2015
ANNUAL REPORT
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ARCTIC SLOPE NATIVE ASSOCIATION (ASNA) is an Alaska Native-owned, non-profit, tribal health and social services organization based in the northernmost region of Alaska, serving the villages of Anaktuvuk Pass, Atqasuk, Barrow, Kaktovik, Nuiqsut, Point Hope, Point Lay, and Wainwright. Formed in 1965, by original founders Samuel Simmonds, Guy Okakok, Sr., and Charles Etok Edwardsen, Jr., ASNA was originally created to help protect the lands of the Arctic Slope region, beginning the process that led to the passage of the Alaska Native Land Claims Settlement Act.

Today, ASNA manages the Samuel Simmonds Memorial Hospital, the only critical access hospital and Level IV trauma center within the region. We also offer assisted living, dental services, eye care, social service programs, health education, disease prevention programs and more.

MISSION

Our mission is to promote the health and well-being of the people of the Arctic Slope.

VISION

The people of the Arctic Slope are healthy and content.
IN 1965, Charles Etok Edwardsen, Jr., Guy Okakok, Sr., and Samuel Simmonds would form an organization dedicated to self-determination in the fight for land claims. There was no paid staff, not yet a board of directors, but the purpose was clear: the formation of Arctic Slope Native Association was a quest for self-determination.

The first meeting would be held in January of 1966. In a short time frame, ASNA would file claim to some 56 million acres of land. On March 11, 1970, members of ASNA signed a letter authorizing their attorneys to “start any and all lawsuits for the protection of our land.” This bold statement was delivered to state and federal leaders, including the President of the United States, ensuring that our land was not unjustly or unfairly removed from the hands of the people who had called this place home for as long as our collective memory could recall.

Like many of our fellow tribal health organizations, Arctic Slope Native Association has evolved and grown in response to changes in our community over the last 50 years.

FROM LEADERSHIP

“We’d better start doing something about our land, or else we won’t be able to roam the country and hunt.”

– Charles Etok Edwardsen, Jr., Founder & Past Executive Director
Today, with nearly 300 employees, a nine-member board of directors and over $62 million in revenue, ASNA has grown considerably from its early days, yet we remain a relatively small organization, though mighty in our mission.

For fifty years, ASNA has been the leading tribal organization to serve the eight tribes of the Arctic Slope region. First, with our fight on land claims issues to our mission today promoting the health and well-being of the people of the Arctic Slope.

Over the life span of this organization, we may have changed our mission, form, and undertakings, but we have remained true to our goal—improve the lives of people of the Arctic Slope with locally planned and locally run programs.

Our commitment remains constant and our growth steadfast.

Among our accomplishments this past year include becoming accredited for swing bed status as part of an effort to keep people closer to home as they recover. We continue to expand services for our members with the opening of the eye clinic and an increased number of specialty clinics. Through a joint agreement with the North Slope Borough, we are now the provider of care of Aimaagvik Assisted Living. We also formed a partnership with the Arctic Education Foundation to honor our early founders, Charles Etok Edwardsen, Jr., and Guy Okakok, Sr., by providing scholarships to students pursuing health-related and social work careers in an effort to grow more home-grown providers. And while our services continue to increase, so does our staffing and capacity as an organization.

In the coming years, this growth will not cease. We are committed to providing more care closer to home, finding innovative solutions in housing through our construction department, improving the patient experience and more. In many ways we are no longer settling into SSMH, but looking forward to what we can do to improve, grow and sustain operations.

With great respect for the foundation set by our early leaders, “We look forward to our continued success over the next 50 years.”

Quyanaq,

THOMAS OLEMAUN, 
Interim Board Chair

MARIE CARROLL, 
President and Chief Executive Officer
BERNICE KAIGELAK OF NUIQSUT, Alaska previously served as Chair on the ASNA Board of Directors from 2006 until June 2015 and began as a board member in 1994. She became Chair shortly after the passing of former Chair Joseph Upicksoun. Bernice also served on the Alaska Native Tribal Health Consortium Board and Joint Operating Board that oversees the Alaska Native Medical Center.

One of the primary goals for the Board during her tenure was to replace the 50-year-old Samuel Simmonds Memorial Hospital. With the leadership of former Chair Joseph Upicksoun and her as successor, that goal was accomplished when the new hospital opened for service in September 2013.

Quyanaqpak Aviuk for your longtime service and dedication to the Arctic Slope Native Association.
SAMUEL SIMMONDS MEMORIAL HOSPITAL
Governing Committee

THE ASNA BOARD formed a hospital governing committee to specifically oversee SSMH operations; the governing committee includes tribal council representatives, the ASNA President/CEO, the SSMH Hospital Administrator, the SSMH Chief of Staff, and the North Slope Borough Director of Health & Social Services.

Chairperson THOMAS OLEMAUN
Native Village of Barrow

ISABEL NASHOOKPUK
Wainwright Traditional Council

HERMAN KIGNAK, SR.
Native Village of Atqasuk

LILY ANNISKETT
Native Village of Point Lay

SAMUEL KUNAKNANA
Native Village of Nuiqsut

MARIE CARROLL
ASNA President/CEO

RICHARD HALL
SSMH Hospital Administrator

DR. BARBARA MEDLIN
SSMH Chief of Staff

DOREEN LEAVITT
North Slope Borough Director of Health & Social Services
HISTORY

THE ARCTIC SLOPE Native Association story is a story of self-determination.

In October of 1965, in the heart of a contentious battle over land rights, Charles Etok Edwardsen, Jr., Samuel Simmonds, and Guy Okakok, Sr., formed a new organization to fight for title to the land of the Arctic Slope for the Iñupiat people. Eben Hopson, Sr., was tapped as the first Executive Director.

They called the organization the Arctic Slope Native Association, or ASNA.

In mid-January of 1966, they held their first meeting in Barrow to claim some 56 million acres across the region. Two years later, the oil discovery at Prudhoe Bay would bring the land-fight to a fevered pitch—with a new need to build a pipeline across Alaska Native lands to bring billions of barrels of oil to market.

Congress redoubled its efforts to find a solution, crafting dozens of bills with the oil industry itself proposing its own settlements. While other Native associations were ready to concede, one held firm—aiming for a settlement based on the land’s value, not just its number of residents.

By the time the Alaska Native Claims Settlement Act, or ANCSA, was signed into law in 1971, the settlement somewhat incorporated the perspective of the size of the land and its value.

In 2015, we celebrated our 50th year as an organization; ASNA is now the primary provider of health care and social services in northern Alaska.

Over its lifespan, our organization has changed its form, activities, and mission. But it has remained true to its goal: to improve the lives of the people of the Arctic Slope through locally planned and locally run programs.
October 1965 Acting under the ASNA name, Charles Edwardsen, Jr., Guy Okakok, Sr., and Samuel Simmonds file claim to 56 million acres for the Iñupiat people.

1965 Eben Hopson, Sr., becomes the first Executive Director of ASNA.

January 18, 1966 Attorney Fred Paul files land claims on behalf of ASNA in the U.S. Department of the Interior.

1969 Joseph Upicksoun becomes Executive Director of ASNA.

December 18, 1971 Following acceptance by the Alaska Federation of Natives (AFN) Convention, President Nixon signs the Alaska Native Claims Settlement Act (ANCSA) into law. ANCSA provisions include 40 million acres of land and $962.5 million compensation for lands lost to be shared among the 12 different regions represented by AFN.

1985-1991 ASNA inactive

This is 50
1991 With start-up grants from Arctic Slope Regional Corporation and the North Slope Borough (NSB), ASNA is reactivated to pursue goals of self-determination for health and social service programs.

1992 As a non-profit tribal organization, ASNA becomes eligible under federal law PL 93-638 (Indian Self-Determination and Education Act) to receive federal money to provide programs that had traditionally been provided by the Bureau of Indian Affairs.

Roberta “Bobbi” Quintavell is named Executive Director.

1993 ASNA takes over management of the Medical Travel and Funeral Assistance Program.

1995-1996 ASNA Hospital Governing Board is created, representing the first time there is local governance of all hospital operations.

March 15, 1996 Control and management of the hospital is transferred from Indian Health Service to ASNA under the Indian Self-Determination and Education Assistance Act, Public Law 93-638 as amended, 26 U.S.C. 450 et. seq.

1997 Eben Hopson, Jr., is named ASNA Executive Director, and later as President/CEO.

October 1, 1998 ASNA takes over the dental and eye clinics, transferred from NSB.
June 2007 After 10 years as ASNA President/CEO, Eben Hopson, Jr., retires. The Board names Marie Carroll, Vice President for Health Services, to succeed him.

September 19, 2013 ASNA hosts a ribbon cutting ceremony to honor the tribes and local leaders who contributed to the new hospital project.

September 21, 2013 The doors open for service at the new Samuel Simmonds Memorial Hospital.

January 26, 2015 SSMH celebrates its first Samuel Simmonds Day, as part of its 50th Anniversary as a hospital.

November 5, 2015 ASNA hosts a community celebration to commemorate its 50th Anniversary as an organization.
IN RECOGNITION OF ASNA’S 50TH ANNIVERSARY, events were held throughout 2015 to celebrate our rich organizational history and in support of our mission to promote the health and well-being of the people of the Arctic Slope. These events included celebrating the first Samuel Simmonds Day, a community celebration with past leaders, fitness classes, and the creation of a leadership scholarship.

SAMUEL SIMMONDS DAY

The ASNA 50th Anniversary Committee celebrated Samuel Simmonds Day on January 26, 2015. Samuel Simmonds was born on January 25, 1922, and the Barrow Hospital was named after him in 1996. He was one of the original founders of ASNA, and he was honored for his many contributions to the health and well-being of the Arctic Slope people. Along with goodies, giveaways, and flu shots for adults, there was also a revealing of Simmonds’ portrait by Austin Parkhill. Members of the Simmonds family, including two of Simmonds’ daughters, Leona Okakok and Martha Jane Kagak, joined in the celebration.

CEREMONY

ASNA Administration hosted a community celebration at SSMH on November 5, 2015 to commemorate its 50th Anniversary as an organization. The event drew hundreds of attendees and was marked with speeches from current North Slope and past ASNA leaders who shared stories from ASNA’s early inception. ASNA is proud to have celebrated its storied history, and we look forward to the next 50 years.
**FITNESS CLASSES**

As part of an initiative for the ASNA 50th Anniversary Committee and “50 days, 50 ways” to get our community healthier, ASNA hosted free one-hour fitness classes throughout 2015, including Insanity, Zumba, and Tai Chi. These fitness classes were open to the public and took place at the SSMH front lobby entrance.

**ASNA LEADERSHIP SCHOLARSHIP**

*The Guy Okakok, Sr. Scholarship*

In support of Arctic Slope Native Association’s mission to promote the health and well-being of the people of the Arctic Slope, this scholarship is offered to tribal members of the Arctic Slope region who are interested in health care or social service careers.

Funding may be used for tuition, books, and fees for professional certificate programs or higher education degrees (Associates, Bachelors, Graduate and PhDs).
CONSTRUCTION

Department
THE ASNA CONSTRUCTION DEPARTMENT HAS GROWN from two to eleven regular full-time employees, since its inception in 2012. The functions of the Construction Department are to construct new houses and finish remodels to accommodate essential hospital staff and also provide trade training to local employees (i.e., carpentry, electrical, plumbing, etc.). The recent construction projects include the completion of four new homes, five major remodels, many minor remodels in existing housing units and the conversion of the old hospital entrance into a 25'x50' lit and heated garage eliminating the gravel floor.

In December 2014, ASNA employee Ace Edwards began an electrician apprenticeship with the International Brotherhood of Electrical Workers or IBEW. As of April 2016, under the instruction of a Journeyman Electrician, he has completed about a third of his hours before becoming a Journeyman. ASNA is proud to provide trade training to local employees.

Future plans for the Construction Department include building eight duplexes within the year. ASNA is continuing to help alleviate the serious housing needs within Barrow for essential hospital staff.
2015
HEALTHY LIVING Summit
& SERVICE Awards
THE NORTH SLOPE BOROUGH HEALTH DEPARTMENT AND ASNA hosted the second Healthy Living Summit on October 21–23, 2015 in Barrow, Alaska, and it was a success. Over 400 community members, providers, and students registered for the three-day conference that featured speakers from across the state and the nation. As part of the annual event, three awards are given to residents of the North Slope to recognize their outstanding contributions to their community.

The Provider Award recipient was Dr. Kimlea Medlin, who has worked for Samuel Simmonds Memorial Hospital as the Dental Director since December 2006. The nominator remarked, “She works very hard to provide incredible dental care to NSB residents—care that is often better than what one would receive in large urban areas.”

The Community Award recipient was Daisy Edwardson, who has worked for the North Slope Borough Integrated Behavioral Health for the last 24 years. The nominator commented, “Daisy has lived it and clients and non-clients alike know she is the go-to person to get help starting treatment.”

The Student Award recipients were Samantha Wade of Wainwright and Richard Gordon of Anaktuvuk Pass. Samantha attends Mt. Edgecumbe High School. She has participated in summer allied health youth camps and has traveled to four villages to present on Nutrition and Tobacco Use. Richard does well in school, is a great role model, and enjoys hunting and caring for his siblings.
LET’S MOVE IT!

Campaign
ASNA and the North Slope Borough (NSB) Health Department hosted the first ever Let's Move It! Campaign for the North Slope to promote healthy physical activities and nutritional education for NSB and ASNA employees. The Let’s Move It! challenge ran from May 6 through August 26, 2015.

Those who participated in scheduled healthy activities collected stamps on their “passports” and won prizes at the end of the campaign. Below are examples of past Let’s Move It! events.

LET’S MOVE IT! EVENTS:
- Walking Wednesdays
- July 4 games
- Nalukataq
- Ilisaqtik College health or physical classes
- Jamborees
- Cultural activities
- ASNA “50 Days, 50 Ways” events
2015
SAMUEL SIMMONDS MEMORIAL HOSPITAL
Highlights
In December 2015, SSMH earned The Joint Commission’s Gold Seal of Approval for the Hospital Accreditation Swing Bed Program by demonstrating compliance with its performance standards. The Gold Seal of Approval reflects SSMH’s commitment to providing safe and effective care for patients.

As the only critical access hospital on the North Slope, the Swing Bed Program allows SSMH to provide acute care hospitalization care and support, such as post-surgery physical therapy in Barrow, rather than at an outside facility.
NEW EYE CARE CENTER OPENED

The Eye Care Center at SSMH, operated by Dr. Don McIntyre and his team, opened for service in December 2015. The Eye Clinic is conveniently located within the hospital, adjoining the dental clinic. The eye care and vision services remain the same and include eye exams, contact lens fittings, and treatment of eye conditions and emergencies. In addition, specialty eye care clinics are available at SSMH for those who receive a referral from their primary care provider. SSMH is proud to provide quality eye care services to North Slope residents.
In 2013, SSMH Dental received an initial funding initiative from the Indian Health Service for a school-based dental Health Promotion and Disease Prevention Program. Then in fall 2014, SSMH was awarded additional funding to expand the program in 2015. In both years, the funds totaled close to $20,000 and were used to conduct village outreach.

SSMH Dental visited Atqasuk, Kaktovik, Nuiqsut, Point Lay, and Wainwright. The SSMH Dental Hygienists completed screening exams on students in kindergarten through 12th grade who received consent from their parents. They were seen in the village clinic and received an exam, radiographs if indicated, dental cleaning, oral hygiene and dietary instruction, fluoride varnish and any indicated sealants or temporary/protective restorations that were needed. Parents received notification of the results of the dental screenings and information on further care.

Due to the success of the program in helping to educate vulnerable youth, improve access to dental care, and provide preventative services to children in both a school and clinical environment, we have continued with at least one dental hygiene trip to each village during the school year.
IMPLEMENTATION OF OVER-THE-COUNTER MEDICATIONS FOR SALE

In January 2015, the SSMH Pharmacy began offering Over-the-Counter medications for sale to the public at reasonable prices. No appointment or prescription is necessary to be able to purchase Over-the-Counters, which include items such as cough medicine, mouthwash, pregnancy tests and much more. Patients can expect ease of access to the medications or supplies they need at a reduced cost.

We have also expanded this service to the North Slope village clinics and will offer our products for purchase via website in the near future.
Village Health Program

In 2015, a new trial program for patient care started with the Community Health Aides in the North Slope village clinics. They now contact SSMH Mid-Level Provider, Rebecca Andrew, when patients are seen during regular hours, rather than waiting until after the clinic day ends in Barrow. This change has eliminated wait times and sped up coordination of care.

There are about 35-60 village patients who have their care managed on a daily basis through the new system. Both the patients and Community Health Aides are reporting that this change has made it easier to receive and provide care in the villages. Daily tasks are also completed in a more timely fashion. The system has made a very good start, and further development of this program is planned.

Rebecca Andrew continues to travel to our outlying service villages for medical provider visits on a monthly basis. During the field clinics, she provides post-session learning opportunities for the Community Health Aides. In addition, Rebecca works with the SSMH Pharmacy to update the village stock medicines and signs off on required medical standing orders for the Community Health Aides.
**OUR PEOPLE**

*Dr. Jacquelyn Serrano Received Honorary Degree from the American Academy of Family Physicians*

Dr. Jacquelyn Serrano, SSMH Medical Provider, achieved the Degree of Fellow of the American Academy of Family Physicians (AAFP), the national medical association representing nearly 115,900 family physicians, residents and medical students. Established in 1971, the AAFP Degree of Fellow recognizes family physicians who have distinguished themselves through service to family medicine and ongoing professional development. AAFP Fellowship entitles the physician to use the honorary designation, “Fellow of the American Academy of Family Physicians,” or “FAAFP.”

*ASNA Employee Named Chaplain of the Year*

Audrey Saganna, Sr., was named the 2015 Alaska Chaplain of the Year by the Alaska Police & Fire Chaplain Ministries. Audrey has held the dual roles of Travel Director and Chaplain for SSMH for the past five years. As a mother of five and grandmother to one, Audrey’s commitment to serving the North Slope community, whether it is supporting families in times of loss or to our first responders, is truly inspiring.

As ASNA’s Employee of the Year for 2014 and Alaska’s Police & Fire Chaplain Ministries Outstanding Service as Chaplain in 2013 & 2014, Audrey serves as an anchor for those in times of need and is an inspiration for all.
Heather Whorton — Alaska’s ENA Representative

Heather Whorton was selected as the Emergency Nurses Association (ENA) 2015 State Representative. She is originally from Oklahoma and started working for SSMH as an Emergency Room (ER) Registered Nurse (RN) in May 2014. Heather has been a Registered Nurse for over eight years, with primary focus as an Adult/Pediatric ER Nurse. She also holds a certification in Trauma Nursing and Neonatal Resuscitation. Heather recently obtained certification as an Alaska State Advanced Cardiac Life Support Instructor, Pediatric Advanced Life Support Instructor, as well as a Basic Life Support Instructor.

Heather is currently the Quality and Compliance Risk Analyst at SSMH. She is also a volunteer firefighter / Emergency Medical Services (EMS) with the Barrow Fire Department. She completed her basic firefighter certification and functions as an RN team of Ambulance Crew 3. Heather enjoys assisting with training new EMS students with skills to achieve proper patient care.
SSMH SPECIALTY CLINIC:

» 219 AUDIOLOGY PATIENT visits

» 137 CARDIOLOGY PATIENT visits

» 274 ENT PATIENT visits

» 135 ORTHOPEDIC PATIENT visits

» 228 SURGICAL PATIENT visits

» 1,064 DENTAL PATIENT VISITS in outlying villages

» 1,853 CHAPLAIN CALLS for patients

» 711 CAT SCANS

» 25 BABIES DELIVERED
» **11 REGULAR FULL-TIME EMPLOYEES** with Construction Department

» **1,730 REFERRALS** through Specialty Clinic and Case Management

» **469 SCREENINGS** for breast cancer and cervical cancer

» **2,272 PHYSICAL THERAPY PATIENT visits**

» **40,000 CONSTRUCTION NAILS** used to build houses

» **30,532 MIDNIGHT SUN COFFEE SHOP transactions**
**SOCIAL SERVICE**

*Highlights*

**MEDICAL TRAVEL AND FUNERAL ASSISTANCE**

The largest program within the Social Services Department is the Medical Travel and Funeral Assistance (MTFA) Program. Arctic Slope Regional Corporation and North Slope Borough grant funds to ASNA to manage the MTFA Program. MTFA provides aid to ASRC shareholders and residents of the North Slope Borough in medical or funeral crises when no other alternative funds are available to pay for such services.

In 2015, the MTFA Program was restructured to better meet the needs and high-level of activity within the program. A full-time manager position was added, along with more staff in both Barrow and Anchorage.

With growing needs and increased costs for care, the Arctic Slope Regional Corporation and North Slope Borough both increased their funding levels in an effort to support the health care needs of our people and our region.

**NUMBERS:**

» Booked an average of 98 medical travels per month

» 1,232 Total medical travels
GRANT AWARDED FOR NUIQSUT EARLY LEARNING CENTER

The ASNA Tribal Child Care Program is the designated Tribal Lead Agency serving eight North Slope communities, including Nuiqsut. Over 400 people reside in Nuiqsut. With technical assistance from ASNA, ConocoPhillips awarded $195,000 to the Native Village of Nuiqsut toward first year startup costs for a quality child care program.

The Nuiqsut Early Learning Center (NELC) will allow residents of Nuiqsut who currently do not have quality childcare to enjoy a safe, reliable source of service, as well as add four and a half new jobs to the economy. NELC will support early childhood development in a healthy, culturally relevant environment, along with providing resources for parenting.
## Income Statement

### Operating Revenues

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<tr>
<td>Grant and contract revenue</td>
<td>$42,035,985</td>
<td>$45,141,416</td>
<td>$41,346,912</td>
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<td>Patient service revenue, net</td>
<td>18,614,294</td>
<td>15,696,645</td>
<td>14,665,438</td>
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<td>Other</td>
<td>1,544,610</td>
<td>1,484,275</td>
<td>563,161</td>
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<td><strong>Total Operating Revenue</strong></td>
<td><strong>62,194,889</strong></td>
<td><strong>62,322,336</strong></td>
<td><strong>56,575,511</strong></td>
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### Operating Expenses

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<td>Salaries and fringe benefits</td>
<td>28,329,707</td>
<td>24,805,577</td>
<td>17,272,824</td>
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<td>Contractual and professional services</td>
<td>7,196,541</td>
<td>8,691,532</td>
<td>7,617,634</td>
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<td>Direct assistance payments to individuals</td>
<td>3,192,981</td>
<td>4,381,477</td>
<td>4,809,145</td>
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<td>Construction</td>
<td>888,078</td>
<td>4,204,613</td>
<td>20,891,486</td>
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<td>Supplies</td>
<td>3,627,171</td>
<td>3,583,093</td>
<td>3,524,198</td>
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<tr>
<td>Travel and per diem</td>
<td>1,581,100</td>
<td>1,340,592</td>
<td>1,231,411</td>
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<tr>
<td>Indirect recovery</td>
<td>—</td>
<td>—</td>
<td>(1,741,005)</td>
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<tr>
<td><strong>Other</strong></td>
<td>9,345,644</td>
<td>7,145,352</td>
<td>3,778,752</td>
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<td><strong>Total Operating Expenses</strong></td>
<td><strong>54,161,222</strong></td>
<td><strong>54,152,236</strong></td>
<td><strong>57,384,445</strong></td>
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### Operating Income

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<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td><strong>8,033,667</strong></td>
<td><strong>8,170,100</strong></td>
<td><strong>(808,934)</strong></td>
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### Net Nonoperating Revenues

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<tr>
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<th>2015</th>
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<tbody>
<tr>
<td>Settlement revenue</td>
<td>500,000</td>
<td>5,300,000</td>
<td>1,400,000</td>
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<tr>
<td>Gain on sale of capital assets</td>
<td>—</td>
<td>65,000</td>
<td>—</td>
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<tr>
<td>Capital contributions</td>
<td>2,388,548</td>
<td>1,998,392</td>
<td>11,458,580</td>
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<tr>
<td>Investment income</td>
<td>(701,549)</td>
<td>752,729</td>
<td>460,429</td>
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<tr>
<td><strong>Change in Net Position</strong></td>
<td><strong>10,220,666</strong></td>
<td><strong>16,286,221</strong></td>
<td><strong>12,510,075</strong></td>
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### Net Position at End of Year

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<th>2014</th>
<th>2013</th>
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<tr>
<td>Net position at beginning of year</td>
<td>45,378,234</td>
<td>29,092,013</td>
<td>16,581,938</td>
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<tr>
<td><strong>Net Position at End of Year</strong></td>
<td><strong>$55,598,900</strong></td>
<td><strong>45,378,234</strong></td>
<td><strong>29,092,013</strong></td>
</tr>
</tbody>
</table>
### Balance Sheet

**Assets**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$16,164,617</td>
<td>$36,984,844</td>
</tr>
<tr>
<td>Investments</td>
<td>29,697,775</td>
<td>—</td>
</tr>
<tr>
<td>Capital assets, <em>net of accumulated depreciation</em></td>
<td>18,924,725</td>
<td>17,087,757</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>64,787,117</strong></td>
<td><strong>54,072,601</strong></td>
</tr>
</tbody>
</table>

**Liabilities**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>9,188,217</td>
<td>8,694,367</td>
</tr>
</tbody>
</table>

**Net Position**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment in capital assets</td>
<td>18,856,669</td>
<td>16,947,754</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>36,742,231</td>
<td>28,430,480</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td><strong>$55,598,900</strong></td>
<td><strong>$45,378,234</strong></td>
</tr>
</tbody>
</table>
Fiscal Year 2014 vs. Fiscal Year 2015

COLLECTIONS TOTALS

- FY 2014
- FY 2015
ADJUSTMENTS & WRITE-OFFS

Fiscal Year 2014 vs. Fiscal Year 2015

- FY 2014
- FY 2015
Fiscal Year 2014 vs. Fiscal Year 2015

PATIENT ENCOUNTERS
**UNIQUE USERS**

*Fiscal Year 2014 vs. Fiscal Year 2015*

- FY 2014
- FY 2015