
Agenda

1. **6:00 - Call to Order**
 - a. Introductions as needed
 - b. Business from audience
2. **6:05 - Consent Agenda** – See separate Consent Agenda – *Action (vote)*
3. **6:10 - Patient Story** – Lauri Bolton– *Info*
4. **6:15 – Integrative Therapy Program, Josh Martin – Info**
5. **Executive Reports**
 - a. 6:30 – Quality Report and Dashboard, Tammy Moore, DNP – *Info*
 - b. 6:45 – Finance Report, Ron Hulscher – *Info*
 - c. 7:00 – Executive Report, Josh Martin– *Info*
6. **Commissioner Business**
 - a. 7:20- Resolution 2018-03 Surplus Property– *Action (vote)*
 - b. 7:30 – Medical Staff Privileges – *Action (vote)*
 - i. Molly Mellon, ARNP – Reappointment - Family Medicine
 - ii. Belinda Lear, MD – Initial Appointment – Family Medicine
 - iii. Jessie Norton, PA – Reappointment – Urgent Care
 - iv. Diane DeVita, MD – Initial Appointment – Emergency Medicine
 - v. Steve Hutton, MD – Initial Appointment - Pediatrics
 - vi. Joseph Kohn, ARNP – Initial Appointment – Family Medicine
 - vii. Mimi Syed, DO – Initial Appointment – Emergency Medicine
 - viii. Tammy Moore, DNP – Reappointment – Family Medicine
 - ix. Robert Grumbo, MD – Initial Appointment – Emergency Medicine
 - x. Brianne Hoffman, PA – Reappointment – Urgent Care/Family Medicine
 - xi. Terra Grandmason, ARNP – Reappointment – Family Medicine
 - xii. Mary Ellen Biggerstaff, DNP – Reappointment – Family Medicine
 - xiii. Cedric Simpson, MD – Initial Appointment – Emergency Medicine
 - xiv. Clyde Hanson, DO – Initial Appointment – Emergency Medicine
 - xv. Carl Skinner, MD – Reappointment – Emergency Medicine
 - c. 7:40 – Board Bylaws – *Action (vote)*
 - d. 7:55- Board Residency Requirement– *Info*
 - e. 8:00 – Hot Topic Article “Making Wellness Programs Personal” - *Discussion*
 - i. *How can employers and health plans motivate people to actually use wellness programs to improve their health and well-being?*
 - ii. *How do we engage the same principals to engage our community in making wellness programs more personal?*
 - f. 8:15– Meeting Evaluation – Gary Thumser
7. **8:20 - Executive Session-** *(g) qualifications of applicant or review performance of public employee/elective office– Action (vote)*

8. 8:40 - Adjournment

Upcoming events: - **BOLD** events indicate desired Commissioner attendance.

- **March 22, 2018 – Board of Commissioners Public Record Training | Hulscher Conference Room**
- **April 30, 2018 – WSHA CEO and Trustee Summit | Crowne Plaza Seattle Airport**
- **May 11, 2018 – 11th Annual Celebrity Golf Tournament | Salish Cliffs Golf Club**
- **June 24-27, 2018 - WSHA and AWPHD 42nd Annual Rural Hospital Leadership Conference | Lake Chelan Campbell's Resort**
- **June 27-28, 2018 – Board Planning Session | Lake Chelan, WA Grandview on the Lake**
- **June 28, 2018- Regular Board Meeting | Lake Chelan, WA Grandview on the Lake 9:00 am**

Consent Agenda

A very useful technique involves the use of a consent agenda. The board agenda planners (usually the executive or governance committee, but occasionally the board chair with the CEO) divide agenda issues into two groups of items. The first are those items that must be acted on because of legal, regulatory, or other requirements, but are not significant enough to warrant discussion by the full board. Such issues are combined into a single section of the board agenda book; members review these materials prior to the meeting, and if no one has any questions or concerns, the entire block of issues is approved with one board vote and no discussion. This frees up a tremendous amount of time that would otherwise be squandered on minor issues. Any member can request that an item be removed from the consent agenda and discussed by the full board. The success of the consent agenda is predicated upon all board members reading the material in the consent agenda section of the board agenda book. If they do not, then the board becomes a veritable rubber stamp. The second group of agenda items are those important issues that require discussion, deliberation, and action by the board. These are addressed one by one.

Executive Session Justification

Executive Session is convened to discuss the following topics, as permitted by the cited sections of the Revised Code of Washington (RCW):

- Executive session (RCW 42.30.110)
 - (a) national security
 - (b) (c) real estate
 - (d) negotiations of publicly bid contracts
 - (e) export trading
 - (f) complaints against public officers/employees
 - (g) qualifications of applicant or review performance of public employee/elective office
 - (h) evaluate qualifications of candidate for appointment to elective office
 - (i) discuss claims with legal counsel
 - existing or reasonably expected litigation
 - litigation or legal risks expected to result in adverse legal or financial consequences
 - presence of legal counsel alone does not justify executive session
 - QI/peer review committee documents and discussions
- Final action must be in open meeting

Consent Agenda

Minutes – January 25, 2018	Board Meeting Minutes
Payroll Warrants	\$ 1,263,960
A/P Operations Disbursements	\$ 719,328
A/P Construction Disbursements	\$ 953,673
Community Care	\$ 56,832
Bad Debt	\$ 291,474
Property Tax Credit	\$ 868
TOTAL	\$ 3,286,135

NOTE: For the Period January 1-31, 2018



BOARD OF COMMISSIONER MEETING MINUTES
January 25, 2018

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/ FOLLOW-UP
CALL TO ORDER	<p>6:00pm-CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order at 6:00 pm by Board Chair Andrew Hooper</p> <p>Commissioners present: Andrew Hooper, Brent Meldrum, Louie Figueroa, Georgette Hiles and Gary Thumser</p> <p>Also Present: Josh Martin, Lauri Bolton, Ron Hulscher, Tammy Moore, Lauren Day, Jori Stott, Tiffany Peek, Cecelia Tapp, Jennifer Mooney, Joy Iversen, Andrew Burton, Rachel Brown, Rod White, Matthew Palcich, Nicole Simons, Tracey Antrobus, Brandon Smith, Renee Smith, Michelle Marti, DonnLee KiviAasen, Kevin Bennett and Betty Bennett.</p> <p>Dr. Ken Dietrich, CMO was absent and excused.</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u> None</p>	
CONSENT AGENDA	<p>CONSENT AGENDA-SEE SEPARATE CONSENT AGENDA</p>	<p><i>Gary Thumser made a motion to approve the consent agenda as written. Louie Figueroa seconded the motion. The motion was approved unanimously.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> Lauri Bolton shared a patient success story about a referral to care coordination from the Same Day clinic (See story for more details) 	

BOARD OF COMMISSIONER MEETING MINUTES

January 25, 2018

	<ul style="list-style-type: none"> Andrew Hooper shared a story from one of his clients who informed him they moved their entire family to SPMC primary care clinics due to a positive experience in Urgent Care. 	
<p>GUEST PRESENTATION</p>	<p>2017 Year End Review</p> <ul style="list-style-type: none"> Josh Martin presented the 2017 Annual Review (See prezi and report for more details) Gary Thumser wanted to recognize all of the staff for their hard work in 2017. Andrew Hooper shared most hospitals would be excited to complete one of our strategic objectives. Andrew Hooper conveyed there is no way the Board could express how grateful they are for the success of Summit's staff. Andrew Hooper led an apple cider toast to the staff for their hard work in 2017. 	
<p>COMMITTEE REPORTS</p>	<p>Quality Improvement Annual Review– Tammy Moore, DNP</p> <ul style="list-style-type: none"> Tammy Moore, DNP presented the Quality Improvement Annual Review. (See report and dashboard for more details) Brent Meldrum and Louie Figueroa provided feedback that the community has expressed positive feedback regarding the Urgent Care and Emergency Department. They both stated people drive out of their way to seek care at Summit due to level of quality offered. <p>Finance Report – Ron Hulscher, Interim CFO</p> <ul style="list-style-type: none"> Ron Hulscher presented the Finance Report. (See report and dashboards for more details) Ron Hulscher and Josh Martin reviewed the WRHC comparison graphs. Ron shared that the ED admitted 94% of our inpatient admissions in 2017. 25% of our business is a commercial payor mix. 	<p><i>Louie Figueroa made a motion to approve the 2018 Quality Improvement Plan. Brent Meldrum seconded the motion. The motion was approved unanimously.</i></p>

BOARD OF COMMISSIONER MEETING MINUTES

January 25, 2018

<p>COMMISSIONER BUSINESS</p>	<p>Resolution 2018-01 Compensation Limit</p> <ul style="list-style-type: none"> Ron Hulscher reviewed Resolution 2018-01 Compensation Limit which per RCW sets the limit of compensation an officer or commissioner can earn from the district outside of their contract/ stipends. Louie Figueroa questioned whether Andrew Hooper could participate in vote. Ron Hulscher shared that wages are set by the CPI index which is increased annually per statute making it permissible for Andrew Hooper to vote. <p>Resolution 2018-02 Surplus Property</p> <ul style="list-style-type: none"> Matthew Palcich provided an overview of Resolution 2018-02 Surplus Property. <p>Medical Staff Privileges</p> <ul style="list-style-type: none"> Most of the providers that are being submitted for privileges are a part of our new telepsych program with Forefront. The following providers were presented for privileging: <ul style="list-style-type: none"> Michael Ruthrauff, MD – Telepsych- Initial Appointment by proxy Sandra Kalnins, DO – Telepsych- Initial Appointment by proxy Susan Goranson, ARNP – Telepsych – Initial Appointment by proxy Ginette Di Domenico, ARNP – Telepsych – Initial Appointment by proxy Valerie McWhorter, MD – Pathology – Re-appointment Kelly Lloyd, MD – Pathology – Re-appointment Ryan Gould, MD – Emergency Medicine – Re-appointment Brian Lear, MD – Appointment – Family Medicine/Primary Care 	<p><i>Gary Thumser made a motion to approve Resolution 2018-01 Compensation Limit. Brent Meldrum seconded the motion. The resolution was approved unanimously.</i></p> <p><i>Louie Figueroa made a motion to approve Resolution 2018-02 Surplus Property. Georgette Hiles seconded the motion. The resolution was approved unanimously.</i></p> <p><i>Louie Figueroa made a motion to approve the Medical Staff privileges as presented on the agenda as they have been vetted by the privileging and credentialing committee. Gary Thumser seconded the motion. The motion was approved by unanimous vote.</i></p>
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BOARD OF COMMISSIONER MEETING MINUTES
January 25, 2018

	<p>Chelan Retreat</p> <ul style="list-style-type: none"> • Discussion was had regarding adding a day to the Annual Rural Hospital and AWP/HD Retreat held June 24-27 2018 in Chelan, WA. • Commissioners discussed adding time following the retreat June 27-28, 2018 to provide time for commissioners to debrief ideas and have robust discussion with WSHA representatives. • Josh Martin stated it is common for hospitals to stay an extra day however it would conflict with the regular scheduled board meeting. • Discussion was had regarding adding a half day after the Chelan retreat June 27, 2018. • Governance Committee will prep the content agenda for the debrief meeting the night prior to the meeting Wednesday, June 27, 2018. <p>Board Bylaws</p> <ul style="list-style-type: none"> • The Board Governance Committee is reviewing the Board Bylaws. • Andrew Hooper brought to discussion that the current Bylaws provide verbiage regarding the Board's ability to choose a CFO and auditor. • Discussion was had regarding whether or not it is appropriate for the Board to continue to have the verbiage regarding CFO selection in the Bylaws. • The expectation from the Board is to have the CEO choose the CFO due to the crucial relationship of CEO and CFO • Josh Martin provided an update on CFO recruitment process. • Andrew Hooper discussed continuing education expectation referenced in the Board Bylaws. • Discussion was had regarding what happens if commissioners do not meet the standard and who tracks the hours. • The Board Bylaws will be reviewed and voted upon at the next meeting. 	<p><i>Georgette Hiles made a motion to move the June 28, 2018 regular Board meeting to 9:00 am in Chelan, WA. Brent Meldrum seconded the motion. The motion was approved by unanimous vote.</i></p>
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BOARD OF COMMISSIONER MEETING MINUTES

January 25, 2018

	<ul style="list-style-type: none"> • Jori Stott will send out the proposed changes to the Board Bylaws in advance with tracked changes. <p>Hot Topic Article Discussion “When the Therapist is a Piece of Software”</p> <ul style="list-style-type: none"> • The Hot Topic article “When the Therapist is a Piece of Software” was reviewed and discussed by the Board. • Discussion was had regarding how comfortable our community is with technology and generational preferences. • Discussion was had regarding the pros and cons of telepsych. • There was concern regarding how information is disseminated back to the PCP for continuity of care. • Tanya Weber, Care Coordinator will be sending notes from Forefront back to the PCP. • Discussion was had regarding how the commissioners can help staff embrace telepsych technology. • Suggestions included working with Elma school district to provide training in a computer lab to learn more about basic computer skills. <p>Wrap Up</p> <ul style="list-style-type: none"> • Andrew Hooper facilitated the meeting evaluation: • Commissioners liked the robust content, great staff attendance and concise delivery of information. • Great job Georgette Hiles on her first ever meeting as commissioner! • Josh Martin reviewed upcoming events (See agenda for more details) • April 30, 2018 is the WSHA CEO Trustee Safety Summit in SeaTac.
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BOARD OF COMMISSIONER MEETING MINUTES

January 25, 2018

ADJOURNMENT	<ul style="list-style-type: none">The regular session of the Board of Commissioner's meeting adjourned at 8:28 pm.	<i>Gary Thumser made a motion to adjourn the meeting. Georgette Hiles seconded the motion. The motion was approved by unanimous vote.</i>
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RECORDING SECRETARY

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BOARD SECRETARY

January 2018

Overall January was a break-even month. Revenue was short of budget but conversely expenses were also 10% under budget. We have basically stabilized the operation after a year of implementing the MEDITECH system. We still have challenges with the MEDITECH system but are working to gradually resolve them.

Volumes

Inpatient acute days exceeded budget while Swing days were low. Urgent Care continues to see large numbers of patients having 1684 visits in January. The clinics combined were 2% over budget for visits. Emergency Dept. visits exceeded budget by 10%.

Revenue and Expenses

Total revenue was 5% short of budget. Some of this shortfall is the lag caused by our system in that there is January revenue in the pipeline that will flow into February. Total expenses were 10% below budget. Expenses will draw closer to the budget in future months. We will focus on keeping expenses in line with the revenue. We had a breakeven for the month compared to budget income of \$68,476.

Balance Sheet

Cash has stabilized. This is positive as in prior months we experienced the outflow of funds related to our share of construction costs. At month end it was 79 days. Accounts Receivable held at 77 days.

Income Statement January 2018

	MTD ACTUAL	MTD BUDGET	MTD VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE
Gross Operating Revenue						
Inpatient Revenue	471,591	792,857	(321,266)	471,591	792,857	(321,266)
Outpatient Revenue	1,954,669	1,660,362	294,307	1,954,669	1,660,362	294,307
EFM Clinic Revenue	156,797	210,895	(54,098)	156,797	210,895	(54,098)
MHC Clinic Revenue	156,567	229,457	(72,890)	156,567	229,457	(72,890)
SPHC Clinic Revenue	265,300	251,226	14,074	265,300	251,226	14,074
UC Clinic Revenue	252,637	273,216	(20,579)	252,637	273,216	(20,579)
Emergency Revenue	3,101,704	3,302,922	(201,218)	3,101,704	3,302,922	(201,218)
Gross Operating Revenue	6,359,265	6,720,935	(361,670)	6,359,265	6,720,935	(361,670)
Revenue Deductions						
Medicare Contractual	1,134,927	1,442,449	(307,522)	1,134,927	1,442,449	(307,522)
Medicaid Contractual	1,693,004	1,357,692	335,312	1,693,004	1,357,692	335,312
Other Contractual	533,419	720,413	(186,994)	533,419	720,413	(186,994)
Bad Debt Expense	283,118	152,835	130,283	283,118	152,835	130,283
Community Care	56,442	50,945	5,497	56,442	50,945	5,497
Administrative Adjustments	25,620	33,604	(7,984)	25,620	33,604	(7,984)
Total Revenue Deductions	3,726,530	3,757,938	(31,408)	3,726,530	3,757,938	(31,408)
Other Revenue						
Clinic Enhancement	166	-	166	166	-	166
Other Operating Income	20,277	80,119	(59,842)	20,277	80,119	(59,842)
Disproportionate Share	-	8,493	(8,493)	-	8,493	(8,493)
Total Other Revenue	20,443	88,612	(68,169)	20,443	88,612	(68,169)
Net Operating Revenue	2,653,178	3,051,609	(398,431)	2,653,178	3,051,609	(398,431)
Operating Expenses						
Salaries and Wages	1,360,100	1,624,391	(264,291)	1,360,100	1,624,391	(264,291)
Employee Benefits	304,471	312,273	(7,802)	304,471	312,273	(7,802)
Professional Fees	99,598	119,052	(19,454)	99,598	119,052	(19,454)
Supplies	160,337	175,369	(15,032)	160,337	175,369	(15,032)
Utilities	27,383	37,259	(9,876)	27,383	37,259	(9,876)
Purchased Services	420,924	413,687	7,237	420,924	413,687	7,237
Insurance	11,149	11,488	(340)	11,149	11,488	(340)
Other Expenses	71,832	77,091	(5,259)	71,832	77,091	(5,259)
Rentals and Leases	14,500	7,859	6,641	14,500	7,859	6,641
Interest	67,787	68,540	(753)	67,787	68,540	(753)
Depreciation and Amortization	257,479	262,998	(5,519)	257,479	262,998	(5,519)
Total Operating Expenses	2,795,559	3,110,007	(314,448)	2,795,559	3,110,007	(314,448)
Net Income from Operations	(142,381)	(58,398)	(83,983)	(142,381)	(58,398)	(83,983)
Non Operating Revenue/(Expense)						
Tax Revenue	71,237	46,712	24,525	71,237	46,712	24,525
Misc Revenue	73,604	80,162	(6,559)	73,604	80,162	(6,559)
Total Non Operating Revenue/(Expense)	144,841	126,874	17,967	144,841	126,874	17,967
Net Income (Loss)	2,460	68,476	(66,016)	2,460	68,476	(66,016)

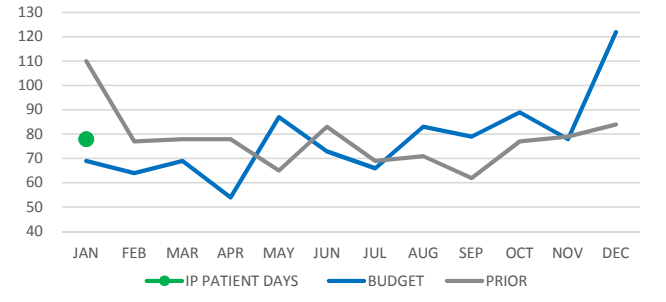
Balance Sheet as of January 2018

ASSETS	1/31/2018	12/31/2017	1 Month Variance	1/31/2017	12 Month Variance
Current Assets					
Operating Cash	4,902,856	4,864,353	38,503	7,724,108	(2,821,252)
Wellness Center Project Fund	27,954,905	29,024,778	(1,069,873)	-	27,954,905
Debt Reserve	1,339,442	1,339,442	-	1,339,442	-
Accounts Receivables	16,219,927	15,676,235	543,692	11,142,687	5,077,240
Less Allow for Uncollectables	(4,686,285)	(4,339,675)	(346,610)	(2,434,773)	(2,251,512)
Less Contractual Adjustments	(4,017,849)	(4,078,930)	61,081	(4,029,425)	11,576
Accounts Receivable - Net	7,515,793	7,257,630	258,163	4,678,489	2,837,303
Taxes Receivable	87,621	33,344	54,278	73,615	14,006
Other Receivables	485,563	820,852	(335,290)	276,846	208,717
Inventory	267,622	252,021	15,602	263,842	3,781
Prepaid Expenses	112,079	111,719	360	501,382	(389,303)
Total Current Assets	42,665,927	43,704,139	(1,038,212)	14,857,723	27,808,204
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,651,890	139
Land Improvements	364,672	364,672	-	364,672	-
Buildings	20,548,798	20,548,798	-	20,548,798	-
Equipment	7,891,554	7,882,161	9,393	4,069,378	3,822,176
Construction In Progress	4,473,631	4,059,712	413,919	3,648,463	825,168
Less Accumulated Depreciation	(11,118,310)	(10,860,831)	(257,479)	(8,138,063)	(2,980,247)
Net Property, Plant and Equipment	23,812,373	23,646,541	165,832	22,145,137	1,667,236
TOTAL ASSETS	66,478,300	67,350,680	(872,380)	37,002,861	29,475,439

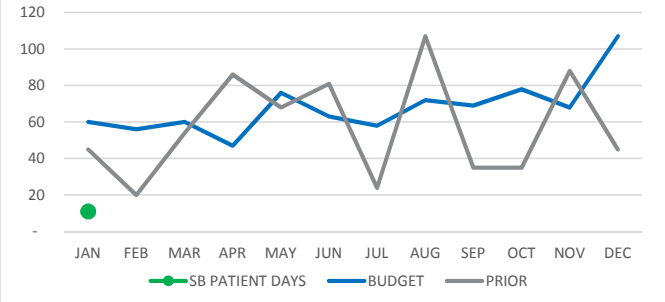
Balance Sheet as of January 2018

LIABILITIES	1/31/2018	12/31/2017	1 Month Variance	1/31/2017	12 Month Variance
Current Liabilities					
Accounts Payable	723,209	1,640,990	(917,782)	835,786	(112,577)
Other Payables	983,620	1,208,178	(224,557)	817,056	166,564
Payroll and Related Liabilities	1,559,718	1,437,718	122,000	1,888,748	(329,030)
Interest Payable	267,053	123,884	143,169	185,020	82,033
Third Party Settlement Payable	(436,075)	(436,075)	-	(878,075)	442,000
Other Current Liabilities	27,466	20,574	6,892	8,599	18,868
Current Maturities of LTD	702,192	675,618	26,574	654,526	47,666
Total Current Liabilities	3,827,182	4,670,885	(843,703)	3,511,660	315,523
Non Current Liabilities					
Long Term Debt Less Current Maturities	(702,192)	(675,618)	(26,574)	(654,526)	(47,666)
Bond Debt	51,199,239	51,203,801	(4,562)	21,750,408	29,448,831
Total Non Current Liabilities	50,497,047	50,528,183	(31,136)	21,095,882	29,401,165
TOTAL LIABILITIES	54,324,229	55,199,069	(874,840)	24,607,541	29,716,688
Net Assets					
Unrestricted Fund Balance	12,151,611	12,151,611	-	12,137,779	13,832
YTD Excess of Revenues	2,460	-	2,460	257,540	(255,080)
Total Net Assets	12,154,071	12,151,611	2,460	12,395,319	(241,248)
TOTAL LIABILITIES AND NET ASSETS	66,478,300	67,350,680	(872,380)	37,002,861	29,475,439

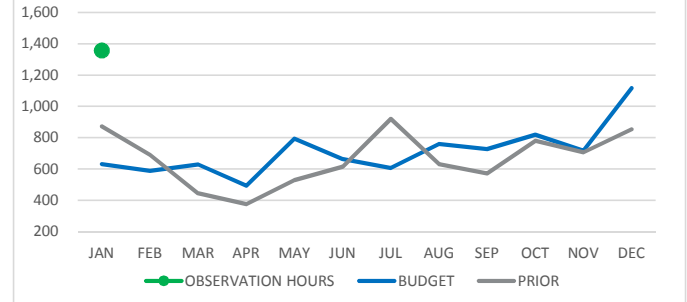
ACUTE CARE DAYS



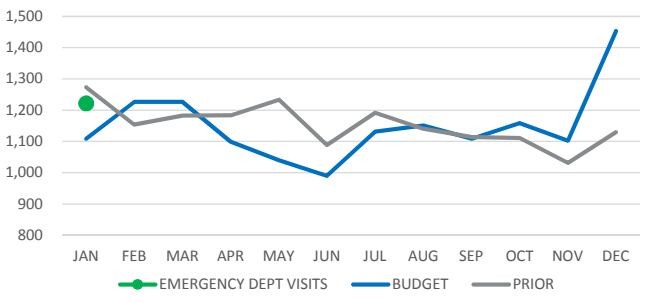
SWING BED DAYS



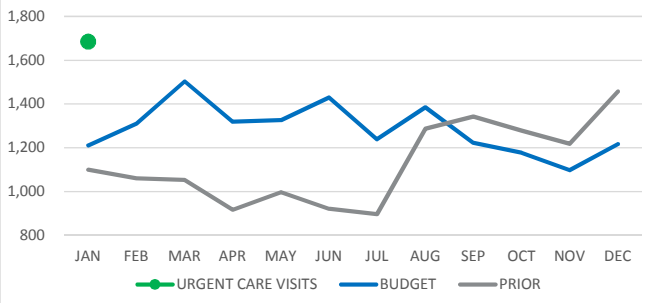
OBSERVATION HOURS



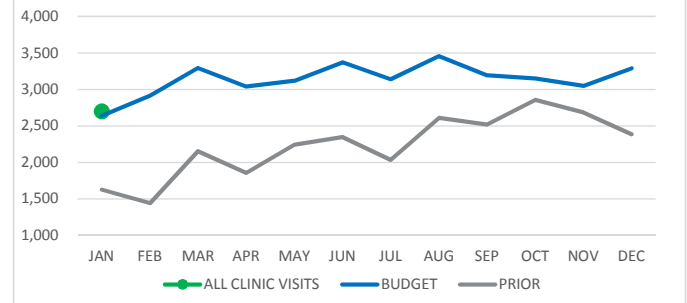
EMERGENCY DEPARTMENT VISITS



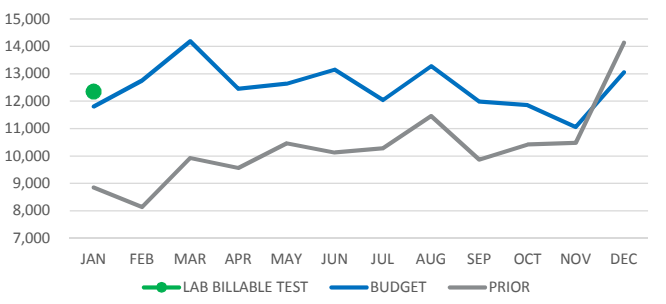
URGENT CARE VISITS



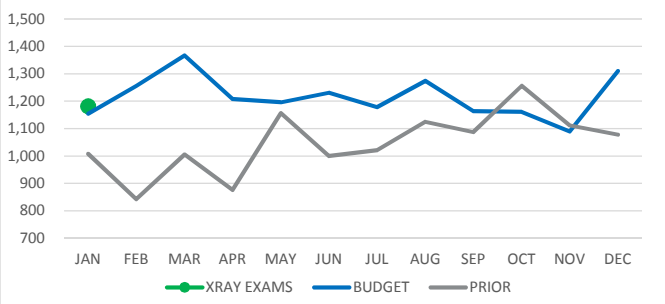
CLINIC VISITS



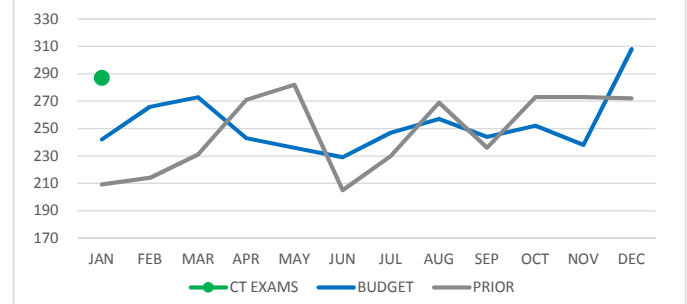
LAB TESTS



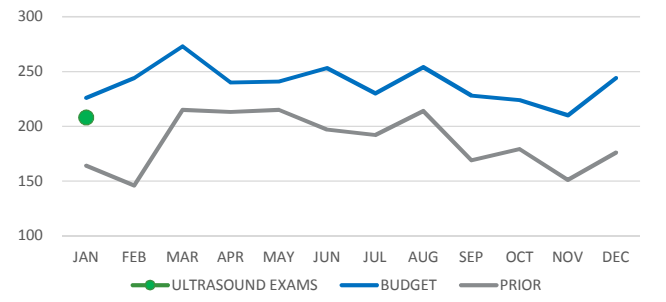
X-RAY EXAMS



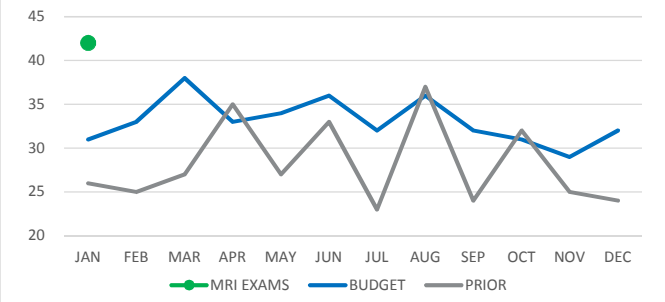
CT EXAMS

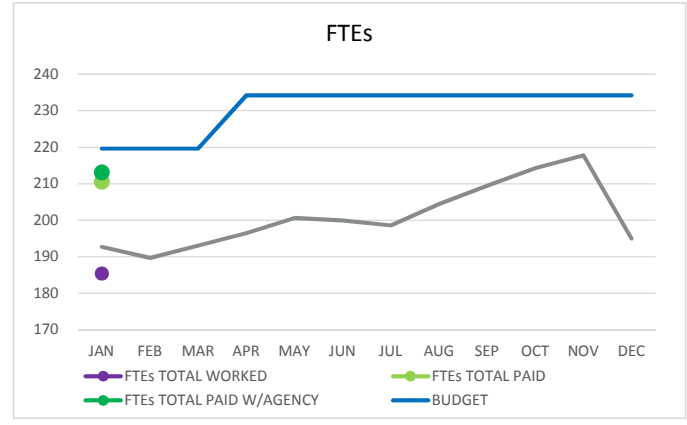
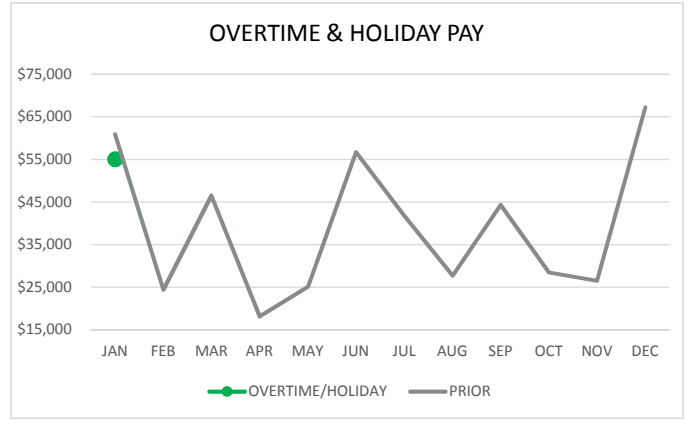
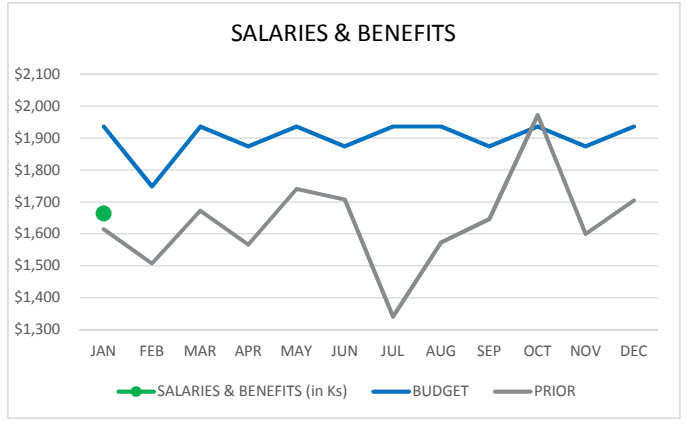
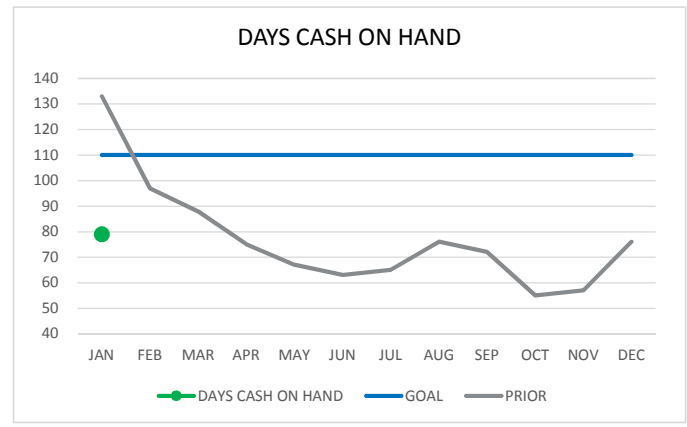
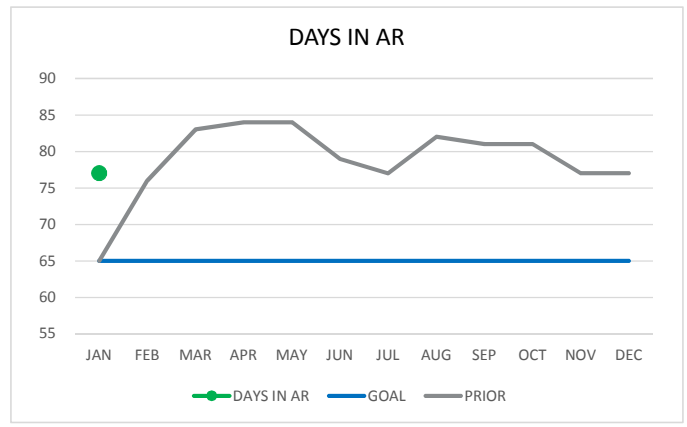
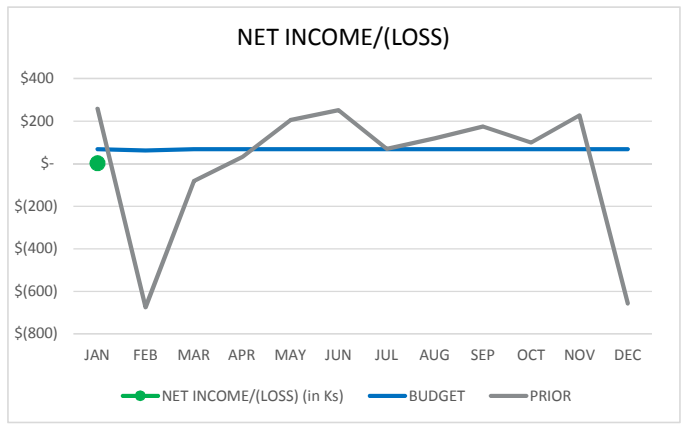
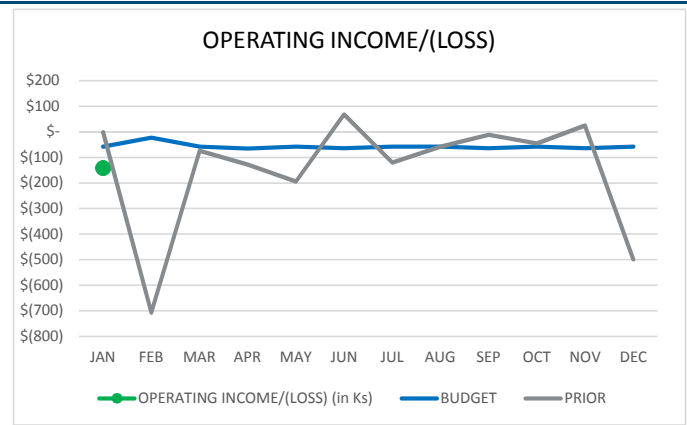
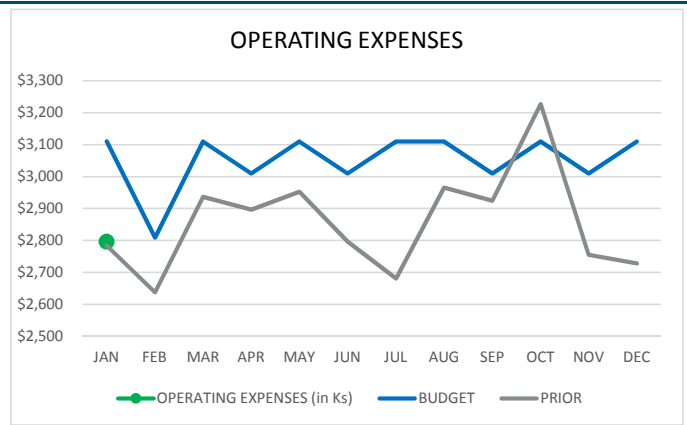
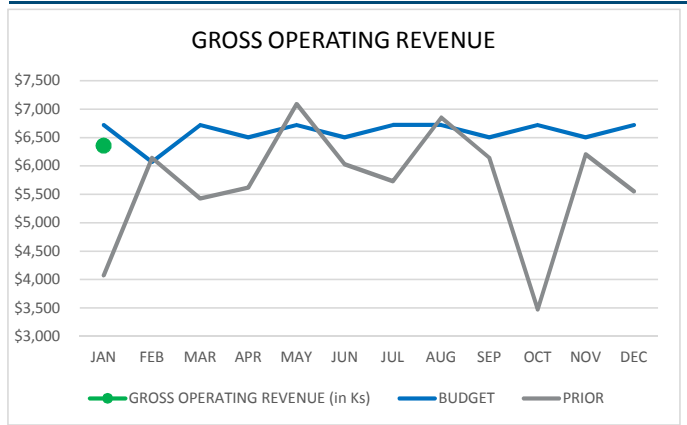


ULTRASOUND EXAMS



MRI EXAMS





2018	JAN
INPATIENT STATISTICS	
IP DISCHARGES	28
BUDGET	25
PRIOR	34
IP PATIENT DAYS	78
BUDGET	69
PRIOR	110
IP EMERGENCY ADMITS	27
BUDGET	25
PRIOR	29
IP AVERAGE LENGTH OF STAY	2.8
BUDGET	2.7
PRIOR	3.2
SB DISCHARGES	3
BUDGET	7
PRIOR	6
SB PATIENT DAYS	11
BUDGET	60
PRIOR	45
OUTPATIENT STATISTICS	
OBSERVATION HOURS	1,357
BUDGET	631
PRIOR	872
OBSERVATION STAYS	50
PRIOR	24
EMERGENCY DEPT VISITS	1,222
BUDGET	1,109
PRIOR	1,273
EFM CLINIC VISITS	793
BUDGET	767
PRIOR	474
MHC CLINIC VISITS	757
BUDGET	830
PRIOR	718
SPHC CLINIC VISITS	1,145
BUDGET	1,039
PRIOR	434
ALL CLINIC VISITS	2,695
BUDGET	2,636
PRIOR	1,626
URGENT CARE VISITS	1,684
BUDGET	1,210
PRIOR	1,099
ANCILLARY STATISTICS	
LAB BILLABLE TEST	12,343
BUDGET	11,809
PRIOR	8,854
XRAY EXAMS	1,181
BUDGET	1,154
PRIOR	1,008
CT EXAMS	287
BUDGET	242
PRIOR	209
ULTRASOUND EXAMS	208
BUDGET	226
PRIOR	164
MRI EXAMS	42
BUDGET	31
PRIOR	26
OTHER STATISTICS	
DAYS IN AR	77
GOAL	65
PRIOR	65
DAYS CASH ON HAND	79
GOAL	110
PRIOR	133