

PO BOX 213, Vashon WA 98070 vashonhealthcare.org

Board of Commissioner's Meeting May 4, 2022

Superintendent's Report

Sea Mar Financials

The Vashon Clinic finished March 2022 with a \$185,102 Net Gain for the month. Given that March is the last month in Sea Mar's fiscal year, the YTD result also represent the year-end for the clinic. The clinic finished Sea Mar's fiscal year-end with a Net Gain of \$440,581. A significant contributing factor to the March and Year-End results was \$176,117 in 340b pharmacy revenue. This revenue represents approximately 6 months of 340b revenue. For March, visits were up 3.6% from prior month while non-pharmacy billings were down about 4.5%. Clinic visits for the year totaled 11,406. Overall expenses for March were flat compared to prior month.

Strategic Planning 5-Year Financial Projections

Included in your materials are two draft projections. These are a work in progress. The first represents a projection of Vashon Clinic financials through 2027. Key assumptions in this projection include a reduction in the Sea Mar annual subsidy to \$1,100,000 by 2023, which increases to \$1.7 million by 2027. This reduction is likely based on the impact of 340b revenue which is now expected to total \$350,000 per year beginning in 2022. In addition, the clinic financials include the addition of annual depreciation of \$333,333 on a \$10 million building beginning in 2025.

The second projection is for the District. Based on assumptions regarding a levy rate of .45/1000 in 2023 and .42/1000 for the remaining years, the line of credit gets paid off by 2024. Lease revenue and expense goes away in 2025 with a new building. Debt service of over \$300,000 per year begins in 2025 based on a \$4 million borrowing. Also added is a new District expense line to reflect investment in new programs. Net income declines significantly beginning in 2025 but the District maintains cash reserves of over \$1.3 million in 2025 through 2027.

Project Financing and Construction Options as a PHD

Last week I requested that Brad Berg write up options we as a public hospital district have for funding and constructing a new clinic building. The following is my summary of the options:

1. District Acquires Land and Constructs Clinic Using the Public Bid Process

Under this scenario, the District purchases the land and hires the architect to design the building. The architect takes the project through the design phase with input from Sea Mar and prepares the bid package for the District. The District puts it out to bid and selects the lowest responsible bidder. The District owns the building once constructed. The District would want to seek transfer of the \$3 million in State funding from Sea Mar to the District during the 2023 Legislative Session. The District would need to fund the balance of capital costs through a combination of any federal appropriation, philanthropy and District borrowing. The District would lease the building to Sea Mar at no cost through the operating agreement. Depreciation and borrowing costs would be carried by the District.

2. District Acquires Land and Constructs the Clinic Utilizing a Design-Build Contracting Process

Under a design-build contracting process, the District would need to seek approval from the Projects Review Committee of the Capital Projects Advisory Board. It would select a contractor through a Request for Qualifications process rather than the lowest responsible bidder. Per Patricia Haley, the District would need to develop the design for the clinic through schematic design as part of the RFQ document. Through this process, Sea Mar's construction firm may be one of the firms selected to respond to the RFQ.

3. District Acquires Land, Enters into a Ground Lease with Sea Mar and Sea Mar Funds and Constructs the Building

Sea Mar would design and construct the new clinic utilizing their internal architecture and construction resources with funding from the State appropriation and Sea Mar borrowing. Sea Mar would own the building during the term of the ground lease. The ownership would transfer to the District at the end of the ground lease. The ground lease could include one of more options for the District to acquire the building during the term at either a predetermined price or based on fair market value at the time the option is exercised. No public bid process would be required.

4. Sea Mar Purchases the Land and Constructs the Building

Sea Mar owns the land and building and funds the entire construction cost. The District would enter into an operating agreement with Sea Mar. Sea Mar passes on debt service to the District for any borrowed money used to construct the building as part of the operating agreement. No public bid process would be required.

Committee Reports

Administration and Finance

Wolczko

The committee met May 3rd to review Sea Mar's March 2022 clinic financials and 5-year projections for the Vashon Clinic and the District prepared by the Superintendent as part of the planning process.

Daily Cash Balance Report

As Of 05-01-2022 Report ID: CM_RPRT_014 Report Date: 05/03/2022

Page 1 of 1

Fund Fund Name Ending Balance

140050010 VASHON-MAURY HOSPITAL 5 GENERAL -320,504.87

Total -320,504.87

Accounts Payable

Report Date: 5/2/2022

Page: 1 of 1

04/01/2022 to 04/30/2022

DISTRICT VHEALTHD

| Number | Amount | Date |
|---------|--|---|
| | | |
| 9971200 | 230.00 | 04/27/2022 |
| 9971201 | 125,000.00 | 04/27/2022 |
| 9971202 | 7,524.40 | 04/27/2022 |
| 9971203 | 35.00 | 04/27/2022 |
| 9971204 | 17.88 | 04/27/2022 |
| | 9971200 9971201 9971202 9971203 | 9971200 230.00 9971201 125,000.00 9971202 7,524.40 9971203 35.00 |

Total for District VHEALTHD

132,807.28

Payroll for Approval

Full Cash Requirements Report

April 1 to April 15, 2022

Payroll Type: Off-Cycle

Accountant(s): Barbara Huff

Total Cash Remitted By Gusto \$8,397.69

Total Payroll \$8,397.69

Debits Summary: Debit Date 2022-04-22

Total Direct Deposits \$5,124.87

Total Taxes (Employee and Employer) \$3,272.82

Total Debit \$8,397.69

Full Cash Requirements Report

April 16 to April 30, 2022

Payroll Type: Regular

Accountant(s): Barbara Huff

Total Cash Remitted By Gusto \$4,253.27

Total Payroll \$4,253.27

Debits Summary: Debit Date 2022-05-03

Total Direct Deposits \$2,723.47

Total Taxes (Employee and Employer) \$1,529.80

Total Debit \$4,253.27

Strategic Planning Task Force

The Strategic Planning Task Force met on April 21 and discussed some takeaways from the last meeting with Sea Mar on April 6, and next steps. Some of the takeaways included:

- Rogelio was not at all interested in becoming involved in a public bid process to construct this building
- Sea Mar has a time urgency about moving forward on this project.
- Sea Mar has their own methods, processes and resources for building facilities and has probably wrung out a lot of costs from the typical construction process.
- Sea Mar felt that our cost estimates were very high and that the clinic could be constructed for much less.
- Rogelio seemed like he might be open to an alternative where we build the clinic and they simply contract to operate it. His strong preference is for Sea Mar to construct it.

The Task Force directed the Superintendent to clarify options for the district with Brad Berg including the ability of the District to simply acquire the building from Sea Mar once constructed by them. Patricia commented that the public will respond more to the look of the clinic as long as the clinic is functional. The Task Force questioned the quality of the clinic building that Sea Mar typically builds and asked to tour one of their more recently constructed buildings.

On May 3rd a sub-group of the task force toured the Des Moines Sea Mar Clinic, which was constructed in 2014. In attendance were Alan Aman, Dr. Gary Koch, Patricia Haley and Eric Jensen. The clinic was constructed new in 2014.

Task Force Timeline (Proposed Revision)

Complete Planning Tasks, including business plan and feasibility assessment
 Planning Retreat #2/Board Meeting*
 6/15

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | |
|---------------------------------|------|---------------------------|-------------------|-----------------|-----------------|-----------------|-----------------|---|
| Budget Category | | | | | | | | Assumptions |
| DISTRICT MAXIMUM LEVY | | \$2,517,310 | \$2,542,483 | \$2,567,908 | \$2,593,587 | \$2,619,523 | \$2,645,718 | 1% Increase per year |
| Revenue | | | | | | | | |
| Levy Rate/1000 | | \$0.501 | 0.450 | 0.420 | 0.420 | 0.420 | 0.420 | Levy rate per 1000 reduced through 2027 |
| Assessed Value Increase | | | 1.15 | 1.05 | 1.05 | 1.05 | 1.05 | |
| Assessed Value | | \$3,894,000,000 | \$4,478,100,000 | \$4,702,005,000 | \$4,937,105,250 | \$5,183,960,513 | \$5,443,158,538 | |
| Property Tax Revenue | | \$ 1,950,000 | \$ 2,015,145 | \$ 1,974,842 | \$ 2,073,584 | \$ 2,177,263 | \$ 2,286,127 | Levy remains Under Maximum per 1% Limit Increases |
| Medicaid Transformation Project | | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | \$ 1,000.00 | Money available by virtue of AWPHD membership |
| Lease Revenue | | \$ 90,630.00 | \$ 93,348.90 | | \$ - | \$ - | \$ - | Lease increases 3% annually through 2024 |
| Donations | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| Total Revenue | | \$ 2,041,630.00 | \$ 2,109,493.90 | \$ 2,071,991.47 | \$ 2,074,584.21 | \$ 2,178,263.42 | \$ 2,287,126.59 | |
| Expenses | | | | | | | | |
| | | | | | | | | |
| Total Admin Expense | | \$228,328.00 | \$288,940.00 | \$303,387.00 | \$217,599.51 | \$228,479.49 | \$239,903.46 | 2022 Lease payment = 90,630. Goes away in 2025 Assume addition of part-time Foundation Dir. |
| Debt Service | | | | | \$306,816.00 | \$306,816.00 | \$306,816.00 | Assume VHCD finances the \$4.6 million balance on needed capital financing at 4.5% interest over 20 years |
| Clinic Services Subsidy | | \$1,500,000.00 | \$1,100,000.00 | \$1,100,000.00 | \$1,325,000.00 | \$1,500,000.00 | \$1,700,000.00 | Subsidy increases to keep Sea Mar at breakeven based on most conservative projection of clinic performance |
| Program Enhancement Expense | | | \$150,000.00 | \$150,000.00 | \$150,000.00 | \$150,000.00 | \$150,000.00 | |
| Total Expenses | | \$1,728,328.00 | \$1,538,940.00 | \$1,553,387.00 | \$1,999,415.51 | \$2,185,295.49 | \$2,396,719.46 | |
| Net Income | | \$313,302.00 | \$570,553.90 | \$518,604.47 | \$75,168.69 | -\$7,032.08 | -\$109,592.88 | |
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| | | | | | | | | |

| Low Cash Balance (March) | -\$884,136.00 | -\$480,799.00 \$74,813.00 | |
|---|----------------------------|--|---------------------|
| PROJECT COSTS Land Design, Site, Construction | \$ 600,000 \$ 9,000,000 | CAPITAL FUNDING P State Appropriation VHCD Borrowing | |
| Total | \$ 9,600,000 | Philanthropy | <u>\$ 2,000,000</u> |
| | | Total | \$ 9,600,000 |

Sea Mar Vashon Clinic Annualized per 10th Month Ending January 31, 2022 VHCD and Sea Mar Projections for 2027 *DRAFT*

| | | | | | | | VHCD P | rojection 3nd Version |
|---|------------------------|---------------------|----------------|----------------|----------------|--------------------|-----------------------|--|
| Fiscal Period | 10 Current Month | 9 Prior Month | Variance | Current YTD | | Proj. 12 Months | 2027 Project ed | 2027 ASSUMPTIONS |
| Clinic Days per Month | 19 | 21 | (2) | 208 | | | | |
| Visits | 928 | 824 | 104 | 9,508 | _ | 11,410 | 15,269 | A 6% increase in visits per year is assumed based on a growth in patient panel to 7500 and visits of approximately 2 per patient per year |
| Visits per Clinical Day | 49 | 39 | 10 | 46 | | | | |
| Annualized Productivity | 3,880 | 3,187 | 692 | 3,698 | | | | |
| Personnel Cost per Visit | 156 | 164 | (8) | 142 | | \$141.79 | \$172.51 | 4% increase in personnel cost per visit. I'm am looking at how I might factor in a more accurate personnel estimate. |
| Supplies per Visit | 21 | 30 | (9) | 21 | _ | \$20.67 | 23.97 | |
| Direct Cost per Visit Total Cost per Visit | 198 218 | 246 275 | (48) | 207 232 | - | | | |
| Total Fees per Visit | 210 | 2/5 | (57) | 232 | | \$401.21 | 465.12 | 3% increase in fees billed per visit per year |
| Deductions per Visit | | | | | | \$(317.28) | \$(376.82) | 3.5% increase in deductions per visit per year |
| FTEs | | | | | | | | |
| Providers Support Staff | 3.16 9.91 | 3.09 10.78 | 0.07 (0.87) | 3.10 8.75 | | | | |
| Support Starr | 13.07 | 13.87 | (0.80) | 11.85 | | | | |
| Provider to Staff Ratio | 3.14 | 3.49 | (0.35) | 2.82 | | | | |
| | Current Month | Prior Month | Variance | Current YTD | % Payer Mix | | | |
| Private Pay | 8,567 | 4,491 | 4,076 | 129,113 | 3.4% | | | |
| Medicaid FFS | 4,334 | 3,722 | 612 | 22,711 | 0.6% | | | |
| Medicare FFS | 136,197 | 65,850 | 70,347 | 1,088,490 | 28.5% | | | |
| Medicare Advantage FFS | 78,852 | 102,597 | (23,744) | 1,054,255 | 27.6% | | | |
| Commercial Ins | 93,327 | 94,241 | (914) | 1,002,176 | 26.3% | | | |
| Other FFS | 3,400 | 1,225 | 2,175 | 16,034 | 0.4% | | | |
| Managed Care FFS | 50,040 | 53,260 | (3,220) | 501,952 | 13.2% | \$602,342 | 923,217 | Medicaid Fees remain 13% of Total |
| TOTAL FEE FOR SERVICES | 374,718 | 325,387 | 49,331 | 3,814,730 | 100.0% | \$4,577,676 | \$7,101,670 | Annual Visits x Fees per Visit |
| Pharmacy Revenue | | | | | | | \$386,428 | New 340b revenue begins being realized in 2022 of approximately \$350,000 annually. This increases 2% per year. |
| TOTAL FEE FOR SERVICES PLUS PHARM | | | | | | | \$7,488,098 | |
| Bad Debt Allowances | (3,056) | (9,765) | 6,708 | (153,837) | | | 1 1 | |

| Uncompensated Care 1,524 6,744 5,710 (103,019) 1,524 6,724 5,210 (103,019) 1,524 6,733,79 1,524 6,733,79 1,524 6,733,79 1,524 | | | | | | | | | | |
|---|-------------------------|-----------|-----------|----------|-------------|------------------------|---------|---------------|---------|-----------------------------------|
| DEDUCTIONS FROM REVENUES 303,0530 (274,060) (31,021) (3.016,651) \$3,059,695 \$45,783,790 \$557,895 \$20,996 \$1,734,526 \$24,466 \$357,790 \$45,783,790 \$ | | | | | | | | | | |
| REVENUES Control Con | | | | | | A (0 040 00 (1) | 0/ 11 / | ¢/F 7F2 F70\ | 0/ 11 / | |
| TOTAL NET FEE FOR SERVICES 10,008 50,778 18,310 798,079 \$957,995 20,945 \$1,734,528 24,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,446 \$1,734,528 \$2,249,529 \$2,249,529 | | (305,630) | (274,609) | (31,021) | (3,016,651) | \$ (3,619,981) | % Net | \$(5,753,570) | % Net | |
| Managed Care Capitation 738 503 235 12,266 | | 69,089 | 50,778 | 18,310 | 798,079 | \$957,695 | 20.9% | \$1,734,528 | 24.4% | |
| FOHC Enhancement | SERVICES | | | | | | | | | |
| FOH-C Enhancement | Managed Care Capitation | 720 | 503 | 225 | 12 266 | | | | | |
| TOTAL MANAGED CARE | Managed Care Capitation | 730 | 303 | 233 | 12,200 | | | | | |
| CARE NATURE NAT | | | | | | | | | | |
| NET FEE - MANAGED CARE BPHC O O O O O O O O O O O O O O O O O O O | | 42,860 | 34,471 | 8,389 | 381,195 | A455 404 | | 4505.000 | | |
| CARE BPHC | | | | | | | 30.9% | | 31.8% | 2025 |
| Masc Grants Rev | CARE | | | | | 4 1,110,120 | 00.070 | ,, | 01.070 | |
| VHCD Subsidy | | | | | | | | | | |
| VHCD Subsidy | | | | | | | | | | |
| Contracts & | GRAINTS | U | U | U | 2,210 | | | | | |
| Coher Contracts & | VHCD Subsidy | 125,000 | 125,000 | 0 | 1,250,000 | \$1,500,000 | | 1,700,000 | | District Subsidy Decreases to |
| Cher Contracts & Funding 125,000 125,000 0 1,252,388 | | | | | | | | | | |
| Contracts & 0 0 0 2,388 | | | | | | | | | | |
| TOTAL NET REVENUE 28,948 210,249 26,889 2.433,880 \$2,915,129 \$3,959,528 | Other Contracts & | 0 | 0 | 0 | 2,388 | | | | | \$1.7 Hillion in 2027 |
| TOTAL NET REVENUE 236,948 210,249 26,699 2,433,880 \$2,915,129 \$3,959,528 | | | | | | | | | | |
| Total Salary | CONTRACTS | 125,000 | 125,000 | 0 | 1,252,388 | | | | | |
| Total Salary | TOTAL NET REVENUE | 236,948 | 210,249 | 26,699 | 2,433,880 | \$2,915,129 | | \$3,959,528 | | |
| Professional Services - Providers TOTAL PERSONNEL 144,991 135,221 9,770 1,348,181 \$1,617,817 2,634,059 Operating Supplies 19,266 24,769 (5,504) 196,577 \$235,892 365,956 Depre & Amortization* 980 980 0 9,802 \$11,762 \$300,000 Assumes Dep is charged on projected Svisit x Proj. visits Supply cost based on projected Svisit x Proj. visits Assumes Dep is charged on a \$9 million project over 30 years. Land is not included. This is a non-cash expense Building & Equipment A,565 7,524 136 75,313 \$90,376 0 Rental Repair and Maintenance 4,525 777 4,449 25,378 \$30,454 35,304 Utilities 3,370 0 3,370 12,611 \$15,133 17,544 Telephone 0 0 0 1,979 \$2,375 2,753 Technology 0 0 0 0,2240 \$2,688 3,116 Office Supplies 1,018 0 1,018 5,521 \$6,625 7,680 Office Supplies 1,118 0 1,018 5,521 \$36,625 7,680 Office Supplies 1,018 0 1,018 5,521 \$35,625 7,880 Office Supplies 1,017 1,846 (839) 14,276 \$17,131 19,860 Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Travel & Meeting 1,007 20,2634 (18,927) 1,979,665 \$2,384,797 13,621,396 NET CONTRIBUTION 7014 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | | | | | | | |
| Providers TOTAL PERSONNEL 144,991 135,221 9,770 1,348,181 \$1,617,817 \$2,634,059 Personnel cost based on projected Svisit x Proj. visits Proj. visits x | • | | | | | | | | | |
| TOTAL PERSONNEL 144,991 135,221 9,770 1,348,181 \$1,617,817 2,634,059 Personnel cost based on projected \$Visit x Proj. visits Supply cost based on projected \$Visit x Proj. visits Proj. visit x Proj. visits Visit X Proj. visits Visit X Proj. vis | | 0 | 0 | 0 | 6,726 | | | | | |
| Depre & Amortization* | | 144,991 | 135,221 | 9,770 | 1,348,181 | \$1,617,817 | | 2,634,059 | | |
| Operating Supplies 19,266 24,769 (5,504) 196,577 \$235,892 365,956 Supply cost based on projected Svisit x Proj. visits Depre & Amortization* 980 980 0 9,802 \$11,762 \$300,000 Assumes Dep'n is charged on a \$9 million project over 30 years. Land is not included. This is a non-cash expense Building & Equipment Rental 7,660 7,524 136 75,313 \$90,376 0 Building rental goes away Repair and Maintenance 4,525 77 4,449 25,378 \$30,454 35,304 Building rental goes away Utilities 3,370 0 3,370 12,611 \$15,133 17,544 18,866,25 7,680 17,680 17,680< | | | | | | | | | | |
| Depre & Amortization | | | | | | | | | | projected \$/visit x Proj. visits |
| Depre & Amortization* 980 980 980 0 9,802 \$11,762 \$300,000 \$4ssumes beg'n is charged on a \$9 million project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samillion project over 30 years. Land is not included. This is a non-cash expense Samil | Operating Supplies | 19,266 | 24,769 | (5,504) | 196,577 | \$235,892 | | 365,956 | | Supply cost based on projected |
| Depre & Amortization* 980 980 980 0 9,802 \$11,762 \$300,000 Assumes Dep'n is charged on a \$9 million project over 30 vegrs. Land is not included. This is a non-cash expense 13,000 This is a non-cash expense 14,525 Triangle of the control | | | | | | | | | | |
| Building & Equipment 7,660 7,524 136 75,313 \$90,376 0 Building rental goes away | Depre & Amortization* | 980 | 980 | 0 | 9,802 | \$11,762 | | \$ 300,000 | | |
| Building & Equipment 7,660 7,524 136 75,313 \$90,376 0 Rental Repair and Maintenance 4,525 77 4,449 25,378 \$30,454 35,304 Building rental goes away Utilities 3,370 0 3,370 12,611 \$15,133 17,544 Telephone 0 0 0 0 1,979 \$2,375 2,753 Technology 0 0 0 0 2,240 \$2,688 3,116 Telephone 0 0 0 0 0 0,066 \$6,625 7,680 Traviel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Traviel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Traviel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Traviel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Traviel & Meeting 26 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Telephone 3,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | | | | | | | |
| Building & Equipment 7,660 7,524 136 75,313 \$90,376 0 Building rental goes away | | | | | | | | | | |
| Rental Repair and Maintenance | | | | | | | | | | This is a non-cash expense |
| Rental Repair and Maintenance | | | | | | | | | | |
| Repair and Maintenance 4,525 77 4,449 25,378 \$30,454 35,304 Utilities 3,370 0 3,370 12,611 \$15,133 17,544 Telephone 0 0 0 1,979 \$2,375 2,753 Technology 0 0 0 2,240 \$2,688 3,116 Office Supplies 1,018 0 1,018 5,521 \$6,625 7,680 Other Contractual 69 31,673 (31,604) 271,194 \$325,433 225,102 Services Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 560 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$331 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 | | 7,660 | 7,524 | 136 | 75,313 | \$90,376 | | 0 | | |
| Utilities 3,370 0 3,370 12,611 \$15,133 17,544 Telephone 0 0 0 1,979 \$2,375 2,753 Technology 0 0 0 0 2,240 \$2,688 3,116 Office Supplies 1,018 0 1,018 5,521 \$6,625 7,680 Other Contractual 69 31,673 (31,604) 271,194 \$325,433 225,102 Services Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect 18,989 24,251 (5,262) 230,769 \$276,923 321,029 | | 4 525 | 77 | 4 440 | 25 279 | \$30.454 | | 35 304 | | Building rental goes away |
| Telephone 0 0 0 1,979 \$2,375 2,753 Technology 0 0 0 2,240 \$2,688 3,116 Office Supplies 1,018 0 1,018 5,521 \$6,625 7,680 Other Contractual 69 31,673 (31,604) 271,194 \$325,433 225,102 Reduce to \$200,000 in 2023 Services Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 | . Topan and Maintenance | 7,323 | " | 7,773 | 23,310 | φου,404 | | 55,504 | | |
| Technology 0 0 0 2,240 \$2,688 3,116 Office Supplies 1,018 0 1,018 5,521 \$6,625 7,680 Other Contractual 69 31,673 (31,604) 271,194 \$325,433 225,102 Reduce to \$200,000 in 2023 then increase 3% Services Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect 18,989 | | , | | | , | | | | | |
| Office Supplies 1,018 0 1,018 5,521 \$6,625 7,680 Other Contractual 69 31,673 (31,604) 271,194 \$325,433 225,102 Services Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 331 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect 18,989 24,251 (5,262) 230,769 \$276,923 321,029 | • | | | | | | | | | |
| Other Contractual 69 31,673 (31,604) 271,194 \$325,433 225,102 Reduce to \$200,000 in 2023 then increase 3% Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 | | | | | | | | | | |
| Travel & Meeting 1,007 1,846 (839) 14,276 \$17,131 19,860 Training 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect 18,989 24,251 (5,262) 230,769 \$276,923 321,029 | | | | | | | | | | Reduce to \$200,000 in 2023 |
| Training 0 0 0 1,006 \$1,207 1,399 Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | , , | | | | - | | then increase 3% |
| Taxes, Due & Licenses 0 0 0 560 \$672 779 Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 | • | | | | | | | | | |
| Miscellaneous 26 0 26 26 \$31 36 Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 | | | | | | | | | | |
| Interest Expense 794 543 251 6,000 \$7,200 8,347 TOTAL EXPENSES 183,707 202,634 (18,927) 1,970,665 \$2,364,797 \$3,621,936 NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | | | | | | | |
| NET CONTRIBUTION 53,241 7,615 45,626 463,215 \$550,332 \$337,593 Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | | 6,000 | \$7,200 | | 8,347 | | |
| Total Allocated Indirect Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | | | | | | | |
| Costs 18,989 24,251 (5,262) 230,769 \$276,923 321,029 3% increase per year | | | | | | | | | | |
| TOTAL EXPENSES 202,696 226,885 (24,189) 2,201,434 \$2,641,721 3,942,965 | Costs | | · | (5,262) | | • | | · · | | 3% increase per year |
| | TOTAL EXPENSES | 202,696 | 226,885 | (24,189) | 2,201,434 | \$2,641,721 | | 3,942,965 | | 1 |

| NET GAIN / (LOSS) | 34,252 | (16,636) | 50,888 | 232,447 | \$273,408 | \$16,563 | |
|-------------------|--------|----------|--------|---------|-----------|----------|------------------------------|
| | | | | | | | Increase in Subsidy to \$1.7 |
| | | | | | | | million by 2027 needed to |
| | | | | | | | keep Sea Mar at breakeven |

^{*} For purposes of this analysis, financing is assumed to included the State Appropriation of \$ 3 million, philanthropy of \$2 million, and District borrowing of \$4.6 million.

SeaMar CHC Vashon Medical For the 10th Month Period Ending January 31, 2022

| Fiscal Period | 10 Current Month | 9 Prior Month | Variance | Current YTD | Annualized | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2027 ASSUMPTIONS | |
|--|------------------------|---------------------|----------|----------------|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|---|------|
| Clinic Days per Month | 19 | 21 | (2) | 208 | | · · | | | | | | _ |
| Visits | 928 | 824 | 104 | 9,508 | 11,410 | 12,094 | 12,820 | 13,589 | 14,404 | 15,269 | | |
| Visits per Clinical Day | 49 | 39 | 10 | 46 | | | | | | | 6% increaese in visits per year | |
| Annualized Productivity | 3,880 | 3,187 | 692 | 3,698 | | | | | | | | |
| Personnel Cost per Visit | 156 | 164 | (8) | 142 | \$141.79 | \$147.47 | \$153.36 | \$159.50 | \$165.88 | \$172.51 | I | |
| Supplies per Visit | 21 | 30 | (9) | 21 | \$20.67 | \$21.30 | \$21.93 | \$22.59 | \$23.27 | \$23.97 | 3% increase per year | |
| Direct Cost per Visit | 198 | 246 | (48) | 207 | | | | | | | | |
| Total Cost per Visit | 218 | 275 | (57) | 232 | | | | | | | L | |
| Total Fees per Visit | | | | | \$401.21 | \$413.25 | \$425.65 | \$438.42 | \$451.57 | \$465.12 | 3% increase in fees billed per year | |
| Deductions per Visit | | | | | -\$317.28 | -\$328.38 | -\$339.87 | -\$351.77 | -\$364.08 | -\$376.82 | 3.5% increase in deductions per year | |
| <u>FTEs</u> | | | | | | | | | | | ľ | |
| Providers | 3.16 | 3.09 | 0.07 | 3.10 | | | | | | | | |
| Support Staff | 9.91 | 10.78 | (0.87) | 8.75 | | | | | | | | |
| | 13.07 | 13.87 | (0.80) | 11.85 | | | | | | | | |
| Provider to Staff Ratio | 3.14 | 3.49 | (0.35) | 2.82 | | | | | | | | |
| | Current | Prior | Variance | Current | | | | | | | | |
| | Month | Month | | YTD | | | | | | | _ | |
| Private Pay | 8,567 | 4,491 | 4,076 | 129,113 | | | | | | | | |
| Medicaid FFS | 4,334 | 3,722 | 612 | 22,711 | | | | | | | | |
| Medicare FFS | 136,197 | 65,850 | 70,347 | 1,088,490 | | | | | | | | |
| Medicare Advantage FFS | 78,852 | 102,597 | (23,744) | 1,054,255 | | | | | | | | |
| Commercial Ins | 93,327 | 94,241 | (914) | 1,002,176 | | | | | | | | |
| Other FFS | 3,400 | 1,225 | 2,175 | 16,034 | | | | | | | | |
| Managed Care FFS | 50,040 | 53,260 | (3,220) | 501,952 | \$602,342 | 659,724 | 720,286 | 786,409 | 858,601 | 937,420 | Medicaid Fees remain 13% of Total | 13.2 |
| Total Encounter Rate Allocation Costs | 0 | 0 | 0 | 0 | | | | | | | Total | |
| TOTAL FEE FOR SERVICES | 374,718 | 325,387 | 49,331 | 3,814,730 | \$4,577,676 | \$4,997,907 | \$5,456,714 | \$5,957,641 | \$6,504,552 | \$7,101,670 | Annual Visits x Fees per Visit | |
| Pharmacy | | | | | \$350,000 | 357,000 | 364,140 | 371,423 | 378,851 | 386,428 | 1 | |
| TOTAL FEE FOR SERVICES PLUS PHARMACY | | | | | \$4,927,676 | \$5,354,907 | \$5,820,854 | \$6,329,064 | \$6,883,404 | \$7,488,098 | | |
| Bad Debt Allowances | (3,056) | (9,765) | 6,708 | (153,837) | | | | | | | | |
| Uncompensated Care | (1,524) | (6,734) | 5,210 | (103,037) | | | | | | | | |
| Contractual Allowances | (301,049) | (258,110) | (42.939) | (2,759,794) | | | | | | | | |
| DEDUCTIONS FROM REVENUES | (305,630) | (274,609) | (31,021) | (3,016,651) | -\$3,619,981 | -\$3,971,481 | -\$4,357,112 | -\$4,780,188 | -\$5,244,344 | -\$5,753,570 | Annual Visits x Revenue Deductions per Visit | |
| TOTAL NET FEE FOR SERVICES | 69,089 | 50,778 | 18,310 | 798,079 | \$1,307,695 | \$1,383,425 | \$1,463,742 | \$1,548,876 | \$1,639,060 | \$1,734,529 | - | 28.6 |
| Managed Care Capitation | 738 | 503 | 235 | 12,266 | | | | | | | | |
| FQHC Enhancement | 42,122 | 33,968 | 8,154 | 368,929 | | | | | | | | |
| TOTAL MANAGED | 42,860 | 34,471 | 8,389 | 381,195 | \$457,434 | 471,157 | 485,292 | 499,850 | 514,846 | 525,000 | | |
| CARE BPHC | 42,000 | 0 | 0,505 | 0 | ψ-01,404 | 4, 1,101 | 400,232 | 400,000 | 014,040 | 020,000 | Use Sea Mar's estimate for 2027 | |
| DETIC | U | U | U | 0 | | | | | | | | |

| Misc Grants Rev | 0 | 0 | 0 | 2,218 | | | | | | | |
|---|---------|----------|----------|-----------|---------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--|
| GRANTS | 0 | 0 | 0 | 2,218 | | | | | | | |
| County Contracts | 125,000 | 125,000 | 0 | 1,250,000 | \$1,200,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | |
| | | | | | | | | | | | District Subsidy Held Constant from 2023. Annualized adjusted to 1.1 million after 1 Qtr |
| Other Contracts & Funding | 0 | 0 | 0 | 2,388 | | | | | | | |
| CONTRACTS | 125,000 | 125,000 | 0 | 1,252,388 | | | | | | <u>.</u> | |
| TOTAL NET REVENUE | 236,948 | 210,249 | 26,699 | 2,433,880 | \$2,965,129 | \$2,954,582 | \$3,049,034 | \$3,148,726 | \$3,253,906 | \$3,359,529 | |
| Total Salary | 113,567 | 105,966 | 7,601 | 1,066,383 | | | | | | | |
| Fringe Benefits | 31,424 | 29,255 | 2,169 | 275,072 | | | | | | | |
| Professional Services - Providers | 0 | 0 | 0 | 6,726 | | | | | | | |
| TOTAL PERSONNEL | 144,991 | 135,221 | 9,770 | 1,348,181 | \$1,617,817 | 1,783,482 | 1,966,110 | 2,167,440 | 2,389,386 | | Personnel cost/visit x annual visits |
| Operating Supplies | 19,266 | 24,769 | (5,504) | 196,577 | \$235,892 | 257,547 | 281,190 | 307,003 | 335,186 | | Supply cost based on projected \$/visit x Proj. visits |
| Depre & Amortization | 980 | 980 | 0 | 9,802 | \$11,762 | \$0 | \$0 | 300,000 | 300,000 | , | Dep'n on a \$9 million building over 30 years |
| Building & Equipment Rental | 7,660 | 7,524 | 136 | 75,313 | \$90,376 | \$93,087 | \$95,879 | \$0 | \$0 | | Building rental goes away |
| Repair and Maintenance | 4,525 | 77 | 4,449 | 25,378 | \$30,454 | \$31,367 | \$32,308 | \$33,277 | \$34,276 | \$35,304 | |
| Utilities | 3,370 | 0 | 3,370 | 12,611 | \$15,133 | \$15,587 | \$16,055 | \$16,536 | \$17,033 | \$17,544 | |
| Telephone | 0 | 0 | 0 | 1,979 | \$2,375 | \$2,446 | \$2,519 | \$2,595 | \$2,673 | \$2,753 | |
| Technology | 0 | 0 | 0 | 2,240 | \$2,688 | \$2,769 | \$2,852 | \$2,937 | \$3,025 | \$3,116 | |
| Office Supplies | 1,018 | 0 | 1,018 | 5,521 | \$6,625 | \$6,824 | \$7,029 | \$7,240 | \$7,457 | \$7,680 | |
| Other Contractual Services | 69 | 31,673 | (31,604) | 271,194 | \$325,433 | \$200,000 | \$206,000 | \$212,180 | \$218,545 | | Current year inflated due to Covid. Reduction in 2023 to 200,000. Then increase at 3% |
| Travel & Meeting | 1,007 | 1,846 | (839) | 14,276 | \$17,131 | \$17,645 | \$18,174 | \$18,720 | \$19,281 | \$19,860 | |
| Training | 0 | 0 | 0 | 1,006 | \$1,207 | \$1,243 | \$1,281 | \$1,319 | \$1,359 | \$1,399 | |
| Taxes, Due & Licenses | 0 | 0 | 0 | 560 | \$672 | \$692 | \$713 | \$734 | \$756 | \$779 | |
| Miscellaneous | 26 | 0 | 26 | 26 | \$31 | \$32 | \$33 | \$34 | \$35 | \$36 | |
| Interest Expense | 794 | 543 | 251 | 6,000 | \$7,200 | \$7,416 | \$7,638 | \$7,868 | \$8,104 | \$8,347 | |
| TOTAL EXPENSES | 183,707 | 202,634 | (18,927) | 1,970,665 | \$2,364,797 | \$2,420,138 | \$2,637,782 | \$3,077,884 | \$3,337,116 | \$3,621,935 | |
| NET CONTRIBUTION Total Allocated Indirect | 53,241 | 7,615 | 45,626 | 463,215 | \$600,332 | \$534,445 | \$411,252 | \$70,842 | -\$83,210 | -\$262,407 | |
| Costs TOTAL EXPENSES | 18,989 | 24,251 | (5,262) | 230,769 | \$276,923 \$2,641,721 | \$285,230 2,705,368 | \$293,787 2,931,570 | \$302,601 3,380,485 | \$311,679 3,648,795 | \$321,029 3,942,965 | 3% increase per year |
| NET GAIN / (LOSS) | 34,252 | (16,636) | 50,888 | 232,447 | \$323,408 | \$249,214 | \$117,464 | -\$231,759 | -\$394,889 | -\$583,436 | Shortfall with no increase in subsidy |
| Increased Subsidy Needed | | | | | | | | \$225,000 | \$400,000 | \$600,000 | |
| Revised Subsidy | | | | | | | | \$1,325,000 | \$1,500,000 | \$1,700,000 | |
| | | | | | | | | | | | |

OUTREACH APRIL MEETINGS

Commissioners Noble and Pryne and Superintendent Jensen made a presentation to the Senior Center Friday discussion group and answered questions April 1. Commissioners Noble and Pryne made a similar presentation to Vashon Rotary and answered questions April 21.

We spoke about the district's status, the clinic's operations and challenges, and preliminary planning for a new clinic facility.

Feedback we received:

- Both groups were small 5 at the Senior Center, 12 at Rotary -- but were very interested in the clinic and the idea of a new building.
- People still have questions about clinic operations after-hours care, urgent care, etc.
- The Senior Center group did not know about telephone access to clinic providers after-hours, and suggested it be promoted more vigorously. One attendee asked if this service was available only to Sea Mar patients of record. We said we would find out.
- A Rotarian said the island needs an urgent care center. We explained that the clinic treats many acute injuries and illnesses, and that Vashon's population and demographics do not support a stand-alone urgent-care center.
- There were questions about the insurance payer mix of clinic patients, and about the suitability of an FQHC for Vashon. We noted that our consultant had concluded FQHC is the best model for the island.
- Attendees at the events used adjectives such as "exciting" and "neat" when presented with the idea of a new clinic building.
- One Senior Center attendee said any new facility should include a larger lobby/waiting room, observing that the small size of the current building's waiting room puts healthy patients in close proximity to sick and potentially contagious patients.
- One Rotarian said it was important that any new clinic facility be within walking distance of the bus line, and commented favorably when told our tentative site would provide such access.
- Another Rotarian wondered why donations to the Health Care District are tax-deductible when donations to the school district are not. We assured him donations to the HCD are deductible; we do not know about the school district's IRS status.