

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)**
 - a. February 22, 2024 Regular Meeting
4. **6:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **6:15 – HRO– Mike Hall, Press Ganey – Info**
6. **6:35 – Patient Access – Winfried Danke, COO – Info**
7. **Executive Reports**
 - a. **6:45** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **7:00** – Finance Report, James Hansen – *Info*
 - c. **7:15** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:20** – Executive Report, Josh Martin – *Info*

8. Commissioner Business

- a. **7:45** – Medical Staff Privileges – *Action (vote)*

Sarah Pinkerton, ARNP [Family Medicine]	Provisional Appointment
Bayli Mohl, PT [Therapy Services]	Provisional Appointment
Nayeli Villanueva, PT [Therapy Services]	Initial Appointment
Brianna Ramirez, PT [Therapy Services]	Initial Appointment
Michael Fisher, CRNA [Interventional Pain]	Provisional Appointment
Robert Taber, MD [Emergency Medicine]	Reappointment
James Wang, MD [Neurology Telemedicine]	Reappointment
Ruxandra Costa, MD [Neurology Telemedicine]	Initial Appointment
March Hartung, DO [Family Medicine]	Active Status

- b. **7:50-** CRNA Additional Interventional Pain Privileges– *Action (vote)*
- c. **7:55-** Resolution 2024-05 Small Works Roster– *Action (vote)*
- d. **8:00** - Resolution 2024-06 Tort Claim– *Action (vote)*
- e. **8:10** – Resolution 2024-07 Surplus Property – *Action (vote)*
- f. **8:15** – Meeting Times (AM vs PM) – *Discussion*
- g. **8:20** – Board Cert NRHA – *Discussion*
- h. **8:25** – Saving Lives Campaign Decision – *Discussion*
- i. **8:30**– Hot Topic Discussion – *Discussion*
- j. **8:35** – Upcoming Events, Andrew Hooper

k. **8:40** – Meeting Evaluation, Andrew Hooper

9. 8:45 – Adjourn – Action (vote)

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

- Annual Golf Tournament | Salish Cliffs | May 10, 2024
- **WSHA and AWPHD Rural Health Conference | Campbells Resort Lake Chelan | June 23-26, 2024**
- Employee Awards Ceremony | Ortquist Conference Room | July 24, 2024
- Ride the Harbor | McCleary, WA | August 3, 2024
- **Strategic Plan Retreat | Alderbrook Resort and Spa | August 6-7, 2024**
- Employee Picnic | TBD | August 28, 2024
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 14, 2024
- Donor Celebration – Saving Lives Celebration | Wellness Center | September 25, 2024
- Ladies’ Night Out | Wellness Center | October 10, 2024
- Harbor Lights Laser Show | Satsop Business Park | December 11-12, 2024
- Summit Fights Hunger | Wellness Center | December 18-19, 2024

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:

February 2024

Description	Amount
Payroll	\$ 2,671,639
A/P Operations	\$ 2,827,695
A/P Capital	\$ 1,576,501
Community Care	\$ 4,010
Bad Debt	\$ 14,917
Property Tax Credit	\$ -
Total	\$ 7,094,763



BOARD OF COMMISSIONERS MEETING MINUTES

February 22, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 6:00 pm</p> <p>Commissioners present: Gary Thumser, Georgette Hiles, Carolyn Wescott, Andrew Hooper</p> <p>Commissioner Absent: Kevin Bossard</p> <p>Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Winfried Danke, Jim Hansen, Rachel Brown, Patti Haught, Jori Stott, Brad Thomas, Tracy Kateley, Anna Taylor, Nieshe Tolle, Lourdes Schoch</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
CONSENT AGENDA	<ul style="list-style-type: none"> • 	<p><i>Commissioner Hiles made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor. Chairman Bossard was absent and excused.</i></p>
MINUTES	<ul style="list-style-type: none"> • January 25, 2024 Regular Meeting • February 8, 2024 	<p><i>Commissioner Thumser made a motion to approve the January 25, 2024 and February 8, 2024 minutes. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient safety story regarding care coordination (see patient story for more details). • 	
PULSE SURVEY	<ul style="list-style-type: none"> • CTLO Burkhardt presented the Pulse Survey results from November 2023 (See presentation for more details). • Summit Pacific will be moving to Press Gainey employee survey in 2024. 	



BOARD OF COMMISSIONERS MEETING MINUTES

February 22, 2024

	<ul style="list-style-type: none"> • CTLO Burkhardt reviewed the strengths from the 2023 Pulse survey. • There was a 90% participation rate in the survey with favorable changes in all areas. • Discussion regarding strategies that impact improvements in pulse survey scores. • Discussion regarding how senior leaders live core values and how that is represented to staff. • The internal audit process has started in preparation for our ISO 900-1 accreditation process. 	
QUALITY	<ul style="list-style-type: none"> • CNO Bernier reviewed the Quality Report and Dashboard (see presentation for more details). • The second HRO Leadership training was held today. The next major training will be Universal Skills for Leaders. Eventually Universal Skills will be rolled out to all staff. • Kudos to the significant increase in hand hygiene. • Discussion regarding increase in DI volumes. • CNO Bernier reviewed the ED transfer statistics. There is significant distance to some of these accepting hospitals. • There was a decrease in volumes for infusions in January. GI almost doubled procedures in January. • Chairman Hooper shared that he spoke to a primary care provider in Thurston County about the ease of access and quality of care patient received from our GI department. • CNO Bernier reviewed the Quality dashboard. • ED has been focusing on improving leaving AMA volumes. • 72 hour readmits is challenging because some patients are asked to come back. • The annual review was in Quality today and it was a great review. • Discussion regarding what we can do to increase paramedicine recruits. There are some incentives for schools that will encourage more students to become paramedics. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen reviewed the Financial Report (see report for more details) • New reporting will start next month. • Days in AR is up this month because revenue went up effective January 1st and Wellpoint did a conversion of their name. The change of name affected our clearing house's ability to process claims. The issue has now been resolved. • FTEs are getting closer to budget at 366. • Discussion why our x-rays were significantly higher. 	



BOARD OF COMMISSIONERS MEETING MINUTES

February 22, 2024

	<ul style="list-style-type: none"> • Today was Peggy Harding’s last day. A Revenue Cycle Director position was posted. Summit Pacific is doing everything we can with our external partners to have minimal impacts 	
<p>ADVOCACY</p>	<ul style="list-style-type: none"> • CEO Martin provided an update on Advocacy. • The Advocacy Committee spent a lot of time at the committee with discussing funding options for culvert and electric charging stations. • Representative Tharinger encouraged Summit Pacific to apply for funding for MFP next year as this year’s budget was limited. • Summit Pacific is still waiting to hear about the for Federal Appropriations bill. • Discussion regarding electric vehicle fires. • Advocacy days in January was a nice opportunity for a small group. CEO Martin, Chairman Hooper and Commissioner Wescott got to do a lot of local advocacy. • Discussion regarding CEO Martin and Chairman Hooper’s learnings from AHA conference in Orlando, Florida. 	
<p>EXECUTIVE REPORT</p>	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • CEO Martin presented ground breaking video. • CEO Martin distributed the 2023 Annual Report. • Summit Pacific welcomed new HR director HR Director Amy Donahue Grossman. • Summit Pacific started a new Cardiology program in January. There are two clinic days a week. Summit Pacific contracted with a group of cardiologists to provide services onsite. • COO Danke gave an update on the Café. There have been all kinds of improvement over the last 6-12 months. There are close to 400 members in the Café loyalty program. • The UHC Commercial contract went back into effect January 1st and now many residents can access services. • CNO Bernier provided a nursing update. Nursing leaders are looking to hire an RT Supervisor to oversee inpatient and outpatient services. • ACU is fully staffed. The ACU census remains high. • ED volumes continue to be steady. • The ED has been taxed with a smaller waiting room due to construction. • COO Danke gave an update on patient access. The Patient Access stakeholders started a rapid improvement process in October. The team has since seen 90% of calls answered and wait times have dropped. In the midst of leadership training, 	



BOARD OF COMMISSIONERS MEETING MINUTES

February 22, 2024

	<p>Summit Pacific has hired a Patient Access Manager manager starting in March and has an interim support manager.</p> <ul style="list-style-type: none"> • IT Director, Tracy Kately is working on a new phone conversion in March. Kately will present on phone conversion at a future meeting • COO Danke gave an update on mobile “fleet”. Summit Pacific currently owns three vehicles. • Summit Pacific is currently working with consultant Stroudwater for an ACU redeployment plan post MFP. • Foundation Director, Brad Thomas gave an update on the Saving Lives Campaign. The campaign had its first couple major commitments, and currently has \$1.2 million in commitments. The goal for the campaign is to have 100% of leadership team committed to give. • Suggestion for Commissioners to donate \$161 a month (a meeting per month) to contribute to the campaign. • Decision will be made at the next Board meeting. • Commissioners reach out to Chairman Hooper if you have a different suggestion and Commissioner Hooper can give CEO Martin a number. • CEO Martin accepted participation on the NRHA Governance Affairs Committee. 	
<p>COMMISSONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Alan Itkin, MD (Radiology) Telemedicine Initial Appointment • Pratik Bhattacharya, MD (Neurology) Telemedicine Reappointment • Michael Chen, MD (Neurology) Telemedicine Reappointment • William Lou, MD (Neurology) Telemedicine Reappointment <p>Board Bylaw Review</p> <ul style="list-style-type: none"> • Summit Pacific did a full review in 2022 and established a committee to make recommended changes. • There were no suggested changes proposed by the Board. Changes to the date were made. <p>Resolution 2024-03 Compensation Limit</p> <ul style="list-style-type: none"> • If we do business with the district outside commissioner Wescott motioned to approve- Thumser seconded all voted in favor. <p>Hot Topic</p>	<p><i>Commissioner Wescott made a motion to approve the Medical Staff privileges. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p> <p><i>Commissioner Thumser made a motion to approve the 2024 Board Bylaws. Commissioner Hiles seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

February 22, 2024

	<ul style="list-style-type: none"> • Discussion regarding challenges with Medicare advantage plans. • Discussion regarding challenges in rural areas and what is not good for patients. <p>Upcoming event</p> <ul style="list-style-type: none"> • CEO Evaluation debrief is scheduled February 8th at 3:00 pm. • All are invited to attend the Estate planning event sponsored by the Foundation. <p>Meeting Evaluation</p> <ul style="list-style-type: none"> • There were no topics of interest for future board meetings. 	<p><i>Commissioner Wescott made a motion to approve Resolution 2024-03 Compensation Limit. Commissioner Thumser seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
EXECUTIVE SESSION	<ul style="list-style-type: none"> • Chairman Hooper recessed the meeting at 8:08. • Chairman Hooper announced reason for executive sessions RCW 42.30.110 (g) qualifications of applicant or review performance of public employee/elective office and (i) discuss claims with legal counsel (ii) litigation or legal risks expected to result in adverse legal or financial consequences • Chairman Hooper announced the session is anticipated to have action and last 30 minutes. • CEO Martin, CMO Dietrich, CTLO Burkhardt, Chairman Hooper, Commissioner Wescott, Commissioner Hiles and Vice Chair Thumser were present. • The executive session convened at 8:15 pm. • The executive session ended at 8:50 pm. • The regular session reconvened at 8:50 pm 	
COMMISSIONER BUSINESS CONTINUED	<p>Resolution 2024-04 Superintendent Compensation</p> <ul style="list-style-type: none"> • There was no discussion. 	<p><i>Commissioner Hiles made a motion to approve Resolution 2024-04 Superintendent Compensation with 100% at risk compensation for CEO. Commissioner Thumser seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>
ADJOURNMENT	<p>The regular session of the Board of Commissioner’s meeting adjourned at 8:51 pm.</p>	<p><i>Commissioner Hiles made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor. Commissioner Bossard was absent and excused.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

February 22, 2024

Recording Secretary




Board Secretary

Excessive Dose	0	0	0												0	
Total Number of Medication Errors	22	0	2												2	
Administration	13	0	2												2	
Transcription	0	0	0												0	
Prescribing	2	0	0												0	
Narcotic Discrepancy	0	0	0												0	
Pharmacy	0	0	0												0	
Other	7	0	0												0	
Total Number of Falls	30	2	4												6	
Ancillary Departments	2	0	0												0	
Acute Care	17	2	4												6	
Urgent Care	1	0	0												0	
Wellness Center	6	0	0												0	
Emergency Department	4	0	0												0	
ORGANIZATIONAL DEVELOPMENT																
Quality Measures	2023	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2024 Total	Goal	
Total number of staff injuries ↓	17	3	1											4	0	
UNUSUAL OCCURRENCE REPORTS																
Total Number Unusual Occurance Reports	658	54	79											133		
COLLABORATION																
Quality Measures	2023	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2024 Total	Goal	
TRAUMA																
Total Trauma Patients	45	7	9											16		
Total Trauma Patients meets criteria	39	7	7											14		
Trauma to Transfer out Door (mins)	193	114	333											224	≤ 180 mins	
STROKE																
Total Stroke Patients	26	0	2											2		
Total Stroke Patients (meets criteria)	4	0	2											2		
Number of Activated Code Stroke	4	0	2											2		
Door to CT (Goal less than 30 Mins)	34	19	13											16	≤ 20 mins	
Door to CT Read (median mins)	67	44	25											35	≤ 45 mins	
Door to TPA (median mins)	48	N/A	N/A											#DIV/0!	≤ 60 mins	
Door to Transfer w/ TPA (median mins)	132	N/A	N/A											#DIV/0!	≤ 90 mins	
Door to Transfer-Interv Other (median mins)	210	N/A	N/A											#DIV/0!	≤ 120 mins	
CARDIAC																
Total Cardiac Patients	576	N/A	N/A											0		
Door to EKG (mins)	13	16	10											13	≤ 10mins	
Aspirin Given (or reason not given documented) (%)	92%	100%	100%											100%	100%	
Total STEMI Patients	6	0	0											0		
STEMI Door to Transfer (median mins)	81	N/A	N/A											#DIV/0!	≤ 30mins	
Total NSTEMI/ACS Patients	44	5	5											10		
NSTEMI/ACS Door to Transfer (median mins)	658	N/A	N/A											#DIV/0!		

Financial Highlights – Monthly Dashboard

2024 Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

February		Year-to-Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 32,646,639	\$ 30,900,937	\$ 1,745,702	5.6%	
=	Net Patient Revenue	\$ 13,762,350	\$ 13,775,315	\$ (12,965)	(0.1%)	
+	Other Operating Revenue	\$ 668,094	\$ 602,134	\$ 65,960	11.0%	
=	Net Operating Revenue	\$ 14,430,443	\$ 14,377,449	\$ 52,995	0.4%	
-	Total Operating Expenses	\$ 12,909,290	\$ 12,399,795	\$ (509,495)	(4.1%)	
+/-	Non-Operating Rev/(Expenses)	\$ 83,234	\$ (157,067)	\$ 240,300	(153.0%)	
=	Net Income (Loss)	\$ 1,604,388	\$ 1,820,587	\$ (216,200)	(11.9%)	

Financial Highlights – Monthly Dashboard

2024 Finance Summary

Key Financial Results to Review Operational and Financial Performance

Favorable Variance = + | Unfavorable Variance = ()

February	Year-to-Date			
	Actual	Goal/Budget	Variance	Var%
Days in AR	54	50	(4)	(8.7%)
DCOH	295	300	(5)	(1.8%)
Operating Margin	3.2%	6.4%	(3.2%)	
Net Income Margin	11.1%	12.7%	(1.5%)	
Net Patient Revenue per FTE	\$ 37,780	\$ 38,106	\$ 326	0.9%
Labor Cost per FTE	\$ 21,983	\$ 21,983	\$ (0)	(0.0%)
Non Labor Cost per FTE	\$ 11,336	\$ 10,458	\$ (878)	(8.4%)
FTEs	364.3	361.5	(2.8)	(0.8%)



Balance Sheet as of Jan 2024

Assets	02/29/2024	01/31/2024	1 Month Variance	02/28/2023	12 Month Variance
Current Assets					
Operating Cash	58,434,918	56,358,726	2,076,192	51,186,116	7,248,802
Self-Insured Reserve	1,957,500	-	1,957,500	-	1,957,500
Total Operating Cash	60,392,418	56,358,726	4,033,692	51,186,116	9,206,302
MFP Construction Cash	54,089,947	58,239,482	(4,149,535)	-	54,089,947
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Total Restricted Cash	62,343,439	66,492,974	(4,149,535)	2,036,008	60,307,431
Accounts Receivables	27,896,910	28,171,094	(274,184)	24,713,134	3,183,775
Less Allow for Uncollectables	(3,389,185)	(3,750,086)	360,901	(2,977,140)	(412,045)
Less Contractual Adjustments	(11,758,759)	(12,331,016)	572,257	(10,590,839)	(1,167,920)
Accounts Receivable - Net	12,748,966	12,089,992	658,974	11,145,155	1,603,810
Taxes Receivable	31,152	32,882	(1,730)	41,607	(10,455)
Other Receivables	2,889,397	3,301,346	(411,949)	2,999,055	(109,658)
Inventory	1,013,840	991,895	21,945	819,335	194,505
Prepaid Expenses	978,872	847,236	131,636	783,670	195,202
Total Current Assets	140,398,084	140,115,051	283,032	69,010,947	71,387,137
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,473,365	54,139
Buildings	47,402,703	47,402,703	-	44,996,173	2,406,531
Equipment	19,312,465	19,125,386	187,079	16,104,435	3,208,030
Construction In Progress	6,902,140	5,199,065	1,703,075	4,629,745	2,272,395
Less Accumulated Depreciation	(33,084,763)	(32,683,720)	(401,042)	(28,447,758)	(4,637,005)
Property, Plant and Equipment - Net	46,712,079	45,222,967	1,489,112	43,407,989	3,304,090
Total Assets	187,110,162	185,338,018	1,772,144	112,418,935	74,691,227

Balance Sheet as of Jan 2024

Liabilities	02/29/2024	01/31/2024	1 Month Variance	02/28/2023	12 Month Variance
Current Liabilities					
Accounts Payable	1,807,594	1,325,872	481,722	890,552	917,042
Other Payables	573,092	721,855	(148,763)	769,890	(196,799)
Payroll and Related Liabilities	5,248,336	4,881,207	367,129	3,411,800	1,836,537
Interest Payable	1,644,781	1,180,143	464,638	186,744	1,458,037
Third Party Settlement Payable	1,170,141	1,170,141	-	406,795	763,346
Other Current Liabilities	1,487,530	1,497,364	(9,834)	1,603,991	(116,461)
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	13,315,138	12,160,246	1,154,892	8,653,436	4,661,702
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	108,990,969	109,027,328	(36,359)	45,992,836	62,998,132
Total Non Current Liabilities	107,607,305	107,643,664	(36,359)	44,609,172	62,998,132
Total Liabilities	120,922,443	119,803,910	1,118,533	53,262,609	67,659,834
Net Assets					
Unrestricted Fund Balance	61,427,950	61,427,950	-	55,989,130	5,438,820
YTD Excess of Revenues	4,759,769	4,106,158	653,611	3,167,197	1,592,573
Total Net Assets	66,187,720	65,534,109	653,611	59,156,327	7,031,393
Total Liabilities and Net Assets	187,110,162	185,338,018	1,772,144	112,418,935	74,691,227

Statistic	JAN	FEB
INPATIENT DAYS	251	222
BUDGET	321	180
PRIOR	309	173
OBSERVATION HOURS	880	1,276
BUDGET	1,065	3,814
PRIOR	871	3,119
EMERGENCY DEPARTMENT VISITS	1,553	1,432
BUDGET	1,531	1,399
PRIOR	1,502	1,372
GI CASES	93	88
BUDGET	110	58
PRIOR	97	51
SLEEP LAB	28	23
BUDGET	26	25
LAB TESTS	18,057	16,517
BUDGET	21,921	13,735
PRIOR	19,321	12,106
XRAY EXAMS	1,541	1,362
BUDGET	1,305	1,108
PRIOR	1,323	1,123
CT EXAMS	616	558
BUDGET	470	391
PRIOR	501	417
ULTRASOUND EXAMS	360	365
BUDGET	248	187
PRIOR	276	208
MRI EXAMS	83	95
BUDGET	70	37
PRIOR	82	43
THERAPY TREATMENTS	1,018	882
BUDGET	712	629
PRIOR	650	521
URGENT CARE VISITS	1,429	1,496
URGENT CARE BUDGET	1,046	1,222
URGENT CARE PRIOR	1,110	1,296
KELSEY CLINIC VISITS	382	381
BUDGET	388	537
PRIOR	-	71
MCCLEARY HEALTHCARE CLINIC VISITS	737	627
BUDGET	798	503
PRIOR	716	451
SUMMIT PACIFIC HEALTH CLINIC VISITS	758	757
BUDGET	899	973
PRIOR	-	-
WELLNESS CENTER VISITS	2,658	2,481
BUDGET	3,298	1,887
PRIOR	3,109	1,779
CLINICS VISITS	4,535	4,246
CLINICS BUDGET	5,383	3,900
CLINICS PRIOR	3,825	2,301
OPERATING MARGIN	5.1%	5.1%
GOAL	4.0%	4.0%
PRIOR	26.6%	16.1%
DAYS IN AR	57	54
GOAL	50	50
PRIOR	50	54
DAYS CASH ON HAND	290	295
GOAL	300	300
PRIOR	296	290
FTEs TOTAL PAID	366.0	362.6
FTEs INCLUDING AGENCY	397.5	376.6
BUDGET	360.0	363.0
PRIOR	294.7	313.0

