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## Agenda

1. **12:00- Call to Order**
  - a. Introductions as needed
  - b. Business from audience
  
2. **12:05 - Consent Agenda – See separate Consent Agenda – Action (vote)**
  
3. **12:10- Patient Story- Lauri Bolton**
  
4. **12:15 – Wellness Center Project Update –Dick Bratton - Info**
  
5. **Executive Reports**
  - a. 12:30– Quality Report and Dashboard, Dr. Tammy Moore – *Info*
  - b. 12:45 – Finance Report, James Hansen – *Info*
  - c. 1:00 – Executive Report, Josh Martin– *Info*
  
6. **Commissioner Business**
  - a. 1:25 – Medical Staff Privileges – *Action (vote)*
    - i. David Alexander MD- Radiology – Initial Appointment
    - ii. David Marlow, MD – Radiology – Initial Appointment
    - iii. Robert Brezak, MD – Radiology – Initial Appointment
  - b. 1:30 – Public Record Request Policy Update
  - c. 1:40 – Executive Rounding – Discussion
  - d. 1:50 - Legislative Update – Discussion
  - e. 2:00 – Hot Topic Article “The Cost of Family Medicine Residency Training – Discussion
    - i. *What are the direct and indirect costs/ margins of starting a residency program?*
    - ii. *What are the perceived pros and cons from our community of starting a residency program?*
    - iii. *Why would we not do a residency program?*
  - f. 2:15 – November Board Meeting Date (*November 29, 2018 proposed change*) – *Action (vote)*
  - g. 2:20 - Upcoming Events, Andrew Hooper
  - h. 2:25– Meeting Evaluation, Andrew Hooper
  
7. **2:30 – Adjourn**

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

- October 4, 2018 5:30 pm Ladies Night Out | Kelsey Conference Room
- **October 10-12, 2018 WSHA Annual Membership Meeting | Seattle Marriott Waterfront**
- **October 13, 2018 8:30 am and 10:00 am Peak Wellness 5K Fun Run and Wellness Fair | GH Fair Grounds**
- **October 25, 2018 5:15 pm Annual 2019 Budget Public Hearing | Kelsey Conference Room**
- October 31, 2018 Pumpkin Carving Judging | Kelsey Conference Room
- **November/ December 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**  
**August 23, 2018**

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/ FOLLOW-UP
<b>CALL TO ORDER</b>	<p><b>6:00 pm-CALL TO ORDER</b></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, Jim Hansen, Jori Stott, Will Pand, Hollie Weiberg, Cecelia Tapp, Blake Rose, Tracy Smith</p>	
<b>BUSINESS FROM AUDIENCE</b>	<p><b><u>Business from Audience</u></b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>	
<b>CONSENT AGENDA</b>	<b>CONSENT AGENDA-SEE SEPARATE CONSENT AGENDA</b>	<i>Commissioner Thumser made a motion to approve the consent agenda as presented. Commissioner Figueroa seconded the motion. The motion was approved unanimously.</i>
<b>BUSINESS FROM THE AUDIENCE FOLLOW UP</b>	<ul style="list-style-type: none"> <li>• CCO Moore shared follow up from the July business from the audience.</li> <li>• Ms. Terry Franklin was invited to meet with Emergency Department Manager, CCO and the Director of Quality and Risk.</li> <li>• Ms. Franklin was very receptive to conversation and agreed to be a future patient advocate.</li> <li>• Overall there was a satisfactory resolution and patient was assigned a care coordinator.</li> </ul>	



**BOARD OF COMMISSIONER MEETING MINUTES**  
**August 23, 2018**

	<ul style="list-style-type: none"> <li>• CXO Bolton provided clarity regarding the role and purpose of a patient advocate.</li> <li>• CMO Dietrich discussed the measures being taken to improve our triage process to improve patient experience for patients being moved from Urgent Care to ED.</li> </ul>	
<b>PATIENT STORY</b>	<ul style="list-style-type: none"> <li>• CXO Bolton shared positive PKU patient story (See patient stories for more detail)</li> <li>• The patient story highlights the importance of working with our partners and with the family to go the extra mile to provide necessary education and facilitation of services.</li> </ul>	
<b>GUEST PRESENTATION</b>	<p><b>Telemedicine Summer MHA Project</b></p> <ul style="list-style-type: none"> <li>• Will Pand, University of Washington Master of Healthcare Administration (UW MHA) student intern, gave presentation on Telemedicine Project (See presentation for more details)</li> <li>• A total of 300 individuals were surveyed within the community at high traffic areas in Montesano, Elma, McCleary and Aberdeen</li> <li>• Discussion regarding if the district or a business would finance a kiosk.</li> <li>• Discussion regarding current challenges with reimbursement from CMS for telemedicine services</li> </ul>	
<b>COMMITTEE REPORTS</b>	<p><b>Quality Report and Dashboard– Tammy Moore, DNP</b></p> <ul style="list-style-type: none"> <li>• CCO Moore presented the Quality Report and Dashboard. (See report and dashboard for more details)</li> <li>• The Pharmacy and Therapeutics committee will be moving to quarterly meetings</li> <li>• SPMC is working on the application for our trauma program.</li> <li>• There were (2) two staff injuries in July.</li> </ul>	



**BOARD OF COMMISSIONER MEETING MINUTES**

**August 23, 2018**

- There have been staff injuries in the ED due to aggressive behavior from patients. SPMC stakeholders are meeting to improve our rapid response and code gray responses.

**Finance Report – James Hansen, CFO**

- CFO Hansen presented the Finance Report. (See report and dashboards for more details)
- There was an anticipated negative net income.
- There was a significant increase in CT exams in July. The increase may be in relation to increase in traumas.
- Clinics are doing a great job with throughput initiative to improve patient volumes.
- This week was the budget kickoff with the M-Team. Great job to the Finance team for all of your hard work!
- The Finance committee suggested bringing impacts and successes of MEDITECH to a future Board meeting.

**Executive Report – Josh Martin, CEO**

- CEO Martin reviewed the Executive Report (See report for more details)
- Discussion regarding how we can shape our strategic plan to impact community health needs assessment.
- Fiscal Associate Hulscher provided an update on the lease extension with Head Start.
- CMO Dietrich provided an update on provider recruitment.
- CXO Bolton provided an update on Wellness Center construction project.
- CCO Moore provided an update on the CPAA/ ACH RFP and the awarding of 6 out of 6 projects. Great job team!



**BOARD OF COMMISSIONER MEETING MINUTES  
August 23, 2018**

<p><b>COMMISSIONER BUSINESS</b></p>	<p><b>Medical Staff Privileges</b></p> <ul style="list-style-type: none"> <li>• <i>David Kim, MD – Initial Appointment – Radiology</i></li> <li>• <i>Kenneth Hebert, MD- Initial Appointment – Radiology</i></li> <li>• <i>Germaine Johnson, MD –Initial Appointment - Radiology</i></li> <li>• <i>Jigish Patel, MD – Initial Appointment – Radiology</i></li> <li>• <i>Marc Koenig, MD – Initial Appointment – Radiology</i></li> <li>• <i>Mark Mayhle, MD – Initial Appointment – Radiology</i></li> <li>• <i>Jennifer McEvoy, MD – Initial Appointment – Radiology</i></li> <li>• <i>Michael Peters, MD – Initial Appointment – Radiology</i></li> <li>• <i>Carter Yeatman, MD – Initial Appointment – Radiology</i></li> <li>• <i>Scott Vanderheiden, MD – Initial Appointment – Radiology</i></li> <li>• <i>Felix Nautsch, MD – Initial Appointment – Radiology</i></li> <li>• <i>Ben Harmon, MD – Initial Appointment – Radiology</i></li> <li>• <i>Ruben Krishnananthan, MD – Initial Appointment – Radiology</i></li> <li>• <i>Kaylyn Wayman, ARNP – Initial Appointment – Family Medicine</i></li> </ul> <p><b>Legislative Update: Inside Olympia</b></p> <ul style="list-style-type: none"> <li>• Discussion regarding “senate committee eyes global budgets for rural providers”.</li> <li>• The collaborative was awarded a grant for \$100,000 to build a framework for shaping a rural health network.</li> <li>• CCO Moore provided an update on WH PAC, the goal and how to donate.</li> </ul> <p><b>Board Hill Visit</b></p> <ul style="list-style-type: none"> <li>• CEO Martin provided the Board with an update on intent to schedule a time for the commissioners to meet with district legislative representation this winter.</li> </ul>	<p><i>Commissioner Figueroa made a motion to approve the Medical Staff Privileges as presented on the agenda. Commissioner Thumser seconded the motion. The motion was approved by unanimous vote.</i></p>
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**BOARD OF COMMISSIONER MEETING MINUTES**  
**August 23, 2018**

	<p><b>Upcoming Events</b></p> <ul style="list-style-type: none"> <li>• Chairman Hooper reviewed upcoming events</li> </ul> <p><b>Meeting Evaluation</b></p> <ul style="list-style-type: none"> <li>• Chairman Hooper facilitated meeting evaluation.</li> <li>• Overall good response about the meeting today</li> </ul>	
<b>Executive Session</b>	<p>The regular session of the Board of Commissioner’s meeting recessed at 7:53 pm with an anticipated 30-minute executive session (RCW 42.30.110) to review real estate. No action was anticipated to take place following executive session.</p> <p>The executive session of the Board of Commissioner’s was called to order at 8:00 pm. All commissioners, CEO Martin, CFO Hansen and Fiscal Associate Hulscher were present.</p> <p>The executive session of the Board of Commissioner’s meeting was closed at 8:56 pm and the regular session reconvened at 8:56 pm.</p> <p>There was no action following the Executive Session.</p>	
<b>ADJOURNMENT</b>	<p>The regular session of the Board of Commissioner’s meeting adjourned at 8:57 pm.</p>	<p><i>Commissioner Meldrum made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote.</i></p>

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RECORDING SECRETARY

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BOARD SECRETARY

## Income Statement August 2018

	MTD ACTUAL	MTD BUDGET	MTD VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE
<b>Gross Operating Revenue</b>						
Inpatient Revenue	515,266	792,860	(277,594)	5,341,236	6,214,985	(873,749)
Outpatient Revenue	1,805,408	1,660,364	145,044	15,351,723	13,015,105	2,336,618
EFM Clinic Revenue	398,290	210,895	187,395	2,134,864	1,653,146	481,718
MHC Clinic Revenue	283,146	229,456	53,690	1,853,566	1,798,643	54,923
SPHC Clinic Revenue	296,213	251,226	44,987	2,095,444	1,969,288	126,156
UC Clinic Revenue	239,517	273,216	(33,699)	2,079,661	2,141,664	(62,003)
Emergency Revenue	4,027,877	3,302,923	724,954	27,597,905	25,890,665	1,707,240
<b>Gross Operating Revenue</b>	<b>7,565,717</b>	<b>6,720,940</b>	<b>844,777</b>	<b>56,454,398</b>	<b>52,683,496</b>	<b>3,770,902</b>
<b>Revenue Deductions</b>						
Medicare Contractual	1,529,972	1,442,449	(87,523)	11,922,139	11,306,936	(615,203)
Medicaid Contractual	1,880,315	1,357,692	(522,623)	13,195,321	10,642,554	(2,552,767)
Other Contractual	820,512	720,413	(100,099)	5,916,331	5,647,109	(269,222)
Bad Debt Expense	127,849	152,835	24,986	1,743,320	1,198,028	(545,292)
Community Care	87,687	50,945	(36,742)	605,299	399,343	(205,956)
Administrative Adjustments	93,038	33,604	(59,434)	327,848	263,414	(64,434)
<b>Total Revenue Deductions</b>	<b>4,539,372</b>	<b>3,757,938</b>	<b>(781,434)</b>	<b>33,710,258</b>	<b>29,457,384</b>	<b>(4,252,874)</b>
<b>Other Revenue</b>						
Clinic Enhancement	60	-	60	11,665	-	11,665
Other Operating Income	60,455	80,120	(19,665)	336,346	628,045	(291,699)
Disproportionate Share	-	8,493	(8,493)	107,501	66,575	40,926
<b>Total Other Revenue</b>	<b>60,514</b>	<b>88,613</b>	<b>(28,099)</b>	<b>455,512</b>	<b>694,620</b>	<b>(239,108)</b>
<b>Net Operating Revenue</b>	<b>3,086,859</b>	<b>3,051,615</b>	<b>35,244</b>	<b>23,199,652</b>	<b>23,920,732</b>	<b>(721,080)</b>
<b>Operating Expenses</b>						
Salaries and Wages	1,615,292	1,624,390	9,098	12,284,627	12,733,109	448,482
Employee Benefits	362,497	312,263	(50,234)	2,725,864	2,447,803	(278,061)
Professional Fees	76,624	119,055	42,431	840,788	933,220	92,432
Supplies	147,317	178,162	30,845	1,407,760	1,396,527	(11,233)
Utilities	37,991	37,259	(732)	266,541	292,062	25,521
Purchased Services	441,766	411,320	(30,446)	3,341,614	3,224,234	(117,380)
Insurance	(196)	11,488	11,684	76,752	90,051	13,299
Other Expenses	159,964	77,108	(82,856)	647,423	604,386	(43,037)
Rentals and Leases	1,056	7,440	6,384	71,286	58,324	(12,962)
Interest	66,678	68,540	1,862	536,640	537,263	623
Depreciation and Amortization	211,256	262,998	51,742	1,735,593	2,061,563	325,970
<b>Total Operating Expenses</b>	<b>3,120,246</b>	<b>3,110,023</b>	<b>(10,223)</b>	<b>23,934,888</b>	<b>24,378,542</b>	<b>443,654</b>
<b>Net Income from Operations</b>	<b>(33,387)</b>	<b>(58,408)</b>	<b>25,021</b>	<b>(735,235)</b>	<b>(457,810)</b>	<b>(277,425)</b>
<b>Non Operating Revenue/(Expense)</b>						
Tax Revenue	47,621	46,712	909	408,086	366,164	41,922
Misc Revenue	78,289	80,165	(1,876)	608,627	628,368	(19,741)
<b>Total Non Operating Revenue/(Expense)</b>	<b>125,910</b>	<b>126,877</b>	<b>(967)</b>	<b>1,016,713</b>	<b>994,532</b>	<b>22,181</b>
<b>Net Income (Loss)</b>	<b>92,523</b>	<b>68,469</b>	<b>24,054</b>	<b>281,478</b>	<b>536,722</b>	<b>(255,244)</b>



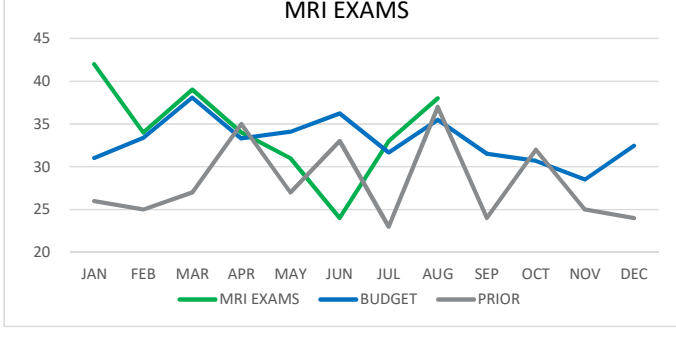
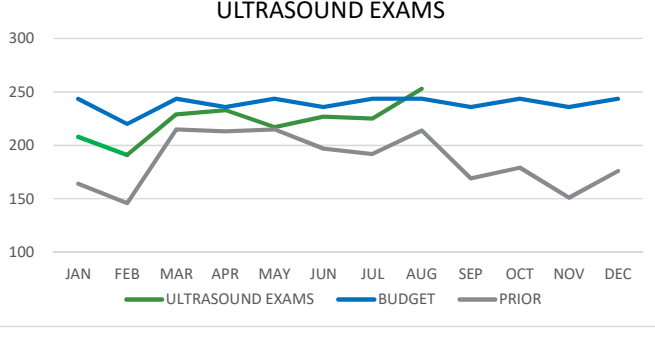
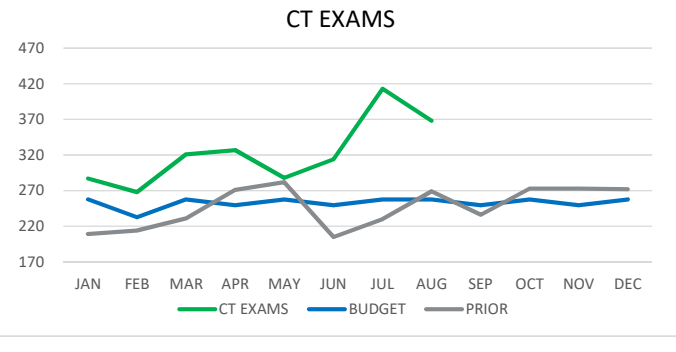
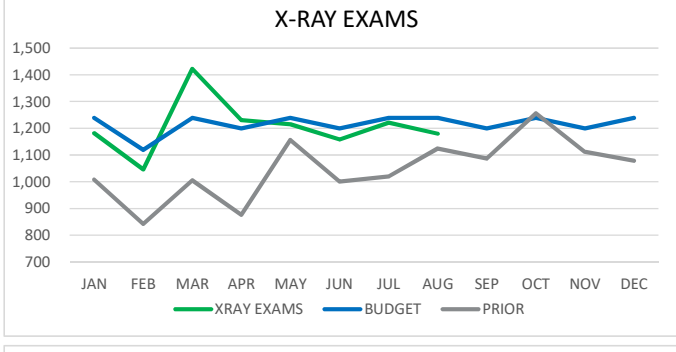
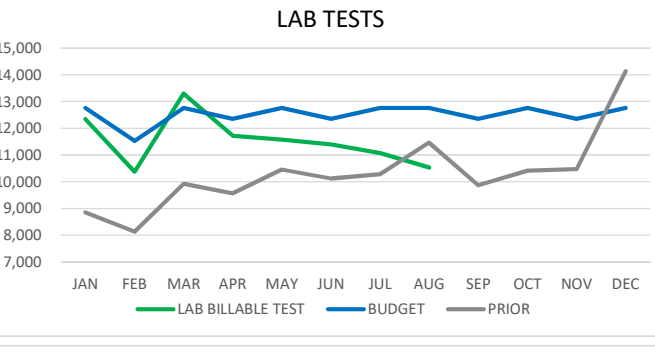
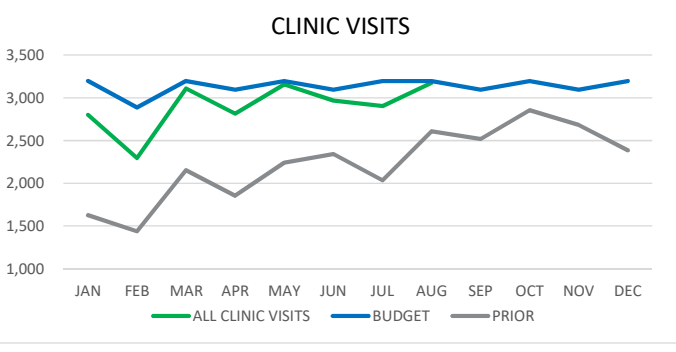
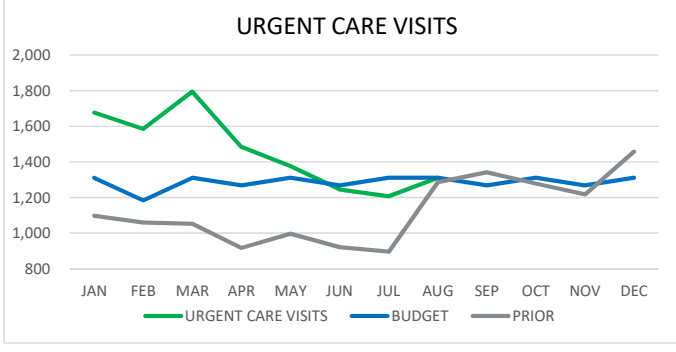
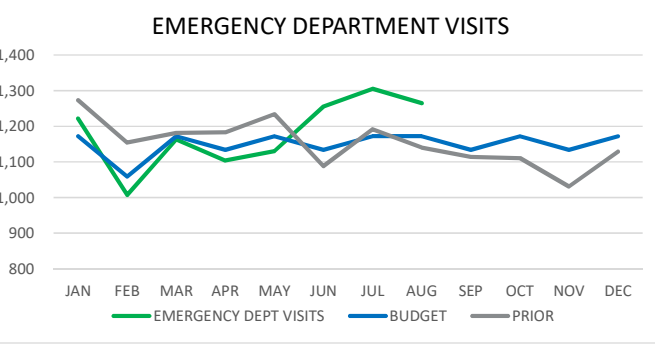
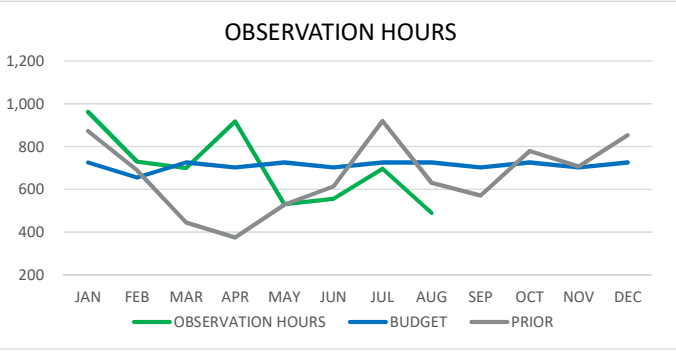
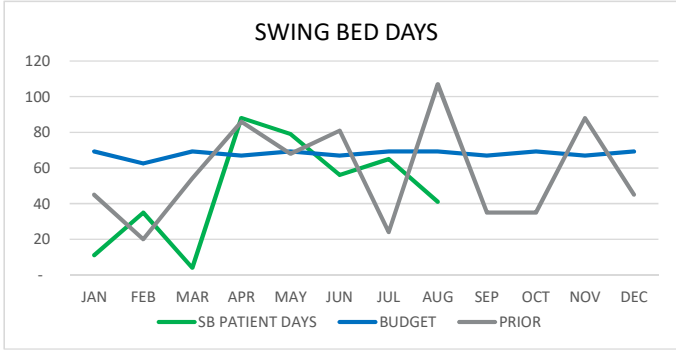
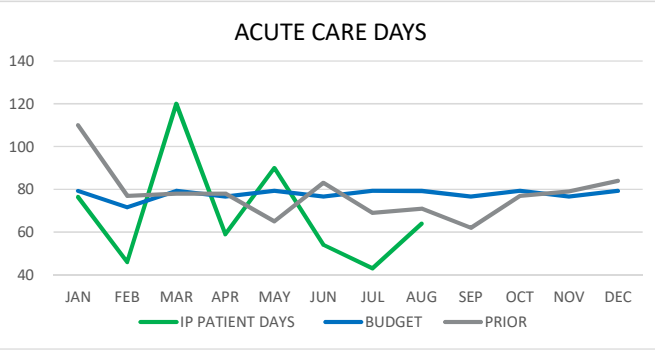
## Balance Sheet as of August 2018

<b>ASSETS</b>	<b>08/31/2018</b>	<b>07/31/2018</b>	<b>1 Month Variance</b>	<b>08/31/2017</b>	<b>12 Month Variance</b>
<b>Current Assets</b>					
Operating Cash	6,466,028	6,079,831	386,197	3,870,054	2,595,974
Wellness Center Project Fund	17,062,136	19,931,871	(2,869,735)	-	17,062,136
Debt Reserve	1,339,442	1,339,442	-	1,339,442	-
Accounts Receivables	15,165,691	15,506,936	(341,245)	16,467,061	(1,301,370)
Less Allow for Uncollectables	(2,396,865)	(2,697,932)	301,067	(3,172,122)	775,257
Less Contractual Adjustments	(7,778,678)	(7,698,678)	(80,000)	(5,520,522)	(2,258,156)
<b>Accounts Receivable - Net</b>	<b>4,990,148</b>	<b>5,110,326</b>	<b>(120,178)</b>	<b>7,774,417</b>	<b>(2,784,269)</b>
Taxes Receivable	85,723	46,933	38,790	79,375	6,348
Other Receivables	124,127	130,530	(6,403)	256,740	(132,613)
Inventory	316,435	304,964	11,471	194,110	122,326
Prepaid Expenses	111,704	128,038	(16,335)	73,783	37,921
<b>Total Current Assets</b>	<b>30,495,744</b>	<b>33,071,935</b>	<b>(2,576,192)</b>	<b>13,587,922</b>	<b>16,907,822</b>
<b>Property, Plant and Equipment</b>					
Land	1,652,029	1,652,029	-	1,652,018	11
Land Improvements	364,672	364,672	-	364,672	-
Buildings	20,548,798	20,548,798	-	20,548,798	-
Equipment	7,933,016	7,896,676	36,340	7,890,446	42,570
Construction In Progress	18,464,205	16,830,409	(1,633,796)	1,737,919	15,208,940
Less Accumulated Depreciation	(12,596,866)	(12,385,611)	(211,256)	(9,836,695)	(2,760,172)
<b>Property, Plant and Equipment - Net</b>	<b>36,365,853</b>	<b>34,906,973</b>	<b>(1,808,711)</b>	<b>22,357,158</b>	<b>12,491,350</b>
<b>TOTAL ASSETS</b>	<b>66,861,597</b>	<b>67,978,908</b>	<b>(4,384,903)</b>	<b>35,945,079</b>	<b>29,399,171</b>

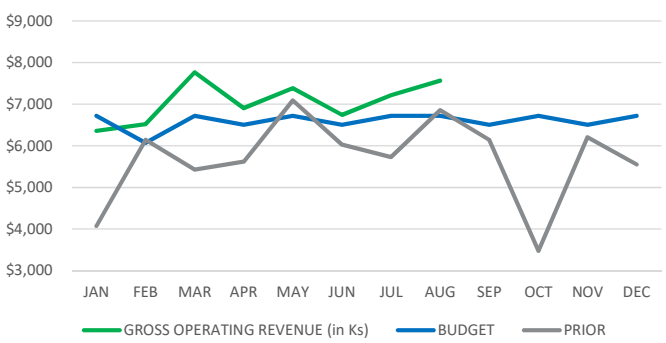
## Balance Sheet as of August 2018

LIABILITIES	08/31/2018	07/31/2018	1 Month Variance	08/31/2017	12 Month Variance
<b>Current Liabilities</b>					
Accounts Payable	380,332	3,203,617	(2,823,285)	878,771	(498,439)
Other Payables	4,118,216	2,401,460	1,716,757	563,966	2,036,905
Payroll and Related Liabilities	1,809,957	1,585,427	224,530	1,507,869	302,088
Interest Payable	308,254	627,596	(319,342)	241,165	67,089
Third Party Settlement Payable	(210,394)	(210,394)	-	(16,075)	(194,319)
Other Current Liabilities	52,271	56,069	(3,798)	(1)	52,272
Current Maturities of LTD	702,192	702,192	-	676,573	25,619
<b>Total Current Liabilities</b>	<b>7,160,828</b>	<b>8,365,966</b>	<b>(1,205,138)</b>	<b>3,852,267</b>	<b>1,791,215</b>
<b>Non Current Liabilities</b>					
Long Term Debt Less Current Maturities	(702,192)	(702,192)	-	(676,573)	(25,619)
Bond Debt	50,845,671	50,850,368	(4,697)	21,406,345	29,439,326
<b>Total Non Current Liabilities</b>	<b>50,143,479</b>	<b>50,148,176</b>	<b>(4,697)</b>	<b>20,729,772</b>	<b>29,413,707</b>
<b>Total Liabilities</b>	<b>57,304,307</b>	<b>58,514,142</b>	<b>(1,209,835)</b>	<b>24,582,040</b>	<b>31,204,922</b>
<b>Net Assets</b>					
Unrestricted Fund Balance	9,275,812	9,275,812	-	12,073,136	(2,797,324)
YTD Excess of Revenues	281,478	188,955	92,523	174,204	107,274
<b>Total Net Assets</b>	<b>9,557,290</b>	<b>9,464,767</b>	<b>92,523</b>	<b>12,247,340</b>	<b>(2,690,050)</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>66,861,597</b>	<b>67,978,909</b>	<b>(1,117,312)</b>	<b>36,829,380</b>	<b>28,514,871</b>

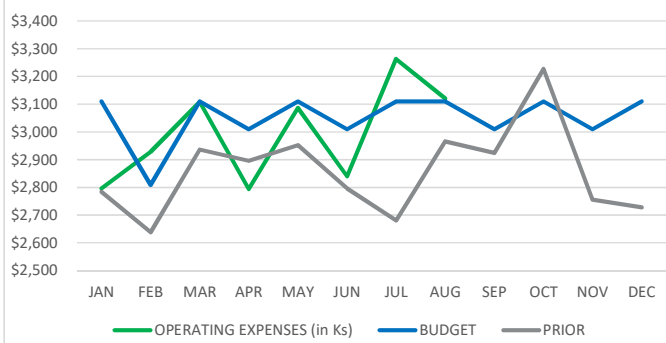
2018		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	YTP
<b>INPATIENT STATISTICS</b>										
<b>IP DISCHARGES</b>	▼	<b>28</b>	<b>22</b>	<b>34</b>	<b>22</b>	<b>31</b>	<b>22</b>	<b>15</b>	<b>23</b>	<b>197</b>
BUDGET		27	19	27	24	21	26	24	24	191
PRIOR		34	24	27	26	22	25	24	24	206
<b>IP PATIENT DAYS</b>	▼	<b>76</b>	<b>46</b>	<b>120</b>	<b>59</b>	<b>90</b>	<b>54</b>	<b>43</b>	<b>64</b>	<b>552</b>
BUDGET		79	72	79	77	79	77	79	79	621
PRIOR		110	77	78	78	65	83	69	71	631
<b>IP EMERGENCY ADMITS</b>	▼	<b>28</b>	<b>22</b>	<b>34</b>	<b>20</b>	<b>31</b>	<b>22</b>	<b>15</b>	<b>23</b>	<b>195</b>
BUDGET		27	19	27	24	21	26	24	24	191
PRIOR		29	21	27	25	22	25	24	23	196
<b>IP AVERAGE LENGTH OF STAY</b>	▼	<b>2.7</b>	<b>2.1</b>	<b>3.5</b>	<b>2.7</b>	<b>2.9</b>	<b>2.5</b>	<b>2.9</b>	<b>2.8</b>	<b>2.8</b>
BUDGET		3.0	3.7	3.0	3.2	3.8	2.9	3.4	3.4	3.3
PRIOR		3.2	3.2	2.9	3.0	3.0	3.3	2.9	3.0	3.1
<b>SB DISCHARGES</b>	▼	<b>3</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>29</b>
BUDGET		7	6	7	6	7	6	7	7	53
PRIOR		6	3	6	7	8	6	5	6	47
<b>SB PATIENT DAYS</b>	▼	<b>11</b>	<b>35</b>	<b>4</b>	<b>88</b>	<b>79</b>	<b>56</b>	<b>65</b>	<b>41</b>	<b>379</b>
BUDGET		69	63	69	67	69	67	69	69	543
PRIOR		45	20	54	86	68	81	24	107	485
<b>OUTPATIENT STATISTICS</b>										
<b>OBSERVATION HOURS</b>	▼	<b>962</b>	<b>730</b>	<b>700</b>	<b>918</b>	<b>531</b>	<b>556</b>	<b>697</b>	<b>490</b>	<b>5,584</b>
BUDGET		726	655	726	702	726	702	726	726	5,688
PRIOR		872	689	445	375	528	614	920	631	5,074
<b>OBSERVATION STAYS</b>	▼	<b>33</b>	<b>28</b>	<b>27</b>	<b>32</b>	<b>20</b>	<b>26</b>	<b>18</b>	<b>14</b>	<b>198</b>
PRIOR		24	23	16	13	19	22	31	22	170
<b>EMERGENCY DEPT VISITS</b>	▲	<b>1,222</b>	<b>1,007</b>	<b>1,163</b>	<b>1,104</b>	<b>1,130</b>	<b>1,255</b>	<b>1,305</b>	<b>1,265</b>	<b>9,451</b>
BUDGET		1,172	1,059	1,172	1,134	1,172	1,134	1,172	1,172	9,187
PRIOR		1,273	1,154	1,182	1,183	1,234	1,088	1,192	1,140	9,446
<b>EFM CLINIC VISITS</b>	▲	<b>802</b>	<b>622</b>	<b>957</b>	<b>882</b>	<b>982</b>	<b>1,006</b>	<b>919</b>	<b>1,140</b>	<b>7,310</b>
BUDGET		1,000	903	1,000	968	1,000	968	1,000	1,000	7,839
PRIOR		474	432	598	467	549	449	526	501	3,996
<b>MHC CLINIC VISITS</b>	▼	<b>804</b>	<b>772</b>	<b>907</b>	<b>944</b>	<b>1,067</b>	<b>1,011</b>	<b>928</b>	<b>854</b>	<b>7,287</b>
BUDGET		1,055	953	1,055	1,021	1,055	1,021	1,055	1,055	8,271
PRIOR		718	567	863	772	889	1,037	561	663	6,070
<b>SPHC CLINIC VISITS</b>	▲	<b>1,193</b>	<b>901</b>	<b>1,245</b>	<b>986</b>	<b>1,106</b>	<b>951</b>	<b>1,055</b>	<b>1,182</b>	<b>8,619</b>
BUDGET		1,142	1,031	1,142	1,105	1,142	1,105	1,142	1,142	8,948
PRIOR		434	440	692	615	801	857	948	1,446	6,233
<b>ALL CLINIC VISITS</b>	▼	<b>2,799</b>	<b>2,295</b>	<b>3,109</b>	<b>2,812</b>	<b>3,155</b>	<b>2,968</b>	<b>2,902</b>	<b>3,176</b>	<b>23,216</b>
BUDGET		3,197	2,887	3,197	3,094	3,197	3,094	3,197	3,197	25,057
PRIOR		1,626	1,439	2,153	1,854	2,239	2,343	2,035	2,610	16,299
<b>URGENT CARE VISITS</b>	▲	<b>1,676</b>	<b>1,585</b>	<b>1,794</b>	<b>1,484</b>	<b>1,376</b>	<b>1,246</b>	<b>1,207</b>	<b>1,311</b>	<b>11,679</b>
BUDGET		1,311	1,184	1,311	1,268	1,311	1,268	1,311	1,311	10,274
PRIOR		1,099	1,059	1,053	917	997	921	896	1,286	8,228
<b>ANCILLARY STATISTICS</b>										
<b>LAB BILLABLE TEST</b>	▼	<b>12,343</b>	<b>10,380</b>	<b>13,298</b>	<b>11,725</b>	<b>11,576</b>	<b>11,393</b>	<b>11,080</b>	<b>10,534</b>	<b>92,329</b>
BUDGET		12,761	11,526	12,761	12,349	12,761	12,349	12,761	12,761	100,029
PRIOR		8,854	8,131	9,921	9,566	10,459	10,122	10,276	11,461	78,790
<b>XRAY EXAMS</b>	▼	<b>1,181</b>	<b>1,046</b>	<b>1,422</b>	<b>1,231</b>	<b>1,215</b>	<b>1,158</b>	<b>1,221</b>	<b>1,180</b>	<b>9,654</b>
BUDGET		1,239	1,119	1,239	1,199	1,239	1,199	1,239	1,239	9,711
PRIOR		1,008	842	1,005	876	1,156	1,000	1,020	1,124	8,031
<b>CT EXAMS</b>	▲	<b>287</b>	<b>268</b>	<b>321</b>	<b>327</b>	<b>288</b>	<b>314</b>	<b>413</b>	<b>368</b>	<b>2,586</b>
BUDGET		258	233	258	249	258	249	258	258	2,020
PRIOR		209	214	231	271	282	205	230	269	1,911
<b>ULTRASOUND EXAMS</b>	▲	<b>208</b>	<b>191</b>	<b>229</b>	<b>233</b>	<b>217</b>	<b>227</b>	<b>225</b>	<b>253</b>	<b>1,783</b>
BUDGET		244	220	244	236	244	236	244	244	1,909
PRIOR		164	146	215	213	215	197	192	214	1,556
<b>MRI EXAMS</b>	▲	<b>42</b>	<b>34</b>	<b>39</b>	<b>34</b>	<b>31</b>	<b>24</b>	<b>33</b>	<b>38</b>	<b>275</b>
BUDGET		31	33	38	33	34	36	32	36	273
PRIOR		26	25	27	35	27	33	23	37	233
<b>AR &amp; CASH STATISTICS</b>										
<b>DAYS IN AR</b>	▼	<b>70</b>	<b>75</b>	<b>79</b>	<b>71</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>65</b>	
GOAL		65	65	65	65	65	65	65	65	
PRIOR		65	76	83	84	84	79	77	82	
<b>DAYS CASH ON HAND</b>	▼	<b>76</b>	<b>70</b>	<b>64</b>	<b>61</b>	<b>67</b>	<b>76</b>	<b>80</b>	<b>84</b>	
GOAL		120	120	120	120	120	120	120	120	
PRIOR		133	97	88	75	67	63	65	76	
<b>FTEs TOTAL PAID</b>		<b>210</b>	<b>228</b>	<b>222</b>	<b>227</b>	<b>233</b>	<b>221</b>	<b>224</b>	<b>230</b>	<b>224</b>
<b>FTEs TOTAL INCLUDING AGENCY</b>		<b>215</b>	<b>233</b>	<b>227</b>	<b>231</b>	<b>237</b>	<b>224</b>	<b>225</b>	<b>233</b>	<b>228</b>



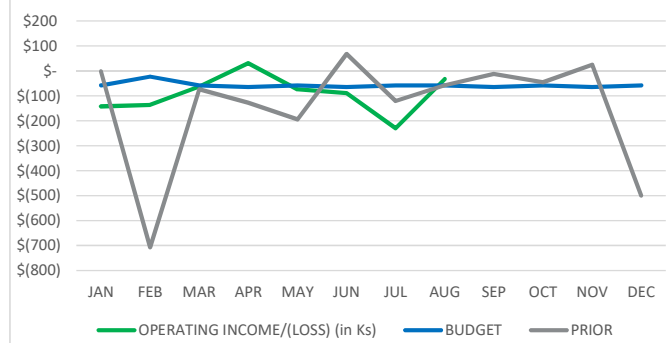
### GROSS OPERATING REVENUE



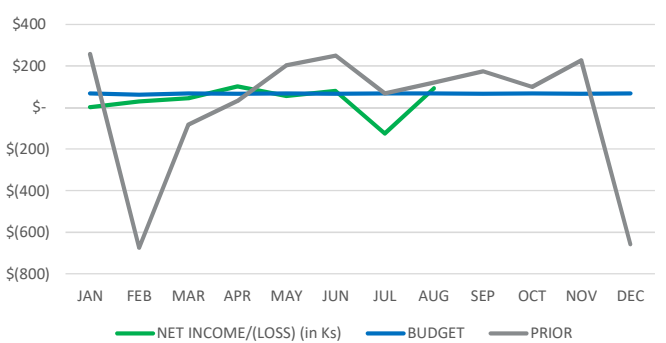
### OPERATING EXPENSES



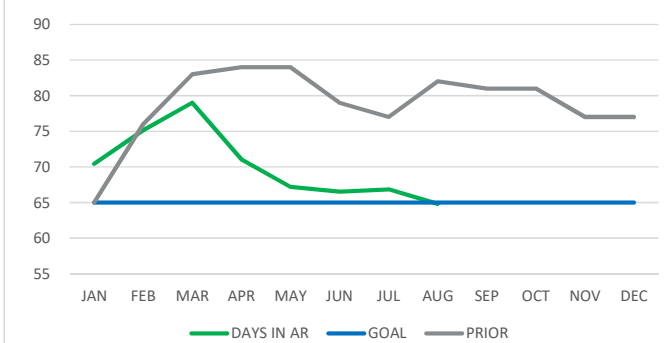
### OPERATING INCOME/(LOSS)



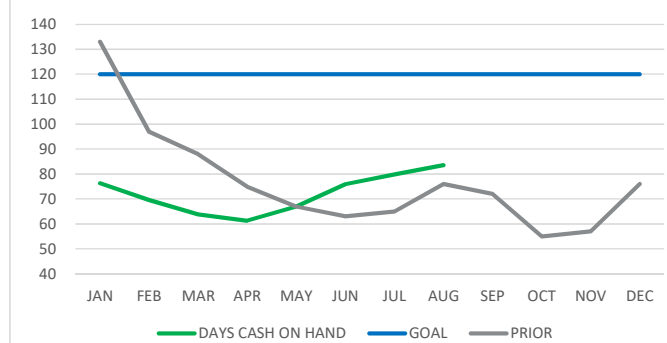
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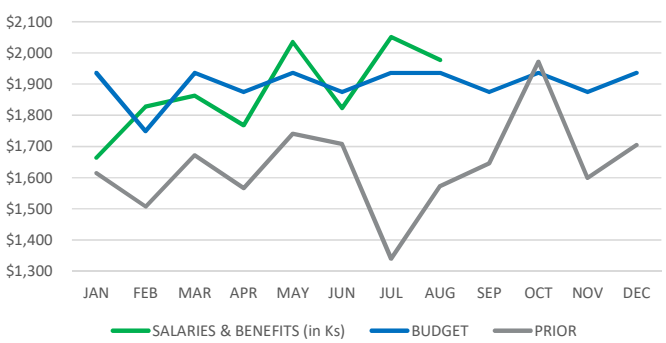
### DAYS IN AR



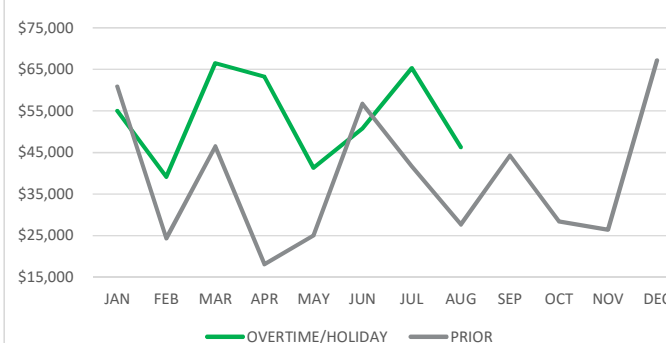
### DAYS CASH ON HAND



### SALARIES & BENEFITS



### OVERTIME & HOLIDAY PAY



### FTEs

