



BOARD OF COMMISSIONERS' MEETING

March 28, 2023 @ 1030AM HUB CONFERENCE ROOM
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNtI0YmhOczg1dz09>
 Meeting ID: 924 7295 2116
 Passcode: 260559
 One tap mobile
 +12532158782,,92472952116# US (Tacoma)
 +13462487799,,92472952116# US (Houston)
 Mission Statement

"To strengthen the health and well-being of our community through partnership and trust."

AGENDA

		Page(s)
Call to Order	Nancy Giddings	
Quorum Established	Nancy Giddings	
Review, Amend, Accept Agenda	Nancy Giddings	
Introduction of Board, District Employees and Guests	Nancy Giddings	
<i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>		
Approval of Consent Agenda	ACTION Nancy Giddings	4-7
<ul style="list-style-type: none"> • Minutes 2.28.23 Board Meeting • Approval of Warrants • Financial Write-Off Report • Resolution 2023 #1 Surplus 		
Correspondence	Nancy Giddings	
Public Comments	Nancy Giddings	
EHR Report	Karen Quinnell	
Environment of Care/ Safety Update	Adam Volluz	
Compliance Report	Spencer Hargett	
Department Spotlight	Katy Ricard, Employee Health	
CNO Report/ Quality Improvement	Mike Martinoli	9-13
COO	Debbie DeCorde	14-20

*Board of Commissioners
 36 Klondike Rd, Republic, WA 99166
 P. (509) 775-8242 F. (509) 775-3866*

Medical Staff Report Richard Garcia, MD 21

CEO/CFO Report Jennifer Reed 22-31

Old Business Nancy Giddings

- Board QI Project
- Facility Update/Master Plan
- Health Foundation
- Strategic Planning
- Airport update

Board Representative Reports

- Finance
- Quality Improvement
- Compliance/Risk Management
- Medical Staff
- Credentialing

Ron Bacon/Sarah Krausse
Jody Jannot/DiAnne Lundgren
Ron Bacon/Sarah Krausse
Nancy Giddings/DiAnne Lundgren
DiAnne Lundgren/Nancy Giddings

- Request to approve re appointment by Proxy with Courtesy Privileges for the following Integra Providers:

- Bebee, Logan, DO
- Bruce, Marc, MD
- Buratto, James MD
- Chun, Terry MD
- Davis, Patrick MD
- Gillham, Seth
- Graham, Eric MD
- Holt, David
- Holznagel, David
- Keaton, David
- King, Brent MD
- LeCheminant, Ben DO
- Lee, Michael MD
- Mc Vee, Mark
- Murrey, Douglas
- Penna, Rupinder, DO

- EMS

Nancy Giddings

New Business

- CEO Evaluation-April 2023

Nancy Giddings

Executive Session- if applicable

Nancy Giddings

Open Session -Action, if applicable regarding executive session

Nancy Giddings

Adjournment

Nancy Giddings

Board meetings are usually the fourth Tuesday of each month at 10:30 a.m. unless otherwise posted.

The Public is encouraged to attend; Handicap access is available.

Next regularly scheduled meeting is Tuesday April 25, 2023 @ 10:30 am in the HUB Conference Room



**BOARD OF COMMISSIONERS' MEETING
February 28, 2023**

CALL TO ORDER: Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:36am, on February 28, 2023 in the HUB Conference Room and via zoom. Commissioners in attendance were Nancy Giddings, Sarah Krausse and DiAnne Lundgren, Ron Bacon (zoom) and Jody Jannot (zoom). Jennifer Reed, CEO/CFO; Debbie DeCorde, COO; Mike Martinoli, CNO (zoom); Spencer Hargett, Compliance Officer, and James Davidson, IT Manager Assistant were also present.

GUESTS: None

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Lundgren and seconded by Jannot to approve the agenda as written. The motion passed unanimously.

APPROVAL OF CONSENT AGENDA: A motion was made by Krausse and seconded by Jannot to accept the consent agenda. The motion passed unanimously.

CORRESPONDENCE: Giddings read a thank you note from Employee Council.

PUBLIC COMMENTS: None

EHR REPORT: Quinnell gave update on Meditech.

ENVIROMENT OF CARE/ SAFETY UPDATE: Volluz gave report

COMPLIANCE REPORT: Hargett gave report.

DEPARTMENT SPOTLIGHT: Julia Santana with the Republic Medical Clinic gave a spotlight report on her department.

CNO REPORT: Martinoli gave CNO Report.

QI REPORT: Martinoli gave QI Report

COO: DeCorde reviewed her attached report.

Giddings called for a break in session at 12:10 pm. Open session resumed at 12:35 pm.

MEDICAL STAFF REPORT: Reed gave Dr. Garcia's report.

CEO & CFO REPORT: Reed reviewed her attached reports.

FINANCIAL REPORT: Reed reviewed the January financials.

OLD BUSINESS:

- **Board QI Project:** no update
- **Facility Update:** March deadline for phases.
- **Health Foundation:** Meeting every other month
- **Strategic Planning:** no update
- **Pharmacy:** no update
- **Airport update:** No update.

BOARD REPRESENTATIVE REPORTS:

- **Finance:** providers credentialed with insurances-HRG
- **Quality Improvement:** No Board concerns.
- **Compliance/Risk Management:** No Board concerns.
- **Medical Staff:** No Board concerns.
- **Credentialing:**
 1. Motion was made by **Lundgren** and seconded by **Krause** to approve **Re Appointment for ACTIVE Medical Staff Privileges Kal Kelley, MD. The motion passed unanimously.**
 2. Motion was made by **Lundgren** and seconded by **Krause** to approve **Re Appointment Courtesy Medical Staff privileges for Nathan Spence, MD. The motion passed unanimously.**
 3. Motion was made by **Lundgren** and seconded by **Krause** to approve **Reappointment Courtesy Medical Staff privileges for Douglas Waggoner. The motion passed unanimously.**
- **EMS:** Nothing to report

NEW BUSINESS:

CEO Evaluation- CEO Evaluation Form (annual review) Due April 25, 2023.

EXECUTIVE SESSION: Executive Session was called at 1:14pm regarding RCW 42.30.110(1) (g).

OPEN SESSION resumed at 1:40 pm. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 1:41 pm.

Nancy Giddings, Chair Date

DiAnne Lundgren, Secretary Date

Teena Price, Recording Secretary Date



Ferry County Health
RESOLUTION 2023 #1

A RESOLUTION OF THE FERRY COUNTY HEALTH BOARD OF COMMISSIONERS, REPUBLIC WASHINGTON, AUTHORIZING THE DISPOSAL OF SURPLUS SMALL EQUIPMENT AND SUPPLIES.

WHEREAS, the District purchased and/or was donated several pieces of small equipment and supplies several years ago for multiple uses in different departments.

WHEREAS, the small equipment and supplies listed on attached Exhibit A are no longer in use and are in poor shape or obsolete,

WHEREAS, Exhibit A list of items are no longer necessary for the District’s use and it would be an inefficient use of resources to move or continue to store them,

THEREFORE, the Ferry County Health Commissioners hereby resolve the aforementioned small equipment and supplies listed on Exhibit A shall be deemed surplus and disposed of by the District Policy, at the discretion of the Plant Manager.

RESOLVED, this 28th day of March 2023.

APPROVED at regular meeting of the Commissioners of Ferry County Health, Republic, Washington, this 28th day of March 2023.

Nancy Giddings, Chair Date

Ronald Bacon, Vice Chair Date

DiAnne Lundgren, Secretary Date

Sarah Krausse, Commissioner Date

Jody Jannot, Commissioner Date

Board of Commissioners

36 Klondike Rd, Republic, WA 99166
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Asset Disposal Sheet (Quarterly Report)
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)
 For 1st Quarter, 2023

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS	DISPOSAL TIMELINE	COMMENTS
late 1990's-2000	Colposcope Camera	Replaced	Donate to Forensics @ MT Carmel Hospital	ASAP	

APPROVED BY: _____

Facilities Mgr _____ Date: _____

CFO/CEO _____ Date: _____

BOD _____ Date: _____

Resolution 2023 #1
 Date Approved by BOC: 3/28/23

Board Report

March 28, 2023



CNO Report

Mike Martinoli

March 28th, 2023



CNO



➤ Follow-up

- NAC Class—Wendy has set up a well-organized learning space in the Education Room and has 3 students currently active in the class. Dawn completed BLS CPR training for the class. All students are expressing interest in district employment. A Curlew high school student who took the previous class is applying for summer employment post-graduation.
- New Equipment—Prior concerns about the length of beds were reported from taller patients. A bed extender is now available for use on any of the acute care beds.
- Swing Bed—Nursing and Rehab Management are collaborating to tighten inter-disciplinary team communication. Weekly meetings will continue to huddle about swing bed workflow ideas. A candidate for temporary Care Coordinator was interviewed this past week. More updates to follow at April meeting. Care Coordinator will be screening for POLST, POA, Insurance application needs for all admissions as typical workflow.
- Allevant—lots of online learning modules are available via the Allevant grant platform that focus on team dynamics and patient centered care. Rehab/Nursing team will start meeting monthly to develop a plan to incorporate this learning opportunity for swing bed care staff education now that Meditech workload is calming a bit. Finishing year 1 of the 4-year total grant opportunity.

CNO

➤ Coming-up

- High School Collaboration—Finalizing a date in early May when our nursing members will speak about district NAC and RN careers at the 'Communities in Schools Career Lunch'. Julie from Klondike Hills has also expressed interest in joining with our group. The purpose of the career lunch is to have informal discussions with students.
- NW Rural Health Conference—This event was a very productive experience last year. Mike will be a speaker this week with the Rural Collaborative on their panel event, reflection and conversational style session. Dawn, Teresa, and a night nurse also received scholarships to attend for networking opportunities. We are excited to report off about the event at Board next month.
- Networking—goals are set to soon meet the new CNO's for Mid Valley and Stevens County Providence hospitals so that open lines of communication and as needed support can be established. A thank you email follow up letter was sent to the legislators who Mike and the WSHA Advocacy Day Team met with in Olympia to establish a direct line of communication for when future rural health legislative questions or clarification needs arise.

CNO

Need to Know











- Infection Control—Staff continue to follow safe and consistent isolation precautions when treating infectious patients both in ED and Acute Care.
- Mask mandate ends 4/3/23—yet waiting on updated guidance from L/I as that department still advises for masking in healthcare settings. Nursing team is working to develop a protocol for source control masking when internal or community transmission levels are high, as advised by CDC. Information to be distributed via Data Dump and Bamboo attestations when protocols are updated.
- CAPR helmet respirators are frequently used by Nursing and Rehab staff, great feedback so far.

CNO

- Nursing Volume Data: |
- February 2023 |

- Update-NSS Census:
- Teresa is making calls to the male community members on current waiting list. Open availability for male admit. Team will speak with PCP Providers about high priority community members in need of room and board assistance.

FINANCE DASHBOARD
Ferry County Public Hospital District #1
February 28, 2023

Stats		Current Month			
		Current		Variance	Prior Year
		Total	Target		
1 Acute Care Patient Days		10	18	(8)	16
2 Skilled Swing Bed Patient Days		117	80	38	107
3 Non-Skilled Long Term Care Patient Days		318	304	14	209
4 Observation/Short Stay Hours		187	197	(11)	211
5 Admissions		4	6	(2)	4
6 Average Length of Stay (ALOS)		2.05	3.00	1	2.70
7 Outpatient # Visits		1007	832	176	863
8 ED # Visits		152	184	(32)	124
9 Emergency Admit to Inpatient		2.00%	2.80%	(0)	2.00%
10 Procedures/Treatment #Patients		5	21	(16)	13

COO Report

Debbie DeCorde

March 28, 2023



COO

➤ Follow-up

- Market-valued compensation is in place. Analytics involved increases and development of wage scales.
- Board's involvement with Employee Orientation is appreciated and going strong.
- Drug Store project updates – Policy and Procedures work continues as do ongoing improvements.
- Republic Medical Clinic focus project: Referrals and Front Desk - Referral Coordinator has started and is in training
- Assisted Living Facility
 - ❖ The empty room being deep-cleaned and potential residents are in the qualification process
 - ❖ Bus Training has started
 - ❖ Resident council restarted on March 14th
- Curlew Medical and Curlew Rehab clinics have growing patient loads



COO

Coming Up

Increased staff engagement activities; Employee of the Quarter program has been reinstated and recognition for staff who complete certification such as NACs, CT, MRI, etc.

Negotiations for the new Contract Bargaining Agreement (CBA) will begin soon – HR is amid work of responding to their various documentation requests.

- Matthew and Melissa are engaged in their project of finding a Behavioral Health therapist for us to contract (telehealth) and we had the pleasure of meeting with WSHA representatives regarding grants for Telehealth equipment.
- Spring is [here](#) (coming?) so some of the Assisted Living Facility (ALF) residents are moving about in the parking lots and on the road between here and downtown more frequently.
- Investigating medication delegation training options for the ALF.

Radiology's physicist will be on-site next month for annual testing.

Report-out on Rural Health Conference will happen with the Board at April's meeting.



COO

➤ Need to Know

- Third party updates
 - PERC authorized UFCW to represent several departments
 - UFCW has some data requests
 - We will move into the negotiations phase in the near future.
- Lab noted that COVID was frequent at the beginning of month.
- Now the predominant labwork is for Strep. We continue to see strep throat in our community across age groups. This has been a trend throughout the month.
- Curlew Medical Clinic gaining momentum with patients and staffing. Republic Clinic Manager will be in Republic.

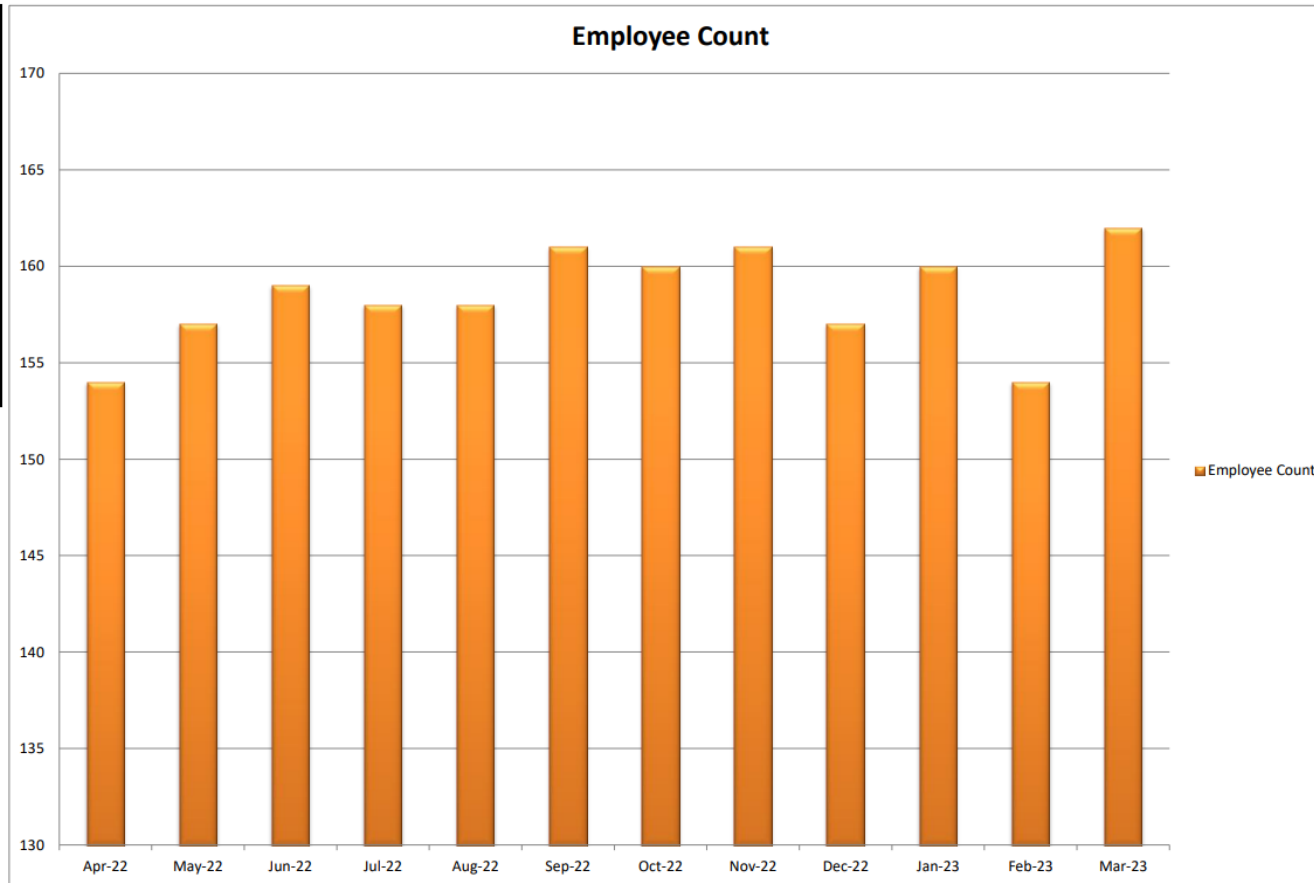
Amber Gragon, Executive Coordinator, starts April 3rd

➤ Q&A

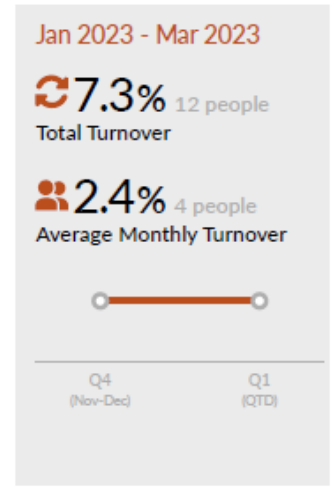
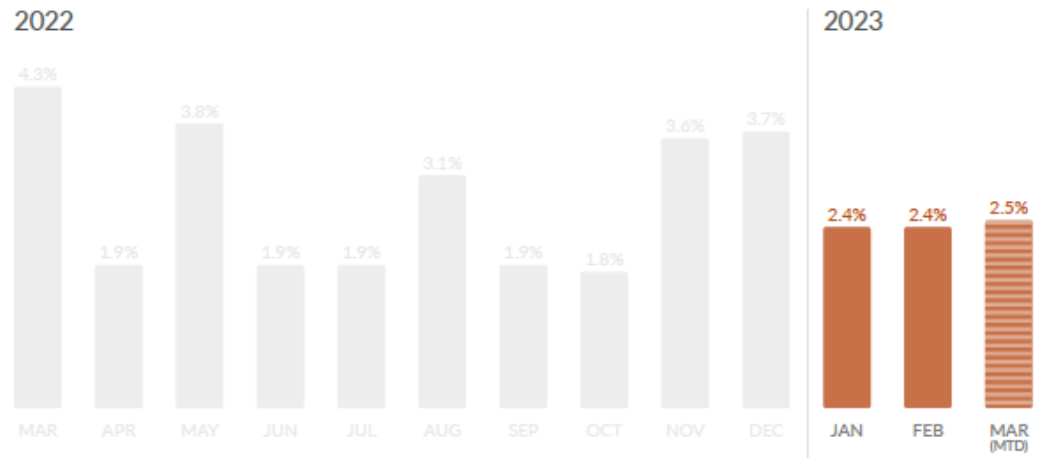


COO- Headcount Graph rolling 12 months

Month	Employee Count
Apr-22	154
May-22	157
Jun-22	159
Jul-22	158
Aug-22	158
Sep-22	161
Oct-22	160
Nov-22	161
Dec-22	157
Jan-23	160
Feb-23	154
Mar-23	162



COO – Turnover Report



Termination Reason

View Details



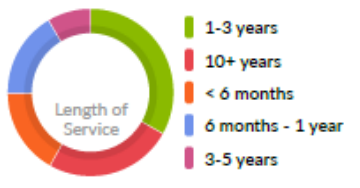
Termination Type

View Details



Length of Service

View Details



COO - Volumes

FINANCE DASHBOARD
Ferry County Public Hospital District #1
February 28, 2023

Stats	Current Month				
	Current	Total	Target	Variance	Prior Year
	11 Republic Clinic #Visits	●	796	877	(81)
12 Physical Therapy Treatments	●	1040	863	177	1063
13 Imaging Visits	●	384	350	34	369
14 Lab # Billable Tests	●	2420	2268	152	2309



Medical Staff Report

Dr. Garcia

March 28, 2023



CEO/CFO Report

Quality/Safety: by constantly holding ourselves to a higher standard.

Integrity: through honesty and respect.

Compassion: by providing a nurturing and caring environment

Stewardship: by utilizing our resources to their highest and best purpose.

Teamwork: by working together in a culture that promotes excellence.

Jennifer Reed

March 28, 2023



Follow-up

➤ Follow-up

DOH Survey – POC accepted, Fire Marshall has returned and accepted all corrections as made.

Airport – All materials here, work to start April.

Master Facility Plan – They are working on the budget right now. Little trouble getting the survey done but I think we're close now. Initial presentation to be April 6 and we will then schedule a special board meeting.

Negotiations have started with an information request by the UFCW.

I have forwarded policies to the DEA for review. We will continue to work on policies for the drugstore, in general, as they are needed.

Mobile Integrated Health moving along. I should have some bottom line target numbers by next month. Group decided on a panel of approximately 20 patients to pilot the program.

- NRC surveys – no new news as yet.
- Committee Charters



CEO/CFO

Coming Up

Behavioral Health still an issue - Fellows working on a Telehealth solution with a grant from NCWCollaborative.

Need to Know

Nurse staff ratio bill will be passed, but with new language. I believe I sent to you.

Tiny blue house is in need of repair

Q&As



CEO/CFO-Financials

- Restated January Income Statement
- Income Statement and Balance Sheets follow
 - February charges are way down, late charges are coming.
- Finance 101 – Allowance Calculation



Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Combined Income Statement: Hospital, Klondike Hills and Republic Drug Store

Year to Date January 31, 2023

	From Original Stated				
	January	Restated	Budget	\$ Variance	% Variance
Operating revenue:					
Gross patient service revenue	2,153,462	2,249,919	2,466,429	96,457	4%
Drug Store gross revenue	272,034	272,034	239,919	0	0%
Contractual allowances and provisions for uncollectible accounts	(975,158)	(936,001)	(813,321)	39,157	-4%
Patient service revenue - (Net contractual allowance)	1,450,338	1,585,952	1,893,027	135,614	9%
Bad debt expense	39,156	-	-	(39,156)	-100%
Other operating revenue	70,959	79,724	54,060	8,765	12%
Total operating revenue	\$ 1,560,453	\$ 1,665,676	\$ 1,947,087	105,223	7%
Operating expenses:					
Salaries and wages	850,096	849,338	886,889	(758)	0%
Employee benefits	199,080	199,822	214,813	742	0%
Professional fees	76,456	497	60,367	(75,959)	-99%
Supplies	90,003	160,777	289,486	70,774	79%
Purchased services - Utilities	2,150	28,794	37,670	26,644	1239%
Purchased services - Other	103,475	110,362	137,718	6,887	7%
Pharmacy Drugs	71,688	-	-	(71,688)	-100%
Drug Store Retail	6,474	-	-	(6,474)	-100%
Insurance	4,414	4,414	13,945	0	0%
Other	47,228	20,571	38,263	(26,657)	-56%
Rent	21,259	21,259	20,800	0	0%
Amortization	3,663	-	-	(3,663)	-100%
Depreciation	78,067	81,730	81,823	3,663	5%
Total operating expenses	\$ 1,554,053	\$ 1,477,564	\$ 1,781,774	\$ (76,489)	-5%
Total nonoperating revenues (expenses) - Net	\$ 60,865	\$ 27,128	\$ 32,137	\$ (33,737)	-55%
Increase (decrease) in net position	\$ 67,265	\$ 215,240	\$ 197,450	\$ 147,975	220%
Gross Operating Margin	0.30%	8.36%	6.70%		

a. Bad debt included in Adjustment

b. Late charges perted

c. Adjustment to professional fees related to 2022

d. Pharmacy & drug store now included in Supplier

e. Amortization included in Depreciation

Ferry County Public Hospital District No. 1
doing business as
Ferry County Health
Hospital Income Statement
Year to Date 02/28/23

ACTUAL FEB 2023	BUDGET FEB 2023	VARIANCE		YTD ACTUALS	YTD BUDGET	VARIANCE \$
			OPERATING REVENUES			
1,400,962	2,466,423	(1,065,462)	Gross Patient Charges	3,650,881	4,932,852	(1,281,971)
(89,087)	(813,321)	724,234	Deductions from Revenue	(1,025,088)	(1,626,642)	601,554
<u>1,311,875</u>	<u>1,653,102</u>	<u>(341,227)</u>	NET PATIENT REVENUES	<u>2,625,793</u>	<u>3,306,210</u>	<u>(680,417)</u>
262,165	239,918	22,247	Gross Drugstore Revenues	534,199	479,837	54,362
73,132	54,062	19,070	Other operating revenue	152,856	108,122	44,734
<u>1,647,171</u>	<u>1,947,082</u>	<u>(299,911)</u>	TOTAL OPERATING REVENUE	<u>3,312,847</u>	<u>3,894,169</u>	<u>(581,322)</u>
			OPERATING EXPENSES			
743,764	886,890	143,126	Salaries and wages	1,593,102	1,773,779	180,677
219,526	214,814	(4,712)	Employee benefits	419,348	429,627	10,279
240,893	60,366	(180,527)	Professional fees	241,390	120,733	(120,657)
240,184	289,477	49,293	Supplies	400,961	578,963	178,002
61,145	37,674	(23,471)	Utilities	89,938	75,344	(14,594)
85,298	137,719	52,422	Purchased services - other	195,659	275,437	79,778
11,991	13,945	1,954	Insurances	16,405	27,890	11,485
6,813	38,268	31,455	Other	27,384	76,531	49,147
21,584	20,800	(784)	Rent	42,843	41,600	(1,243)
81,730	81,821	91	Depreciation	163,460	163,644	184
<u>1,712,928</u>	<u>1,781,774</u>	<u>68,846</u>	TOTAL OPERATING EXPENSES	<u>3,190,490</u>	<u>3,563,548</u>	<u>373,058</u>
(65,756)	165,308	(231,064)	GAIN (LOSS) FROM OPERATIONS	122,357	330,621	(208,264)
			NONOPERATING REVENUE & EXPENSE			
30,656	34,337	(3,681)	Property taxes	61,023	68,673	(7,650)
(3,407)	(2,120)	(1,287)	Interest expense	(6,611)	(4,239)	(2,372)
(95)	0	(95)	Grants and donations	(835)	0	(835)
<u>27,154</u>	<u>32,217</u>	<u>(5,063)</u>	TOTAL NONOPERATING REVENUE & EXPENS	<u>53,577</u>	<u>64,434</u>	<u>(10,857)</u>
(38,603)	197,525	(236,128)	INCREASE (DECREASE) IN NET POSITION	175,934	395,055	(219,121)
(0.05)%	0.07%		GROSS MARGIN (%)	0.03%	0.07%	

Ferry County Hospital District No. 1
doing business as
Ferry County Health
Hospital Balance Sheet
Year to Date 02/28/23

	YTD Balances FEB 2023	YTD Balances JAN 2023	
Assets			
Current assets:			
Cash and cash equivalents	5,759,798	6,440,168	(680,370)
Receivables:			
Gross AR	7,114,436	7,038,458	75,978
Contractual allowance	(2,482,993)	(3,036,420)	553,428
Patient AR - Net	<u>4,631,443</u>	<u>4,002,038</u>	<u>629,406</u>
Tax Levy Receivable	355,008	380,556	(25,548)
Estimated third-party payer settlements	0	4,143	(4,143)
Interdivision Receivables	2,390,849	2,373,898	16,951
Other	50,748	9,071	41,677
Inventories	536,460	537,464	(1,004)
Prepaid expenses	146,962	146,304	658
Total current assets	<u>13,871,268</u>	<u>13,893,642</u>	<u>(22,374)</u>
Capital Assets:			
Non-depreciable Assets	47,282	47,282	0
Fixed Assets Net of Depreciation	6,340,869	6,422,599	(81,730)
Construction in Progress	145,700	43,680	102,020
Total capital assets	<u>6,533,851</u>	<u>6,513,561</u>	<u>20,290</u>
TOTAL ASSETS	<u>20,405,119</u>	<u>20,407,203</u>	<u>(2,084)</u>
Liabilities and Net Position			
Current liabilities:			
Accounts Payable	127,136	19,861	(107,275)
Payroll Liabilities Payable	750,717	758,483	7,766
Other Current Liabilities	1,660,499	1,764,338	103,839
Total Current Liabilities:	<u>2,538,351</u>	<u>2,542,682</u>	<u>4,330</u>
Longterm Liabilities			
Longterm Debt	1,515,806	1,514,925	(881)
Capital Lease Obligations	8,806	10,611	1,805
Intercompany Transfers	2,377,050	2,360,241	(16,809)
Total Longterm Liabilities	<u>3,901,662</u>	<u>3,885,777</u>	<u>(15,885)</u>
Current Year Earnings	200,898	214,537	13,639
Equity Accounts	13,764,208	13,764,208	0
TOTAL LIABILITIES AND NET POSITION	<u>20,405,119</u>	<u>20,407,203</u>	<u>2,084</u>

CEO/CFO-Key Performance Indicators

Stats	Current Month				
	Current Total	Target	Variance	Prior Year	
Profitability					
14 Revenue Deductions % of Gross Revenue	●	28%	38%	10%	37%
15 Salaries % Gross Patient Revenue	●	44%	34%	-10%	33%
16 Benefits % of Salary Expense	●	26%	24%	-2%	31%
17 Bad Debt % Gross Patient Revenue	●	0.5%	2.00%	2%	2.30%
18 Charity % Gross Patient Revenue	●	4.2%	3%	-2%	0.27%
19 Total Salary Expense	●	\$ 743,764	\$ 824,547	80,783	\$ 599,825
Net Income					
20 Hospital/Clinic and Klondike Hills	●	\$ 175,934	\$ 395,055	(219,121)	\$ 684,809
21 Operating Margin	●	3.00%	7.09%	4%	9.00%
Cash and Liquidity					
23 Days Cash on Hand	●	114	78	36	134
24 AR Days	●	105.52	40	(66)	64.4
25 Current Ratio	●	5.46	1.50	4	3.01



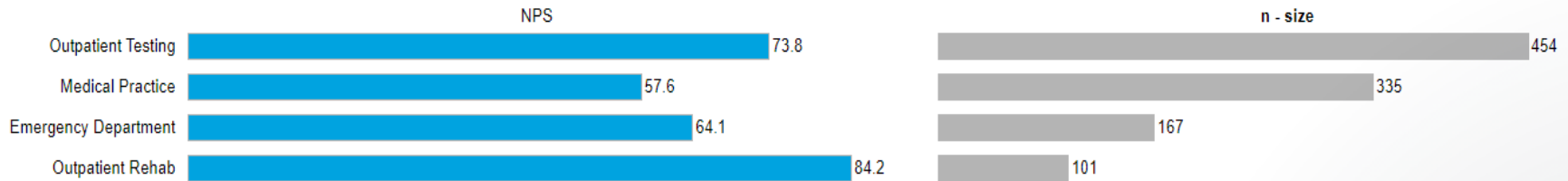
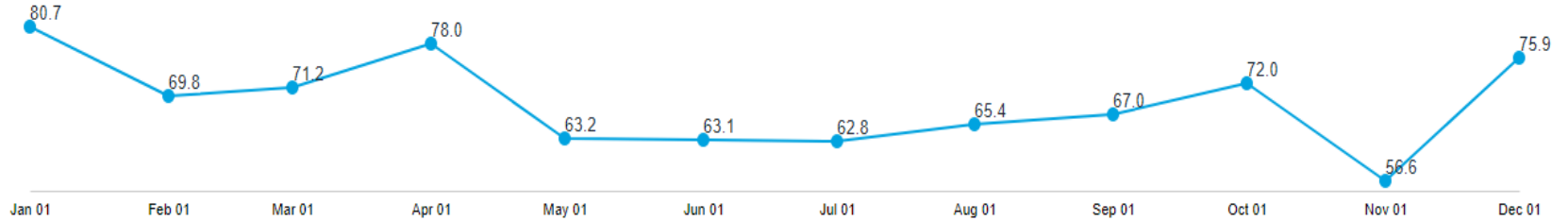
CEO/CFO-Net Promoter Scores

Experience Overview

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NET PROMOTER SCORE

68.1 n-size: 1,057





Q & As

Unless you have none?

