
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 - Business from Audience Follow Up**- Tammy Moore
4. **6:15- Patient Story**- Lauri Bolton
5. **6:20 – Telemedicine Summer MHA Project Presentation** –Will Pand - *Info*
6. **Executive Reports**
 - a. 6:35– Quality Report and Dashboard, Dr. Tammy Moore – *Info*
 - b. 6:50 – Finance Report, James Hansen – *Info*
 - c. 7:05 – Executive Report, Josh Martin– *Info*
7. **Commissioner Business**
 - a. 7:20 – Medical Staff Privileges – *Action (vote)*
 - i. David Kim, MD – Initial Appointment – Radiology
 - ii. Kenneth Hebert, MD- Initial Appointment – Radiology
 - iii. Germaine Johnson, MD –Initial Appointment - Radiology
 - iv. Jigish Patel, MD – Initial Appointment – Radiology
 - v. Marc Koenig, MD – Initial Appointment – Radiology
 - vi. Mark Mayhle, MD – Initial Appointment – Radiology
 - vii. Jennifer McEvoy, MD – Initial Appointment – Radiology
 - viii. Michael Peters, MD – Initial Appointment – Radiology
 - ix. Carter Yeatman, MD – Initial Appointment – Radiology
 - x. Scott Vanderheiden, MD – Initial Appointment – Radiology
 - xi. Felix Nautsch, MD – Initial Appointment – Radiology
 - xii. Ben Harmon, MD – Initial Appointment – Radiology
 - xiii. Ruben Krishnananthan, MD – Initial Appointment – Radiology
 - xiv. Kaylyn Wayman, ARNP – Initial Appointment – Family Medicine
 - b. 7:30 – Legislative Update – *Discussion*
 - c. 7:40 - Board Hill Visit
 - d. 7:50- Upcoming Events, Andrew Hooper
 - e. 7:50– Meeting Evaluation, Andrew Hooper
6. **8:00 - Executive Session-(b) (c) discuss real estate**
7. **8:30 – Adjourn**

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

- September 24-27, 2018 – Rural Advocacy Days | Washington, DC
- **September 28, 2018 12:00-3:00 pm Rescheduled Board Meeting | Kelsey Conference Room**
- **September 28, 2018 3:00-4:00 pm Board of Commissioner Wellness Center Walk Through | Wellness Center**
- **October 10-12, 2018 WSHA Annual Membership Meeting | Seattle Marriott Waterfront**
- **October 25, 2018 5:15 pm Annual 2019 Budget Public Hearing | Kelsey Conference Room**
- **November 2018 Board Hill Visit | Olympia, WA**

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



**BOARD OF COMMISSIONER MEETING MINUTES
July 26, 2018**

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/ FOLLOW-UP
CALL TO ORDER	<p>8:30 am-CALL TO ORDER</p> <p>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, Gary Thumser, Brent Meldrum, Louie Figueroa, and Georgette Hiles</p> <p>Also Present: Josh Martin, Dr. Tammy Moore, Lauri Bolton, Dr. Ken Dietrich, Ron Hulscher, James Hansen, Terry Franklin, Faye DeBard, Jori Stott, Baily Studer, Rachel Brown, Holly Greenwood, Nicole Simons, Hollie Weiberg, Dr. Laurie Belknap</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • Terry Franklin shared patient story regarding negative care received by her mother in the ED. Terry Franklin stated her mother should have been seen in Urgent Care rather than ED. Ms. Franklin expressed her displeasure for what her mother endured and stated that Summit Pacific needs to evaluate placement of patients and improve its process. • Terry Franklin exited after her comments. • Discussion regarding what is emergent versus urgent care and how to communicate to the community. 	<p><i>CCO Moore will review case and follow up directly with Ms. Franklin.</i></p>
CONSENT AGENDA	CONSENT AGENDA-SEE SEPARATE CONSENT AGENDA	<p><i>Commissioner Hiles made a motion to approve the consent agenda as presented. Commissioner Figueroa seconded the motion. The motion was approved unanimously.</i></p>



**BOARD OF COMMISSIONER MEETING MINUTES
July 26, 2018**

<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • Lauri Bolton shared patient stories (See patient stories for more detail) • Patient donated \$600 to the family campaign to thank the Acute Care Nursing Staff for exceptional care received. 	
<p>GUEST PRESENTATION</p>	<p>Strategic Plan Mid-Year Review</p> <ul style="list-style-type: none"> • CEO Martin presented the 2018 Strategic plan Mid-Year Review. (See report for more details) • The family campaign has raised \$225,000 as of today. • Staff are all engaged in transitional planning for the opening of the Wellness Center. • Over the next several weeks there will be rolling impacts with the current parking lot and entrance. • CFO Hansen provided an update on the Stewardship objective which has changed to a net income of 1.0%. He explained the reason and strategy for achieving the objective. • CXO Bolton shared employee engagement survey results. • CMO Dietrich provided presentation regarding Family Residency Program development and investigation. 	<p><i>Commissioner Figueroa moved that we formally approve SPMC ACGME accreditation application submission. Commissioner Thumser seconded the motion. The motion passed by unanimous vote.</i></p>
<p>COMMITTEE REPORTS</p>	<p>Quality Report and Dashboard– Tammy Moore, DNP</p> <ul style="list-style-type: none"> • CCO Moore presented the Quality Report and Dashboard. (See report and dashboard for more details) • Summit Pacific is doing better than national average for HCAHPS • CCO Moore reviewed the addition of the tissue donation dashboard and explained categories. • Request was made for a community education regarding tissue donation • Hand hygiene was 100% last month 	



**BOARD OF COMMISSIONER MEETING MINUTES
July 26, 2018**

	<p>Finance Report – James Hansen, CFO</p> <ul style="list-style-type: none"> • CFO Hansen presented the Finance Report. (See report and dashboards for more details) • June was a positive month of \$80,000 net income. • Days of cash on hand has improved. • There is a projection of 40 additional FTEs for the opening of the wellness center. <p>Executive Report – Josh Martin, CEO</p> <ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (See report for more details) • Great job to team who worked on CPAA RFP. 	
<p>COMMISSIONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • <i>Laurie Belknap, DO-Initial Appointment – Primary Care/Acute Care Unit</i> • <i>Ava Star, MD – Reappointment – Radiology</i> • <i>Alice Josafat, MD – Initial Appointment – Radiology</i> • <i>Philip Lowe, MD – Initial Appointment – Radiology</i> • <i>Timothy Neher, MD- Initial Appointment – Radiology</i> • <i>Garland McQuinn, MD – Initial Appointment- Radiology</i> • <i>Christopher Krol, MD – Initial Appointment – Radiology</i> • <i>David Atkins, MD – Initial Appointment – Radiology</i> • <i>Dawn Hastreiter, MD – Initial Appointment – Radiology</i> • <i>Alan Chan, MD – Initial Appointment – Radiology</i> • <i>John Edwards, MD – Initial Appointment – Radiology</i> • <i>David Bork, MD – Initial Appointment – Radiology</i> • <i>Samuel Boynton, MD – Reappointment - Radiology</i> • <i>Brandt Mohr, MD – Initial Appointment – Radiology</i> 	<p><i>Commissioner Thumser made a motion to approve the Medical Staff Privileges as presented on the agenda. Commissioner Figueroa seconded the motion. The motion was approved by unanimous vote.</i></p>



BOARD OF COMMISSIONER MEETING MINUTES

July 26, 2018

	<ul style="list-style-type: none">• <i>Ross Ondersma, MD – Initial Appointment – Radiology</i>• <i>Robert Hawkins, MD –Initial Appointment – Radiology</i>• <i>Jordan King, PA-C – Initial Appointment – Urgent Care</i>• <i>John McGowan, MD – Initial Appointment – Radiology</i>• <i>Lloyd Stambaugh, MD – Initial Appointment – Radiology</i>• <i>Carissa White, MD – Initial Appointment- Radiology</i>• <p>Resolution 2018-10 Approval of WRHC Interlocal Agreement</p> <ul style="list-style-type: none">• Holly Greenwood, Executive Director of the Washington Rural Health Collaborative provided an overview of Resolution 2018-10 Approval of WRHC Interlocal Agreement. <p>No Show Policy</p> <ul style="list-style-type: none">• CMO Dietrich shared changes to the No Show Policy.• Changes reflect industry standards (See policy for more details)• No show rates are already starting to decrease as a result.• Discussion regarding how SPMC ensures patients that are a high risk are not being impacted by new policy. <p>Legislative Update: Inside Olympia</p> <ul style="list-style-type: none">• Discussion regarding “senate committee eyes global budgets for rural providers”.• The collaborative was approved for \$100,000 to build a framework for shaping a rural network.• CCO Moore provided an update on WH PAC and the goal and how to donate.	<p><i>Commissioner Hiles made a motion to approve Resolution 2018-10 Approval of WRHC Interlocal Agreement. Commissioner Thumser seconded the motion. The resolution was approved by unanimous vote. Louie was not present for the vote.</i></p>
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BOARD OF COMMISSIONER MEETING MINUTES
July 26, 2018

	<p>Board Strategic Planning Retreat</p> <ul style="list-style-type: none"> • CEO Martin provided the Board with materials to prepare for the Annual Planning Retreat. • Chairman Hooper shared intent of providing preemptive questions to prompt thinking for next week’s session. <p>Meeting Evaluation</p> <ul style="list-style-type: none"> • Chairman Hooper facilitated meeting evaluation. • There was consensus from the Board that the meeting had lots of important content. 	
ADJOURNMENT	The regular session of the Board of Commissioner’s meeting adjourned at 8:45 pm.	<i>Commissioner Meldrum made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote.</i>

RECORDING SECRETARY

BOARD SECRETARY

August 2018

Overall

- \$93K Net Income
 - \$24K, 35.1% over the budget of \$68K
- Deductions from Gross Revenue are 60.0% for the month and 59.7% for the year
 - Budgeted deduction of 55.9% is understated and we expect to see this variance for the remainder of the year.

Volumes

- 64 Inpatient Acute Days
 - 15 under the budget of 79
- 41 Swing Days
 - 28 under the budget of 69
- 3,176 Clinic Visits
 - 21 under the budget of 3,197
- 1,311 Urgent Care Visits
 - Equal to the budget of 1,311
- 1,265 Emergency Department Visits
 - 93 over the budget of 1,172

Revenue and Expenses

- \$7.566M Net Operating Revenue
 - \$845K, 12.6% over budget of \$6.721M
- \$3.120M Operating Expenses
 - \$10K, .3% over budget of \$3.110M
- \$1.615M Salaries & Wages
 - \$9K, .6% under budget of \$1.624M
- \$362K Employee Benefits
 - \$50K, 16.1% over budget of \$312K
- 230 FTEs
 - 4.2, 1.7% under budget of 234.2

Balance Sheet

- 84 Days Cash on Hand
 - 4 days improvement from the prior month
- 65 Days in AR
 - 2 days improvement from the prior month

Income Statement July 2018

	MTD ACTUAL	MTD BUDGET	MTD VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE
Gross Operating Revenue						
Inpatient Revenue	698,097	792,856	(94,759)	4,825,969	5,422,125	(596,156)
Outpatient Revenue	1,831,719	1,660,361	171,358	13,546,315	11,354,741	2,191,574
EFM Clinic Revenue	256,500	210,896	45,604	1,736,574	1,442,251	294,323
MHC Clinic Revenue	241,358	229,457	11,901	1,570,420	1,569,187	1,233
SPHC Clinic Revenue	237,159	251,226	(14,068)	1,799,232	1,718,062	81,170
UC Clinic Revenue	220,363	273,217	(52,854)	1,840,144	1,868,448	(28,305)
Emergency Revenue	3,732,344	3,302,927	429,417	23,570,028	22,587,742	982,286
Gross Operating Revenue	7,217,539	6,720,940	496,599	48,888,681	45,962,556	2,926,125
Revenue Deductions						
Medicare Contractual	1,416,649	1,442,448	25,799	10,392,167	9,864,487	(527,680)
Medicaid Contractual	1,551,717	1,357,692	(194,025)	11,315,007	9,284,862	(2,030,145)
Other Contractual	1,013,904	720,413	(293,491)	5,095,819	4,926,696	(169,123)
Bad Debt Expense	174,379	152,835	(21,544)	1,615,470	1,045,193	(570,277)
Community Care	114,900	50,945	(63,955)	517,612	348,398	(169,214)
Administrative Adjustments	40,502	33,605	(6,897)	234,810	229,810	(5,000)
Total Revenue Deductions	4,312,051	3,757,938	(554,113)	29,170,885	25,699,446	(3,471,439)
Other Revenue						
Clinic Enhancement	11,317	-	11,317	11,605	-	11,605
Other Operating Income	115,710	80,123	35,587	275,891	547,925	(272,034)
Disproportionate Share	-	8,493	(8,493)	107,501	58,082	49,419
Total Other Revenue	127,027	88,616	38,411	394,997	606,007	(211,010)
Net Operating Revenue	3,032,515	3,051,618	(19,103)	20,112,793	20,869,117	(756,324)
Operating Expenses						
Salaries and Wages	1,747,971	1,624,387	(123,584)	10,669,335	11,108,719	439,384
Employee Benefits	303,434	312,275	8,841	2,363,367	2,135,540	(227,827)
Professional Fees	95,807	119,049	23,242	764,164	814,165	50,001
Supplies	201,307	178,150	(23,157)	1,260,442	1,218,365	(42,077)
Utilities	30,281	37,257	6,976	228,549	254,803	26,254
Purchased Services	496,848	411,321	(85,527)	2,899,848	2,812,914	(86,934)
Insurance	10,623	11,488	865	76,948	78,563	1,615
Other Expenses	87,246	77,090	(10,156)	487,459	527,278	39,819
Rentals and Leases	11,352	7,441	(3,911)	70,229	50,884	(19,345)
Interest	66,698	68,539	1,841	469,962	468,723	(1,239)
Depreciation and Amortization	211,256	262,998	51,742	1,524,337	1,798,565	274,228
Total Operating Expenses	3,262,822	3,109,995	(152,827)	20,814,642	21,268,519	453,877
Net Income from Operations	(230,307)	(58,377)	(171,930)	(701,848)	(399,402)	(302,446)
Non Operating Revenue/(Expense)						
Tax Revenue	42,919	46,712	(3,793)	360,465	319,452	41,013
Misc Revenue	62,670	80,162	(17,492)	530,339	548,203	(17,864)
Total Non Operating Revenue/(Expense)	105,589	126,874	(21,285)	890,804	867,655	23,149
Net Income (Loss)	(124,718)	68,497	(193,215)	188,955	468,253	(279,298)

Balance Sheet as of July 2018

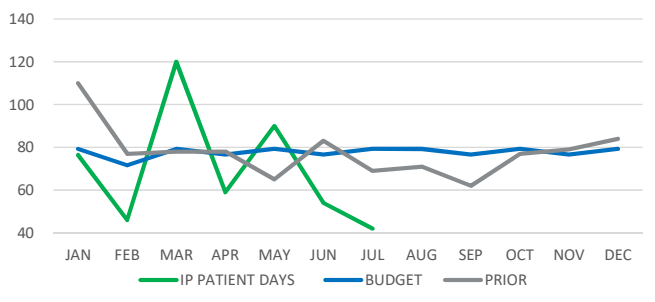
ASSETS	07/31/2018	06/30/2018	1 Month Variance	07/31/2017	12 Month Variance
Current Assets					
Operating Cash	6,079,831	5,407,104	672,727	3,870,054	2,209,777
Wellness Center Project Fund	19,931,871	19,898,805	33,066	-	19,931,871
Debt Reserve	1,339,442	1,339,442	-	1,339,442	-
Accounts Receivables	15,506,936	15,370,917	136,020	15,730,011	(223,075)
Less Allow for Uncollectables	(2,697,932)	(649,272)	(2,048,660)	(3,085,948)	388,016
Less Contractual Adjustments	(7,698,678)	(9,319,678)	1,621,000	(5,256,171)	(2,442,507)
Accounts Receivable - Net	5,110,326	5,401,967	(291,641)	7,387,892	(2,277,566)
Taxes Receivable	46,933	6,979	39,955	41,126	5,807
Other Receivables	130,530	14,629	115,900	411,316	(280,787)
Inventory	304,964	324,538	(19,574)	201,483	103,482
Prepaid Expenses	128,039	140,157	(12,120)	57,141	70,897
Total Current Assets	33,071,936	32,533,622	538,314	13,308,454	19,763,482
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,021	8
Land Improvements	364,672	364,672	-	364,672	-
Buildings	20,548,798	20,548,798	-	20,548,798	-
Equipment	7,896,676	7,891,501	5,175	7,722,405	174,271
Construction In Progress	16,830,409	13,316,191	3,514,218	1,559,755	15,270,654
Less Accumulated Depreciation	(12,385,611)	(12,174,354)	(211,256)	(9,579,266)	(2,806,345)
Property, Plant and Equipment - Net	34,906,973	31,598,836	3,308,137	22,268,384	12,638,589
TOTAL ASSETS	67,978,909	64,132,457	3,846,451	35,576,838	32,402,071

Balance Sheet as of July 2018

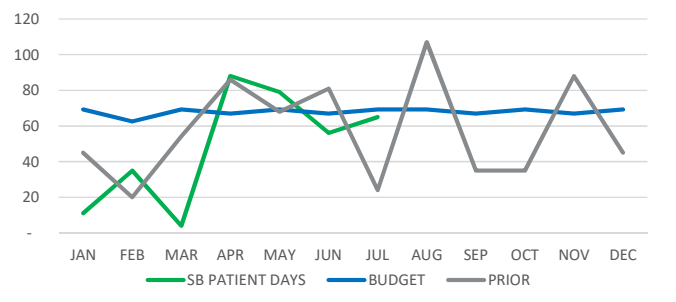
LIABILITIES	07/31/2018	06/30/2018	1 Month Variance	07/31/2017	12 Month Variance
Current Liabilities					
Accounts Payable	3,203,617	402,186	2,801,430	879,991	2,323,626
Other Payables	2,401,460	1,414,898	986,562	505,359	1,896,100
Payroll and Related Liabilities	1,585,427	1,528,168	57,258	1,349,955	235,472
Interest Payable	627,596	494,988	132,608	181,954	445,642
Third Party Settlement Payable	(210,394)	(190,800)	(19,594)	(878,075)	667,681
Other Current Liabilities	56,069	38,486	17,583	(1,166)	57,235
Current Maturities of LTD	702,192	702,192	-	676,573	25,619
Total Current Liabilities	8,365,966	4,390,118	3,975,848	2,714,591	5,651,375
Non Current Liabilities					
Long Term Debt Less Current Maturities	(702,192)	(702,192)	-	(676,573)	(25,619)
Bond Debt	50,850,368	50,855,046	(4,678)	21,410,814	29,439,554
Total Non Current Liabilities	50,148,176	50,152,854	(4,678)	20,734,241	29,413,935
Total Liabilities	58,514,142	54,542,972	3,971,170	23,448,832	35,065,310
Net Assets					
Unrestricted Fund Balance	9,275,812	9,275,812	-	12,073,136	(2,797,324)
YTD Excess of Revenues	188,955	313,673	(124,718)	54,870	134,085
Total Net Assets	9,464,767	9,589,485	(124,718)	12,128,006	(2,663,239)
TOTAL LIABILITIES & NET ASSETS	67,978,909	64,132,457	3,846,452	35,576,838	32,402,071

WORKDAYS		22.0	17.5	22.0	21.0	22.0	21.0	21.0	
2018		JAN	FEB	MAR	APR	MAY	JUN	JUL	YTP
INPATIENT STATISTICS									
IP DISCHARGES	▼	28	22	34	22	31	22	16	175
BUDGET		27	19	27	24	21	26	24	167
PRIOR		34	24	27	26	22	25	24	182
IP PATIENT DAYS	▼	76	46	120	59	90	54	42	487
BUDGET		79	72	79	77	79	77	79	542
PRIOR		110	77	78	78	65	83	69	560
IP EMERGENCY ADMITS	▼	27	22	34	20	31	22	16	172
BUDGET		27	19	27	24	21	26	24	167
PRIOR		29	21	27	25	22	25	24	173
IP AVERAGE LENGTH OF STAY	▼	2.7	2.1	3.5	2.7	2.9	2.5	2.6	2.8
BUDGET		3.0	3.7	3.0	3.2	3.8	2.9	3.4	3.2
PRIOR		3.2	3.2	2.9	3.0	3.0	3.3	2.9	3.1
SB DISCHARGES	▼	3	2	1	5	6	4	3	24
BUDGET		7	6	7	6	7	6	7	46
PRIOR		6	3	6	7	8	6	5	41
SB PATIENT DAYS	▼	11	35	4	88	79	56	65	338
BUDGET		69	63	69	67	69	67	69	473
PRIOR		45	20	54	86	68	81	24	378
OUTPATIENT STATISTICS									
OBSERVATION HOURS	▲	962	730	700	918	531	556	748	5,145
BUDGET		726	655	726	702	726	702	726	4,963
PRIOR		872	689	445	375	528	614	920	4,443
OBSERVATION STAYS	▼	33	28	27	32	20	26	19	185
PRIOR		24	23	16	13	19	22	31	148
EMERGENCY DEPT VISITS	▲	1,220	1,007	1,163	1,104	1,130	1,255	1,307	8,186
BUDGET		1,172	1,059	1,172	1,134	1,172	1,134	1,172	8,015
PRIOR		1,273	1,154	1,182	1,183	1,234	1,088	1,192	8,306
EFM CLINIC VISITS	▼	802	622	957	882	982	1,006	919	6,170
BUDGET		1,000	903	1,000	968	1,000	968	1,000	6,839
PRIOR		474	432	598	467	549	449	526	3,495
MHC CLINIC VISITS	▼	804	772	907	944	1,067	1,011	928	6,433
BUDGET		1,055	953	1,055	1,021	1,055	1,021	1,055	7,216
PRIOR		718	567	863	772	889	1,037	561	5,407
SPHC CLINIC VISITS	▼	1,193	901	1,245	986	1,106	951	1,055	7,437
BUDGET		1,142	1,031	1,142	1,105	1,142	1,105	1,142	7,807
PRIOR		434	440	692	615	801	857	948	4,787
ALL CLINIC VISITS	▼	2,799	2,295	3,109	2,812	3,155	2,968	2,902	20,040
BUDGET		3,197	2,887	3,197	3,094	3,197	3,094	3,197	21,861
PRIOR		1,626	1,439	2,153	1,854	2,239	2,343	2,035	13,689
URGENT CARE VISITS	▼	1,676	1,585	1,794	1,484	1,376	1,246	1,209	10,370
BUDGET		1,311	1,184	1,311	1,268	1,311	1,268	1,311	8,963
PRIOR		1,099	1,059	1,053	917	997	921	896	6,942
ANCILLARY STATISTICS									
LAB BILLABLE TEST	▼	12,343	10,380	13,298	11,725	11,576	11,393	11,080	81,795
BUDGET		12,761	11,526	12,761	12,349	12,761	12,349	12,761	87,268
PRIOR		8,854	8,131	9,921	9,566	10,459	10,122	10,276	67,329
XRAY EXAMS	▼	1,181	1,046	1,422	1,231	1,215	1,158	1,221	8,474
BUDGET		1,239	1,119	1,239	1,199	1,239	1,199	1,239	8,472
PRIOR		1,008	842	1,005	876	1,156	1,000	1,020	6,907
CT EXAMS	▲	287	268	321	327	288	314	413	2,218
BUDGET		258	233	258	249	258	249	258	1,762
PRIOR		209	214	231	271	282	205	230	1,642
ULTRASOUND EXAMS	▼	208	191	229	233	217	227	225	1,530
BUDGET		244	220	244	236	244	236	244	1,666
PRIOR		164	146	215	213	215	197	192	1,342
MRI EXAMS	▲	42	34	39	34	31	24	33	237
BUDGET		31	33	38	33	34	36	32	238
PRIOR		26	25	27	35	27	33	23	196
AR & CASH STATISTICS									
DAYS IN AR	▲	70	75	79	71	67	67	67	
GOAL		65	65	65	65	65	65	65	
PRIOR		65	76	83	84	84	79	77	
DAYS CASH ON HAND	▼	76	70	64	61	67	76	80	
GOAL		120	120	120	120	120	120	120	
PRIOR		133	97	88	75	67	63	65	
FTEs TOTAL PAID		211	219	219	225	229	231	227	223

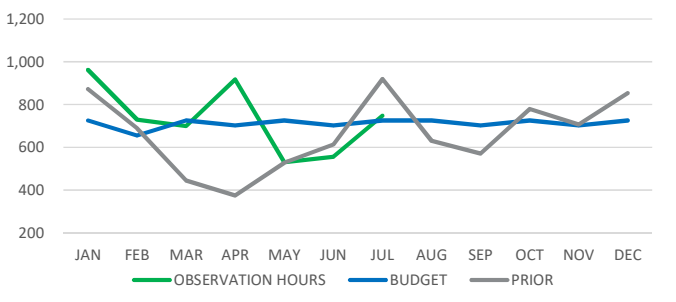
ACUTE CARE DAYS



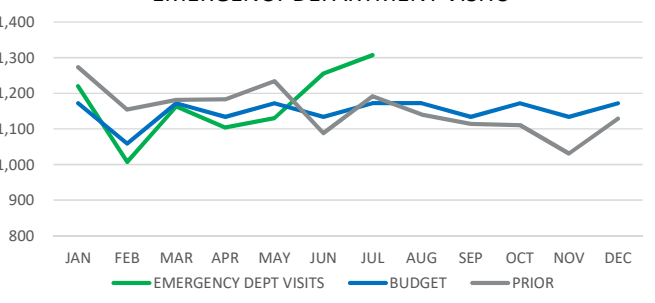
SWING BED DAYS



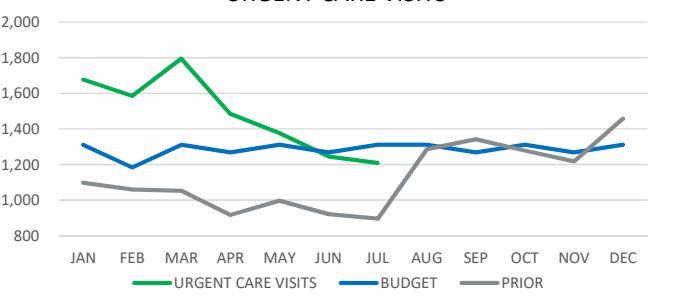
OBSERVATION HOURS



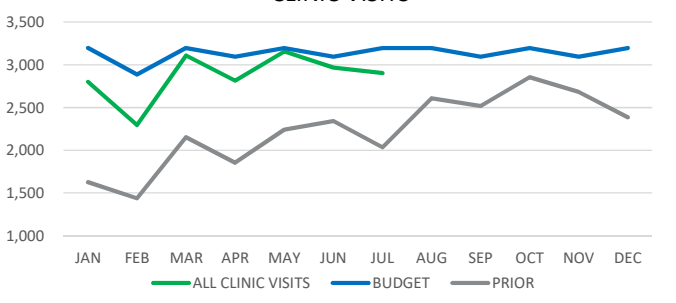
EMERGENCY DEPARTMENT VISITS



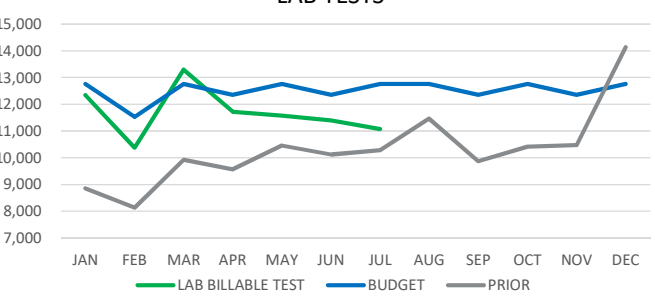
URGENT CARE VISITS



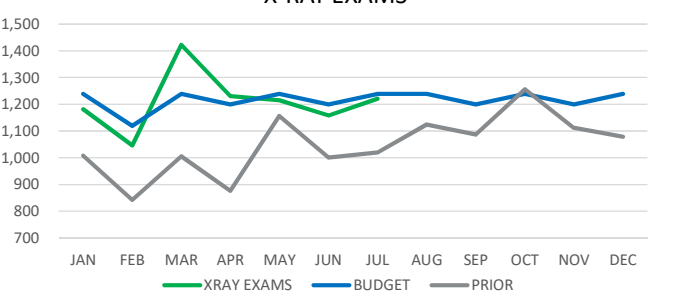
CLINIC VISITS



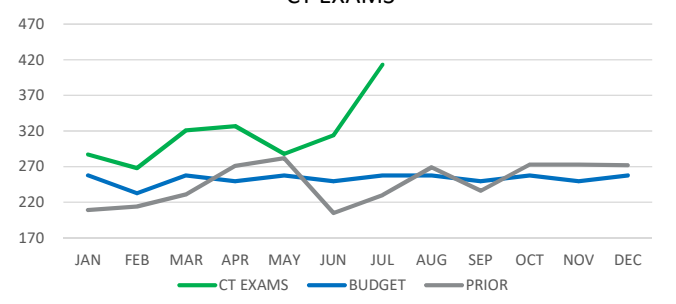
LAB TESTS



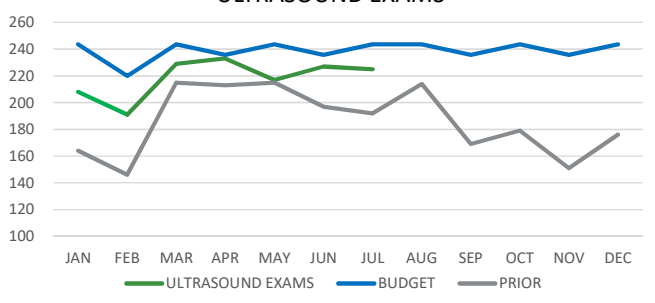
X-RAY EXAMS



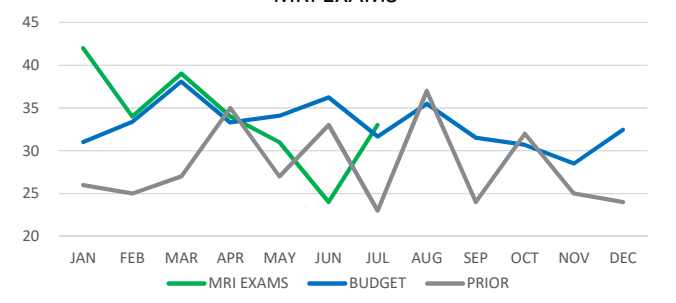
CT EXAMS



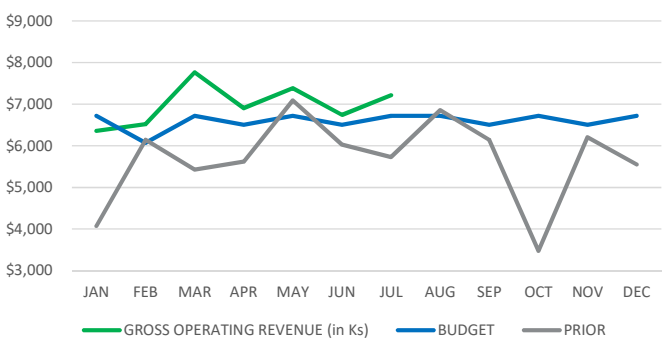
ULTRASOUND EXAMS



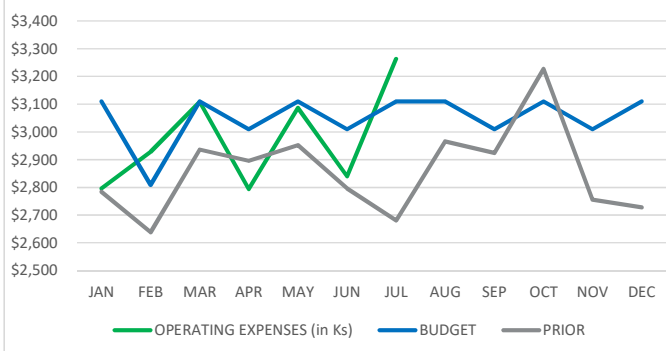
MRI EXAMS



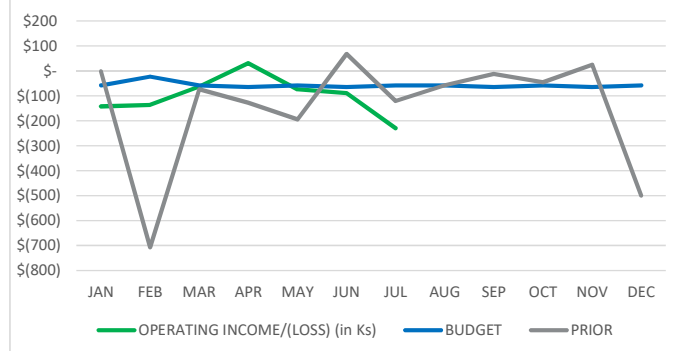
GROSS OPERATING REVENUE



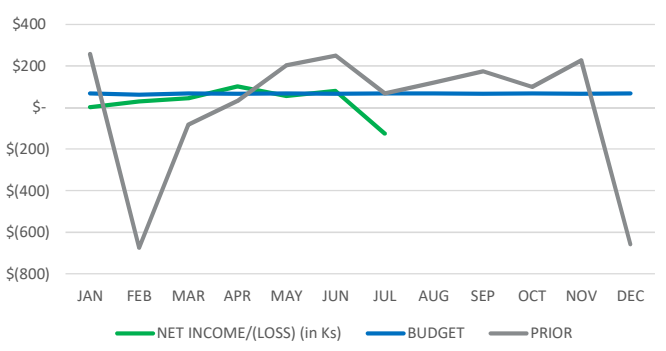
OPERATING EXPENSES



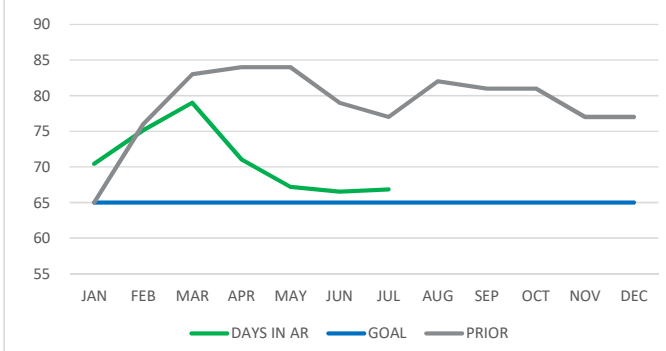
OPERATING INCOME/(LOSS)



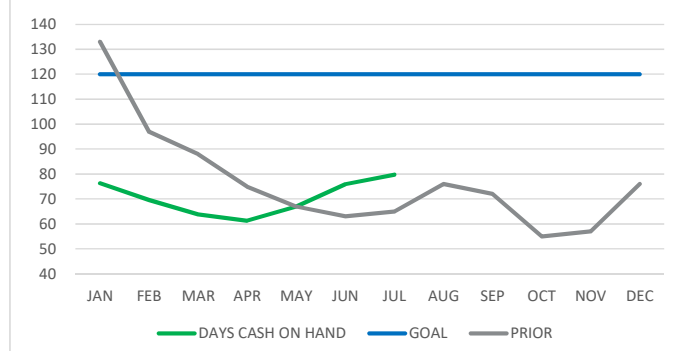
NET INCOME/(LOSS)



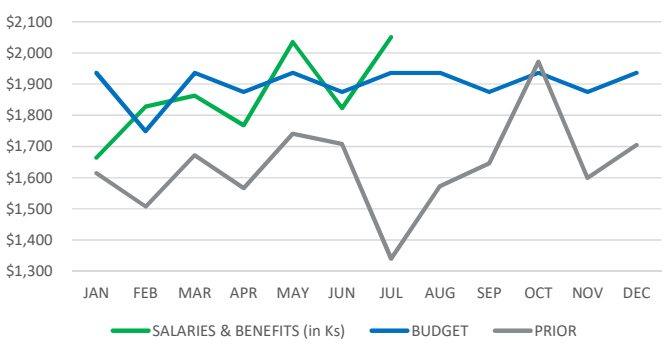
DAYS IN AR



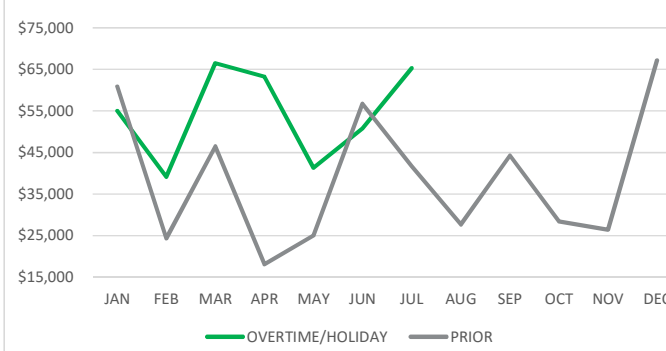
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

