
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 – EHR Review** – Blake Rose – *Info*
5. **6:35 – Gratitude Garland** (Virtual Award Presentation) – Heidi Murdock & Cecelia Tapp
6. **6:50 – 2021 Daisy Awards** – Suzanne MacLeod & Lourdes Schoch
7. **Executive Reports**
 - a. **7:00** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **7:15** – 2020 Quality Ambassador Program Review, Cecelia Tapp – *Info*
 - c. **7:30** – Finance Report, James Hansen – *Info*
 - d. **7:45** – Advocacy Committee, Josh Martin – *(as needed)*
 - e. **8:00** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
 - a. **8:20** – Medical Staff Privileges – *Action (vote)*
 - i. Mitchell Cohen, MD – Gastroenterology – Initial Application
 - ii. Daniel Payton, PA – Family Medicine /Urgent Care – Initial Application
 - iii. Mathew Kummerfeldt, PA - Family Medicine – Initial Application
 - iv. Jonathan Davison, MD – Radiology – Initial Appointment
 - v. Aubrey Slaughter, MD – Radiology – Initial Appointment
 - vi. John MacKenzie, MD – Radiology – Reappointment
 - b. **8:25** – Governance Training
 - c. **8:35** – Hot Topic Article – “Cost of Graduate Medical Education Stifling Ability to Bolster Physician Workforce” – Discussion
 - d. **8:55** – Upcoming Events, Andrew Hooper
 - e. **9:00** – Meeting Evaluation, Andrew Hooper
9. **9:05 – Executive Session**
 - a. (i) discuss claims with legal counsel
10. **9:20 – Adjourn**

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

- Saturday, June 12th - Ride the Harbor: Tour de Wellness
- Thursday, July 8th - Employee Awards
- **Monday, August 2nd - Wednesday, August 4th - BOC Strategic Planning Retreat**
- August TBD - Donor Appreciation Event
- Saturday, September 11th - Wellness Fair & 5k Fun Run
- Thursday, October 14th - Ladies' Night Out
- Thursday, December 16th - Friday, December 17th - Summit Fights Hunger
- Wednesday, December 22nd - Thursday, December 23rd - Harbor Lights

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

Minutes: April 22, 2021

For the Period:

April 2021

Description	Amount
Payroll	\$ 3,017,001
A/P Operations	\$ 2,555,939
A/P Construction	\$ -
Community Care	\$ 226,806
Bad Debt	\$ 385,356
Property Tax Credit	\$ 1,453
Total	\$ 6,186,555



BOARD OF COMMISSIONERS MEETING MINUTES

April 22, 2021

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<p>CALL TO ORDER</p>	<p>CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper 6:00 pm.</p> <p>Commissioners present: Andrew Hooper, Carolyn Wescott, Gary Thumser, Georgette Hiles, & Kevin Bossard</p> <p>Present: Josh Martin, Dr. Ken Dietrich, James Hansen, Lauri Bolton, Blake Rose, Ron Hulscher, Stephanie Patterson, Daria Brockliss, Faye DeBard, Nancy Jordan, Wendy Strinkorb, Rachel Brown, Dr. Miguel Lee, Lourdes Schoch, Nikki Edwards, Elya Prystowski, Emily Dillingham, Skip Houser, Jennifer Brackeen</p> <p>*** Virtual Meeting due to Governor Inslee’s COVID Order</p>	
<p>BUSINESS FROM AUDIENCE</p>	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • n/a 	
<p>CONSENT AGENDA</p>		<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • CXO, Bolton shared a patient story about a patient’s family and their excitement on receiving a Heartbeat Hippo at her ultrasound appointment (see story for more details). 	
<p>2021 WRHC OVERVIEW</p>	<ul style="list-style-type: none"> • Dr. Elya Prystowsky shared the 2021 Washington Rural Hospital Collaboration Overview (see presentation for more details). 	
<p>MEDICAL FOUNDATION</p>	<ul style="list-style-type: none"> • Emily Dillingham, Foundation Executive Director shared the 2021 Foundation Plan (see presentation for more details). 	
<p>RESIDENCY UPDATE</p>	<ul style="list-style-type: none"> • Dr. Miguel Lee, Residency Interim Program Director & Faye DeBard, Medical Education Program Coordinator, shared the Residency Update (see presentation for more details). 	
<p>QUALITY COMMITTEE</p>	<ul style="list-style-type: none"> • CMO, Dietrich shared the Quality Report and Dashboard. 	



BOARD OF COMMISSIONERS MEETING MINUTES

April 22, 2021



Recording Secretary

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Board Secretary

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	April				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 3,637,246	\$ 3,122,798	\$ 514,447	16.5%	\$ 14,549,626	\$ 13,023,769	\$ 1,525,857	11.7%
Medicaid Revenue	\$ 3,586,945	\$ 2,621,819	\$ 965,126	36.8%	\$ 12,210,225	\$ 10,934,414	\$ 1,275,810	11.7%
Other Revenue	\$ 3,057,580	\$ 2,789,950	\$ 267,630	9.6%	\$ 12,456,813	\$ 11,635,612	\$ 821,201	7.1%
Total Gross Operating Revenue	\$ 10,281,771	\$ 8,534,568	\$ 1,747,203	20.5%	\$ 39,216,663	\$ 35,593,795	\$ 3,622,868	10.2%
Revenue Deductions								
Medicare Contractual	\$ 2,103,375	\$ 1,973,780	\$ (129,595)	(6.6%)	\$ 8,790,606	\$ 8,231,738	\$ (558,868)	(6.8%)
Medicaid Contractual	\$ 2,022,896	\$ 1,519,928	\$ (502,969)	(33.1%)	\$ 6,947,086	\$ 6,338,926	\$ (608,160)	(9.6%)
Other Contractual	\$ 889,836	\$ 734,046	\$ (155,790)	(21.2%)	\$ 3,547,093	\$ 3,061,372	\$ (485,721)	(15.9%)
Bad Debt Expense	\$ 330,170	\$ 204,912	\$ (125,258)	(61.1%)	\$ 1,159,978	\$ 854,593	\$ (305,385)	(35.7%)
Community Care	\$ 226,806	\$ 174,959	\$ (51,847)	(29.6%)	\$ 655,695	\$ 729,673	\$ 73,978	10.1%
Administrative Adjustments	\$ 58,654	\$ 66,799	\$ 8,145	12.2%	\$ 208,170	\$ 278,590	\$ 70,420	25.3%
Total Revenue Deductions	\$ 5,631,737	\$ 4,674,424	\$ (957,314)	(20.5%)	\$ 21,308,629	\$ 19,494,892	\$ (1,813,737)	(9.3%)
Net Patient Revenue	\$ 4,650,033	\$ 3,860,144	\$ 789,889	20.5%	\$ 17,908,035	\$ 16,098,903	\$ 1,809,131	11.2%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Other Operating Income	\$ 236,794	\$ 283,644	\$ (46,851)	(16.5%)	\$ 828,447	\$ 1,108,496	\$ (280,049)	(25.3%)
Total Other Revenue	\$ 236,794	\$ 283,644	\$ (46,851)	(16.5%)	\$ 828,447	\$ 1,108,496	\$ (280,049)	(25.3%)
Net Operating Revenue	\$ 4,886,827	\$ 4,143,789	\$ 743,039	17.9%	\$ 18,736,482	\$ 17,207,399	\$ 1,529,083	8.9%
Operating Expenses								
Salaries & Wages	\$ 2,248,120	\$ 2,324,688	\$ 76,568	3.3%	\$ 8,355,849	\$ 9,151,309	\$ 795,460	8.7%
Benefits	\$ 532,630	\$ 591,303	\$ 58,673	9.9%	\$ 2,218,554	\$ 2,327,708	\$ 109,154	4.7%
Professional Fees	\$ 84,476	\$ 25,288	\$ (59,188)	(234.1%)	\$ 233,815	\$ 96,922	\$ (136,893)	(141.2%)
Supplies	\$ 234,322	\$ 226,257	\$ (8,065)	(3.6%)	\$ 1,102,967	\$ 893,187	\$ (209,779)	(23.5%)
Utilities	\$ 42,192	\$ 41,423	\$ (769)	(1.9%)	\$ 159,471	\$ 158,160	\$ (1,311)	(0.8%)
Purchased Services	\$ 604,333	\$ 507,546	\$ (96,787)	(19.1%)	\$ 2,391,540	\$ 2,002,091	\$ (389,448)	(19.5%)
Insurance	\$ 23,108	\$ 24,000	\$ 892	3.7%	\$ 92,431	\$ 96,000	\$ 3,569	3.7%
Other Expenses	\$ 26,598	\$ 127,072	\$ 100,474	79.1%	\$ 372,358	\$ 495,765	\$ 123,407	24.9%
Rentals & Leases	\$ 4,296	\$ 21,089	\$ 16,794	79.6%	\$ 48,925	\$ 88,424	\$ 39,499	44.7%
Total Operating Expenses	\$ 3,800,075	\$ 3,888,667	\$ 88,591	2.3%	\$ 14,975,908	\$ 15,309,566	\$ 333,658	2.2%
EBITDA	\$ 1,086,752	\$ 255,122	\$ 831,630	326.0%	\$ 3,760,574	\$ 1,897,834	\$ 1,862,741	98.2%
Interest & Depreciation Expenses								
Interest	\$ 151,202	\$ 148,950	\$ (2,252)	(1.5%)	\$ 610,247	\$ 596,584	\$ (13,662)	(2.3%)
Depreciation	\$ 262,532	\$ 277,537	\$ 15,005	5.4%	\$ 1,050,648	\$ 1,096,913	\$ 46,265	4.2%
Total Interest & Depreciation Expenses	\$ 413,734	\$ 426,487	\$ 12,753	3.0%	\$ 1,660,895	\$ 1,693,498	\$ 32,603	1.9%
Net Income (Loss) from Operations	\$ 673,018	\$ (171,365)	\$ 844,383	(492.7%)	\$ 2,099,680	\$ 204,336	\$ 1,895,343	927.6%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 258,978	\$ 227,055	\$ 31,923	14.1%	\$ 373,989	\$ 307,005	\$ 66,985	21.8%
Misc Revenue/(Expenses)	\$ 132,423	\$ 82,717	\$ 49,707	60.1%	\$ 468,727	\$ 315,827	\$ 152,900	48.4%
Total Non-Operating Rev/(Expenses)	\$ 391,402	\$ 309,771	\$ 81,630	26.4%	\$ 842,716	\$ 622,832	\$ 219,885	35.3%
Net Income (Loss)	\$ 1,064,419	\$ 138,407	\$ 926,013	669.1%	\$ 2,942,396	\$ 827,168	\$ 2,115,228	255.7%

METRICS

EBITDA Margin	22.2%	6.2%	16.1%	261.2%	20.1%	11.0%	9.0%	82.0%
Operating Margin	13.8%	(4.1%)	17.9%	(433.0%)	11.2%	1.2%	10.0%	843.7%
Net Income Margin	21.8%	3.3%	18.4%	552.1%	15.7%	4.8%	10.9%	226.7%
Days in AR	47							
DCOH	254							



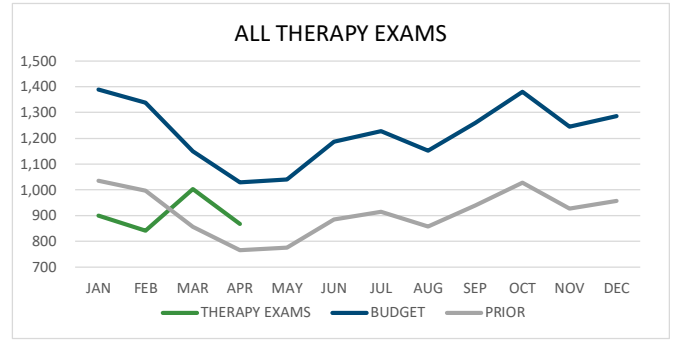
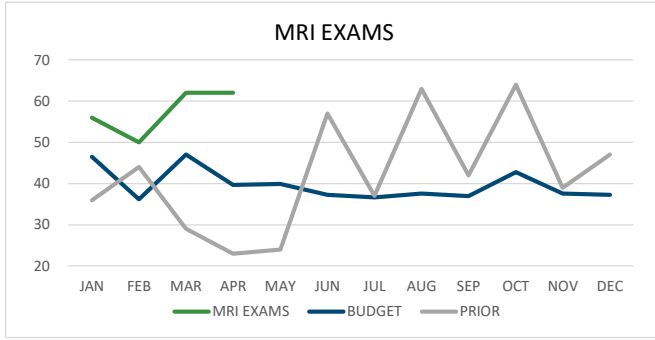
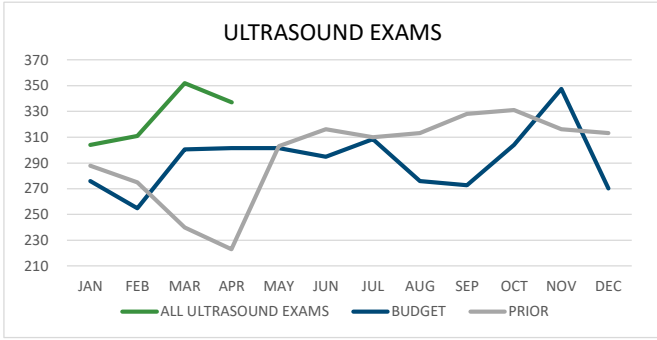
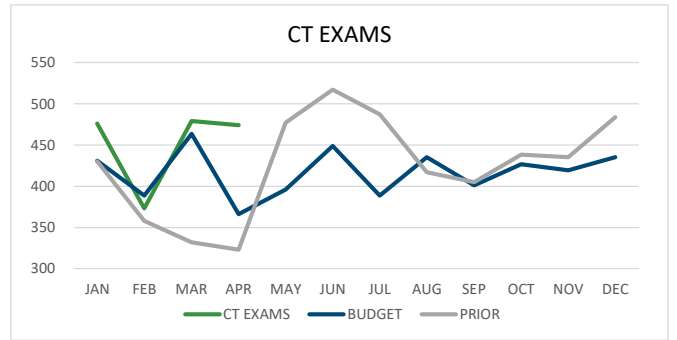
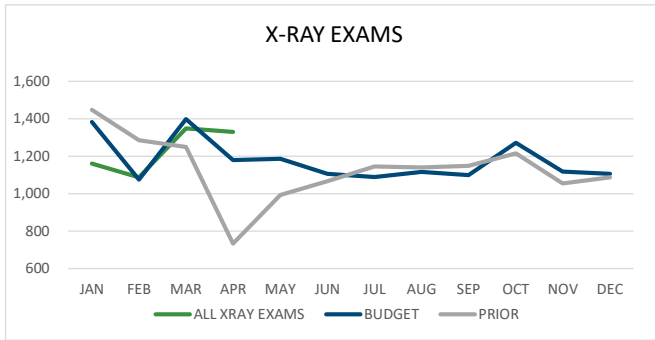
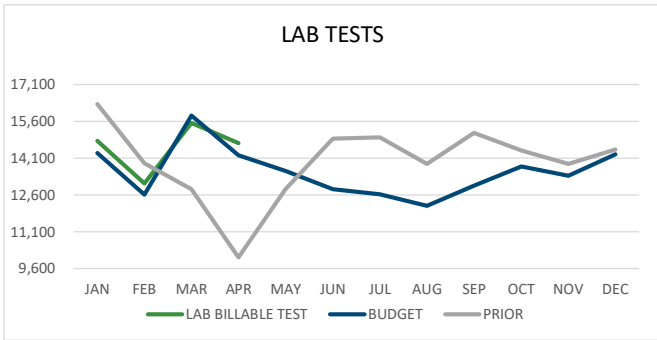
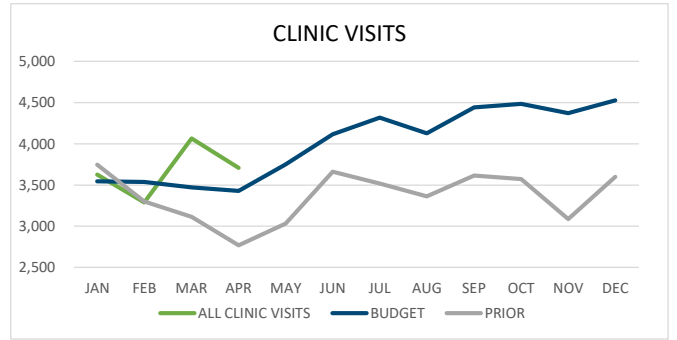
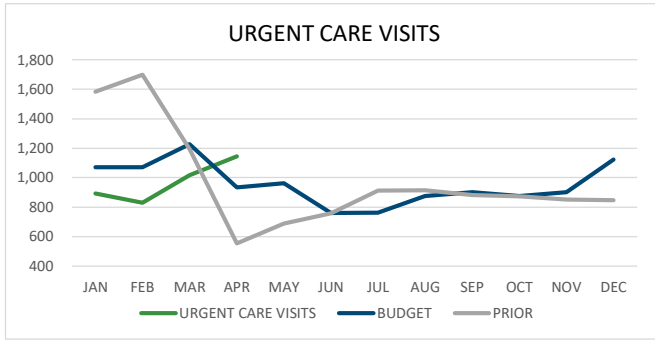
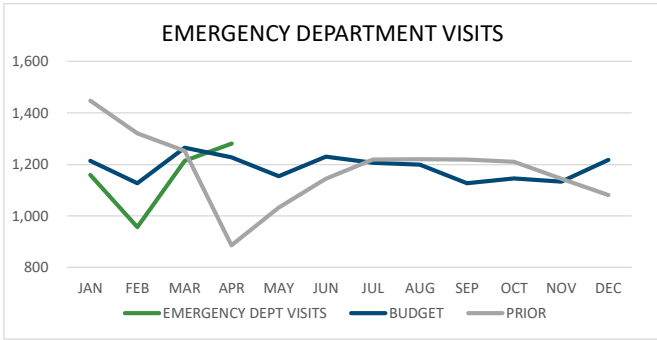
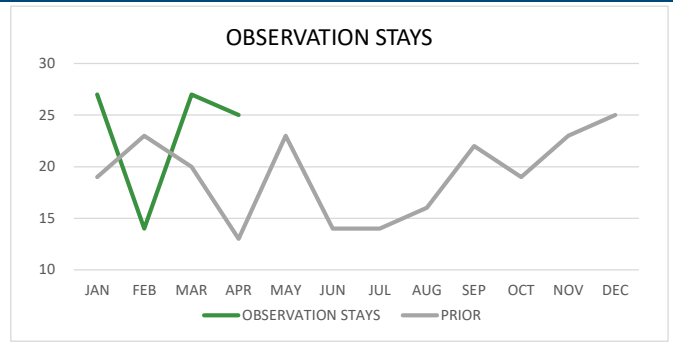
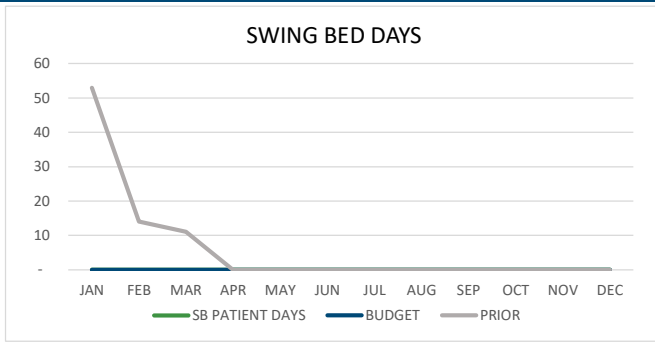
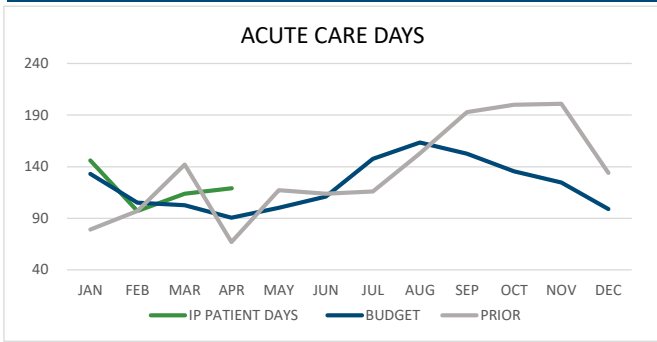
Balance Sheet as of April 2021

A S S E T S	04/30/2021	03/31/2021	1 Month Variance	04/30/2020	12 Month Variance
Current Assets					
Operating Cash	33,223,034	33,862,968	(639,934)	25,968,777	11,943,228
Covid Cares Restricted	4,688,971	4,688,971	-	-	-
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	15,836,967	16,706,943	(869,976)	14,070,639	1,766,328
Less Allow for Uncollectables	(2,628,311)	(2,574,372)	(53,939)	(4,305,645)	1,677,334
Less Contractual Adjustments	(6,591,659)	(7,168,650)	576,991	(5,379,592)	(1,212,067)
Accounts Receivable - Net	6,616,997	6,963,921	(346,924)	4,385,403	2,231,594
Taxes Receivable	275,239	93,769	181,470	305,182	(29,943)
Other Receivables	506,414	484,548	21,866	855,178	(348,764)
Inventory	415,274	428,940	(13,667)	477,682	(62,408)
Prepaid Expenses	593,745	406,478	187,266	243,059	350,686
Total Current Assets	48,335,681	48,945,604	(609,923)	34,251,289	14,084,392
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,407,786	4,407,786	-	4,405,067	2,719
Buildings	43,373,790	42,859,694	514,096	42,874,012	499,778
Equipment	12,004,368	11,982,639	21,729	11,019,807	984,561
Construction In Progress	71,030	22,126	48,904	66,418	4,612
Less Accumulated Depreciation	(21,918,686)	(21,656,153)	(262,532)	(18,731,842)	(3,186,844)
Property, Plant and Equipment - Net	39,590,317	39,268,120	322,197	41,285,491	(1,695,174)
TOTAL ASSETS	87,925,998	88,213,724	(287,726)	75,536,779	12,389,218

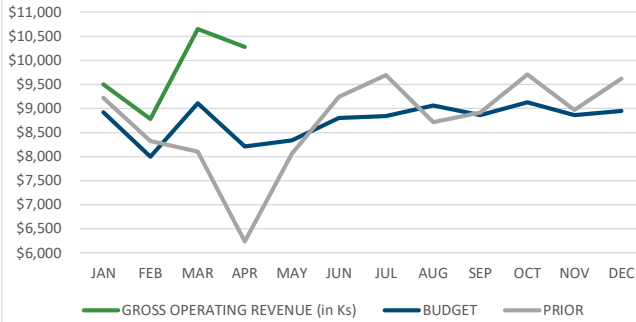
Balance Sheet as of April 2021

LIABILITIES	04/30/2021	03/31/2021	1 Month Variance	04/30/2020	12 Month Variance
Current Liabilities					
Accounts Payable	802,531	718,838	83,693	289,506	513,025
Other Payables	624,399	786,129	(161,731)	843,760	(219,362)
Payroll and Related Liabilities	2,109,965	2,858,788	(748,823)	2,589,657	(479,692)
Interest Payable	40,385	298,829	(258,444)	(1,780)	42,165
Third Party Settlement Payable	27,622	27,622	-	879,905	(852,283)
Other Current Liabilities	10,722,761	10,591,701	131,060	2,973,298	7,749,463
Current Maturities of LTD	1,192,955	1,192,955	-	901,404	291,551
Total Current Liabilities	15,520,617	16,474,862	(954,246)	8,475,750	7,044,867
Non Current Liabilities					
Long Term Debt Less Current Maturities	(1,192,955)	(1,192,955)	-	(901,404)	(291,551)
Bond Debt	47,912,629	48,310,529	(397,900)	49,104,826	(1,192,196)
Total Non Current Liabilities	46,719,674	47,117,574	(397,900)	48,203,422	(1,483,747)
Total Liabilities	62,240,291	63,592,436	(1,352,145)	56,679,172	5,561,119
Net Assets					
Unrestricted Fund Balance	22,743,311	22,743,311	-	17,113,917	5,629,394
YTD Excess of Revenues	2,942,396	1,877,977	1,064,419	1,743,690	1,198,706
Total Net Assets	25,685,707	24,621,287	1,064,419	18,857,607	6,828,099
TOTAL LIABILITIES & NET ASSETS	87,925,998	88,213,724	(287,726)	75,536,779	12,389,218

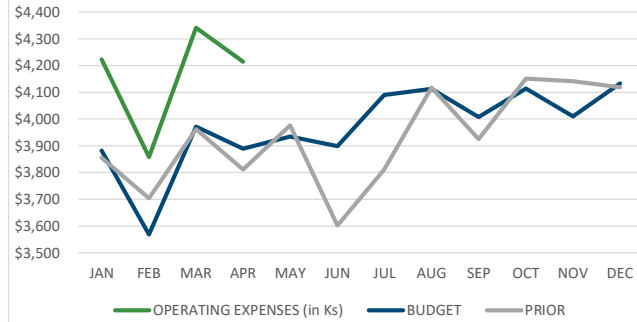
2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
INPATIENT STATISTICS													
IP DISCHARGES	42	25	29	38									134
PRIOR	21	33	42	27	34	36	40	37	34	41	35	36	123
IP PATIENT DAYS	146	97	114	119									476
BUDGET	133	105	103	90	100	111	148	164	153	135	125	99	431
PRIOR	79	97	142	67	117	114	116	153	193	200	201	134	385
IP EMERGENCY ADMITS	41	25	29	38									133
PRIOR	18	30	41	26	35	34	37	37	32	40	34	35	115
IP AVERAGE LENGTH OF STAY	3.5	3.9	3.9	3.1	-	-	-	-	-	-	-	-	3.6
PRIOR	4.4	3.1	3.5	2.5	3.3	3.2	2.9	4.1	5.5	4.8	5.7	3.7	3.1
SB PATIENT DAYS	-	-	-	-	-	-	-	-	-	-	-	-	-
BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR	53	14	11	-	-	-	-	-	-	-	-	-	78
OUTPATIENT STATISTICS													
OBSERVATION HOURS	1,830	481	773	903									3,987
PRIOR	471	761	666	490	618	471	404	310	571	517	600	923	2,388
OBSERVATION STAYS	27	14	27	25									93
PRIOR	19	23	20	13	23	14	14	16	22	19	23	25	75
EMERGENCY DEPT VISITS	1,159	957	1,214	1,281									4,611
BUDGET	1,214	1,127	1,265	1,227	1,154	1,230	1,206	1,199	1,127	1,146	1,133	1,218	4,834
PRIOR	1,448	1,321	1,252	886	1,033	1,145	1,219	1,220	1,219	1,210	1,145	1,082	4,907
MHC CLINIC VISITS	761	745	939	825									3,270
BUDGET	852	847	820	710	750	939	880	694	863	881	741	881	3,229
PRIOR	796	790	765	663	700	876	821	648	805	822	691	822	3,014
SPRES CLINIC VISITS	61	57	48	80									246
BUDGET	80	80	80	80	80	80	288	288	288	288	288	288	320
PRIOR	-	-	-	-	-	-	70	26	50	29	29	46	-
SPMAT CLINIC VISITS	203	203	232	218									856
BUDGET	244	217	198	196	164	191	182	214	211	234	218	227	855
PRIOR	250	222	203	200	168	195	186	219	216	239	223	232	875
SPWC CLINIC VISITS	2,601	2,284	2,848	2,588									10,321
BUDGET	2,369	2,396	2,377	2,444	2,759	2,906	2,969	2,932	3,079	3,083	3,125	3,131	9,586
PRIOR	2,950	2,511	2,349	2,106	2,334	2,787	2,698	2,714	2,812	2,750	2,396	2,779	9,916
ALL CLINIC VISITS	3,626	3,289	4,067	3,711									14,693
BUDGET	3,545	3,540	3,475	3,430	3,753	4,116	4,319	4,128	4,441	4,486	4,372	4,527	13,990
PRIOR	3,746	3,301	3,114	2,769	3,034	3,663	3,519	3,362	3,617	3,572	3,087	3,601	40,385
PACC CLINIC VISITS	6	4	9	7									26
PRIOR	-	-	-	-	7	13	19	15	10	6	9	6	1
URGENT CARE VISITS	893	829	1,016	1,144									3,882
BUDGET	1,072	1,071	1,228	933	962	759	763	875	901	876	901	1,123	4,303
PRIOR	1,583	1,699	1,196	554	687	759	913	915	882	874	852	847	5,032
PACC + URGENT CARE VISITS	899	833	1,025	1,151									3,908
BUDGET	1,072	1,071	1,228	934	969	772	782	890	911	882	910	1,129	4,304
PRIOR	1,583	1,699	1,196	555	694	772	932	930	892	880	861	853	5,033
ANCILLARY STATISTICS													
LAB BILLABLE TEST	14,805	13,076	15,543	14,708									58,132
BUDGET	14,310	12,614	15,840	14,222	13,583	12,834	12,622	12,157	12,984	13,772	13,380	14,254	56,986
PRIOR	16,301	13,902	12,840	10,062	12,845	14,892	14,952	13,866	15,131	14,413	13,865	14,457	53,105
ALL XRAY EXAMS	1,161	1,087	1,348	1,330									4,926
BUDGET	1,382	1,075	1,398	1,179	1,186	1,106	1,088	1,117	1,099	1,271	1,118	1,106	5,034
PRIOR	1,448	1,285	1,250	733	992	1,067	1,145	1,140	1,149	1,215	1,056	1,086	4,716
XRAY EXAMS	964	890	1,104	1,148									4,106
PRIOR	1,306	1,145	1,159	692	868	918	1,015	969	983	1,030	869	919	4,302
MAMMO EXAMS	135	150	193	133									611
PRIOR	116	127	80	34	110	124	111	142	152	174	151	137	357
DXA EXAMS	62	47	51	49									209
PRIOR	26	13	11	7	14	25	19	29	14	11	36	30	57
CT EXAMS	476	373	479	474									1,802
BUDGET	431	389	464	366	396	449	389	435	401	427	419	435	1,649
PRIOR	430	358	332	323	477	517	487	417	405	438	435	484	1,443
ALL ULTRASOUND EXAMS	304	311	352	337									1,304
BUDGET	276	255	301	302	302	295	308	276	273	304	347	270	1,133
PRIOR	288	275	240	223	303	316	310	313	328	331	316	313	1,026
ULTRASOUND EXAMS	265	274	309	302									1,150
PRIOR	252	240	195	193	266	276	269	274	292	292	275	267	880
ECHO EXAMS	39	37	43	35									154
PRIOR	36	35	45	30	37	40	41	39	36	39	41	46	146
MRI EXAMS	56	50	62	62									230
BUDGET	47	36	47	40	40	37	37	38	37	43	38	37	169
PRIOR	36	44	29	23	24	57	37	63	42	64	39	47	132
THERAPY EXAMS	899	842	1,003	868									3,612
BUDGET	1,390	1,339	1,149	1,028	1,041	1,187	1,227	1,152	1,261	1,380	1,245	1,286	4,906
PRIOR	1,035	997	856	766	775	884	914	858	939	1,028	927	958	3,654
PT EXAMS-OUTPATIENT	733	691	821	751									2,996
PT EXAMS-INPATIENT	11	9	8	7									35
OT EXAMS-OUTPATIENT	57	56	71	31									215
OT EXAMS-INPATIENT	8	3	5	3									19
ST EXAMS-OUTPATIENT	89	82	98	75									344
ST EXAMS-INPATIENT	1	1	-	1									3
AR & CASH STATISTICS													
DAYS IN AR	54	55	52	47									52
GOAL	50	50	50	50	50	50	50	50	50	50	50	50	50
PRIOR	55	56	57	56	62	65	56	53	55	56	52	50	50
DAYS CASH ON HAND	255	256	262	254									257
GOAL	120	120	120	120	120	120	120	120	120	120	120	120	120
PRIOR	169	165	177	213	214	227	236	240	238	225	231	247	247
FTEs TOTAL PAID	306.6	298.8	299.4	316.8									305.4
FTEs TOTAL INCLUDING AGENCY	313.6	310.4	314.8	331.4									317.6
BUDGET	339.8	340.2	341.2	344.2	344.2	344.2	349.2	349.2	349.2	349.2	349.2	349.2	341.4
PRIOR	279.8	289.7	302.7	301.4	299.4	293.7	286.1	293.7	295.3	305.1	317.0	327.9	293.4



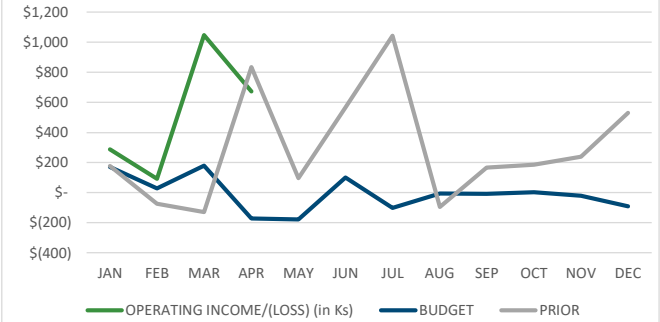
GROSS OPERATING REVENUE



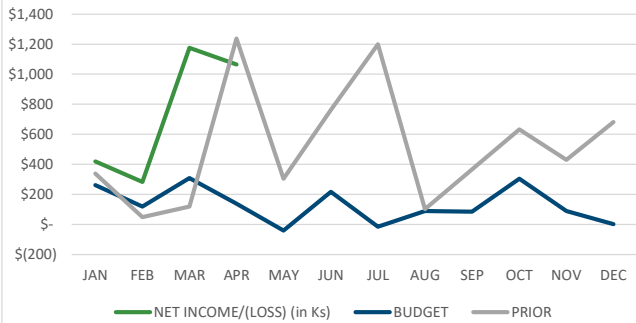
OPERATING EXPENSES



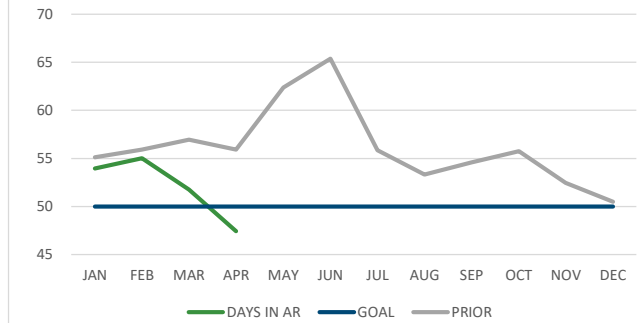
OPERATING INCOME/(LOSS)



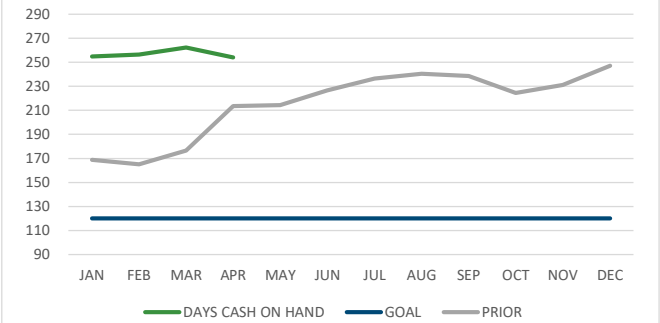
NET INCOME/(LOSS)



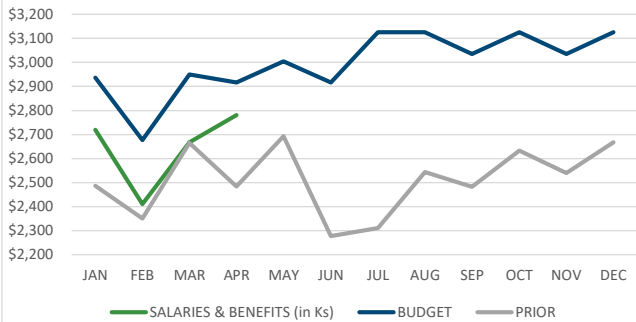
DAYS IN AR



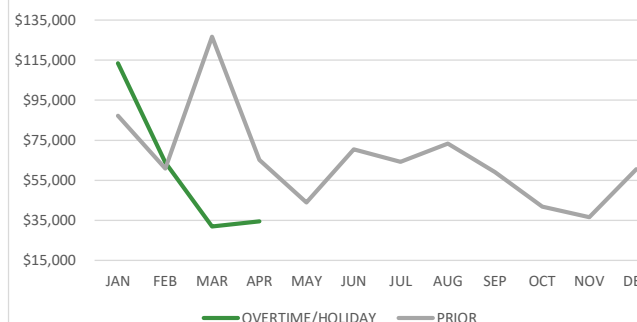
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

