages now highlight opportunities—programs or features that we recommend to help you get the most out of Epic and to help advance your organizational goals. These recommendations are based on your data and are reviewed by your BFF and TC.

While reviewing each feature's expected implementation effort, keep the following definitions in mind:

- Minimal: Fewer than ten hours of build, with little or no preparation required
- Moderate: Between ten and fifty hours of build, with some significant training and operational planning needed
- Considerable: More than fifty hours of build, with significant training and operational preparedness needed

Peer Grouping

You are being compared against the peer group **Community**: Organizations that are the primary health provider for a region, such as a rural area.

You can find a list of organizations included in benchmarking peer groups in the most recent Cogito Benchmarking Update post on the UserWeb (<u>https://userweb.epic.com/Topic/340</u>). Download the Participation PDF linked at the bottom of the post.



Contents

1	Interoperability Provide a more complete health record to your providers with Care Everywhere.	1
2	MyChart Diamonds Patient Experience Improve usage of key patient experience features and gain insight into your adoption compared to other Epic community members.	3
3	Provider Efficiency Help physicians maximize system use and efficiency. See how you compare on efficiency best practices and identify areas to further optimize.	7
4	Acute Care Nursing See how you compare on quality metrics and usage of features that can improve nursing productivity.	9
5	Patient Throughput See how you compare on metrics and usage of features that can improve length of stay and throughput in your hospital.	11
6	Financial Pulse Index Benchmark key financial performance metrics.	13
7	Automation Pulse Index See how your organization has adopted automation in Epic to get paid faster, improve the data quality of claims, and decrease the cost to collect.	15

Page

Care

Everywhere

Interoperability Exchange Statistics

Exchange of Patient Records **Top Trading Partners** Received Sent Sent Patient Records Exchanged- Washington Instance MultiCare Health System You've exchanged 7,086,570 patient records with organizations spanning Kaiser Permanente Washington 6,731,369 50 STATES Clinics using athenahealth 6,372,258 Darker shading indicates higher exchange volume UW Medicine - Washington 6,174,284 45,238,043 Patient Record Exchanges in 2022 YTD Everett Clinic and Polyclinic 5,622,291 66,939,681 Patient Record Exchanges in 2021 APHL Informatics Messaging Services Patient Record Exchanges Since 3,689,697 255,615,933 Care Everywhere Go-Live in 2011 Catholic Health Initiatives Pacific Region 2,592,651 Extending Beyond the Care Everywhere Network **Connections to Organizations Improving Provider Access to External Data** Peer Group Adoption 7,605 Using Software Other Than Epic VES Longitudinal Plan of Care **Top Carequality Networks by Exchange Volume** Sent Received (Live Since: 05/25/2016) Show de-duplicated patient information from external & internal sources. athenahealth (ves()) Happy Together Lab Results (Fundamental) 6.253.892 Include lab results from Care Everywhere in patient charts. CommonWell 976k External Results Newly Visible in Chart Review (Last month) 1,828,117 YES Image Exchange 79/115 Kno2 1,575,952 Send and receive reference-quality images via Care Everywhere. GE Healthcare (Qvera) YES Happy Together Imaging 892,899 Show internal & external imaging results together in the patient chart for a NextGen more complete picture. 836,284 eClinicalWorks Streamlining Incoming Referrals 519,965 🔻 You Bottom 25% Middle 50% Median 📕 Best 25% NetSmart 38,329 **Electronic Referrals Received** 49 0.0% Percent of **Federal Connections** Peer Group Adoption **Overall Volume** YES DOD & VA 72 / 114 Received from EpicCare Link YES SSA 0% 66 / 114 Processed Using Care Everywhere Referral Mgmt 155 0% **Improving Your Exchange** Peer Group Adoption Processed Manually Using Electronic Messaging 0% Effective Authorization Policy Received via Fax or Phone 100% **Non-Treatment Use Cases** Peer Group Adoption **Features Improving Your Exchange** Peer Group Adoption YES Chart Gateway 56/113 YES Shared Provider Directory NO Payer Platform YES 🔵 Automatic Electronic Referral Management 48/120

Feature Toggle Legend VIII In Use	Not in Use On, but Underutilized Not Applicable to Your Organization	(3no) Using 3rd Party Future Version (3no) Installing
Opportunities I	Minimal Effort Moderate Effort Considera	able Effort 🛛 🔅 Gold Stars Item 🔗 Related to Honor Roll
Feature	Description	For Your Team (Search Galaxy using the title below)
Effective Authorization Policy	By streamlining the authorization process, you can keep data- sharing barriers from making it difficult for providers who obtain clinical information through Care Everywhere to use that information in patient care.	Authorization Setup
Electronic Referrals	Work with outside organizations to send more referrals electronically to reduce the calls, faxes, and time needed to get appointments and testing scheduled.	Outside Provider Messaging Setup and Support Guide
Payer Platform	Payer Platform is designed to strengthen collaboration among patients, payers, and providers to reduce administrative burdens, lower costs, and improve patient care.	Prerequisites: Payer Platform Payer Platform Analyst Toolkit

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106

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42

3

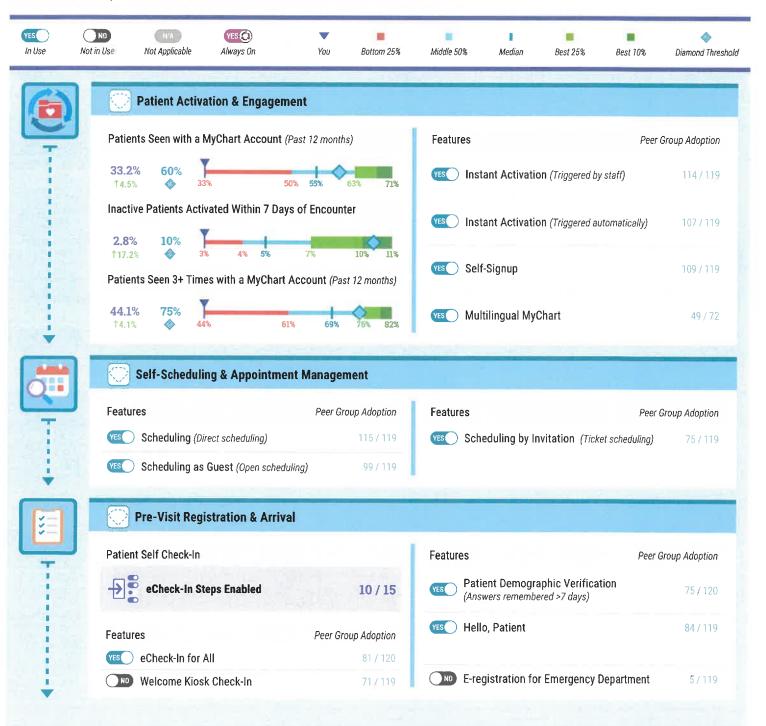
Epic Community Distribution

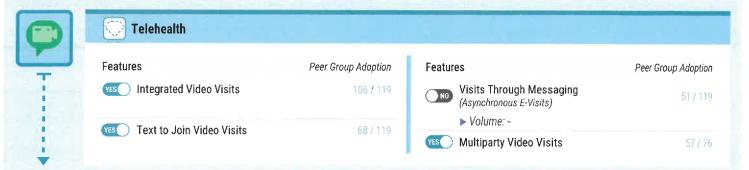
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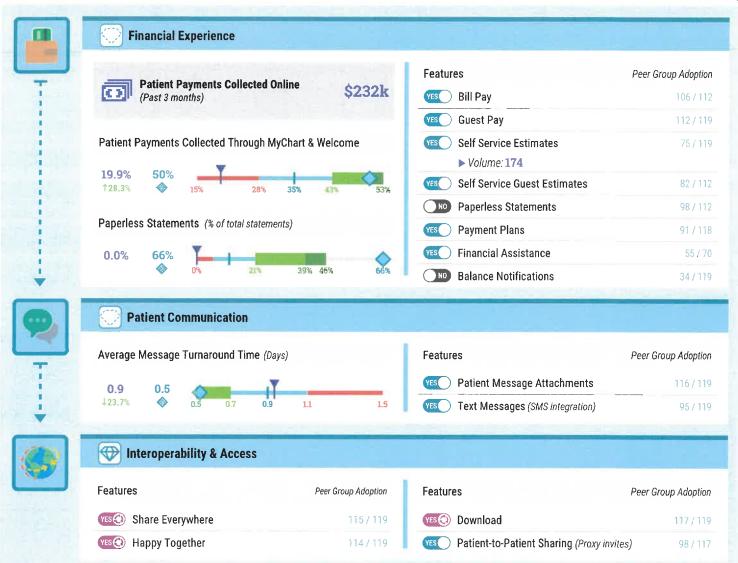


MyChart Diamonds are designed to help you and your patients get the most out of MyChart. Earning a diamond is a significant achievement and reflects that you have all key features in an area enabled and widely used by patients. You can earn a diamond by using every feature within a section and meeting the usage thresholds indicated by blue diamonds for certain benchmarked metrics within a section.

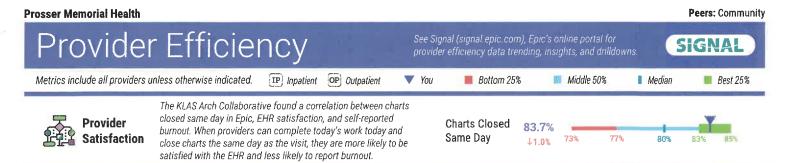




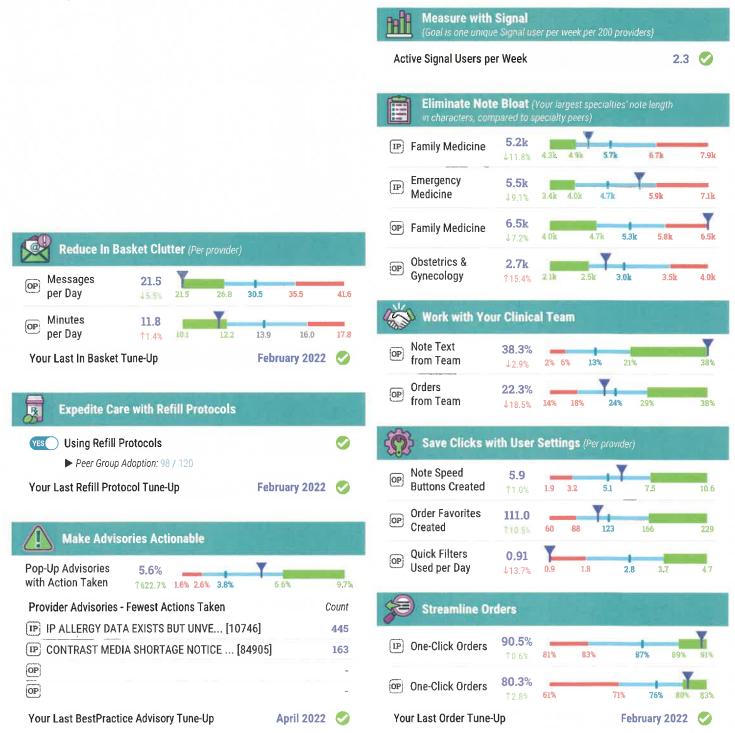
98.4% 90% 6 6 93%	Results Released for Inpatient & Outpati Within 24 Hours	ent Results	Results Released for Inpatient & O ► Within 5 Days	utpatient Results
77% 92% 1.6% 4.8% 6% 77% 92% 1.6% 4.8% 6% 77% 92% 1.6% 6% 6% 7% 92% 1.6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6%<			- 84%	93% 97%
77% 92% 10% 4.8% 0% 3% 6% Patient Journeys & Remote Patient Monitoring Features Peer Group Adoption Features Peer Group Adoption 100 Care Plans (Care Companion) 52 / 119 Test Questionnaires 98 /	▶ Within 3 Days		▶ Not Released Within 31 Days	
Patient Journeys & Remote Patient Monitoring Features Peer Group Adoption Features Peer Group Adoption Image: Care Plans (Care Companion) 52 / 119 Image: Care Plans (Care Companion) 98 /	-	92% 160%		5%
		Peer Group Adoption	Features	Peer Group Ado
				00/
		52 / 119		96.
		52 / 119		90.



Opportunities I	Minimal Effort Moderate Effort Considerat	ble Effort 🛛 🧱 Gold Stars Item 🛛 🛷 Related to Honor Roll
Feature	Description	For Your Team (Search Galaxy using the title below)
Fundamentals Utilization	Increase account activation and engagement with these tips we've heard from high-performing organizations in the Epic community.	Patient Experience Diamonds Playbook
Messaging Utilization	Improve message turnaround time with tips we've heard from high-performing organizations in the Epic community.	Patient Experience Diamonds Playbook
Financial Utilization	Review tips for improvement paired with an Epic-led service to help you overhaul the patient financial experience.	Patient Experience Services: Patient Financial Experience
Balance Notifications	Engage guarantors and collect self-pay balances by notifying guarantors of changes to their accounts, such as new balances, processed payments, payment methods that are close to expiring, and more.	Billing Notifications Setup and Support Guide
Paperless Statements	Increase patient satisfaction and save on costs by allowing patients to opt out of receiving statements in the mail and receive them only through MyChart.	MyChart Billing Setup and Support Guide: Paperless Billing
Care Companion	Care Companion allows you to provide an interactive plan of care to patients, facilitating care for complex conditions and giving clinicians the opportunity to respond to data from the patient.	MyChart Care Companion Setup and Support Guide
Visits Through Messaging	With E-Visits in MyChart, patients can get convenient care for non-urgent health concerns and physicians can efficiently care for patients and be reimbursed for the care they provide.	E-Visits Setup and Support Guide
Welcome Kiosk Check-In	Save time at the front desk by allowing patients to pay copays, sign consent forms and other documents, verify information, and answer questionnaires at a kiosk. The Welcome check-in also notifies clinical staff that the patient is ready to be seen.	Welcome Setup and Support Guide
E-registration for Emergency Departments	Patients roomed in the ED can eCheck-in on a mobile device to provide registration information, potentially saving registration staff a trip and affording the patient a little more privacy.	Allow Patients to Complete ED Self-Registration After Rooming



Here are key focus areas where Epic software can help your providers' ability to get their work done efficiently and effectively.



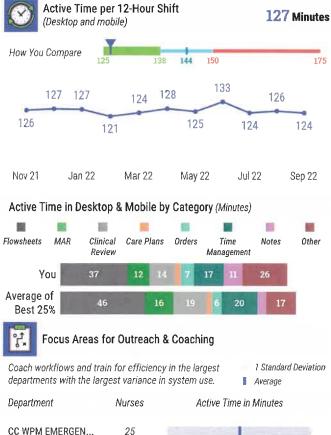
Prosser Memorial Health

pportunities	- Considerate Effort - Considerate Effort - Considerate	able Effort 🛛 🧔 Gold Stars Item 🛛 🔗 Related to Honor R
Feature	Description	For Your Team (Search Galaxy using the title belo
Engage Providers in Design, Build, and Governance	Teach providers how to configure Epic to meet the needs of their specialties. Providers engaged with the EHR report higher overall satisfaction, support their colleagues, and give your IT staff time to focus on more complex projects.	Physician and Clinical Content Builders
Measure with Signal	Understand how providers at your organization spend time in the EHR and identify opportunities to improve efficiency through targeted workflow and training improvements.	Signal Quick Start Guide
Record Training in Signal	Your staff can monitor and celebrate the impact of their training efforts on key efficiency metrics by documenting the training they do with providers.	<u>Training Data in Signal</u>
Provide Ongoing Training	Research shows that three to five hours of ongoing training each year improves provider satisfaction and helps users feel a greater sense of ownership over their EHR workflows.	<u>Ongoing Training Strategy - Mastery Training</u>
Eliminate Note Bloat	Identify sources of note bloat—which tripled between 2009 and 2020—and help providers focus their notes on what's clinically relevant.	Bending the Note Curve Workshop: Combat Not Bloat at Your Organization
Reduce In Basket Clutter	ldentify opportunities to reduce the number of In Basket messages sent to users and pools, more appropriately route messages, and prioritize users for In Basket efficiency training.	In Basket Tune-Up
Work with Your Clinical Team - Notes	Have support staff start notes so that providers can focus on patient care and clinical decision-making.	Improve Clinician Efficiency and Wellness with Epic Strategy Handbook: Team Based Care
Work with Your Clinical Team - Orders	Have support staff tee up refills and start the orders needed to close care gaps so that providers can focus on patient care and clinical decision-making.	Improve Clinician Efficiency and Wellness with Epic Strategy Handbook: Team Based Care
Save Clicks with User Settings	Providers who tailor their workflows to suit their preferences are twice as likely to feel highly satisfied with the EHR. Help your providers get there by introducing them to Epic's	User Settings Strategy Handbook

Acute Care Nursing

Track Time in Epic (5 second inactivity timeout)

Monitor active time in system and improve end user efficiency based on 2,344 shifts across 455 nurses from November 1, 2021 - September 29, 2022.



CC WPM MED SURG	
CC WPM LABOR A	

in system use.	Average
Active Ti	me in Minutes
	I second

74	94	115	136	157	178	199

Reduce Documentation Burden Through Automation

36

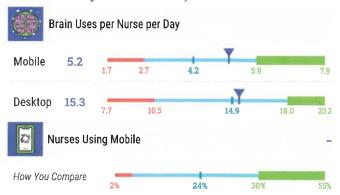
24

Features	Peer Group Adoption
Ventilator Documentation from Devices	90 / 114
VES Infusion Pumps Programmed from Orders	51 / 108
Deterioration Index Calculations	47 / 114
Early Sepsis Detection Calculations	67 / 114
Fall Risk Calculations	20/114
VES Patient Workload Scores Assigned	70 / 113
Assignments from Imported Nurse Staff Sch	edule 47 / 112

You	Bottom 25%	Middle 50	% 📕 A	1edian	📕 Best 25%
Provid	e Lean Flowsheet	s			
Enable n	urses to document effi	ciently and in rea	l time.		
8	Unique Flowsheet	Templates Use	ed per Nurs	se	10.1
How Yo	ou Compare 7.2	7.7 8	.B	9.9	11.1
E	Minutes Between	Observation &	Document	ation	101.0
9	(Average flowsheet d	ocumentation lat	ency)		101.2
How Yo	(Average flowsheet d	ocumentation lat	ency) 81.7	94.9	101.2
How Yo	ou Compare	72.2	81.7 Totol M		Y.
@	ou Compare 61.3	72.2	81.7 Total M	inutes	106.2 Initial Rows
Adult I	Most Used Flowsh	72.2 Neet Templates	81.7 Total M	inutes Spent	106.2 Initial Rows Displayed
Adult I Labor	Most Used Flowsh PCS [306680525]	72.2 Neet Templates	1 81.7 Total M 4C 14	inutes Spent ,893	106.2 Initial Rows Displayed 101
Adult I Labor PACU	Most Used Flowsh PCS [306680525] Record [306680558	72.2 Neet Templates	81.7 Total M 40 14 14	inutes Spent ,893 ,592	106.2 Initial Rows Displayed 101 123

Keys for Nursing Satisfaction & Efficiency

Rover and the Brain task list are correlated with higher nursing EHR satisfaction according to correlative studies by the KLAS Arch Collaborative.



Make Advisories Actionable

Pop-Up Advisories with Action Taken

How You Compare

6.0%

	4% 6%	10%	14%	18%
Nurse Advisories -	Fewest Action	ns Taken	(Count
IP ALLERGY DATA	EXISTS BUT L	INVERIF [1074	46]	1.1k
DS IP MED GIVEN	T00 \$00N MA	AR [3040000)1]	318
SEP1.1 SEVERE SE	EPSIS ALERT E	D ONLY [580	0]	1 28
IP NO ALLERGY DA	ATA BASE [107	743]		98
Your Last BestPra	ctice Advisory	Tune-Up	April 2022	Ø

Prosser Memorial Health

Peers: Community

pportunities	Minimal Effort Moderate Effort Considera	ble Effort 🛛 🔅 Gold Stars Item 🛛 🔗 Related to Honor Rol
Feature	Description	For Your Team (Search Galaxy using the title below
Targeted Rounding and Outreach	Connect with nurses directly to train efficiency tips, reinforce process and policy, and gather feedback to identify ways to improve their experience.	Talk to Nurses to Gather Qualitative Feedback
Provide Lean Flowsheets (More Real-time Documentation)	Help nurses do more real-time, discrete flowsheet documentation by following an action plan to streamline content and share efficiency tips.	Nurse Efficiency - Focus on Flowsheets
Make Advisories Actionable	Minimize interruptions and alert fatigue by focusing your organization's BestPractice Advisories on the most important interventions that are likely to require action.	Run the BestPractice Advisory Tune-Up
Provide Lean Flowsheets (Fewer Templates)	<u>A study of nursing flowsheet usage</u> shows that each flowsheet template increases nurse time by 10%. Consolidate templates to save that documentation time.	Nurse Efficiency - Focus on Flowsheets
Early Detection of Sepsis	Identify patients who are at risk of developing sepsis so that your organization can intervene before patients deteriorate.	Prerequisites: Predictive Analytics Cognitive Computing Model Brief: Early Detection of Sensis
Inpatient Risk of Falls	Automatically identify patients who are at risk of falling so that you can better prevent the adverse event with minimal additional input from clinicians or operational staff.	Prerequisites: Predictive Analytics Cognitive Computing Model Brief: Inpatient Risk of Falls
Assignments from Imported Nurse Staff Schedule	Charge nurses can review the many factors that influence staffing decisions—such as patient workload acuity and expected transfers—and make their assignments, all in a single place.	Configure the Nursing Assignment Wizard to Streamline Patient Assignments
Deterioration Index	Proactively treat clinical deterioration with guidance from risk assessments that are updated when clinicians add to a patient's chart.	Prerequisites: Predictive Analytics Cognitive Computing Model Brief: Deterioration Index

Patient Throughput





Admissions Exceeding Expected Length of Stay

Expected is defined as the primary DRG Geometric Mean Length of Stay from CMS.

24%

30%

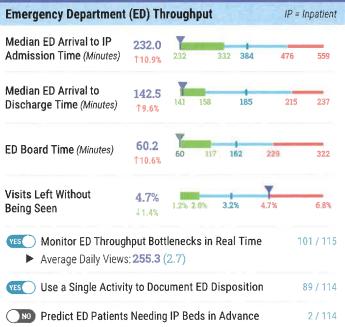
27%

34% 36%

42 / 117



VES(1) Use On-Demand Analytics for Length of Stay



ED Admissions Predicted in Advance: -

🔻 You 📕 Bottom 25%	🔲 Middle 50% 📘 Median 📃 Best 25% 🔤 # Pe	er Gro
Plan for & Monitor D	ischarge Times	
Discharge Time of Day (Absolute change in minute	15:37 (£) ↑17 min ^{14:08} 14:28 14:48 15:13	15:44
Your Discharge Time of Day Distribution	00:00 - 10:00 10:00 - 12:00 12:00 - 14:00 14:00 - 16:00 16:00 - 18:00 18:00 - 24:00	
	Discharges with Expected Dates 110	/ 11
	rate - 4% 8% 16% 22%	/ 11
 Document Accur Expected Dates Ahead of Discha 	rate - 4% 8% 16% 22% rge	
 Document Accur Expected Dates Ahead of Discha 	rate - 4% 8% 16% 22% rge Dashboard Components for Planning 43	28%
 Document Accur Expected Dates Ahead of Discha Use Real-Time I Admissions with Estimated Length of Sta 	rate - 4% 8% 16% 22% rge Dashboard Components for Planning 43 ay - 79% 81% 87% 97%	28%
 Document Accur Expected Dates Ahead of Discha Use Real-Time I Admissions with Estimated Length of Sta from Coding Data 	rate - 4% 8% 16% 22% rge Dashboard Components for Planning 43 ay - 79% 81% 87% 97% ment Throughput	28%

PACU Boarding Time

(Minutes)

123.2

1993.0%

YES Plan Ahead of Surgical Admission Bed Needs

17 30.9

55.6

98.0

142

87 / 111

4

Peers: Community

oportunities	- Minimal Effort - Considerate Effort - Considerate	ble Effort 🛛 🛟 Gold Stars Item 🔗 Related to Honor
Feature	Description	For Your Team (Search Galaxy using the tille be
Track Discharge Milestones and Delays	Track progress toward discharge, and highlight delays in discharging the patient on time so that everyone stays in-the- know about your patients' readiness for discharge.	Discharge Planning Build Sherlock Checklist: Discharge Milestones and Delays (Sherlock)
Use Real-Time Dashboard Components for Planning	Track how your hospital is doing at completing discharge milestones in real-time, and monitor current information and trends in regard to discharge delays.	Discharge Planning Build Sherlock Checklist: Discharge Monitor Dashboard (Sherlock)
Implement Capacity Command Center Dashboards	Tackle patient flow and capacity issues in real time and from multiple angles with Epic's suite of Capacity Command Center dashboards, which can be used on both wall-mounted monitors and individual workstations.	Grand Central Reporting Setup and Support Guide: Capacity Command Center Considerations (Galaxy)
Hold a Patient Throughput Review	Review your key patient throughput indicators with Epic experts and your executive team to identify new ways that Epic can help you improve throughput outcomes.	
Predict ED Patients Needing IP Beds in Advance	Use the ED Likelihood to Occupy a Bed predictive model to help bed planners and house supervisors proactively prepare for patients, decrease bed turnaround time, and keep throughput running smoothly.	Prerequisites: Cognitive Computing, Enhanced Data Analytics, and Nebula Inpatient Cognitive Computing Setup and Support Guide: Configure the Likelihood to Occupy a Bed Model (Galaxy)
Include Providers in the ED Triage Process	Send low-acuity ED patients home sooner by providing physicians with a streamlined workflow to queue up testing, diagnosis, and treatment during triage.	ED Triage Setup and Support Guide: Let Physicians Start Documenting During Triage (Galaxy)
mplement the Remaining Length of Stay Predictive Model	Help clinicians see into a patient's future with the Remaining Length of Stay predictive model. Clinicians can use the model in their discharge planning workflows as a guide when they enter the patient's expected discharge date.	Prerequisites: Cognitive Computing, Enhanced Data Analytics, and Nebula <u>Cognitive Computing Model Brief: Remaining</u> Length of Stay (Galaxy)
Jse On-Demand Analytics for ength of Stay	Decrease length of stay by investigating how often patients exceed the expected length of stay and the contributing factors of that length of stay. Identify opportunities for improvement or evaluate the effectiveness of initiatives.	Prerequisites: Hospital Billing and SlicerDicer DRGs SlicerDicer Data Model Sherlock Checklis (Sherlock)
mprove First Case On-Time Starts	A late start for a case can lead to subsequent case delays or cancellations. For example, remind patients about upcoming cases and appointments to reduce no-shows. With Procedure Pass, document the completion of pre-surgical tasks and	Improving On Time Starts Strategy Handbook (Galaxy)

Prosser Memorial Health

Financial Pulse Index

This page provides a peer-based comparison of some key revenue cycle measures. It highlights areas of strength and opportunities to improve financial performance.

Financial Pulse Trophies Metrics Compared to Median Metric Movement (Since last quarter) Your gold (best 5%), silver (best 10%), and bronze The number of metrics above and below the peer The # of metrics that improved, dropped, or stayed (best 25%) metrics compared to the peer group. group median. the same compared to last quarter. Improved >5% 9 18 11 Within 5% of Prior Value 11 Declined >5% 8 Below Median Above

Metrics A selection of available metrics is below. Use Financial Pulse to see your performance for all available metrics.

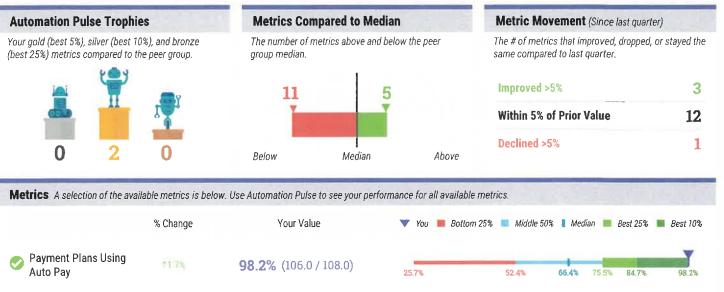
🐌 AR Days	1.1%	54.6	34.7	25.3 34.7 45.2 54.2
Net Collection Ratio	↓1.5%	87.9%	95.0%	74.0% 88.2% 92.5%
Insurance Net Collection Ratio	↓3.8%	92.2 %	98.2%	83.9% 94.6% 96.9%
Self-Pay Net Collection Ratio	13.1%	43.0 %	57.1%	9.9% 27.4% 42.8% 57.1% 71.2%
🕽 Clean Paid Claims	<u>14.4%</u>	33.0%	66.9%	29.0% 49.1% 58.7% 66.9%
DNFB Days	18.5%	7.7	7.1	5.1 71 8.8 10.9
Primary Denial Rate	↑1.7%	11.7%	9.2%	6.5% 9.2% 11.6% 14.8%
Insurance 90+	↓6.1%	26.3%	1 6.2 %	8.9% 11.3% 16.2% 20.7% 26.2%
Professional Billing	% Change	Your Value	Best 25%	🔻 You 📕 Bottom 25% 🔳 Middle 50% ㅣ Median 📕 Best 25% 🌉 Best 10
🕽 AR Days	\$34.1%	65.9	29 .1	21.5 25.2 29.1 33.7 40.0
Clean Paid Claims	→0.0%	0.0%	39.0%	0.0% 8.5% 22.6% 39.0% 54.2%
Pre-AR Days	→0.0%	0.0	1.8	0.0 1.0 1.8 2.9 4.8
Insurance 90+	↓60.5%	16.7%	15.3%	T

Hospital Billing	Profession	al Billing		
Service Area CC WPM PROSSER MEN	IORIAL HEALTH SA Service Area	Service Area CC WPM PROSSER MEMORIAL HEALTH SA Peer Group All Epic		
Peer Group All Epic	Peer Group			
Financial Pulse Trophies				
Hospital Billing Trophies (1 / 18)	Profession	Professional Billing Trophies (2 / 11)		
🍷 Claim Error Days	👿 Self-Pay	90+ 🍸 Aged 90+		
Opportunities	No metrics qualify for the leaderbox	rd. 📹 Considerable Effort 🛛 🔅 Gold Stars Item 🛛 🖋 Related to Honor Roli		
Feature	Description	For Your Team		
Improve Your Clean Claims Rate	Get to the root cause of billing errors and bottleneck HB Billing and Claims Dashboard. Managers can ide manual touches and improve upstream workflows to future errors.	ntify HB Billing and Claims Dashboard (Data		
Improve Your Collection Ratio	Identify opportunities to improve your collection rati down by criteria such as financial class, payer, and p review write-off reasons and fix the root cause of un write-offs.	rovider to Revenue Cycle Reporting Strategy Handbook:		
Monitor Workqueue Status and Performance	Improve accountability and identify workqueues that attention, such as workqueues with aging items or u ownership, so supervisors can develop plans to add issues.	nclear HB and PB Workqueue Monitoring Reporting		
Improve Clinical Coding Quality	Speed up billing by using the Clinical Coding Quality report to identify areas where coders correct charge from clinical documentation and educate providers of the second s	s filed PB Manager - Reporting Quick Start Guide		

100

Automation Pulse Index

This page gives a quick glimpse into how often key Revenue Cycle activities take place without anyone at your organization needing to lift a finger. You can learn about opportunities to improve automation within your Revenue Cycle by reviewing the Financial Programs on the UserWeb.



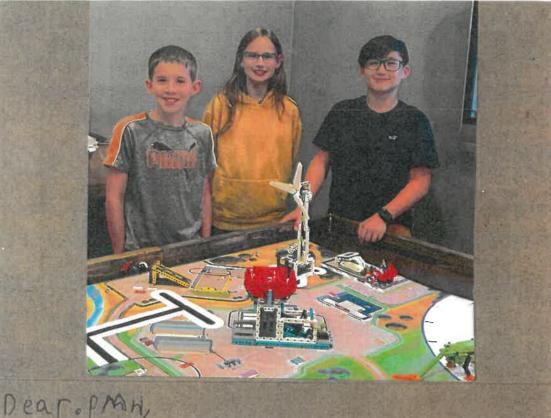
 Auto Pay 		30. 1 , 1	25.7%	52.4%	66.4% 75 5%	84.7%	98.2%
Coverages Auto Created via RTE	112,51	45.9% (0.8k / 1.7k)	1.1%	21.6%	37.0% 49	.5% 60.5	% 65.8%
Estimates Auto Created	10.5%	86.8% (419.0 / 483.0)	12.9%		75.7	¥ 93.2	\$100.0%
HB Charges Triggered Clinically	↑0.5%	97.4% (58.7k / 60.3k)	93.3%		98	2% 99.3%	99.9%
HB Outpatient Accounts Coded by SVC	78.2	33.1% (2.9k / 8.6k)	11.8%	42.3%	66.5%	84 9%	96.2%
HB Consecutive Accounts Auto Combined	→0.0%	0.0% (0.0 / 187.0)	0.0%	30.4%	55,6%	77.3%	95.3%
HB Late Charges Auto Processed	→0.0%	0.0% (0.0 / 263.0)	0.0%	34.0%	54.8%	74.3%	90.6%
HB Claim Status Messages Received	↓6.3%	50.2% (8.1k / 16.1k)	1.8%	19.4%	39.4% 53 9%	67.4%	76.4%
HB Claim Attachments Auto Generated	→0.0%	0.0% (0.0 / 126.0)	0.0%		57.8%		100.0%
HB Insurance Payments Auto Posted	↑2.7%	79.7% (13.7k / 17.3k)	79.7%	-	92.8%	95.9%	99,3%

nformation		
Hospital Billing	Professional Billing	
Service Area CC WPM PROSSER MEN	IORIAL HEALTH SA Service Area CC WPM	PROSSER MEMORIAL HEALTH SA
Peer Group All Epic	Peer Group All Epic	
Automation Pulse Trophies		
Y HB Payment Plans Using Auto Pay	YB Payment Plans Using Auto Pay	
Automation Pulse Leaderboard 7	he leaderboard is generated by comparing your performance to the entire Ej	pic community.
	No metrics qualify for the leaderboard.	
Opportunities	Minimal Effort Moderate Effort Considerat	le Effort 🔅 Gold Stars Item 🔗 Related to Honor Roll
Feature	Description	For Your Team
Optimize Clinical Charging Workflow	Reduce coding time and improve accuracy by automatically filing charges that include the necessary clinical information when clinical orders are placed or resulted.	<u>Charge Capture Workflow Recommendation</u> Toolkit (Galaxy)
Code Simple Visits Automatically	Automatically code simple hospital accounts, such as lab and radiology visits, using information from the patient's visit, which saves time and allows coders to focus on complex	Simple Visit Coding Setup & Support Guide (Galaxy)
	Cases.	(<u>Galaxy)</u>
		<u>Consecutive Accounts Setup & Support Guide</u> <u>(Galaxy)</u>

Epic

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Tram BOSSBOTS

Thank you so much fir your generous donation! Your support means so much we hope to make Prosser proud at qualifiers. Sincerely, Michelle O'Brien (10ach)



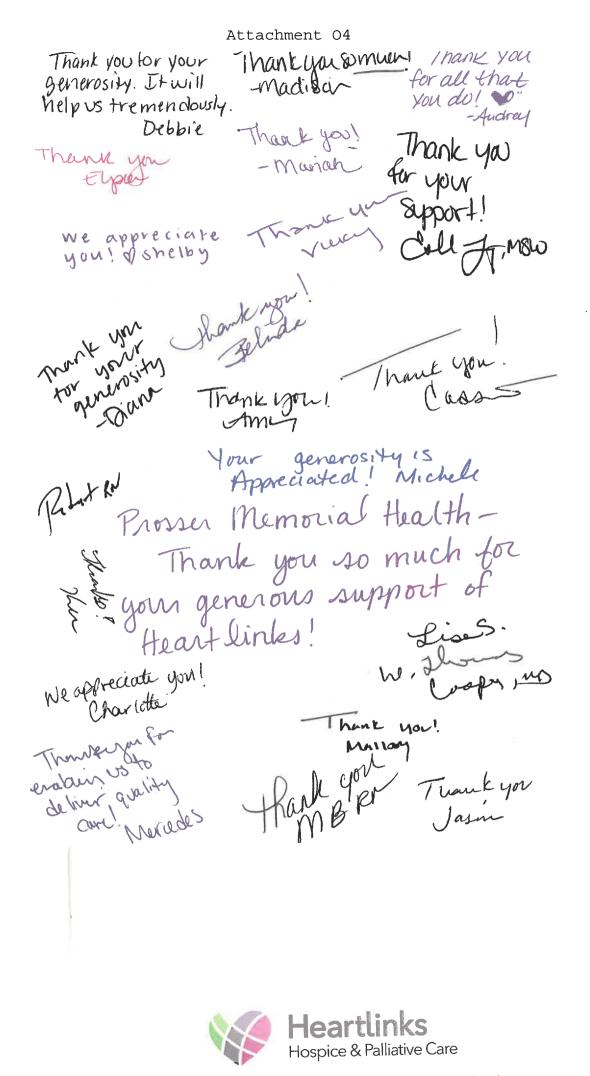
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Thank you! - Mystery Morris Think You Anous then by We appreciate you V sydray Gumaha WANT VE OU MUM L' 101 "Delogado Thank you!! -Malli, vant enroh? Though love 50 tonon "Hommile Bant Thouse You!!! Daught Key thank you Josign : Tessa Thank you a very ,d Kauda Thank you! الناهيم mar hor Sol Emmar Monk you so much Thankyou geiste Toma -Noelia mouris thank you! -Nenvera Thanks Maggin F approviate it Thank you-cassie 1904 - Manle yul, Prosser Minnenal 1904 - Health for your Support thank thought YO D Servi Gins Soccer - PHS Thank you! -Aluse Thank you! -miranda The That is a start way is a start w -AUS Thore you!? Thore you!? Thank you porter Thank yu! -Brianna -AVI THUNKUI -Estebana Thank you Then H You - Destiny -Kcoirlyon -Stephanie

Home Of The Mustangs



Shannon, Thank you to you and your team for your partnership at Benton PUD's annual Senior Day event in Prosser. The event was a great success and we Look forward to partnering with the hespital in the future! - Jenny Sparks Manager of Custancer Ergagement



Attachment 05

GREAT FUTURES START HERE.



COUNTIES

Artwork by: AMMeise Age.

Dear Mannon

Thank you for being an Angel Sponsor + supporting youth!

Recause of you, Great Futures Start Here.



Craig Marks

From:	Shannon Hitchcock
Sent:	Thursday, November 10, 2022 12:10 PM
Subject:	Great Job GI / Surgery Center Team
Follow Up Flag:	Follow up
Flag Status:	Flagged

Team,

Sara Dawson received this thank you note from a GI patient. Great job everyone! #ThisIsHowWeCare

Nov. 5, 2022 Dean Sona Dawson, I wish to take a moment to commend your gastro enterologys I had a colono scopy ded. Nov. 2. From the tim I Was scheduled to leaving the hospital after the procedure, I received nothing. But exceptional, caring service. you all know, this procedure isn't prin. you were gracions, profecsional, and kind. I am sure I am only one of the many grateful folks who have necesived your care. un actions are a neflect your souls. thank you to each of you.

Shannon Hitchcock Chief Communications Officer / E.D. of the Foundation | Community Relations PROSSER MEMORIAL HEALTH 723 MEMORIAL ST | PROSSER, WA 99350 o: (509) 786 6601 shannonh@prosserhealth.org | www.prosserhealth.org



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Craig Marks

From:	Shannon Hitchcock
Sent:	Thursday, December 1, 2022 12:58 PM
To:	!Administration
Subject:	PMH Sponsorship of Cookies with Santa

Team,

Prosser Memorial Health sponsors the Cookies with Santa event the day after the Boys & Girls Club Festival of Trees. This is a free community event where families can see all of the beautifully decorated Christmas trees that were auctioned off, get their pictures taken with Santa, and decorate cookies.

We send the Boys & Girls Club with lots of giveaways for the kiddos too.

Here are some pictures of the event I wanted to share with you: <u>https://ncphotographywa.passgallery.com/-</u> cookieswithsanta/gallery

Shannon Hitchcock Chief Communications Officer / E.D. of the Foundation | Community Relations PROSSER MEMORIAL HEALTH 723 MEMORIAL ST | PROSSER, WA 99350 o: (509) 786 6601 shannonh@prosserhealth.org | www.prosserhealth.org



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November 13, 2022

To the workers at Prosser Memorial Health and all other volunteers,

Thank you so very much on behalf of myself and I am certain all of the veterans and their family members who were the recipients of your Veteran's Day hospitality.

The breakfast was fantastic. The gifts were above and beyond what could be expected by anyone. Just a group of fine community members coming together to produce a really memorial day for veterans.

Of course, Prosser Memorial Health has this community mindedness reputation already. This was just an extension thereof.

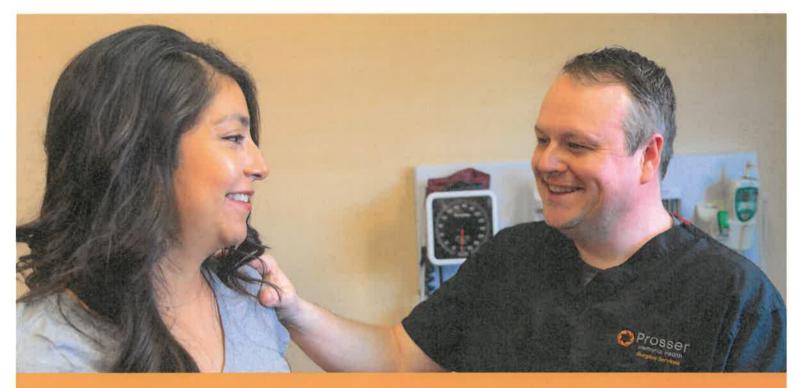
Thank you also to the folks at the Senior and Community Center for providing the space for the get together to take place in.

May God bless and keep each and every one of you who took your own personal time, talents, and effort towards this event.

Thank you! Keith Hicks 😇

Attachment P





Medical Staff Model & Provider Recruitment/Succession Plan

FY 2017-2025

ProsserHealth.org

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PMH Medical Staff Model FY 2017-2024	Page 7
Medical Staff Recruitment & Succession Plan	Page 8
Medical Staff Development Plan Analysis	Page 9-15
Tables present the needs assessments in each community by Primary, Secondary and Tertiary Care	
Primary/Secondary Service Area Provider List	Page 16-22



October 1, 2021

This Medical Staff Model and Provider Recruitment Plan provides us with a roadmap for provider recruitment, retention, and succession planning for the next few years. A roadmap alone does not guarantee a successful journey, however, the data presented strongly suggests provider recruitment must remain a top priority for the coming years. The Model will be used as a tool to not only better understand current and future healthcare needs of our Service Area, but also to guide our critical evidence-based decisions to address those needs and improve the lives of the residents in the PMH Primary and Secondary Service Areas.

Methodology/Overview

The Model is based upon many different data sources including the Merritt Hawkins Cooper Physician Requirements Model, US Census Bureau, and secondary data from local sources. The most recent data available was collected for this report and five-year trends are presented:

- Population data was divided among five logical geographic communities: Prosser, Grandview, Sunnyside, Benton City, and Mabton. The purpose of the division was to align with the current primary and secondary PMH service areas. Population growth was also factored into the model to give an overall picture of each community;
- 2. All physicians and advanced practice clinicians in each community service area were identified, regardless of affiliations or specialty;
- 3. The Cooper Model (which indicates the number of providers by specialty that a community can financially support) was used to identify the physician needs for the communities based on a 100% market share goal; and
- 4. For each community, the provider shortfall is noted. From this evidence-based data, the recruitment plan can begin which will drive our strategic planning and budgeting.

As you review this Medical Staff Model and Provider Recruitment Plan, you will note the obvious: we have plenty of work to continue. If you have any questions, comments or suggestions for improvement, please contact us. We welcome your input in the process as we work together to design the future Prosser Memorial Health.

Revenue by Specialty

ONT	ES SIATES NE		JICIAN SI ECIALI I	
Specialty	In Patient Discharges	Net In Patient Revenue	Net Out Patient Revenue	Total Net Revenue (\$ in thousands)
*With the use of Hospitalist.	Districtives	(\$ in thousands)	(\$ in thousands)	
Family Practice*	156	\$92	\$213	\$305
Internal Medicine*	11	\$103	\$172	\$285
Pediatrics*	n/a	n/a	n/a	\$856
OB/GYN*	144	\$759	\$481	\$1,240
Hospitalist	486	\$3,936	\$190	\$4,127
Cardiology	104	\$1,359	\$1,010	\$2,368
General Surgery	112	\$1,522	\$852	\$2,374
Gastroenterology	15	\$103	\$728	\$831
Neurology	11	\$160	\$387	\$574
Oncology	57	\$751	\$2,629	\$3,380
Otolaryngology	16	\$163	\$608	\$771
Orthopedic Surgery	95	\$1,526	\$638	\$2,164
Podiatry	5	\$64	\$260	\$324
Mental Health Provider	344	\$1,458	\$173	\$1,642
Pulmonology	65	\$981	\$233	\$1,214
Urology	39	\$368	\$755	\$1,123

UNITES STATES NET REVENUE BY PHYSICIAN SPECIALTY

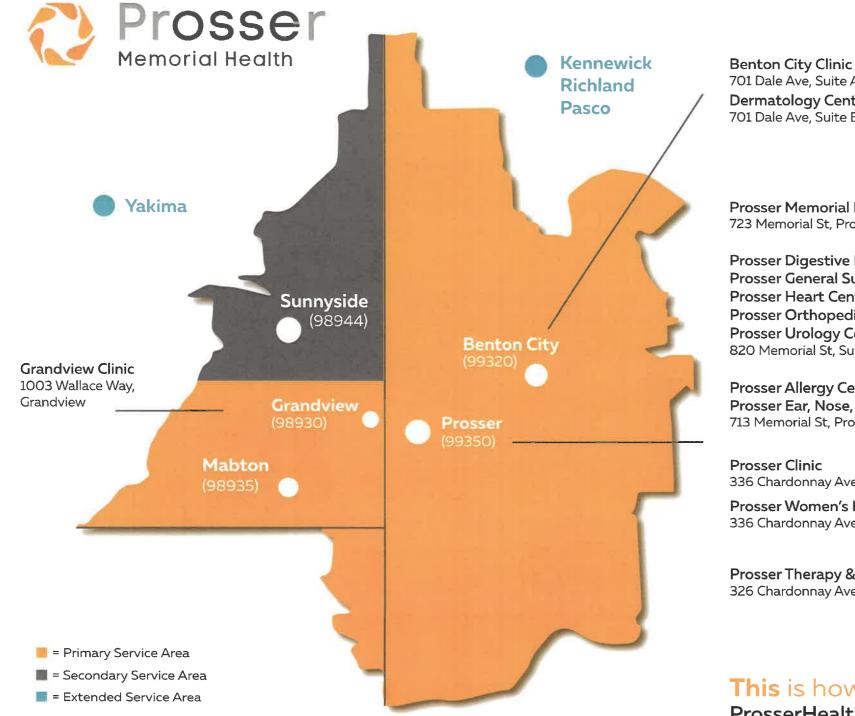
Source: James Lifton, "Gauging the financial impact of physicians on hospitals." Healthcare Financial Management Association; April 2012.

AVERAGE ANNUAL REVENUE BY SPECIALTY

Cardiovascular Surgery	\$3,697,916
Cardiology (Invasive)	\$3,484,375
Neurosurgery	\$3,437,500
Orthopedic Surgery	\$3,286,764
Gastroenterology	\$2,965,277
Hematology/Oncology	\$2,855,000
General Surgery	\$2,707,317
Internal Medicine	\$2,673,387
Pulmonology	\$2,361,111
Cardiology (Non-Invasive)	\$2,310,000
Urology	\$2,161,458
Family Medicine	\$2,111,931
Neurology	\$2,052,884
OB/GYN	\$2,024,193
Otolaryngology	\$1,937,500
Psychiatry	\$1,820,512
Nephrology	\$1,789,062

Pediatrics	\$1,612,500
U.S. Average Net Revenue per Provider (201	8) \$2.4 million
PMH Average Net Revenue per Provider (202	18) \$1.5 million

Source: Merritt Hawkins. 2019 Physician Inpatient/Outpatient Revenue Survey.



701 Dale Ave, Suite A, Benton City Dermatology Center 701 Dale Ave, Suite B, Benton City

Prosser Memorial Hospital 723 Memorial St, Prosser

Prosser Digestive Health Center Prosser General Surgery Center Prosser Heart Center **Prosser Orthopedic Center Prosser Urology Center** 820 Memorial St, Suite 3, Prosser

Prosser Allergy Center Prosser Ear, Nose, & Throat Center 713 Memorial St, Prosser

336 Chardonnay Ave, Suite A, Prosser

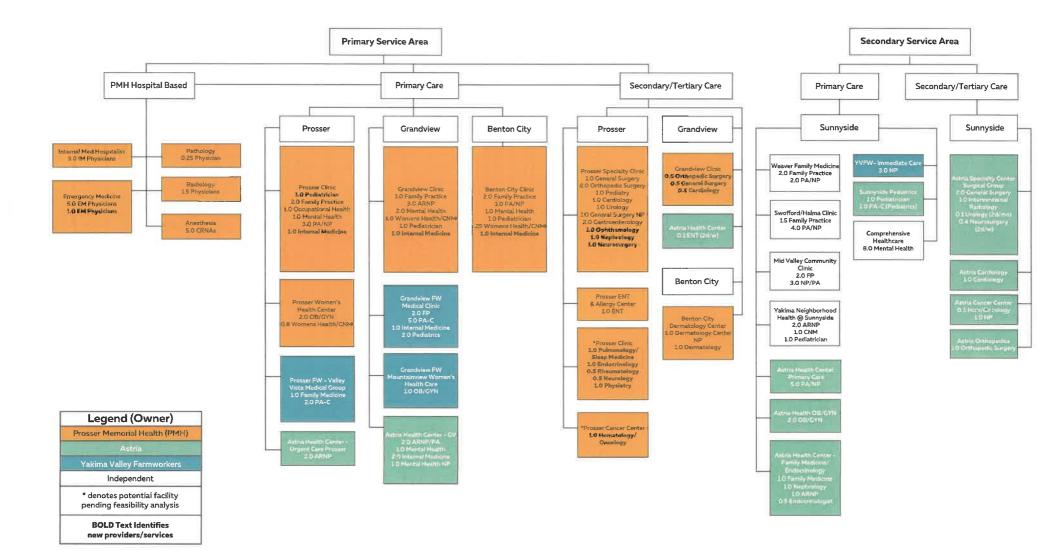
Prosser Women's Health Center 336 Chardonnay Ave, Suite B, Prosser

Prosser Therapy & Rehab Center 326 Chardonnay Ave, Prosser

This is how we care. ProsserHealth.org



Medical Staff Recruitment / Succession Model 2017-2024



7

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PMH MEDICAL STAFF RECRUITMENT & SUCCESSION PLAN BY LOCATION AND FISCAL YEAR 2021-2025

	FY 2021	
Internal Medicine/Family Practice	1.0	Benton City Clinic
Dermatology - NYLANDER	1.0	Benton City Dermatology Clinic
Pediatrics – PROCTOR	1.0	Grandview Clinic
Pediatrics - COOKS	1.0	Prosser Clinic
Mental Health Counselor - PETERS	1.0	Benton City Clinic
NP – PARKS	1.0	Grandview Clinic
	1.0	Grandview Clinic
NP – GLOVER		
Subtotal	7.0	
Gastroenterology – COHEN	FY 2022 1.0	PMH Specialty Clinic
÷.	1.0	Grandview Clinic
Psychiatric /Behavioral Health – DENNIS		
Dermatology ARNP - BOWEN	1.0	Dermatology Center
Orthopedic Surgery (Sports Medicine)	0.0	PMH Specialty Clinic
Family Practice – BRINDLE	1.0	Benton City Clinic
Family Practice – THOMPSON	1.0	Prosser Clinic
Internal Medicine	0.0	Prosser Clinic
Physiatry (Pain Management)	0.0	Prosser Clinic
Emergency Medicine – (WALLACE)	1.0	Prosser Memorial Hospital
Emergency Medicine – (MONICK, KIM, HIMMEL)	1.0	Prosser Memorial Hospital
Emergency Medicine APC – (NIELSON, MCPHEE)	2.0	Prosser Memorial Hospital
Endocrinology	0.0	Prosser/Grandview/Benton City
Subtotal	9.0	
	FY 2023	
Internal Medicine	1.0	Prosser Clinic
Allergy NP	1.0	Prosser Allergy Center
Occupational Medicine	1.0	Prosser Clinic
Pediatrics	1.0	Prosser Clinic
Family Practice	1.0	Prosser Clinic
Gastroenterology	1.0	PMH Specialty Clinic
Orthopedic Surgery (Sports Medicine)	1.0	PMH Specialty Clinic
Psychiatric / Behavioral Health NP	1.0	Benton City Clinic
Radiologist	1.0	Prosser Memorial Hospital
Emergency Medicine	2.0	Prosser Memorial Hospital
Subtotal	11.0	
	FY 2024	
Pulmonology/Sleep Medicine	1.0	Prosser Memorial Hospital
Endocrinology	1.0	Prosser/Grandview/Benton City
Physiatry (Pain Management)	1.0	Prosser Clinic
Family Practice / Internal Medicine	1.0	Prosser Clinic
Family Practice / Internal Medicine	1.0	Benton City Clinic
Family Practice / Internal Medicine	1.0	Grandview Clinic
Hematology/Oncology	1.0	Prosser Cancer Center
Subtotal	7.0	
Next select	FY 2025	DMH Specialty Clinic
Nephrology	1.0	PMH Specialty Clinic
Ophthalmology	1.0	PMH Specialty Clinic
Neurosurgery	1.0	PMH Specialty Clinic
Rheumatology	1.0	Prosser Clinic
Neurology	1.0	Prosser Clinic
Subtotal	5.0	
TOTAL		
0.24.2022		

10.24.2022

PMH Service Area: Total Primary Service Area Physician Need 2023 2018 Population: 45,003 2023 Population: 47,380	Population Needed/Provider	Needed (FTEs)	Current Supply (FTEs)	Supply Needed (FTEs)
Drimony Coro				
Primary Care General/Family Practice	3,226	14.7	26.0	11.3
General Internal Medicine	3,220	14.7	3.0	11.5
Pediatrics	5,682	8.3	4.0	4.3
OB/GYN		6.6	5.0	1.6
Primary Care Subtotal	7,143	44.3	38.0	7.3
Primury care Subtotal		44.5	50.0	1.5
Secondary Care				
Allergy & Immunology	71,429	0.7	0.4	0.3
Cardiology	12,821	3.7	1.5	2.2
Dermatology	25,000	1.9	2.0	0.1
Gastroenterology	22,727	2.1	2.0	0.1
Hematology/Oncology	23,810	2.0	0.0	2.0
Nephrology	40,000	1.2	0.0	1.2
Neurology	19,608	2.4	0.0	2.4
Mental Health Provider	6,250	7.6	7.0	0.6
Pulmonology	25,000	1.9	0.0	1.9
General Surgery	8,772	5.4	2.0	3.4
Ophthalmology	18,182	2.6	0.0	2.6
Orthopedic Surgery	11,905	4.0	2.0	2.0
Otorhinolaryngology	31,250	1.5	0.8	0.7
Plastic Surgery	41,667	1.1	0.5	0.6
Urology	27,778	1.7	1.0	0.7
Secondary Care Subtotal		39.8	19.2	27.6
Tertiary Care				
Cardio Thoracic Surgery	66,667	0.7	0.0	0.7
Endocrinology	50,000	0.9	1.0	0.1
Infectious Diseases	58,824	0.8	0.0	0.8
Neurosurgery	62,500	0.8	0.5	0.3
Physical Med/Rehab	37,037	1.3	0.0	1.3
Rheumatology	66,667	0.7	0.0	0.7
Vascular Surgery	66,667	0.7	0.0	0.7
Tertiary Subtotal		8.0	1.5	3.0
Total		92.1	58.7	37.9

PMH Service Area: Total Primary/Seconda Physician Need 2023 2018 Population: 67,344 2023 Population: 70,395	Population Needed/Provider	Needed (FTEs)	Current Supply (FTEs)	Supply Needed (FTEs)
Primary Care				
General/Family Practice	3,226	21.8	52.5	30.7
General Internal Medicine	3,247	21.7	3.0	18.7
Pediatrics	5,682	12.4	7.0	5.4
OB/GYN	7,143	9.9	8.0	1.9
Primary Care Subtotal	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	65.7	70.5	4.8
Secondary Care			المراجعين المتعيدية	
Allergy & Immunology	71,429	1.0	0.2	0.8
Cardiology	12,821	5.5	2.5	3.0
Dermatology	25,000	2.8	2.0	0.8
Gastroenterology	22,727	3.1	2.0	1.1
Hematology/Oncology	23,810	3.0	1.5	1.5
Nephrology	40,000	1.8	1.0	0.8
Neurology	19,608	3.6	0.4	3.2
Mental Health Provider	6,250	11.3	15.0	3.7
Pulmonology	25,000	2.8	0.0	2.8
General Surgery	8,772	8.0	4.0	4.0
Ophthalmology	18,182	3.9	0.0	3.9
Orthopedic Surgery	11,905	5.9	3.0	2.9
Otorhinolaryngology	31,250	2.3	1.4	0.9
Plastic Surgery	41,667	1.7	1.0	0.7
Urology	27,778	2.5	2.0	0.5
Secondary Care Subtotal		59.2	36.0	27.3
Tertiary Care				
Cardio Thoracic Surgery	66,667	1.1	0.0	1.1
Endocrinology	50,000	1.4	0.2	1.2
Infectious Diseases	58,824	1.2	0.0	1.2
Neurosurgery	62,500	1.1	0.9	0.2
Physical Med/Rehab	37,037	1.9	0.0	1.9
Rheumatology	66,667	1.1	0.0	1.1
Vascular Surgery	66,667	1.1	0.0	1.1
Tertiary Subtotal		8.9	1.1	5.7
Total		133.8	107.6	28.2

PMH Primary Service Area: Prosser				
Zip Code: 99350				
Physician Need 2023				
	Population	Needed	Current Supply	Supply Needed
2018 Population: 14,674	Needed/Provider	(FTEs)	(FTEs)	(FTEs)
2023 Population: 15,578				
2020100440111 20,070				
Primary Care General/Family Practice	2 226	4.9	10.0	5.2
	3,226	4.8		
General Internal Medicine	3,247	4.8	0.0	4.8
Pediatrics	5,682	2.7	0.0	2.7
OB/GYN	7,143	2.2	2.8	0.6
Primary Care Subtotal		14.5	12.8	1.7
Secondary Care				
Allergy & Immunology	71,429	0.2	0.2	0.0
Cardiology	12,821	1.2	1.5	0.3
Dermatology	25,000	0.6	0.0	0.6
Gastroenterology	22,727	0.7	2.0	1.3
Hematology/Oncology	23,810	0.7	0.0	0.7
Nephrology	40,000	0.4	0.0	0.4
Neurology	19,608	0.8	0.0	0.8
Mental Health Provider	6,250	2.5	1.0	1.5
		0.6	0.0	0.6
Pulmonology	25,000			0.8
General Surgery	8,772	1.8	2.0	
Ophthalmology	18,182	0.9	0.0	0.9
Orthopedic Surgery	11,905	1.3	2.0	0.7
Otorhinolaryngology	31,250	0.5	0.8	0.3
Plastic Surgery	41,667	0.4	0.5	0.1
Urology	27,778	0.6	1.0	0.4
Secondary Care Subtotal		13.1	11.0	2.1
Tertiary Care				
Cardio Thoracic Surgery	66,667	0.2	0.0	0.2
Endocrinology	50,000	0.3	0.0	0.3
nfectious Diseases	58,824	0.3	0.0	0.3
Neurosurgery	62,500	0.2	0.5	0.3
Physical Med/Rehab	37,037	0.4	0.0	0.4
Rheumatology	66,667	0.2	0.0	0.2
Vascular Surgery	66,667	0.2	0.0	0.2
Tertiary Subtotal	00,007	1.9	0.5	1.4
Total		29.6	24.3	5.3

PMH Primary Service Area: Grandview				
Zip Code: 98930				
Physician Need 2023				
	Population	Needed	Current Supply	Supply Needed
2018 Population: 15,767	Needed/Provider	(FTEs)	(FTEs)	(FTEs)
2023 Population: 16,430				
Primary Care				
General/Family Practice	3,226	5.1	13.0	7.9
General Internal Medicine	3,247	5.1	3.0	2.1
Pediatrics	5,682	2.9	3.0	0.1
OB/GYN	7,143	2.3	2.0	0.3
Primary Care Subtotal		15.3	21.0	5.7
Secondary Care				
Allergy & Immunology	71,429	0.2	0.0	0.2
Cardiology	12,821	1.3	0.0	1.3
Dermatology	25,000	0.7	0.0	0.7
Gastroenterology	22,727	0.7	0.0	0.7
Hematology/Oncology	23,810	0.7	0.0	0.7
Nephrology	40,000	0.4	0.0	0.4
Neurology	19,608	0.8	0.0	0.8
Mental Health Provider	6,250	2.6	4.0	1.4
Pulmonology	25,000	0.7	0.0	0.7
General Surgery	8,772	1.9	0.0	1.9
Ophthalmology	18,182	0.9	0.0	0.9
Orthopedic Surgery	11,905	1.4	0.0	1.4
Otorhinolaryngology	31,250	0.5	0.1	0.4
Plastic Surgery	41,667	0.3	0.0	0.4
		0.4	0.0	0.6
Jrology	27,778			9.7
Secondary Care Subtotal		13.8	4.1	9.7
Tertiary Care				
Cardio Thoracic Surgery	66,667	0.2	0.0	0.2
Endocrinology	50,000	0.3	0.0	0.3
nfectious Diseases	58,824	0.3	0.0	0.3
Neurosurgery	62,500	0.3	0.0	0.3
Physical Med/Rehab	37,037	0.4	0.0	0.4
Rheumatology	66,667	0.2	0.0	0.2
/ascular Surgery	66,667	0.2	0.0	0.2
Tertiary Subtotal		2.1	0.0	2.1
Total		31.2	25.1	6.1

DALL Drimony Convice Avenue Benton City					
PMH Primary Service Area: Benton City					
Zip Code: 99320, (99345) (Inclues Patterson)					
Physician Need 2023		h			
	Population	Needeo		Current Supply	Supply Needed
2018 Population: 10,043	Needed/Provider	(FTEs)		(FTEs)	(FTEs)
2023 Population: 10,651					
Primary Care					
General/Family Practice	3,226		.3	3.0	0.3
General Internal Medicine	3,247	3	.3	0.0	3.3
Pediatrics	5,682	1	.9	1.0	0.9
OB/GYN	7,143	1	.5	0.2	1.3
Primary Care Subtotal		9	.9	4.2	5.7
			-		
Secondary Care	71.400	0	.1	0.0	0.1
Allergy & Immunology	71,429			0.0	
Cardiology	12,821		.8	0.0	0.8
Dermatology	25,000		.4	2.0	1.6
Gastroenterology	22,727		.5	0.0	0.5
Hematology/Oncology	23,810	0	.4	0.0	0.4
Nephrology	40,000	0	.3	0.0	0.3
Neurology	19,608	0	.5	0.0	0.5
Mental Health Provider	6,250	1	.7	2.0	0.3
Pulmonology	25,000	0	.4	0.0	0.4
General Surgery	8,772	1	.2	0.0	1.2
Ophthalmology	18,182	0	.6	0.0	0.6
Orthopedic Surgery	11,905	0	.9	0.0	0.9
Otorhinolaryngology	31,250		.3	0.0	0.3
Plastic Surgery	41,667		.3	0.0	0.3
Urology	27,778		.4	0.0	0.4
Secondary Care Subtotal	27,770		.9	4.0	4.9
Tertiary Care					
Cardio Thoracic Surgery	66,667	0	.2	0.0	0.2
Endocrinology	50,000	0	.2	0.0	0.2
Infectious Diseases	58,824	0	.2	0.0	0.2
Neurosurgery	62,500	0	.2	0.0	0.2
Physical Med/Rehab	37,037	0	.3	0.0	0.3
Rheumatology	66,667		.2	0.0	0.2
Vascular Surgery	66,667		.2	0.0	0.2
Tertiary Subtotal			.3	0.0	1.3
Total		20	.2	8.2	12.0

PMH Primary Service Area: Mabton						
Zip Code: 98935						
Physician Need 2023						
	Population	Needeo	4	Current Supply		Supply Needed
2018 Population: 4,519	Needed/Provider	(FTEs)		(FTEs)		(FTEs)
2023 Population: 4,721	inceaca, inoviaci	(1123)		(1123)		(((()))
2023 ropulation. 4,721						
Primary Care	2.026	1	F	0.0		4.5
General/Family Practice	3,226		.5	0.0		1.5
General Internal Medicine	3,247		.5	0.0		1.5
Pediatrics	5,682		.8	0.0		0.8
OB/GYN	7,143	0		0.0		0.7
Primary Care Subtotal		4	.4	0.0		4.4
Secondary Care						
Allergy & Immunology	71,429	0	.1	0.0		0.1
Cardiology	12,821		.4	0.0		0.4
Dermatology	25,000		.2	0.0		0.2
Gastroenterology	22,727		.2	0.0		0.2
			.2	0.0		0.2
Hematology/Oncology	23,810					
Nephrology	40,000		.1	0.0		0.1
Neurology	19,608		.2	0.0		0.2
Mental Health Provider	6,250		.8	0.0		0.8
Pulmonology	25,000		.2	0.0		0.2
General Surgery	8,772		.5	0.0		0.5
Ophthalmology	18,182	0	.3	0.0		0.3
Orthopedic Surgery	11,905	0	.4	0.0		0.4
Otorhinolaryngology	31,250	0	.2	0.0		0.2
Plastic Surgery	41,667	0	.1	0.0		0.1
Urology	27,778	o	.2	0.0		0.2
Secondary Care Subtotal		4	.0	0.0		4.0
Tertiary Care			1	0.0		0.4
Cardio Thoracic Surgery	66,667	0		0.0		0.1
Endocrinology	50,000		.1	0.0		0.1
Infectious Diseases	58,824		.1	0.0		0.1
Neurosurgery	62,500		.1	0.0		0.1
Physical Med/Rehab	37,037		.1	0.0		0.1
Rheumatology	66,667	0	.1	0.0		0.1
Vascular Surgery	66,667	0	.1	0.0		0.1
Tertiary Subtotal		0	.6	0.0	1	0.6
Total		9	.0	0.0		9.0

PMH Secondary Service Area: Sunnyside				
Zip Code: 98944				
Physician Need 2023				
	Population	Needed	Current Supply	Supply Needed
2018 Population: 22,341	Needed/Provider	(FTEs)	(FTEs)	(FTEs)
2023 Population: 23,015	(teeded) i to naci	(1120)	(1120)	(******
20231 Optiation. 23,015				
Primary Care				
General/Family Practice	3,226	7.1	26.5	19.4
General Internal Medicine	3,247	7.1	0.0	7.1
Pediatrics	5,682	4.1	3.0	1.1
OB/GYN	7,143	3.2	3.0	0.2
Primary Care Subtotal		21.5	32.5	11.0
Secondary Care				
Allergy & Immunology	71,429	0.3	0.0	0.3
Cardiology	12,821	1.8	1.0	0.8
Dermatology	25,000	0.9	0.0	0.9
Gastroenterology	22,727	1.0	0.0	1.0
Hematology/Oncology	23,810	1.0	1.5	0.5
Nephrology	40,000	0.6	1.0	0.4
Neurology	19,608	1.2	0.4	0.8
Mental Health Provider	6,250	3.7	8.0	4.3
Pulmonology	25,000	0.9	0.0	0.9
General Surgery	8,772	2.6	2.0	0.6
Ophthalmology	18,182	1.3	0.0	1.3
		1.9	1.0	0.9
Orthopedic Surgery	11,905	0.7	0.5	0.2
Otorhinolaryngology	31,250			
Plastic Surgery	41,667	0.6	0.5	0.1
Urology	27,778	0.8	1.0	0.2
Secondary Care Subtotal		19.3	16.9	2.4
Tertiary Care				
Cardio Thoracic Surgery	66,667	0.3	0.0	0.3
Endocrinology	50,000	0.5	0.2	0.3
nfectious Diseases	58,824	0.4	0.0	0.4
Neurosurgery	62,500	0.4	0.4	0.0
Physical Med/Rehab	37,037	0.6	0.0	0.6
Rheumatology	66,667	0.3	0,0	0.3
/ascular Surgery	66,667	0.3	0.0	0.3
Tertiary Subtotal		2.9	0.6	2.3
Total		43.7	50.0	6.3

Primary & Secondary Service Area Provider List

Benton City Clinic

701 Dale Ave., Suite A Benton City, WA 99320 509.588.4075

BENTON CITY

- Dr. Suzanne Staudinger (Family Practice)
- Dr. David Carl (Peds)
- Dr. Jennifer Brindle (Family Practice)
- Jessica Luther, ARNP (Family Practice)
- Steve Peters (Mental Health)
- Bailey Padilla, CNM (Midwife) (Friday Only)

Dermatology Center

701 Dale Ave., Suite B Benton City, WA 99320 509.588.4555

- Dr. Nicola Nylander
- Karmina Bowen, ARNP

	PROSSER				
Prosser Clinic 336 Chardonnay Ave., Suite A Prosser, WA 993350 509.786.1576	 Dr. Carolyn O'Connor (Family Practice) Dr. Jayme Thompson (Family Practice) Pam Morris, ARNP (Family Practice, Occupational Medicine) Heather Morse, ARNP (Mental Health) Zach Garland, ARNP (Family Practice) Teresa Charvet, PA-C (Family Practice) 				
Prosser Women's Health Center 336 Chardonnay Ave., Suite B Prosser, WA 99350 509.786.0031	 Dr. Brian Sollers (OB/GYN) Dr. Heidi Weaver (OB/GYN) Bailey Padilla, CNM (Midwife) (0.8) Teresa Charvet, PA-C (Every Other Friday) 				
Prosser General Surgery Center 820 Memorial St., Suite 3 Prosser, WA 99350 509.786.5599	 Dr. Richard Unger (Gen Surgery) Afton Dunham, AANP-C 				
Prosser Orthopedic Center 820 Memorial St., Suite 3 Prosser, WA 99350 509.786.5599	 Dr. Jared Clifford (Podiatrist) Dr. Thomas Halvorson (Orthopedic Surgery) Dr. Samuel Strebel (Orthopedic Surgery) 				
Prosser Heart Center 820 Memorial St., Suite 3	• Dr. Karan Bhatti (Cardiology)				

820 Memorial St., Suite 3 Prosser, WA 99350 509.786.5599

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Prosser Urology Center

820 Memorial St., Suite 3 Prosser, WA 99350 509.786.5599

Prosser ENT & Allergy Center

Valley Vista Medical Center

Clinic Manager: Bindu Musunuru bindum@yvfwc.org | Ext. 5524

820 Memorial St., Suite 1

Prosser, WA 99350 509.786.2010

713 Memorial St. Prosser, WA 99350 509.786.5599

• Dr. Coral Tieu (ENT)

• Dr. Tom Tieu (Urology)

Dr. Edward Lane, Family Medicine

- Rebecca Reinhard, PA-C
- Rebecca Wray, PA-C, Family Medicine

Astria Health Center - Primary Care with Walk-In Care 355 Chardonnay Ave.

355 Chardonnay Ave Prosser, WA 99350 509.781.6366

Amma Ababio, FNP, \$10 Sports Physicals, Primary Care, Primary Care with Walk-In Care

- Davis Bronson, MD, FACS, Plastic and Reconstructive Surgery
- Selena Diaz, FNP, Primary Care

GR/	ANDVIEW
Grandview Clinic 1003 Wallace Way Grandview, WA 98930 509.203.1080	 Dr. Jose Santa-Cruz (Family Practice) Dr. Brian Proctor (Pediatrics) Erica Garza, ARNP (Family Practice) Peter Park, ARNP (Family Practice) Sara Glover, ARNP (Family Practice) Diane Hanks, ARNP (Mental Health) Juliet Dennis, ARNP (Mental Health) Becky Morris, CNM-WHNP
Astria Health Center - Family Medicine, Internal Medicine, Ear, Nose, & Throat, and Orthopedics 208 N. Euclid Rd. Grandview, WA 98930 509.882.1855	 Manuel Jimenez, PA-C, Internal Medicine Anna Madej, MD, Internal Medicine, Primary Care Daniel Quiroz-Portella, MD, Diabetes, Internal Medicine, Primary Care, Senior Services Suzanne Cleland-Zamudio, MD, Allergy Testing and Treatment Program, Ear, Nose and Throat, Surgery
Grandview Clinic Farmworkers Clinic 1000 Wallace Way Grandview, WA 98930 509.882.3444 Clinic Manager: Norma Avila-Alejandre normaa@yvfwc.org	 Dr. Katheryn Norris, Family Medicine Dr. Tad White, Family Medicine Dr. Tamera Schille, Pediatrics Dr. Thatcher Felt, Pediatrics Dr. Flint Orr, Internal Medicine Brianne Johnson, PA-C Jeffrey Johnson, PA-C Thomas Jenkins, PA-C Nathaniel Burgi, PA-C Irene Paz, PA-C
Mountain View Women's Health Center Yakima Valley Farmworkers 240 Division St. Grandview, WA 98930 509.882.4700 Clinic Manager: Norma Avila-Alejandre normaa@yvfwc.org	• Dr. Ridhima Gupta, OB/GYN
Astria Health Center - Pediatrics, Behavioral Health, Primary Care with Walk-In Care 222 E. 2nd St. Grandview, WA 98930 509.203.6501	 Nekol Hatley, PMHNP, Behavioral Health/Psychiatry Katherine Soto, MSW, Behavioral Health/Psychiatry

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	SUNNYSIDE
Weaver Family Medicine 2935 Allen Rd. Sunnyside, WA 98944 509.837.0070	 Dr. Derek Weaver (Family Medicine) Dr. Judith Harvey (Family Medicine) Jason Redd, PA-C Ty Nielson, PA-C
Astria Health Center - Pediatrics 803 E. Lincoln Ave Sunnyside, WA 98944 509.837.7551	 Ana Garcia, MD, Pediatrics, Primary Care with Walk-In Care Mark Gardner, PA-C, Pediatrics, Primary Care with Walk-In Care
Sunnyside Immediate Care Yakima Valley Farmworkers 2680 Yakima Valley Highway, Suite B Sunnyside, WA 98944 509.839.3000	 Jeffrey Johnson, PA Brianne Johnson, PA Karina Borges, PA Irene Castro, PA Thomas Jenkins, PA Nathaniel Burai, PA
Swofford & Halma Clinic 2303 Reith Way Sunnyside, WA 98944 509.837.3933	 Dr. Harlan Halma, Family Medicine (.5 FTE) Dr. Blake Bond, Family Medicine Marivel Sandoval, PA-C Margaret Kranz, PA-C Ramon Perez, PA-C Bristol Fletcher, ARNP
Mid Valley Community Clinic 700 S. 11th St. Sunnyside, WA 98944 509.839.6822	 Dr. Harlan Halma, Family Medicine (.5 FTE) Dr. Douglas Wrung, Family Medicine (.5 FTE) Irma Mejia, ARNP Elba Fernandez, ARNP Dr. Kristin Bond, Family Medicine Heidi April, PA-C
Astria Health Center - Primary Care with Walk-In Care 2705 E. Lincoln Ave., Suite B Sunnyside, WA 98944 509.836.4848	 Jonathan Alvord, PA-C, Family Medicine, Primary Care, Primary Care with Walk-In Care Paul Furan, PA-C, Family Medicine, Primary Care, Primary Care with Walk-In Care Sara McDonald, AGNP, Internal Medicine, Primary Care, Sleep Medicine, Walk-In Care Timothy Salvos, PA-C, Primary Care, Primary Care with Walk-In Care

Astria Health Center - Cardiology 803 E Lincoln Ave. Sunnyside, WA 98944 509.836.4825	 Locum Cardiologists Sumeet Sachdev, MD, Cath Lab
Astria Health - Obstetrics & Gynecology 803 E. Lincoln Way Sunnyside, WA 98944 509.837.1550	 Miguel A. Brizuela, MD, MS, OB-GYN, FACOG, Obstetrics and Gynecology (OB/GYN), Sleep Medicine Robert R. Wells, MD, OB-GYN, Obstetrics and Gynecology (OB/GYN)
Astria Health - Occupational Medicine 802 Miller Ave. Sunnyside, WA 98944 509.837.1564	• None Listed
Astria Health - Orthopedics 2705 E. Lincoln Ave., Suite A Sunnyside, WA 98944 509.837.1570	 Adrian Obuch, MD, Orthopedic Surgery, Orthopedics, Sports Medicine
Cancer Center 1013 E. Edison Ave. Sunnyside, WA 98944 509.837.1587	 Mahakit Inklab, MD, Cancer Care, Internal Medicine, Oncology and Hematology Christina Zoric, AOCNP, Cancer Care, Internal Medicine, Oncology and Hematology, Sleep Medicine
 Specialty Center Surgical Group 500 S. 11th St. Sunnyside, WA 98944 509.837.7722 Hand Surgery Joint Replacement Neurosurgery Orthopedic Rehabilitation Orthopedic Surgery Podiatry Spine Care & Endoscopic Spine Surgery (TESSYS) Stroke Care Surgical Services Urgent Care Urology General Surgery Interventional Radiology Percutaneous Cryoblation (CRYOtherapy) Vascular Surgery 	 Lori Alvord, MD, Gastroenterology, General Surgery, Surgery Dave Atteberry, MD, Neurology, Neurosurgery Tracy Berg, MD, Surgery, Vascular Surgery, Wound Care Center Ernesto Dizon Jr., MD, General Surgery, Robotic Surgery Peter Grunert, MD, Neurology, Neurosurgery Jeffrey LeCheminant, DPM, FACFAS, Podiatry David Shoemaker, MD, Interventional Radiology, Vascular Medicine Brad A. Ward, MD, Neurology, Neurosurgery Manuel Ybanez, MD, Surgery Mihai Alexianu, MD, Urology Richard Mynatt, MD, Urology

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Yakima Neighborhood Health 617 Scoon Rd. Sunnyside, WA 98944 509.837.8200	 Dr. Nana, Pediatrics Sue Dennis, ARNP, CNM, Women's Health Cynthia Hurtato, ARNP, Family Practice
Comprehensive Healthcare 1319 Saul Rd. Sunnyside, WA 98944 509.837.2089	 Brittney Skillman, ARNP Jose Sabalsa, Counselor Crystal Liebert, Counselor Jaime Ortiz, Counselor Jose Villalba, Drug & Alcohol Counselor Leticia Chavez, Therapist Ronda Beaudry, Therapist Metilda Reyes, Therapist
Astria Health Center - Family Medicine 2705 E. Lincoln Ave., Suite B Sunnyside, WA 98944 509.837.1799	 Craig Whittlesey, MD Jonathan Alvord, PA-C Paul Furan, PA-C Susan Bussert, PA-C
Astria Health Audiology 1017 Tacoma Ave. Sunnyside, WA 98944 509.837.1720	 Sally B. Rodgers, AuD Katie Bertheas, AuD
Astria Health Center - Primary Care with Walk-In Care/Dentistry 2201 E. Edison Ave. Sunnyside, WA 98944 509.837.4596	 Gregory Norell, DDS, Adult Dentistry, Dental Surgery, Pediatric Dentistry Timothy Salvos, PA-C, Primary Care, Primary Care with Walk-In Care, Walk-In Care
Astria Health Center - Primary Care with Walk-In Care/ Endocrinology/Nephrology 803 E. Lincoln Ave. Sunnyside, WA 98944 509.837.6911	 Vansi Kanneganti, MD, Nephrology Ben Rodriguez, PA-C, Diabetes Education, Endocrinology Gary Treece, MD, Diabetes, Endocrinology
Astria Health Center - Sleep Medicine 803 E. Lincoln Ave. Sunnyside, WA 98944 509.837.6911	• None Listed
Astria Health Center – Sleep Medicine Center 1013 E. Edison Ave. Sunnyside, WA 98944 509.837.1627	• None Listed

Astria Health Therapy Services 326 S. 9th St. Sunnyside, WA 98944

509.836.4835

- Olivia Maiocco, DPT, Physical Therapy
- Shaundra Mendez, CCC-SLP, Pediatric Speech Language Pathology, Speech Language Pathology, Speech Therapy
- · Victoria Mendoza, DPT, Physical Therapy
- Daisy Perez, DPT, Physical Therapy
- Jill Raines, OTD, Occupational Medicine, Therapy Services
- Suzanne Rettig, SLP, Speech Language Pathology, Speech Therapy

None Listed

Astria Home Health 812 Miller Ave., Suite A Sunnyside, WA 98944

509.837.1567

Breast Health Center

1016 Tacoma Ave. Sunnyside, WA 98944 509.837.1627 None Listed

ZILLAH

Astria Health Center -Family Medicine, Neurosurgery, Podiatry, and Vascular Medicine 915 Vintage Valley Pkwy., Suite 200 Zillah, WA 98953 509.314.6565

- Dave Atteberry, MD, Neurology, Neurosurgery
- Teodor Butiu, MD, Pediatrics, Primary Care
- Mitchell D. Cahn, MD, Cardiology, Vascular Surgery
 Risa Campos, DNP, ARNP, FNP-C, Family Medicine,
- Primary Care, Primary Care
- Peter Grunert, MD, Neurology, Neurosurgery
- Vu Le, MD, Gastroenterology
- Jeffrey LeCheminant, DPM, FACFAS, Podiatry
- Valentine Okochi, FNP-BC, \$10 Sports Physicals, Family Medicine, Primary Care
- Brad A. Ward, MD, Neurology, Neurosurgery

TOPPENISH

Astria Health Center -Primary Care with Walk-In Care and Multi-Specialty Care 516 W. 4th Ave. Toppenish, WA 98948 509.865.2500

- Valentine Okochi, FNP-BC, \$10 Sports Physicals, Family Medicine, Primary Care, Primary Care with Walk-In Care
- Jay Campbell, DSW, Behavioral Health/Psychiatry

Attachment Q

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Josh Macke (360) 348-2448 Email: Joshua.macke@azkrmc.com

Work Experience	e
6/2020-Present	Emergency Medicine Resident physician Kingman Regional Medical Center - Midwestern University
2/2020-6/2020	ACLS/PALS instructor Cascade training company
1/2015-3/2015	Teacher Assistant, Anatomy lab Central Washington University
Education	
5/2020	Pacific Northwest University of Health Sciences Doctor of Osteopathic Medicine
5/2016	Heritage University Master of Arts in Medical Science
6/2015	Central Washington University Bachelor of Science in Biology Specialization in Biomedical Sciences Minor in Chemistry
Licensures and	Certifications
9/2020	Advance Trauma Life support American College of Surgeons
6/2020	Pediatric Advance Life Support American Heart Association
6/2020	Advanced Cardiovascular Life Support American Heart Association
2/2020	Emergency Neurologic Life Support Neurocritical care society
8/2019	Basic Life Support Certification American Heart Association
Honors and Awa	rds
10/2021	EKG diagnostic competition – 1st place Kingman Regional Medical Center, Kingman, AZ
4/2021	Poster presentation - 1 st place Arizona Osteopathic Medical Association Virtual Research symposium The Mental Health Impact of COVID-19 on Healthcare Workers and the General Population in a Rural Community Setting
10/2020	Save of the month Emergency Department, Kingman Regional Medical Center, Kingman, AZ
2/2018-5/2020	Sigma Sigma Phi Delta chapter

Osteopathic National Honor society Pacific Northwest University

Presentations

2/2022	Podium Speaker Critical Care Conference Kingman Regional Medical Center, Kingman, AZ Approach to undifferentiated shock
9/2021	Podium Speaker Emergency Medical Service Run Review Kingman Regional Medical Center, Kingman, AZ Pediatric Airway Emergencies
9/2021	Podium Speaker Administrative Review Kingman Regional Medical Center, Kingman, AZ Near Misses and Patient Complaints
9/2021	Podium Speaker Critical Care Conference, Kingman Regional Medical Center, Kingman, AZ BRASH syndrome: A deadly cycle
6/2021	Podium Speaker Pharmacological lecture series Kingman Regional Medical Center, Kingman, AZ Pharmaceuticals of Cardiac Arrest
4/2021	Poster Presentation Arizona Osteopathic Medical Association Virtual Research Symposium The Mental Health Impact of COVID-19 on Healthcare Workers and the General Population in a Rural Community Setting
5/2016	Poster Presentation Graduate Symposium Heritage University, Toppenish, WA Acute stress effects on Memory
5/2015	Poster Presentation National Conference of Undergraduate Research Eastern Washington University, Cheney, WA Coliform Bacteria of Wilson Creek
4/2015	Poster Presentation Symposium of University Research and Creative Expression Central Washington University, Ellensburg, WA Coliform Bacteria of Wilson Creek
Research	
3/2022-present	Dosing effects in RSI medication Midwestern University Principal Investigator Study focuses on outcomes on patients inadequately dosed with RSI medications in the emergency room
3/2022-present	Epoprostenol efficacy in COVID-19 patients with ARDS

	Midwestern University Sub-Investigator Retrospective review on outcomes associated with Epoprostenol responders vs Epoprostenol non responders in COVID-19 patients
7/2020-9/2020	The Mental Health Impact of COVID-19 on Healthcare Workers and the General Population in a Rural Community Setting Midwestern University Co-Principal Investigator Study focuses on psychological stress from COVID-19 on population in a rural setting
1/2015-3/2015	Bacteria within our water system Central Washington University Data collector Implemented various microbiology techniques to culture and identify multiple bacteria species using water samples collected by Dr. Pinkart from various water sources in Ellensburg, WA
9/2014-2/2015	Coliform Bacteria of Wilson Creek Central Washington University Data collector Collected water samples from Wilson Creek to pinpoint <i>E. coli</i> outbreak. Used flow cytometry to identify and culture strains
Professional Me	mberships and Committees
1/2022-Present	KRMC Sepsis Committee - Kingman Regional Medical Center
7/2021-Present	MWU Research Committee - Midwestern University
2/2019-Present	Society for Academic Emergency Medicine
2/2018-5/2020	Sigma Sigma Phi Gamma Delta Chapter, National Osteopathic Honor Society
8/2016-Present	American College of Emergency Physicians
8/2016-Present	American College of Osteopathic Emergency Physicians
6/2015-6/2020	Master Hunter of Washington Department of Fish and Wildlife

Attachment R

Holiday FESTIVITES

DECEMBER 15

Cookie Contest

Deliver your cookies to the Vineyard Conference Room between 7:00am -9:00am. If you would like to be a judge in the cookie contest, please contact Annie Tiemersma. Judging will take place from 9:30am - 10:30am.

Lunch

Prime Rib lunch will be served in the Hospital Courtyard from 11:00am -1:00pm. Nightshift dinner will be served in the Vineyard Conference Room at 9:00pm.

Ugly Sweater Contest

Get creative and sport your most festive outfit! Submit your picture to contest@prosserhealth.org. Voting will be available on SharePoint starting December 16th.

No Shave November

Judging for No Shave November will take place. Submit a picture of your beard to contest@prosserhealth.org. Voting will be available on SharePoint starting December 16th.

Support Families in Need

If your department adopted a family in need this season, please turn in all gifts wrapped and labeled to Community Relations by 4:00pm on December 15th.

Holiday Gift Box Decorating Contest

Departments provide their own boxes. Decorated boxes must be turned in to the Vineyard Conference Room by 12:00pm on December 15th.



Attachment S



Holiday



PROOF

This is how we care.

ProsserHealth.org

SATURDAY, DECEMBER 10, 2022 5:30 PM - 12:00 AM HAPO CENTER 6600 BURDEN BLVD, PASCO, WA

Please join us, with your plus one, for a night of great food, drinks, and good times! Try your luck and skill at the casino tables.

There is a block of discounted hotel rooms available through the Holiday Inn.

Please RSVP to Community Relations Department by December 6: 509.786.6601.



PROSSER MEMORIAL HEALTH EMPLOYEE NEWSLETTER

THE PULSE



Prosser DECEMBER | 2022

News & Events



Veterans Day Breakfast

On behalf of the 150 veterans and their families that we served breakfast to – THANK YOU! Our guests were so appreciative of PMH for hosting an event to thank and honor them!





A shout out to the Dietary Team who made a fantastic breakfast that was enjoyed by all!

NEWS & EVENTS



Turkey Trot

On November 19, 2022, PMH held its first ever turkey trot! Thank you to all who participated and congratulations to our winners!











News & Events

Groundbreaking Ceremony

On November 29, 2022, we broke ground at the new hospital site. WOW, what a day! Thank you to those that braved the cold and joined us for this meaningful and historic day that has been 75 years in the making! Thank you to our incredible team, patients, and the communities we serve for your unwavering dedication and continued support. The future of healthcare is here, and THIS is how we grow!



NEWS & EVENTS



Gratitude Winners

During the month of November, Acute Care and Family Birthplace staff submitted what they are thankful for on the "Gratitude Wall" displayed in their department. Congratulations Kristie, Kelly, and Christine for receiving prizes in the Gratitude Wall drawing!



OR Wall of Gratitude



DECEMBER | 2022 / 5

News & Events



Halloween Festivities

Congratulations to all the participants and winners. What a fun day!! HR will contact the winners and department leaders to arrange prize distribution. Each department wins a Pizza Party for the full department.

Employee Costume Winners







1. Ryan Austin \$100 Amazon Card

2. Sara Dawson \$50 Amazon Card

3. Rhonda Wild \$50 Amazon Card

NEWS & EVENTS

Department Costume Winners







3. Information Technology

1. Med Staff

2. Laboratory

Pumpkin Contest Winners



1. Environmental Care



2. Surgery



3. Acute Care

News & Events

Dermatology Center Open House

On November 18, 2022, an open house was held at the Dermatology Center. Dr. Nicola Nylander and Karmina Bowen, ARNP were there to discuss medical and cosmetic dermatology services offered at the clinic.







Holiday Party

Join us Saturday, December 10 from 5:30 pm - 12:00 am at the HAPO Center for our staff holiday party! RSVP on SharePoint by December 6.

NEWS & EVENTS

Holiday FESTIVITES

DECEMBER 15

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DECEMBER | 2022 / 9

Welcome to the Team!



Left to right: Rosa Merlin, Marneye Driesen, Vanessa Cisneros, Amanda Bazan, John Stalder, Jennifer Nunez, Rose Hildebrant, Tricia McClure, Heath Anderson, Guadalupe Mariano

WELCOME TO THE TEAM

What have you enjoyed at Prosser Memorial Health so far?

John Stalder Surgery PACU RN My coworkers.

Marneye Driesen Diagnostic Imaging - Echo Tech The amazing people I work with.

Amanda Bazan Benton City Patient Registrar I enjoy how PMH is involved within its community.

Vanessa Cisneros EVS Technician Being part of an amazing team.

Heath Anderson Sr. Accountant Finance Dept. The family and friendly environment here at PMH.

Jennifer Nunez Prosser Clinic Medical Assistant Welcoming staff.

Rose Hildebrant FBC The positive energy throughout the hospital.

Tricia McClure PACU - RN The positive work environment.

Guadalupe Mariano Specialty Clinic CMA The positive environment.

Rosa Merlin Outpatient Scheduler I have enjoyed the opportunity to learn in the medical field. What is your favorite Thanksgiving food?

John Stalder

Surgery PACU RN Potatoes and deviled eggs.

Marneye Driesen Diagnostic Imaging - Echo Tech Pumpkin pie - extra whip.

Amanda Bazan Benton City Patient Registrar Mashed potatoes with gravy and stuffing.

Vanessa Cisneros EVS Technician Stuffing and cranberry sauce.

Heath Anderson Sr. Accountant Finance Dept. Smoked brisket, smoked mac & cheese, and smoked potatoes.

Jennifer Nunez Prosser Clinic Medical Assistant Ham.

Rose Hildebrant FBC Mashed potatoes.

Tricia McClure PACU - RN Turkey, mashed potatoes, and stuffing all mixed together.

Guadalupe Mariano Specialty Clinic CMA Mashed potatoes and gravy.

DECEMBER | 2022 / 11

Anniversaries

Happy Anniversary!

Thank you for being an essential part of Prosser Memorial Health's success.

Happy 1 Year

- Hillary Baker Laboratory Assistant II
- Dr. Mitchell Cohen Prosser Digestive Health Center
- Sandi McCall
 Environmental Services
 Technician
- Aimee Sarmiento Moreno
 Medical/Surgical Technician
- Kai Jones
 Emergency Department
 Physician Assistant
- Ashley Kristofzski
 Family Birthplace RN
- Judith Chavez
 Family Birthplace RN
- Kristie De La Rosa
 Care Transition Department
 RN Resource Nurse

Happy 2 Years

- Jasmin Zepeda
 Officer Health Information
 Management Certified Coder
- Deborah Bucknell Benton City Clinic Patient Services Representative

Happy 3 Years

- **Afton Dunham** Prosser General Surgery Center ARNP
- Jeanna Graybill
 Nursing Administration
 RN Resource Nurse
- Laura Sosa Grandview Clinic Certified Medical Assistant

Happy 4 Years

Maria Del Rubi Rodriguez
 Laboratory Assistant II

Happy 5 Years

- Griselda Ponce-Verduzco
 Medical/Surgical Technician
- ShaRhonda Wild
 Diagnostic Imaging
 Ultrasonographer R

Happy 7 Years

- Timothy Shipley
 Emergency Medical Services
 (EMS) EMT B
- Kristal Oswalt
 Community Relations
 Community Outreach
 Coordinator

Happy 9 Years

Donna Tuning
 Information Services
 Clinical Informatics Nurse

Happy 11 Years

- **Rocky Snider** Human Resources HR Generalist - Senior Recruiter
- **Dr. Wali Martin** Emergency Department

Happy 12 Years

Nigel Day Emergency Department Registered Nurse

Happy 14 Years

Rebecca Hernandez
 Health Information
 Management Technician II

Happy 23 Years

Karla Greene
 Nursing Administration
 RN Resource Nurse

Happy 27 Years

Steven Broussard Maintenance Director of Support Services

Birthdays

Free 20oz Busy Bean Coffee on your birthday!

On your birthday, we just want to let you know that it is a great pleasure working with truly inspirational figures like yourselves. Thank you for all the incredible support you give towards Prosser Memorial Health. Happy Birthday to you all! #ThisIsHowWeCare

December 2

Yolanda Campos
 Prosser Women's Clinic
 Patient Services Representative

December 4

Veronica Reyna
 Laboratory Assistant II

December 5

- Steven Broussard Maintenance Director of Support Services
- Rose Hildebrant Nursing Administration RN Resource Nurse

December 6

- Nicomedes Estrada Garcia
 Environmental Services Technician
- Cheryl Stafford
 Laboratory Assistant II

December 7

Magdalena Fernandez
 Patient Registration
 Patient Registrar

December 11

- Aurora Weddle
 Diagnostic Imaging Director
- Dr. Elizabeth Karr Emergency Physician

December 12

 Kristal Oswalt Community Relations Community Outreach Coordinator

December 13

Cisco Wilkinson
 Diagnostic Imaging
 CT Technologist - R Eligible

December 16

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- Madison Benjert
 Family Birthplace RN
- **Steven Peters** Benton City Clinic Licensed Mental Health Counselor
- Donna Haydon Laboratory QA QC Technologist
- Tamara Schaff
 Prosser Clinic & Benton City Clinics
 Director

December 17

- **Edith Nateras** Emergency Department Technician
- Savanah McLaughlin Emergency Medical Services Paramedic

December 18

- **Dr. David Carl** Benton City Clinic
- Miriam Robles Medical/Surgical RN

December 19

Salud Gonzalez Benton City Clinic Patient Services Representative

December 20

Beth Phinney Benton City Clinic Patient Services Representative

December 21

Olga Cuevas Family Birthplace OB Technician

December 22

 Rachel Castillo Surgical Services RN

December 24

Olena Larsen Surgical Services Central Sterilizing Technician

December 25

- Carling Vaux
 Surgical Services
 RN Lead
- Lourdes Tlatenchi Laboratory Assistant II

December 26

Kelly Knurbein Family Birthplace RN

December 27

- Cassandra Hansen Emergency Medical Services EMT B
- Gladys Marquez
 Diagnostic Imaging
 MRI Tech

December 28

- Courtney Estell Emergency Medical Services Paramedic
- Billie Brown
 OP Special Procedures RN

December 30

Sasha Thomasson Care Transition Department Director of Care Co-ordination

December 31

- Bryon Dirkes Chief Human Resources Officer
- Ana Garcia Prosser Specialty Clinic CMA
- **Amber Herrera** Prosser Clinic Patient Services Representative



Our ASPIRE program recognizes team members who demonstrate our core values of Accountability, Service, Promoting Teamwork, Integrity, Respect and Excellence.



Dr. Jacobo Rivero

Congratulations to Dr. Jacobo Rivero, our Emergency Department provider, for receiving a Bronze ASPIRE Award! Dr. Rivero came in on his day off to help the ED one night when the ED provider working was in a prolonged rapid response with a patient and could not leave to assist other patients. The ED staff greatly appreciated Dr. Rivero coming in to help alleviate the patients we had waiting. He never hesitates to jump in with his calm and friendly demeanor whenever we need him. Thank you Dr. Rivero!



This is how we car

Nina Hanson

Congratulations to Nina Hanson, Prosser Memorial Health Paramedic, for receiving a Gold ASPIRE Award! Our Community Paramedic Team was dispatched to a local care facility to provide wound care for a hospice patient that required a higher level of care than could be provided by the facility staff. Nina took great care not to cause the patient any pain, while comforting her and explaining how she was going to treat the patient's wound and saving her a trip to the hospital. On behalf of your patients and your PMH team, thank you for delivering excellent patient care with compassion.

ASPIRE AWARDS



Paul Weisz

Congratulations to Paul Weisz, in our Maintenance Department, for receiving a Gold ASPIRE Award! Paul drove to the Tri-Cities to pick up a medication for an ER patient that had a critical condition. He then drove to Harborview Hospital in Seattle to deliver blood samples that needed specialized laboratory testing done ASAP. Paul ensured that this patient received the proper care as fast as possible. Thank you for jumping in to assist the ED Team! It was truly appreciated by everyone involved.

Jackie Villanueva

Congratulations to Jackie Villanueva, Surgical Services OR Tech for receiving a Bronze ASPIRE Award! Jackie jumped into action in the OR breakroom performing the Heimlich maneuver on a fellow employee who was choking.



THINK BEYOND FINANCES WHEN PLANNING FOR RETIREMENT

Ensuring that you have enough income to live comfortably in retirement should be a critical goal. However, money is not the only thing you need to consider when you are planning for your retirement. To enjoy a truly satisfying retirement, you also need to focus on maintaining good health now and developing interests that can absorb your time when you are no longer working. Moreover, smart retirement planning considers where you will live. Deciding whether to stay where you are, to move elsewhere, to downsize, or to rent all require careful thought on your part. This article offers some tips on how to examine these possibilities.

Where to Call Home

Do you intend to continue living in your present home when you retire? Or is downsizing in your future? Many retirees find that they no longer wish to deal with the trouble of maintaining a large family home. They want a simpler lifestyle and some opt to buy a house with less square footage than their current home. Others choose to rent and let someone else take care of the upkeep of their home.

You should also consider your network of family and friends as well as access to entertainment and shopping. If regular contact with family and friends is important to your quality of life, you may want to remain nearby. If dining out and attending concerts and plays are important to you, be sure that wherever you choose to live offers the leisure activities you enjoy.

Health and Access to Quality Health Care

Not every region is equal when it comes to health care. Some areas are well served by hospitals, clinics, and medical specialists. Others, especially rural areas, find it hard to attract physicians and often have smaller hospitals with fewer specialist departments. Your health care needs will obviously play a big role in deciding where you want to live in retirement.

Another point to consider when thinking about where you will live is how easy it will be for you to pursue outdoor activities that you enjoy and help you stay fit. Obviously, living in warmer parts of the country means that you can walk, jog, bike, or golf most days of the year. Or if you are a winter sports enthusiast, you may prefer a colder climate.

Hobbies and Activities

Planning for how you'll spend your leisure time can keep you focused and prevent you from becoming bored. Volunteering, attending classes at nearby colleges and universities, traveling, or taking day trips are just some of the many ways you can fill your post-work leisure hours. You might even be able to turn a favorite hobby into a business and make some extra money in the process. The important thing is to have a plan for retirement that keeps your mind and body occupied.

Coordinating your lifestyle goals and your financial planning can help make for a more enjoyable and fulfilling retirement. A financial professional can assist you with your planning.

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If you have questions regarding your retirement plan, please contact Nora Newhouse in Human Resources, ext. 6688.

December

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Health & Wellness



Healthy Spinach Artichoke Dip

Ingredients:

- 14 oz artichoke hearts drained WELL and cut in small pieces (about 1.5 cups)
- 5 oz frozen spinach (about 2.5 cups thawed & drained)
- 1 cup non fat greek yogurt
- 1/2 cup small curd cottage cheese (I used 4% milkfat)
- 1 cup shredded mozzarella cheese
- 1/4 cup grated parmesan cheese
- 1/2 teaspoon pepper
- 1/2 teaspoon garlic powder
- 1/2 teaspoon onion powder

Instructions:

- 1. Preheat oven to 400°F.
- 2. Thaw and drain spinach thoroughly. You can use a strainer and a paper towel to absorb the liquid.
- 3. In a bowl, mix all ingredients until thoroughly combined.
- 4. Pour dip mixture into a glass 8x8 or medium oval pan (top with extra cheese if desired!) and bake at 400°F for 25 minutes.
- 5. Broil for 1-2 minutes before serving to get cheese on top brown and melty.
- 6. Serve with chips or veggies or choice.
- Calories: 111
- Carbohydrates: 6g
 Protein: 11g
- Protein:
 Fat: 5g
- Fat: 5g
 Saturated Fat: 3g
- Cholesterol: 18mg
- Sodium: 255mg
- Potassium: 127mg
- Fiber: 2g Sugar: 2g
- Vitamin A: 2714IU
- Vitamin C: 11mg
- Calcium: 182mg
- Iron: 1mg



ProsserHealth.org



2022 ASPIRE MEDAL AWARD WINNERS

Gold Winners	Silver Winners	Bronze Winners
Nora Newhouse	Isabel Diaz	Angelita Rojas- Gonzalez
Dr. Brian Proctor	Brianna Saenz	Maria Rubalcaba
Mary Castilleja	Maria Rivera	Cassandra Ambriz
Andy Vanguardia	Javier Gonzalez	Jaron Raymond
Dr. Jared Clifford	• Dr. Wali Martin	Justin Herzog
• Jill Pagel	 Maggie Munoz- Costello 	Andy Vanguardia
 Maryann Hildebrant 	Ana Garcia	Miranda Smith
Griselda Villalobos	Denise Guillen	Dr. Jacobo Rivero
Nina Klewin	Katie Grow	Nicomedes Garcia
Rosa Rivera	Ann Brunner	Jacqueline Villanueva
Paul Weisz	Dr.Steven Rode	Corina Montelong
• Miranda Smith	Noemi Borrego	Andy Vanguardia
Madison Benjert		
Erica Garza		

Attachment V



Assets Lia					Liabilities & Fu	Liabilities & Fund Balance					
	11/30/2022	10/31/2022	11/30/2021	12/31/2021		11/30/2022	10/31/2022	11/30/2021	12/31/2021		
Cash & Temporary Investments	13,938,017	12,953,179	9,731,720	9,316,646	Current Portion of Bonds Payable	886,359	837,283	851,489	871,489		
COVID Cash Holding	-	-	1,571,762	1,546,716	Current Portion of USDA	÷.	-	-	-		
					Current Portion Capital Leases	254,546	233,078	248,904	248,495		
Gross Patient Accounts Receivable	42,090,356	40,551,941	32,541,479	31,324,657	Accounts Payable	2,645,862	2,761,042	2,274,393	1,797,177		
Less Allowances for Uncollectible	(26,522,000)	(25,442,000)	(20,130,020)	(19,716,000)	Payroll & Related Liabilities	3,796,968	3,484,197	3,091,066	3,410,607		
Net Patient Receivables	15,568,356	15,109,941	12,411,459	11,608,657	Cost Report Payable	518,603	480,053	950,837	510,126		
					Other Payables to 3rd Parties	1,346,364	1,346,364	969,467	969,467		
Taxes Receivable	40,946	183,667	31,323	23,641	Deferred LEOFF Pension	483,233	483,233	100	483,233		
Receivable from 3rd Party Payor	248,250	316,323	343	241,933	Deferred Tax Revenue	76,197	152,393	71,831	-		
Inventory	601,958	588,267	491,889	570,651	Deferred EHR Medicare Revenue	71	-	-	-		
Prepaid Expenses	1,315,420	1,478,694	1,321,216	1,152,815	Deferred COVID Revenue	÷:	-	1,571,762	1,546,716		
Other Current Assets	27,643	25,824	7,961	4,746	Accrued Interest Payable	111,081	92,799	114,644	19,670		
Total Current Assets	31,740,590	30,655,895	25,567,330	24,465,805	Other Current Liabilities	#2	•	÷	-		
					Total Current Liabilities	10,119,213	9,870,442	10,144,393	9,856,980		
LEOFF Net Pension Asset	1,106,851	1,106,851		1,106,851							
Whitehead Fund - LGIP	1,230,933	1,227,144	1,214,762	1,214,855	Non Current Liabilities						
Funded Depreciation - Cash	9,209,672	4,791,104	791,065	1,003,653	Bonds Payable net of CP	8,945,003	8,994,398	9,787,373	9,482,042		
Funded Depreciation - TVI	10,742,728	14,946,713	17,691,455	17,537,681	USDA Financing Payable net of CP	-	-	100	*		
Bond Obligation Cash Reserve	767,555	767,552	767,514	767,520	Capital Leases net of CP	372,238	393,707	605,917	605,826		
USDA Debt Reserve Fund	-	-		-	Total Non Current Liabilities	9,317,241	9,388,105	10,393,290	10,087,868		
Tax Exempt Lease Funds	-	-	-	-							
Board Designated Assets	23,057,739	22,839,364	20,464,796	21,630,560	Total Liabilities	19,436,454	19,258,547	20,537,683	19,094,572		
Land	478,396	478,396	478,396	478,396							
Property Plant & Equipment	47,894,235	47,610,526	44,852,635	46,165,427	Fund Balance						
Construction In Progress	6,106,471	6,239,317	5,152,193	4,226,277	Current YR Unrestricted Fund Balance	10,525,319	9,465,092	15,711,390	16,487,111		
Accumulated Depreciation	(32,992,082)	(32,777,816)	(30,459,130)	(30,725,767)	Prior YR Unrestricted Fund Balance	49,065,095	49,065,095	32,577,983	32,577,984		
Net Property Plant & Equipment	21,487,020	21,550,423	20,024,094	20,144,333	Restricted Fund Balance	-		-	÷		
					Total Fund Balance	59,590,414	58,530,187	48,289,373	49,065,095		
Investment & Other Non Current Assets	996,079	997,612	1,025,396	1,023,805							
Land - Gap Road	1,745,440	1,745,440	1,745,440	1,745,440							
Net Investments & Other Non Current Asset:	2,741,519	2,743,052	2,770,836	2,769,245							
Total Assets	\$ 79,026,868	\$ 77,788,734	\$ 68,827,056	\$ 69,009,943	Total Liabilities & Fund Balance	\$ 79,026,868	\$ 77,788,734	\$ 68,827,056	\$ 69,009,943		



Statement of Operations

November 30, 2022

	Month En	ding		Prior				Year to D	Date		Prior	
Actual	Budget	Variance	%	Year	%		Actual	Budget	Variance	%	Year	%
						Gross Patient Services Revenue						
\$ 3,394,828	\$ 3,825,206	\$ (430,378)	-11% \$	3,043,354	12%	Inpatient	\$ 41,023,661	\$ 42,419,965	\$ (1,396,304)	-3%	\$ 37,962,806	8%
20,068,843	14,277,132	5,791,711	41%	13,593,213	48%	Outpatient	189,874,811	158,327,515	31,547,296	20%	142,077,060	34%
23,463,671	18,102,338	5,361,333	30%	16,636,567	41%	Total Gross Patient Services Revenue	230,898,472	200,747,480	30,150,992	15%	180,039,866	28%
						Deductions from Revenue Contractual Allowances						
5,374,568	3,718,488	(1,656,080)	-45%	3,266,390	65%	Medicare	49,235,811	41,236,501	(7,999,310)	-19%	36,868,006	34%
4,859,892	3,976,544	(883,348)	-22%	3,668,725	32%	Medicaid	48,599,810	44,098,232	(4,501,578)	-10%	39,588,123	23%
3,998,907	2,263,938	(1,734,969)	-77%	2,412,022	66%	Negotiated Rates	34,311,150	25,106,146	(9,205,004)	-37%	23,270,023	47%
563,124	354,197	(208,927)	-59%	368.145	53%	Other Adjustments	8,055,318	3,927,896	(4,127,422)	-105%	3,568,849	126%
14,796,491	10,313,167	(4,483,324)	-43%	9,715,282	52%	Gross Contractual Allowances	140,202,089	114,368,775	(25,833,314)	-23%	103,295,001	36%
278,784	300,988	22,204	7%	296,306	-6%	Charity Care	4,010,107	3,337,835	(672,272)	-20%	2,762,051	45%
144,130	326,549	182,419	56%	103,191	40%	Bad Debt	1,436,477	3,621,298	2,184,821	60%	3,201,921	-55%
15,219,405	10,940,704	(4,278,701)	-39%	10,114,779	50%	Total Deductions From Revenue	145,648,673	121,327,908	(24,320,765)	-20%	109,258,973	33%
8,244,266	7,161,634	1,082,632	15%	6,521,788	26%	Net Patient Services Revenue	85,249,799	79,419,572	5,830,227	7%	70,780,893	20%
-	126,814	(126,814)	-100%	1,496,853	-100%	COVID Net Revenue	1,785,036	1,394,954	390,082	28%	10,197,897	-82%
14,803	15,480	(677)	-4%	19,922	-26%	Other Operating Revenue	232,221	282,780	(50,559)	-18%	395,887	-41%
8,259,069	7,303,928	955,141	13%	8,038,563	3%	Net Revenue	87,267,056	81,097,306	6,169,750	8%	81,374,677	7%
						Operating Expenses						
3,128,147	3,048,403	(79,744)	-3%	2,734,884	14%	Salaries	34,113,663	33,805,538	(308,125)	-1%	30,026,951	14%
662,682	788,296	125,614	16%	685,761	-3%	Benefits	8,489,048	8,741,875	252,827	3%	7,423,283	14%
377,596	282,947	(94,649)	-33%	427,135	-12%	Purchased Labor	3,809,205	3,137,763	(671,442)	-21%	3,134,016	22%
4,168,425	4,119,646	(48,779)	-1%	3,847,780	8%	Sub-Total Labor Costs	46,411,916	45,685,176	(726,740)	-2%	40,584,250	14%
405,214	348,831	(56,383)	-16%	333,691	21%	Professional Fees - Physicians	4,735,620	3,837,143	(898,477)	-23%	3,952,229	20%
50,368	77,819	27,451	35%	82,246	-39%	Professional Fees - Other	588,363	858,604	270,241	31%	707,024	-17%
1,448,039	1,202,958	(245,081)	-20%	877,373	65%	Supplies	13,115,770	13,400,224	284,454	2%	11,040,661	19%
32,910	47,475	14,565	31%	26,701	23%	Purchased Services - Utilities	472,704	522,230	49,526	9%	465,317	2%
509,088	452,325	(56,763)	-13%	423,787	20%	Purchased Services - Other	4,334,293	4,975,579	641,286	13%	3,444,544	26%
179,309	161,302	(18,007)	-11%	180,858	-1%	Rentals & Leases	1,993,466	1,774,325	(219,141)	-12%	1,976,263	1%
127,693	103,587	(24,106)	-23%	97,105	31%	Insurance License & Taxes	1,131,958	1,139,465	7,507	1%	958,412	18%
217,873	196,422	(21,451)	-11%	204,290	7%	Depreciation & Amortization	2,400,482	2,160,641	(239,841)	-11%	2,031,129	18%
116,184	141,499	25,315	18%	152,045	-24%	Other Operating Expenses	1,180,883	1,557,639	376,756	24%	900,268	31%
3,086,678	2,732,218	(354,460)	-13%	2,378,096	30%	Sub-Total Non-Labor Expenses	29,953,539	30,225,850	272,311	1%	25,475,847	18%
7,255,103	6,851,864	(403,239)	-6%	6,225,876	17%	Total Operating Expenses	76,365,455	75,911,026	(454,429)	-1%	66,060,097	16%
1,003,966	452,064	551,902	122%	1,812,687	-45%	Operating Income (Loss)	10,901,601	5,186,280	5,715,321	110%	15,314,580	-29%
						Non Operating Income						
83,182	76,314	6,868	9%	71,831	16%	Tax Revenue	860,868	839,449	21,419	3%	803,981	7%
1,174	2,935	(1,761)	-60%	(24,802)	-105%	Investment Income	(967,783)	32,280	(1,000,063)	-3098%	(38,478)	2415%
(28,094)	(46,681)	18,587	-40%	(32,361)	-13%	Interest Expense	(342,279)	(513,492)	171,213	-33%	(385,980)	-11%
· · ·	347	(347)	-100%			Other Non Operating Income (Expense)	72,912	3,820	69,092	1809%	17,287	322%
56,262	32,915	23,347	71%	14,668	284%	Total Non Operating Income	(376,282)	362,057	(738,339)	-204%	396,810	-195%
\$ 1,060,228	\$ 484,979	\$ 575,249	119% \$	1,827,355	-42%	Net Income (Loss)	\$ 10,525,319	\$ 5,548,337	\$ 4,976,982	90%	\$ 15,711,390	-33%



	Nov-21	Dec-21	Jan-22	Feb-22	May 22	A	Mar. 22	h					
Gross Patient Services Revenue	1404-21	Det-21	Jail-22	FED-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
Inpatient	\$ 3,043,354	\$ 3,406,566	\$ 3,605,247	\$ 3,288,747	\$ 3,726,370	\$ 4,138,763	\$ 3,310,749	\$ 3,857,898	¢ 2.644.624	¢ 4456.000	¢		
Outpatient	13,593,213	14,195,193	13,346,293	14,047,763	17,199,727	16,039,568	3,510,749	5 5,657,696 18,638,990	\$ 3,644,634 16,756,514	\$ 4,156,328 19,301,817	\$ 3,828,140 18,380,184	\$ 4,071,955	\$ 3,394,828
Total Gross Patient Services Revenue	16,636,567	17,601,759	16,951,540	17,336,510	20,926,097	20,178,331	20,833,897	22,496,888	20,401,148	23,458,145	22,208,324	18,571,964 22,643,919	20,068,843
Deductions from Revenue Contractual Allowances	39%	40%	38%	40%	38%	33%	38%	36%	35%	39%	40%	36%	35%
Medicare	3,266,390	3,200,913	3,393,158	3,902,405	3,785,864	4,551,851	4,308,246	5,205,426	4,601,476	4,915,032	4,138,002	5,059,783	5,374,568
Medicaid	3,668,725	3,909,940	4,012,377	2,920,563	4,802,755	4,652,839	4,548,393	4,701,779	4,559,333	4,985,014	4,088,025	4,468,840	4,859,892
Negotiated Rates	2,412,022	2,549,312	2,379,307	2,584,862	2,978,601	2,714,651	2,834,178	3,257,683	2,888,068	3,416,698	3,394,502	3,863,693	3,998,907
Other Adjustments	368,145	398,392	199,926	624,993	626,880	1,328,948	654,495	818,520	652,908	598,097	1,110,368	877,059	563,124
Gross Contractual Allowances	9,715,282	10,058,557	9,984,768	10,032,823	12,194,100	13,248,289	12,345,312	13,983,408	12,701,785	13,914,841	12,730,897	14,269,375	14,796,491
Charity Care	296,306	599,602	341,961	354,814	452,226	343,536	438,650	521,022	351,581	287,801	358,727	281,005	278,784
Bad Debt	103,191	(114,798)	214,560	(24,155)	243,688	(92,400)	221,628	(133,838)	297,843	204,558	339,947	20,517	144,130
Total Deductions From Revenue	10,114,779	10,543,361	10,541,289	10,363,482	12,890,014	13,499,425	13,005,590	14,370,592	13,351,209	14,407,200	13,429,571	14,570,897	15,219,405
Net Patient Services Revenue	6,521,788	7,058,398	6,410,251	6,973,028	8,036,083	6,678,906	7,828,307	8,126,296	7,049,939	9,050,945	8,778,753	8,073,022	8,244,266
COVID Grant Revenue	1,496,853	25,046	455,985	107,900	50,843	712,772	52,506	249,375	107,208	38,580		-	÷:
Other Operating Revenue	19,922	28,650	118,972	(76,453)	23,220	50,187	23,821	15,152	27,206	15,458	9,756	19,941	14,803
Net Revenue	8,038,563	7,112,094	6,985,208	7,004,475	8,110,146	7,441,865	7,904,634	8,390,823	7,184,353	9,104,983	8,788,509	8,092,963	8,259,069
Operating Expenses	59%	52%	63%	52%	48%	63%	60%	51%	59%	45%	56%	55%	51%
Salaries	2,734,884	3,303,928	2,972,517	2,772,043	2,865,229	2,980,200	3,595,919	3,007,956	3,130,198	3,030,073	3,603,843	3,188,743	3,128,147
Benefits	685,761	68,030	827,743	492,813	753,577	929,136	864,394	805,166	737,393	614,207	877,804	762,928	662,682
Purchased Labor	427,135	310,891	250,000	386,545	269,484	288,146	267,672	328,737	321,151	429,131	438,176	452,568	377,596
Sub-Total Labor Costs	3,847,780	3,682,849	4,050,260	3,651,401	3,888,290	4,197,482	4,727,985	4,141,859	4,188,742	4,073,411	4,919,823	4,404,239	4,168,425
Professional Fees - Physicians	333,691	399,338	407,364	333,806	386,705	382,778	391,045	482,125	424,354	533,096	496,634	492,531	405,214
Professional Fees - Other	82,246	30,749	41,222	61,379	103,229	64,244	(26,169)	54,282	41,765	58,784	63,768	75,491	50,368
Supplies	877,373	1,080,455	1,134,236	1,003,995	1,100,475	961,608	1,416,520	1,182,777	1,122,439	1,198,991	1,244,844	1,301,845	1,448,039
Purchased Services - Utilities	26,701	33,590	49,802	23,513	49,904	37,431	33,429	46,709	53,512	58,004	41,073	46,418	32,910
Purchased Services - Other	423,787	458,116	335,478	381,919	365,468	382,103	477,295	319,531	330,670	459,142	441,901	331,699	509,088
Rentals & Leases	180,858	111,591	181,248	191,423	236,771	216,425	119,924	159,032	149,762	210,436	171,163	177,974	179,309
Insurance License & Taxes Depreciation & Amortization	97,105	92,103	99,053	87,858	87,811	101,813	94,344	112,234	87,476	83,089	144,742	105,846	127,693
Other Operating Expenses	204,290 152,045	268,228 92,216	212,599	211,565	215,248	220,087	207,039	222,140	223,071	223,551	223,632	223,677	217,873
Sub-Total Non-Labor Expenses	2,378,096		158,066	105,914	110,506	100,267	78,539	133,508	79,775	120,741	78,687	98,663	116,184
		2,566,386	2,619,068	2,401,373	2,656,117	2,466,756	2,791,966	2,712,338	2,512,824	2,945,834	2,906,444	2,854,144	3,086,678
Total Operating Expenses	6,225,876	6,249,235	6,669,328	6,052,774	6,544,407	6,664,238	7,519,951	6,854,197	6,701,566	7,019,245	7,826,267	7,258,383	7,255,103
Operating Income (Loss)	1,812,687	862,859	315,880	951,701	1,565,739	777,627	384,683	1,536,626	482,787	2,085,738	962,242	834,580	1,003,966
Non Operating Income													
Tax Revenue	71,831	73,097	74,817	80,262	88,426	77,100	74,594	80,517	78,534	76,197	77,946	69,295	83,182
Investment Income	(24,802)	(146,092)	476	476	(571,938)	11,722	8,769	(186,482)	2,158	10,012	(268,189)	24,040	1,174
Interest Expense	(32,361)	(20,143)	(31,143)	(60,844)	(21,572)	(30,723)	(39,532)	(21,447)	(30,255)	(30,052)	(29,986)	(18,630)	(28,094)
Other Non Operating Income (Expense)	*	6,000	-	81,261	14,920	(2,497)	(20,347)	8		4,200		(4,625)	-
Total Non Operating Income	14,668	(87,138)	44,150	101,155	(490,164)	55,602	23,484	(127,412)	50,437	60,357	(220,229)	70,080	56,262
Net Income (Loss)	\$ 1,827,355	\$ 775,721	\$ 360,030	\$ 1,052,856	\$ 1,075,575	\$ 833,229	\$ 408,167	\$ 1,409,214	\$ 533,224	\$ 2,146,095	\$ 742,013	\$ 904,660	\$ 1,060,228
Total Margin	22.7%	11.0%	5.1%	14.8%	14.1%	11.1%	5.1%	17.1%	7.4%	23.4%	8.7%	11 10/	12.02
Margin (Non Operating Income)	22.5%	12.1%	4.5%	13.6%	19.3%	10.4%	4.9%	17.1%	7.4% 6.7%	23.4%	8.7% 10.9%	11.1% 10.3%	12.8% 12.2%
Salaries as a % of Net Revenue	34.0%	46.5%	42.6%	39.6%	35.3%	40.0%	45.5%	35.8%	43.6%	33.3%	41.0%	39.4%	12.2% 37.9%
Labor as a % of Net Revenue	47.9%	51.8%	58.0%	52.1%	47.9%	56.4%	59.8%	49.4%	58.3%	44.7%	56.0%	54.4%	50.5%
Operating Expense change from prior month	-4%	-4%	3%	-7%	1%	3%	16%	6%	10%	8%	21%	12%	12%
Gross Revenue change from prior month	-12%	-7%	-10%	-8%	11%	7%	10%	19%	21%	24%	18%	20%	24%
Net Revenue change from prior month	-43%	-49%	-50%	-50%	-42%	-47%	-44%	-40%	9%	-35%	-37%	-42%	-41%



CURRENT MONTH Actual	NET INCOME TO NET CASH BY OPERATIONS	YEAR TO DATE Actual
1,060,228	NET INCOME (LOSS)	10,525,319
217,873	Depreciation Expense	2,400,482
-	Amortization	-
-	Loss (Gain) on Sale of Assets	-
1,278,101	TOTAL	12,925,801
	WORKING CAPITAL	
(99,857)	Decrease (Increase) in Assets	(4,200,130)
248,771	Increase (Decrease) in Liabilities	262,233
1,427,015	NET CASH PROVIDED BY OPERATIONS	8,987,904
	CASH FLOWS FROM INVESTING ACTIVITIES	
(150,863)	Capital Purchasing	(3,609,002)
-	Proceeds on Capital Assets Sold	-
(72,939)	Investment Activity	(877,068)
(223,802)	NET CASH USED BY INVESTING ACTIVITIES	(4,486,070)
1,203,213	NET CHANGE IN CASH	4,501,834
	CASH BALANCE	
35,792,543	BEGINNING	32,493,922
36,995,756	ENDING	36,995,756
1,203,213	NET CASH FLOW	4,501,834



	December 2021	January 2022	February 2022	<u>March</u> 2022	<u>April</u> 2022	<u>May</u> 2022	<u>June</u> 2022	<u>July</u> 2022	August 2022	September 2022	October 2022	November 2022	Year to Date 2022
CASH FLOWS FROM OPERATING													
PAYMENTS RECEIVED													
Commercial	3,330,492	2,870,461	2,644,488	3,345,808	3,083,155	3,080,772	3,456,092	3,664,670	3,459,009	3,952,203	3,388,970	2.926.872	35,872,500
Medicaid	1,709,233	1,527,015	1,438,583	1,933,332	1,793,945	1,717,575	1,999,159	1,776,093	1,922,625	2,251,936	2,184,114	2,095,733	20,640,110
Medicare	1,813,966	1,682,223	1,406,927	1,706,618	1,682,098	1,847,438	2,223,897	1,689,671	2,244,129	2,489,423	1,890,580	2,193,475	21,056,479
VA	119,229	83,053	37,616	94,447	100,585	74,713	18,848	46,441	74,217	46,243	56,914	(1,510)	631,567
Worker's Comp	154,764	154,456	80,761	125,210	100,871	123,467	196,392	274,009	213,343	196,405	226,594	155,224	1,846,732
Self Pay	97,535	65,480	93,400	120,387	66,663	98,505	69,161	123,196	84,611	65,184	63,010	54,578	904,175
Other Non Patient Payments	112,073	266,052	212,934	467,464	425,160	996,244	538,087	218,554	253,270	55,276	297,476	353,683	4,084,200
Cash Received (Patients, Insurance, Other)	7,337,292	6,648,740	5,914,709	7,793,266	7,252,477	7,938,714	8,501,636	7,792,634	8,251,204	9,056,670	8,107,658	7,778,055	85,035,763
Patient Refunds	(30,265)	(37,922)	(9,381)	(52,430)	(26,079)	(30,262)	(15,402)	(15,948)	(12,661)	(52,077)	(15,728)	(67,027)	(334,917)
AP Expenses	(1,628,648)	(3,425,965)	(2,483,587)	(4,162,503)	(4,176,244)	(4,332,217)	(3,764,079)	(3,055,432)	(3,345,398)	(3,856,458)	(4,408,292)	(3,239,466)	(40,249,641)
Settlement LumpSum Payments	12		=			(m)	(-,,,	(-,,	(0)0 (0)000)	(0,000,100)	(4,400,252)	(5,255,400)	(40,243,041)
Payroll Expenses	(4,109,423)	(2,878,211)	(2,861,203)	(2,826,391)	(3,848,358)	(2,937,045)	(3,013,974)	(4,355,448)	(2,911,511)	(3,896,145)	(3,605,304)	(3.063.019)	(36,196,609)
Loan/Interest Expense	(456,436)	(57,467)	(57,467)	(57,467)	(57,467)	(57,467)	(224,627)	(54,467)	(54,467)	(54,467)	(54,467)	(54,467)	(784,297)
NET CASH PROVIDED BY OPERATING	1,112,520	249,175	503,071	694,475	(855,671)	581,723	1,483,554	311,339	1,927,167	1,197,523	23,867	1,354,076	7,470,299
CASH FLOWS FROM INVESTING ACTIVITIES													
Capital Purchasing	(386,876)	(641,743)	(216,418)	(134,128)	(249,106)	(371,445)	(658,291)	-	(390,385)	(75,524)	(80,562)	(150.863)	(2.055.455)
NET CASH USED BY INVESTING ACTIVITIES	(386,876)	(641,743)	(216,418)	(134,128)	(249,106)	(371,445)	(658,291)		(390,385)	(75,524)	(80,562)	(150,863)	(2,968,465)
				1	(=,=)	(0, 2, 1, 0, 7	(000,202)		(550,505)	(13,324)	(00,502)	(130,603)	(2,968,465)
NET CHANGE IN CASH	725,644	(392,568)	286,653	560,347	(1,104,777)	210,278	825,263	311,339	1,536,782	1,121,999	(56,695)	1,203,213	4,501,834
CASH BALANCE													
BEGINNING	31,768,278	32,493,922	32,101,354	32,388,007	32,948,354	21 042 522	22.052.055	22.070.445					
			32,101,334	52,588,007	32,948,354	31,843,577	32,053,855	32,879,118	33,190,457	34,727,239	35,849,238	35,792,543	32,493,922
ENDING	32,493,922	32,101,354	32,388,007	32,948,354	31,843,577	32,053,855	32,879,118	33,190,457	34,727,239	35,849,238	35,792,543	36,995,756	36,995,756
NET CASH FLOW	725,644	(392,568)	286,653	560,347	(1,104,777)	210,278	825,263	311,339	1,536,782	1,121,999	(56,695)	1,203,213	4,501,834



Key Operating Statistics November 30, 2022

				November 50, 2022						
Month Ending						Prior	Change			
Actual Budget Variance		%		Actual	Budget	Variance	%	Year	3-	
				Key Volumes						
260	248	12	5%	Inpatient Acute Days	3,123	2,761	362	13%	3,201	-2%
70	148	(78)	-53%	Inpatient Swing Days	1,115	1,647	(532)	-32%	754	48%
330	396	(66)	-17%	Total Inpatient Days	4,238	4,408	(170)	-4%	3,955	7%
119	148	(29)	-20%	Inpatient Admissions	1,199	1,647	(448)	-27%	1,277	-6%
121	148	(27)	-18%	Inpatient Discharges	1,195	1,647	(452)	-27%	1,275	-6%
8	11	(3)	-29%	Swing Bed Discharges	67	126	(59)	-47%	67	0%
2,281	1,874	407	22%	Adjusted Patient Days	23,853	20,860	2,993	14%	18,757	27%
11.00	13.20	(2.20)	-17%	Average Daily Census	12.69	13.20	(0.51)	-4%	11.84	7%
836	700	136	19%	Adjusted Discharges	6,726	7,795	(1,069)	-14%	6,047	11%
2.15	1.68	0.47	28%	Average Length of Stay - Hospital	2.61	1.68	0.94	56%	2.51	4%
14.00	13.04	0.96	7%	Average Length of Stay - Swing Bed	14.00	13.04	0.96	7%	11.25	24%
44%	53%	-9%	-17%	Acute Care Occupancy (25)	51%	53%	-2%	-4%	47%	7%
44	49	(5)	-11%	Deliveries	533	549	(16)	-3%	526	1%
198	120	78	65%	OR Surgical Procedures	1,997	1,338	659	49%	1,930	3%
120	65	55	85%	GI Procedures	1,030	720	310	43%		
1,668	1,068	600	56%	Emergency Dept Visits	14,907	11,896	3,011	25%	12,063	24%
19,201	13,808	5,393	39%	Laboratory Tests	166,273	153,732	12,541	8%	158,431	5%
3,177	2,812	365	13%	Radiology Exams	32,903	31,310	1,593	5%	33,280	-1%
1,548	1,334	214	16%	PMH Specialty Clinic	16,018	14,848	1,170	8%	14,591	10%
889	856	33	4%	PMH - Benton City Clinic Visits	8,800	9,531	(731)	-8%	8,255	7%
1,136	1,274	(138)	-11%	PMH - Prosser Clinic Visits	12,856	14,180	(1,324)	-9%	13,765	-7%
898	955	(57)	-6%	PMH - Grandview Clinic Visits	10,703	10,638	65	1%	8,326	29%
589	670	(81)	-12%	PMH - Women's Health Clinic Visits LABOR FULL-TIME EQUIVALENT	6,564	7,460	(896)	-12%	6,651	-1%
332.69	345.07	12.38	4%	Employed Staff FTE's	321.96	345.07	23.11	7%	286.12	13%
34.94	34.75	(0.19)	-1%	Employed Provider FTE	33.90	34.75	0.85	2%	30.87	10%
367.63	379.82	12.19	3%	All Employee FTE's	355.86	379.82	23.96	6%	316.99	12%
335.87	303.86	(32.01)	-11%	Productive FTE's	313.19	303.86	(9.33)	-3%	279.82	12%
14.22	18.65	4.43	24%	Outsourced Therapy FTE's	14.06	18.65	4.59	25%	15.17	-7%
24.55	11.65	(12.90)	-111%	Contracted Staff FTE's	10.98	11.65	0.67	6%	7.15	54%
38.77	30.30	(8.47)		All Purchased Staff FTE's	25.04	30.30	5.26	17%	22.32	12%
9.11	12.00	2.89	24%	Contracted Provider FTE's	8.29	12.00	3.71	31%	7.36	13%
415.51	422.12	6.61	2%	All Labor FTE's	389.19	422.12	32.93	8%	346.67	12%
									0.0.07	



	YTD 2021	YTD 2022	YTD Budget 2022		YTD 2021	YTD 2022	YTD Budget 2022
Utilization				Key Ratios			
Admissions	1,277	1,199	1,647	Operating Margin (%)	18.8%	12.5%	6.4%
Adjusted Admissions	6,056	6,748	7,795	Total Margin (%)	19.3%	12.1%	
Average Daily Census	9.6	9.4	8.3	Operating EBIDA Margin (Operating Cash Flow)	21.3%	15.2%	9.1%
Adjusted Occupied Beds	45.5	52.6	39.1	Average Expense per Adjusted Patient Days	3,522	3,201	3,639
Average Length of Stay (days)	2.5	2.6	1.7	Average Net Revenue per Adjusted Patient Days	3,774	3,574	3,807
Outpatient Revenue %	78.9%	82.2%	78.9%	Net Accounts Receivable (days)	56.63	55.83	52.20
Total Yield (net patient revenue)	68.5%	46.4%	67.9%	Current Ratio (x)	2.52	3.14	3.80
Hospital Case Mix Index	0.99	0.99	1.00	Cash on Hand (days)	158	167	109
Average Charge Per Patient Day	9,599	9,680	9,624	Cushion Ratio (x)	82.31	108.09	43.67
Financial Performance (\$000)				Return on Equity (%)	32.54%	17.66%	11.01%
Net Patient Revenue	70,781	85,250	79,420	Capital Spending Ratio	5.80	3.58	0.61
Total Operating Revenue	81,375	87,267	81,097	Average Age of Plant (Years)	13.75	12.60	10.52
Total Operating Expense	66,060	76,365	75,911	Debt Service	14.28	9.23	6.55
Income (Loss) from Operations	15,315	10,902	5,186	Debt-to-Capitalization (%)	19%	15%	12.78%
Excess of Revenue Over Expenses	15,711	10,525	5,548	Patient Revenue Sources by Gross Revenue (%)			
EBIDA (Operating Cash Flow)	17,346	13,302	7,347	Medicare	32.2%	31.6%	32.2%
Additions to Property, Plant, and Equipment	6,058	3,609	682	Medicaid	30.8%	30.7%	30.8%
				Commercial Insurance	29.3%	31.6%	29.3%
Balance Sheet (\$000)				Self-pay and Other	4.4%	2.8%	4.4%
Unrestricted Cash and Investments	11,303	13,938	16,686	Labor Metrics			
Accounts Receivable (gross)	32,541	42,090	26,541	Productive FTE's (incl contract labor)	309.50	346.52	346.16
Net Fixed Assets	20,024	21,487	31,774	Total FTE's (incl contract labor)	346.67	389.19	422.12
Current and Long-Term Liabilities (excluding LT debt)	10,144	10,119	7,884	Labor Cost (incl benefits) per FTE - Annualized	127,711	130,094	118,067
Long-Term Debt	9,787	8,945	8,928	Labor Cost (incl benefits) as a % of Net Operating Revenue	49.9%	53.2%	56.3%
Total Liabilities	19,931	19,064	16,812	Net Operating Revenue per FTE - Annualized	256,072	244,612	209,584
Net Worth	48,289	59,590	55,460	Operating Expense per FTE - Annualized	207,879	214,054	196,181
	Contacts:						

Contacts:			
David Rollins	Chief Financial Officer	(509) 786-6605	drollins mprosserbealth.org
Stephanie Titus	Director of Finance	(509) 786-5530	stitus@prosserhealth.org



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Revenue by Financial Class November 30, 2022

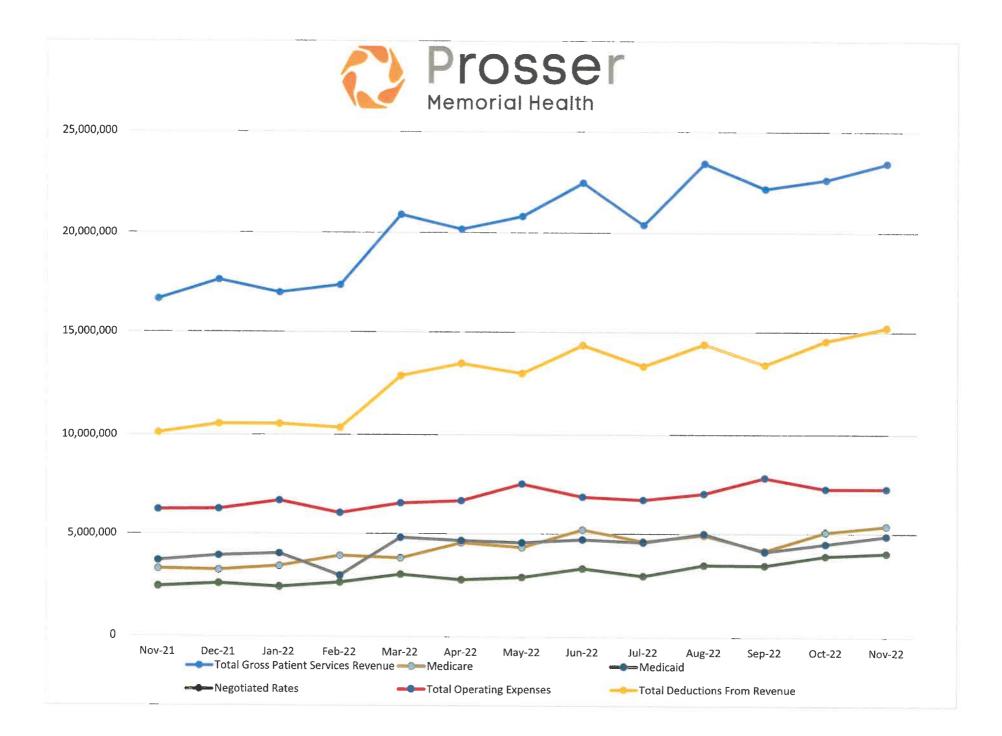
Net Revenue by Financial Class November 30, 2022

Month	Medicare	Medicaid	Commercial	Other	Self Pay	Total
JAN	30.6%	33.1%	29.9%	3.4%	3.0%	100.0%
FEB	33.6%	28.3%	31.5%	3.4%	3.2%	100.0%
MAR	29.6%	31.8%	33.6%	3.5%	1.5%	100.0%
APR	31.5%	30.2%	31.5%	2.9%	3.9%	100.0%
MAY	30.9%	30.8%	30.5%	3.4%	4.5%	100.0%
JUN	32.8%	29.7%	31.8%	3.0%	2.6%	100.0%
JUL	31.6%	29.9%	31.5%	4.0%	3.0%	100.0%
AUG	31.4%	32.4%	29.7%	3.5%	3.0%	100.0%
SEPT	30.1%	29.4%	34.6%	4.2%	1.7%	100.0%
ост	32.5%	30.7%	31.0%	3.3%	2.5%	100.0%
NOV	32.5%	31.8%	31.5%	2.4%	1.8%	100.0%
DEC						
YTD 2022	31.6%	30.7%	31.6%	3.4%	2.8%	100.0%
2021	32.2%	30.8%	29.3%	3.3%	4.4%	100.0%

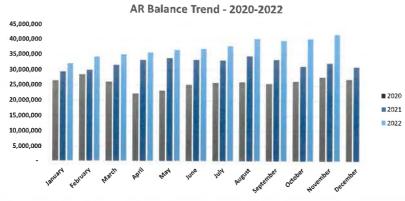


Month	Medicare	Medicaid	Commercial	Other	Self Pay	Total
JAN	24.9%	23.6%	42.0%	5.2%	4.3%	100.0%
FEB	24.7%	21.6%	41.5%	4.6%	7.6%	100.0%
MAR	23.6%	24.0%	54.5%	3.8%	-6.0%	100.0%
APR	32.6%	25.2%	31.8%	2.7%	7.7%	100.0%
MAY	22.7%	23.9%	47.1%	3.1%	3.3%	100.0%
JUN	27.6%	22.2%	46.8%	2.5%	0.8%	100.0%
JUL	26.3%	19.8%	52.1%	3.4%	-1.6%	100.0%
AUG	26.2%	25.9%	47.9%	2.4%	-2.4%	100.0%
SEPT	42.4%	23.7%	33.3%	6.1%	-5.6%	100.0%
ост	25.0%	24.2%	47.6%	2.9%	0.3%	100.0%
NOV	24.2%	27.4%	50.5%	1.0%	-3.0%	100.0%
DEC						
YTD 2022	27.7%	26.3%	46.0%	8.4%	-8.4%	100.0%
2021	29.8%	23.5%	39.5%	2.7%	4.5%	100.0%

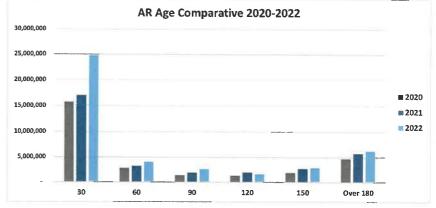








		AR Balar	nce Trend				
	2017	2018	2019	2020	2021	2022	% Change
January	13,660,199	16,931,510	19,428,531	26,540,403	29,542,976	32,260,939	9%
February	14,529,841	16,911,324	19,146,130	28,567,785	30,120,411	34,474,143	14%
March	15,115,376	14,989,166	19,513,147	26,130,696	31,816,016	35,287,961	11%
April	15,752,955	15,852,894	19,692,139	22,350,961	33,444,324	35,889,741	7%
May	15,131,907	16,812,980	19,455,887	23,319,876	34,107,637	36,813,211	8%
June	15,446,995	16,291,895	21,223,053	25,197,275	33,577,529	37,192,042	11%
July	15,918,959	15,979,415	20,206,074	25,943,825	33,378,224	38,080,535	14%
August	17,412,422	16,633,907	20,028,246	26,144,421	34,777,364	40,568,933	17%
September	17,547,651	17,129,789	23,681,156	25,640,562	33,643,597	39,883,272	19%
October	15,948,473	16,950,256	25,724,222	26,432,788	31,514,355	40,551,941	29%
November	16,292,336	17,374,013	25,655,024	27,852,474	32,541,479	42,090,356	29%
December	16,777,361	17,137,550	25,486,600	27,102,309	31,324,657		



	AR	Age Balance	e			
	<u>30</u>	60	90	<u>120</u>	150	Over 180
2016	6,520,093	1,617,498	980,460	661,863	1,036,945	2,972,389
2017	7,395,478	2,232,801	1,214,281	809,589	1,345,070	3,295,117
2018	11,087,380	1,828,183	1,102,758	623,406	885,033	1,847,253
2019	14,436,537	3,005,610	1,759,420	1,036,724	1,960,955	3,455,779
2020	15,734,042	2,824,337	1,390,770	1,324,068	1,889,868	4,699,389
2021	17,016,597	3,238,113	1,892,738	1,968,447	2,695,963	5,729,621
2022	24,741,568	4,015,397	2,600,956	1,620,479	2,880,884	6,231,072

		AR Per	centage of T	otal Balance		
2016	47%	12% 📕	7% 📕	5% 📕	8%	22%
2017	45%	14% 📕	7%	5% 📕	8% 💴	20%
2018	64%	11% 💻	6% 🖡	4%	5% 📟	11%
2019	55%	12% 📕	7% 📒	4% 📕	8% 💻	13%
2020	56%	10% 📕	5% 📕	5% 💻	7% 📟	17%
2021	\$2%	10% 📕	6% 📒	6% 💻	8% 💻	18%
2022	59%	10% 📕	6% 📕	4% 📕	7% 🥅	15%



November 30, 2022

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Building Rentals															
	Effective Term Auto	Payment													
Lease Prosser Professional Center	Date Date Renew	Amount	2022	2023	2024	2025	2026	<u>2027</u>	2028	2029	2030	<u>2031</u>	2032	2033	Total
Prosser Professional Center	May-17 April-32 May-17 April-32	20,687.55 RHC	253,240	255,698	260,838	263,369	263,369	268,663	271,270	276,722	282,174	287,790	45,020		3,222,270
Prosser Family Fitness Pool	Jul-15 Jul-22	9,583.00 Therapy	115,000	116,650	120,000	121,188	123,600	124,824	127,308	128,568	131,127	132,425	95,930		1,566,620
Benton City Professional Center	May 12 2027	32,812.50 Therapy 14,000.00 Family Med	73,625	16,000	16,000	16,000	16,000	8,000							408,125
Benton City Professional Center	May 12 2027 May 12 2027	-	168,000	168,000	168,000	168,000	168,000	56,000							1,232,000
Yakima Valley Farmworkers	Oct-06 Oct-47	4,775.00 Pain Clinic	57,300	57,300	57,300	57,300	57,300	19,100							420,200
Chardonnay Building with Builder		16,539.93 Spec Clinic	190,400	62,400	63,960	65,559	67,198	68,878	70,600	72,365	74,174	76,028	77,929	79,877	1,366,327
Chardonnay Building with Builder	Jun-13 Jun-28	9,082.00 OB/GYN	108,984	108,984	108,984	108,984	108,984	108,985	49,951						921,824
	Total	Building Leases	966,549	785,032	795,082	800,400	804,451	654,449	519,129	477.656	407 475	100.011	040.000	20.077	
			000,040	700,002	755,002	000,400	004,401	034,449	519,129	477,050	487,475	496,244	218,880	79,877	9,137,366
41770060 BUILDING RENTAL -PT 41770721 BUILDING RENTAL -ST 41770722 BUILDING RENTAL -OT															
Leased Equipment															
	Effective Term	Payment													
Lease	Date Date	Amount													Total
Stryker - Fee per Case agreeement Biomerieux	Mar-18 Mar-23	7,739.16	92,870	23,217											394,697
Flex Financial (MAKO)	Dec-19 Dec-24 Oct-19 Oct-24	798.70	9,584	9,584	8,786										47,922
Karl Storz	Mar-21 Aug-23	21,157.04 5,838.37	233,779 70,060	233,779	175,335										1,168,897
Leaf	Sep-16 Sep-20 Renewed	7.807.00	93,684	46,707 93,684	93,684										175,151
Baxter - Infusion Pumps	Aug-17 Aug-22	193.80	1.550	55,004	93,004										336,000
Baxter - Spectrum SW	Aug-17 Aug-22	60.00	480												6,202
Quadient	Apr-20 Jul-25	282.00	3,384	3,384	3,384	1,974									1,920 17,766
	Total Eq	uipment Leases	505,393	410,356	281,188	1,974	-	(.e.)	-	54	-				2,701,560
	Tota	I Future Leases	1,471,942	1,195,388	1,076,270	802,374	804,451	654,449	519,129	477,656	487,475	496,244	218,880	79,877	11,838,926



Capital Expenditure Budget

	1	-	Capital Expenditure				
GL #	DEPARTMENT	YEAR		APPROVED COST	Anticipated by YE	d Spent To Date	Purchas Date
60700	Med/Surg		Sit to Stand Chair	10,000	Yes	_	
			Blanket warmer	6,000	Yes	_	
		2022	Child Cribs (x2) Sleeper Sofa - Room 4	18,000	Yes		
			Zoll Monitor	5,500	Yes		
70100	Family Birthplace					44.000	04/202
		2022		13,224	Yes	14,298	8/1/2022
70200	Surgical Services	2021		80,000	Yes	86,166	5/1/202
		2022	The second	72,062	Yes	49,320	1/1/202
		2022	Olympus Colonoscopes (x4) Stryker SPY-PHI (blood flow monitor)	185,038	Yes	185,038	11/24/20
		2022		115,000	Yes Yes	121,951	6/1/202
		2022		46,000	Yes	50,662	7/1/202
_		2022		15,500	Yes	50,002	7747202
70700	Laboratory	2021	Nova Biomedical Stat Profile	13,227			
		2022	Chemistry Freezer	6,658	Yes	6,332	5/1/202
		2022	RALS middleware interface	29,363			
		2022	Bugsy - EPIC module IC surveillance	90,000			
71400	Diagnostic Imaging	2021	TEE Service Line	132,234	Yes	110,812	*ongoin
		2022	i-STAT blood analyzer	11,868			
71800	Cardiopulmonary	2022	Philips V60 BiPAP Interface	43,322			
		2022		15,000			T 14 /2 0 0
		2022	Hamilton Ventilator Interface	15,000	Yes	34,852	7/1/202
72000	Physical Therapy	2022	Chattanooga Vectra GENSYS	5,736			
72300	Emergency Dept	2022	Stryker Stretchers (x3)	22,300	Yes	20,567	11/1/202
			ED EHR Module	10,000	Yes		
			Metro Carts (x2)	15,000	Yes		
			Altrix Unit	30,000	Yes		
		2022	Level 1 Unit Zoll Monitor	8,000	Yes Yes		
				50,000	105		
72500	OSP	2021	Exam Chair	11,000			
-		2021	Blanket Warmer New Patient Care divider curtains	5,000			
				1,000			
72600	Benton City	2021	Security Cameras	12,000			
		2022	Repainting of Building Remodel for Provider Office	38,622	Vac	Incl. in Dave	10/1/202
		2022	Remodel for Provider Office	7,020	Yes	Incl. in Derm	10/1/202
72630	Grandview	2022	Venue Go Ultrasound	44,890	Yes		
		2022	Cabinet and Desk Remodel	15,000	No		
72640	Women's Health	2022	Blanket Warmer	5,000	Yes		
		2022	Fluid Warmer	5,000	Yes		
72700	Specialty Clinic	2022	Medtronic Pill Capsule	17,889	Yes	16,019	1/1/2022
			Provation Prof Fees Documenting SW	26,405	Yes	26,405	1/31/202
		2022	Olympus Scopes	56,104			
84600	Environmental Services		Carpet Shampooer	13,000	Yes	13,530	11/1/202
-		2022	Floor Scrubber	15,000			
85400	Information Technology	2022		91,471			
		2022	Replacement Firewall	33,201	Yes	42,975	5/1/2022
			Server Storage Archiving	14,000			
		2022	Interpretor Compliance HW/SW	20,000	Yes	24,998	*ongoing
85600	Scheduling Call Center	2022	Call Center Cubicle Set up	30,000	Yes	13,742	4/30/202
87400	Employee Health	2022	@Net Health Agility	18,500	Yes	Amortization	9/1/2022
		-	2022 Capital Items	1,401,400		\$ 65.339	
			2021 Carryover Approved Capital Items	212,234		\$ 65.339 \$ 110,812	
_			TOTAL	\$ 1,613,634		\$ 817,667	
BUDGET	ED CAPITAL - BOARD	APPRO	VED DURING 2022				
	Family Birthplace	2022	Fetal Cart Core Kit			7,110	10/1/2023
70200	Surgery	2022	Universal Driver (Stryker)			26,728	1/1/2022
	Surgery	2022	WM-DP# Mobile Workstation			70,539	2/1/2022
70200		2022	Neptune 3 Rover			17,157	3/1/2022
70200		2022	Electrosurgical Unit			12,588	9/1/2022
		2022	Smartpump Dual Channel			7,738	9/1/2022
70200		2022	Core 2 Console			22,208	10/1/2022
				1		6,657	11/1/202
70200		2022	Yellotin Stirruns (1) & V				111112UL
70200 9 70200 9	Surgery	2022	Yellofin Stirrups (L) &				
70200 9 70200 9 85100 /	Surgery Accounting	2021	Kronos			7,500	8/1/2022
70200 9 70200 9 85100 / 85300 1	Surgery	2021 2021	Kronos COVID Business Office Remodel			7,500 64,749	8/1/2022 4/1/2022
70200 9 70200 9 85100 / 85300 1	Surgery Accounting Patient Financial Svcs	2021 2021	Kronos			7,500	8/1/2022 4/1/2022 8/1/2022



November 30, 2022

Capital Project Expenditures

400,000 5, 132,234	118,571 1 715,646 5,7	18,571 11 84,326 5,90 -	8,818 5,953 8,571 118 7,389 6,072 - 60,157	,571
132,234 235,000	1	-	-	,504
235,000	260,157 2	- 260,157 26	-	-
·	260,157 2	.60,157 26	0 157	
788.596			0,107	-
,	-	-	-	-
30,000	813	-	-	-
	12,378	12,378 1	2,378 12	,378
35,328	-	-	-	-
		209 20,431 12,459 1	2,459 2,786 2,786 552 9,221	,000 - - - - - 589 -
	30,000	30,000 813 12,378 35,328 - 2,216 5,000 209 20,431 12,459	30,000 813 - 12,378 12,378 1 35,328 2,216 2,216 5,000 5,000 209 209 20,431 20,431 12,459 12,459 1 1 1	$\begin{array}{cccccccccccccccccccccccccccccccccccc$

81,093,614 6,041,977 6,097,176 6,239,317 6,106,471

Attachment W

PROSSER MEMORIAL HEALTH FYE 2023 BUDGET EXECUTIVE SUMMARY

The Operating and Capital Budgets were prepared based on the 2023 Strategic Plan and the Mission, Vision and Values of Prosser Memorial Health.

The current YTD Operating Margin through November 2022 is 12.5% with a total margin of 12.1%. The hospital continued to build its volumes and revenue in 2022 driven by the growth of the medical staff as well as utilizing COVID relief funds. The Medical Staff Plan includes adding more physicians in 2023. The budget was prepared with the expectations of increased physician productivity in 2023 as we actively recruit identified needs to build on the 2022 established foundation. We plan to add additional providers in the following areas: Family Practice, Internal Medicine, Gastroenterology, Endocrinology and Emergency Medicine.

PMH is expecting Income from Operations of \$6,731,571 (6.63% Operating Margin) for FYE2023 compared to an Income from Operations of \$10,901,601 (12.49% Operating Margin including Cares Act COVID relief funds recognized in 2022. The Total Net Income for 2023 is expected to be \$6,209,240 (6.12% Total Margin). The Financial Pillar goal is a 6.0% total margin.

Gross Patient Service Revenue is expected to increase by 13.4% from 2022 to 2023 driven by the growth in our employed physicians in 2021-2023. We anticipate not only an increase of revenue within their own specialties but also expect to see an impact to referred revenue in other departments such as Surgical Services, Diagnostic Imaging, Laboratory, Cardiopulmonary, and others. We have implemented price increases of 5% for all services for 2023.

	2019	2020	2021	2022	2023
Net Revenue	59,177,725	64,701,930	87,895,293	88,560,115	101,525,408
Operating Expenses	56,921,901	62,399,113	27,811,475	82,847,386	94,793,837
Income from Operations	2,255,824	2,302,817	15,810,092	5,712,729	6,731,571
Operating Margin	3.91%	3.60%	17.99%	6.45%	6.63%
Total Margin	5.33%	4.60%	18.48%	6.90%	6.12%

Deductions from revenue are budgeted to be 65% of revenue which is slightly higher than 2022, although improved contractual compliance could reduce this significantly. All additional Medicare and Medicaid receivables and payables have been accounted for in our projections.

Operating Expenses are expected to increase by 13.8% from 2022 to 2023. Included in the operating plan is the recruitment of additional physicians which will help us achieve our Medical Staff Recruiting Plan for 2023. Professional Fees Other have increased for Consulting and Legal for 2 Union Negotiations in 2023 as well as the new Call Center and Utilization Review Physician Documentation/Champion resources are implemented that will lead to increased net reimbursement. Purchased Labor expenses are projected to increase overall as we continue to recruit permanent FTEs in areas such as Acute Care, Family Birthplace, Cardiopulmonary, Therapies, Diagnostic Imaging, Surgery and Patient Financial Services which offset lowered costs in the Emergency Department due to the hiring of new providers and Health Information Management due to hiring new coder and changing outsource partner for lower costs. Supplies and Purchased Services Other increased due to more surgical procedures and an overall increase in patient volumes especially in the Emergency Department and OSP/Wound Care. Marketing, Advertising, and Human Resource activity have also increased our Supply expenses as we introduce new Services and Providers along with increased Education to the community highlighted by Diabetic Education and Dietician Services along with an increased budget for Employee Engagement activities. IT expenses are also up with the replacement of obsolete equipment, software upgrades and EPIC expenses with additional costs due to expanded user activity as our volumes increase. Depreciation is higher due to acquisition of equipment 2021-2023 although this number is expected to decrease over the following two years as our capital budgets have declined substantially due to the impending construction of the new hospital.

Patient Volume

Total Inpatient Acute and OB days are projected to increase by 8% from 3,407 in 2022 to 3,696 in 2022 driven by higher Emergency Room visits and transfers from other facilities. Swing Bed volume are also expected to increase after the declines driven by COVID and are forecasted to grow by 20% to 1,524 patient days. In addition, the growth in our Provider Panel should also enable more admissions versus patients being referred to Yakima or the Tri-Cities.

Patient Revenue

Inpatient Revenue is projected to increase by 9.7% from \$44,753,085 in 2022 to \$49,107,656 in 2023. This increase is partially driven by a price increase to offset

increased costs to supplies and labor; however it should be noted that our Inpatient Payer Mix is 81% cost-based for Acute and Swing and 67% for OB.

Outpatient Revenue is projected to increase by 14.2% from \$207,136,157 in 2022 to \$236,503,085 in 2022. This increase is driven by the continued growth of the Emergency Department, Specialty Clinic, Surgical Services. This growth has in turn driven growth in Digital Imaging, Laboratory and OSP/Wound Care. The Emergency Room growth in 2022 has grown tremendously in 2022 to a forecasted 16,262 for the year and continued projected growth is more muted to only 16,500 in 2023 or 1.4%.

Deductions from Revenue

The Contractual Allowances are expected to increase by 16.0% over 2022 at 64.5% overall based on the following payer mix:

Hospital Gross Revenue by Payer	2019	2020	2021	2022 Fcst	2023 Budget
Medicare	31.5%	29.8%	32.2%	31.6%	31.6%
Medicaid	31.8%	31.9%	30.8%	30.7%	30.7%
Insurance	28.6%	29.4%	29.3%	31.6%	31.6%
Self-Pay	8.1%	8.9%	7.7%	6.2%	6.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Net Operating Revenue

Net Operating Revenue in 2023 is expected to increase by \$6,437,260 or 6.8% to \$101,250,986 despite no COVID relief funds in 2023 but there were \$1,835,036 in COVID relief funds in 2022 within the projected Net Operating Revenue total for 2022 of \$92,999,781. An increased focus on contract compliance with our Commercial Payers and improved estimates and collections of Self-Pay accounts are expected to reduce those contractual adjustments by upwards of 1% or greater in 2023.

Operating Expenses

Operating Expenses are expected to increase by 13.8% from \$83,293,833 in 2022 to \$94,793,837 in 2023.

Salary expense is increasing 9.4% in 2023 due to annual salary increases of 3.5% - 4.0% on average and the addition of staffing and providers. Increased staffing in the Clinics, Surgery, and Outpatient Special Procedures are the primary drivers along with the creation and staffing of a centralized Call Center and Scheduling departments that should dramatically improve our patient experience in scheduling appointments,

receiving estimates and pre-authorizations. Increase in EVS staffing driven by patient volumes along with focus on increased quality and responsiveness in Nutrition Services are quality and patient satisfaction driven initiatives.

Employee benefits are increasing because of new member enrollment and it is important to note that we are partially self-insured for medical benefits. Being partially self-insured enables PMH to reduce its premiums to employees while still protecting itself from catastrophic claims. When members of the family use PMH facilities for care we are able to provide care with reduced cost to the organization. Health Insurance for employees is projected to not increase except for covered lives increases in 2023.

Supplies are increasing due to higher patient volumes and higher acuity services such as in Surgery with a greater emphasis on joint replacement surgeries. We are also investing in our marketing and advertising to provide the community with clear visibility of what we can offer for their healthcare needs.

Depreciation expense is projected to increase due to assets purchased in 2022 which will have a full year of depreciation along with the capital purchases in 2023.

Income from Operations

PMH is expecting Income from Operations of \$6,731,571 (a 6.6% Operating Margin) for 2023 compared to a projected Income from Operations of \$11,794,315 (a 12.4% Operating Margin) for 2022.

Non-Operating Revenue / Expense

Non-Operating Revenue is expected to decrease from (\$410,489) in 2022 to (\$522,331) in 2023 driven by interest expenses associated with the interim construction loan. Effective December 15, 2019, GASB effectively changed prior treatment of interest cost incurred before the end of a construction period from capitalization of interest as part of a construction in process to recognizing as non-operating interest expense as it is incurred (GASB Statement No. 89).

Net Income

PMH is expecting Net Income of \$6,209,240 (6.1% Total Margin) for 2023 compared to Net Income of 11,383,826 (11.97% Total Margin) for 2022.

Capital Expenditures

Capital Expenditures for 2023 are budgeted to be \$1,065,569 with \$756,587 for new equipment purchased in 2023 and \$308,982 for equipment authorized in 2022 but not received and in operation by the end of the year. The Capital Budget has decreased in 2023 comparative to prior years to replace only necessary equipment in anticipation of the high capital demands of the new facility in 2024-2025.

Cash Flow

PMH expects to generate a negative cash flow of (\$4,989,517) in 2023. The requirement of PMH to fund the first \$25,548,033 for the construction costs of the new facility will be met in 2022-2023 less the set aside amount of \$5,175,992 for interest expense on the interim construction loan as its incurred. PMH has already funded the purchase of the land for \$1,725,375, and Construction in Progress (Design, Engineering, Project Management, Financing, Consulting, Legal) is projected to be \$7,715,332 by year end which leaves \$16,107,326 to be paid out in 2023 & 2024. The capital budget for 2023 is also utilizing 100% cash for \$1,065,569. Accounts Receivables is targeted to reduce Net Receivables by \$1,464,204 which equates to 48 Days Overall which is a decrease from the November 2022 total of 55 Days Overall.



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	Actual YTD		Budget	Variance Projected 2022 v	
Course Batient Commisse Devenue	Nov-2022	Projected 2022	2023	2023	
Gross Patient Services Revenue Inpatient	41,023,661	44,753,085	49,107,656	4,354,571	9.7%
Outpatient	189,874,811	207,136,157	236,503,085	29,366,928	14.2%
Total Gross Patient Services Revenue	230,898,472	251,889,242	285,610,741	33,721,499	13.4%
Deductions from Revenue					
Contractual Allowances	40 225 811	E2 711 704	60 449 743	6 726 049	17 50/
Medicare Medicaid	49,235,811	53,711,794	60,448,742	6,736,948	12.5%
	48,599,810	53,017,975	60,510,960	7,492,985	14.1% 24.2%
Negotiated Rates Other Adjustments	34,311,150 8,055,318	37,430,345 8,787,620	46,478,743 9,836,965	9,048,398 1,049,345	11.9%
Gross Contractual Allowances	140,202,089	152,947,733	177,275,410	24,327,677	15.9%
Charity Care	4,010,107	4,374,662	5,142,144	767,482	17.5%
Bad Debt	1,436,477	1,567,066	1,942,201	375,135	23.9%
Total Deductions From Revenue	145,648,673	158,889,461	184,359,755	25,470,294	16.0%
Net Patient Services Revenue	85,249,799	92,999,781	101,250,986	8,251,205	8.9%
COVID Net Revenue	1,785,036	1,835,036	20	(1,835,036)	
Other Operating Revenue	232,221	253,332	274,423	21,091	8.3%
Net Revenue	87,267,056	95,088,149	101,525,408	6,437,260	6.8%
Operating Expenses Salaries	34,113,663	37,214,905	40,722,971	3,508,066	9.4%
Benefits	8,489,048	9,260,780	10,610,501	1,349,721	14.6%
Purchased Labor	3,809,205	4,155,496	4,658,138	502,642	12.1%
Sub-Total Labor Costs	46,411,916	50,631,181	55,991,610	5,360,429	10.6%
Professional Fees - Physicians	4,735,620	5,166,131	5,178,970	12,839	0.2%
Professional Fees - Other	588,363	641,851	1,196,982	555,131	86.5%
Supplies	13,115,770	14,308,113	17,132,993	2,824,880	19.7%
Purchased Services - Utilities	472,704	515,677	628,372	112,695	21.9%
Purchased Services - Other	4,334,293	4,728,320	5,506,998	778,678	16.5%
Rentals & Leases	1,993,466	2,174,690	2,333,161	158,471	7.3%
Insurance License & Taxes	1,131,958	1,234,863	1,742,903	508,040	41.1%
Depreciation & Amortization	2,400,482	2,604,772	3,038,768	433,996	16.7%
Other Operating Expenses	1,180,883	1,288,236	2,043,080	754,844	58.6%
Sub-Total Non-Labor Expenses	29,953,539	32,662,652	38,802,227	6,139,575	18.8%
Total Operating Expenses	76,365,455	83,293,833	94,793,837	11,500,004	13.8%
Operating Income (Loss)	10,901,601	11,794,315	6,731,571	(5,062,744)	-42.9%
Non Operating Income					
Tax Revenue	860,868	939,129	994,308	55,179	5.9%
nvestment Income	(967,783)	(1,055,763)	54,461	1,110,225	-105.2%
nterest (Expense)	(342,279)	(373,395)	(1,589,721)	(1,216,326)	325.7%
Other Non Operating (Expense)	72,912	79,540	18,620	(60,920)	-76.6%
Total Non Operating Income	(376,282)	(410,489)	(522,331)	(111,842)	27.2%
Net Income (Loss)	\$ 10,525,319	\$ 11,383,826	\$ 6,209,240	\$ (5,174,586)	-45.5%
Operating Margin	12.49%	12.40%	6.63%		
Total Margin	12.06%	11.97%	6.12%		
Net Income less COVID relief			\$ 6,209,240		
Operating Margin less COVID relief			7.05%		
Total Margin less COVID relief			6.12%		
Operating Revenue/adjusted patient day Operating Expense/adjusted patient day	4,653 4,071	4,723 4,137	3,344 3,122	-29.2% -24.5%	
Operating Revenue/FTE	245,242	267,222	248,463	-7.0%	
Operating Expense/FTE	214,606	234,077	231,989	-0.9%	



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Prosser Memorial Health BALANCE SHEET

D	ALANCE SHEET		
	Actual 11/30/2022	Projected 12/31/2022	Budgeted 12/31/2023
Current Assets Cash and Temporary Investments COVID Cash Reserve	\$ 13,938,017	6,796,524	\$ 10,005,764
Gross Patient Accounts Receivable	42,090,356	39,985,838	36,027,240
Less Allowances for Uncollectibles	(26,522,000)	(25,195,900)	(22,701,506)
Net Patient Receivables	15,568,356	14,789,938	13,325,734
Taxes Receivable	40,946	30,000	30,000
Receivable for 3rd Party Payor	248,250	273,075	382,305
Inventory	601,958	632,056	651,018
Prepaid Expenses	1,315,420	1,257,420	1,295,143
Other Current Assets	27,643	27,643	28,196
Total Current Assets	31,740,590	23,806,656	25,718,159
Restricted Assets			
LEOFF Net Pension Asset	1,106,851	1,106,851	1,106,851
Whitehead Fund - LGIP	1,230,933	1,231,019	1,232,051
Funded Depreciation - Cash	9,209,672	435,746	4,357,460
Funded Depreciation - TVI	10,742,728 767,555	10,742,728 767,555	11,178,474 767,555
Bond Obligation Cash Reserve Construction Account	/0/,555	10,967,528	/0/,555
Interest Account		5,175,998	3,586,277
USDA Debt Reserve Fund	-	5,175,550	3,300,217
Tax Exempt Lease Funds	÷		÷
Board Designated Assets	23,057,739	30,427,425	22,228,668
Property, Plant and Equipment			
Land	478,396	478,396	478,396
Property, Plant, Equipment, and Lease	47,894,235	49,452,784	50,518,353
Construction in Progress	6,106,471	7,106,471	85,485,000
Accumulated Depreciation	(32,992,082)	(32,992,082)	(36,030,850)
Net Property, Plant and Equipment	21,487,020	24,045,569	100,450,899
Other Assets			
Investments and Other Non Current Asset		994,488	992,897
Land - Gap Road	1,745,440	1,745,440	1,745,440
Net Investments & Other Non Current Total Assets	\$ 79,026,868	2,739,928 \$ 81,019,578	2,738,337 \$ 146,442,935
Current Liabilities	\$ 75,020,000	3 81,013,378	3 140,442,555
Current Portion of Bonds Payable	886,359	891,489	872,825
Current Portion of USDA	-	() () () () () () () () () () () () () (
Current Portion Capital Leases	254,546	248,495	255,103
Current Portion of Other	-		
Accounts Payable	2,645,862	3,968,793	4,048,169
Payroll and Related Liabilities	3,796,968	3,725,795	3,874,827
Cost Report Payable	518,603	568,603	533,901
Other Payables to 3rd Parties Deferred LEOFF Pension	1,346,364 483,233	1,346,364	596,364
Deferred Tax Revenue	485,255		
Deferred EHR Medicare Revenue	70,137		
Deferred COVID Revenue	2		÷
Accrued Interest Payable	111,081	18,282	18,282
Other Current Liabilities Total Current Liabilities	10,119,213	10,767,821	10,199,471
Bonds Payable	8,945,003	8,572,182	7,680,693
Construction Financing Payable	· · · · · · · · · · · · ·		60,791,000
USDA Financing Payable net of CP	3	0.00	*
Capital Lease Payable	372,238	372,147	255,104
Total Non Current Liabilities	9,317,241 19,436,454	8,944,329	68,726,797
Total Liabilities Fund Balance	12,430,434	19,712,150	78,926,267
Equity	49,065,095	49,923,602	61,307,428
Undistributed Retained Earnings	10,525,319	11,383,826	6,209,240
Total Fund Balance	59,590,414	61,307,428	67,516,667
Total Liabilities and Fund Balance	\$ 79,026,868	\$ 81,019,578	\$ 146,442,935
rotar Liabilities and Fully Dalahee	\$ 15,020,000	\$ 01,019,370	÷ 140,442,555



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	F	PROJECTED 2022	 BUDGET 2023
NET INCOME TO NET CASH BY OPERATIONS Net Income	\$	11,383,826	\$ 6,209,240
Loss (Gain) on Sales of Assets Depreciation Expense		- 2,604,772	- 3,038,768
TOTAL		13,988,598	9,248,008
WORKING CAPITAL			
Decrease (Increase) in Assets		(4,027,737)	1,297,737
Increase (Decrease) in Liabilities	. <u> </u>	(5,996,104)	 59,214,117
NET CASH PROVIDED BY OPERATIONS		3,964,757	69,759,861
CASH FLOWS FROM INVESTING			
Capital Purchasing		(9,220,000)	(79,444,098
Financing Activity		9,985,270	4,694,719
TOTAL	-	765,270	 (74,749,379
Net Change in Cash	\$	4,730,027	\$ (4,989,517
Beginning Cash Balance Ending Cash Balance		32,493,922 37,223,949	37,223,949 32,234,432
Net Cash Flow	\$	4,730,027	\$ (4,989,517
Net cash now			 (4,505,51)
Days of Total Cash On Hand		159	126
Composition of Net Working Capital Change:			
composition of free from and board on anger		(4 053 843)	1,464,204
(Increase) Decrease in Net Acct. Rec. (Increase) Decrease in Other Current Assets Increase (Decrease) in Total Current Liab. Increase (Decrease) in Short Term Debt		(4,052,843) (853,499) 3,513,517 0	(166,467 (568,350



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Description	2021 Actual	2022 Annualized	2023 Budget	Change	Percentage
Admissions Acute	1,397	1,308	1,478	170	11.50%
OB	583	583	600	17	2.91%
Hospital	1,980	1,891	2,078	187	9.02%
Swing Bed	64	72	122	50	40.98%
Nursery	583	581	600	19	3.09%
Patient Days					
Acute	2,506	2,457	2,796	339	12.13%
OB	966	950	900	(50)	-5.58%
Hospital	3,472	3,407	3,696	289	7.82%
Swing Bed	806	1,216	1,524	308	20.19%
Nursery	808	808	900	92	10.18%
Observation Days	746	737	700	-37	-5.35%
Total Days	5,024	5,361	5,920	559	9.45%
Average Daily Census					
Hospital	7	7	8	1	12.13%
Swing Bed	2	3	4	2	36.71%
Nursery	2	2	2	D	7.83%
Case Mix Index					
Hospital	1.15	1.20	1.20	-	0.00%
Medicare	1.19	1.16	1.16	-	0.00%
Length of Stay	2	2	-		
Hospital Swing Bed	2 13	2 13	2 12		
OB	13	13	2		
Adusted Patient Days	20,438	26,022	30,360	4,338	14.29%
Surgeries - Inpatient	331	491	660	169	25.62%
Surgeries - Outpatient	1,817	2,811	3,096	285	9.20%
Total Surgeries	2,148	2,039	3,756	454	12.08%
Births	583	581	600	19	3.09%
Laboratory Tests	171,918	181,389	196,707	15,318	7.79%
EKG Tests	6,524	6,412	6,706	294	4.38%
Cardiopulmonary Tests	8,644	7,823	8,184	361	4.41%
Diagnostic Imaging Exams Pharmacy Items	35,907 1,370,031	35,894 1,611,781	36,167 1,683,924	273 72,143	0.75% 4.28%
Nutritional Services Meals	37,757	33,936	38,355	4,419	11.52%
Laundry Pounds	241,045	224,433	247,608	23,175	9.36%
Outpatient Special Procedures	3,883	4,066	4,500	434	9.65%
Therapy Clinic Visits	17,430	17,836	16,987	-849	-5.00%
Emergency Department Visits	13,258	16,262	16,500	238	1.44%
Hospitalists Visits EMS Trips (w. CPP)	3,888 2,192	3,537 2,379	3,864 2,380	327 1	8.47% 0.03%
Benton City Clinic Visits	8,778	9,600	9,913	313	3.16%
Prosser Specialty Clinic Visits	15,819	17,474	18,542	1,068	5.76%
Prosser Clinic (w. Occ Health) Visits	14,724	14,025	9,300	-4,725	-50.80%
Comprehensive Pain Mgmt Clinic Visits	0	0	0	0	
Dermatology Clinic Visits	599	2,451 11,676	3,962	1,511 -645	38.13% -5.85%
Grandview Clinic Visits Prosser Women's Health	9,334 7,227	7,161	11,031 7,311	-645 150	-5.85% 2.06%
Outpatient Hospital Visits	116,345	117,828	122,563	4,735	3.86%
Paid Employee FTE's	320	356	409	53	12.91%
FTE's per Adj. Census	46,66	52.87	53.34	0.47	0.88%
Average Salary Cost per Hour	51.19	50.28	47.91	(2.36)	-4.93%
Average Benefit Cost per Hour	12.74	12.51	12.48	(0.03) (18 744)	-0.22% -7.54%
Net Operating Revenue per FTE	272,378	267,207	248,463	(18,744)	-7.34%



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Capital Budget 2022								
	Department	Year	Description	Approved Cost				
60700	Med/Surg	2023	Umano Acute Beds (x5)	75,000				
70100	Family Birthplace	2023	Obstetric Hemorrhage Carts x2	23,500				
		2023	Stryker Labor Bed Mattress x4	15,200				
70200	Surgical Services	2023	Patient Communication System	16,500				
		2023	Torniquets for Ortho Surgery	7,805				
		2023	Surgicount - AORN requirement x2	18,635				
		2023	ERCP instrumentation	145,000				
		2023	Stryker Stretchers x2	18,260				
		2023	Scope Cabinet	35,000				
70700	Laboratory		RALS middleware interface	29,363				
		2022	Bugsy - EPIC module IC surveillance	90,000				
71400	Diagnostic Imaging	2023	MRI Medrad injector	40,000				
71400	Diagnostic intaging		Stryker Ultrasound Stretcher	7,376				
		202.5	Stryker Oltrasound Stretener	7,570				
72300	Emergency Dept	2023	Hoyer Lift	12,000				
			ER Computer upgrade	30,000				
			Metro carts	15,000				
72500	OSP	2023	EPIC Interface - iHeal	50,000				
72600	Benton City	2022	Repainting of Building	50,000				
72640	Women's Health	2022	Blanket Warmer	5,000				
72040	Women's Realth		Fluid Warmer	5,000				
		2022		5,000				
72700	Specialty Clinic	2023	Diabetic Education Build - EPIC	20,556				
84600	Environmental Services	2022	Floor Scrubber	15,000				
85400	Information Technology	2023	Radiologist Monitors/Computer Replacement	94,464				
			Clinic Security - Access Controls	56,400				
		2023	Temperature Alerting - Enterprise-wide	17,892				
85100	Accounting	2023	ERP System Implementation	58,000				
			2023 Capital Items	756,587				
		2022	2022 Carryover Approved Capital Items	308,982				
			TOTAL	1,065,569				

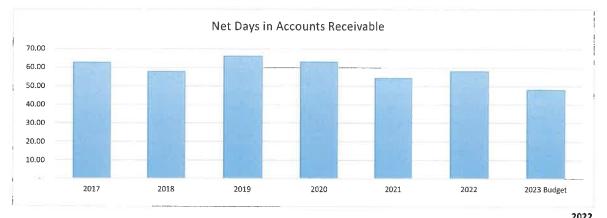


Prosser Memorial Health Staffing Plan 2023 2022 2022

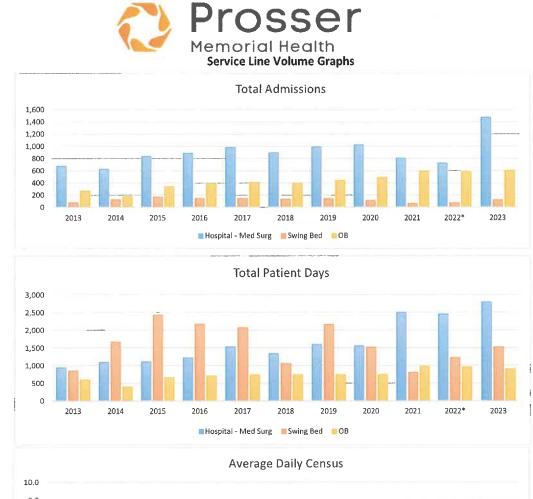
Department	2022 Current	2022 Budget	2023 Budget	Change FTE's	nge Percentage
Medical / Surgical	21.22	21.77	20.25	(0.97)	-4.6%
Family Birthplace	16.50	19.39	17.00	0.50	3.0%
Surgery	27.83	23.75	28.55	0.72	2.6%
Laboratory	25.80	22.20	25.45	(0.35)	-1.4%
Diagnostic Imaging	17.30	18.80	17.65	0.35	2.0%
Pharmacy	3.67	5.00	4.57	06.0	24.4%
Cardiopulmonary	6.19	8.69	5.50	(0.69)	-11.1%
Emergency Room	17.43	17.35	19.90	2.47	14.2%
Outpatient special Procedures	2.12	5.10	6.00	3.28	120.6%
Emergency Medical Services	17.73	17.99	15.00	(2.73)	-15.4%
Community Paramedic Program			5	(4))	0.0%
Care Transitions	3.50	4.50	5.50	2.00	57.1%
Quality Assurance	1.00	1.00	1.00	,	0.0%
Nursing Administration	10.35	10.25	12.40	2.05	19.8%
Total for Chief Nursing Officer	171.24	175.79	178.77	7.53	4.4%
ED Physicians	4.93	5.43	6.33	1.40	28,4%
PMH Family Medicine - Benton City	14.25	18.00	14.85	0.60	4.2%
PMH Family Medicine - Prosser	20.02	19.95	18.85	(1.17)	-5.8%
PMH Family Medicine - Grandview	18.06	20.50	20.60	2.54	14.1%
PMH Women's Health Clinic	9.55	10.30	12.50	2.95	30.9%
Comprehensive Pain Clinic	Q.	,	•		0.0%
Dermatologist Clinic	2.83	4.20	7.25	4.42	156.2%
Prosser Specialty Clinic	26.59	26.69	31.45	4.86	18.3%
Ideal Protein	8	٠	,	1	0.0%
Employee Health	0.09	0.93	0.60	0.51	100.0%
Information Systems	5.15	8.46	00'6	3.85	74.8%
Administration	2.03	2.00	2.00	(0.03)	-1.5%
Board of Directors	0.10	0.10	0.11	0.01	10.0%
Volunteer Services	•	. :	u		0.0%
Community Relations	4.18	3.50	4.25	0.07	1.7%
Human Resources	4.00	4.00	4.50	0.50	12.5%
Process Improvement			. :	10) 1	0.0%
Medical Staff	1.91	1.25	2.50	0.59	30.9%
Total for Chief Executive Officer	113.69	125.31	134.79	21.10	18.6%
Nutritional Services	8.79	11.09	12.46	3.67	41.7%
Laundry	2.21	2.85	1	(2.21)	-100.0%
Supply Chain	5.76	5.60	6.75	0.99	17.2%
Maintenance	4.90	5.50	6.05	1.15	23.5%
Environmental Services	9.50	10.00	14.00	4.50	47.4%
Accounting	5.04	5.80	6.80	1.76	34.9%
Patient Registration	8.65	6.70	8.60	(0.05)	-0.6%
Patient Financial Services	13.17	13.18	16.40	3.23	24.5%
Health Information Management	8.51	8.00	00.6	0.49	5.8%
Call Center		10.00	8.00	8.00	20 00'
ocneauring Total for Chief Einancial Officer	70.91	CZ 82	01/10	2.02	20.6%
	10.0		0000	CT-1-3	0/11/2
Total FTE's	355.84	379.82	408.61	52.77	14.8%
Total Budgeted Operating Revenue Operating Revenue per FTE	95,088,149 267,222	78,588,742 206,910	101,250,986 247,791		

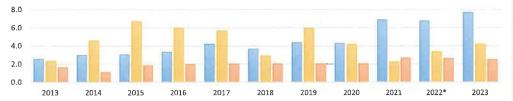
Page 6 of 20

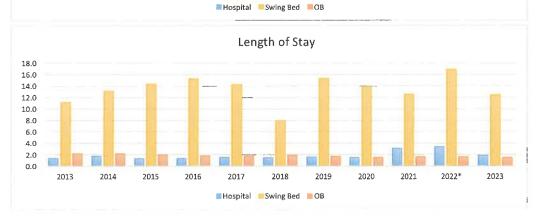




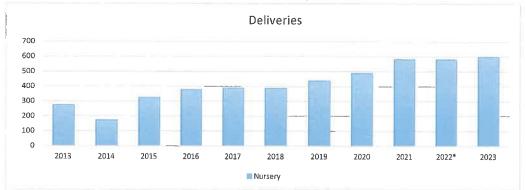
							2022
Hospital Gross Revenue by Payor	2017	2018	2019	2020	2021	2022	Budget
Medicare	33.3%	31.4%	31.5%	29.7%	32.2%	31.6%	30.9%
Medicaid	32.1%	32.3%	31.8%	32.1%	30.8%	30.7%	32.1%
Insurance	26.7%	28.2%	28.6%	29.0%	29.3%	31.6%	28.6%
Self Pay	8.0%	8.1%	8.1%	9.2%	7.7%	6.0%	8.5%
Total	100%	100%	100%	100%	100%	100%	100%
*Annualized							

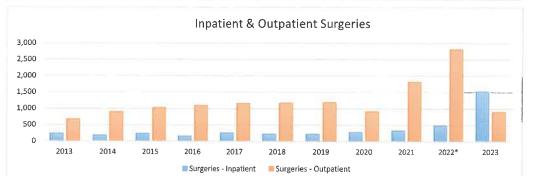


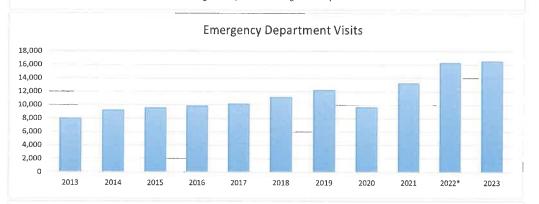




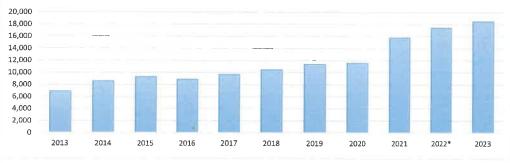




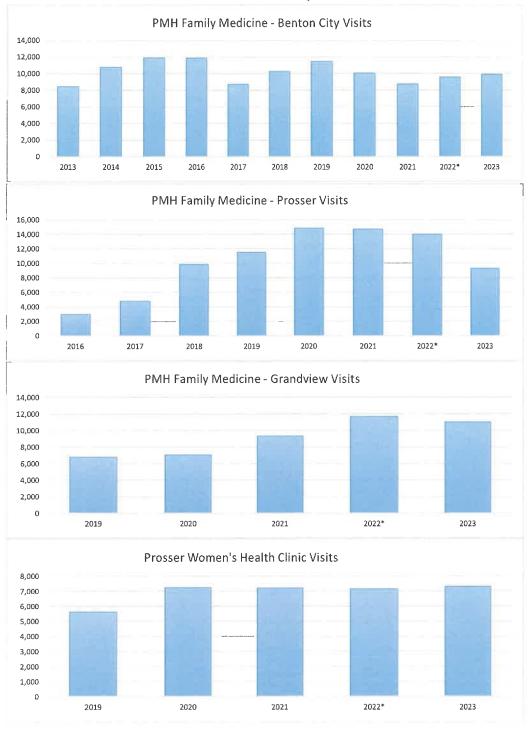




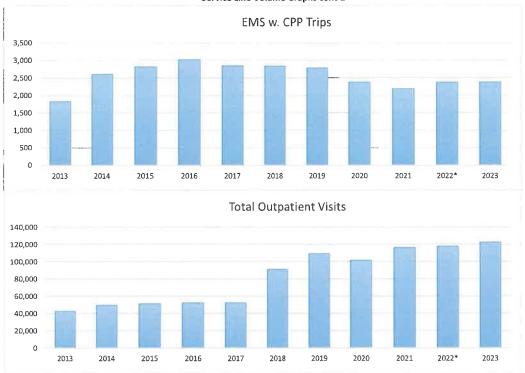




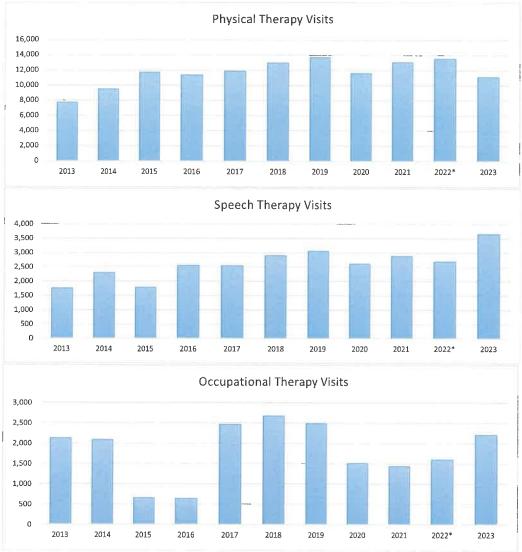




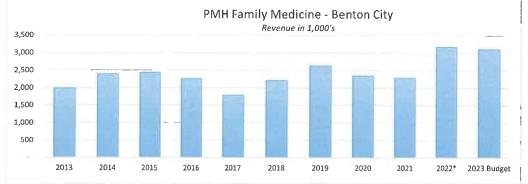


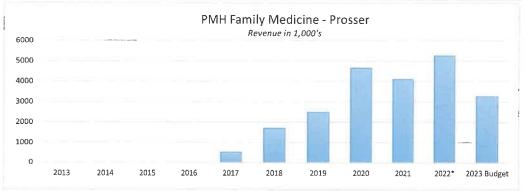


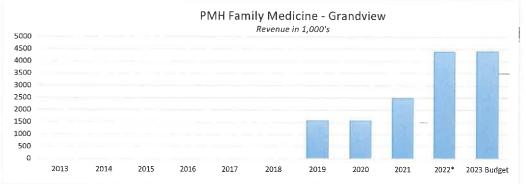






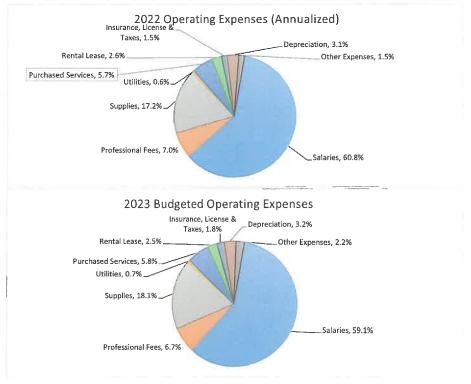








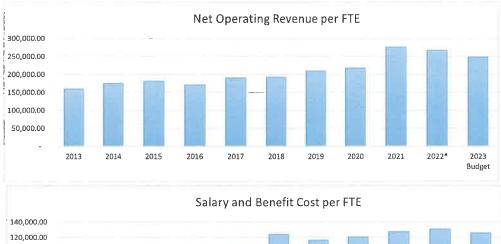


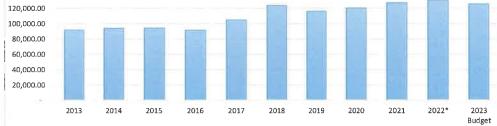








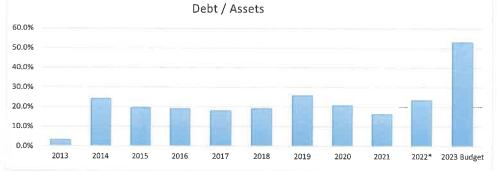


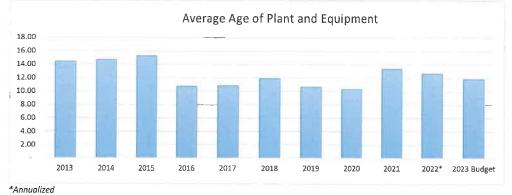


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Financial Trends cont'd







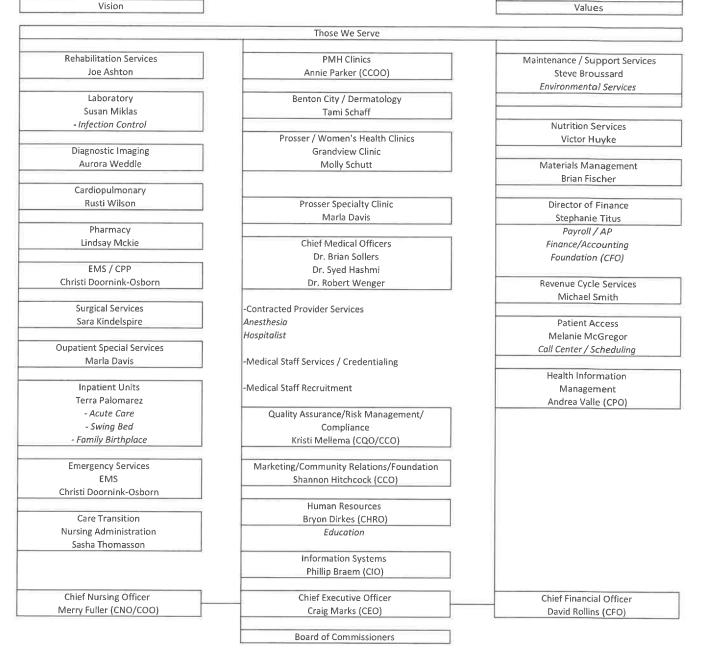
- Employees
- Medical Staff
- Quality
- Services
- Financial Stewardship



Mission: To improve the health of our community.

* Accountability

- * Service
- * Promote Teamwork
- * Integrity
- Respect Excellence



			2023	xempt G	Grades					
	Ex	isting	Existing	Existing			1011	12.5.1		1. I I I I
	Pay	Range	Pay Range	Pay Range	1		and the set of the	-		1.1
Grade	1.000	imum	Midpoint	Maximum					1.	1.1
	1.4110		Nuclear and		Busy Bean/ Gift	Credentialing				
1	\$	20.60	\$ 25.75	\$ 30.91	Shop Coordinator	Specialist				
	1				Health &					
_					Wellness					
2	\$	21.68	\$ 27.11	\$ 32.54	Coordinator Community					
					Relations					
					Coordinator /					
					Physician					
3	\$	22.83	\$ 28.54	\$ 34.25	Recruiter	HR Generalist				
			* ****	A 35.00	Revenue	Chaff Annumburt				
4	\$	23.97	\$ 29.97	\$ 35.96	Integrity Analyst Systems	Staff Accountant				
					Support	Sr. Recuriter / Sr.	Sr. Systems			
5	Ş	25.17	\$ 31.47	\$ 37.76	Specialist	HR Generalist	Analyst			
	1		-							
				6	Executive	Clinical Informatics				
6	\$	26.43	\$ 33.04	\$ 39.65	Assistant	Specialist	Coordinator			-
						Association (Sr, Benefits Specialist / HR	Sr. Recuriter / Sr. HR		
-		27.75	¢ 24.60	ė 41 62	Suctome Appliet	Accounting / Payroli Technician	Generalist	Generalist		
7	\$	27.75	\$ 34.69	\$ 41.63	Systems Analyst Senior Financial	ayroa reenmeidri		ap of the tailing to		
8	\$	29.14	\$ 36.43	\$ 43.71	Analyst					
	·					Director of				
					Senior	Environmental				
9	\$	30.60	\$ 38.25	\$ 45.90	Accountant	Services				
					Wound Infusion					
10	\$	31.67 33.42	\$ 40.35 \$ 42.57	\$ 49.03 \$ 51.72	Supervisor					
11	2	33.42	3 42.37	\$ J1.12		Sr. Systems				
12	\$	35.25	\$ 44.91	\$ 54.57	Sr. Data Analyst	Analyst				
	1						Director of			
							Health	Patient Access		
					Director of	PMH Clinic	Information	Director / Call		
13	\$	37.19	\$ 47.38	\$ 57.57	Supply Chain	Director	Management	Center		
	\$	39.24	\$ 49.99	\$ 60.73	Patient Care Coordinator					
14	\$	41.40	\$ 52.74		containator					
	-		-		Director of Care					
					Coordination /			Director of		
					Employee	Director of	Director of	Support		
16	\$	43.67	\$ 55.64	\$ 67.60	Health	Revenue Cycle	Cardiopulmonary	Services	Director	Directo
							Director of	Director of	Laboratory /	of
					Director of E.D.		Finance /	Diagnostic	Infection	Surgica
17	\$	45.41	\$ 58.97	\$ 72.54	& EMS	Pharmacist	Controller	Imaging	Preventionist	Service
							Director of			
	Ľ		0				Family Birth			
							Place, Acute			
							Care, Clinical	Disector		
					Chief Quality	Chief Clinics	Care, Clinical Education &	Director of Pharmacy /		
12	4	48 12	\$ 6251	\$ 76.80	Chief Quality Officer	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
18	\$	48.13	\$ 62.51	\$ 76.89	Chief Quality Officer Chief		Care, Clinical Education &			
18	\$	48.13	\$ 62.51	\$ 76.89	Officer	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
18	\$ \$	48.13			Officer Chief Communication s Officer	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
					Officer Chief Communication s Officer Chief	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
19	\$	51.02	\$ 66.26	\$ 81.50	Officer Chief Communication s Officer Chief Information	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
			\$ 66.26	\$ 81.50	Officer Chief Communication s Officer Chief Information Officer	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
19	\$	51.02	\$ 66.26	\$ 81.50	Officer Chief Communication s Officer Chief Information Officer Chief Human	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
19 20	\$	51.02 54.08	\$ 66.26 \$ 70.24	\$ 81.50 \$ 86.39	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
19	\$	51.02 54.08 57.33	\$ 66.26 \$ 70.24 \$ 74.45	\$ 81.50 \$ 86.39 \$ 91.58	Officer Chief Communication s Officer Chief Information Officer Chief Human	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21	\$	51.02 54.08	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources	Operations	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22	\$ \$ \$ \$ \$	51.02 54.08 57.33 60.77 64.42	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.66	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24	\$ \$ \$ \$ \$ \$ \$	51.02 54.08 57.33 60.77 64.42 68.28	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.65 \$ 88.68	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer	Operations Officer 1/22	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24 25	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	51.02 54.08 57.33 60.77 64.42 68.28 72.38	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.66 \$ 88.68 \$ 94.00	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07 \$ 115.62	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24 25 26	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	51.02 54.08 57.33 60.77 64.42 68.28 72.38 76.72	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.65 \$ 88.68 \$ 94.00 \$ 99.64	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07 \$ 115.62 \$ 122.55	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24 25 26 27	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	51.02 54,08 57.33 60.77 64.42 68.28 72.38 76.72 81.32	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.66 \$ 88.68 \$ 94.00 \$ 99.64 \$ 105.61	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07 \$ 115.62 \$ 122.55 \$ 129.91	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24 25 26 27 28	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	51.02 54.08 57.33 60.77 64.42 68.28 72.38 76.72 81.32 86.20	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.66 \$ 88.68 \$ 94.00 \$ 99.64 \$ 105.61 \$ 111.95	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07 \$ 115.62 \$ 122.55 \$ 122.55 \$ 129.91 \$ 137.70	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24 25 26 27	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	51.02 54,08 57.33 60.77 64.42 68.28 72.38 76.72 81.32	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.65 \$ 88.68 \$ 94.00 \$ 99.64 \$ 105.61 \$ 111.95 \$ 118.67	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07 \$ 115.62 \$ 122.55 \$ 122.95 \$ 129.91 \$ 137.70 \$ 145.96	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		
19 20 21 22 23 24 25 26 27 28 29	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	51.02 54.08 57.33 60.77 64.42 68.28 72.38 76.72 81.32 86.20 91.37	\$ 66.26 \$ 70.24 \$ 74.45 \$ 78.92 \$ 83.65 \$ 88.68 \$ 94.00 \$ 99.64 \$ 105.61 \$ 111.95 \$ 118.67 \$ 125.79	\$ 81.50 \$ 86.39 \$ 91.58 \$ 97.07 \$ 102.90 \$ 109.07 \$ 115.62 \$ 122.55 \$ 122.95 \$ 122.95 \$ 123.91 \$ 137.70 \$ 145.96 \$ 154.72	Officer Chief Communication s Officer Chief Information Officer Chief Human Resources Officer Chief Nursing	Operations Officer 1/22 Chief Financial	Care, Clinical Education & Regulatory	Pharmacy /		

								ugh 12-31										
GRADE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
D		24) Cimit II (443)							A40.54	810.10	\$19.86	\$20.56	\$21.28	\$22.02	\$22.79	\$23.59	\$24.41	5
	\$14.08	\$14.57	\$15.08	\$15.61 \$17.17	\$16.16 \$17.78	\$16.72 \$18.39	\$17.31 \$19.04	\$17.91 \$19.70	\$18.54 \$20.39	\$19,19 \$21,11	\$21.85	\$22.62	\$23.41	\$24.22	\$25.07	\$25.95	\$26.85	\$
D - PerDiem	Distary Aids ((434703) Floor G	A		413.10	070.00	-					600 DF		\$22.33	P02.11	\$23 92	\$24.76	5
E	\$14.28	\$14.78	\$15.30	\$15.83	\$16.39	\$16.96	\$17.55	\$18.17	\$18.80	\$19.46	\$20.14	\$20.85	\$21.58	\$44.33	\$23.11	920 82	329.10	
E Perform	Cook (485701	1) Gdll Cook (43)	5707) HIM Tech	s Clinic/Hospit	d (443812) Let								\$21.90	\$22.66	\$23.45	\$24.28	\$25.13	\$
-	\$14.49		\$15.52	\$16.07	\$16.63	4.54.50	# 100 B.C.	\$18.44	\$30.00	\$19.75	\$20.44	\$21.15	\$24.08	\$24.93	\$25.80	\$26.71	\$27.64	- 1
F - PerDlem	CNAU.S. (41	S1938) Interprote	ETICINA (43 1984) Inventory Con	were Coordination	(4-31-044) P	eberal Regentrar	(445816)CS T	ion (491990) Hil	A Tech II (443)	STI Cares Made	Receptored	(443805)Stores \$22.21	\$22.99	\$23,79	\$24.63	\$25.49	\$
G	\$14.70		\$15.75	and the second	\$16.87	States Inc.	ALC: NO.	\$18.70		\$20.03	\$20.74	\$21.46	124 72	1.3.2	41411	AVE OR		
G - Pellinni	Patient Servic	pee Representatin () Geounde/Main	ve-Clinic (44381	7) Phiebolomia	(431939) Pay	mant Processio	g Clerk (44381) Relations Outro	3) Wellman Cos sch Assi (4438)	ch (443891) Ap	pointment Sch	aduler (443802)	Appointment So	theduler-Clinic (443864) Madica	i Aseistant - R	egistarad (4310)	35) Credit Baller	ide/C
н	Clerk (431944 \$14,91		\$15.98			\$17.71				\$20.32	\$21.04	\$21.77	\$22.53	\$23.32	\$24.14	\$24.98	\$25.86	4
H - PerDiem	4				a + + + + *	BAC 10	200.40	820.07	8 2 9 6/1	\$22.05	\$23.14	\$23.95 http://doi.001	\$24.78 612 : Aouto Cier	Tech (429300)	OB feur /N	urbs Fechnolics	\$28.45	-
1			\$16.21	\$16.77	Tech (429210) \$17.36	\$17.97	\$18.60	\$18.25	\$19.92	\$20.62	\$21.34	\$22.09	\$22.86	\$23.66	\$24.49	\$25.35	\$26 23	4
J. Pertition	\$10.13	\$10.00	\$10.21	310.11	1.15	- 113.17	110.48	8.03 11	171.00	4.17-10	123.45	121.2	1016-10	200103	1220-01	£17.66	100	
J	AP Clerk (44 \$15.89	43801) Bliver (44) \$16,44	3820) \$17.02	\$17.61	\$18.23	\$18.87	\$19.53	\$20.21	\$20.92	\$21.65	\$22.41	\$23,19	\$24.00	\$24.84	\$25.71	\$26.61	\$27.55	\$
J - Perdiem	117.42	\$18.09	\$16.72	\$19 37	\$20.00	\$20.76	\$21.48	\$22.23	\$23.01	\$23.82	\$24.65	\$25.51	\$26.40	\$27.32	\$28.28	\$29.27	\$30.31	- 1
K		schnicsen (44963 \$17.26	(17.87 \$17.87	\$18.49	Buyer () \$19.14	\$19.81	\$20.50	\$21.22	\$21.96	\$22.73	\$23.53	\$24.35	\$25.20	\$26.09	\$27 00	\$27.94	\$28.92	4
	\$16.68	315 500	LYB DW	\$10.40	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1211.02	12100	THE OW	100.00	225.00	CT H	116.75	411.22	1275 111	See al	100.75	22181	
L		Mechanic (j.c. 4	\$18.76	\$19.42	\$20.10	\$20.80	\$21.53	\$22.28	\$23.06	\$23.87	\$24.71	\$25.57	\$26.46	\$27.39	\$28.35	\$29.34	\$30.37	\$
L- PerDiem	\$17.51	\$18.13	\$20 64	821.36	\$22.11	\$22.88	\$23.68	\$24.51	\$25.37	326.26	\$27.18	\$28,13	\$29.11	\$30.13	\$31,19	\$32.27	\$33,41	1
M		ed () c 445603) 7		#43809 ().c 43 \$20.39	\$21.10	\$21.84	c 443940100 \$22.61	\$23.40	\$24.22	\$25.06	\$25.94	\$26.85	\$27.79	\$28.76	\$29.77	\$30.81	\$31 85	\$
AA . Horthern	\$18.39	\$19.03	\$19.70	920.35	-p.c.1.10	321.04		11114	Contrast	1000	174 5.2	STAN	370.57	27164	4.00 25	\$75K.PVV	325-08	
N		429210) Payroll				\$22.93	\$23.74	\$24.57	\$25.43	\$26.32	\$27.24	\$28.19	\$29.18	\$30.20	\$31,26	\$32.35	\$33.48	\$
N - PerDiem	\$19.31	\$19.88 \$21.98	\$20.68 \$22.75	\$21.41 \$23.55	\$22.16 \$24.38	\$25.22	\$26.11	\$27.03	\$27.97	\$28.95	\$29.96	\$31.01	\$32.10	\$33.22	\$34.39	\$35.59	\$36.83	-
0	MLT C & 420		404 70		****	804.09	\$24.92	\$25 79	\$26.70	\$27.63	\$28.60	\$29.60	\$30.64	\$31,71	\$32.82	\$33.97	\$35 1E	1
O. Sielaim	\$20.27	\$20.9E	\$21.72	\$22.48	\$23.27	\$24.08	ą24.32	92010			511.00	122.15	111.00	ENGT.	1.00.11	11/ 34	THE	
Р					404.42	#05.00	\$26.17	\$27.08	\$28.03	\$29.01	\$30.03	\$31.08	\$32.17	\$33.29	\$34.46	\$35.67	\$36.91	\$
P - PerDiem	\$21.29	\$22.03	\$22.80	\$23.60 \$25.96	\$24.43 \$26.87	\$25.28 \$27.81	\$28.79	\$29.79	\$30.83	\$31.91	\$33.03	\$34,19	\$35.39	\$36.62	\$37.91	\$39.24	\$40.60	_
Q		piratory Therapes					\$27.48	\$28 44	\$29.43	\$30.46	\$31.53	\$32.63	\$33.78	\$34.96	\$36 18	\$37.45	\$38 76	1
Q PerDiant	\$22.35	\$23.13	\$23.94	\$24.78	\$25.65	\$26.55	13032	920.44	100	111111	334.53	101.00	117.18	120.00	100	MILL	322.01	
R		echnologial-Regi				intry Eligibla (J.c \$27.88	\$28.85	\$29.86	\$30.91	\$31.99	\$33.11	\$34.27	\$35.47	\$36.71	\$37.99	\$39.32	\$40.70	4
R - PerDiem	\$23.47	\$24,29	\$25.14	\$26.02	\$26.93	139.67	\$31.74	\$32.85	\$34.00	\$35,19	\$36.42	\$37.70	\$39.02	\$40.38	\$41.79	\$43.25	\$44,77	- 5
S		nologist () c 429			\$28.28	Repolated() 6 4	\$30.29	\$31.35	\$32 45	\$33.59	\$34.76	\$35.98	\$37.24	\$38.54	\$39 89	\$41.29	\$42.73	
R Perliem	\$24.64	\$25.51	\$26.40	\$27.32	\$20.20	111 10	400.10	1	1.11.10	110.00	1201.05	and the	1540.00	Sec. a.	411.84	- 395.45	341.00	
т		t (j c. 420209) Se			\$29.69	\$30.73	\$31.81	\$32.92	\$34.07	\$35.27	\$36.50	\$37.78	\$39.10	\$40.47	\$41.89	\$43.35	\$44.87	\$
T PerDiem	\$25.88	\$29.46	\$27.72	\$28.69	\$32.66	\$33.80	\$34.99	\$36.21	\$37.48	\$38.80	\$40.15	\$41.56	\$43:01	\$44.52	\$46.08	\$47.69	\$48.36	-
U		notogiat@.s 429			\$31.18	\$32.27	\$33.40	80 \$34.57	\$35.78	\$37.03	\$38.33	\$39 67	\$41.06	\$42.49	\$43.98	\$45.52	\$47.11	\$
13 - PartDiero	\$27.17	\$28.12	\$29.10	\$30.12	4.51.10	115 50	570 74	120.05	1000	100.00	315 -	10111	ALC: U	212.74	348.78	152.67	TOP	1.5
V		gist-Registered (\$31.63	\$32.74	\$33.88	\$35.07	\$36.30	\$37.57	\$38.88	\$40.24	\$41.65	\$43.11	\$44.62	\$46.18	\$47.79	\$49.47	5
V - PerDiem	\$28.53	\$29.53 \$32.48	\$30.56 \$33.62	\$34,78	\$36.01	\$37.27	\$38.58	\$39.93	\$41.33	\$42.77	\$44.26	\$45.82	\$47,42	\$49.08	\$50.80	\$52.57	\$54.42	-
W	100 At	894.00	\$32.09	\$33.21	\$34.37	\$35.58	\$36.82	\$38,11	\$39.44	\$40.83	\$42.25	\$43.73	\$45.26	\$46.85	\$48.49	\$50.18	\$51 94	5
W-PerDern	\$29.95	BAR 111		3100 115		230 14	4.14.44	241.83	61338	Bakinga	Socal	1846-11	348.79	114.7.6	122.00	150.75	TO II	
х		nter - registry ellip \$32.55	gible (j.c. 42921 \$33.69	4) Echo Yech - \$34.87	registry eligible \$36.09	(j.v. 420229) . 1 \$37.36	\$38.66	\$40.02 Nuclear M	dicine Technok \$41.42	sglet (429302) \$42.87	\$44.37	\$45.92	\$47.53	\$49.19	\$50.91	\$52.69	\$54.54	5
X - PerDiem	\$31.45 \$34.60	\$35.B1	\$37.06	\$38.36	\$39.70	\$41.10	\$42.53	\$44.02	\$45.56	\$47.16	\$48.81	\$50,51	\$52.28	\$54.11	\$56.00	\$57.96	\$59.99	\$
Y	eao 00	\$34.18	\$35.38	\$36.62	\$37.90	\$39.22	\$40.60	\$42 02	\$43.49	\$45.01	\$46.59	\$48.22	\$49.90	\$51.65	\$53.46	\$55.33	\$57.26	\$
Y - PerDiem	\$33.03	677.075	2.10.10	0.83.57	BATAS	845 24	848.68	340.00	TROTING.	ATTEN.	871.75	MAG	20225	- Starter	12-21	8.8.72-86	10.0	
Z		tegintered (J.c. 42 \$35.89	29213) Echo Te \$37.15	ch-Registered (\$38.45	Le. 429205) \$39.79	\$41.18	\$42.63	\$44.12	\$45.66	\$47.26	\$48.91	\$50.63	\$52.40	\$54.23	\$56.13	\$58.09	\$60.13	5
Z - PerDiem		\$39.46	\$40.87	\$42.30	\$43.77	\$45.30	\$46.89	\$48.53	\$50.23	\$51.99	\$53.80	\$55.69	\$57.64	\$59.65	\$61.74	\$63.90	\$66.14	\$
ay Schedula (1-2021)				1														
A SOUTH ALL AND A	Weekend		\$3.50 \$2.75															
	Night Shi		\$4.00															
	On Call/S Leadpers		\$4.25 \$1.50			Weit Disith J	Faultes	Within Ear	alite in the s	estimation of	Sep of bear	Gha	1999					
	Precepto		\$2.00			The metric	LITERS 2.51	5 between a	inpri 1 lo 18	-	_	_	_					

WA State Minimum Wage 1/2021 = \$13.89/hour

SEIU 1199 Wage Scale

July 1, 2021_THROUGH June 30, 2024

	PMH	РМН	PMH	PMH	PMH	РМН
	RN	RN	RN	LPN	LPN	LPN
Effective	7/2021	7/2022	7/2023	7/2021	7/2022	7/2023
	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Base	33.59	34.60	35.64	22.53	23.21	23.91
1	34.32	35.35	36.41	23.03	23.72	24.43
2	35.08	36.13	37.21	23.54	24.25	24.98
3	35.86	36.94	38.05	24.06	24.78	25.52
4	36.64	37.74	38.87	24.58	25.32	26.08
5	37.44	38.56	39.72	25.12	25.87	26.65
6	38.27	39.42	40.60	25.68	26.45	27.24
7	39.11	40.28	41.49	26.23	27.02	27.83
8	39.97	41.17	42.41	26.81	27.61	28.44
9	40.85	42.08	43.34	27.41	28.23	29.08
10	41.75	43.00	44.29	28.01	28.85	29.72
11	42.67	43.95	45.27	28.62	29.48	30.36
12	43.61	44.92	46.27	29.25	30.13	31.03
13	44.58	45.92	47.30	29.91	30.81	31.73
14	45.56	46.93	48.34	30.55	31.47	32.41
15	46.56	47.96	49.40	31.22	32.16	33.12
16	47.58	49.01	50.48	31.91	32.87	33.86
17	48.63	50.09	51.59	32.62	33.60	34.61
18	49.70	51.19	52.73	33.33	34.33	35.36
19	50.79	52.31	53.88	34.06	35.08	36.13
20	51.91	53.47	55.07	34.82	35.86	36.94
21	53.05	54.64	56.28	35.59	36.66	37.76
22	54.22	55.85	57.53	36.37	37.46	38,58
23	55.41	57.07	58.78	37.16	38.27	39.42
24	56.63	58.33	60.08	37.99	39.13	40.30
25	57.89	59.63	61.42	38.91	40.08	41.28
25	59.33	61.11	62.94	39.88	41.08	42.31
27	60.81	62.63	64.51	40.88	42.11	43.37

APPENDIX A

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A 13.37 13.84 14.32 14.82 B 13.77 14.25 14.75 15.27 C 14.61 15.20 15.73 D 14.61 15.12 15.65 16.20 F 15.50 16.04 16.60 17.19 F 15.50 16.04 16.60 17.19 F 15.50 16.04 16.60 17.19 H 16.45 17.03 17.12 18.24 I 16.94 17.53 18.15 18.78 J 17.45 18.00 19.25 19.93 K 17.97 18.60 19.23 21.14 N 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22.43 M 19.64 14.35 15.40 16.57 I 15.77 16.32 16.69 17.48 <th></th> <th>EMT</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th>		EMT	2019	2020	2021	2022
C 14.19 14.69 15.20 15.73 D 14.61 15.12 15.65 16.29 E 15.05 15.58 16.12 16.69 F 15.50 16.04 16.60 17.19 H 16.45 17.08 17.62 18.24 I 16.54 17.53 18.15 18.76 J 17.45 18.06 18.69 19.35 L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 20.23 20.94 21.67 22/43 A 14.48 14.94 15.46 16.07 B 14.48 14.94 15.46 16.07 C 15.31 15.45 16.40 16.57 B 14.48 14.94 15.46 16.57 B 16.77 16.32 16.89 17.48 C 15.57 16.38 15.92 <th></th> <td>A</td> <td>13.37</td> <td>13.84</td> <td>14.32</td> <td>14.82</td>		A	13.37	13.84	14.32	14.82
C 14.19 14.89 15.20 15.73 D 14.61 51.52 15.65 1620 F 15.50 16.04 16.60 17.19 G 15.77 16.53 17.11 17.71 H 166.54 17.62 18.24 I 165.94 17.53 18.15 18.78 J 17.45 18.60 19.25 19.93 K 17.97 18.60 19.25 19.93 K 17.97 18.60 19.25 19.93 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/33 M 19.07 19.74 20.01 15.53 M 19.40 14.45 15.64 16.00 C 14.486 15.33 15.92 16.48 D 15.31 15.85 16.40 18.01<		B	13.77	14.25	14.75	15.27
SP E 15.05 15.58 16.12 16.69 F 15.50 16.04 16.60 17.19 G 15.97 16.53 17.11 17.71 H 16.645 17.03 17.62 18.24 I 16.94 17.53 18.15 18.78 J 17.45 18.06 19.25 19.93 L 18.51 19.16 19.83 20.53 L 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22.43 A 14.401 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 F 16.24 16.641 17.40 18.01 F 16.24 16.81 <th></th> <th>C</th> <th>14.19</th> <th>14.69</th> <th>15.20</th> <th>15.73</th>		C	14.19	14.69	15.20	15.73
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th></th> <th></th> <th>14.61</th> <th>15.12</th> <th>15.65</th> <th>16.20</th>			14.61	15.12	15.65	16.20
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th>- t</th> <th>E</th> <th>15.05</th> <th>15.58</th> <th>16.12</th> <th>16,69</th>	- t	E	15.05	15.58	16.12	16,69
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th>5</th> <th>F</th> <th>15.50</th> <th>16.04</th> <th>16.60</th> <th>17.19</th>	5	F	15.50	16.04	16.60	17.19
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th></th> <th>G</th> <th>1.5.97</th> <th>16.53</th> <th>17.11</th> <th>17.71</th>		G	1.5.97	16.53	17.11	17.71
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th></th> <th>·H</th> <th>16.45</th> <th>17.03</th> <th>17.52</th> <th>18,24</th>		·H	16.45	17.03	17.52	18,24
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th>3</th> <th></th> <th>16.94</th> <th>17.53</th> <th>18.15</th> <th></th>	3		16.94	17.53	18.15	
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th></th> <th></th> <th>17.45</th> <th>18.06</th> <th>18.69</th> <th>19.35</th>			17.45	18.06	18.69	19.35
L 18.51 19.16 19.83 20.53 M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 D 15.31 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.53 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.48 20.58 21.30 D 19.99 <th>돌</th> <th>K</th> <th>17.97</th> <th>18.60</th> <th>19.25</th> <th>19.93</th>	돌	K	17.97	18.60	19.25	19.93
M 19.07 19.74 20.43 21.14 N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.48 14.39 15.46 16.00 C 15.31 15.85 16.40 16.57 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 16.73 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 I 17.75 18.37 19.01 19.68 J 18.26 18.92 19.52 22.82 O 20.58 21.30 22.05 22.82 O 20.58 21.30 22.05 22.82 O 20.58 21.30 22.05 22.82 O 20.58 19.30 19.98 <th></th> <th></th> <th>18.51</th> <th>19.16</th> <th>19.83</th> <th>20.53</th>			18.51	19.16	19.83	20.53
N 19.64 20.33 21.04 21.78 O 20.23 20.94 21.67 22/43 A 14.01 14.50 15.01 15.53 B 14.43 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 20.88 J 18.28 19.40 20.08 21.40 22.15 M 19.98 20.68 21.40 22.15 O 21.20 21.94 22.71 23.50 M 19.98 20.68 21.40 22.15 O 21.20 21.94 22.71 23.50 B		M	19.07	19,74	20.43	21.14
ABAT 2019 2020 2021 2022 A 14.01 14.50 15.01 15.53 B 14.43 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 20.88 J 18.28 18.92 19.58 20.27 20.88 J 18.28 18.92 19.58 20.27 20.88 M 19.98 20.68 21.40 22.15 15 M 20.58 21.30 22.05 22.82 20 O 21.20 21.94 22.71 23.50 M 19.98 20.68 21.40			19.64	20.33	21.04	21.78
A 14.01 14.50 15.01 15.53 B 14.43 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 16.73 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 K 18.83 19.49 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.05 22.82 O 21.20 21.94 22.71 23.50 A 18.02 18.65 19.30 19.98 B 18.56 19.21 19.88 <th></th> <td>0</td> <td>20.23</td> <td>20.94</td> <td>21.67</td> <td>22:43</td>		0	20.23	20.94	21.67	22:43
A 14.01 14.50 15.01 15.53 B 14.43 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 16.73 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 K 18.83 19.49 20.17 20.88 L 19.40 20.08 21.40 22.15 N 20.58 21.30 22.05 22.82 O 21.20 21.94 22.71 23.50 A 18.02 18.65 19.30 19.98 B 18.56 19.21 19.88 <th></th> <th>L</th> <th>2</th> <th></th> <th></th> <th></th>		L	2			
A 14.01 14.50 15.01 15.53 B 14.43 14.94 15.46 16.00 C 14.86 15.38 15.92 16.48 D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 16.73 17.52 17.92 18.55 H 17.23 17.83 18.46 19.10 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 K 18.83 19.49 20.17 20.88 L 19.40 20.08 20.78 21.51 M 19.98 20.68 21.40 22.15 O 21.20 21.94 22.71 23.50 A 18.02 18.65 19.30 19.98 B 18.56 19.21 19.88 <th></th> <th>AEMT</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th>		AEMT	2019	2020	2021	2022
N 2019 2020 2021 2022 N 20.58 21.30 22.05 22.82 O 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 1 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 K 18.83 19.49 20.17 20.88 L 19.40 20.08 21.78 21.51 M 19.98 20.68 21.40 22.15 O 21.20 21.94 22.71 23.50 A 18.02 18.65 19.30 19.98 B 18.56 19.21 19.88 20.58 C 19.12 19.79 20.48 21.20 D 19.69 20.38 21.09 21.83 C 19.69 21.62		-			15.01	15.53
Promotic 2019 2020 2021 2022 N 2 3		and the second s		14.94	15.46	16.00
Program D 15.31 15.85 16.40 16.97 E 15.77 16.32 16.89 17.48 F 16.24 16.81 17.40 18.01 G 16.73 17.32 17.92 18.55 H 17.23 17.83 18.46 19.10 I 17.75 18.37 19.01 19.68 J 18.28 18.92 19.58 20.27 K 18.83 19.49 20.17 20.88 I 19.40 20.08 20.78 21.51 M 19.98 20.68 21.40 22.15 N 20.58 21.30 22.05 22.82 O 21.20 21.94 22.71 23.50 A 18.56 19.21 19.88 20.58 C 19.12 19.79 20.48 21.20 D 19.69 20.38 21.09 21.83 E 20.28 20.99<				•	15.92	16.48
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*Wage scale set upon hire and is dependent upon credited experience. Employee annual increase moves right on the grid upon anniversary hire date. Lead Pay is \$1.25/hour.

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Vision Patients Employees

Medical Staff

Quality

Services

Financial



Values

Accountability Service Promote Teamwork Integrity Respect Excellence

Mission: To improve the health of our community.

Environment of Care 2022 Summary/2023 Work Plan

Introduction

Environment of Care (EOC) management plans encompass seven areas of the healthcare environment:

- Emergency Preparedness
- Hazardous Materials
- Life Safety
- Patient Technologies
- Safety & Accident Prevention
- Security
- Utilities

EOC plans and accompanying policies and procedures are reviewed annually by the Director of Support Services and revised as needed to reflect current regulatory standards and conditions in District facilities. All Prosser Memorial Health (PMH) departments have Safety & EOC Manuals containing these documents and are always to make them available to PMH staff while they are on duty. EOC plans, policies and procedures are also available on the PMH SharePoint under the "Safety" tab along with a wealth of safety related resources and materials.

EOC Plan Summaries

Emergency Preparedness Management Plan

Objectives

This program describes how the organization will ensure an effective response to disasters or emergencies affecting the EOC. This objective remains valid and appropriate.

Scope:

The general scope of the plan remained the same for 2022, addressing emergency management needs at the hospital and its clinics.

Performance:

- The Emergency Preparedness Committee (EPC) met regularly with good attendance and was effective in managing aspects and requirements of this program.
- The EPC conducted the annual comprehensive Hazard Vulnerability Analysis (HVA) on February 9, 2022, for our region and service area. The HVA identified the areas of highest risk to include wildfires, severe winter storms and utility failures. Policies and procedures currently in place address these and other areas of risk and continue to be valid.

PMH conducted a tabletop disaster exercise on May 4, 2022, in the Whitehead conference room. The exercise was well attended by PMH Leadership and EMS personnel. The exercise scenario was based on one of the high-risk areas identified in the HVA – wildfires. Simulated response to the incident was based on procedures found in the Shelter in Place/Evacuation Policy recently developed by the EPC. All players were actively engaged and took part in the lively discussion and problem-solving process. The exercise PowerPoint presentation and associated documentation is posted on the PMH SharePoint in the Emergency Preparedness section under the Safety tab.



 PMH and the Prosser School District renewed their Emergency Transfer Agreement on September 8, 2022. This agreement allows PMH the use of Housel Middle School as an alternate care facility for disaster related casualties should the hospital building become unusable or if the number of casualties exceeds the hospital's capacity to provide care for patients on site.

This agreement is in effect for a 2-year period and shall automatically be renewed for two successive 2-year periods. However, it may be terminated by either party upon 30 days written notice.

- The PMH Medical Staff Department has developed a Provider Emergency Call List that is to be used for contacting our providers during emergencies or disasters. The list is updated quarterly and is sent to the Human Resources Department and the Director of Support Services. The list was last updated on September 30, 2022, with the next update due in December 2022. The list is posted on the PMH SharePoint in the Emergency Preparedness section under the Safety tab.
- All PMH departments completed the annual review of and updates to their department specific emergency preparedness plans during the first quarter of 2022.
- Emergency preparedness annual training for all PMH employees was conducted during 2022. Current completion rate is 94% (401 assigned, 375 completed). This training is a regulatory requirement.
- Active shooter biannual training for all PMH employees was conducted during 2022. Current completion rate is 93% (233 assigned, 216 completed). This training is a not regulatory requirement, but in the interest of maintaining employee awareness on this subject, PMH has made it a requirement.
- Members of the PMH EPC are currently developing an unannounced, community based functional Mass Casualty Exercise (MCI) to be executed in mid-December 2022. Completion of this exercise will satisfy CMS requirements related to new emergency preparedness rules and participation in the Federal Medicare and Medicaid Programs.
- Regional integration of emergency preparedness planning continued through regular collaboration with the Benton Franklin Health District Emergency Response Division and the eastern Washington Regional Emergency and Disaster (REDi) Healthcare Coalition.
- Key PMH staff members participated (and continue to participate) in readiness surveys, phone and online status and planning meetings related to COVID-19 and emerging diseases with all its regional partners. These partners include:
 - Healthcare coalitions
 - o Hospitals

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- Long term care & nursing homes
- o Emergency management agencies
- Health Districts
- EMS providers
- o Law enforcement agencies
- Fire Districts with EMS

Effectiveness:

- The ability to respond to mass casualty incidents was enhanced by staff training, exercises, support, and participation of local and regional agencies.
- New Employee Orientation and annual refresher training on Emergency Preparedness are considered adequate based on staff knowledge assessed during departmental safety surveys.

2023 Work Plan

- Enhance the effective use of the InformaCast[®] mass communication system by developing preplanned notifications for a variety of emergencies.
- Continue collaborating with regional partners on COVID-19 related initiatives.
- Continue and enhance our relationships with regional agencies and local municipalities.
- Actively participate in regional and local drills and exercises as they become available.
- Continue to monitor and track employee participation in the emergency preparedness training program.
- Develop and conduct a tabletop disaster exercise based on one of the high-risk areas identified the PMH HVA.
- Develop and conduct a community based functional MCI exercise.

Hazardous Materials & Waste Management Plan

Objective:

This plan describes how the organization will maintain a program to safely control hazardous materials and waste. These objectives remain valid and appropriate.

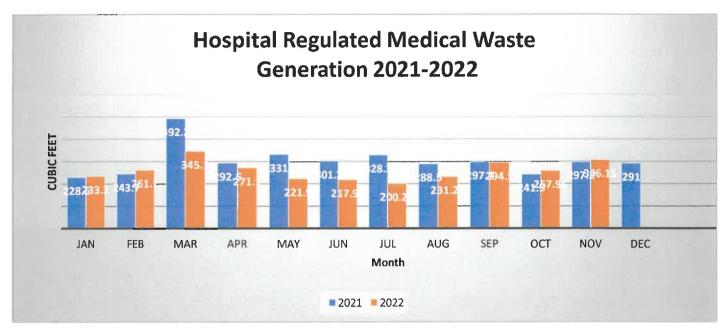
Scope:

- The overall scope of the plan did not change and continues to apply to current industry standards.
- There have been no significant changes in quantities or types of chemicals used in clinical or support operations, and the program continued unchanged in 2022.

Performance:

- Management and timely removal of hazardous wastes, i.e., universal, medical, and chemical has been effective in keeping District operations running smoothly.
- The recycling program continues to be effective in preventing certain types of wastes from entering our waste stream and out of landfills. The recycling program includes:
 - o used fluorescent and HID lamps
 - o mercury containing devices
 - o magnetic lighting ballasts
 - o chargeable and non-rechargeable batteries
 - o cardboard
 - o scrap metal

Regulated medical waste (RMW) volumes decreased 2022. The average monthly generation rate in 2021 was 302.78 cubic feet. To date in 2022, the average monthly generation rate is 258.22 cubic feet and reflects a 15% overall decrease in generation as compared to 2021. This decrease can be attributed to efforts made to educate RMW generators on what does and what does not constitute this type of waste. Efforts to cap or reduce medical waste generation will continue into 2023.



• The Safety Officer remains responsible for the hazardous materials and waste program and continues to serve as a reliable and effective resource for directors and staff when needed.

Effectiveness:

 New Employee Orientation and annual refresher training in conjunction with training efforts as described above have been effective in raising staff awareness and knowledge of the Hazard Communication Program. Staff knowledge assessments conducted by the Safety & Environment of Care Committee (SEOCC) indicate an ongoing need to improve staff knowledge of medical waste handling and disposal protocol.

2023 Work Plan

- Closely monitor regulated medical waste sources, type, and volumes.
- Continue work in progress to monitor and report misuse of regular and medical waste receptacles.
- Provide training, materials and assistance where indicated.
- Work with Supply Chain to identify any changes in quantity, types and volumes of disposable supplies.
- Work with high volume users to find possible ways to reduce generation.

Life Safety Management Plan

Objectives:

• This program describes how the organization will provide a fire-safe environment of care. This objective remains valid and appropriate to current standards. Elements include regular fire drills, employee training and knowledge assessment, and procedures to ensure continued life safety during renovations and construction.

Scope:

- The scope of this plan continues to address all required life safety needs at the hospital and other District facilities as applicable.
- The management of the plan was enhanced by continued participation of the SEOCC.

Performance:

- An ongoing program for life safety systems inspection, testing, and preventive maintenance remains in place. All required inspections, testing and maintenance has been accomplished to date and include:
 - o Hospital and service building fire alarm systems
 - Wet and dry fire suppression systems
 - Emergency generators
 - Emergency egress lights
 - Battery powered smoke and carbon monoxide detectors
- The condition and readiness of systems and equipment is considered good based on regular checks during inspections and a comprehensive, documented preventive maintenance program.
- Fire drills were conducted once per shift per quarter as required and documented. Areas needing improvement were brought to the attention of the department manager, with retraining and re-drilling provided as needed.
- Life Safety systems preventive maintenance completion and testing statistics are included in monthly quality improvement reports generated by the Director of Support Services.

Effectiveness:

- Overall management of the Life Safety Plan has been effective and has resulted in four consecutive "Zero Findings" statements from the State Fire Marshal's office during past federal and state surveys.
- New Employee Orientation and annual refresher training on life safety, fire extinguishers, fire alarms, and exit locations are considered effective based on staff knowledge assessed during fire drill and safety surveys.

2023 Work Plan

- Continue to track, document and report life safety equipment and systems testing and maintenance activities, identify trends in noncompliance, implement corrective actions where indicated.
- Raise staff awareness of proper fire and life safety practices using monthly safety newsletters and fire
 drills, especially during months with holidays when possibly hazardous decorations may be brought into our
 facilities.
- Revise the Fire Safety Program to align with changing organizational structure and departmental needs.

Patient Technologies Management Plan

Objective:

This program describes how the organization will ensure the safe and effective use of medical equipment. This objective remains valid and appropriate to standards.

Scope:

The general scope of the plan remained the same for 2021, addressing needs at the hospital and associated clinics.

Performance:

- Preventive maintenance (PM) services continued to be provided through a contractual agreement with Kadlec Regional Medical Center (KRMC) Clinical Engineering Department. This agreement becomes due for renewal on March 1, 2023.
- Performance by KRMC biomedical technicians remained dependable and effective in completing scheduled PMs on time, performing timely equipment repairs and responding to urgent service requests. These activities were tracked and documented. PM completion statistics are included in monthly quality assurance reports.
- PMH acquired an abundance of new medical equipment in 2022, most of which was replacement equipment for outdated patient beds, stretchers and patient monitoring equipment throughout the hospital. All new equipment was inspected, tested and added to the biomedical PM program for scheduled periodic preventive maintenance and testing as required by the manufacturer.
- The master biomedical equipment inventory was updated throughout the year to reflect additions to and deletions from the biomedical PM program.
- Equipment identified as missing, lost or out of service were removed from the biomedical equipment PM program.

Effectiveness:

The ongoing biomedical preventive maintenance program was effective in maintaining patient care equipment in excellent condition throughout the year. Timely and reliable response by KRMC Clinical Engineering personnel to requests for routine and emergency service was effective in reducing down-time and interruption of patient care services.

2023 Work Plan:

- Work with department directors on the selection and installation of new biomedical equipment.
- Work with department directors and staff for identification of equipment that is overdue for maintenance or is lost, missing or out of service.
- Continue work in progress to ensure all new medical equipment is inspected, tested and added to the biomedical PM program.
- Provide affected department leaders with updated equipment inventories and preventive maintenance completion reports as they become available.

Safety & Accident Prevention Management Plan

Objective:

This program describes how the organization provides a physical environment free of hazards and manages staff activities to reduce the risk of injuries to employees, patients, and visitors. These objectives remain valid and appropriate.

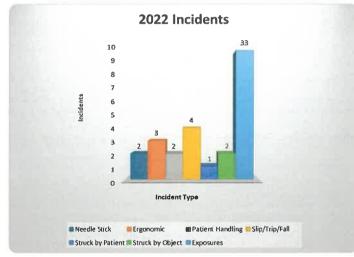
Scope:

- The general scope of the plan is applied organization wide and addresses both general processes for injury and illness prevention and reporting.
- Priority continued to be assigned to our primary injury areas: slips/trips/falls (STF), ergonomics, and patient handling related incidents.

Performance:

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- Safety management process has been satisfactory with well attended monthly meetings of the SEOCC receiving reports from other committees, i.e., EPC and Safe Patient Handling. The SEOCC has been effective in ensuring continued coordination between the seven elements of the environment of care program.
- Annual hazard assessments for personal protective equipment (PPE) were completed by all departments in the first quarter of 2022. Hazard assessments are posted on the PMH intranet for easy access by all staff.
- Required annual respiratory protection training and mask fitting was conducted in 2022. Compliance rate for both activities to date is 94% (401 assigned, 375 completed and 356 assigned, 335 completed).
- Annual training for the proper use and care of powered air purifying respirators (PAPRs) was conducted in 2022. Compliance rate to date is 57% (356 assigned, 204 completed). PAPR training is still available to employees that need it, and we have until the end of the year to improve our completion rate for 2022.
- Employee accident and injury data was monitored through the year, including a historical perspective of data from past years to establish a baseline. Trends are identified through monthly review of incident reports. Exposures, slip/trip/falls (STF) and ergonomics are the top three concerns moving forward for the remainder of 2022 and in to 2023.



Summary

- Needle Stick (2) Syringe mishandling; syringe in trash
- Ergonomic (3) Ankle twist; back strain during lifting; hand/wrist strain repetitive motion
- Patient Handling (2) Back strain during patient repositioning; back strain during patient transfer
- Slip/Trip/Fall (4) Slip/fall on ice (2); trip/fall on electrical cord; syncope fall
- Struck by Patient (1) Wrist strain grabbed by patient
- Struck by/against object (2) Hand caught in door; eye struck by cardboard box
- Exposure (33) COVID-19 exposure (32); eye exposure cleaning chemical vapors

Effectiveness

• The PMH safety program brought visibility, attention, and resources to safety throughout this reporting period. The number of Workers' Compensation claims to date has increased significantly as compared to the same time period in 2021. The increase in claims is directly related to COVID-19 lost time exposures.

Important to note is that the 32 COVID-19 exposure claims submitted to Workers' Comp does not reflect the total number of exposures that occurred this year, as a significant number of them were not reported to them by PMH. Aside from the COVID-19 exposures, the common theme behind most of the other incidents is attributed to inattention and in some cases, failure to follow established procedures and protocols.

- New employee orientation, refresher, and departmental specific safety training is considered satisfactory based on employee knowledge assessments made during surveys and injury report analyses.
- Environmental rounds survey team members have remained effective and have been recognized as an asset in ensuring ongoing organizational safety and survey readiness.

2023 Work Plan

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- Continue to raise employee awareness on overall safety in the workplace with emphasis placed on
 preventing exposures, STFs and ergonomic related injuries through monthly safety newsletters, emails and
 special publications.
- The success of the safety awareness program will be measured by ongoing evaluations of incident reports and the types and frequency of injuries as compared to data from 2022. The awareness program will continue to focus on identified trends, with safety articles targeting types of incidents as they occur throughout the year.
- Work in collaboration with the EPC on the development and execution of required tabletop and MCI exercises.

Security Management Plan

Objective:

This program describes how the organization will maintain a security management plan to protect staff, patients, and visitors from harm. The objectives remain valid and appropriate.

Scope:

- The general scope of the plan continued to apply to hospital District operations.
- The management of the plan was enhanced by continued participation of the SEOCC.

Performance:

Pac-Tac Protective Solutions (PTPS) continues to provide on-site security services for the hospital. Hours of coverage remained the same (1800-0600 on weekdays and 24-hour coverage on weekends and holidays). The security officers assigned to PMH have been very well received and appreciated by PMH staff. Activity reports are generated for each shift worked and are reviewed by the Director of Emergency Services and the Safety Officer. To date, no significant security related issues have been reported. However, the frequency of incidents related to disruptive patients seems to be on the increase and could be contributed to the increased utilization of our Emergency Room and Acute Care Services department over the past weeks and months. Security personnel have been effective in de-escalating these incidents and controlling tense situations in all areas of the hospital.

Effectiveness:

- The hospital security camera system was upgraded in 2022 and continues to be an effective tool for investigating and assessing reported incidents. PTPS security officers have access to the camera system and monitor cameras throughout their shifts in addition to making hourly rounds of the facility and grounds. Additional cameras will be purchased and installed in 2023 to provide coverage for sensitive areas of the hospital that are not currently monitored.
- The organization-wide Compliance Hotline continued in place through 2022, providing another mechanism to report and control waste, fraud, and abuse throughout our hospital District. All employees receive training on Corporate Compliance annually and at New Employee Orientation.
- Reported security incidents to date in 2022 are few, relatively minor in nature and were resolved by staff on duty at the time of occurrence.

2023 Work Plan

- Monitor and evaluate performance and effectiveness of security personnel and hours worked. Reduce or increase coverage if indicated by review of activity logs and feedback from staff.
- Investigate and assess all security incidents. Formulate and implement corrective actions where indicated.

 Work with the IT department on the purchase and installation of additional security cameras in the hospital and new cameras for PMH clinics.

Utilities Management Plan

Objective:

• This program describes how the organization will promote a safe, controlled environment of care through reliable utility systems with minimum failures. This objective remains valid and appropriate to standards.

Scope:

 This plan continues to address the utility system management needs at the hospital and associated District facilities.

Performance:

- An ongoing program for utility system inspection, testing, and preventive maintenance was conducted.
- The overall number of equipment and system failures to date indicates a slight decrease as compared to this time in 2021. Equipment repairs and replacements occurred throughout the year and include, but are not limited to:
 - Hospital chilled water system chiller compressor controls repair
 - Hospital medical air system compressor failure
 - Hospital HVAC boilers natural gas valve replacement
 - Hospital domestic hot water system replacement of circulating pump and mixing valves
 - Miscellaneous HVAC split system repairs at PMH and clinics
- The present condition and readiness of utility systems and equipment is considered satisfactory based on regular checks during inspections and a comprehensive, documented preventive maintenance program.

However, some systems have become obsolete and there is no support or parts available for them at this time. Examples include the hospital's digital environmental control system and the house wide nurse call system. The maintenance department continues work diligently to cripple these systems along while we wait in earnest for our replacement facility to be completed.

- Emergency power generators and systems were inspected and tested in accordance with current NFPA standards throughout the year, with no problems or malfunctions encountered.
- Utility systems preventive maintenance completion and testing statistics are included in monthly quality assurance reports.
- The utilities management equipment inventory was updated throughout the year to reflect additions to and deletions from the preventive maintenance program.

Effectiveness:

 Utility management, preventive maintenance and repairs proved to be effective throughout the year in maintaining a safe and comfortable environment for patient care despite the occasional disruption of services due to unexpected equipment failures.

2023 Work Plan

Due to the age of the hospital's plant operations equipment and systems, the maintenance department will continue to take proactive measures to ensure reliability and to extend the useful life of critical systems and equipment.

Examples include:

- Enhanced focus on the timely performance of preventive maintenance activities.
- Survey of equipment and systems to identify key replacement parts and controls that are or will become obsolete.
- Procure spare parts as indicated by the equipment/systems survey.
- Perform proactive equipment and component replacement on critical hospital systems.

Submitted by: Steve Broussard, Director of Support Services

Date: December 5, 2022

PIPER SANDLER

FINAL CLOSING MEMORANDUM

- DATE: December 3, 2022
- **TO:** Finance Team Members
- FROM: Keith Kleven (612) 303-6508 Todd Van Deventer (913) 345-3352 Frank Kaul (612) 303-6608
- RE: Up to \$80,500,000 Prosser Public Hospital District, Benton County, Washington (the "District") Hospital Revenue Bond Anticipation Note, 2022 ("Revenue Note")

CLOSING SCHEDULE	
Pre-Closing:	Monday, December 5, 2022 @ 12:00 p.m. PST (via videoconference)
Closing:	Tuesday, December 6, 2022 (via email)

Wire #1 from the District to U.S. Bank NA

On **December 5, 2022**, the District will wire <u>\$17,628,101.00</u> to U.S. Bank, the Construction Account holder, representing the District's remaining equity contribution:

\$17,628,101.00
Prosser Memorial Health
U.S. Bank
125000105
153599119606
U.S. Bank
Wire Transfer Department
PO Box 64830
St. Paul, MN 55164-0830

The above wired amount will be deposited into the Construction Account and Subaccounts, as follows:

Construction Account (Project Costs)	\$12,007,868.00
Construction Account – Costs of Issuance Subaccount	444,241.00
Construction Account – Interest During Construction Subaccount	5,175,992.00
Total Construction Account	\$17,628,101.00

Wire #2 from Western Alliance Business Trust to U.S. Bank NA

On **December 6, 2022**, Western Alliance Business Trust as Purchaser of the Revenue Note will wire <u>\$50,001.00</u> to U.S. Bank, the Construction Account holder, representing the initial draw on the Revenue Note:

Amount:	\$50,0
	Pross
Bank:	U.S. E
Routing #:	12500
Account #:	15359
Bank Address:	U.S. E
	Wire 1
	PO Bo

\$50,001.00 Prosser Memorial Health U.S. Bank 125000105 153599119606 U.S. Bank Wire Transfer Department PO Box 64830 St. Paul, MN 55164-0830

The above wired amount will be deposited into the Construction Account and used to pay costs of the Project.

Initial Disposition of Funds

Funds Available for Distribution:

Wire #1 – District wire to U.S. Bank Wire #2 – Western Alliance wire to U.S. Bank	\$17,628,101.00 50,001.00
Total Initial Funds Available for Distribution	\$17,678,102.00
Uses of Funds:	
Deposit to Construction Account (Purchaser)	\$50,001.00
Deposit to Construction Account (District)	17,628,101.00
Total Uses of Initial Funds	\$17,678,102.00

Costs of Issuance

If you have not already done so, please send invoices for services rendered to David Rollins (drollins@prosserhealth.org) and Gary Hicks (gary@glhicks.com).

On **December 6, 2022,** the District will send checks and/or wire transfers to pay for the cost of issuance invoice amounts as directed in the respective invoices.

Attachment AA

Title: Medical Staff Recruitment	
Department Manual(s): Board of Commissioners	
Review date: The last review date will be automatically printed on the last page of the policy when a printed version is required.	

POLICY

It is recognized that in the competitive healthcare environment of today, Prosser Memorial Health (PMH) is involved in the recruitment of healthcare providers.

It is preferable, but rare today, that providers recruit providers to their own practice. In the case of new services, or in the event there is not an existing practice that is willing or able to accept a desired provider, then PMH must recruit in order to assure that the number of providers serving the PMH Service Area is adequate in number and type of providers (physicians and Advanced Practice Clinicians). Toward that end, the Medical Staff and the PMH staff will annually review our current complement of providers and submit suggestions on specific provider needs as part of the strategic planning process.

Recommendations for recruitment reflecting the input of the Medical Staff will be made to the Board. Administration will prepare annually a Provider Recruitment Plan based on this input which will determine recruiting targets for the year which will be expressed in the PMH Strategic Plan and PMH Medical Staff Model.

When the Board of Commissioners decides to recruit another provider to the community, it will be with the full knowledge of the Medical Staff. Every effort will be made to work with an existing practice in this recruitment process.

PROCEDURE

Annually, the Medical Staff and Administration shall recommend to the Board a list of provider recruitment targets which, upon Board approval, shall serve as Administration's guideline for recruitment. If necessary, during the year, Administration shall recommend to the Board the addition to or deletion from the approved list of recruitment targets as circumstances within the community or in the makeup of the Medical Staff warrant.

Business Plans and budgets for the practices shall be established in advance, approved by the Board, and reviewed annually with the Board.

Administration will report to the Board on any exceptions to the above policy.

Prosser Memorial Health	Title: Exclusive Designated Medical Specialty Services Department Manual(s): Board of Commissioners
Owner: CEO	Review date: The last review date will be automatically printed on the
Implementation date: 3/1/2022	last page of the policy when a printed version is required.

POLICY

Prosser Memorial Health (PMH) does, on occasion, enter into agreements with individual physicians or designated physician groups or other healthcare providers to provide certain specialized medical services and administrative services at PMH.

Such contracts may result, or have resulted, in instances whereby the contracting provider group may be designated to provide such services at PMH to the exclusion of other medical or administrative providers.

The Board of Commissioners and Administration of PMH have taken into consideration the overall best interests of PMH in making such determination that these services will be exclusive to Anesthesiology, Radiology, Emergency Medicine, Pathology and Hospitalists.

IMPLEMENTATION

For the purpose of setting forth criteria considered by PMH in making such decisions in the past, as well as establishing guidance for further decisions, the PMH Board of Commissioners believes it is in the best interest of PMH to establish the rationale by means of Board resolution.

The following criteria are to be considered in making a determination as to whether such services need to be provided on an exclusive basis:

- 1. The nature of the specialized service by an individual provider or group of providers will benefit PMH and its patients in:
 - a. Providing a sufficient volume of provider services to allow the providers involved to maintain and improve their expertise in the specialty areas;
 - b. Provide for consistency in training of technicians and others working with or for the providers in the department;
 - c. Allowing the providers involved to keep current on the cases in the field;
 - d. Creating a pool of medical knowledge which will be available to all members of the staff to utilize in the specialty area; and
 - e. Providing a sufficient number of cases so as to establish medical care data to allow for a complete review of the quality of care provided by the provider(s) involved.
- 2. The providing of central control over and simplified scheduling of the use of the services and facilities of the department involved.
- 3. The providing of efficient and effective management of the services of the department involved, particularly the coordination with other departments of PMH so as to minimize disruption and provide for effective utilization of PMH facilities.
- 4. The providing of full coverage of the department involved for the purpose of Emergency Room support services, weekend and holiday coverage, and coverage during the entire 24-hour day if the nature of that specialty so requires.

Page 1 of 2

This copy will expire in 24 hours

Page: 1/3 Revision: 1.0 Printed On: 11/30/2022

Prosser Memorial Health	Title: Exclusive Designated Medical Specialty Services Department Manual(s): Board of Commissioners
Owner: CEO	Review date: The last review date will be automatically printed on the
Implementation date: 3/1/2022	last page of the policy when a printed version is required.

- 5. The providing for effective and efficient consultation with attending providers so as to maximize the use of their time.
- 6. The providing for supervision of the clinical and/or other services of employees in the department involved, as well as such continuing education for employees and staff as may be required.

Administration is authorized to negotiate for specialized medical and administrative services on an exclusive basis with one or more providers when such services are deemed to be in the best interest of PMH and patient care at PMH.

Any such contracts, which provide for the engaging of provider(s) on an exclusive basis to provide such services at PMH, shall be for a reasonable period of time and shall be entered into only after consultation has been obtained with leadership of the Medical Staff, particularly if such will mean that existing staff providers will be precluded from performing certain functions at PMH as a result of such exclusive contract, and shall be entered into only with the approval of the Board of Commissioners after receiving the recommendation of Administration of Prosser Memorial Health.

Prosser	Title: Affiliation
Memorial Health	Department Manual(s): Board of Commissioners
Owner: CEO Implementation date: 3/1/2022	Review date: The last review date will be automatically printed on the last page of the policy when a printed version is required.

POLICY

Prosser Memorial Health (PMH) will pursue opportunities with providers, hospitals, insurance companies, and other healthcare providers that assist in integrating the delivery of healthcare services in our area for the benefit of the patients that we serve.

RATIONALE

The changing demands and pressures of healthcare delivery have forced all providers to reconsider their position relative to the networks, affiliations, and arrangements that will result in an efficient and highly integrated system in Washington.

Therefore, PMH should attempt to enhance the linkage between PMH and the appropriate area healthcare providers and payers so that we can improve the transition system for our patients and providers when services are needed outside the community.

Examples of programs that PMH may pursue with area organizations include:

- Enhanced communication and systems between PMH and tertiary hospitals and between the local medical staff and out-of-town specialists to facilitate access to services for our patients and the information flow between all providers.
- Assess managed care options and products, especially as they would allow PMH to assist area employers in reducing healthcare costs and direct area patients to PMH for services.
- Continue to explore integration models in cooperation with our Medical Staff that will prepare us to respond to system or market opportunities.

We should also continue to explore other opportunities as they may arise. This current strategy would not preclude further possibilities of a more formal affiliation arrangement should that become more appropriate or desirable for PMH.

Prosser	Title: Issue Resolution Procedure – Exempt Staff
Memorial Health	Department Manual(s): Board of Commissioners
Owner: CEO Implementation date: 3/1/2022	Review date: The last review date will be automatically printed on the last page of the policy when a printed version is required.

PURPOSE

It is the policy of Prosser Memorial Health (PMH) to provide all exempt employees who have completed their 90-day probationary period with a formal method by which they can voice their dissatisfaction when they believe they have been treated unjustly, their issues have not been resolved to their satisfaction, or they have concerns about decisions that have been made anywhere in the organization. PMH wants to provide clear and open channels for the expression of employee concerns and/or complaints, based upon a formal Issue Resolution Policy, which contains the "right of appeal," and promotes sound employee relations. Since employees do, on occasion, differ from management on important issues, PMH will provide employees with a mechanism for appealing or requesting further clarification of a management decision to a higher level within the organization.

Upon initiating a complaint/concern, it is the employee's responsibility to pursue it through each step of the Issue Resolution Policy. Informal complaints may be and are encouraged to be presented to the employee's supervisor, and every effort will be made to resolve such concerns within two (2) working days.

Management is aware of the importance of an open-door policy and is committed to be available to listen to employees' concerns and problems. Management will attempt to meet with employees within one (1) working day of being notified of their concern and desire to meet. No employee will be reprimanded or harassed by anyone as a result of initiating a formal or informal complaint in accordance with the Issue Resolution Policy.

Employees should remember that the Issue Resolution Policy is not intended to be a substitute for normal problem solving between the employee and his or her immediate supervisor.

RESPONSIBILTY

All department directors and managers will be responsible for the application and enforcement of this policy within their respective departments. The Director of Human Resources will be responsible for the PMH-wide uniformity of application and enforcement, in addition to interpretation of this policy as determined by Administration.

DEFINITION OF "ISSUES"

An "ISSUE", for purposes of this Policy, shall be defined as when an employee:

- Believes he/she has been treated unjustly;
- · Has complaints/concerns that have not been resolved to his/her satisfaction; or
- Has concerns about decisions that have been made anywhere in the organization.

ISSUE RESOLUTION POLICY

- To provide the employee with a fair and easily accessible means of having problems solved as quickly as possible.
- To alert management by systematic means to causes of employee dissatisfaction and to provide the mechanism of prompt and equitable response.
- To contribute positively toward the development of mutual respect and trust between Management and employees.

Prosser	Title: Issue Resolution Procedure – Exempt Staff
Memorial Health	Department Manual(s): Board of Commissioners
Owner: CEO Implementation date: 3/1/2022	Review date: The last review date will be automatically printed on the last page of the policy when a printed version is required.

STEP 1: INFORMAL - Managerial

An employee who has an issue should make every effort to discuss the problem informally and orally with his/her immediate manager/director who will make every effort to reach a satisfactory solution to the problem. Most issues are solved at this level. An employee with an issue shall discuss the matter with the employee's director/manager within five (5) days from the time of occurrence giving rise to the issue; or within five (5) days from the time of or could have known of the facts giving rise to the issue. It is the responsibility of the director/manager to act on the problem and respond to the employee orally within two (2) working days after receiving the issue. However, if the employee is not satisfied with the decision of the manager/director, he/she may proceed to the next step.

STEP 2: FORMAL - Department Director/Manager

Within three (3) working days after Step 1 is completed, it is the employee's responsibility to document the issue, in writing, on the Issue Resolution Form provided by the Human Resources Department. The Human Resources Department is available to provide assistance to an employee in filling out the Issue Resolution Form, if requested. The employee is to keep a copy, give one to the department director/manager and send one to the Director of Human Resources. After the department director/manager has received the written complaint, he/she has three (3) working days to further investigate the facts, make a decision, and report the response in writing on the Employee Issue Resolution Report form to the employee in a private meeting.

The department director/manager will keep one copy of this written decision, give one copy to the employee, send one copy to the Director of Human Resources, and send one copy along with the employee complaint to the individual to whom the department director/manager reports.

The department director/manager should inform the employee if he/she is not satisfied with the outcome of the issue at this step, the employee has the right to pursue this matter further to Step 3 of the Issue Resolution Policy.

STEP 3: FORMAL – (CNO, CMO, CFO)

If the written issue is not settled in Step 2, the issue may be submitted to the appropriate PMH individual who has administrative responsibility for the department involved within three (3) days following the completion of Step 2. The CNO/CMO/CFO will review all aspects of the issue with the employee and discuss the situation with the department director/manager. The CNO/CMO/CFO will then give his/her decision in writing and meet with the employee to discuss the decision within five (5) working days after receipt of the issue. One copy will be given to the employee involved, one copy will be given to the department director/manager involved, and one copy will be sent to the Director of Human Resources. If the complaint is still not settled to the employee's satisfaction, he/she will be told of his/her right to proceed to Step 4 of the Issue Resolution Procedure.

STEP 4: FORMAL – CEO

If the written issue is not settled in Step 3, the issue may be submitted to the CEO of PMH within three (3) days following completion of Step 3. The CEO shall render a final decision on all issues. The CEO shall investigate the issue and may meet with the employee, department director/manager, and any witnesses who are able to provide information useful in making his/her decision. The CEO shall meet with the employee within five (5)

Page 2 of 4

Prosser Memorial Health	Title: Issue Resolution Procedure – Exempt Staff Department Manual(s): Board of Commissioners
Owner: CEO	Review date: The last review date will be automatically printed on the
Implementation date: 3/1/2022	last page of the policy when a printed version is required.

working days after receipt of the issue. One copy of this decision will be given to the employee involved, one copy will be given to the department director/manager involved, and one copy will be sent to the Director of Human Resources. The decision of the CEO at this level is binding on all parties concerned.

MISCELLANOUS ISSUE RESOULUTION PROCEDURE GUIDELINES

- 1. The formal issue Resolution Policy, as outlined, may be used by all full-time and part-time exempt employees. Probationary employees are not eligible.
- 2. The time limits established in the procedure shall be followed by all parties. If the time procedure is not followed by an employee, the issue shall be considered settled. If the time procedure is not followed by Management, the issue shall automatically advance to the next step. The time limits established in this procedure may be extended by mutual agreement in writing, provided however, that the extension request shall be put in writing by the party requesting the extension.
- 3. All information involved in the investigation of any issue and ultimate final decision, shall be held in confidence by everyone involved. It is to be remembered that issues are individual differences between an employee and Management and shall be kept in confidence during the steps of the Issue Resolution Policy.
- 4. When an issue is orally presented to a director/manager at the first level of the Issue Resolution Policy, the director/manager may maintain an anecdotal record of the issue for his/her file for future reference.
- 5. Working days in the above steps are defined as Monday through Friday. Saturdays, Sundays, and PMH recognized fixed holidays are excluded.
- 6. This policy is a workable channel of communication for the employee's benefit. There shall be no recrimination by department directors/managers or Administration as a result of the use of this procedure. Formal written complaints filed by employees and written decisions shall not be made part of the employee's official personnel record but will be maintained in a separate file in the Human Resources Department.
- 7. Directors/managers are reminded to keep employees informed of rules and polices so that when a problem does arise, the action taken by a director/manager shall be handled in a fair and consistent manner.
- At each step of the "Formal" Resolution Process, it will be at the discretion of the employee, director/manager, CNO/CMO/CFO to determine the need, if any, to include a witness(es) for assistance in resolving any given issue.

Prosser Memorial Health	Title: Issue Resolution Procedure – Exempt Staff Department Manual(s): Board of Commissioners
Owner: CEO	Review date: The last review date will be automatically printed on the
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FORMS AND DIRECTIONS FOR COMPLETION

There are four (4) forms that are used for the Issue Resolution Policy. All four forms are available in the Human Resources Department.

- The "Issue Resolution Procedure" form is available in the Human Resources Department. This form is to be completed by the employee initiating an issue. The employee is to explain his/her complaint and what he/she thinks should be done to resolve it. The employee is to keep one copy for his/her record and give one copy to the department director/manager will send one copy to the Director of Human Resources.
- 2. The department director/manager Issue Resolution Procedure Report form is to be completed by the department director/manager in Step 2 of the Issue Resolution Procedure.
- 3. The "CNO/CMO/CFO Issue Resolution Procedure Report" form is to be completed by the appropriate CNO/CMO/CFO in Step 3 of the Issue Resolution Procedure. This form is identical to the Department Director/Manager form with the exception that the employee may request referral to the CEO as the final step in solving his/her issue. One copy of the completed form must be given to and discussed with the employee in a private meeting; one copy will be sent to the department director/manager and the Director of Human Resources.
- 4. The "CEO Issue Resolution Procedure Report" form is to be completed by the CEO in Step 4 of the Issue Resolution Procedure. This form is identical to the "CNO/CMO/CFO Issue Resolution Procedure Report" form, with the exception that this is the last step of the procedure. One copy of this form is to be given to and discussed with the employee. One copy will be sent to the appropriate CNO/CMO/CFO, department director/manager, and to the Director of Human Resources.

Attachment EE



November 21, 2022

Craig Marks Chief Executive Officer Prosser Memorial Health

Dear Craig,

As the pandemic stretched into its third year, our members continued to face new challenges with unity of purpose, proving time and again that we are stronger together. Our collaborative response to COVID surges and capacity challenges continues to save lives. We are all so proud to work on your behalf to maintain access to health care services across our state. Over the past year, your association has supported you in several key areas including:

- Advocating state agency use of emergency funds for incentive payments to post-acute care facilities to help move difficult to discharge patients out of the hospital.
- Securing \$8 million to ensure the state's most distressed hospitals were able to maintain services.
- Increasing awareness of the capacity, staffing, and financial challenges facing hospitals through media outreach and briefings, resulting in hundreds of supportive media stories.
- Obtaining grant funding to continue the association's Safety and Quality support of members' efforts in opioid stewardship and maternal health.
- Improving access to accurate and timely data through streamlined reporting to the Washington State Department of Health's CHARS system and the launch of WSHA's Data Analytics Service Hub (DASH).
- Welcoming members to in-person events and maintaining virtual opportunities for inspiration and education through the DEI workshop, Leadership Summit, CEO Retreat, and Annual Meeting.
- Offering expanded services to members through Washington Hospital Services to include credentialing and survey prep consulting. Profits from WHS resulted in an annual average of over \$300,000 of contributions over the last three years to the Hospitals for a Healthy Future PAC.

In a short legislative session where we faced long political odds, our membership united to defeat tremendously harmful proposals and successfully championed support for critical funding in several areas. Perhaps our greatest achievement during the last legislative session was the defeat of rigid hospital staffing laws, including mandated staff to patient ratios. Our collective advocacy efforts were unprecedented, from a statewide media campaign to hundreds of legislative contacts and compelling testimony. Joining our collective voices together made a difference and preserved access to health care across the state.

A few additional highlights from the 2022 legislative session include:

- Securing investments of nearly \$50 million in health care workforce development, including nursing program expansion and loan repayment for nurse educators.
- Funding of nearly \$550 million to address barriers to hospital discharge and ensure that patients who are ready to leave the hospital have an appropriate place to receive long-term services.
- Increasing access to behavioral health care through the establishment of Medicaid coverage for partial hospitalization and intensive outpatient treatment programs for children and youth with behavioral health conditions.
- Allowing nurses to distribute opioid overdose reversal medication in the emergency department.
- Clarifying that law enforcement officers are not precluded from carrying out their community caretaking role in state standards for use of force.

There is no better forum than the Washington State Hospital Association to move our collective work forward, and we understand that the financial return on your investment in the association is also important.

As one example, your benefit from the Hospital Safety Net Assessment over the last year was \$258,167.

In recognition of the financial distress our members are facing, we are capping application of our annual dues formula at 2% from its normal 5% cap.

The relationship between the association and hospital executives is at the foundation of our success. All the WSHA staff and I are so grateful for the time you spend engaging with us. We look forward to another year working on your behalf.

Sincerely,

Carrie Sauer

Cassie Sauer President & CEO Washington State Hospital Association

Craig Marks

From: Sent: To: Subject: Sarah Reusch from the American Hospital Association <marketing-noreply@aha.org> Thursday, December 1, 2022 7:31 AM Craig Marks 9 reasons to register for #AHARuralHealth...

External Email: Please Proceed with Caution

To view this email as a web page, click here



Advancing Health in America



EARLY BIRD DEADLINE NEXT WEEK

Savings on Registration Ends December 9, 2022

Join the American Hospital Association for the **2023 AHA Rural Health Care Leadership Conference**, February 19-22, in San Antonio.

The conference brings together top practitioners and thinkers to share strategies and resources to tackle operational, financial, and environmental rural health challenges while presenting innovative approaches to transform care delivery and business practices.

Join leaders from rural hospitals and health care systems with a strong presence in rural communities, rural health clinics, associations, and community health organizations for two and a half days of education, networking, and collaboration. Previous participants have included administrators, trustees, physician executives, nursing administrators, public health officials, and community leaders.

NINE REASONS TO ATTEND

Our #AHARuralHealth attendees can expect to:

- Gain practical strategies during our **pre-conference workshop** highlighting navigating threats, community partnerships and mental well-being.
- Be inspired by our thought-provoking **plenary sessions** that drive the pursuit of innovation and leadership excellence.
- Learn from lessons of your peers during strategy-focused Concurrent sessions.
- Discuss your experiences, challenges and successes during our Hot Topic Conversation Starters.
- Share your learnings with your team or better yet **register your team**! Register four attendees and the fifth attends for free.
- Connect with Sponsors providing solutions specific to rural health.
- Chat with fellow attendees, share insights and 'ah-ha' moments during our dedicated governance programming.
- Grab key takeaways on rural health advocacy during the Washington Update.
- Use our conference hashtag #AHARuralHealth to join in the conversation on social media.

FEATURED PLENARIES



The Power of Leaving Your Comfort Zone Michael Easter, author of The Comfort Crisis: Embrace Discomfort to Reclaim Your Wild, Happy Healthy Self



Leading Through Uncertainty Nadja West, First African American Army Surgeon General and Former Commanding General, U.S. Army Medical Command



Powering Through the Super Storm: The Rural Governance Challenge Jamie Orlikoff, President, Orlikoff & Associates, Inc., National Advisor on Governance and Leadership to the American Hospital Association, and health care governance expert



Washington Update

Lisa Kidder Hrobsky, Senior Vice President, Legislative and Political Affairs, American Hospital Association, Travis Robey, Vice President, Political Affairs, American Hospital Association, and Shannon Wu, PhD, Senior Associate Director of Payment Policy, American Hospital Association

VIEW SCHEDULE >>



SPECIAL OFFER FOR AHA MEMBERS

Interested in receiving complimentary registration?

The **Hosted Buyer Forum** offers a private showcase for hospital and health system leaders interested in connecting with solution providers addressing key hospital issues. Approved applicants are given