
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. **6:08- Approval of Minutes** – *Action (vote)*
4. **6:10 - Patient Story** – Lauri Bolton – *Info*
5. **6:15 – Welcome New Leaders!** – Josh Martin – *Info*
6. **6:20 – Nurse Preceptor Program** – Becky Blackhawk Peterson – *Info*
7. **Executive Reports**
 - a. **6:35** - Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:50** - Finance Report, James Hansen – *Info*
 - c. **7:05** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:10** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
 - a. **7:30** – Medical Staff Privileges – *Action (vote)*
 - b. **7:35** – Resolution 2022-05 The Rural Collaborative Interlocal Agreement – *Action (vote)*
 - c. **7:40** – Letter to Representative Chapman – *Info*
 - d. **7:45** – Board Retreat Agenda Review – *Info*
 - e. **7:50** – Hot Topic Discussion Supreme Court Rules Unanimously
in Favor of AHA, Others in 340B Case – *Info*
 - g. **8:00** – Upcoming Events, Andrew Hooper
 - h. **8:05** – Meeting Evaluation, Andrew Hooper
9. **8:10– Adjourn** – *Action (vote)*

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

- Ride the Harbor | McCleary, WA | June 25, 2022
- **Annual Strategic Planning | Union, WA | August 1-3**

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

For the Period:

May 2022

Description	Amount
Payroll	\$ 1,908,963
A/P Operations	\$ 3,774,190
A/P Construction	\$ -
Community Care	\$ 150,402
Bad Debt	\$ 460,792
Property Tax Credit	\$ 2,349
Total	\$ 6,296,696



BOARD OF COMMISSIONERS MEETING MINUTES

May 26, 2022

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>CALL TO ORDER</p> <p>The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 6:01 pm</p> <p>Commissioners present: Andrew Hooper, Gary Thumser, Carolyn Wescott, Georgette Hiles, Kevin Bossard</p> <p>Present: Josh Martin, Blake Rose, James Hansen, Dr. Ken Dietrich, Lauri Bolton, Jori Stott, Lourdes Schoch (phone), Wendy Stirnkorb (phone), Joy Borkholder (phone), Rachel Brown (phone)</p>	<p><i>Commissioner Wescott made a motion to approve the Consent Agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <p>NA</p>	
APPROVAL OF MINUTES		<p><i>Commissioner Thumser made a motion to approve the minutes. Commissioner Bossard seconded the motion. All voted in favor.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • CXO Bolton shared thank you note to GI Program and patient experience utilizing our campus trails (see letter for more details).. 	
EPIC PRESENTATION	<ul style="list-style-type: none"> • CAO Rose and Tracy Kately, IT Director gave a presentation on the EPIC go live implementation plan (see presentation for more details). • All previous medical archives will be searchable in EPIC with searchable fields. • Discussion regarding dress rehearsals planned for the EPIC go live to ensure systems will work before seeing patients. • The patient portal will switch to MyChart. 	
QUALITY	<ul style="list-style-type: none"> • CMO Dietrich shared that Quality Report and Dashboard was postponed due to our annual accreditation survey arriving the day of the regular scheduled Quality meeting. • Overall, the survey was successful. Our first visit we had 14 non-compliant findings. By this visit we had 12 of those fixed and 7 new level one findings which need to be responded to in 60 days. • CMS accepted the EMTALA complaint. The plan will be completed by June 2022. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen presented the Finance Report (see report for more details). 	



BOARD OF COMMISSIONERS MEETING MINUTES

May 26, 2022

	<ul style="list-style-type: none"> Summit Pacific is officially paying cost that was previously supported by FEMA for traveling staff. Days in AR are improving from last month and will continue to move in the right direction. Days cash on hand is decreasing because of expenses going up due to FEMA staffing funds going away. ED Visits continue to exceed budgeted volumes. Summit Pacific does not do a flex budget. Summit does regularly update forecasts and always seeks to understand variances to the budget. Summit Pacific is still pursuing FEMA dollars to help support the organization through COVID. 	
ADVOCACY	<ul style="list-style-type: none"> The next Advocacy Committee is scheduled for June. Legislative District 24 CEOs will be meeting tomorrow to review the legislative session with WSHA. Chairman Hooper is on governing board committee and was asked to present on what Summit's advocacy committee. 	
EXECUTIVE SUMMARY	<ul style="list-style-type: none"> CEO Martin reviewed the Executive Report (see report for more details). CXO Bolton provided an update on Hospital Week. CAO Rose shared patients can now request appointments through the portal. The Master Facility Plan is moving forward with selection of an architect. Four final architects will come back with answers to targeted questions. The funding plan is moving forward for the Master Facility Plan. Strowdwater LLP is helping guide Summit through the funding process for the expansion. Roy Koegen formerly with Kutak Rock will be helping us with securing bonds. USDA will be onsite June 16th. CFO Hansen will provide an MFP funding timeline at the next board meeting. CMO Dietrich provided an update on the rise of COVID volumes. Grays Harbor County has to expand public health board to include 3 non-elected officials on the board per new state legislation CEO Martin provided an update on preliminary plans for adult soccer league CEO Martin shared that the Annual Golf Tournament raised a record gross of \$100,000 dollars. CMO Dietrich provided an update on Medicare Annual Wellness visits. 	



BOARD OF COMMISSIONERS MEETING MINUTES

May 26, 2022

	<ul style="list-style-type: none"> CEO Martin shared that CXO Bolton will be transitioning the end of June and has agreed to stay on as a per diem employee to support HR. Thank you Lauri for your many years of service! 	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> Robert Taber, MD – Emergency Medicine – Initial Appointment Kevin Caserta, MD – Physiatry – Initial Appointment Elizabeth Walz, MD – Neurology – Initial Appointment Robert Aplan, DO – Radiology – Initial Appointment Christopher Krol, MD – Radiology - Reappointment Ross Ondersma, MD – Radiology - Reappointment Brandt Mohr, MD – Radiology – Reappointment John McGowan, MD – Radiology – Reappointment John Edwards, MD – Radiology - Reappointment Garland McQuinn, MD – Radiology – Reappointment Alan Chan, MD – Radiology – Reappointment Phillip Lowe, MD – Radiology – Reappointment Alice Josafat, MD – Radiology - Reappointment David Atkins, MD – Radiology – Reappointment Navneet Singha, MD – Radiology – Reappointment Yasmin Akbari, MD – Radiology – Reappointment Madison Creel, SLP (Speech Language Pathologist) – Speech Pathology – Initial Appointment <p>TRC Resolution</p> <ul style="list-style-type: none"> CEO Martin shared an update on the TRC proposed resolution to help formalize an LLP to help diversify funds for members. Discussion regarding the risk and responsibility of the hospital members for this endeavor. The resolution will be brought forward at the June 2022 Board meeting. <p>Upcoming Events, Andrew Hooper</p> <ul style="list-style-type: none"> Chairman Hooper reviewed upcoming events Volunteers are still needed for the Ride the Harbor event. Each Board member was requested to bring a topic of interest to include for this year's board education. 	<p><i>Commissioner Hiles made motion to approve the Medical Staff privileges. Commissioner Thumser seconded the motion. All voted in favor.</i></p>



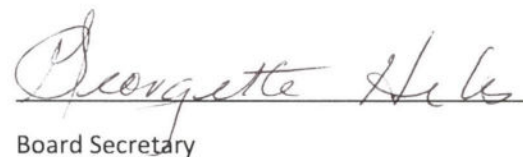
BOARD OF COMMISSIONERS MEETING MINUTES

May 26, 2022

	<ul style="list-style-type: none">• Urgent Care wait times were turned off because people were self-selecting to the ED for COVID testing, and creating a dissatisfier for patients. <p>Meeting Evaluation, Andrew Hooper</p> <ul style="list-style-type: none">• Chairman Hooper facilitated meeting evaluation.• There were no suggestions for hot topic discussions.	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:00 pm.	<i>Commissioner Bossard made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.</i>



Recording Secretary



Board Secretary

Financial Highlights – Monthly Dashboard

Summit Pacific Medical Center

Finance Dashboard

May 31, 2022

Key Financial Results used in review of Operational and Financial Performance

Favorable Variance = +
Unfavorable Variance = ()

	May					Year-to-Date				
	Actual	Budget	Variance	Var%	Month	Actual	Budget	Variance	Var%	YTD
Gross Operating Revenue	\$ 12,416,336	\$13,469,916	\$ (1,053,580)	(7.8%)	●	\$ 62,450,961	\$ 57,575,029	\$ 4,875,932	8.5%	●
Total Operating Expenses	\$ 5,043,069	\$ 4,931,133	\$ (111,936)	(2.3%)	●	\$ 22,890,846	\$ 23,707,330	\$ 816,484	3.4%	●
Payment %	43.8%	43.8%	0.0%	0.0%	●	45.0%	44.8%		0.2%	●
EBITDA Margin	10.8%	20.0%		(9.2%)	●	22.6%	12.6%		10.1%	●
Operating Margin	3.3%	12.6%		(9.3%)	●	15.3%	4.0%		11.3%	●
Net Income Margin	6.4%	15.0%		(8.7%)	●	18.7%	6.8%		11.9%	●
Days in AR						52	47	(5)	(9.7%)	●
DCOH						289	260	29	11.1%	●

	May				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Operating Revenue								
Medicare Revenue	\$ 5,160,471	\$ 5,397,313	\$ (236,842)	(4.4%)	\$ 24,444,935	\$ 22,135,693	\$ 2,309,242	10.4%
Medicaid Revenue	\$ 3,462,364	\$ 3,893,880	\$ (431,516)	(11.1%)	\$ 17,868,328	\$ 17,109,344	\$ 758,984	4.4%
Other Revenue	\$ 3,793,501	\$ 4,178,723	\$ (385,222)	(9.2%)	\$ 20,137,698	\$ 18,329,992	\$ 1,807,706	9.9%
Total Gross Operating Revenue	\$ 12,416,336	\$ 13,469,916	\$ (1,053,580)	(7.8%)	\$ 62,450,961	\$ 57,575,029	\$ 4,875,932	8.5%
Revenue Deductions								
Medicare Contractual	\$ 3,506,503	\$ 3,540,151	\$ 33,648	1.0%	\$ 14,570,696	\$ 14,270,892	\$ (299,804)	(2.1%)
Medicaid Contractual	\$ 1,787,307	\$ 2,237,589	\$ 450,281	20.1%	\$ 10,132,492	\$ 9,773,608	\$ (358,884)	(3.7%)
Other Contractual	\$ 1,093,235	\$ 1,160,700	\$ 67,466	5.8%	\$ 6,315,315	\$ 5,059,376	\$ (1,255,939)	(24.8%)
Bad Debt Expense	\$ 367,455	\$ 364,702	\$ (2,753)	(0.8%)	\$ 2,196,092	\$ 1,542,323	\$ (653,769)	(42.4%)
Community Care	\$ 150,402	\$ 198,151	\$ 47,749	24.1%	\$ 790,463	\$ 837,978	\$ 47,515	5.7%
Administrative Adjustments	\$ 78,784	\$ 71,898	\$ (6,886)	(9.6%)	\$ 340,553	\$ 304,056	\$ (36,496)	(12.0%)
Total Revenue Deductions	\$ 6,983,686	\$ 7,573,191	\$ 589,505	7.8%	\$ 34,345,611	\$ 31,788,233	\$ (2,557,378)	(8.0%)
Net Patient Revenue	\$ 5,432,649	\$ 5,896,725	\$ (464,075)	(7.9%)	\$ 28,105,351	\$ 25,786,797	\$ 2,318,554	9.0%
Other Revenue								
COVID Relief Income	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$ -	0.0%
Other Operating Income	\$ 221,347	\$ 266,299	\$ (44,953)	(16.9%)	\$ 1,484,692	\$ 1,331,497	\$ 153,195	11.5%
Total Other Revenue	\$ 221,347	\$ 266,299	\$ (44,953)	(16.9%)	\$ 1,484,692	\$ 1,331,497	\$ 153,195	11.5%
Net Operating Revenue	\$ 5,653,996	\$ 6,163,024	\$ (509,028)	(8.3%)	\$ 29,590,043	\$ 27,118,294	\$ 2,471,749	9.1%
Operating Expenses								
Salaries & Wages	\$ 2,243,013	\$ 2,745,765	\$ 502,752	18.3%	\$ 11,305,093	\$ 13,454,575	\$ 2,149,483	16.0%
Benefits	\$ 579,083	\$ 707,630	\$ 128,547	18.2%	\$ 2,952,166	\$ 3,466,495	\$ 514,329	14.8%
Professional Fees	\$ 195,097	\$ 133,526	\$ (61,570)	(46.1%)	\$ 404,611	\$ 242,536	\$ (162,075)	(66.8%)
Supplies	\$ 317,497	\$ 419,779	\$ 102,283	24.4%	\$ 1,707,108	\$ 1,989,276	\$ 282,169	14.2%
Utilities	\$ 45,499	\$ 43,099	\$ (2,400)	(5.6%)	\$ 223,585	\$ 214,014	\$ (9,571)	(4.5%)
Purchased Services	\$ 1,300,460	\$ 557,295	\$ (743,165)	(133.4%)	\$ 4,546,096	\$ 2,769,919	\$ (1,776,177)	(64.1%)
Insurance	\$ 27,353	\$ 34,905	\$ 7,552	21.6%	\$ 190,253	\$ 174,525	\$ (15,728)	(9.0%)
Other Expenses	\$ 244,452	\$ 228,963	\$ (15,489)	(6.8%)	\$ 1,307,208	\$ 1,139,487	\$ (167,721)	(14.7%)
Rentals & Leases	\$ 90,615	\$ 60,170	\$ (30,446)	(50.6%)	\$ 254,726	\$ 256,502	\$ 1,776	0.7%
Total Operating Expenses	\$ 5,043,069	\$ 4,931,133	\$ (111,936)	(2.3%)	\$ 22,890,846	\$ 23,707,330	\$ 816,484	3.4%
EBITDA	\$ 610,927	\$ 1,231,891	\$ (620,964)	(50.4%)	\$ 6,699,197	\$ 3,410,964	\$ 3,288,233	96.4%
Interest & Depreciation Expenses								
Interest	\$ 143,856	\$ 143,856	\$ (1)	(0.0%)	\$ 725,189	\$ 725,188	\$ (1)	(0.0%)
Depreciation	\$ 280,845	\$ 313,649	\$ 32,804	10.5%	\$ 1,436,080	\$ 1,599,705	\$ 163,626	10.2%
Total Interest & Depreciation Expenses	\$ 424,702	\$ 457,505	\$ 32,803	7.2%	\$ 2,161,269	\$ 2,324,893	\$ 163,624	7.0%
Net Income (Loss) from Operations	\$ 186,225	\$ 774,386	\$ (588,161)	76.0%	\$ 4,537,927	\$ 1,086,071	\$ 3,451,856	317.8%
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 87,659	\$ 82,500	\$ 5,159	6.3%	\$ 551,489	\$ 405,000	\$ 146,489	36.2%
Misc Revenue/(Expenses)	\$ 85,470	\$ 69,250	\$ 16,221	23.4%	\$ 441,148	\$ 357,182	\$ 83,966	23.5%
Total Non-Operating Rev/(Expenses)	\$ 173,129	\$ 151,750	\$ 21,380	14.1%	\$ 992,637	\$ 762,182	\$ 230,455	30.2%
Net Income (Loss)	\$ 359,355	\$ 926,136	\$ (566,781)	61.2%	\$ 5,530,564	\$ 1,848,253	\$ 3,682,311	199.2%
Net Income (Loss) w/out PPP+PRF	\$ 359,355	\$ 926,136	\$ (566,781)	61.2%	\$ 5,530,564	\$ 1,848,253	\$ 3,682,311	199.2%

METRICS

EBITDA Margin	10.8%	20.0%	(9.2%)	(45.9%)	22.6%	12.6%	10.1%	80.0%
Operating Margin	3.3%	12.6%	(9.3%)	(73.8%)	15.3%	4.0%	11.3%	
Net Income Margin	6.4%	15.0%	(8.7%)	(57.7%)	18.7%	6.8%	11.9%	174.2%
Days in AR	52							
DCOH	289							
Deduction %	56.2%	56.2%	(0.0%)	(0.0%)	55.0%	55.2%	0.2%	0.4%
NPSR %	43.8%	43.8%	(0.0%)	(0.1%)	45.0%	44.8%	0.2%	0.5%
Net Operating Revenue %	45.5%	45.8%	(0.2%)	(0.5%)	47.4%	47.1%	0.3%	0.6%
Benefits as a % Of SW	25.8%	25.8%	(0.0%)	(0.2%)	26.1%	25.8%	(0.3%)	(1.4%)
Benefits as a % of SWB	20.5%	20.5%	(0.0%)	(0.1%)	20.7%	20.5%	(0.2%)	(1.1%)
Paid FTEs (excludes Agency)	294.2	374.2	79.9	21.4%	296.42	371.1	74.7	20.1%
Salary per FTE	\$ 7,623	\$ 7,338	\$ (285)	(3.9%)	\$ 38,139	\$ 36,254	\$ (1,885)	(5.2%)
Hours	51,978	66,270	14,292	21.6%	254,960	320,201	65,241	20.4%
Avg Hourly Rate	\$ 43.15	\$ 41.43	\$ (1.72)	(4.2%)	\$ 44.34	\$ 42.02	\$ (2.32)	(5.5%)

Balance Sheet as of May 2022

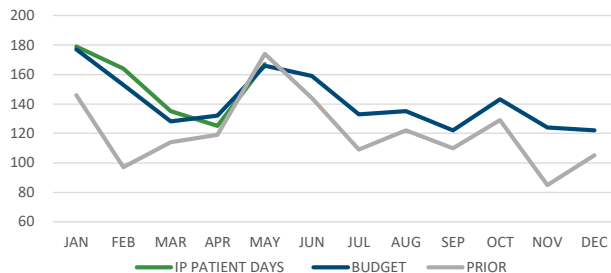
A S S E T S	5/31/2022	4/30/2022	1 Month Variance	04/31/2021	12 Month Variance
Current Assets					
Operating Cash	47,537,878	45,662,638	1,875,240	38,579,911	8,957,967
Covid Cares Restricted	1,285,388	1,285,388	-	-	1,285,388
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-
Accounts Receivables	21,542,271	23,786,442	(2,244,172)	16,255,736	5,286,535
Less Allow for Uncollectables	(3,749,109)	(3,751,491)	2,382	(3,499,114)	(249,995)
Less Contractual Adjustments	(9,519,897)	(10,893,025)	1,373,128	(6,999,895)	(2,520,002)
Accounts Receivable - Net	8,273,265	9,141,926	(868,662)	5,756,727	2,516,538
Taxes Receivable	103,920	427,772	(323,853)	115,320	(11,400)
Other Receivables	1,439,784	1,972,468	(532,685)	1,309,550	130,233
Inventory	749,461	766,166	(16,704)	534,574	214,887
Prepaid Expenses	577,432	578,364	(932)	553,031	24,401
Total Current Assets	61,983,135	61,850,730	132,405	48,865,121	13,118,013
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,440,695	4,440,695	-	4,407,786	32,910
Buildings	43,842,103	43,842,103	-	43,373,790	468,313
Equipment	14,541,886	14,541,886	-	11,792,487	2,749,399
Construction In Progress	1,628,046	1,524,876	103,170	73,151	1,554,895
Less Accumulated Depreciation	(25,572,081)	(25,291,236)	(280,845)	(22,182,932)	(3,389,149)
Property, Plant and Equipment - Net	40,532,678	40,710,353	(177,675)	39,116,310	1,416,367
TOTAL ASSETS	102,515,813	102,561,084	(45,271)	87,981,432	14,534,381

Balance Sheet as of May 2022

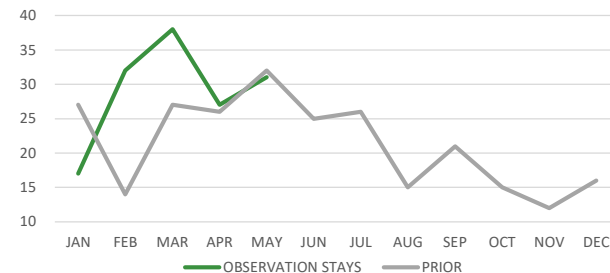
LIABILITIES	05/31/2022	04/30/2022	1 Month Variance	04/31/2021	12 Month Variance
Current Liabilities					
Accounts Payable	1,940,597	1,916,429	24,168	360,233	1,580,363
Other Payables	358,893	763,208	(404,315)	210,748	148,145
Payroll and Related Liabilities	2,737,389	2,348,829	388,560	2,479,194	(29,297)
Interest Payable	44,761	(4,091)	48,852	94,967	(50,206)
Third Party Settlement Payable	(356,363)	69,327	(425,690)	203,525	(559,887)
Other Current Liabilities	1,719,391	1,711,354	8,036	5,201,029	(3,481,638)
Current Maturities of LTD	1,192,955	1,192,955	-	1,192,955	-
Total Current Liabilities	7,637,621	7,998,010	(360,389)	9,742,650	(2,392,520)
Non Current Liabilities					
Current Maturities of LTD	(1,192,955)	(1,192,955)	-	(1,192,955)	-
Long Term Debt	46,615,272	46,659,509	(44,237)	52,434,453	(5,819,181)
Total Non Current Liabilities	45,422,317	45,466,554	(44,237)	51,241,498	(5,819,181)
Total Liabilities	53,059,938	53,464,564	(404,626)	60,984,148	(8,211,701)
Net Assets					
Unrestricted Fund Balance	43,925,310	43,925,310	-	23,192,257	20,733,054
YTD Excess of Revenues	5,530,564	5,171,209	359,355	3,805,028	2,013,028
Total Net Assets	49,455,874	49,096,520	359,355	26,997,284	22,746,082
TOTAL LIABILITIES & NET ASSETS	102,515,813	102,561,084	(45,271)	87,981,432	14,534,381

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
INPATIENT STATISTICS													
IP DISCHARGES	35	45	33	38	42								193
PRIOR	42	25	29	35	43	37	20	20	31	37	30	29	174
IP PATIENT DAYS	179	164	135	125	167								770
BUDGET	177	153	128	132	166	159	133	135	122	143	124	122	756
PRIOR	146	97	114	119	174	144	109	122	110	129	85	105	650
IP EMERGENCY ADMITS	35	45	33	38	42								193
PRIOR	41	25	29	35	43	37	20	19	30	37	30	29	173
IP AVERAGE LENGTH OF STAY	5.1	3.6	4.1	3.3	4.0	-	-	-	-	-	-	-	4.0
PRIOR	3.5	3.9	3.9	3.4	4.0	3.9	5.5	6.1	3.5	3.5	2.8	3.2	3.7
OUTPATIENT STATISTICS													
OBSERVATION HOURS	751	1,428	1,892	1,219	1,302								6,592
PRIOR	1,830	481	773	935	938	1,039	1,086	643	786	467	396	729	4,957
OBSERVATION STAYS	17	32	38	27	31								145
PRIOR	27	14	27	26	32	25	26	15	21	15	12	16	126
EMERGENCY DEPT VISITS	1,433	1,264	1,509	1,549	1,785								7,540
BUDGET	1,153	947	1,190	1,269	1,457	1,411	1,489	1,444	1,475	1,437	1,375	1,353	6,016
PRIOR	1,159	957	1,214	1,281	1,487	1,423	1,443	1,461	1,474	1,450	1,350	1,321	6,098
MHC CLINIC VISITS	831	805	948	770	772								4,126
BUDGET	902	873	1,085	945	875	1,036	911	797	986	890	1,015	813	4,680
PRIOR	761	745	939	825	789	928	811	704	867	777	835	713	4,059
SPRES CLINIC VISITS	160	150	257	224	206								997
BUDGET	133	124	105	174	146	118	224	320	364	294	294	204	682
PRIOR	61	57	48	80	66	49	56	55	105	127	127	93	312
SPMAT CLINIC VISITS	184	180	205	188	195								952
BUDGET	205	204	249	221	188	227	228	192	198	198	205	237	1,067
PRIOR	203	203	232	218	186	224	218	190	198	207	192	233	1,042
SPWC CLINIC VISITS	2,935	2,832	2,977	2,509	2,679								13,932
BUDGET	2,369	2,396	2,377	2,444	2,759	2,906	2,969	2,932	3,079	3,083	3,125	3,131	12,345
PRIOR	2,833	2,534	3,162	2,885	2,745	2,981	2,986	3,376	3,066	3,364	3,165	3,053	14,159
ALL CLINIC VISITS	4,110	3,967	4,387	3,691	3,852								20,007
BUDGET	3,609	3,597	3,816	3,784	3,968	4,287	4,332	4,241	4,627	4,465	4,639	4,385	18,774
PRIOR	3,626	3,289	4,067	3,711	3,630	4,190	4,075	4,308	4,191	4,368	3,916	3,842	18,323
PACC CLINIC VISITS	4	5	6	1	1								17
PRIOR	6	4	9	7	2	6	5	7	14	9	4	2	28
URGENT CARE VISITS	1,206	1,043	1,106	1,154	1,371								5,880
BUDGET	868	817	997	1,119	1,340	1,209	1,376	1,806	1,324	1,168	1,274	1,202	5,141
PRIOR	893	829	1,016	1,144	1,352	1,233	1,362	1,808	1,333	1,184	1,248	1,175	5,234
PACC + URGENT CARE VISITS	1,210	1,048	1,112	1,155	1,372								5,897
BUDGET	874	821	1,006	1,126	1,342	1,215	1,381	1,813	1,338	1,177	1,278	1,204	5,169
PRIOR	899	833	1,025	1,151	1,354	1,239	1,367	1,815	1,347	1,193	1,252	1,177	5,262
ANCILLARY STATISTICS													
LAB BILLABLE TEST	15,376	14,561	16,892	15,253	16,049								78,131
BUDGET	15,113	13,348	15,866	15,014	15,551	16,437	15,930	15,753	15,520	16,065	16,051	14,870	74,893
PRIOR	14,805	13,076	15,543	14,708	15,234	16,102	15,605	15,432	15,204	15,737	15,724	14,567	73,366
ALL XRAY EXAMS	1,371	1,391	1,495	1,390	1,553								7,200
BUDGET	1,177	1,102	1,366	1,348	1,354	1,448	1,287	1,451	1,341	1,499	1,398	1,312	6,348
PRIOR	1,161	1,087	1,348	1,330	1,336	1,428	1,270	1,431	1,323	1,479	1,379	1,294	6,262
XRAY EXAMS	1,145	1,142	1,244	1,207	1,338								6,076
PRIOR	964	890	1,104	1,148	1,192	1,168	1,077	1,202	1,111	1,242	1,177	1,130	5,298
MAMMO EXAMS	177	199	197	148	170								891
PRIOR	135	150	193	133	124	212	159	182	178	195	169	130	735
DXA EXAMS	49	50	54	35	45								233
PRIOR	62	47	51	49	20	48	34	47	34	42	33	34	229
CT EXAMS	504	455	562	529	596								2,646
BUDGET	512	401	516	510	536	529	542	524	486	555	520	478	2,475
PRIOR	476	373	479	474	498	492	504	487	452	516	483	444	2,300
ALL ULTRASOUND EXAMS	389	364	433	390	385								1,961
BUDGET	309	316	357	342	338	383	385	390	330	412	355	337	1,662
PRIOR	304	311	352	337	333	377	379	384	325	406	350	332	1,637
ULTRASOUND EXAMS	344	313	372	325	321								1,675
PRIOR	265	274	309	302	289	328	327	332	301	349	299	290	1,439
ECHO EXAMS	45	51	61	65	64								286
PRIOR	39	37	43	35	44	49	52	52	24	57	51	42	198
MRI EXAMS	43	54	54	35	52								238
BUDGET	98	87	108	108	87	101	87	131	114	84	107	35	490
PRIOR	56	50	62	62	50	58	50	75	65	48	61	20	280
THERAPY EXAMS	709	625	790	862	888								3,874
BUDGET	891	834	994	860	835	834	912	873	985	931	951	779	4,413
PRIOR	899	842	1,003	868	843	842	921	881	994	940	960	786	4,455
PT EXAMS-OUTPATIENT	648	565	698	777	784								3,472
PT EXAMS-INPATIENT	17	12	7	18	16								70
OT EXAMS-OUTPATIENT	32	41	81	53	76								283
OT EXAMS-INPATIENT	12	7	4	14	12								49
ST EXAMS-OUTPATIENT	-	-	-	-	-								-
ST EXAMS-INPATIENT	-	-	-	-	-								-
AR & CASH STATISTICS													
DAYS IN AR	57	56	60	56	52								56
GOAL	47	47	47	47	47	47	47	47	47	47	47	47	47
PRIOR	53	54	52	47	49	52	57	52	58	59	59	59	59
DAYS CASH ON HAND	323	328	307	281	289								306
GOAL	260	260	260	260	260	260	260	260	260	260	260	260	260
PRIOR	255	256	262	254	259	257	249	249	245	241	269	293	257
FTEs TOTAL PAID	285.5	303.4	305.1	293.9	294.2								296.4
FTEs TOTAL INCLUDING AGENCY	297.8	310.0	322.3	317.1	317.1	-	-	-	-	-	-	-	312.9
BUDGET	370.4	370.4	370.4	370.4	374.2	374.2	376.2	376.2	376.2	376.2	376.2	376.2	371.1
PRIOR	313.6	310.9	314.8	329.8	308.6	306.6	305.4	314.6	315.5	315.0	325.9	319.6	315.5

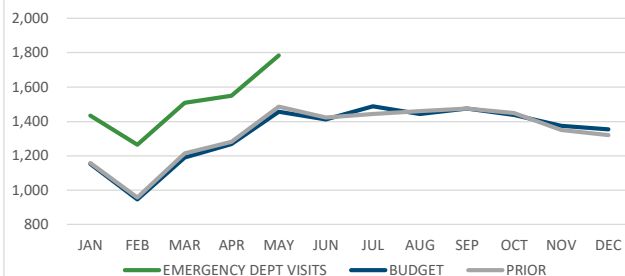
ACUTE CARE DAYS



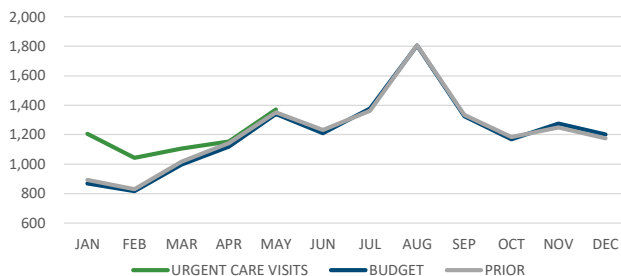
OBSERVATION STAYS



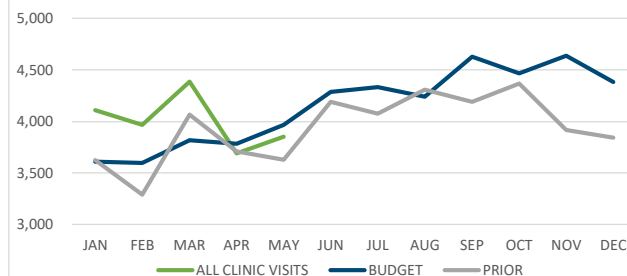
EMERGENCY DEPARTMENT VISITS



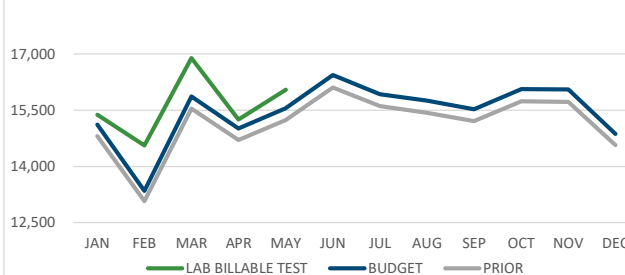
URGENT CARE VISITS



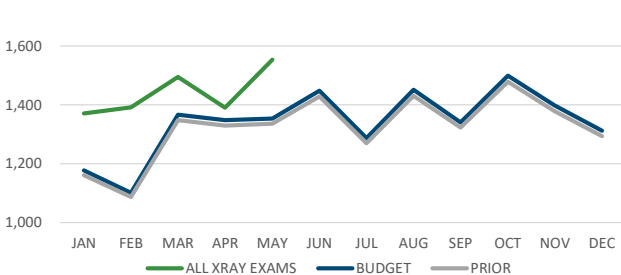
CLINIC VISITS



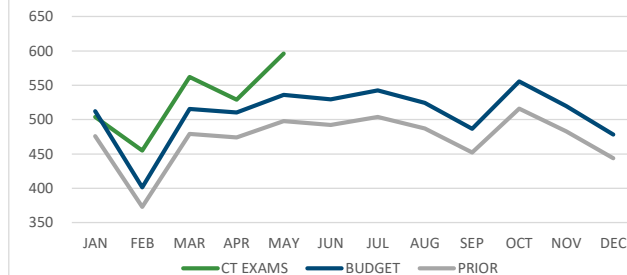
LAB TESTS



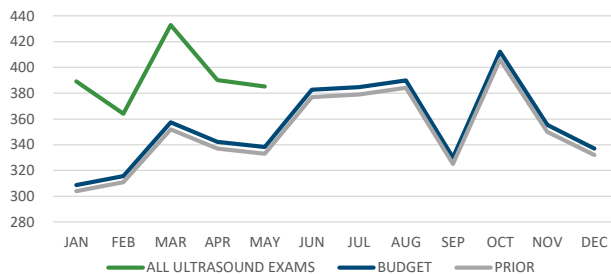
X-RAY EXAMS



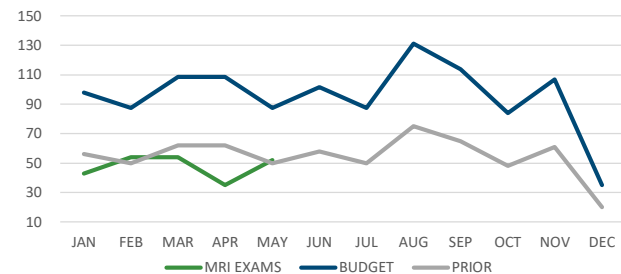
CT EXAMS



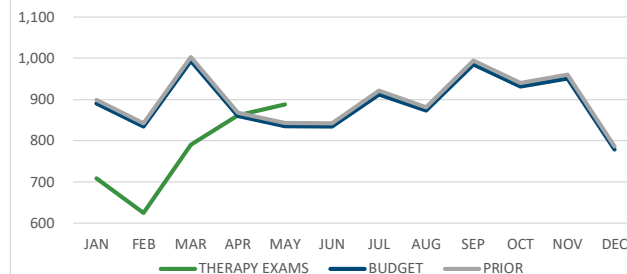
ULTRASOUND EXAMS



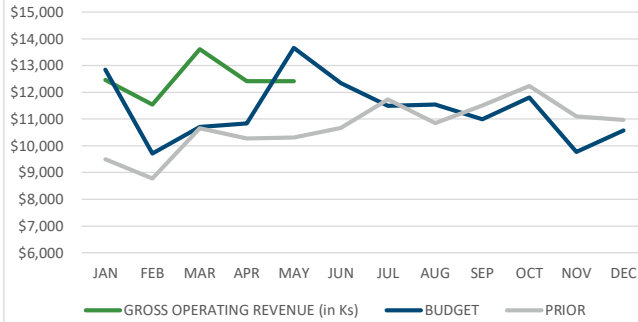
MRI EXAMS



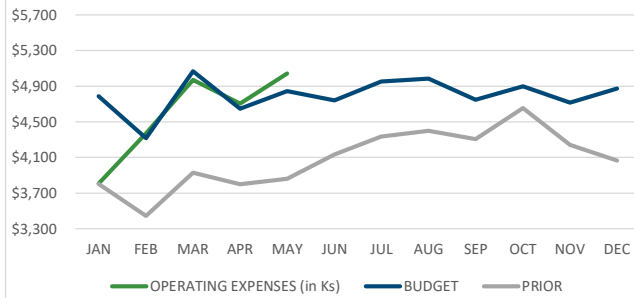
ALL THERAPY EXAMS



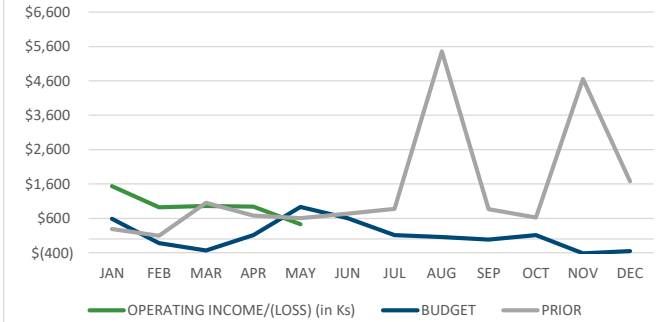
GROSS OPERATING REVENUE



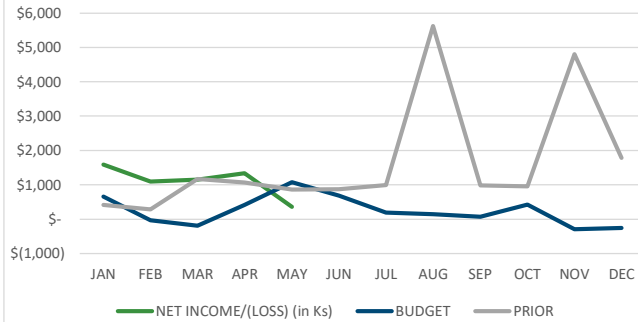
OPERATING EXPENSES



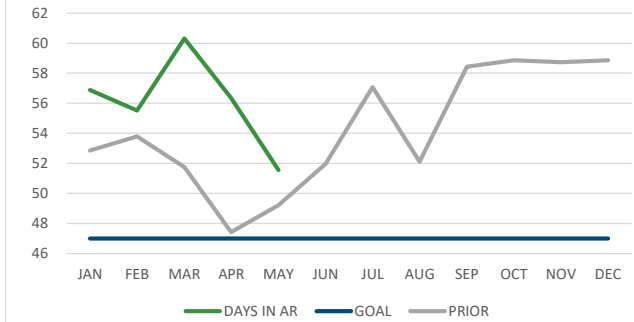
OPERATING INCOME/(LOSS)



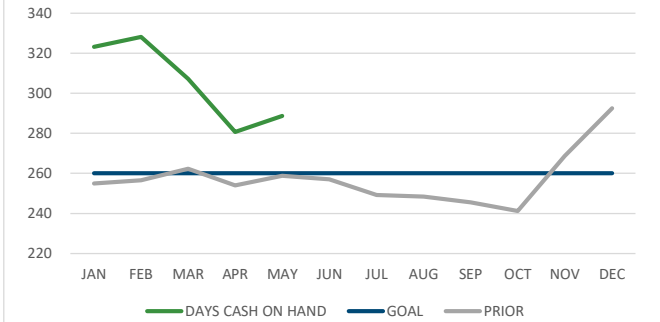
NET INCOME/(LOSS)



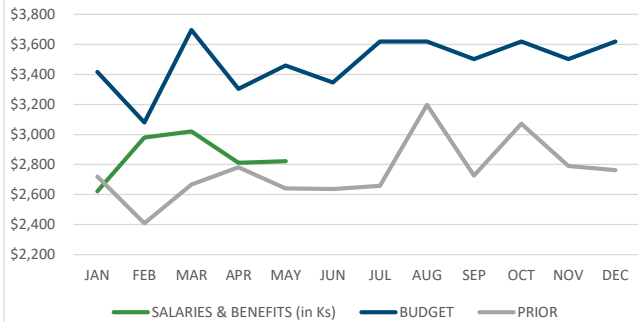
DAYS IN AR



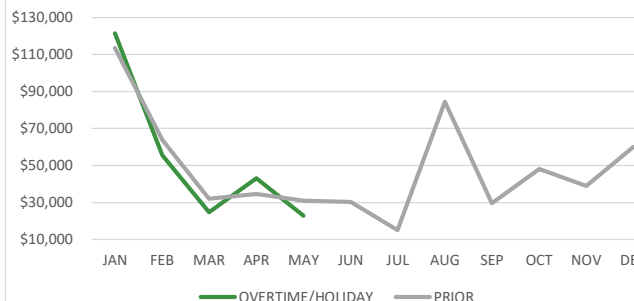
DAYS CASH ON HAND



SALARIES & BENEFITS



OVERTIME & HOLIDAY PAY



FTEs

