AVALON MUNICIPAL HOSPITAL BOARD OF TRUSTEES' MEETING
TUESDAY, DECEMBER 20, 2016 - 6:00 P.M.
CITY COUNCIL CHAMBERS
410 AVALON CANYON ROAD
A G E N D A

In compliance with the Americans with Disability Act, if you need special assistance to participate in this meeting, please contact Denise Radde, City Clerk (310) 510-0220. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 35. 102-35.104 ADA Title II). All public records relating to an agenda item on this agenda are available for the public inspection at the time the records are distributed to all, or a majority of all, members of the Board of Trustees. Such records shall be available at City Hall located at 410 Avalon Canyon Rd.

CALL TO ORDER / ROLL CALL / ANNOUNCEMENTS / WRITTEN COMMUNICATIONS

PRESENTATION - None

ORAL COMMUNICATION
The Board of Trustees will accept comments from the public at this time. No action will be taken on non-agenda items at this meeting. Speakers should limit comments to three (3) minutes each.

CONSENT CALENDAR

1. Board of Trustee's Actions
   Although the live recording of the meetings is the official record, Board actions are also prepared by the City Clerk.
   Recommended Action
   Approve the November 15, 2016 Hospital Board of Trustees Actions.

2. Chief Executive Officer's Board Report and Chief Financial Officer's Report
   Attached for the Avalon Medical Development Corporation (AMDC) Board of Trustees' review:
   - The CEO's Board Report for October, 2016.
   - The CFO's October, 2016.

   Recommended Action
   Receive and file the reports.

GENERAL BUSINESS - None

CHAIR'S REPORT / MEMBER REPORT

ADJOURN

NOTICE OF POSTING
I, Denise Radde, declare that the Hospital Board of Trustees Agenda for December 20, 2016 was posted on Friday, December 16, 2016, on the City's website www.cityofavalon.com, and at City Hall, 410 Avalon Canyon Road. Copies of agendas and staff reports are available at City Hall.

Denise A. Radde, City Clerk / Chief Administrative Officer

AVALON MUNICIPAL HOSPITAL BOARD OF TRUSTEES

MEETING DATE: December 20, 2016

AGENDA ITEM: _____

ORIGINATING DEPT: Administration

CITY MANAGER: _____

PREPARED BY: Denise Radde, City Clerk

SUBJECT: Avalon Municipal Hospital Board of Trustees Actions

RECOMMENDED ACTION(S): Approve the November 15, 2016 Avalon Municipal Hospital Board of Trustees Actions.

REPORT SUMMARY: Although the live recording of the meeting is considered to be the official record, actions of the meeting are prepared for the Board's approval.

FISCAL IMPACTS: N/A

GOAL ALIGNMENT: Not aligned.

CONSEQUENCES OF NOT FOLLOWING RECOMMENDED ACTION(S): N/A

FOLLOW UP ACTION(S): File the actions.

ADVERTISING, NOTICING AND PUBLIC CONTACT:
This item was properly listed on the posted agenda pursuant to the Brown Act.

ATTACHMENTS: Avalon Municipal Hospital Board of Trustees Actions.

AVALON MUNICPAL HOSPITAL BOARD OF TRUSTEE'S MMEETING
TUESDAY, NOVEMBER 15, 2016
ACTIONS

CALL TO ORDER at 7:56 p.m.

ROLL CALL-Present: Chairman Oley Olsen, Trustees Cinde Cassidy, Richard Hernandez, Anni Marshall, and Joe Sampson.

ORAL COMMUNICATION – None

PRESENTATION - None

CONSENT CALENDAR
There were two items on the Consent Calendar. Motion to approve Items 1 and 2 by Trustee Cassidy, seconded by Trustee Sampson. (All Ayes)

1. Board of Trustee's Actions
   Approved the October 18, 2016 Hospital Board of Trustees Actions.

2. Chief Executive Officer's Board Report and Chief Financial Officer's Report
   Received and filed the following reports:
   - The CEO's Board Report for September, 2016.
   - The CFO's Financial Statement for September, 2016.

GENERAL BUSINESS - None

ADJOURNED at 8:01 p.m.

I, Denise Radde, City Clerk of the City of Avalon, do hereby certify that the DVD videotape of the City Council Meeting, Hospital Board of Trustee's Meeting, on November 15, 2016, is the official record of that Meeting and is on file and maintained in City Hall.

Denise A. Radde, City Clerk/Chief Administrative Officer

AVALON MUNICIPAL HOSPITAL BOARD OF TRUSTEES

MEETING DATE: December 20, 2016 **AGENDA ITEM:** 2

ORIGINATING DEPT: Administration **CITY MANAGER:**

PREPARED BY: Denise Radde, City Clerk

SUBJECT: CEO's Board Report and CFO's Monthly Financial Statement

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RECOMMENDED ACTION(S): Receive and file the reports.

REPORT SUMMARY: Attached is a copy of the CEO Board Report to the Board of Directors for October, 2016; and CFO's Financial Statement for October, 2016.

FISCAL IMPACTS: N/A

CONSEQUENCES OF NOT FOLLOWING RECOMMENDED ACTION(S): N/A

GOAL ALIGNMENT: Not aligned.

FOLLOW UP ACTION(S): File the actions.

ADVERTISING, NOTICING AND PUBLIC CONTACT: This item was properly listed on the posted agenda pursuant to the Brown Act.

ATTACHMENTS: CEO's report to the AMDC Board of Directors and the CFO's Financial Statement.

Catalina
Island Medical Center

Avalon, Calif. 90704
(310) 510-0700
Appointments (310) 510-0096
CatalinaIslandMedicalCenter.org

Monthly CEO Report
October 2016

Immediate Operational and Financial Improvements

- We are in the process of transitioning from CPSI to AthenaHealth electronic medical record. We continue to have implementation meetings on a weekly basis. It has been decided that we will implement the clinic and hospital portions of software at the same time to ensure as smooth as a transition as possible. We have scheduled a go live date for December 14th, 2016, due to ensuring a smooth transition we may reschedule for the month of January.

- We have received approval from the Office of Statewide Health Planning and Development (OSHPD) to establish fiber connectivity to the internet. It is expected to cost approximately $80,000 to create this high speed connection. The high speed connection will improve telemedicine capabilities and is necessary for the implementation of AthenaHealth . Installation of the fiber optic cable should occur within the next two weeks.

- On October 11th we met with the CEO of THIPA to discuss our contract with them. It was explained to them that their reimbursement currently is below Medicare and Medicaid rates. Catalina Island Medical Center is the only Critical Access Hospital (CAH) in the region that they provide service. It was explained that their reimbursement methodology does not work with the operations of a CAH. It was requested that we renegotiate the current contract to ensure Catalina Island Medical Center's contract. THIPA is open to changes in our current contract and has requested that we provide them with a proposal.

- Stacie Amarantos has joined the Catalina Island Medical Center team as the Chief Operating Officer. Stacie left St. Mary Medical Center in Long Beach, California and served as the Assistant Chief Nursing Officer. She brings to Catalina Island Medical Center a track record in performance improvement, budgeting, cost containment and new business development.

- We have hired a healthcare experienced Director of Human Resources Lilly Hernandez. Krista Steuter has served Catalina Island Medical Center for 35years and will be missed. Her expertise in employee legal issues was a great asset to Catalina Island Medical Center.

- We have hired Bill Lamb as our Radiology manager. He and his wife Hillary will be living on Catalina Island and bring stability to the department. We are excited to welcome Bill to the Catalina Island Medical Center team.

- We have started the development of a financial improvement plan. Administration has developed an initial plan that we are in the process of quantifying and implementing the impact to our financial statements and cash flow.

Strategy

- To remain relevant in today's dynamic and increasingly competitive healthcare marketplace, the leadership of Catalina Island Medical Center (CIMC) is seeking to establish a clear vision of the future, to generate a strategic plan and facility master plan to achieve that vision.

  We have established a Facility Replacement Committee that shall include CIMC board members, CIMCF board members and other individuals in the community that are dedicated to improving the quality of healthcare on Catalina Island. This committee will meet monthly to ensure that we continue the momentum that has been established to build a new hospital in Avalon. The first meeting was conducted October 28th. It was a productive meeting with many assignments being made for various individuals on the committee. More shall be provided at the Board meeting.

- In order to ensure that Avalon Medical Development Corporation's Articles of Incorporation, Board Bylaws and Lease and Operating Agreement are in alignment with each organizational document we have been working with our attorney to re-write the documents to ensure that they are consistent with each other. Attached you will find re-written Articles of Incorporation that we will have to file with the State of California after approval by the Board of Directors.

Quality Care

- We have started initial conversations with UC Irvine to implement a new program called Tele-ICU. This program will allow for CIMC to improve the quality of care and decrease the number of patients that currently have to be flown off the island for inpatient care. It will allow for a Board Certified

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hospitalist to provide consultation coverage for patients that CIMC physicians admit to the hospital.

Physician Alignment

- We have been working with the physicians from UC Irvine in the Emergency Department. We are currently working with the physicians to establish protocols in the Emergency Department and with Acute care to ensure that patients do not need to be transported from Avalon to another hospital for care that can be provided at home.

- We continue to recruit a nurse practitioner to our organization. This is the final provider that is necessary to meet Rural Health Clinic requirements and ensure we have coverage in the clinic at all times. A nurse practitioner will be onsite December 1st and 2nd to interview for the position. The addition of a nurse practitioner will allow for Catalina Island Medical Center to cease the use of locums in the clinic.

Patient Satisfaction

- Press Ganey surveys have started to be sent out on a regular basis to patients that are seen in the clinic, emergency and outpatient services. We greatly appreciate patient feedback. This data will help us understand our patient's needs and help CIMC change to provide a wonderful experience when visiting CIMC.

  Initial results are showing the need for improvement in all of our modalities of care at Catalina Island Medical Center. Even with opportunities for improvement, the Emergency Department is doing an outstanding job with scores that rank the patient experience as one of the best in the nation.

  CIMC National Ranking

Department	1st Qtr	2nd Qtr
Emergency	97th %tile	99th %tile
Clinic	7th %tile	12th %tile
Outpatient	12th %tile	1st %tile
Average	**37th%tile**	**37th%tile**

  The Emergency Department continues to exceed and provide one of the best experiences for patients nationwide. Everyone is doing an exceptional job.

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The Medical Practice is seeing improved scores. We need to work on receiving more surveys back from patients as our "N" is relatively low. The greatest area of improvement in the clinic has been with the care providers are providing with their scores being in the 99th%tile. To improve our scores we need to focus on information about delays and wait time at the clinic.

The Outpatient score has dropped to the 1st%tile with us needing to focus on everything we do during the patients visit. These low scores are perplexing as much of the registration process is similar to the Emergency Department process with the same staff helping patients. We need to learn why scores differ so much with the same processes occurring for outpatient care as in the Emergency Department.

Growth Initiatives

- We have started conversations with the Santa Catalina Island Company to utilize the Descanso Beach Club to host medical cosmetology services to be provided to clients. The Santa Catalina Island Company has been helpful with trying to have the program provided in the Spa. We should be receiving a proposal from the Spa in the near future.

- We are currently working with the State Licensing Department to change our bed designations. Currently we have 4 long term care, 4 swing and 4 acute care beds. To allow for greater flexibility and growth of patient census, we desire to have all of our beds to be designated as swing beds. This would allow for CIMC to accept any patient regardless of what type of patient they are into the facility.

Out of Office

February 5 - 8

30th Annual Rural Health Care Leadership Conference

CATALINA ISLAND MEDICAL: CENTER
Narrative Analysis of the Month of October 2016

Summary

October resulted in a net loss of $65,798 due to higher than budget contractual adjustments. The expenses are slightly higher than October 2015 ($26,561). We continue to stabilize staffing. A new physician started in the Rural Health Clinic and the contract with UC Irvine for Emergency Department Coverage began September 1st. We have retained a recruiter to find a full-time nurse practitioner to increase MGO visits and eliminate locums. We have a hired a new IT technician (he started on August 15th) to reduce outside IT costs. The emergency room revenue increased by $25,411 (3.7% compared to October 2015) even though emergency room visits were down compared to October 2015 by 7%. There was an increase in acute and swing bed days vs October 2015 (11 vs.0). We are also trying to increase patient activity in the MGO by improving processes and throughput of patients. MGO visits increased compared with October 2015(398 vs 381).

Revenues

October Gross Patient Revenues were $1,415,802, which was 11.3% higher than October 2015. Inpatient gross revenue increased by 48.6% ($76,301) from October 2015. Outpatient Gross Revenues increased $30,639(9.8%) from October 2015. Emergency Room revenue was below budget by 3% ($21,473) because visits were below budget by 10 %. Clinic Revenue was above prior year ($10,898) even though visits were below budget by 3. Other Revenues for July were $52,295 which included the City tax payment and rebates.

Contractuals

There was an increase in contractual allowances and adjustments to 56% of total monthly revenues. This is a 2% increase from contractual allowances and adjustments as a percentage of revenues of 55% in October 2015. We are working to improve percentage of collections by having discussions with THIPA. CIMC's CEO met with THIPA last month. THIPA has agreed to renegotiate the contract with CIMC. Analysis shows that THIPA is currently reimbursing CIMC 13% of charges. THIPA has gross accounts payable to CIMC of approximately $318,480 as of October 31, 2016, due to their lack of payment.

Operating Expenses

Total Operating expenses were $769,997 in October, a 3.6% increase from October 2015. Employee Salaries were lower by 13.6% compared to October 2015, mostly due to a using more registry in place of employees. Nursing registry was higher by $11,464 and Purchased Services Other were lower by 22% ($19,755) and included lower IT expenses of $21,418, primarily for CPSI and Evolve Partners, and Patient accounting expenses of $38,856. Other expenses were less than prior year by 23% and included Physical therapy expenses of $22,221 for contracted physical therapists, which helped to generate gross revenues in PT of $119,000 in October.

Non-operating Revenues and Expenses

CIMC had interest income of $230 in October. CIMC received a payment on a grant of $3,498 and an unrestricted contribution of $30,000.

Assets & Liabilities

Total cash increased by $13,298 from September. During the month, $28,356 was spent on construction and capital purchases. Long-Term Debt remained static. CIMC collected $634,595 in patient accounts receivable in October.

Forecast for October 2016

Gross Revenues are estimated to be higher than November 2015 due to having more ER visits through November 20th compared to November 2015. Clinic visits are higher than October and much higher than November 2015.

Expenses are flat with prior year. We are anticipating higher volumes in the MGO due to improved processes. This will lead to higher ancillary revenue throughout the hospital.

Catalina Island Medical Center
Income Statement by Month - Month Trend
October
2016

Monthly

	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16
OPERATING REVENUE													
Inpatient Revenue	157,048	167,171	274,620	204,163	193,661	216,076	220,756	251,504	224,006	215,108	279,820	256,449	233,350
Outpatient Revenue	311,767	197,207	273,210	236,450	312,305	309,047	253,863	301,198	297,110	279,729	307,919	329,204	342,406
ER Revenue	684,897	568,308	392,279	478,821	563,458	499,989	597,311	766,890	606,663	1,177,262	787,333	798,476	710,308
Clinic Revenue	118,841	92,259	107,087	119,496	120,966	138,935	109,307	117,670	117,614	96,556	123,439	137,363	129,739
Gross Patient Revenue	**1,272,554**	**1,024,945**	**1,047,196**	**1,038,929**	**1,190,390**	**1,164,047**	**1,181,238**	**1,437,260**	**1,245,394**	**1,768,655**	**1,498,512**	**1,521,493**	**1,415,802**
ALLOWANCES & DEDUCTIONS													
Provision for Bad Debts	82,648	95,455	54,059	70,871	80,247	57,766	105,474	126,856	85,802	92,338	114,143	95,347	91,187
Contractual Allowance	597,836	381,537	454,784	479,661	471,747	525,377	396,176	665,945	454,783	944,609	859,659	785,028	694,483
Charity	11,658	9,097	2,414	11,241	1,142	14,329	4,099	27,021	1,650	1,827	5,151	4,438	594
Admin and Other	9,929	11,628	3,092	10,568	12,998	3,029	31,685	1,371	1,719	20,778	10,844	9,386	11,355
	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Allowances	**702,071**	**497,716**	**514,349**	**572,341**	**566,134**	**600,501**	**537,434**	**821,193**	**543,952**	**1,059,553**	**989,796**	**894,199**	**797,618**
NET PATIENT REVENUE	**570,482**	**527,229**	**532,847**	**466,588**		**563,546**	**643,804**	**616,067**	**701,441**	**709,102**	**508,716**	**627,294**	**618,184**
Sales Tax Revenue	82,732	41,000	57,600	31,047	36,100	38,200	36,190	26,400	35,200	94,357	112,500	40,000	18,907
Other Operating Revenue	16,518	36,006	22,973	15,391	10,494	25,213	14,276	41,877	16,964	12,509	18,901	2,629	33,388
NET OPERATING REVENUE	**669,733**	**604,235**	**613,420**	**513,025**	**46,594**	**626,959**	**694,270**	**684,344**	**753,606**	**815,968**	**640,117**	**669,923**	**670,479**
OPERATING EXPENSES													
Salaries	292,241	279,922	293,847	305,025	244,874	283,912	265,813	286,133	254,721	273,399	273,970	268,145	252,634
Employee Benefits	52,597	56,850	57,191	27,177	53,516	71,676	64,831	98,620	60,753	44,835	52,550	32,910	47,390
Employee Housing	14,971	14,475	12,102	21,648	11,167	14,697	17,561	20,002	21,811	21,548	18,152	21,651	23,555
Professional Fees	10,760	13,134	10,648	16,820	16,268	28,490	35,247	35,004	69,919	16,127	8,948	13,214	22,224
Professional Fees-Legal/Audit	29,451	29,332	24,667	31,789	32,080	19,053	56,887	28,660	55,196	44,132	43,684	45,290	27,217
Professional Fees-Phys	67,506	66,653	47,424	94,310	79,441	96,606	85,371	68,008	116,785	70,407	110,307	117,099	106,688
Supplies - Food	3,963	7,010	6,710	5,271	6,042	6,376	9,251	5,831	7,907	5,778	5,658	7,492	7,431
Supplies - General	14,398	23,036	26,042	28,329	35,858	25,939	19,933	20,800	40,706	25,860	30,439	31,519	25,434
Supplies - Pharmacy	8,353	6,734	5,752	1,228	6,473	3,605	7,476	23,117	10,424	4,708	6,697	5,939	21,308
Repairs and Maintenance	8,676	19,697	5,425	22,053	1,644	21,408	11,689	3,548	13,704	29,034	13,962	3,064	22,014
Purchased Services-Other	89,527	94,566	65,400	65,047	66,153	86,615	79,112	66,503	100,993	86,115	76,742	72,209	69,772
Equipment Lease	-	1,183	1,183	2,857	3,536	1,316	6,286	3,095	6,702	4,638	4,379	4,379	7,855
Utilities	7,647	8,487	6,287	8,313	5,783	8,389	7,793	7,902	6,820	11,781	8,721	9,479	8,043
Insurance	8,442	8,442	8,442	5,769	5,769	8,442	13,269	20,769	5,769	5,166	5,166	5,166	5,166
Taxes	1,272	2,342	1,285	1,561	906	3,101	607	765	507	7,931	497	1,720	1,286
Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone	84	1,340	1,084	1,094	74	230	1,184	1,160	2,617	1,349	131	38	86
Dues and Subscriptions	2,879	1,273	1,003	3,425	475	853	149	1,205	1,205	1,205	1,725	1,753	3,143
Travel/Training	395	794	228	682	3,733	3,305	1,773	120	1,621	993	344	(895)	1,238
Other expenses	96,244	61,766	51,994	51,561	59,259	63,410	55,344	59,034	120,457	96,184	70,821	61,369	73,856
Depreciation	34,031	34,021	33,977	34,421	34,421	37,059	36,951	36,950	39,204	38,429	38,392	38,275	43,660
Total Operating Expenses	**743,436**	**731,057**	**660,690**	**728,381**	**667,473**	**784,683**	**776,526**	**787,225**	**937,823**	**789,619**	**771,263**	**739,815**	**769,997**
NON-OPERATING REV & EXP													
Foundation	0	0	0	0	0	0	0	0	20,104	0	0	0	0
Auxillary	0	0	0	0	0	0	0	0	0	0	0	0	0
Contributions	0	30,500	0	8,908	467,826	0	0	0	5,000	0	0	0	30,000
Grants	20,701	4,006	3,094	1,428	2,951	0	56,583	2,261	2,928	3,811	3,691	3,931	3,498
Other Non-Op Rev&Exp	332	280	0	358	602	617	508	669	345	224	144	0	230
Subtotal non operating revenue & expenses	21,033	34,786	3,094	10,694	471,378	617	57,091	2,930	28,377	4,035	3,835	3,931	33,728
NET INCOME (LOSS)	(52,670)	(92,035)	(44,177)	(204,661)	474,755	(157,107)	(25,166)	(99,951)	(155,840)	30,384	(127,331)	(65,960)	(65,789)

Catalina Island Medical Center
Statement Of Operations with Key Indicators
October 2016

Current Month								Year to Date						
Actual	2016 Budget	Prior Year Actual	2016 Bud Var	2016 Bud % Var	Prior Year Var	Prior Year % Var		Current Yr Actual	2016 Budget	Prior Year Actual	2016 Bud Var	2016 Bud % Var	Prior Year Var	Prior Year % Var
							OPERATING REVENUE							
233,350	257,758	157,048	(24,408)	-9.5%	76,301	48.6%	Inpatient Revenue	984,726	1,031,030	1,097,427	(46,304)	-4.5%	(112,701)	[illegible]
342,406	283,423	311,767	58,983	20.8%	30,639	9.8%	Outpatient Revenue	1,259,258	1,258,790	1,147,960	468	0.0%	111,298	[illegible]
710,308	731,781	684,897	(21,473)	-2.9%	25,411	3.7%	ER Revenue	3,473,380	3,259,726	3,264,075	213,654	6.6%	209,305	[illegible]
129,739	122,328	118,841	7,411	6.1%	10,898	9.2%	Clinic Revenue	487,098	543,309	489,723	(56,211)	-10.3%	(2,625)	[illegible]
1,415,802	1,395,290	1,272,554	20,512	1.5%	143,249	11.3%	**Gross Patient Revenue**	6,204,462	6,092,855	5,999,185	111,607	1.8%	205,277	[illegible]
							ALLOWANCES & DEDUCTIONS							
91,187	97,162	82,648	(5,975)	-6.1%	8,538	10.3%	Provision for Bad Debts	393,015	388,648	393,939	4,367	1.1%	(924)	[illegible]
694,483	645,500	597,836	48,983	7.6%	96,647	16.2%	Contractual Allowance	3,283,779	2,762,000	2,857,166	521,779	18.9%	426,613	[illegible]
594	17,180	11,658	(16,586)	-96.5%	(11,064)	-94.9%	Charity	12,010	68,718	61,386	(56,708)	-82.5%	(49,377)	[illegible]
11,355	15,783	9,929	(4,428)	-28.1%	1,426	14.4%	Admin and Other	52,363	63,132	96,313	(10,769)	-17.1%	(43,949)	[illegible]
797,618	775,624	702,071	21,994	2.8%	95,547	13.6%	**Total Allowances**	3,741,167	3,302,496	3,408,804	458,669	13.9%	332,363	[illegible]
618,184	619,666	570,482	(1,481)	-0.2%	47,702	8.4%	**NET PATIENT REVENUE**	2,463,295	2,790,361	2,590,381	(327,066)	-11.7%	(127,086)	[illegible]
18,907	50,000	82,732	(31,093)	-62.2%	(63,826)	-77.1%	**Sales Tax Revenue**	265,764	200,000	224,913	65,764	32.9%	40,851	[illegible]
33,388	19,583	16,518	13,805	70.5%	16,870	102.1%	**Other Operating Revenue**	68,783	78,333	49,728	(9,550)	-12.2%	19,055	[illegible]
670,479	689,249	669,733	(18,769)	-2.7%	747	0.1%	**NET OPERATING REVENUE**	2,797,842	3,068,694	2,865,022	(270,852)	-8.8%	(67,180)	[illegible]
							OPERATING EXPENSES							
252,634	268,829	292,241	16,195	6.0%	(39,608)	-13.6%	Salaries	1,066,500	1,087,819	1,149,457	21,319	2.0%	(82,957)	[illegible]
47,390	57,887	52,597	10,497	18.1%	(5,207)	-9.9%	Employee Benefits	186,346	231,549	240,001	45,203	19.5%	(53,655)	[illegible]
23,555	17,000	14,971	(6,555)	-38.6%	8,583	57.3%	Employee Housing	84,906	68,000	52,864	(16,906)	-24.9%	32,042	[illegible]
22,224	12,000	10,760	(10,224)	-85.2%	11,464	106.5%	Professional Fees	60,513	48,000	20,382	(12,513)	-26.1%	40,131	[illegible]
27,217	30,417	29,451	3,200	10.5%	(2,234)	-7.6%	Professional Fees-Legal/Audit	160,323	121,666	125,730	(38,657)	-31.8%	34,593	[illegible]
106,688	101,194	67,506	(5,494)	-5.4%	39,182	58.0%	Professional Fees-Phys	404,501	404,776	264,365	275	0.1%	140,135	[illegible]
7,431	6,738	3,963	(692)	-10.3%	3,467	87.5%	Supplies - Food	26,359	26,953	22,720	594	2.2%	3,639	[illegible]
25,434	26,619	14,398	1,185	4.5%	11,035	76.6%	Supplies - General	113,393	106,476	97,598	(6,917)	-6.5%	15,795	[illegible]
21,308	9,198	8,353	(12,110)	-131.7%	12,955	155.1%	Supplies - Pharmacy	38,651	36,788	40,661	(1,863)	-5.1%	(2,010)	[illegible]
22,014	12,944	8,676	(9,070)	-70.1%	13,338	153.7%	Repairs and Maintenance	68,073	51,778	49,475	(16,295)	-31.5%	18,598	[illegible]
69,772	66,250	89,527	(3,522)	-5.3%	(19,755)	-22.1%	Purchased Services-Other	306,032	265,000	321,610	(41,032)	-15.5%	(15,578)	[illegible]
7,855	3,000	-	(4,855)	-161.8%	7,855	0.0%	Equipment Lease	21,250	12,000	3,743	(9,250)	-77.1%	17,507	[illegible]
8,043	8,291	7,647	248	3.0%	396	5.2%	Utilities	38,023	33,164	36,589	(4,859)	-14.7%	1,434	[illegible]
5,166	9,063	8,442	3,896	43.0%	(3,276)	-38.8%	Insurance	20,665	36,250	32,465	15,585	43.0%	(11,799)	[illegible]
1,286	1,663	1,272	378	22.7%	14	1.1%	Taxes	11,433	6,652	7,002	(4,781)	-71.9%	4,431	[illegible]
-	-	-	-	0.0%	-	0.0%	Interest	-	-	3,339	-	0.0%	(3,339)	[illegible]
86	1,125	84	1,039	92.4%	2	2.4%	Telephone	1,605	4,500	4,907	2,895	64.3%	(3,302)	[illegible]
3,143	1,260	2,879	(1,883)	-149.4%	264	9.2%	Dues and Subscriptions	7,824	5,041	5,527	(2,783)	-55.2%	2,297	[illegible]
1,238	2,083	395	845	40.6%	843	213.5%	Travel/Training	1,979	8,333	6,493	6,354	76.3%	(4,514)	[illegible]
73,856	46,333	96,244	(27,523)	-59.4%	(22,388)	-23.3%	Other expenses	304,238	185,333	283,440	(118,905)	-64.2%	20,798	[illegible]
43,660	36,722	34,031	(6,938)	-18.9%	9,629	28.3%	Depreciation	158,757	146,889	136,342	(11,868)	-8.1%	22,415	[illegible]
769,997	718,617	743,436	(51,380)	-7.1%	26,561	3.6%	Total Operating Expenses	3,081,371	2,886,967	2,904,711	(194,404)	-6.7%	176,660	[illegible]
(99,517)	(29,368)	(73,703)	(70,149)	-238.9%	(25,814)	-35.0%	**NET INCOME (LOSS) FROM OPERATIONS**	(283,529)	181,721	(39,689)	(465,251)	-256.0%	(243,840)	[illegible]
							NON-OPERATING REV & EXP							
-	6,250	-	(6,250)	-100.0%	-	0.0%	Foundation	-	25,000	-	(25,000)	-100.0%	-	[illegible]
-	1,666	-	(1,666)	-100.0%	-	0.0%	Auxillary	-	6,666	50	(6,666) ruy		(50)	[illegible]
30,000	7,083	-	22,917	323.5%	30,000	0.0%	Contributions	30,000	28,333	-	1,667	5.9%	30,000	[illegible]
3,498	10,416	20,701	(6,918)	-66.4%	(17,203)	-83.1%	Grants	14,932	41,666	34,098	(26,734)	-64.2%	(19,166)	[illegible]
230	291	332	(61)	-21.0%	(102)	-30.8%	Other Non-Op Rev&Exp	825	1,166	1,135	(341)	-29.2%	(310)	[illegible]
33,728	25,706	21,032	8,022	0.0%	12,695	60.4%	**Subtotal non operating revenue & expenses**	45,757	102,831	35,283	(57,074)	0.0%	10,474	[illegible]
(65,789)	(3,662)	(52,670)	(62,127)	-1696.3%	(13,119)	-24.9%	**NET INCOME (LOSS)**	(237,772)	284,553	(4,405)	(522,325)	-183.6%	(233,366)	[illegible]