



2025 Annual Report

Covering Fiscal Year 2025 as well as events through December 31, 2025

At Cascade Medical Center, our mission is clear. *We are here to **save lives** and improve the **health and well-being of our community**.* Since the hospital opened at our current location in 1974, our dedicated staff, providers, and volunteers have been steadfast in our commitment to serve you – our patients, taxpayers, and everyone who travels to or through Valley County.



Our 70 employees are simply the best: They are hardworking, well trained, and constantly learning more. Most important – they are the kindest and most compassionate people we could ever hope for. They are the kind of people we would want to take care of our own families, and in fact they do. Click on this link to watch videos of the care we provide.

<https://cmchd.org/>

We hope you find this annual report informative and invite you to contact us (info@cmchd.org) if you have questions or suggestions.

To your health,

Rachel Smith, Board Chairperson

Michael Drury, Board Vice-Chairperson

Quality Improvement. CMC was recognized as 2025’s “Rural Health Innovator of the year” by the Idaho Rural Health Association in recognition of our creativity and constant search for adaptive solutions to serve you. The award cited these recent examples:

- When the town’s only pharmacy burned down in 2022, the hospital purchased an InstyMeds prescription drug vending machine so patients wouldn’t have to drive 30 miles to the nearest pharmacy. After CMC recruited a new pharmacy, Medicap, to town, CMC moved the InstyMeds machine in 2025 to Donnelly, another pharmacy desert, to serve local residents there.
- In order to make sure that the lack of transportation won’t prevent local residents from getting non-emergency care, CMC started a patient transport service. With its second van purchased in 2025, CMC makes sure all patients get to their preventive, specialist, rehab, and chronic care appointments – even if those appointments are in McCall, Boise, or somewhere else. The program is free. See a video of the program here. <https://www.facebook.com/watch/?v=2017401485757118>



- In the past few years, the hospital created a patient safe room in its ER, offered child mental health services including Play Therapy to its youngest vulnerable citizens, and is partnering with urban specialty practices to host visiting specialists in Cascade. Earlier this year, Cascade became the first Rural Emergency Hospital in the state and in the Northwest. The Rural Emergency Hospital designation is one shared with only 44 other hospitals in the country.

MyChart. Marking the largest I.T. investment in CMC's history, we implemented the Epic Electronic Medical Record system in November. CMC received a \$300,000 gift from the CMC Foundation to help offset the \$1.1 million price tag and \$75,000 from the Cambia Foundation. CMC funded approximately \$700,000 of the project out of its own operating funds. Staff prepared for the system conversion all year long with extensive training and workflow planning. The result was worth the effort as patients experienced little or no delays in obtaining care or medical support during our transition.

Every patient we take care of is also seen by other healthcare providers – particularly St. Luke's and Saint Al's. Both Luke's and Al's are on the Epic EMR platform, making it much easier, quicker, and safer for all of us when treating you. University of Utah, Intermountain Health, Full Circle Health, Terry Reilly, and many other regional systems all use the Epic and MyChart platforms.

Now when a patient checks in for their clinic appointment or has an emergency, we'll provide even better care because we will have more complete and current information at our fingertips about patient medical conditions, illness history, medications, and labs. This results in better coordinated care, especially when a patient is transferred from one location or physician to another.

MyChart is available to our patients to use at home – checking their records, seeing the most recent lab results, and sending messages to their care team at CMC.



Services: As we have done in Cascade for over 50 years, CMC is here 24x7 to care for the community we love. We never close because emergencies can happen any time. We try to keep you well with preventive care, medication management, and physical therapy . Our Radiology and Lab Departments provide a vast array of tests so that you don't have to drive far to get what you need.

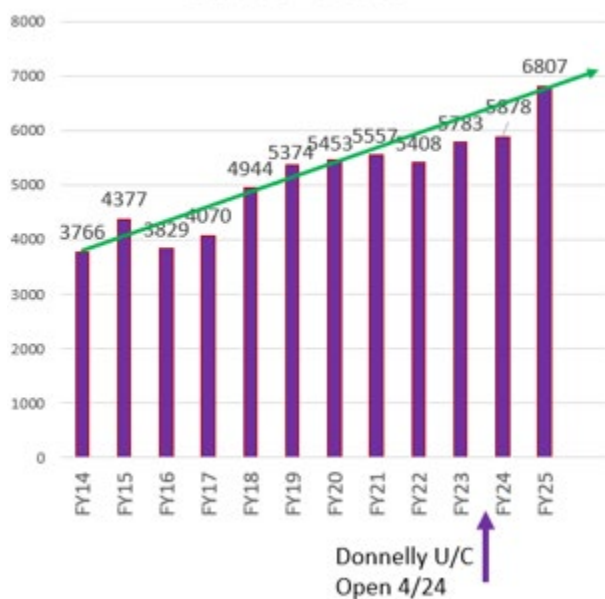


This year we became a Rural Emergency Hospital, increasing our focus on Emergency Medicine and increasing funding for local services. Our patients asked us to make more specialist services available at CMC, and we successfully added a Urology clinic monthly. Now our patients can see a Cardiologist, Orthopedic Surgeon, and Urologist in Cascade, and beginning in May – a Neurologist.



Wellness. The ER is here when you need it. But our real goal is to keep you well. In fact, we want to keep you OUT of the hospital! That is why we focus so strongly on getting patients in for their annual wellness physicals, nag you about preventive screenings like mammograms and colonoscopies, and try to keep you current on labs. Our amazing team of providers and medical assistants spend as much time coordinating your care as they do talking with you in the exam room. Setting up referrals to specialists and MRIs, calling in prescriptions, managing the pre-authorization requirements of insurance companies, and monitoring your lab results is part of the job.

Clinic Visits



Our Family Practice clinic in Cascade sees a combination of scheduled and walk-in patients every day. Our Family Practice providers help patients stay healthy through regular wellness exams and by closely monitoring chronic conditions. We proudly take care of anyone, from new babies to centenarians. Opening our Donnelly Family Practice & Urgent Care clinic has helped us serve our growing population.

Our mental health counselor also sees patients of all types and ages, and is a specialist in child behavioral health.



CASCADE MEDICAL CENTER

Sick today? Get seen today!

2 Urgent Care locations to serve you in Valley County for urgent care or scheduled well-care appointments.

X-Ray, Lab On-Site

Walk In or Call Ahead: 208-382-4285

LOCATIONS

Donnelly
(Located in Roseberry Plaza)
454 W Roseberry Rd, Suite 103

Cascade
(In Cascade Medical Center)
402 Lake Cascade Parkway

Scan to see hours at our urgent care clinics

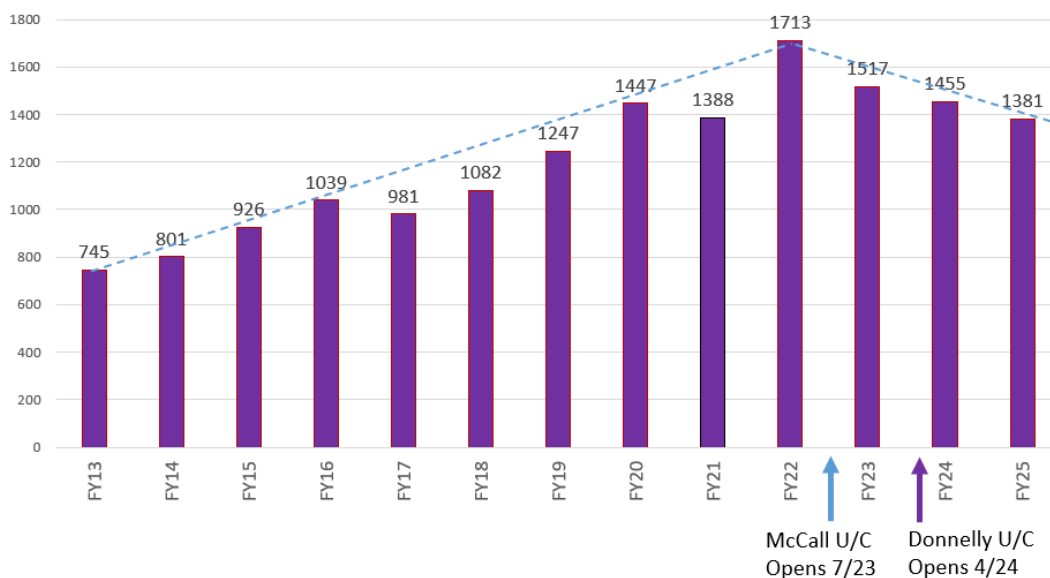


Emergency Care. When it comes to Time Sensitive Emergencies, the keys to success are these features: Quick, Close, and Capable. CMC delivers on all 3 fronts – absolutely vital when it comes to heart attacks, strokes, and traumas – which CMC sees frequently. We are happy to care for patients in the ER but we recognize that it is more expensive for patients and insurers than the clinic setting. That was a driving force behind CMC opening our clinic in Donnelly 7 days per week in 2024. CMC sees walk-in patients in both Cascade and Donnelly, giving patients who have an acute/urgent condition more options for issues which aren't life threatening. As a result, we've seen our ER volumes fall as we take care of more patients in the clinic.

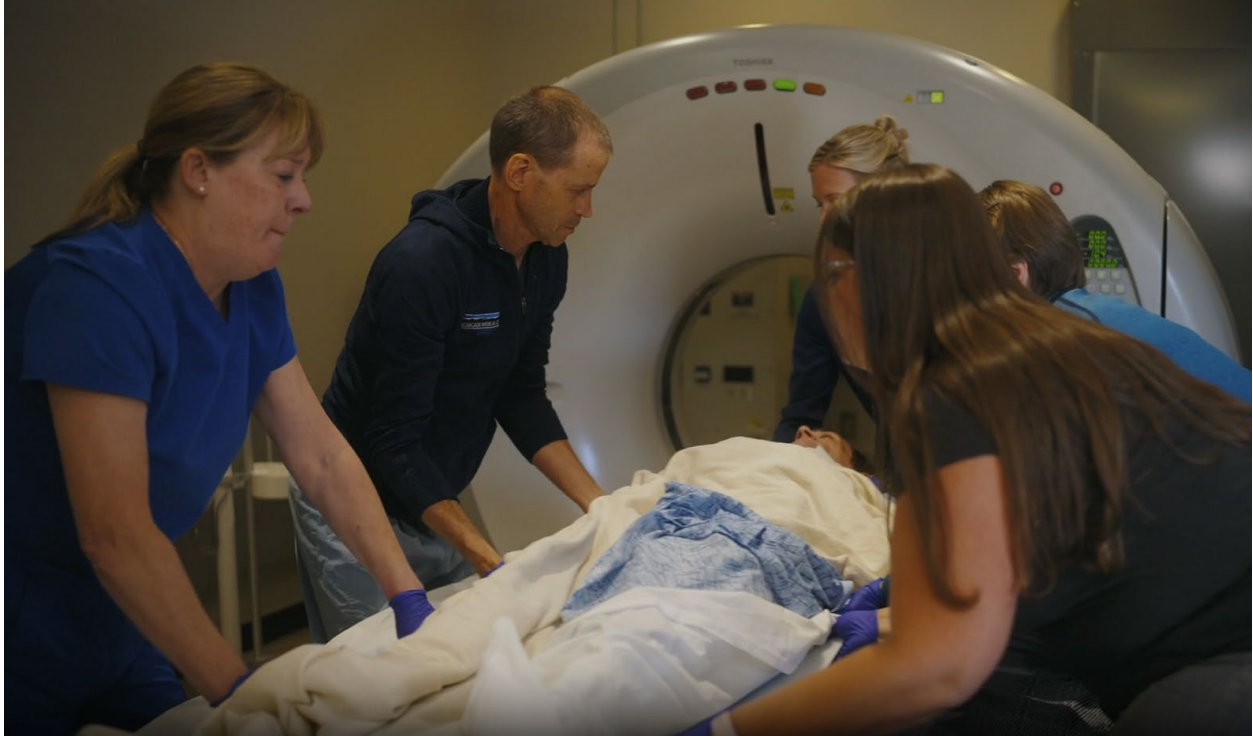


CMC also achieved an important objective by hiring our first ER-Boarded Physician, Julie Mills, DO. Dr. Mills has extensive training and experience in running both Emergency Departments and EMS agencies. As our ER Medical Director, Dr. Mills is focused on staff training and industry standard treatment protocols to achieve great patient outcomes.

ER Volumes by Fiscal Year



Radiology. In addition to CT and X-Ray imaging, we expanded our ER-based Ultrasound diagnostics in 2025. With new equipment and enhanced training for “FAST” exams (*Focused Assessment with Sonography for Trauma*) – our ER providers can better detect a hemorrhage in the abdomen and chest.

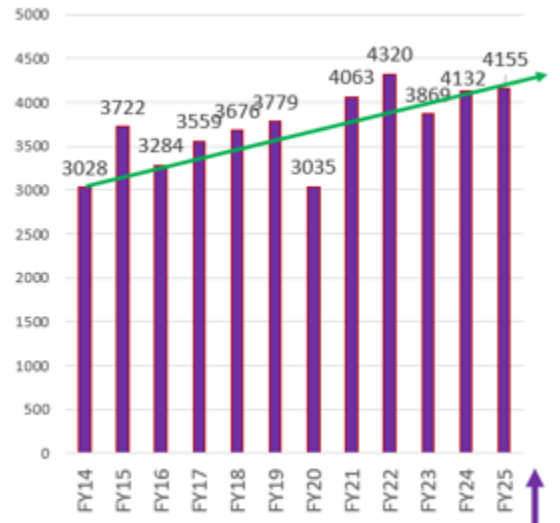


Laboratory. As a medium complexity lab, CMC is able to run lab tests and report them same day to our patients and providers. Our lab instruments are integrated with Epic MyChart so that as soon as the results are confirmed, they are dropped into the patient’s chart. This reduces waiting time for patients to see their results, providing peace of mind and quicker diagnosis. In FY25, CMC ran 3,396 lab tests in addition to “point of care” lab testing done in the Donnelly clinic and Cascade Family Practice.



Physical Therapy. Whether you need prehab, rehab, or ski-hab, our amazing therapists are here for you – now in both Cascade and Donnelly! CMC’s 5 therapists have skills and training that qualify them to get bodies working the way they should – from children to working adults to super-seniors in their 90s. We conduct therapy sessions in the gym, in the exam room, and in the pool. CMC has a great track record of success for patients with musculoskeletal problems, incontinence, back pain, balance issues, and weakness. We offer soft tissue massage, exercise, dry needling, and other modalities. Our goal is your goal – to get you back to living the life you want and keep you in the game.

Physical Therapy Sessions



Donnelly PT
open 12/25



CMC's Future. What's next? For starters, we remain focused on making sure that CMC has the resources necessary to take care of our community long-term. For a long time, CMC has grown our services and patient volumes in the same cramped space.

In 2020, we developed a vision for a medical campus in Cascade that would provide more advanced medical services and room for growth for many generations. The Hospital Board, Leadership, and Staff believed the plan would best serve the people in our health district that comprises three-quarters of Valley County. However, the plan came with a hefty price tag which the voters turned down in 2022 and again in 2023. Interviews with voters revealed that while they appreciate the medical center and want it to succeed, they felt the plan was too grand for what the community needs. They asked us to get creative and figure out more modest ways to update the hospital and accommodate growth.

In order to give the hospital and staff some necessary space relief and to meet other objectives, we implemented a few short-term solutions. In 2023, we created an overflow parking area on the lot east of the hospital. In 2024 CMC opened a clinic in Donnelly, relieving space pressure on the Cascade clinic location and making services more accessible to residents living at the north end of our hospital service area. In 2025 we did the same thing for Physical Therapy which opened in Donnelly in December. Also in 2025, we converted our hospital license to that of a Rural Emergency Hospital, allowing us to use inpatient bed space for other purposes.

Those actions bought us some time to develop a new expansion and modernization plan. Many community members would like to see the hospital remain in its current location and expand on-site. Logistically this is very challenging because the hospital is on a 1.6 acre lot. The other lot owned by the hospital is just 0.6 acres and sits on the other side of LeFever Drive from the hospital. With LeFever's right-of-way width, and related setbacks, the envelope for expanding the hospital is too limited. There are two residences located on LeFever Drive and they must be able to get in and out. In the coming months we plan to explore alternatives for how those residents can access their homes if LeFever were to be vacated. We will work directly with those residents, our other neighbors, and City officials to see what options will work for everyone.


The graphics on the following page reveal the space constraints that challenge CMC as well as the expansion options available on our current campus.

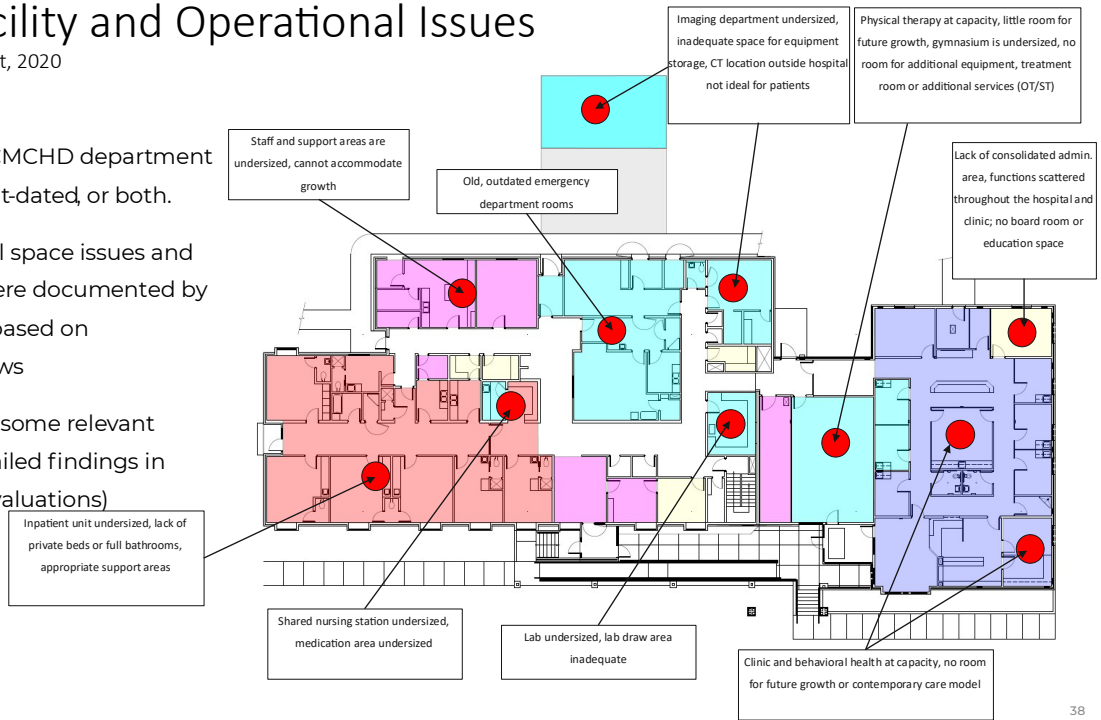
Findings from 2020 Study of CMC Space Constraints and on-site expansion options

Major Facility and Operational Issues

Wipfli site assessment, 2020

- Every single CMCHD department is too small/put-dated, or both.
- Departmental space issues and challenges were documented by department based on tours/interviews
- Map samples some relevant findings (detailed findings in supporting evaluations)

 Priority issue



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Site Assessment

(Wipfli site assessment, 2020)

- The existing hospital sits on 1.56 acres, with an adjacent helipad and open land of .64 acres separated by a public street (Lefever Drive)
 - ▶ Typically Wipfli recommends at least 10-15 acre sites for new Critical Access Hospitals to allow for growth and expansion and eventual long-term regeneration of the hospital
 - ▶ The existing site is extremely constrained and expansion zones are limited by topography and the public street; any growth will displace parking which is already tight on campus
- Site has limited long-term future contiguous expansion capability due to Lefever Drive which breaks up two sites
- Topography on west and north limit expansion
- Lack of adequate and accessible parking during peak times for patients
- Complaints about ADA accessibility of ramp



FY2025 Audited Financial Results

CMC exceeded its financial goals in 2025, a necessary achievement given the challenges we faced in 2024. After posting a net loss of \$2.2 million in 2024, our net gain of \$ in 2025 put us back on the path to reinvest in our people, equipment, and building going forward.

The key driver of our financial improvement was our conversion from a Critical Access Hospital license to a Rural Emergency Hospital license in January of 2025. Given the hospital's low and decreasing use of inpatient beds, the conversion better aligns our operating license with what we actually do – which is emergency and outpatient medicine. This license change provides CMC with a monthly revenue stipend from Medicare which gives the hospital predictable revenue necessary to maintain operations and always be ready for whatever emergency walks or rolls in the door, 24x7.

The Finance Committee of the Board and full Board of Trustees review financial results monthly as part of their governance responsibilities. The following pages are excerpts from the official FY25 Financial Audit conducted by Eide-Bailly LLC. The full audit is available upon request to info@cmchd.org.

Cascade Medical Center Hospital District
Statement of Net Position
September 30, 2025

Assets and Deferred Outflows of Resources

Current Assets

Cash and cash equivalents	\$ 1,258,422
Cash equivalents in external investment pool	3,968,119
Receivables	
Patient, net of estimated uncollectibles of \$267,162	733,485
REH receivable	1,035,093
Estimated third-party payor settlements	430,798
Taxes	1,177,515
Prepaid subscription IT assets	685,633
Supplies and prepaid expenses	<u>221,526</u>
Total current assets	<u>9,510,591</u>

Capital Assets

Capital assets not being depreciated	157,370
Capital assets being depreciated, net	<u>1,461,376</u>
Total capital assets	<u>1,618,746</u>

Total assets 11,129,337

Deferred Outflows of Resources-Retirement Pension Plan

630,849

Total assets and deferred outflows of resources \$ 11,760,186

Cascade Medical Center Hospital District
Statement of Net Position
September 30, 2025

Liabilities, Deferred Inflows of Resources and Net Position

Current Liabilities

Accounts payable	\$ 208,297
Accrued expenses	
Salaries and wages	368,560
Compensated absences	56,331
Deferred revenue	<u>3,200</u>

Total current liabilities 636,388

Net Pension Obligations 2,114,922

Total liabilities 2,751,310

Deferred Inflows of Resources

Retirement pension plan	1,089,481
Property taxes	<u>1,123,959</u>

2,213,440

Net Position

Investment in capital assets	1,618,746
Unrestricted	<u>5,176,690</u>

Total net position 6,795,436

Total liabilities, deferred inflows of resources,
and net position \$ 11,760,186

Cascade Medical Center Hospital District
Statement of Revenues, Expenses, and Changes in Net Position
Year Ended September 30, 2025

Operating Revenues	
Net patient service revenue, net of provision for bad debts of \$621,843	\$ 5,838,060
REH facility payment	2,463,222
Other revenue	<u>37,590</u>
Total operating revenues	<u>8,338,872</u>
Operating Expenses	
Salaries and wages	4,658,754
Defined benefit pension plan benefits	302,116
Employee benefits other than pension plan benefits	863,716
Professional fees and purchased services	1,016,556
Supplies	519,899
Insurance	96,953
Utilities	98,018
Depreciation and amortization	303,025
Repairs and maintenance	57,047
Other	<u>302,062</u>
Total operating expenses	<u>8,218,146</u>
Operating Income	<u>120,726</u>
Nonoperating Revenues (Expenses)	
Property taxes	1,163,766
Grants and contributions	119,268
Interest income	<u>188,500</u>
Net nonoperating revenues	<u>1,471,534</u>
Revenues in Excess of Expenses Before Capital Contributions	1,592,260
Capital Contributions and Grants	<u>306,863</u>
Change in Net Position	1,899,123
Net Position, Beginning of Year	<u>4,896,313</u>
Net Position, End of Year	<u><u>\$ 6,795,436</u></u>