

# **Board of Commissioners Meeting**

November 18, 2021 Summit Pacific Medical Center

Gravs HarborCounty Public Hospital District No.1

# 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 Residency Announcement Dr. Ken Dietrich Info
- 4. 6:15 Patient Story Lauri Bolton Info
- 5. 6:20 Master Facility Plan Josh Martin Info
- 6. Executive Reports
  - a. 6:40 Quality Report and Dashboard, Tori Bernier Info
  - b. 6:55 Finance Report, James Hansen Info
  - c. 7:10 Advocacy Committee, Josh Martin (as needed)
  - d. 7:20 Executive Report, Josh Martin Info

#### 7. Commissioner Business

- a. 7:35 Medical Staff Privileges Action (vote)
  - i. Carson Van Sanford, MD Neurology Initial Appointment
  - ii. Christopher Hartness, MD Radiology Initial Appointment
  - iii. Aaron Dewald, MD Radiology Initial Appointment
  - iv. Kambrie Kato, MD Radiology Initial Appointment
  - v. Lauren Fetty, MD Radiology Initial Appointment
  - vi. Bruce Geryk, MD Neurology- Reappointment
  - vii. Valerie McWhorter, MD Pathology Reappointment
  - viii. Kelly Lloyd, MD Pathology Reappointment
  - ix. Joe Kohn, ARNP Family Medicine Reappointment
  - *X.* Laura Kelley, LMHC Behavioral Health Initial Appointment (Licensed Mental Health Counselor)
- b. 7:40 Resolution 2021-08 Levy Limit Factor Adoption Action (vote)
- c. **7:45** Resolution 2021-09 Levy Refund *Action (vote)*
- d. 7:50 Qui Tam Letter Discussion and Action (vote)
- e. 8:00- Hot Topic Discussion Discussion
- f. 8:15 Upcoming Events, Andrew Hooper
- g. 8:20 Meeting Evaluation, Andrew Hooper
- 8. 8:25 Executive Session (g) qualifications of applicant or review performance of public employee/elective office

#### 9. Commissioner Business Continued

a. 8:45 – CEO 360 Review – Discussion and Action (vote)



## **Board of Commissioners Meeting**

November 18, 2021 Summit Pacific Medical Center

Gravs HarborCounty Public Hospital District No.1

10. 8:50 – Adjourn – Action (vote)

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

- Thursday, December 9<sup>th</sup> 10:00-11:30 am |WSHA Annual eSeries and WSHA Business Meeting | Ortquist Conference Room
- > Thursday, December 16<sup>th</sup> Friday, December 17<sup>th</sup> | Summit Fights Hunger | Summit Pacific
- Thursday, December 30<sup>th</sup> 6:00 pm | Rescheduled December Board Meeting | Ortquist Conference Room

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



Minutes: October 28, 2021

Special Meeting Minutes: September 30, 2021, Budget 2022 Public Hearing October 28, 2021, October 28, 2021, November 11, 2021

For the Period: October 20	21	
Description		Amount
Payroll	\$	3,113,383
A/P Operations	\$	1,803,115
A/P Construction	\$	-
Community Care	\$	149,689
Bad Debt	\$	458,183
Property Tax Credit	\$	186
Total	\$	5,524,556



September 30, 2021

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	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 at 10:00 am         Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper         Kevin Bossard was absent and excused.         Present: Josh Martin	
BUSINESS FROM AUDIENCE	Business from Audience     n/a	
WSHA Annual Meeting eSeries	<ul> <li>Dr. Kevin Jenkins presented on topic "Diversity, Equity and Inclusion" (See presentation for more details).</li> <li>The board had discussion regarding diversity, equity and inclusion at Summit Pacific.</li> </ul>	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 11:30 am.	Commissioner Wescott made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.

Recording Secretary

yothe Hiles

Board Secretary



AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<ul> <li>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 at 5:15 pm         </li> <li>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper,             Kevin Bossard      <li>Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Jori Stott, Ron Hulscher,             Lauri Bolton (overflow room), Cecelia Tapp (virtual), Rachel Brown (virtual)</li> </li></ul>	
BUSINESS FROM AUDIENCE	Business from Audience • n/a	
2022 Budget	<ul> <li>CFO Hansen reviewed the 2022 Budget (See presentation for more details)</li> <li>Commissioner Hooper questioned if the district anticipates any increases or decreases in volumes in 2022.</li> <li>Projected volumes are based off the first nine months of the previous year.</li> <li>Discussion regarding billing for high and low acuity visits in the ED. Billing is based on the patient's acuity level not by the provider type.</li> <li>Days Cash on Hand is budgeted to be higher due to an investment in a new EHR.</li> <li>Population growth information is based on our master facility planning process and not during the budgeting process. Budgeting is a short window of time so it is primarily based on the year prior; however long-term planning assess future community needs.</li> </ul>	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 5:47 am	Commissioner Bossard made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. The motion was approved by unanimous vote.



Recording Secretary

agette Hiles

**Board Secretary** 



AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	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 at 6:00 pm	
	<b>Commissioners present:</b> Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper, Kevin Bossard	Commissioner Hiles made a motion to approve the Consent
	Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Jori Stott, Ron Hulscher,	Agenda. Commissioner
	Lauri Bolton (overflow room), Cecelia Tapp (virtual), Rachel Brown (virtual), Lourdes Schoch	Thumser seconded the motion.
	(overflow room), Dave Hauge (overflow room), Andrew Burton (virtual), Michelle King	All voted in favor.
	(virtual), Siedah Bodie(virtual), Anna Taylor (virtual)	
BUSINESS FROM	Business from Audience	
AUDIENCE	Dave Hauge, East Grays Harbor Fire and Rescue shared public comment as a concerned citizen. The Fire District and Hospital District have been impacted by the COVID pandemic and transport challenges which negatively effects community	
	outcomes and quality of care. Hauge requested that the districts work together to work together to improve services. Chief Fulbright is happy to share more information with the board.	
	<ul> <li>Chairman Hooper thanked him for sharing and requested to meet with him at a future time Board chair to Board chair.</li> </ul>	
PATIENT STORY	<ul> <li>Patient story regarding ultrasound patient and staff that went above and beyond to give patient a teddy bear with heart beat recording sound to mother who lost baby (see story for more details).</li> </ul>	
GI Presentation	<ul> <li>Michelle King shared presentation on new GI service line (see presentation for more details).</li> </ul>	
	<ul> <li>Patients do not have to be put to sleep to have a colonoscopy, but most providers like to discuss options with patients prior to making that decision.</li> </ul>	
	<ul> <li>Summit Pacific providers can take biopsies instantaneously during routine endoscopy or colonoscopies.</li> </ul>	
	<ul> <li>Summit Pacific plans to offer capsule endoscopy in 2022.</li> </ul>	
	<ul> <li>CEO Martin and Chairman hooper thanked Michelle King, CMO Dietrich, CAO Rose and CNO Bernier for their hard work.</li> </ul>	
QUALITY	CMO Dietrich presented the quality report and dashboard (see report and dashboard for more details).	



	October 28, 2021	
	<ul> <li>Discussion regarding supply challenges with monoclonal antibodies due to federal and state call out plans and medical administration shallenger.</li> </ul>	
	and state roll out plans and medical administration challenges.	
	<ul> <li>Summit Pacific has partnered with Elma Health Mart for COVID booster shots.</li> </ul>	
	• CXO Bolton shared influenza shot deadline was pushed from 10/15 to 11/15 due to	
	the vaccine mandate.	
	<ul> <li>Marketing is working on a plan for announcing DNV accreditation.</li> </ul>	
	<ul> <li>Discussion regarding challenges with providing in home care for cellulitis checks.</li> </ul>	
FINANCE	<ul> <li>CFO Hansen presented the Finance Report (see report for more details).</li> </ul>	
	<ul> <li>There have been some coding challenges due to staffing which has affected our</li> </ul>	
	days in AR and monthly operating expenses.	
	<ul> <li>Discussion regarding the challenges with forecasting volume trends due to the</li> </ul>	
	unprecedented times.	
ADVOCACY	<ul> <li>Advocacy committee is starting to ramp up as we move closer into 2022.</li> </ul>	
	<ul> <li>Discussion regarding how we can train postgraduates.</li> </ul>	
	<ul> <li>Meetings are scheduled with several district 19 and 22 state legislators.</li> </ul>	
EXECUTIVE SUMMARY	<ul> <li>CXO Bolton shared the lab project has finally ended.</li> </ul>	
	<ul> <li>The Kelsey renovation project will likely end July 2022.</li> </ul>	
	<ul> <li>There are plans to improve Wi-Fi November 15<sup>th</sup>.</li> </ul>	
	<ul> <li>Discussion regarding continued transportation challenges. A large portion of</li> </ul>	
	patients are being transferred by flight.	
	• Discussion regarding some medics and paramedics leaving the field due to HB 1013.	
COMMISSIONER	Medical Staff Privileges	Commissioner Hiles made
BUSINESS	<ul> <li>Carson Van Sanford, MD – Neurology – Initial Appointment</li> </ul>	motion to approve the Medical
	<ul> <li>Christopher Hartness, MD – Radiology – Initial Appointment</li> </ul>	Staff privileges. Commissioner
	<ul> <li>Aaron Dewald, MD – Radiology – Initial Appointment</li> </ul>	Thumser seconded the motion.
	<ul> <li>Kambrie Kato, MD – Radiology – Initial Appointment</li> </ul>	All voted in favor.
	<ul> <li>Lauren Fetty, MD – Radiology – Initial Appointment</li> </ul>	
	Bruce Geryk, MD – Neurology- Reappointment	
	<ul> <li>Valerie McWhorter, MD – Pathology – Reappointment</li> </ul>	
	<ul> <li>Kelly Lloyd, MD – Pathology – Reappointment</li> </ul>	
	Joe Kohn, ARNP – Family Medicine – Reappointment	
	Laura Kelley, LMHC – Behavioral Health – Initial Appointment (Licensed Mental	
	Health Courselor)	



	October 28, 2021	
	<ul> <li>Resolution 2021-06 Operating Budget <ul> <li>CFO Hansen presented on the 2022 Budget in a Public Hearing October 28, 2021.</li> <li>(See resolution for more details)</li> </ul> </li> <li>Resolution 2021-07 Surplus Property <ul> <li>CFO Hansen provided an overview on equipment nearing end of life cycle. (See resolution for more details)</li> </ul> </li> <li>Board Norms <ul> <li>A committee of the Board met to review and update the Board Norms. Board Bylaws are how the Board operates and Board Norms are how the Board acts. (See Board Norms for more details).</li> </ul> </li> <li>Hot Topic Discussion <ul> <li>CEO Martin brought article to the Board to illustrate how other media is communicating regarding staffing shortages (see article for more details).</li> <li>Discussion regarding how Summit Pacific can work to create an environment staff want to work in during these challenging times.</li> </ul> </li> </ul>	Commissioner Thumser made motion to approve Resolution 2021-06 Operating Budget. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Hiles made motion to approve Resolution 2021-07 Surplus Property. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Wescott made a motion to adopt new Board Norms. Commissioner Thumser
	<ul> <li>Upcoming Events</li> <li>Chairman Hooper reviewed upcoming events.</li> <li>The Foundation may not be hosting Harbor Lights this year. More to come.</li> <li>Chairman hooper facilitated meeting evaluation. The Board was appreciative of the comments and discussion.</li> </ul>	seconded the motion. All voted in favor.
EXECUTIVE SESSION	<ul> <li>Board Chair Hooper announced the Board will be going to executive session (RCW 42.30.110) to discuss (d) negotiations of publicly bid contracts</li> <li>Board Chair Hooper announced the session was anticipated to last one hour with no anticipated action.</li> <li>The board recessed the session at 7:55 pm.</li> <li>The executive session convened at 8:00 pm.</li> <li>The executive session ended at 9:16 pm.</li> <li>The regular session reconvened at 9:16 pm.</li> </ul>	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 9:17 pm.	Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded



October 28, 2021

the motion. The motion was approved by unanimous vote.

watte Hiles

Board Secretary

Recording Secretary

Ć



November 11, 2021

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<ul> <li>CALL TO ORDER</li> <li>The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Vice Chairman Hooper at 10:00 am</li> <li>Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper</li> <li>Kevin Bossard was absent and excused.</li> <li>Present: Josh Martin, Jori Stott</li> </ul>	
BUSINESS FROM AUDIENCE	Business from Audience • n/a	
WSHA Annual Meeting eSeries	<ul> <li>Phil Gwoke presented on topic "Multi-Generational Work" (See presentation for more details).</li> <li>Chairman Hooper facilitate discussion regarding the Boards role on how the topic of generational workplace.</li> <li>The board can be mindful regarding how they communicate with each other as individuals from different generations.</li> <li>Discussion regarding how the organization is preparing to recruit and retain Generation Z.</li> <li>Discussion regarding the challenges with growth in a small organization.</li> </ul>	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 11:27 am.	Commissioner Hiles made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.



Recording Secretary

November 11, 2021

ergette Alilis

Board Secretary

### Summit Pacific Medical Center Finance Dashboard October 31, 2021 Key Financial Results used in review of Operational and Financial Performance

### Favorable Variance = +

### Unfavorable Variance = ( )

							•••••••		(			
		Octob	er		Year-to-Date							
	Actual	Budget	Variance	Var%	Actual	Budget	Var%	Month	YTD			
Gross Operating Revenue	\$ 12,237,059	\$ 9,495,406	\$2,741,653	<b>28.9</b> %	\$ 106,540,783	\$ 90,747,386	1 <b>7.4</b> %	<b></b>	<b></b>			
Total Operating Expenses	\$ 4,654,995	\$ 4,114,689	\$ (540,306)	(13.1%)	\$ 40,664,239	\$ 39,470,073	(3.0%)	<b></b>				
Payment %	45.0%	45.2%	-0.2%	-0.2%	46.1%	45.2%	0.9%					
AR Collection % (CM,PM)					41.7%	37.2%	4.5%		<b>S</b>			
EBITDA Margin	18.5%	10.1%		8.4%	27.5%	9.9%	17.5%	<ul> <li>Image: A start of the start of</li></ul>				
Operating Margin	11.0%	0.1%		10.9%	20.1%	0.0%	<b>20</b> .1%	<ul> <li></li> </ul>	<ul> <li>Image: A start of the start of</li></ul>			
Net Income Margin	16.7%	6.7%		10.1%	23.6%	3.3%	20.2%		<ul> <li>Image: A start of the start of</li></ul>			
Days in AR					59	50	(17.7%)		×			
DCOH					241	247	(2.3%)					

# SUMMIT PACIFIC

# **2021 Income Statement**

SUMMIT PACIFIC				Octob	er						Year-to-	Dat	e	
• MEDICAL CENTER •		Actual		Budget		Variance	Var%		Actual		Budget		c Variance	Var%
Gross Operating Revenue														
Medicare Revenue	\$	4,706,572	\$	3,474,369	\$	1,232,203	35.5%	\$	39,334,099	\$	33,204,468	\$	6,129,631	18.5%
Medicaid Revenue	\$	3,586,015	\$	2,916,989	\$	669,026	22.9%	\$	32,625,223	\$	27,877,597	\$	4,747,626	17.0%
Other Revenue	\$	3,944,472	\$	3,104,048	\$	840,424	27.1%	\$	34,581,461	\$	29,665,321	\$	4,916,140	16.6%
Total Gross Operating Revenue	\$	12,237,059	\$	9,495,406	\$	2,741,653	<b>28.9</b> %	\$	106,540,783	\$	90,747,386	\$	15,793,397	17.4%
Revenue Deductions														
Medicare Contractual	\$	2,896,375	\$	2,195,992	\$	(700,383)	(31.9%)	\$	23,937,086	\$	20,987,049	\$	(2,950,037)	(14.1%)
Medicaid Contractual	\$	1,961,352		1,691,044	\$	(270,308)	(16.0%)	•	18,640,903		16,161,272	•	(2,479,631)	(15.3%)
Other Contractual	\$	1,047,358	\$	816,686	\$	(230,672)	(28.2%)	\$	9,597,399		7,805,053		(1,792,346)	(23.0%)
Bad Debt Expense	\$	554,799	\$	227,981	\$	(326,818)	(143.4%)	\$	2,994,144	\$	2,178,810	\$	(815,334)	(37.4%)
Community Care	\$	149,689	\$	194,656	\$	44,967	23.1%	\$	1,616,373	\$	1,860,321	\$	243,948	13.1%
Administrative Adjustments	\$	114,956	\$	74,320	\$	(40,636)	(54.7%)	\$	611,873	\$	710,273	\$	98,399	13.9%
Total Revenue Deductions	\$	6,724,529	\$	5,200,679	\$	(1,523,850)	(29.3%)	\$	57,397,779	\$	49,702,778	\$	(7,695,001)	(15.5%)
Net Patient Revenue	\$	5,512,530	\$	4,294,727	\$	1,217,803	28.4%	\$	49,143,004	\$	41,044,608	\$	8,098,396	1 <b>9.7</b> %
Other Revenue														
COVID Relief Income	\$	-	\$	-	\$	-	0.0%	\$	4,564,500	\$	-	\$	4,564,500	(100.0%)
Other Operating Income	\$	196,170	\$	280,249	\$	(84,078)	(30.0%)	\$	2,345,447		2,768,854	\$	(423,406)	(15.3%)
Total Other Revenue	\$	196,170	\$	280,249	\$		. ,	\$	6,909,947	\$	2,768,854	\$	4,141,094	149.6%
Net Operating Revenue	\$	5,708,700	\$	4,574,975	\$	1,133,725	24.8%	\$	56,052,951	\$	43,813,462	\$	12,239,489	27.9%
Operating Expenses	•		•					•						
Salaries & Wages	\$	2,449,767	\$	2,491,946	\$	42,179	1.7%	\$	21,932,749	\$	23,765,525	\$	1,832,776	7.7%
Benefits	Ψ \$	624,510	\$	633,846	\$	9,336	1.5%		5,575,040	\$	6,044,950	↓ \$	469,910	7.8%
Professional Fees	\$	91,466	\$	24,089	\$	(67,377)	(279.7%)		594,726	\$	242,771	\$	(351,956)	(145.0%)
Supplies	\$	391,329	\$	238,911	\$	(152,418)	(63.8%)		3,162,480	\$	2,289,725	\$	(872,756)	(38.1%)
Utilities	\$	43,281	\$	39,540	\$	(3,741)	(9.5%)	\$	407,129	\$	397,282	\$	(9,847)	(2.5%)
Purchased Services	\$	744,641	\$	513,055	\$	(231,586)	(45.1%)		6,934,849	\$	5,022,926	•	(1,911,923)	(38.1%)
Insurance	\$	36,589	\$	25,000	\$	(11,589)	(46.4%)		262,494	\$	242,000	\$	(20,494)	(8.5%)
Other Expenses	\$	240,273	\$	124,613	\$	(115,661)	(92.8%)		1,663,431	\$	1,244,058	\$	(419,372)	(33.7%)
Rentals & Leases	\$	33,138	\$	23,690	\$		(39.9%)	\$	131,341	\$	220,837	\$	89,495	40.5%
Total Operating Expenses	\$	4,654,995	_	4,114,689	\$	1 . 1	(13.1%)		40,664,239		39,470,073		(1,194,166)	(3.0%)
EBITDA	S	1,053,705	\$	460,286	\$	593,419		S	15,388,712	Ś	4,343,389	Ś	11,045,324	254.3%
Interest & Depreciation Expenses	Ŧ	-,,	Ŧ	,	Ŧ	,		Ŧ		Ŧ	.,,	Ŧ		
Interest	\$	147,066	\$	147,553	\$	486	0.3%	\$	1,450,132	\$	1,483,861	\$	33,729	2.3%
Depreciation	\$	280,558	\$	309,967	\$	29,409	9.5%		2,669,993	\$	2,845,064	\$	175,071	6.2%
Total Interest & Depreciation Expenses	\$	427,625	\$	457,520	\$		6.5%		4,120,125		4,328,926	\$	208,800	4.8%
Net Income (Loss) from Operations	\$	626,081	\$	2,766	\$			\$	11,268,587	\$	14,463	-	11,254,124	
	Ŷ	020,001	Ŷ	_,, 00	Ŷ	020,010		Ŷ		Ŷ	. 1,100	¥	,=• ., . = .	
Non-Operating Revenue/(Expenses) Tax Revenue	\$	266,107	¢	222,546	¢	43,561	19.6%	¢	784,964	¢	656,608	¢	128,356	19.5%
Misc Revenue/(Expenses)	۹ \$	63,748	.թ \$	78,957	\$ \$	(15,208)	(19.3%)		1,165,461	\$ \$	793,327	\$ \$	372,134	46.9%
Total Non-Operating Rev/(Expenses)	<u>+</u>	329,855	φ \$		φ \$		<u>9.4%</u>		1,950,425	φ \$		φ \$	500,491	<b>34.5%</b>
							7.4/0			·		-		
Net Income (Loss) Net Income (Loss) w/out PPP	\$ \$	955,936 955,936	\$ \$		\$ \$			<u>\$</u> \$	13,219,012 8,654,512	<u> </u>	1,464,398 1,464,398		<u>11,754,614</u> 7,190,114	802.7% 491.0%
	Ş	755,730	Ş	304,207	<u>ې</u>	001,007		Ş	0,054,512	Ş	1,404,370	Ş	7,170,114	471.0/0
METRICS														
EBITDA Margin		18.5%		10.1%		8.4%	83.5%		27.5%		9.9%		17.5%	176.9%
Operating Margin		11.0%		0.1%		10.9%			20.1%		0.0%		20.1%	
Net Income Margin		16.7%		6.7%		10.1%			23.6%		3.3%		20.2%	605.6%
Days in AR		59												
DCOH		241												



# **Balance Sheet as of October 2021**

ASSETS	10/31/2021	9/30/2021	1 Month Variance	10/31/2020	12 Month Variance
<b>Current Assets</b> Operating Cash Covid Cares Restricted Debt Reserve	36,063,973 4,688,971 2,016,008	35,855,011 4,688,971 2,016,008	208,961 - -	32,513,559 2,016,008	3,550,413 4,688,971 -
Accounts Receivables Less Allow for Uncollectables Less Contractual Adjustments	22,134,219 (3,552,991) (9,352,258)	21,662,179 (3,369,946) (9,127,736)	472,040 (183,045) (224,522)	16,278,268 (3,440,436) (8,064,166)	5,855,951 (112,555) (1,288,092)
Accounts Receivable - Net	9,228,970	9,164,497	64,473	4,773,666	4,455,304
Taxes Receivable Other Receivables Inventory Prepaid Expenses	282,367 1,331,509 553,044 685,225	30,980 1,527,396 541,508 680,993	251,388 (195,888) 11,536 4,233	271,839 1,479,773 427,182 470,433	10,528 (148,265) 125,862 214,792
Total Current Assets	54,850,067	54,505,365	344,702	41,952,461	12,897,606
Property, Plant and Equipment Land Land Improvements Buildings Equipment Construction In Progress Less Accumulated Depreciation Property, Plant and Equipment - Net	1,652,029 4,424,240 43,398,441 13,456,642 608,724 (23,538,031) <b>40,002,046</b>	1,652,029 4,424,240 43,398,441 13,193,384 497,017 (23,257,472) <b>39,907,639</b>	- - 263,258 111,707 (280,558) <b>94,407</b>	1,652,029 4,418,767 42,874,012 11,159,880 29,068 (20,333,057) <b>39,800,700</b>	- 5,473 524,429 2,296,762 579,656 (3,204,974) <b>201,346</b>
TOTAL ASSETS	94,852,113	94,413,004	439,110	81,753,161	13,098,953



# **Balance Sheet as of October 2021**

LIABILITIES	10/31/2021	09/30/2021	1 Month Variance	10/31/2020	12 Month Variance
Current Liabilities					
Accounts Payable	792,438	662,394	130,044	372,583	419,855
Other Payables	898,891	342,163	556,728	504,016	394,875
Payroll and Related Liabilities	3,023,132	3,579,711	(556,579)	1,848,055	1,175,076
Interest Payable	(4,093)	251,287	(255,380)	(3,504)	(590)
Third Party Settlement Payable	850,047	850,047	-	(404,884)	1,254,931
Other Current Liabilities	5,588,601	5,573,730	14,871	8,696,253	(3,107,653)
Current Maturities of LTD	1,192,955	1,192,955	-	901,404	291,551
Total Current Liabilities	12,341,970	12,452,286	(110,316)	11,913,924	428,047
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(901,404)	(291,551)
Long Term Debt	47,291,829	47,698,340	(406,511)	48,514,237	(1,222,408)
Total Non Current Liabilities	46,098,874	46,505,385	(406,511)	47,612,833	(1,513,959)
Total Liabilities	58,440,844	58,957,671	(516,826)	59,526,757	(1,085,912)
Net Assets					
Unrestricted Fund Balance	23,192,257	23,192,257	-	17,113,917	6,078,340
YTD Excess of Revenues	13,219,012	12,263,076	955,936	5,112,487	8,106,525
Total Net Assets	36,411,269	35,455,333	955,936	22,226,404	14,184,865
TOTAL LIABILITIES & NET ASSETS	94,852,113	94,413,004	439,110	81,753,161	13,098,953

2021	JAN	FEB	MAR	APR	MAY	NUL	JUL	AUG	SEP	ост	NOV	DEC	YTP
INPATIENT STATISTICS													
IP DISCHARGES PRIOR	42 21	25 33	<b>29</b> 42	<b>36</b> 27	43 34	37 36	<b>20</b> 40	20 37	31 34	<b>38</b>	35	36	321 345
IP PATIENT DAYS	146	97	114	119	174	144	109	122	110	129		00	1,264
BUDGET	133	105	103	90	100	111	148	164	153	135	125	99	1,241
PRIOR IP EMERGENCY ADMITS	79 41	97 25	142 29	67 36	117 43	114 37	116 <b>20</b>	153 19	193 <b>30</b>	200 38	201	134	1,278 318
PRIOR	18	30	41	26	35	34	37	37	32	40	34	35	399
IP AVERAGE LENGTH OF STAY	3.5	3.9	3.9	3.3	4.0	3.9	5.5	6.1	3.5	3.4	-		3.9
PRIOR SB PATIENT DAYS	- 4.4	3.1	3.5	2.5	3.3	3.2	2.9	4.1	5.5	4.8	5.7 -	3.7	3.7
BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR	53	14	11	-	-	-	-	-	-	-	-	-	78
OUTPATIENT STATISTICS OBSERVATION HOURS	1,830	481	773	901	938	1,039	1,086	643	786	467			8,944
PRIOR	471	761	666	490	618	471	404	310	571	517	600	923	5,279
OBSERVATION STAYS	27	14	27	25	32	25	26	15	21	15			227
PRIOR EMERGENCY DEPT VISITS	19 1,159	23 957	20 1,214	13 1,281	23 1,487	14 1,423	14 1.443	16 1,461	22 1,474	19 1,450	23	25	183 13,349
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	11,897
PRIOR	1,448	1,321	1,252	886	1,033	1,145	1,219	1,220	1,219	1,210	1,145	1,082	11,953
MHC CLINIC VISITS BUDGET	761 852	745 847	939 820	825 710	789 750	928 939	811 880	<b>704</b> 694	867 863	777 881	741	881	8,146 8,236
PRIOR	796	790	765	663	700	876	821	648	805	822	691	822	7,686
SPRES CLINIC VISITS	61	57	48	80	66	49	56	55	105	127			704
BUDGET PRIOR	80	80	80	80	80	80	288 70	288 26	288 50	288 29	288 29	288 46	<u>1,632</u> 175
SPMAT CLINIC VISITS	203	203	232	218	- 186	- 224	218	190	198	29	27	40	2,079
BUDGET	244	217	198	196	164	191	182	214	211	234	218	227	2,051
PRIOR SPWC CLINIC VISITS	250 2,601	222 2,284	203 2,848	200 2,588	168 2,589	195 2,989	186 2,990	219 3,359	216 3,021	239 3,257	223	232	2,098 28,526
BUDGET	2,601	2,284	2,848	2,588	2,589	2,989	2,990	2,932	3,021	3,257	3,125	3,131	28,526
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	26,011
	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191	4,368	4.270	4.507	39,455
BUDGET PRIOR	3,545 3,746	3,540 3,301	3,475 3,114	3,430 2,769	3,753 3,034	4,116 3,663	4,319 3,519	4,128 3,362	4,441 3,617	4,486 3,572	4,372 3,087	4,527 3,601	39,233 40,385
PACC CLINIC VISITS	6	4	9	7	2	6	5	7	14	9	0,00,	0,001	69
PRIOR	-	-	-	1	7	13	19	15	10	6	9	6	71
URGENT CARE VISITS BUDGET	<b>893</b> 1,072	829 1,071	1,016 1,228	1,144 933	1,352 962	1,233 759	1,362 763	1,808 875	1,333 901	1,1 <b>84</b> 876	901	1,123	12,154 9,439
PRIOR	1,583	1,699	1,196	554	687	759	913	915	882	874	852	847	10,062
PACC + URGENT CARE VISITS	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	010	1.100	12,223
BUDGET PRIOR	1,072 1,583	1,071 1,699	1,228	934 555	969 694	772	782 932	890 930	911 892	882 880	910 861	1,129 853	9,510 10,133
ANCILLARY STATISTICS	1,000	1,077	1,170	000	071	772	702	700	0/2	000	001	000	10,100
LAB BILLABLE TEST						1/ 100	15 /05	15 400					
	14,805	13,076	15,543	14,708	15,234	16,102	15,605	15,432	15,204	15,737	12 200	14.054	151,446
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	134,938
	14,310 16,301 <b>1,161</b>	12,614 13,902 <b>1,087</b>	15,840 12,840 <b>1,348</b>	14,222 10,062 <b>1,330</b>			12,622 14,952 <b>1,270</b>	12,157 13,866 <b>1,431</b>	12,984 15,131 <b>1,323</b>	13,772 14,413 <b>1,479</b>	13,865	14,457	134,938 139,204 13,193
BUDGET PRIOR ALL XRAY EXAMS BUDGET	14,310 16,301 <b>1,161</b> 1,382	12,614 13,902 <b>1,087</b> 1,075	15,840 12,840 <b>1,348</b> 1,398	14,222 10,062 <b>1,330</b> 1,179	13,583 12,845 <b>1,336</b> 1,186	12,834 14,892 <b>1,428</b> 1,106	12,622 14,952 <b>1,270</b> 1,088	12,157 13,866 <b>1,431</b> 1,117	12,984 15,131 <b>1,323</b> 1,099	13,772 14,413 <b>1,479</b> 1,271	13,865	14,457	134,938 139,204 13,193 11,901
BUDGET PRIOR ALL XRAY EXAMS	14,310 16,301 <b>1,161</b>	12,614 13,902 <b>1,087</b>	15,840 12,840 <b>1,348</b>	14,222 10,062 <b>1,330</b>	13,583 12,845 <b>1,336</b>	12,834 14,892 <b>1,428</b>	12,622 14,952 <b>1,270</b>	12,157 13,866 <b>1,431</b>	12,984 15,131 <b>1,323</b>	13,772 14,413 <b>1,479</b>	13,865	14,457	134,938 139,204 13,193
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR	14,310 16,301 <b>1,161</b> 1,382 1,448 964 1,306	12,614 13,902 1,087 1,075 1,285 890 1,145	15,840 12,840 <b>1,348</b> 1,398 1,250 1,104 1,159	14,222 10,062 1,330 1,179 733 1,148 692	13,583 12,845 <b>1,336</b> 1,186 992 1,192 868	12,834 14,892 1,428 1,106 1,067 1,168 918	12,622 14,952 1,270 1,088 1,145 1,077 1,015	12,157 13,866 <b>1,431</b> 1,117 1,140 1,202 969	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030	13,865	14,457	134,938 139,204 13,193 11,901 11,424 11,098 10,085
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS	14,310 16,301 1,161 1,382 1,448 964 1,306 135	12,614 13,902 1,087 1,075 1,285 890 1,145 150	15,840 12,840 <b>1,348</b> 1,398 1,250 1,104 1,159 193	14,222 10,062 <b>1,330</b> 1,179 733 1,148 692 133	13,583 12,845 <b>1,336</b> 1,186 992 1,192 868 124	12,834 14,892 1,428 1,106 1,067 1,168 918 212	12,622 14,952 <b>1,270</b> 1,088 1,145 1,077 1,015 159	12,157 13,866 <b>1,431</b> 1,117 1,140 1,202 969 182	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195	13,865 1,118 1,056 869	14,457 1,106 1,086 919	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR	14,310 16,301 1,161 1,382 1,448 964 1,306 135 116	12,614 13,902 1,087 1,075 1,285 890 1,145	15,840 12,840 <b>1,348</b> 1,398 1,250 1,104 1,159	14,222 10,062 1,330 1,179 733 1,148 692	13,583 12,845 <b>1,336</b> 1,186 992 1,192 868	12,834 14,892 1,428 1,106 1,067 1,168 918	12,622 14,952 1,270 1,088 1,145 1,077 1,015	12,157 13,866 <b>1,431</b> 1,117 1,140 1,202 969	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030	13,865 1,118 1,056	14,457 1,106 1,086	134,938 139,204 13,193 11,901 11,424 11,098 10,085
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR PRIOR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25	12,622 14,952 1,270 1,088 1,145 1,077 1,015 1,015 1,015 1,015 1,015 1,015 1,015 1,019 1,111 3,4	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 1774 42 11	13,865 1,118 1,056 869	14,457 1,106 1,086 919	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS	14,310 16,301 1,161 1,382 1,448 964 1,306 135 116 62 26 476	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b>	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11 11 <b>479</b>	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b>	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 14 <b>452</b>	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 11 516	13,865 1,118 1,056 869 151 36	14,457 1,106 1,086 919 137 30	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169 4,751
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR PRIOR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25	12,622 14,952 1,270 1,088 1,145 1,077 1,015 1,015 1,015 1,015 1,015 1,015 1,015 1,019 1,111 3,4	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 1774 42 11	13,865 1,118 1,056 869 151	14,457 1,106 1,086 919 137	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b>	15,840 12,840 1,348 1,358 1,250 1,104 1,159 193 80 51 11 11 <b>479</b> 464 332 <b>352</b>	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 366 323 337	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b>	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b>	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 14 <b>452</b> 401 405 <b>325</b>	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030 195 1774 42 111 <b>516</b> 427 438 406	13,865 1,118 1,056 869 151 36 419 435	14,457 1,106 1,086 919 137 30 435 484	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169 4,751 4,145 4,184 3,508
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR VRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11 11 479 464 332 352 301	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 <b>474</b> 366 323 337 302	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377 295	12,622 14,952 <b>1,270</b> 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b> 308	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 14 <b>452</b> 401 405 <b>325</b> 273	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030 195 174 42 11 <b>516</b> 427 438 <b>406</b> 304	13,865 1,118 1,056 869 151 36 419 435 347	14,457 1,106 1,086 1,086 1,086 137 137 30 435 484 270	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,184 4,184 4,184 4,184 4,185 4,185 8,890
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b>	15,840 12,840 1,348 1,358 1,250 1,104 1,159 193 80 51 11 11 <b>479</b> 464 332 <b>352</b>	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 366 323 337	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b>	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b>	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 14 <b>452</b> 401 405 <b>325</b>	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030 195 1774 42 111 <b>516</b> 427 438 406	13,865 1,118 1,056 869 151 36 419 435	14,457 1,106 1,086 919 137 30 435 484	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169 4,751 4,145 4,184 3,508
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL UITRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 389 358 311 255 275 274 240	15,840 12,840 1,348 1,358 1,250 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 366 323 337 302 223 302 223 302 193	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302 303 289 266	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377 295 316 328 276	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 114 <b>452</b> 401 405 <b>325</b> 273 328 301 292	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030 195 174 42 111 <b>516</b> 427 438 <b>406</b> 304 331 349 292	13,865 1,118 1,056 869 151 36 419 435 347	14,457 1,106 1,086 1,086 1,086 137 137 30 435 484 270	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 169 4,751 4,145 4,184 3,508 2,890 2,927 3,076 2,549
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR VRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CT EXAMS	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 39	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> <b>373</b> <b>373</b> 389 358 <b>311</b> 255 275 274 240 37	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 111 479 464 3322 352 301 240 309 195 43	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 <b>474</b> 366 323 337 302 223 302 223 302 193 35	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 <b>333</b> 302 303 289 266 44	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377 295 316 328 276 49	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269 52	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 14 <b>452</b> 401 405 <b>325</b> 273 328 301 292 24	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 111 516 427 438 406 304 304 331 349 292 57	13,865 1,118 1,056 869 151 36 419 435 347 316 275	14,457 1,106 1,086 919 137 30 435 484 270 313 267	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,344 169 4,751 4,145 4,184 4,184 4,184 4,184 4,184 4,185 4,185 2,890 2,927 3,076 3,076 4,32
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL UITRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 389 358 311 255 275 274 240	15,840 12,840 1,348 1,358 1,250 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 366 323 337 302 223 302 223 302 193	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302 303 289 266	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377 295 316 328 276	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 114 <b>452</b> 401 405 <b>325</b> 273 328 301 292	13,772 14,413 <b>1,479</b> 1,271 1,215 1,242 1,030 195 174 42 111 <b>516</b> 427 438 <b>406</b> 304 331 349 292	13,865 1,118 1,056 869 151 36 419 435 347 316	14,457 1,106 1,086 919 137 30 435 484 270 313	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 169 4,751 4,145 4,184 3,508 2,890 2,927 3,076 2,549
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR ECHO EXAMS PRIOR MRI EXAMS BUDGET	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 39 36 56 47	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 275 274 240 37 35 274 240 37 35 <b>50</b> 36	15,840 12,840 1,348 1,378 1,250 1,104 1,159 193 80 51 111 479 464 332 362 301 240 309 195 43 45 62 47	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 366 323 337 302 223 302 223 302 193 35 30 2 193 35 30 2 40	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 40	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 40 58 37	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269 52 41 <b>50</b> 37	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 164 405 325 273 328 301 292 24 36 65 37	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 422 111 516 427 438 406 304 331 349 292 57 39 48 43	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38	14,457 1,106 1,086 1,086 1,086 137 30 435 484 270 313 267 46 37	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,184 4,751 4,145 4,184 3,508 2,890 2,927 3,076 2,549 432 3,578 5,76 4,01
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CT EXAMS BUDGET PRIOR MRI EXAMS BUDGET PRIOR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 252 252 253 255 255 255 255 255 25	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 275 274 240 37 35 <b>50</b> 36 44	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11 479 464 332 352 301 240 309 195 43 45 62 47 29	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 49 7 7 474 49 366 323 337 302 223 302 193 302 193 35 30 62 40 23	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 37 57	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 389 487 <b>379</b> 308 310 327 269 52 41 <b>50</b> 41 <b>50</b> 437 379	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 334 14 405 325 273 328 301 202 273 328 301 292 24 36 <b>65</b> 37 42	13,772 14,413 1,479 1,271 1,215 1,242 1,030 1955 174 42 111 516 427 438 406 304 304 304 304 304 331 349 292 57 57 39 48 43 64	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,145 4,145 4,145 4,145 4,184 3,508 2,890 2,927 3,076 2,549 4,32 3,076 4,32 3,076 4,32 3,076 4,32 4,32 4,32 4,32 4,32 4,32 4,32 4,32
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR ECHO EXAMS PRIOR MRI EXAMS BUDGET	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 39 36 56 47	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 275 274 240 37 35 274 240 37 35 <b>50</b> 36	15,840 12,840 1,348 1,378 1,250 1,104 1,159 193 80 51 111 479 464 332 362 301 240 309 195 43 45 62 47	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 366 323 337 302 223 302 223 302 193 35 30 2 193 35 30 2 40	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 40	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 40 58 37	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 1111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269 52 41 <b>50</b> 37	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 34 164 405 325 273 328 301 292 24 36 65 37	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 422 111 516 427 438 406 304 331 349 292 57 39 48 43	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38	14,457 1,106 1,086 1,086 1,086 137 30 435 484 270 313 267 46 37	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,184 4,751 4,145 4,184 3,508 2,890 2,927 3,076 2,549 432 3,578 5,76 4,01
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CT EXAMS PRIOR CT EXAMS BUDGET PRIOR CT EXAMS BUDGET PRIOR BUDGET	14,310 16,301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 252 39 36 56 56 47 252 39 36 899 1,390	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> <b>373</b> <b>373</b> <b>389</b> 358 <b>311</b> 255 275 274 240 37 35 <b>50</b> 36 44 <b>842</b> 842 1,339 997	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195 43 45 62 47 29 1,003 1,149 856	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 474 474 366 323 337 302 223 302 223 302 193 35 30 62 40 23 <b>868</b> 1,028 7,66	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1,187 884	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 504 34 389 487 379 308 310 327 269 52 41 41 50 37 37 37 37 912	12,157 13,866 1,431 1,117 1,140 1,202 969 182 427 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 14 452 401 405 325 273 328 301 292 24 36 45 37 42 973 1,261 9,39	13,772 14,413 1,479 1,271 1,215 1,242 1,030 1955 174 42 111 516 427 438 406 304 427 438 406 304 331 349 292 57 39 <b>48</b> 43 43 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 7380 74 74 74 74 74 74 74 74 74 74 74 74 74	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39	14,457 1,106 1,086 1	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 4,169 4,751 4,145 4,145 4,145 4,145 2,890 2,927 3,076 2,549 4,322 3,076 4,011 4,19 4,325 4,011 4,19 4,19 4,125 4,012,012 4,012,012 4,012,012,012,012,012,012,012,012,012,012
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR ECHO EXAMS BUDGET PRIOR ITHERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR PT EXAMS-OUTPATIENT	14.310 16.301 1,161 1,382 1,448 964 1,306 1355 116 62 26 476 431 430 304 276 288 265 252 252 252 252 39 36 56 47 39 36 56 47 36 899 1,390 1,035 733	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 274 240 37 35 <b>50</b> 36 44 <b>842</b> 1,339 997 691	15,840 12,840 1,2,840 1,348 1,398 1,250 1,104 1,159 193 800 51 111 479 464 332 352 301 240 309 195 43 309 195 43 45 62 47 29 1,003 1,149 856 821	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 474 366 323 337 302 223 302 193 302 193 302 193 302 193 302 193 35 30 62 23 868 1,028 868 1,028 766 751	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775 758	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 328 276 49 40 55 842 1,187 57 842 1,187 884 692	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 <b>504</b> 389 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 52 41 <b>50</b> 41 <b>50</b> 52 52 52 52 52 52 52 41 <b>50</b> 52 914 <b>50</b> 51,227	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 38 881 1,152 858 785	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 14 <b>455</b> 325 273 325 273 328 301 292 24 36 <b>65</b> 37 42 <b>973</b> 1,261 939 937	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 422 111 <b>516</b> 427 438 <b>406</b> 304 304 304 304 331 349 2292 57 39 <b>48</b> 43 349 272 57 39 <b>48</b> 43 36 43 36 43 855	13,865 1,118 1,056 869 151 36 419 435 347 316 316 275 41 38 39 1,245	14,457 1,106 1,086 1	134,938 139,204 13,193 11,901 11,424 11,424 11,098 10,085 1,661 1,170 4,34 4,164 4,164 4,164 4,184 3,508 2,890 2,927 3,076 2,549 4,32 3,076 2,549 4,32 3,076 4,184 4,184 4,184 3,508 2,890 2,927 3,076 4,184 4,195 5,76 6,90 7,76 4,00000000
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR BUDGET PRIOR MRI EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR	14,310 16,301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 252 39 36 56 56 47 252 39 36 899 1,390	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 389 358 311 255 275 274 240 37 355 50 36 44 842 1,339 997 691 9	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195 43 45 62 47 29 1,003 1,149 856	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 366 323 337 302 223 302 193 305 193 305 193 102 103 103 103 103 103 103 103 103	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1,187 884	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 504 34 389 487 379 308 310 327 269 52 41 41 50 37 37 37 37 912	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 38 81 1,152 858 85 10	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 401 405 325 273 328 301 292 24 36 65 37 42 993 1,261 937 937	13,772 14,413 1,479 1,271 1,215 1,242 1,030 1955 174 42 111 516 427 438 406 304 427 438 406 304 331 349 292 57 39 <b>48</b> 43 43 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 64 <b>936</b> 7380 74 74 74 74 74 74 74 74 74 74 74 74 74	13,865 1,118 1,056 869 151 36 419 435 347 316 316 275 41 38 39 1,245	14,457 1,106 1,086 1	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 4,169 4,751 4,145 4,145 4,145 4,145 2,890 2,927 3,076 2,549 4,322 3,076 4,011 4,19 4,325 4,011 4,19 4,19 4,125 4,012,012 4,012,012 4,012,012,012,012,012,012,012,012,012,012
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CT EXAMS PRIOR CT EXAMS PRIOR CT EXAMS CT PRIOR CT EXAMS CT PRIOR CT PR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 39 36 56 47 38 265 255 39 39 36 56 47 36 899 1,390 1,395 733 11 57 8	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 274 240 240 240 37 35 <b>50</b> 36 44 <b>842</b> 1,339 997 691 9 56 3	15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11 479 464 332 362 301 240 309 195 43 309 195 43 45 62 47 29 1,003 1,149 856 821 8 8 71 5	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 49 7 7 474 49 366 323 337 302 223 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 35 30 66 27 51 7 7 66 751 7 7 32 33 33 33 32 33 32 33 32 33 32 33 33	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775 758 14 - - 8	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 275 316 328 276 49 40 <b>58</b> 37 57 <b>842</b> 1,187 884 692 12 49 49 4	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 369 369 369 369 369 308 310 327 269 52 41 50 52 41 50 52 41 50 52 41 50 52 41 52 52 41 50 52 41 52 52 41 52 52 41 52 52 41 52 52 41 52 52 41 52 52 52 41 52 52 52 41 52 52 52 41 52 52 52 41 53 52 52 52 52 52 52 52 52 52 52 52 52 52	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 334 14 <b>455</b> <b>325</b> <b>3273</b> 3273 328 301 2092 24 36 <b>65</b> 377 42 <b>993</b> 1,261 939 937 9 322 7 7	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 111 516 427 438 406 304 304 304 304 304 304 304 304 304 304	13,865 1,118 1,056 869 151 36 419 435 347 316 316 275 41 38 39 1,245	14,457 1,106 1,086 1	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,164 4,164 4,164 4,164 4,164 4,164 4,184 3,508 2,890 2,927 3,076 4,325 3,076 4,325 3,076 4,015 4,1254,125 4,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,1254,125 4,12
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CT EXAMS BUDGET PRIOR CT EXAMS COUTPATIENT OT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT ST EXAMS-OUTPATIENT	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 431 430 304 276 288 265 252 39 36 56 47 36 56 47 36 56 899 1,390 1,035 7,33 111 57 8 8 89	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 389 358 311 255 275 274 240 37 35 50 36 44 842 1,339 997 691 9 56 3 82	15,840 12,840 1,2,840 1,348 1,378 1,250 1,104 1,159 193 800 51 111 479 464 332 352 301 240 309 195 43 309 195 43 45 62 47 29 1,003 1,149 856 821 8 8 71 5 98	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 474 366 323 337 302 223 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 35 30 30 23 868 1,028 75	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775 758 14 - - 8 8 63	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 316 328 276 49 40 58 842 1,187 57 842 1,187 884 4692 12 2,12 49 40 57 57 57 842 1,187 884 49 57 57 842 1,187 884 49 57 57 57 842 1,187 884 884 692 1,29 2,12 1,29 57 884 884 692 1,29 2,12 1,29 57 884 884 885	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 <b>504</b> 389 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 52 41 <b>50</b> 41 <b>50</b> 52 52 249 52 52 41 <b>50</b> 52 41 <b>50</b> 52 41 <b>50</b> 52 41 <b>50</b> 52 41 <b>50</b> 52 41 <b>50</b> 52 52 41 50 52 52 41 50 52 52 52 52 52 52 52 52 52 52 52 52 52	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 435 417 384 276 313 332 274 52 52 39 75 38 881 1,152 858 881 1,152 858 858 785 10 62 6 6	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 401 405 325 273 328 301 292 24 405 325 37 328 301 292 24 36 <b>65</b> 37 42 <b>93</b> 937 9 9 32 7 7 7	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 111 <b>516</b> 427 438 <b>406</b> 304 304 304 304 304 304 304 304 304 304	13,865 1,118 1,056 869 151 36 419 435 347 316 316 275 41 38 39 1,245	14,457 1,106 1,086 1	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 4,169 4,751 4,145 4,184 3,508 2,927 3,076 2,549 4,32 3,076 2,549 4,32 3,076 2,549 4,32 3,076 2,549 4,32 3,076 2,549 4,32 3,076 2,549 4,32 3,776 4,151 4,19 4,193 4,194 4,194 4,751 1,190 1,190 4,751 4,195 4,2957 7,3076 2,549 4,025 7,777 4,025 7,777 4,025 7,777 4,025 7,777 4,025 7,777 4,025 7,777 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,776 4,025 7,766 4,025 7,764 7,764
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR CT EXAMS PRIOR MRI EXAMS BUDGET PRIOR PRIOR MRI EXAMS BUDGET PRIOR PRIOR PRIOR PRIOR DXA EXAMS PRIOR P	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 39 36 56 47 38 265 255 39 39 36 56 47 36 899 1,390 1,395 733 11 57 8	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 274 240 240 240 37 35 <b>50</b> 36 44 <b>842</b> 1,339 997 691 9 56 3	15,840 12,840 1,2840 1,348 1,398 1,250 1,104 1,159 193 80 51 11 479 464 332 362 301 240 309 195 43 309 195 43 45 62 47 29 1,003 1,149 856 821 8 8 71 5	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 7 474 49 7 7 474 49 366 323 337 302 223 302 193 302 193 302 193 302 193 302 193 302 193 302 193 302 193 35 30 66 27 51 7 7 66 751 7 7 32 33 33 33 32 33 32 33 32 33 32 33 33	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775 758 14 - - 8	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 275 316 328 276 49 40 <b>58</b> 37 57 <b>842</b> 1,187 884 692 12 49 49 4	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 369 369 369 369 369 308 310 327 269 52 41 50 52 41 50 52 41 50 52 41 50 52 41 52 52 41 50 52 41 52 52 41 52 52 41 52 52 41 52 52 41 52 52 41 52 52 52 41 52 52 52 41 52 52 52 41 52 52 52 41 53 52 52 52 52 52 52 52 52 52 52 52 52 52	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6	12,984 15,131 <b>1,323</b> 1,099 1,149 1,111 983 178 152 334 401 405 <b>325</b> <b>327</b> 327 328 301 2092 24 36 <b>65</b> 37 42 <b>993</b> 1,261 939 937 9 322 7 7	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 111 516 427 438 406 304 304 304 304 304 304 304 304 304 304	13,865 1,118 1,056 869 151 36 419 435 347 316 316 275 41 38 39 1,245	14,457 1,106 1,086 1	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,169 4,751 4,145 4,184 3,508 2,890 2,927 3,076 4,184 3,508 2,549 4,325 3,076 4,075 3,076 4,012 4,1254,125 4,125 4,125 4,125 4,1254,125 4,125 4,125 4,125 4,1254,125 4,125 4,1254,12
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR VRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CT EXAMS PRIOR MRI EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS DT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT ST EXAMS-OUTPATIENT	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 56 47 36 56 899 1,390 1,035 733 111 57 8 899 1,390 1,355 135 146 147 147 147 147 147 147 147 147	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 274 240 37 35 <b>50</b> 36 44 <b>842</b> 1,339 997 691 9 9 56 3 82 1 <b>54</b>	15,840 12,840 1,2840 1,348 1,359 1,104 1,159 193 800 51 111 479 464 332 352 301 240 309 195 43 309 195 43 309 195 43 45 62 47 45 62 47 1,104 856 821 88 71 5 98 - 52	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 366 323 337 302 223 302 193 193 193 193 193 193 193 193	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 20 14 <b>498</b> 396 477 <b>333</b> 302 20 14 <b>498</b> 396 477 <b>333</b> 302 20 14 <b>498</b> 396 477 <b>333</b> 302 20 14 <b>498</b> 396 477 <b>333</b> 302 20 20 14 <b>498</b> 396 477 <b>333</b> 302 20 20 14 <b>498</b> 396 477 <b>333</b> 302 20 20 14 <b>498</b> <b>498</b> <b>477</b> <b>333</b> 302 20 20 14 <b>498</b> <b>498</b> <b>477</b> <b>333</b> 302 20 20 14 <b>498</b> <b>477</b> <b>333</b> 302 20 20 14 <b>498</b> <b>477</b> <b>333</b> 302 20 20 14 <b>498</b> <b>477</b> <b>333</b> 302 20 20 20 20 20 20 20 20 20	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 328 276 49 40 58 842 1,187 57 842 1,187 884 49 25 27 57 842 1,187 884 49 25 57 842 1,187 884 49 25 57 842 1,29 57 842 1,29 57 842 1,29 57 842 1,29 57 842 1,29 57 842 1,29 57 842 1,29 57 842 1,29 57 842 1,29 84 85 57 57 85 85 57 85 85 57 85 85 57 85 85 85 85 85 85 85 85 85 85 85 85 85	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 <b>504</b> 389 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 487 <b>379</b> 52 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 41 <b>50</b> 52 <b>51</b> <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>51</b> 52 <b>5151</b> 52 <b>51515151515151515151</b>	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 435 417 384 276 313 332 274 52 858 881 1,152 858 888 10 62 6 18 	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 144 455 325 273 328 301 292 244 405 328 301 292 244 36 <b>65</b> 37 42 <b>973</b> 1,261 939 937 9 322 7 7 7 7 1 <b>58</b>	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 422 111 516 427 438 406 304 304 304 304 304 304 304 304	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39 1,245 927	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46 37 47 1,286 958	134,938 139,204 13,193 11,901 11,424 11,091 11,424 11,091 4,105 4,1641 1,170 4,145 4,184 3,508 2,890 2,927 3,076 2,549 4,32 3,076 2,549 4,32 3,076 2,549 4,32 3,076 2,549 4,052 7,764 101 101 4,751 4,105 2,776 4,052 7,764 3,055 3,056 3,056 3,057 4,055 3,057 4,055 3,057 4,055 3,057 4,055 3,057 4,055 3,057 4,055 3,055 3,057 4,055 4,0556 4,0556 4,0556
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CECHO EXAMS PRIOR BUDGET PRIOR MRI EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 438 265 252 252 39 36 56 47 36 56 47 36 899 1,390	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 389 358 311 255 275 274 240 37 358 50 36 44 842 1,339 997 691 9 56 3 82 1 50 50 50 50 50 55 50 55 50 55 50 55 55	15,840 12,840 1,840 1,348 1,350 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195 43 309 195 43 45 62 47 29 1,003 1,149 856 821 8 71 5 98 - 50 50 50	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 366 323 337 302 223 302 193 35 302 223 302 193 35 302 40 23 868 1,028 766 751 7 32 3 75 - 47 50	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 7755 758 14 - - <b>8</b> 8 33 - <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b>	12,834 14,892 1,428 1,106 1,067 1,168 9,18 212 124 48 25 492 449 517 377 295 316 328 276 499 40 58 37 57 842 1,187 884 1,187 884 692 12 49 57 57 57 57 57 57 57 57 57 57	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269 52 41 <b>50</b> 37 37 37 37 37 37 37 37 37 37 37 37 37	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 47 47 49 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6 18 75 52 50	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 14 405 325 273 328 301 292 24 401 292 24 36 65 37 42 933 1,261 939 937 9 32 7 7 7 1 58 50	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 422 111 516 427 438 406 304 331 349 292 57 39 48 43 64 936 1,380 1,028 855 14 29 50	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39 1,245 927 927 50	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46 37 46 37 47 1,286 958 50	134,938 137,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169 4,751 4,145 4,184 3,508 2,890 2,927 3,076 2,549 4,123 3,778 5,766 401 419 9,028 12,154 9,052 7,764 101 4,72 60 628 3 3 53 50
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS PRIOR CT EXAMS BUDGET PRIOR CT EXAMS PRIOR CT EXAMS-DUPATIENT OT EXAMS-INPATIENT OT EXAMS-INPATIENT ST EXAMS-INPATIENT AR & CASH STATISTICS DAYS IN AR GOAL PRIOR	14,310 16,301 1,382 1,488 964 1,306 135 116 62 266 476 431 430 304 276 288 2455 252 252 39 366 56 477 386 899 1,390 1,035 733 111 57 8 8 9 1 30 50 55	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> <b>373</b> <b>389</b> 358 <b>311</b> 255 275 274 240 37 35 <b>50</b> 36 44 <b>842</b> 1,339 997 691 9 56 3 82 1 <b>5</b>	15,840 12,840 1,280 1,348 1,398 1,250 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195 433 45 62 47 29 1,003 1,149 856 821 8 71 5 98 71 5 98 71 5 50 57	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 474 474 366 323 337 302 223 302 203 302 203 302 203 302 203 302 203 302 203 302 203 302 203 302 203 302 40 203 35 30 203 35 5 30 203 35 5 5 5 5 5 5 5 5 5 5 5 5 5	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 24 <b>843</b> 1,041 775 758 14 - 8 6 3 - <b>49</b> <b>50</b> 62	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 517 377 377 842 1,187 884 692 12 12 1,187 884 692 12 12 49 40 55 50 65	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 504 389 487 379 308 310 327 269 308 310 327 269 52 41 1 1,227 914 1,227 914 7,227 914 7,227 914 7,227 914 7,227 914 7,227 914 7,50 5,50 5,50	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6 18 27 50 53	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 401 405 325 273 328 301 202 24 36 <b>5</b> <b>7</b> 7 9 9 32 77 7 7 <b>58</b> 50 55	13,772 14,413 1,479 1,271 1,215 1,242 1,030 1955 174 422 111 516 422 427 438 406 304 331 349 292 57 399 48 304 936 1,380 1,028 8555 14 299 10 28 559 50 56	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39 1,245 927	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46 37 47 1,286 958	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 4,169 4,751 4,145 4,145 4,145 4,145 4,145 4,145 4,145 2,890 2,927 3,076 4,350 4,01 4,1254,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,1254,125 4,125 4,1254,125 4,125
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR CECHO EXAMS PRIOR BUDGET PRIOR MRI EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PR	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 62 26 476 431 430 304 276 438 265 252 252 39 36 56 47 36 56 47 36 899 1,390	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 389 358 311 255 275 274 240 37 358 50 36 44 842 1,339 997 691 9 56 3 82 1 50 50 50 50 50 55 50 55 50 55 50 55 55	15,840 12,840 1,840 1,348 1,350 1,104 1,159 193 80 51 111 479 464 332 352 301 240 309 195 43 309 195 43 45 62 47 29 1,003 1,149 856 821 8 71 5 98 - 50 50 50	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 366 323 337 302 223 302 193 35 302 223 302 193 35 302 40 23 868 1,028 766 751 7 32 3 75 - 47 50	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 7755 758 14 - - <b>8</b> 8 33 - <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b> <b>9</b>	12,834 14,892 1,428 1,106 1,067 1,168 9,18 212 124 48 25 492 449 517 377 295 316 328 276 499 40 58 37 57 842 1,187 884 1,187 884 692 12 49 57 57 57 57 57 57 57 57 57 57	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 <b>504</b> 389 487 <b>379</b> 308 310 327 269 52 41 <b>50</b> 37 37 37 37 37 37 37 37 37 37 37 37 37	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 47 47 49 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6 18 75 52 50	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 14 405 325 273 328 301 292 24 405 325 273 328 301 292 24 36 65 37 42 993 1,261 939 937 9 32 50 50	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 422 111 516 427 438 406 304 331 349 292 57 39 48 43 64 936 1,380 1,028 855 14 29 50	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39 1,245 927 927 50	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46 37 46 37 47 1,286 958 50	134,938 137,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 169 4,751 4,145 4,184 3,508 2,890 2,927 3,076 2,549 4,123 3,778 5,766 401 419 9,028 12,154 9,052 7,764 101 4,72 60 628 3 3 53 50
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR ALL XRAY EXAMS PRIOR PRIOR PRIOR DXA EXAMS PRIOR CT EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR ECHO EXAMS PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THEXAMS-OUTPATIENT OT EXAMS-OUTPATIENT OT EXAMS-INPATIENT OT EXAMS-INPATIENT OT EXAMS-INPATIENT AR & CASH STATISTICS DAYS IN AR GOAL PRIOR	14,310 16,301 1,382 1,448 964 1,306 135 116 62 266 476 431 430 304 276 288 265 252 39 366 56 477 386 899 1,390 1,035 733 111 57 8 8 9 1,390 1,035 733 111 57 8 8 9 113 50 55 255 255 120 169	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 373 389 358 311 255 274 240 37 355 50 36 44 842 1,339 997 691 9 56 3 82 1 1 55 50 56 50 56 256 120 165	15,840 12,840 1,848 1,398 1,250 1,104 1,159 193 80 51 111 479 464 3322 332 332 332 301 240 309 195 433 45 62 47 29 1,003 88 71 5 98 71 5 98 71 5 98 71 5 98 71 5 98 71 71 5 98 71 72 72 72 72 72 72 72 72 72 72	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 474 366 323 337 302 223 302 223 302 223 302 193 35 300 62 40 23 868 1,028 766 751 7 32 33 75 - - 47 47 47 47 40 23 868 1,028 766 751 7 50 56 254 120 213	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 20 40 24 843 1,041 775 758 14 - 8 63 - - - 49 20 214	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 328 276 49 40 58 37 57 8842 1,187 884 692 12 12 49 40 58 57 57 57 57 57 57 57 57 57 57 57 57 57	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 504 389 487 379 308 310 327 269 308 310 327 269 308 310 327 269 308 310 327 269 308 310 327 269 308 310 327 269 308 310 327 269 52 41 17 1,227 914 741 741 75 50 50 55 50 55 50 55 50 56 249 2120	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6 182 50 53 249	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 401 405 325 273 328 301 292 24 36 65 37 42 939 937 9 932 77 7 9 322 77 7 1 58 50 55 245 55 245	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 111 516 427 438 406 304 331 349 292 297 57 39 48 304 304 304 331 349 292 257 57 39 48 57 57 57 57 57 57 59 50 56 50 56 56 221	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 41 38 39 1,245 927 927 50 52	14,457 1,106 1,086 1,086 1,086 1,086 1,086 1,086 435 435 484 270 313 267 46 37 46 958 50 50 50	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 434 4,164 4,145 4,145 4,145 4,145 4,145 4,145 4,145 2,890 2,927 3,076 2,549 4,32 3,076 4,01 4,19 4,19 4,30 2,549 2,549 4,32 3,076 4,01 4,19 4,19 4,19 4,19 4,19 4,19 4,19 4,1
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ULTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THEXAMS-OUTPATIENT OT EXAMS-INPATIENT OT EXAMS-INPATIENT OT EXAMS-INPATIENT ST EXAMS-OUTPATIENT ST EXAMS-OUTPATIENT AR & CASH STATISTICS DAYS IN AR GOAL PRIOR FTES TOTAL PAID	14.310 16.301 1,161 1,382 1,448 964 1,306 135 116 622 26 476 431 430 304 276 288 265 252 39 39 36 56 47 39 1.390 1.390 1.390 1.390 1.390 1.390 1.390 1.390 1.390 1.390 1.390 1.355 733 111 57 8 8 89 1.355 255 255 255 255 255 255 255	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 <b>373</b> 389 358 <b>311</b> 255 275 274 240 37 35 <b>50</b> 36 44 <b>842</b> 1,339 997 691 9 56 3 82 1 <b>5</b> 56 <b>256</b> 120 56 <b>256</b> 120 56 <b>256</b> 120 165 <b>298.8</b>	15,840 12,840 1,2840 1,348 1,398 1,250 1,104 1,159 193 80 51 111 479 464 332 362 301 240 309 195 433 45 62 301 240 309 195 433 43 45 62 301 240 309 195 43 43 45 62 8 7 1,104 1,159 8 6 2 6 2 7 7 2 5 7 2 62 120 0 57 2 62 120 177 2 99,4 177 177 2 99,4 177 2 99,4 177 177 2 99,4 177 2 99,4 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 177 2 99,4 177 177 2 177 177 2 177 177 17	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 366 323 337 302 223 302 193 305 300 40 223 302 193 35 300 40 23 35 30 35 30 35 30 30 23 35 30 35 30 35 30 35 30 35 35 30 35 30 35 35 30 35 35 30 35 35 30 35 35 30 35 35 30 35 35 35 35 35 35 35 32 32 35 35 35 35 35 35 35 35 35 35	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 <b>498</b> 396 477 <b>333</b> 302 303 289 266 44 37 <b>50</b> 40 24 <b>843</b> 1,041 775 758 14 - 8 63 - <b>49</b> 24 <b>843</b> 1,041 775 758 14 <b>4</b> <b>8</b> <b>6</b> <b>3</b> <b>1</b> <b>4</b> <b>8</b> <b>1</b> <b>1</b> <b>1</b> <b>1</b> <b>1</b> <b>1</b> <b>1</b> <b>1</b>	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 276 49 40 58 276 49 40 58 842 1,187 884 692 12 1,2 49 40 55 57 57 57 57 57 57 52 50 50 65 52 57 120	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 389 487 379 308 310 327 269 52 41 308 310 327 269 52 41 50 52 41 737 37 914 741 741 784 683 37 57 50 56 <b>249</b> 120 56 <b>249</b>	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 47 29 487 435 417 384 276 313 332 274 52 39 75 38 881 1,152 858 785 10 62 62 6 18 240 30 240 30.9 240 30.9	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 334 401 405 325 273 328 301 405 325 273 328 301 292 24 36 65 37 42 993 1,261 939 937 9 32 7 7 7 7 7 7 7 7 7 7 7 7 7	13,772 14,413 1,479 1,271 1,215 1,242 1,030 1955 174 422 111 516 427 438 406 304 304 304 304 304 304 304 304	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39 1,245 927 927 50 52 50 52 120	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46 37 47 1,286 958 50 50 50 50 120	134,938 139,204 13,193 11,901 11,424 11,098 10,085 1,661 1,170 4,34 4,145 4,145 4,145 4,145 4,145 4,145 4,145 4,144 3,508 2,890 2,927 3,076 4,751 4,145 4,144 3,508 2,890 2,927 3,076 4,751 4,184 3,508 2,890 2,927 3,076 4,025 2,549 4,025 2,7,764 101 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,7,764 100 4,755 2,559 2,553 3,055 2,554 3,055 2,554 3,055 2,555 2,555 2,7,754 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,554 3,055 2,5555 2,555 2,555 2
BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS PRIOR CT EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS BUDGET PRIOR ALL ULTRASOUND EXAMS PRIOR BUDGET PRIOR ECHO EXAMS PRIOR ECHO EXAMS PRIOR BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THERAPY EXAMS BUDGET PRIOR THEXAMS-OUTPATIENT OT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT ST EXAMS-INPATIENT AR & CASH STATISTICS DAYS IN AR GOAL PRIOR	14,310 16,301 1,382 1,448 964 1,306 135 116 62 266 476 431 430 304 276 288 265 252 39 366 56 477 386 899 1,390 1,035 733 111 57 8 8 9 1,390 1,035 733 111 57 8 8 9 113 50 55 255 255 120 169	12,614 13,902 1,087 1,075 1,285 890 1,145 150 127 47 13 373 373 389 358 311 255 274 240 37 355 50 36 44 842 1,339 997 691 9 56 3 82 1 1 55 50 56 50 56 256 120 165	15,840 12,840 1,848 1,398 1,250 1,104 1,159 193 80 51 111 479 464 3322 332 332 332 301 240 309 195 433 45 62 47 29 1,003 88 71 5 98 71 5 98 71 5 98 71 5 98 71 5 98 71 71 5 98 71 72 72 72 72 72 72 72 72 72 72	14,222 10,062 1,330 1,179 733 1,148 692 133 34 49 7 474 474 366 323 337 302 223 302 223 302 223 302 193 35 300 62 40 23 868 1,028 766 751 7 32 33 75 - 47 47 47 47 40 23 868 1,028 766 751 7 50 56 254 120 213	13,583 12,845 1,336 1,186 992 1,192 868 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 20 40 24 843 1,041 775 758 14 - 8 63 - - - 49 20 214	12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 255 492 449 517 377 295 316 328 276 49 40 58 328 276 49 40 58 37 57 8842 1,187 884 692 12 12 49 40 58 57 57 57 57 57 57 57 57 57 57 57 57 57	12,622 14,952 1,270 1,088 1,145 1,077 1,015 159 111 34 19 504 389 487 379 308 310 327 269 308 310 327 269 308 310 327 269 52 41 41 50 52 41 1227 914 741 7 7 84 6 83 37 50 52 51 52 51 52 52 52 52 52 52 52 52 52 52 52 52 52	12,157 13,866 1,431 1,117 1,140 1,202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1,152 858 785 10 62 6 182 50 53 249	12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 401 405 325 273 328 301 292 24 36 65 37 42 939 937 9 932 77 7 9 322 77 7 1 58 50 55 245 55 245	13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 111 516 427 438 406 304 331 349 292 297 57 39 48 304 304 304 331 349 292 257 57 39 48 57 57 57 57 57 57 59 50 56 50 56 56 221	13,865 1,118 1,056 869 151 36 419 435 347 316 275 41 38 39 1,245 927 927 50 52 50 52 120	14,457 1,106 1,086 1,086 919 137 30 435 484 270 313 267 46 37 47 1,286 958 50 50 50 50 120	134,938 139,204 13,193 11,901 11,424 11,098 1,661 1,170 4,34 4,165 4,145 4,145 4,145 4,145 4,145 4,145 2,890 2,927 3,076 2,549 4,32 3,076 4,01 4,19 4,1254,125 4,125 4,125 4,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,1254,125 4,125 4,1254,125 4,125 4,1254,125 4,



# Volume Dashboards





# Finance Dashboards

