

#### **Board of Commissioners Meeting**

December 30, 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 Patient Story Lauri Bolton Info
- 4. 6:15 2022 Strategic Plan Josh Martin Info
- 5. 6:30 Master Facility Plan Josh Martin Vote
- 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. Laura Kelley, LMHC Behavioral Health Initial Appointment
    - ii. David Miller, MD Radiology Reappointment
    - iii. Charles Shen, MD Radiology Reappointment
    - iv. Brianne Hoffman, PA Family Medicine Reappointment
    - v. Nicole Taylor, ND Family Medicine Reappointment
    - vi. Hannu Huhdanpaa, MD- Radiology Reappointment
    - vii. Brittany Lining, DPT Physical Therapy Reappointment
    - viii. Clayde Hanson, DO Emergency Medicine Reappointment
    - ix. Joseph McFadden, ARNP Family Medicine Reappointment
    - x. Lindsey Frischmann, DO Neurology Reappointment
    - xi. Leah Niccolocci, LMHC (Licensed Mental Health Counselor) Behavioral Health Initial Appointment
  - b. **8:00** Hot Topic Discussion *Discussion*
  - c. 8:15 Upcoming Events, Andrew Hooper
  - d. 8:20 Meeting Evaluation, Andrew Hooper
- **8. 8:50 Adjourn** *Action (vote)*

Upcoming events: - BOLD events indicate desired Commissioner attendance.

- Annual Golf Tournament | Salish Cliffs | May 6, 2022
- Ride the Harbor | McCleary, WA| June 25, 2022



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#### **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
  - n. (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: November 18, 2021

Special Meeting Minutes: December 9, 2021, December 15, 2021

## For the Period:

## November 2021

Description	Amount
Payroll	\$ 1,950,550
A/P Operations	\$ 2,761,447
A/P Construction	\$ -
Community Care	\$ 221,872
Bad Debt	\$ 179,598
Property Tax Credit	\$ 54
Total	\$ 5,113,522



#### **BOARD OF COMMISSIONERS MEETING MINUTES**

November 18, 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 Gary Thumser at 6:00 pm	
	Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard	
	Commissioners absent and excused Andrew Hooper	Commissioner Wescott made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted
	Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Tori Bernier, Jori Stott, Ron Hulscher, Dr. Shawn Andrews, Carrie Wetzel (phone), Anna Taylor (phone), Rachel Brown (phone), Cecelia Tapp (phone), Lourdes Schoch (phone), Natasha Chapin (phone), Wendy Stirnkorb (phone)	in favor. Commissioner Hooper and Kevin Bossard were absent.
BUSINESS FROM	Business from Audience	
AUDIENCE	• NA	
ACGME ACCREDITATION	<ul> <li>Dr. Shawn Andrews announced ACGME accreditation.</li> <li>The preparation for the four-hour onsite review took hundreds of hours.</li> <li>A special thank you Anthony Ybarbo, Lynn Fifield, Summit Pacific Core Faculty, Dr. Workman, Dr. Snell, Dr. Andrews and Dr. Dietrich.</li> </ul>	
PATIENT STORY	<ul> <li>CXO Bolton shared patient story regarding patient experience in the lab (see letter for more details).</li> </ul>	
GI Presentation	<ul> <li>Josh Martin shared presentation on Master Facility Plan (see presentation for more details).</li> <li>CXO Bernier shared the benefits of having a single-story model being economy of scale and continuity of care for ED and ACU.</li> <li>CXO Bernier shared that the plan would include Behavioral Health rooms and a secondary trauma room.</li> <li>CAO Rose shared update on Kelsey remodel project.</li> <li>Discussion regarding the continued use of Blue House for residency lodging per ACGME accreditation requirement.</li> <li>CFO Hansen and CEO Martin will present financing options at the next Board meeting.</li> </ul>	
QUALITY	CNO Bernier presented the Quality Report and Dashboard (see report and dashboard for more details).	



#### **BOARD OF COMMISSIONERS MEETING MINUTES**

November 18, 2021

FINANCE	<ul> <li>CNO Bernier and Cecelia Tapp, Director of Quality and Risk attended annual DNV conference.</li> <li>Lab and DI have done a great job with process improvements.</li> <li>Discussion regarding increase in blood culture contaminations across the nation. The team has a plan in place to identify the cause.</li> <li>HR did a great job with collecting COVID vaccine documentation.</li> <li>CFO Hansen presented the Finance Report (see report for more details).</li> </ul>	
	<ul> <li>Days in AR is continued to be impacted by coding. There is a permanent solution in place by contracting with an external group for hospital coding.</li> <li>HIM Manager position was offered to a candidate.</li> <li>Purchased services continues to be up for cost associated to traveling staff and the MFP.</li> </ul>	
ADVOCACY	<ul> <li>Jennifer Brackeen, Director of innovation presented Qui Tam letter (see letter for more details).</li> <li>The letter was requested by Senator Van De Wege to advocate against bill in legislative session.</li> </ul>	Commissioner Wescott made motion to sign Que Tam letter. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.
EXECUTIVE SUMMARY	<ul> <li>CEO Martin reviewed the Executive Report (see report for more details).</li> <li>CMO Dietrich provided an update on the national nurse shortage.</li> <li>CXO Bolton provided an update on leadership development.</li> <li>CNO Bernier provided an update on the Grays Harbor EMS Council.</li> <li>Summit Pacific received USDA grant to remodel Kelsey conference room into a clinic.</li> <li>CEO Martin provided an update on the Medicaid contract.</li> </ul>	
COMMISSIONER BUSINESS	Medical Staff Privileges  Carson Van Sanford, MD — Neurology — Initial Appointment Christopher Hartness, MD — Radiology — Initial Appointment Aaron Dewald, MD — Radiology — Initial Appointment Kambrie Kato, MD — Radiology — Initial Appointment Lauren Fetty, MD — Radiology — Initial Appointment Bruce Geryk, MD — Neurology — Reappointment Valerie McWhorter, MD — Pathology — Reappointment Kelly Lloyd, MD — Pathology — Reappointment	Commissioner Hiles made motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.



#### **BOARD OF COMMISSIONERS MEETING MINUTES**

November 18, 2021

	<ul> <li>Joe Kohn, ARNP – Family Medicine – Reappointment</li> <li>Laura Kelley, LMHC – Behavioral Health – Initial Appointment (Licensed Mental Health Counselor)</li> </ul>	
	<ul> <li>Resolution 2021-08 Levy Limit Factor Adoption</li> <li>CFO Hansen presented on the 2022 Budget in a Public Hearing October 28, 2021. (See resolution for more details)</li> <li>Resolution 2021-09 Levy Refund</li> <li>CFO Hansen provided an overview on equipment nearing end of life cycle. (See resolution for more details)</li> <li>Hot Topic Discussion</li> <li>Chairman Hooper met with Fire District Commissioner Hauge.</li> <li>Summit Pacific and District 5 will be meeting next week to review statistics.</li> <li>District 5 is now only transporting 50% of transfers.</li> <li>RTW has given Summit Pacific a proposal.</li> <li>Commissioner Bossard suggested contacting Olympic ambulance services.</li> <li>Upcoming Events</li> <li>CEO Martin reviewed upcoming events.</li> </ul>	Commissioner Bossard made motion to approve Resolution 2021-08 Levy Limit Factor Adoption. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.  Commissioner Hiles made motion to approve Resolution 2021-07 Levy Refund. Commissioner Bossard seconded the motion. All voted in favor. Commissioner Hooper was absent and excused.
EXECUTIVE SESSION	<ul> <li>Vice Chair Thumser announced the Board will be going to executive session (RCW 42.30.110) to discuss</li> <li>Vice Chair Thumser announced the session was anticipated to last 15 minutes with anticipated action.</li> <li>The board recessed the session at 8:21 pm.</li> <li>The executive session convened at 8:28 pm.</li> <li>The regular session ended at 8:42 pm.</li> </ul>	
COMMISSIONER BUSINESS CONTINUED	The regular session reconvened at 8:43pm.     Discussion regarding CEO evaluation process.	Commissioner Thumser made a motion to contract with Medrice Coluccio to facilitate the CEO 360 review to improve the annual CEO evaluation.



#### BOARD OF COMMISSIONERS MEETING MINUTES November 18, 2021

		Commissioner Hiles seconded
		the motion. All voted in favor.
		Commissioner Hooper was
		absent and excused.
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:46 pm.	Commissioner Bossard made a
		motion to adjourn the meeting.
		Commissioner Wescott
		seconded the motion. The
		motion was approved by
		unanimous vote.

Recording Secretary

Board Secretary



#### **BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES**

December 09, 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 Chairman Hooper at 10:00 am  Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper Kevin Bossard was absent and excused.  Present: Daria Brockliss	
BUSINESS FROM	Business from Audience	
AUDIENCE	• n/a	
WSHA Annual Meeting eSeries	<ul> <li>Dr. Abdul El-Sayed Washington State Hospital Association speaker series on: The Science, Culture, and Policy of Public Health (See presentation for more details).</li> <li>Chairman Hooper facilitate discussion regarding insurance companies, how we make people healthier. Discussion regarding the differences between social and cultural determinates.</li> <li>The commissioners discussed the importance that the community has access to our campus and that we are working with schools more now.</li> </ul>	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 11:18 am.	Commissioner Thumser made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.

**Recording Secretary** 

Board Secretary

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#### **BOARD OF COMMISSIONERS SPECIAL MEETING MINUTES**

December 15, 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 Chairman Hooper at 8:01 am  Commissioners present: Gary Thumser, Carolyn Wescott, Georgette Hiles, Andrew Hooper  Kevin Bossard was absent and excused.  Present: Josh Martin, Medrice Coluccio	
BUSINESS FROM	Business from Audience	
AUDIENCE	<ul> <li>n/a</li> <li>Chairman Hooper announced the Board will be going to executive session (RCW 42.30.110) (g) qualifications of applicant or review performance of public employee/elective office.</li> <li>Board Chair announced the session was anticipated to last 1 hour with no anticipated action.</li> <li>The board recessed the session at 8:01 am.</li> <li>The executive session convened at 8:01 am.</li> <li>The regular session reconvened at 9:00 am.</li> <li>The regular session reconvened at 9:01 am.</li> </ul>	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 9:01 am.	Commissioner Thumser made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. The motion was approved by unanimous vote. Commissioner Bossard was absent and excused.

**Recording Secretary** 

Board Secretary

## Financial Highlights – Monthly Dashboard

# Summit Pacific Medical Center Finance Dashboard November 30, 2021 Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +
Unfavorable Variance = ()

									( )			
		Novem	ber		Year-to-Date							
	Actual	Budget	Variance	Var%	Actual	Budget	Var%	Month	YTD			
Gross Operating Revenue	\$ 11,103,632	\$ 9,217,022	\$1,886,610	20.5%	\$ 117,644,414	\$ 99,964,408	17.7%	<b>Ø</b>	<b>Ø</b>			
Total Operating Expenses	\$ 4,239,739	\$ 4,009,897	\$ (229,843)	(5.7%)	\$ 44,903,979	\$ 43,479,970	(3.3%)		<b>Ø</b>			
Payment %	43.6%	45.2%	-1.6%	-1.6%	45.9%	45.2%	0.7%		<b>Ø</b>			
AR Collection % (CM,PM)					39.6%	37.2%	2.4%		<b>⊘</b>			
EBITDA Margin	54.5%	9.8%		44.7%	31.3%	9.9%	21.4%	<b>Ø</b>	<b>⊘</b>			
Operating Margin	49.9%	(0.5%)		50.4%	24.4%	0.0%	24.4%	<b>⊘</b>	<b>Ø</b>			
Net Income Margin	51.5%	2.0%		49.5%	27.6%	3.2%	24.3%		<b>Ø</b>			
Days in AR					59	50	(17.5%)		8			
DCOH					269	247	8.8%					

2021	Incomo	Statement
202		Statement

								7	2021 I	n	come		staten	nent
SUMMIT PACIFIC	November								Year-to-Date					
• MEDICAL CENTER •		Actual		Budget		Variance	Var%		Actual		Budget	,	Variance	Var%
Gross Operating Revenue														
Medicare Revenue	\$	4,219,380	\$	3,372,508	\$	846,872	25.1%	\$	43,553,479	\$	36,576,976	\$	6,976,503	19.1%
Medicaid Revenue	\$	3,150,239	\$	2,831,469	\$	318,770	11.3%	\$	35,775,463	\$	30,709,067	\$	5,066,396	16.5%
Other Revenue	\$	3,734,012	\$	3,013,045	\$	720,968	23.9%	\$	38,315,473	\$	32,678,365	\$	5,637,108	17.3%
Total Gross Operating Revenue	\$	11,103,632	\$	9,217,022	\$	1,886,610	20.5%	\$	117,644,414	\$	99,964,408	\$ '	17,680,006	17.7%
Revenue Deductions														
Medicare Contractual	\$	2,685,079	\$	2,131,611	\$	(553,468)	(26.0%)	\$	26,622,165	\$	23,118,660	\$	(3,503,505)	(15.2%)
Medicaid Contractual	\$	1,867,223	\$	1,641,467	\$	(225,757)	(13.8%)	\$	20,508,126	\$	17,802,738	\$	(2,705,388)	(15.2%)
Other Contractual	\$	1,153,679	\$	792,743	\$	(360,936)	(45.5%)	\$	10,751,079	\$	8,597,796	\$	(2,153,283)	(25.0%)
Bad Debt Expense	\$	289,908	\$	221,297	\$	(68,611)	(31.0%)	\$	3,284,052	\$	2,400,107	\$	(883,945)	(36.8%)
Community Care	\$	221,872	\$	188,949	\$	(32,923)	(17.4%)	\$	1,838,246	\$	2,049,270	\$	211,025	10.3%
Administrative Adjustments	\$	40,714	\$	72,141	\$		43.6%		652,587	\$	782,414	\$	129,826	16.6%
Total Revenue Deductions	\$	6,258,476	\$	5,048,207	\$	(1,210,268)	(24.0%)	\$	63,656,255	\$	54,750,985	\$	(8,905,269)	(16.3%)
Net Patient Revenue	\$	4,845,156	\$	4,168,815	\$	676,341	16.2%	\$	53,988,160	\$	45,213,423	\$	8,774,737	19.4%
Other Revenue														
COVID Relief Income	\$	4,182,107	\$	-	\$	4,182,107	100.0%	\$	8,746,607	\$	-	\$	8,746,607	(100.0%)
Other Operating Income	\$	292,616	\$	277,662	\$	14,953	5.4%	\$	2,638,063	\$	3,046,516	\$	(408,453)	(13.4%)
Total Other Revenue	\$	4,474,722	\$	277,662	\$	4,197,060		\$	11,384,670	\$	3,046,516	\$	8,338,153	273.7%
Net Operating Revenue	\$	9,319,878	\$	4,446,477	\$	4,873,401	109.6%	\$	65,372,830	\$	48,259,939	\$	17,112,890	35.5%
Operating Expenses														
Salaries & Wages	\$	2,337,756	\$	2,418,654	\$	80,898	3.3%	\$	24,270,505	\$	26,184,179	\$	1,913,674	7.3%
Benefits	\$	452,244	\$	615,204	\$	162,960	26.5%	\$	6,027,284	\$	6,660,154	\$	632,869	9.5%
Professional Fees	\$	16,894	\$	24,055	\$	7,160	29.8%	\$	611,621	\$	266,825	\$	(344,795)	(129.2%)
Supplies	\$	388,852	\$	234,739	\$	(154,113)	(65.7%)	\$	3,551,332	\$	2,524,463	\$	(1,026,869)	(40.7%)
Utilities	\$	38,609	\$	39,540	\$	931	2.4%		445,738	\$	436,822	\$	(8,916)	(2.0%)
Purchased Services	\$	767,933	\$	505,753	\$	(262,180)	(51.8%)	\$	7,702,782	\$	5,528,679	\$	(2,174,103)	(39.3%)
Insurance	\$	36,225	\$	25,000	\$	(11,225)	(44.9%)	\$	298,719	\$	267,000	\$	(31,719)	(11.9%)
Other Expenses	\$	183,254	\$	124,279	\$	(58,975)	(47.5%)	\$	1,846,685	\$	1,368,337	\$	(478,347)	(35.0%)
Rentals & Leases	\$	17,972	\$	22,675	\$		20.7%		149,314	\$	243,511	\$	94,198	38.7%
Total Operating Expenses	\$	4,239,739	\$	4,009,897	\$	(229,843)	(5.7%)	\$	44,903,979	\$	43,479,970	\$	(1,424,009)	(3.3%)
EBITDA	\$	5,080,139	\$	436,581	\$	4,643,558		\$	20,468,851	\$	4,779,969	\$ '	15,688,882	328.2%
Interest & Depreciation Expenses														
Interest	\$	145,826	\$	147,011	\$	1,185	0.8%	\$	1,595,958	\$	1,630,872	\$	34,914	2.1%
Depreciation	\$	280,331	\$	309,969	\$		9.6%	\$	2,950,324	\$		\$	204,709	6.5%
Total Interest & Depreciation Expenses	\$	426,157	\$	456,979	\$	30,822	6.7%	\$	4,546,282	\$	4,785,905	\$	239,623	5.0%
Net Income (Loss) from Operations	\$	4,653,982	\$	(20,399)	\$	4,674,381		\$	15,922,569	\$	(5,936)	\$	15,928,505	
Non-Operating Revenue/(Expenses)														
Tax Revenue	\$	57,881	\$	31,493	\$		83.8%		842,845	\$	688,101	\$	154,744	22.5%
Misc Revenue/(Expenses)	\$	85,709	\$	78,957	\$		8.6%		1,251,170	\$	872,283	\$	378,887	43.4%
Total Non-Operating Rev/(Expenses)	\$	143,590	\$	110,450	\$	-	30.0%	<u>\$</u>	2,094,015	<u></u> \$	1,560,385	\$	533,631	34.2%
Net Income (Loss)		4,797,572	\$	90,051		4,707,521			18,016,584		1,554,449		16,462,135	1,059.0%
Net Income (Loss) w/out PPP+PRF	\$	615,465	\$	90,051	\$	525,414		\$	9,269,977	\$	1,554,449	<u>\$</u>	7,715,529	496.4%
METRICS														
EBITDA Margin		54.5%		9.8%		44.7%	455.2%		31.3%		9.9%		21.4%	216.1%
Operating Margin		49.9%		(0.5%)		50.4%			24.4%		(0.0%)		24.4%	
Net Income Margin		51.5%		2.0%		49.5%			27.6%		3.2%		24.3%	755.6%
Days in AR		59												
DCOH		269												

2021	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YTP
INPATIENT STATISTICS IP DISCHARGES	42	25	29	36	43	37	20	20	31	37	34		354
PRIOR	21	33	42	27	34	36	40	37	34	41	35	36	380
BUDGET	146 133	97 105	114 103	119 90	174 100	144 111	109 148	122 164	110 153	129 135	85 125	99	1,349 1,366
PRIOR	79	97	142	67	117	114	116	153	193	200	201	134	1 479
PRIOR	41 18	<b>25</b> 30	<b>29</b> 41	36 26	<b>43</b> 35	37 34	20 37	19 37	30 32	<b>37</b>	34 34	35	351 399
IP AVERAGE LENGTH OF STAY	3.5	3.9	3.9	3.3	4.0	3.9	5.5	6.1	3.5	3.5	2.5	-	3.8
PRIOR SB PATIENT DAYS	4.4	3.1	3.5	2.5	3.3	3.2	2.9	4.1	5.5	48	57	37	3.9
BUDGET	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR OUTPATIENT STATISTICS	53	14	11	-	-	-	-	-	-	-	-	-	78
OBSERVATION HOURS	1,830	481	773	901	938	1,039	1,086	643	786	467	396		9,340
PRIOR OBSERVATION STAYS	471 <b>27</b>	761 14	666 <b>27</b>	490 <b>25</b>	618 <b>32</b>	471 25	404 <b>26</b>	310 15	571 <b>21</b>	517 15	600 12	923	5 879 239
PRIOR	19	23	20	13	23	14	14	16	22	19	23	25	206
BUDGET	1 159 1 214	957 1 127	1 214 1 265	1 281 1 227	1 487 1 154	1 423 1 230	1 443 1 206	1 461 1 199	1 474 1 127	1 450 1 146	1 350 1 133	1 218	14 699 13,030
PRIOR	1 448	1 321	1 252	886	1 033	1 145	1 219	1 220	1 219	1 210	1 145	1 082	13,098
MHC CLINIC VISITS BUDGET	761 852	<b>745</b> 847	<b>939</b> 820	<b>825</b> 710	<b>789</b> 750	928 939	811 880	<b>704</b> 694	867 863	<b>777</b> 881	835 741	881	8 981 8,977
PRIOR	796	790	765	663	700	876	821	648	805	822	691	822	8,377
BUDGET	61 80	<b>57</b>	<b>48</b> 80	<b>80</b> 80	<b>66</b> 80	<b>49</b> 80	56 288	55 288	105 288	127 288	127 288	288	831 1,920
PRIOR	-	-	-	-	-	-	70	26	50	29	29	46	204
SPMAT CLINIC VISITS BUDGET	203 244	203 217	232 198	218 196	186 164	224 191	218 182	190 214	198 211	207 234	192 218	227	2 271 2,269
PRIOR	250	222	203	200	168	195	186	219	216	239	223	232	2,321
SPWC CLINIC VISITS BUDGET	2 601 2 369	2 284 2 396	2 848 2 377	2 588 2 444	2 589 2 759	2 989 2 906	2 990 2 969	3 359 2 932	3 021 3 079	3 257 3 083	2 762 3 125	3 131	31 288 30,439
PRIOR	2 950	2 511	2 349	2 106	2 334	2 787	2 698	2714	2812	2 750	2 396	2 779	28,407
ALL CLINIC VISITS BUDGET	3 626 3 545	3 289 3 540	4 067 3 475	3 711 3 430	3 630 3 753	4 190 4 116	4 075 4 319	4 308 4 128	4 191 4 441	4 368 4 486	3 916 4 372	4 527	43 371 43,605
PRIOR	3 746	3 301	3 114	2 7 6 9	3 034	3 663	3 5 1 9	3 362	3 617	3 572	3 087	3 601	40,385
PACC CLINIC VISITS PRIOR	- 6	- 4	9	7	7	13	5 19	7 15	14 10	<b>9</b>	9	6	73 80
URGENT CARE VISITS	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248		13,402
BUDGET PRIOR	1 072 1 583	1 071 1 699	1 228 1 196	933 554	962 687	759 759	763 913	875 915	901 882	876 874	901 852	1 123 847	10,339 10 914
PACC + URGENT CARE VISITS	899	833	1 025	1 151	1 354	1 239	1 367	1 815	1 347	1 193	1 252		13,475
BUDGET	1 072												
PRIOR	1 072 1 583	1 071 1 699	1 228 1 196	934 555	969 694	772 772	782 932	890 930	911 892	882 880	910 861	1 129 853	10,419 10 994
PRIOR ANCILLARY STATISTICS	1 583	1 699	1 196	555	694	772	932	930	892	880	861		10 994
PRIOR													
PRIOR ANCILLARY STATISTICS LAB BILLABLE TEST BUDGET PRIOR	1 583 14,805 14 310 16 301	1 699 13,076 12 614 13 902	1 196 15,543 15 840 12 840	555 14,708 14 222 10 062	694 15,234 13 583 12 845	772 16,102 12,834 14,892	932 15,605 12 622 14 952	930 15,432 12 157 13 866	15,204 12,984 15,131	15,737 13 772 14 413	15,724 13 380 13 865	853	10 994 167,170 148 318 153,069
PRIOR ANCILLARY STATISTICS LAB BILLABLE TEST BUDGET	1 583 14,805 14 310	1 699 13,076 12 614	1 196 15,543 15 840	14,708 14,222	15,234 13 583	772 16,102 12 834	932 15,605 12 622	930 15,432 12 157	15,204 12 984	15,737 13 772	15,724 13 380	853 14 254	10 994 167,170 148 318
PRIOR ANCILLARY STATISTICS LAB BILLABLE TEST BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR	1 583 14,805 14 310 16 301 1,161 1 382 1 448	1 699 13,076 12 614 13 902 1,087 1 075 1 285	15,543 15,840 12,840 1,348 1,398 1,250	14,708 14,222 10,062 1,330 1,179 733	15,234 13 583 12 845 1,336 1 186 992	16,102 12,834 14,892 1,428 1,106 1,067	932 15,605 12,622 14,952 1,270 1,088 1,145	930 15,432 12 157 13 866 1,431 1 117 1 140	15,204 12,984 15,131 1,323 1,099 1,149	15,737 13 772 14 413 1,479 1 271 1 215	15,724 13 380 13 865 1,379 1 118 1 056	853 14 254 14 457	167,170 148 318 153,069 14,572 13 019 12,480
PRIOR ANCILLARY STATISTICS LAB BILLABLE TEST BUDGET PRIOR ALL XRAY EXAMS BUDGET	1 583 14,805 14 310 16 301 1,161 1 382 1 448 964 1 306	13,076 12 614 13 902 1,087 1 075 1 285 890 1 145	15,543 15,840 12,840 1,348 1,348 1,250 1,104 1,159	555 14,708 14 222 10 062 1,330 1 179 733 1 148 692	694 15,234 13 583 12 845 1,336 1 186 992 1 192 868	772 16,102 12 834 14 892 1,428 1 106 1 067 1 168 918	932 15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015	930 15,432 12 157 13 866 1,431 1 117 1 140 1 202 969	15,204 12,984 15,131 1,323 1,099 1,149 1,111 9,83	15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030	15,724 13 380 13 865 1,379 1 118 1 056 1 177 869	14 254 14 457	167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS  PRIOR  MAMMO EXAMS	1 583 14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 135	1 699 13,076 12 614 13 902 1,087 1 075 1 285 890 1 145	1 196 15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 193	555 14,708 14 222 10 062 1,330 1 179 733 1 148 692 133	694 15,234 13 583 12 845 1,336 1 186 992 1 192 868 124	772 16,102 12 834 14 892 1,428 1 106 1 067 1 168 918 212	932 15,605 12,622 14,952 1,270 1,088 1,145 1,077 1,015 1,59	930 15,432 12 157 13 866 1,431 1 117 1 140 1 202 969 182	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 1,78	15,737 13,772 14,413 1,479 1,271 1,215 1,242 1,030 195	861 15,724 13 380 13 865 1,379 1 118 1 056 1 177 869 169	14 254 14 457 1 106 1 086 919	10 994 167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830
PRIOR ANCILLARY STATISTICS LAB BILLABLE TEST BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 135 1116 62	1 699  13,076 12 61 4 13 902 1,087 1 075 1 285 890 1 145 150 127 47	1 196  15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 193 80 51	555 14,708 14 222 10 062 1,330 1 179 733 1 148 692 133 34 49	15,234 13,583 12,845 1,336 1,186 992 1,192 868 1,24 1,110 20	772 16,102 12,834 14,892 1,428 1,106 1,067 1,168 9,18 2,12 1,24 48	932 15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 1111 34	930 15,432 12 157 13 866 1,431 1 117 1 140 1 202 969 182 142 47	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 1,78 1,52 34	15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42	861 15,724 13 380 13 865 1,379 1 118 1 056 1 177 869 169 151 33	853 14 254 14 457 1 106 1 086 919	10 994 167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  DXA EXAMS PRIOR	1 583  14,805 14 310 16 301 1,161 1 382 1 448 9 64 1 306 135 116 62 26	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1 145 150 127 47	1 196  15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 193 80 51 11	555 14,708 14 222 10 062 1,330 1 179 733 1148 692 133 34 49 7	694 15,234 13,583 12,845 1,336 11,86 992 11,92 868 124 110 20 14	772 16,102 12,834 14,892 1,428 1,106 1,067 1,168 918 212 124 48 25	932 15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 111 3 4 1 9	930 15,432 12 157 13 866 1,431 1117 1140 1 202 969 182 142 47 29	15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 1,78 1,52 3,4	15,737 13,772 14,413 1,479 1,271 1,215 1,242 1,030 195 174 42 11	861 15,724 13 380 13 865 1,379 1 118 1 056 1 177 869 169 151 33 36	14 254 14 457 1 106 1 086 919	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205
PRIOR ANCILLARY STATISTICS LAB BILLABLE TEST BUDGET PRIOR ALL XRAY EXAMS BUDGET PRIOR XRAY EXAMS PRIOR MAMMO EXAMS PRIOR DXA EXAMS PRIOR CT EXAMS BUDGET	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 135 116 62 26 476 431	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1 1145 150 127 47 13 373 389	1 196  15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 193 80 51 11 479 464	555 14,708 14 222 10 062 1,330 1 179 733 1 148 692 133 34 49 7 474 366	694  15,234 13 583 12 845 1,336 1 186 992 1 192 868 124 110 20 14 498 396	772 16,102 12,834 14,892 1,428 106 1067 1168 918 212 124 48 25 492 449	932 15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 111 3 4 1 9 504 3 89	930 15,432 12 157 13 866 1,431 1 117 1 140 1 202 969 182 142 47 29 487 435	15,204 12 984 15 131 1,323 1 099 1 149 1 111 983 178 152 34 14 452 401	15,737 13,772 14,413 1,479 1,271 1,271 1,215 1,242 1,030 195 174 42 1,1 516 427	861 15,724 13 380 13 865 1,379 1 118 1 056 1 177 869 169 151 33 36 483 419	853 14 254 14 457 1 106 1 086 919 137 30 435	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET  PRIOR  ALL XRAY EXAMS  BUDGET  PRIOR  XRAY EXAMS  PRIOR  MAMMO EXAMS  PRIOR  DXA EXAMS  PRIOR  CT EXAMS  BUDGET  PRIOR	1 583  14.805 14 310 16 301 1,161 1 382 1 448 9 64 1 306 62 26 476 431 430	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1 145 150 127 47 13 373 389 358	1 196  15,543 15,840 12,840 12,849 1,348 1,398 1,250 1,104 1,159 193 80 51 11 479 464 332	555 14,708 14 222 10 062 1,330 1179 733 1148 692 133 34 49 7 474 474 366 323	694  15,234 13,583 12,845 1,336 1186 992 1192 888 124 110 20 14 498 396 477	772 16,102 12,834 14,892 1,428 1106 1,067 1168 918 212 124 48 25 492 449 517	932 15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 159 111 34 19 504 487	930  15.432 12 157 13 866 1,431 1117 1140 1 202 969 182 142 47 29 487 435 417	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 1,78 1,52 34 44 452 401 405	880  15,737 13,772 14,413 1,479 1,271 1,215 1,242 1,030 1,95 1,74 42 11 516 427 438	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435	853 14 254 14 457 1 106 1 086 919 137 30	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UTRASOUND EXAMS BUDGET PRIOR	1 583  14.805 14 310 16 301 1,161 1 382 1 448 964 1 306 135 116 62 2 26 476 431 430 304	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1 145 1 150 127 47 1 3 373 389 358 311 255	1196  15,543 15,840 12,840 1,348 1,398 1,250 1,104 1,159 193 80 51 11 479 464 332 352 301	555 14,708 14 222 10 062 1,330 1179 733 11 48 692 133 34 49 7 7 474 366 323 337 302	694  15,234 13 583 12 845 1,336 1186 992 1192 868 124 110 20 14 498 396 477 333 302	772 16,102 12,834 14,892 1,428 1106 1,067 1168 918 212 124 48 25 492 449 517 377 295	932  15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 159 111 34 19 504 389 487 379 308	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 178 152 34 14 452 401 405 325 273	880  15,737 13,772 14,413 1,479 1,271 1,215 1,242 1,030 1,95 1,74 4,2 1,1 5,16 4,27 4,38 4,06 3,04	861 15,724 13 380 13 865 1,379 1118 1 056 1 177 869 169 151 33 36 483 419 435 350 347	853 14 254 14 457 1 106 1 086 919 137 30 435 484	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UTRASOUND EXAMS BUDGET PRIOR	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 135 116 62 26 476 431 430 304 276 288	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1 1145 150 127 47 13 373 389 358 311 255 275	1196  15,543 15,840 12,840 1,348 1398 1250 1104 1159 193 80 51 11 479 464 3322 352 301 240	555 14,708 14 222 10 062 1,330 1 179 733 1 148 692 133 34 49 7 7 474 366 323 337 302 223	694  15,234 13 583 12 845 1,336 1 186 992 1 192 868 124 110 20 14 498 396 477 333 302 303	772  16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295	932  15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 1111 3 4 1 9 504 3 89 4 87 3 79 3 08 3 10	930  15,432 12 157 13 866 1,431 1117 1140 1 202 969 182 142 47 29 487 435 417 384 276 313	892  15,204 12 984 15 131 1,323 1 099 1 149 1 111 9 83 1 78 1 52 3 4 1 4 4 52 4 01 4 05 3 25 2 73 3 28	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 11 516 427 438 406 304 331	861 15,724 13 380 13 865 1,379 1 118 1 056 1 177 869 169 151 33 36 483 419 435 350 347 316	853 14 254 14 457 1 106 1 086 919 137 30 435 484	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS BUDGET PRIOR  ALL ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR	1 583  14,805 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	1 699  13,076 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	1196  15,543 15,840 12,840 1,348 1398 1250 1104 1159 193 80 51 11 479 464 332 352 301 240 309 195	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  366  323  337  302  223  302  193	694  15,234 13 583 12 845 1,336 1186 992 1192 868 124 110 20 14 498 396 477 333 302 303 289 266	772  16,102 12,834 14,892 1,428 1106 1067 1168 212 124 48 25 492 449 517 377 295 316 328 276	932  15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 1 111 34 1 19 504 389 487 379 308 310 327 269	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 1,823 1,788 1,522 344 1,44 452 401 405 325 273 328 301 292	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 42 41 427 438 406 304 331 349 292	861  15,724  13 380  13 865  1,379  1118  1 056  1177  151  33  36  483  419  435  350  347  316  299  275	853 14 254 14 457 1 106 1 086 919 137 30 435 484	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  LUTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ECHO EXAMS	1 583  14.805 14 310 16 301 1,161 1 382 1 448 964 1 306 135 116 62 2 26 476 431 430 304 276 288 265 252 39	1 699  13,076 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	1 196  15,543 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	555 14,708 14 222 10 062 1,330 1179 733 11 48 692 133 34 49 7 7 474 366 323 337 302 223 302 223 302 193 35	694  15,234 13 583 12 845 1,336 1186 992 1192 868 124 110 20 14 498 396 477 333 302 303 289 266 44	772  16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49	932  15,605  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  52	930  15,432 12 157 13 866 1,431 1117 1140 1202 969 182 142 47 29 487 435 417 384 276 313 332 274 52	892  15,204 12 984 15 131 1,323 1 099 1 149 1 111 9 83 178 152 34 14 452 401 405 325 2273 328 301 292 24	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 11 516 427 438 406 304 331 349 292 57	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  151  33  36  483  419  435  350  347  316  299  275  51	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483
PRIOR  ANGILLARY STATISTICS  LAB BILLABLE TEST  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  CHO EXAMS PRIOR  MARIE EXAMS	1 583  14,805 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	1 699  13,076 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	1196  15,543 15,840 12,840 1,348 1398 1250 1104 1159 193 80 51 11 479 464 332 352 301 240 309 195 43 45	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  366  323  337  302  223  302  193  35  30  62	694  15,234 13,583 12,845 1,336 11,86 992 11,92 888 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50	772 16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58	932  15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 111 34 19 504 389 487 379 308 310 327 269 52 41 50	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 1 82 1 42 47 29 487 435 417 384 276 313 332 274 52 39 75	892  15.204 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 65	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 1 195 1 74 4 2 1 11 516 427 438 406 304 331 349 292 57 39 48	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  41  61	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483 419 637
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ECHO EXAMS PRIOR  ECHO EXAMS BUDGET PRIOR  BUDGET PRIOR BUDGET PRIOR BUDGET PRIOR BUDGET PRIOR BUDGET BUTTASOUND EXAMS BUDGET BUTTASOUND EXAMS BUDGET	1 583  14,805 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	1 699  13,076 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	1196  15,543 15,840 12,840 1,348 1398 1250 1104 1159 193 80 51 111 479 464 332 301 240 309 195 43 45 62 47	555  14,708  14 222  10 062  1,330  11 179  733  11 48  692  133  34  49  7  474  366  323  322  223  302  223  302  193  35  30  62  40	694  15,234 13 583 12 845 1,336 1186 992 1192 868 124 110 20 14 498 396 477 333 302 303 289 266 444 37 50 40	772  16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58	932  15,605 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 52 41 50 37	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 9 69 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 178 1,522 344 144 452 401 405 328 301 273 328 301 292 24 36 65 37	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 41 41 516 427 438 406 304 331 349 2292 57 39 48 48	861  15,724  13 380  13 865  1,379  1118  1 056  1177  869  151  33  36  483  419  435  350  347  316  299  275  51  41  61  38	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483 419 637 438
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  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  LUTRASOUND EXAMS PRIOR  CHOENAMS  BUDGET PRIOR  ALL ULTRASOUND EXAMS BUDGET PRIOR  ULTRASOUND EXAMS PRIOR  BUDGET PRIOR  HEIGR  WITH AS ON THE AS ON TH	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899	1 699  13,076 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	1 196  15,543 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 1 003	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  366  323  337  302  223  302  193  35  30  62  40  23  868	694  15,234 13,583 12,845 1,336 11,86 992 1192 888 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 40 24 843	772 16.102 12.834 14.892 1.428 1106 1067 1168 918 212 124 48 225 492 449 517 377 295 316 328 276 49 40 58 37 57 842	932  15.605 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 52 41 50 37 921	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881	892 15.204 12.984 15.131 1,323 1.099 1.149 1.111 983 1.78 1.52 34 401 405 325 273 328 301 292 24 36 65 37 42	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 1 95 1 74 4 42 1 1 516 4 27 4 38 4 06 3 04 3 31 3 349 2 92 5 7 3 9 4 8 4 3 6 4 9 40	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  41  61  38  39  959	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483 419 637 438 458 9 992
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ECHO EXAMS PRIOR  BUDGET PRIOR  HORD  HORD  MAMMO EXAMS BUDGET PRIOR  ALL ULTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR ECHO EXAMS PRIOR  HORD  MRI EXAMS BUDGET PRIOR  MRI EXAMS BUDGET PRIOR  HORD  MRI EXAMS BUDGET PRIOR  HORD	1 583  14,805 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 36 899	1 699  13,076 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	1196  15,543 15,840 12,840 1,348 1398 1250 1104 1159 193 80 51 111 479 464 3322 352 301 240 309 195 43 45 62 47 29 1003 1149	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  366  323  337  302  223  302  193  35  30  62  40  23  868  1 028	694  15,234 13 583 12 845 1,336 1186 992 1192 868 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 40 24 843	772  16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 57 842	932  15,605 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 52 41 50 37 37 97 1 1 227	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881	892  15,204 12,984 15,131 1,323 1,099 1,149 1,111 1,111 1,112 1,44 1,45 2,401 1,405 3,25 2,73 3,28 3,01 2,92 2,44 3,6 6,5 3,7 4,2 2,994 1,261	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 42 11 516 427 438 406 304 331 349 292 57 39 48 43 64 49 940 1 380	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  41  38  39  959  1 245	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483 419 637 438 458 9 992 13,398
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  FICOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  FICOR  ULTRASOUND EXAMS PRIOR  THERAPY EXAMS  BUDGET PRIOR  MRI EXAMS BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS	1 583  14,805 14 310 16 301 1,161 1 382 1 448 9 64 1 306 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 358 311 255 274 240 37 35 50 36 44 842 1 339 997 691	1 196  15,543 15 840 12 840 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 1 003 1 149 856 821	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  366  323  337  302  193  302  193  304  40  203  305  602  40  203  868  1 028  766  751	694  15,234 13 583 12 845 1,336 1186 992 1192 888 124 110 20 14 498 396 477 333 302 289 266 44 37 50 40 24 843 1 041 775 758	772  16.102 12.834 14.892 1.428 1106 1.067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1187 884 692	932  15.605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 159 111 34 19 504 487 379 308 310 327 249 52 41 50 37 921 1 227 914 741	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 881 1 152 858 785	892  15.204 12.984 15.131 1,323 1.099 1.149 1.111 983 1.78 1.52 344 1.44 4.05 3.25 2.73 3.29 3.01 2.92 2.44 3.6 6.55 3.7 4.2 9.94 1.261 1.291 9.39 9.38	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 11 516 427 438 406 304 427 438 406 304 331 349 292 57 39 48 43 43 40 1 380 1 028 859	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  41  61  38  39  959  1 245  927  862	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483 419 637 438 458 9 992 13,398 9,979 8 631
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  FRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  FRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR	1 583  14.805 14 310 16 301 1,161 1 382 1 448 9 964 1 306 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 358 311 255 275 274 240 240 37 35 50 36 44 842 1 339 997	1196  15,543 15,840 12,840 12,840 13,48 13,88 12,500 10,44 11,59 193 80 51 111 479 464 332 352 352 301 240 309 195 43 45 62 47 29 1003 1149 856	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  474  366  323  337  302  223  302  193  35  40  23  868  1028  766	694  15,234  13,583  12,845  1,336  1186  992  1192  888  124  110  20  14  498  396  477  333  302  289  266  44  37  50  40  24  843  1 041  775	772 16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 842	932  15,605  12 622  14 952  1,270  1 088  1 145  1 077  1 015  159  111  34  19  504  487  339  487  339  487  339  487  377  269  37  37  921  1 227  914	930  15,432 12 157 13 866 1,431 1117 1140 1140 1202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 881 1152 858	892 15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 1,78 1,52 34 401 405 325 2,73 3,328 301 2,92 2,4 3,6 45 45 37 42 994 1,261 9,39	880  15,737  13 772  14 413  1,479  1 271  1 215  1 242  1 030  195  174  42  11  516  427  438  406  406  304  331  349  292  57  39  48  43  43  64  940  940  1 380  1 380  1 028	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  341  419  435  350  275  51  41  61  38  39  959  959  1 245	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47	10 994  167,170  148 318  153,069  14,572  13 019  12,480  1,830  1 321  467  205  5,234  4,595  4,619  3,858  3,243  3,375  2 824  483  419  637  438  458  9 992  13,398  9,979
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  THOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  CHO EXAMS PRIOR  BUDGET PRIOR  THERAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAMS-OUTPATIENT PT EXAMS-INPATIENT OT EXAMS-INPATIENT	1 583  14,805 14 310 16 301 1,161 1 382 1 448 9 964 1 306 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733 111 57	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 358 311 255 275 274 240 37 35 50 36 44 842 1 339 997 691 9 56	1 196  15,543 15,840 12,840 12,840 13,98 1,359 12,500 1104 11159 193 80 51 111 479 464 332 352 301 240 309 195 43 45 62 47 29 1 003 1 149 856 821 8 71	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  474  366  323  337  302  193  302  193  302  193  302  193  305  62  40  23  868  1 028  868  1 028  766  751  7  32  32  33	694  15,234 13,583 12,845 1,336 1186 992 1192 888 124 110 20 14 498 396 477 333 302 289 266 44 37 50 40 24 843 1 041 775 758 14 -	772 16,102 12,834 14,892 1,428 1106 1,067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1187 884 692 12 49 49	932  15,605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 159 111 34 4 389 487 379 308 310 327 269 52 41 50 37 921 1 227 914 741 7 84	930  15.432 12 157 13 866 1,431 1117 1 140 1 202 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1 152 858 785 10 62	892  15,204  12,984  15,131  1,323  1,099  1,149  1,111  983  1,78  1,52  344  401  405  325  273  328  301  292  244  36  65  37  42  994  1,261  939  938  9  322  7	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 111 516 427 438 406 304 301 349 292 57 39 48 43 43 64 940 1 380 1 028 859 1 4 29 10	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  39  275  51  41  61  38  39  959  1 245  927  862  9  49  49	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47	10 994  167,170  148 318  153,069  14,572  13 019  12,480  12,275  10,954  1,830  1 321  467  205  5,234  4,565  4,619  3,858  3,243  3,375  2 824  483  419  637  438  458  9 992  13,398  458  9,977  8 631  110  521  63
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ECHO EXAMS PRIOR  BUDGET PRIOR  HOR  THERPY EXAMS PRIOR  BUDGET PRIOR  BUDGET PRIOR  UTRASOUND EXAMS PRIOR ECHO EXAMS PRIOR  BUDGET PRIOR  THERPY EXAMS BUDGET PRIOR  TEXAMS-OUTPATIENT OT EXAMS-INPATIENT OT EXAMS-OUTPATIENT ST EXAMS-OUTPATIENT ST EXAMS-OUTPATIENT	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 4 1 306 135 116 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733 111 57	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 358 311 255 275 274 240 37 35 50 36 44 842 1 339 997 691 9	1196  15,543 15,840 12,840 1,348 1398 1250 1104 11159 193 80 511 111 479 464 332 301 240 309 195 43 45 45 29 1003 1149 856 821 8	555  14,708  14 222  10 062  1,330  11 148  692  133  344  49  7  474  366  323  337  302  223  302  223  302  193  35  30  62  40  23  868  10 28  766  751  7	694  15,234 13,583 12,845 1,336 1186 992 1192 868 868 124 110 20 14 498 396 477 333 302 303 302 899 266 44 37 50 40 24 843 1041 775 758 14	772  16,102 12,834 14,892 1,428 1106 1067 1168 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1187 884 692 12 49	932  15,605 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 52 41 50 37 37 921 1 227 914 741 7	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1152 858 785	892  15,204 12,984 15,131 1,323 1,099 1,149 1,111 983 178 1,522 34 401 405 325 273 328 301 292 244 36 655 37 42 994 1,261 939 938	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 42 111 516 427 438 406 304 331 349 292 57 39 48 43 64 940 1 380 1 028 859 14 29	861  15,724  13 380  13 865  1,379  1118  1 056  1177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  41  38  39  959  1 245  927  862  9	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 1,0954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 439 439 439 439 439 439 439 439 438 458 9 992 13,398 9,979 8 631 110 521
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  THOR  THERAPY EXAMS  BUDGET PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  THOR  THERAPY EXAMS BUDGET PRIOR  THERAPY EXAMS BUDGET PRIOR  THERAPY EXAMS BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGE	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 6 22 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733 111 57 8 8	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 358 311 255 274 240 37 35 50 36 44 842 1 339 997 997 691 9 56 3 82	1 196  15,543 15,840 12,840 12,840 13,98 1 250 1 104 1 159 1 193 80 0 51 11 479 464 332 352 301 240 309 195 43 45 62 47 29 1003 1 149 856 821 8 71 5 98	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  366  323  337  302  223  302  193  35  30  62  40  23  868  1 028  7 26  7 32  7 32  7 5	694  15,234 13,583 12,845 1,336 11,86 992 1192 888 124 110 20 14 498 396 477 333 302 289 266 44 37 50 40 24 843 1041 775 5758 14 - 8 63 -	772  16.102 12.834 14.892 1.428 1106 1.067 1.168 918 212 124 48 225 492 449 517 377 295 316 328 276 49 40 58 37 187 842 1187 884 692 12 49 49 40 58 57	932  15.605 12 622 14 952 1.270 1 088 1 145 1 077 1 015 1 59 111 34 19 504 389 487 379 308 310 327 269 52 41 50 37 921 1 227 914 741 7 84 6 83	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 81 1 152 858 858 785 10 62 6 18	892  15.204 12.984 15.131 1,323 1.099 1.149 1.111 983 1.78 1.52 344 1.4 4.05 3.25 2.73 3.28 3.01 2.92 2.4 4.01 3.6 6.5 3.7 4.2 9.94 1.261 9.39 9.38 9 9.32 7 7 7 1.	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 1 95 1 74 4 42 1 11 516 427 438 406 304 427 438 406 304 331 349 292 57 39 48 43 64 940 1 380 1 028 859 1 14 29 28	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  61  38  39  959  1 245  927  862  9  49  49  49  59	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47 1 286 958	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3,243 3,375 2 824 483 419 637 438 499 9,979 8 631 110 521 63 663 4
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  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  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS-OUTPATIENT  OT EXAMS-INPATIENT  ST EXAMS-INPATIENT  AR & CASH STATISTICS  DAYS IN AR  GOAL	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733 111 57 8 8 89 1	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 389 311 255 275 274 240 37 35 50 36 44 842 1 339 997 691 9 56 3 82 1	1 196  15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 193 80 0 51 11 479 464 4332 352 301 240 309 195 43 45 562 47 29 1 003 1 149 856 821 8 71 5 98	555  14,708  14 222  10 062  1,330  11 79  733  11 48  692  133  34  49  7  474  366  323  337  302  223  302  193  35  302  193  35  40  23  868  1 028  766  751  7  32  3  75   47	694  15,234 13,583 12,845 1,336 11,86 992 11,92 11,92 888 124 110 20 14 498 396 477 333 302 303 303 289 266 44 377 50 40 24 843 1 041 775 58 14 8 63	772  16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 57 842 1187 884 692 12 49 49 4 85	932  15.605 12 622 14 952 1,270 1 088 1 145 1 077 1 015 1 59 1111 34 19 504 389 308 310 327 269 52 41 50 37 37 37 1 227 914 741 7 84 6 83	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 81 1 152 858 858 10 62 6 18	892  15.204 12 984 15 131 1,323 1 099 1 149 1 111 983 178 152 34 401 14 452 401 14 405 325 273 328 301 292 24 36 65 37 42 994 1 261 939 938 9 322 7 7 1	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 1 195 174 42 42 11 516 427 438 406 304 331 349 2922 57 39 48 43 64 940 1 380 1 028 859 14 29 10 28	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  51  41  38  39  1245  927  862  9  49  3  355  1	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 958	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3 238 3,243 3,375 2 824 483 3,375 2 824 483 419 637 438 458 9 992 13,398 9,979 8 631 110 521 63 643 4
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  CO EXAMS PRIOR  ECHO EXAMS PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS  BUDG	1 583  14,805 14 310 16 301 1,161 1 382 1 448 9 964 1 306 62 26 476 62 26 478 63 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733 11 57 8 8 89 1	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 358 311 255 275 274 240 37 35 50 36 44 842 1 339 997 691 9 9 56 3 82 1	1 196  15,543 15,840 12,840 12,840 1,348 1 398 1 250 1 104 1 1159 193 80 51 111 479 464 332 352 351 240 309 195 43 45 62 47 29 1003 1 149 856 821 8 71 1 5 98 71 55 98	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  474  366  323  337  302  193  302  193  302  193  35  30  62  40  23  868  1 028  868  1 028  766  751  7  7  32  32  33  75	694  15,234 13,583 12,845 1,336 11,86 992 1192 888 124 110 20 14 498 396 477 333 302 289 266 44 37 50 40 24 843 1 041 775 758 14 8 63 49 50 62 259	772  16.102 12.834 14.892 1.428 1106 1.067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 187 57 842 1187 884 692 12 49 49 40 55 57 842 57 884 692 57 884 692 57 884 692 58 50 65	932  15.605 12 622 14 952 1.270 1 088 1 145 1 077 1 015 159 111 34 19 504 487 379 308 310 327 269 52 41 50 37 921 1 227 914 741 7 84 6 83 - 57 50 56 249	930  15,432 12 157 13 866 1,431 1117 1140 1 202 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 881 1152 858 785 10 62 6 18	892  15,204  12,984  15,131  1,323  1,099  1,149  1,111  983  1,78  1,52  344  401  405  325  273  301  292  244  36  655  37  42  994  1,261  939  938  9  32  7  7  1  58  50  55  55	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 111 516 427 438 406 304 301 349 292 57 39 48 43 43 1 380 1 028 859 1 4 29 1 10 28 859 1 0 28 859 5 5 5 6	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  316  299  275  511  41  61  38  39  959  1 245  9  49  49  49  49  50  50  50  50  50  50  50  50  50  5	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47 1 286 958	10 994  167,170  148 318  153,069  14,572  13 019  12,480  12 275  1,830  1 321  467  205  5,234  4,565  4,619  3,858  3 238  3,243  3,375  2 824  483  419  637  438  9 992  13,398  458  9 992  13,398  643  110  521  63  663  4
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ALL UITRASOUND EXAMS PRIOR  CHO EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  THERAPY EXAMS  BUDGET PRIOR PT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT ST EXAMS-OUTPATIENT AR & CASH STATISTICS DAYS IN AR GOAL PRIOR  GOAL	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 62 26 476 431 430 304 276 288 2255 252 39 36 56 47 36 899 1 390 1 035 733 111 57 8 8 89 1 1	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 13 373 389 389 311 255 275 274 240 37 35 50 36 44 842 1 339 997 691 9 9 56 3 82 1 1	1 196  15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 1 93 80 0 51 11 479 464 332 352 301 240 309 195 43 45 62 47 29 1 003 1 149 856 821 8 71 5 98 71 5 98	555  14,708  14 222  10 062  1,330  11 79  733  11 148  692  133  34  49  7  474  366  323  337  302  223  302  193  35  62  40  23  868  1 028  766  751  7  32  3  75   47  50  56  254	694  15,234 13,583 12,845 1,336 11,86 992 11,92 888 124 110 20 14 498 396 477 333 302 303 303 303 289 266 44 37 50 40 24 843 1 041 775 758 14 - 8 63 8 63 49 50 62 259 120	772  16.102 12.834 14.892 1,428 1106 1067 1168 918 212 124 48 25 492 449 51 377 295 316 328 276 49 40 58 37 57 842 1187 884 692 12 49 49 40 85 57 842 1187 884 692 12 65 65 65 65	932  15.605 12 622 14 952 1.270 1 088 1 145 1 077 1 015 1 59 1111 34 19 504 389 487 379 308 310 327 269 52 41 50 37 77 921 1 227 914 741 77 84 6 83 57 50 556 249 120	930  15,432 12 157 13 866 1,431 1117 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 10 62 6 18 10 52 50 53 249 1 20	892  15.204 12.984 15.131 1,323 1.099 1.149 1.111 983 1.78 1.52 34 401 405 325 273 328 328 3301 292 24 421 36 65 37 42 994 1.261 939 9 32 7 7 1.1 58 50 555 245	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 1 195 174 4 42 4 11 516 4 27 1 11 516 4 27 3 39 4 8 4 3 3 49 2 9 2 2 5 7 3 9 48 4 3 40 1 380 1 028 8 5 9 1 4 2 9 1 0 2 8 8 5 9 5 0 5 6 2 41 1 120	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  419  435  350  347  346  2299  275  51  41  61  38  39  959  1 245  927  862  9  49  3  355  1  59  50  52  269	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 958 50 50 50 120	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3,243 3,375 2 824 483 3,243 3,375 2 824 19 637 438 459 9,979 8 631 110 521 63 663 4
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DXA EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL UITRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  ULTRASOUND EXAMS PRIOR  THERAPY EXAMS  BUDGET PRIOR  ULTRASOUND EXAMS PRIOR  FICOR  THERAPY EXAMS  BUDGET PRIOR  THE EXAMS-OUTPATIENT  ST EXAMS-OUTPATIENT  ST EXAMS-OUTPATIENT  ST EXAMS-OUTPATIENT  ST EXAMS-OUTPATIENT  AR & CASH STATISTICS  DAYS IN AR  GOAL PRIOR  DAYS CASH ON HAND  GOAL PRIOR  FIES TOTAL PAID	1 583  14.805 14.310 16 301 1.161 1 382 1 448 9 64 1 306 62 26 476 62 26 477 306 899 1 390 1 035 733 11 57 8 8 89 1 53 50 55 255 255 120 169 306.6	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 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 1 54 50 50 56 256	1 196  15,543 15,840 12,840 12,840 13,98 1,359 12,500 1104 1159 193 80 51 111 479 464 332 352 301 240 309 195 43 45 62 47 29 1003 1149 855 821 8 71 15 98 71 55 98 52 50 57 262 120 177 299,4	555  14,708  14 222  10 062  1,330  1179  733  1148  692  133  34  49  7  474  474  366  323  337  302  223  302  193  305  62  40  23  868  1 028  62  40  23  876  75  75  75  75  75  75  50  56  254  120  213  316.8	694  15,234 13,583 12,845 1,336 11,86 992 1192 888 124 110 20 14 498 396 477 333 302 289 266 44 37 50 40 40 24 843 1 041 775 758 14 8 63 49 50 62 259	772 16.102 12.834 14.892 1.428 1106 1.067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1187 49 40 58 57 842 124 49 40 58 57 57 884 692 12 50 65 5257 120 65	932  15.605 12 622 14 952 1.270 1 088 1 145 1 077 1 015 1 59 1111 34 4 389 487 379 308 310 327 269 52 41 50 37 921 1 227 914 741 7 84 6 83 3 - 57 50 50 249 120 236 222.7	930  15.432 12 157 13 866 1,431 1117 1140 1 202 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 881 1152 858 785 10 62 6 18	892  15,204  12,984  15,131  1,323  1,099  1,149  1,111  983  178  152  344  401  405  325  273  328  301  292  244  36  65  37  42  994  1,1261  939  938  9  32  7  7  1  58  50  55  245  120  238  302.4	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 195 174 42 111 516 427 438 406 304 301 349 292 57 39 48 43 64 940 1 380 1 028 859 1 4 29 10 28 859 10 28 50 50 56 241 120 525 302.6	861  15,724  13 380  13 865  1,379  1118  1 056  1 177  869  169  151  33  36  483  39  419  435  50  347  316  299  275  51  41  61  38  39  959  1 245  9  49  3  355  1  59  50  50  50  50  50  50  50  50  50	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 37 47 1 286 958	10 994  167,170  148 318  153,069  14,572  13 019  12,480  12,275  10,954  1,830  1 321  467  205  5,234  4,565  4,619  3,858  3,243  3,375  2 824  483  419  637  438  458  9 992  13,398  9,977  8 631  110  521  63  663  4  54  50  50  554
PRIOR  ANCILLARY STATISTICS  LAB BILLABLE TEST  BUDGET PRIOR  ALL XRAY EXAMS  BUDGET PRIOR  XRAY EXAMS PRIOR  MAMMO EXAMS PRIOR  DAY EXAMS PRIOR  CT EXAMS  BUDGET PRIOR  ALL ULTRASOUND EXAMS PRIOR  LUTRASOUND EXAMS PRIOR  ECHO EXAMS PRIOR  BUDGET PRIOR  THERAPY EXAMS  BUDGET PRIOR  THERAPY EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT OT EXAMS-OUTPATIENT ST EXAMS-INPATIENT ST EXAMS-INPATIENT AR & CASH STATISTICS  DAYS IN AR  GOAL PRIOR  DAYS CASH ON HAND GOAL PRIOR	1 583  14,805 14 310 16 301 1,161 1 382 1 448 964 1 306 62 26 476 431 430 304 276 288 265 252 39 36 56 47 36 899 1 390 1 035 733 111 57 8 8 89 1 1 53 50 55 255 255 120 169	1 699  13,076 12 614 13 902 1,087 1 075 1 285 890 1145 150 127 47 47 13 373 389 358 311 255 275 275 50 36 44 842 1 339 997 691 9 56 3 82 1 1 54 50 56 256 256 256 256	1 196  15,543 15 840 12 840 1,348 1 398 1 250 1 104 1 159 193 80 51 111 479 464 4332 352 301 240 309 195 43 45 62 47 29 1003 1 149 856 821 8 71 5 98 87 71 5 98 52 50 57 262 120 177	555  14,708  14 222  10 062  1,330  11 79  733  11 148  692  133  34  49  7  474  366  323  337  302  223  302  193  35  30  62  40  23  868  1 028  766  751  7  32  3  75   50  56  254  120  213	694  15,234 13,583 12,845 1,336 11,86 992 11,92 888 124 110 20 14 498 396 477 333 302 303 289 266 44 37 50 40 24 843 1 041 775 758 8 63 8 63 8 63 120 214	772  16,102 12,834 14,892 1,428 1106 1067 1168 918 212 124 48 25 492 449 517 377 295 316 328 276 49 40 58 37 57 842 1187 884 692 12 49 49 4 85 55 50 65 257	932  15.605 12 622 14 952 1.270 1 088 1 145 1 077 1 015 1 59 1111 34 19 504 389 487 379 308 310 327 269 52 41 50 37, 37 77 921 1 227 914 741 74 84 6 83 57 50 56 249 120 236	930  15,432 12 157 13 866 1,431 1117 1 140 1 202 969 182 142 47 29 487 435 417 384 276 313 332 274 52 39 75 38 63 1152 858 785 10 62 6 18 52 50 53 249 120 240	892  15.204 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 42 994 1 261 939 938 9 322 7 7 7 1 58 59 555 245	880  15,737 13 772 14 413 1,479 1 271 1 215 1 242 1 030 1 195 174 42 42 11 516 427 438 406 304 331 349 292 57 39 48 43 64 940 1 380 1 028 859 14 29 10 28 56 241 120 225	861  15,724  13 380  13 845  1,379  1118  1 056  1 177  849  169  151  33  36  483  419  435  350  347  316  299  275  51  41  38  39  129  275  51  41  51  51  51  51  51  51  51  5	853 14 254 14 457 1 106 1 086 919 137 30 435 484 270 313 267 46 958 50 50 50 120	10 994  167,170 148 318 153,069 14,572 13 019 12,480 12 275 10,954 1,830 1 321 467 205 5,234 4,565 4,619 3,858 3,238 3,243 459 450 450 450 450 450 450 450 450 450 450



## **Balance Sheet as of November 2021**

ASSETS	11/30/2021	10/31/2021	1 Month Variance	11/30/2020	12 Month Variance
Current Assets					
Operating Cash	40,309,797	36,063,973	4,245,825	33,690,187	6,619,610
Covid Cares Restricted	1,487,048	4,688,971	(3,201,923)		1,487,048
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	22,494,265	22,134,219	360,046	15,599,865	6,894,400
Less Allow for Uncollectables	(3,749,904)	(3,552,991)	(196,913)	(2,626,132)	(1,123,772)
Less Contractual Adjustments	(9,447,985)	(9,352,258)	(95,727)	(7,390,830)	(2,057,156)
Accounts Receivable - Net	9,296,376	9,228,970	67,406	5,582,904	3,713,472
Taxes Receivable	74,141	282,367	(208,226)	56,332	17,809
Other Receivables	1,022,835	1,331,509	(308,673)	1,464,270	(441,435)
Inventory	573,425	553,044	20,381	462,236	111,189
Prepaid Expenses	1,107,266	685,225	422,041	436,192	671,075
Total Current Assets	55,886,897	54,850,067	1,036,830	43,708,129	12,178,769
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,440,695	4,424,240	16,455	4,418,767	21,928
Buildings	43,430,486	43,398,441	32,045	42,874,012	556,474
Equipment	13,648,325	13,456,642	191,683	11,168,140	2,480,185
Construction In Progress	1,052,817	608,724	444,092	29,068	1,023,749
Less Accumulated Depreciation	(23,818,362)	(23,538,031)	(280,331)	(20,600,304)	(3,218,058)
Property, Plant and Equipment - Net	40,405,990	40,002,046	403,944	39,541,712	864,278
TOTAL ASSETS	96,292,888	94,852,113	1,440,774	83,249,841	13,043,047

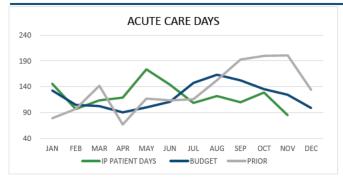


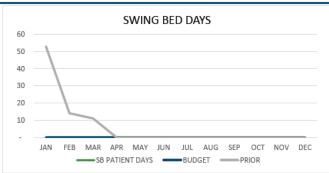
### **Balance Sheet as of November 2021**

LIABILITIES	11/30/2021	10/31/2021	1 Month Variance	11/30/2020	12 Month Variance
Current Liabilities					
Accounts Payable	949,970	792,438	157,532	605,794	344,177
Other Payables	928,952	898,891	30,061	504,682	424,270
Payroll and Related Liabilities	3,349,604	3,023,132	326,473	2,087,421	1,262,183
Interest Payable	45,881	(4,093)	49,974	48,749	(2,869)
Third Party Settlement Payable	850,047	850,047	-	(94,378)	944,425
Other Current Liabilities	1,711,153	5,588,601	(3,877,448)	10,022,156	(8,311,003)
Current Maturities of LTD	1,192,955	1,192,955	-	901,404	291,551
Total Current Liabilities	9,028,562	12,341,970	(3,313,408)	14,075,827	(5,047,265)
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(901,404)	(291,551)
Long Term Debt	47,248,440	47,291,829	(43,389)	48,473,755	(1,225,315)
Total Non Current Liabilities	46,055,485	46,098,874	(43,389)	47,572,351	(1,516,866)
Total Liabilities	55,084,047	58,440,844	(3,356,797)	61,648,178	(6,564,131)
Net Assets					
Unrestricted Fund Balance	23,192,257	23,192,257	-	17,113,917	6,078,340
YTD Excess of Revenues	18,016,584	13,219,012	4,797,572	4,487,746	13,528,838
Total Net Assets	41,208,841	36,411,269	4,797,572	21,601,663	19,607,178
TOTAL LIABILITIES & NET ASSETS	96,292,888	94,852,113	1,440,774	83,249,841	13,043,047

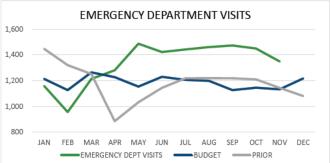


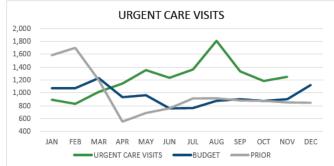
#### Volume Dashboards

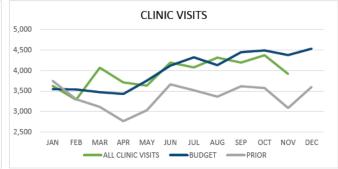


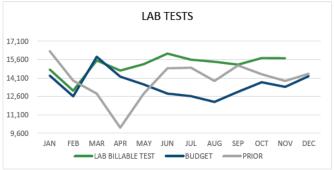


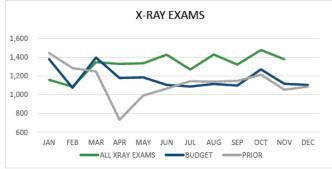


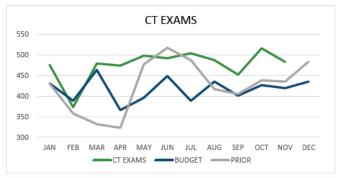


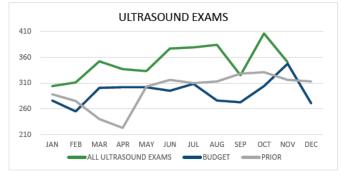


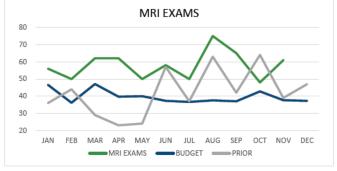


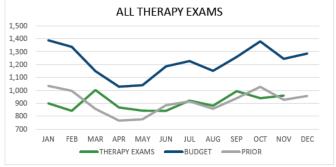














#### Finance Dashboards

