



## Board Informational Report

**By: Harry Weis**  
President and CEO

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Fiscal year 2021 was a very strong fiscal year for the health system. We estimate our overall growth was 14% over fiscal year 2020. Provider office visits grew by an estimated 30% versus fiscal year 2020.

Every square foot of patient care space and patient parking here is being more intensely used now than in any earlier year.

Our health system grew very significantly prior to the pandemic and the movement of families from urban areas to our rural region. Our earlier, pre-pandemic, powerful growth was propelled by our team's focus and hard work on the unmet physical and mental health needs of our full time residents. This focus has driven over 80% of our growth pre-pandemic.

Our team feels the enormous pressure of not having enough patient care space and parking for our present and future, growing healthcare needs of all residents and visitors in this region. Even if every approving agency had already said yes to our critical patient care expansion needs, the completion dates for space and parking would be a very long wait. Of course, we do not have all of these approvals of which we are working hard to obtain.

Very few of our critical Master Plan needs are about us or our team! They are focused on the current and future unmet healthcare needs of our patients and the speed of access that our patients in our region expect for great healthcare. If our Master Plan needs were about us, I would say let's not do them, but they are not. These Master Plan needs are focused on our patients.

Our 10-year Capital Plan, as presented at the June Special Board Meeting, illustrates a reinvestment in new equipment and patient space that easily exceeds 100% of our earnings for the next 10 years! It also forecasts no future general obligation bonds.

We are hopeful all residents in our region really appreciate how all of our financial success is kept local in this region and reinvested to improve health care in this region! This local reinvestment statement could not be made from any hospital which is a part of a larger distant healthcare system.

Our team is really focused on improving all aspects of the quality of care we provide, as quality is always our first focus.

We are gearing up for massive input from our team and other key stakeholders to begin our fiscal year 2022 to 2025 Strategic Plan update. We are targeting completion of the first draft of the Strategic Plan by January 31, 2022.

Additionally we are partnering with others on the critical and growing complicated workforce housing needs and challenges of our team and from other employers in the region we partner with. We value the friendship and partnering of others in this important workforce housing complex journey.

We continue to monitor and act as applicable on all new state and federal laws and executive orders. Healthcare and many other industries will see massive regulatory and market force changes over the next two to seven years.

We are a strong supporter of high quality, lower cost healthcare, so any improvement strategies that allow this to happen efficiently, are welcomed!