

## Board Meeting Agenda August 28, 2023 at 6:30 p.m.

In Person	Pioneer Memorial Clinic 130 Thompson Street, Heppner, OR 97836
Zoom	https://us06web.zoom.us/j/81341022569?pwd=WkkwTmNBN1daQklXaHlubHRLYmVEQT09 Meeting ID: 813 4102 2569 Passcode: 891211

#### 1. Call to Order

### 2. Public Comments

Maximum of 3 minutes per person/topic. Multiple items on the same topic need to be combined through one speaker. A maximum of 30 minutes may be allotted for public comment.

## 3. Approval of Meeting Minutes

A. July 31, 2023 Regular Session

## 4. CEO Report & Dashboard – Emily Roberts

## 5. Financial Report - Nicole Mahoney

## 6. Consent Agenda

A. EMS Stats – July 2023

## 7. New Business

- A. Tax Anticipation Note
- B. Resolution 146-0823
- C. Insurance Renewal
- D. Medical Staff Privileging
- E. FY22-23 Accomplishments

## 8. Old Business

## 9. Executive Session

A. ORS 192.660(2)(f) to consider information or records that are exempt from public inspection pertaining to ongoing or anticipated litigation exempt from disclosure under ORS 192.345(1).

## 10. Adjourn

## **Promise of Excellence**

**Compassion:** Being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed.

**Respect:** Recognizing and valuing the dignity and uniqueness of everyone. Respect creates a work environment based on teamwork, encouragement, trust, concern, honesty, and responsive communication among all employees and our patients.

**Integrity:** Encompassing honesty and consistently adhering to the principles of professionalism and accountability with our patients, fellow employees, and community partners. Integrity is at the heart of everything we do.

**Excellence:** Creating standards of performance that surpass ordinary expectations. We want to make this the place where patients want to come, our providers want to practice, and people want to work!



Meeting	Board of Directors					
Date / Time	July 31, 2023 at 6:30 p.m.	Location	Irrigon City Hall, 500 NE Main Ave, Irrigon OR			
Chair	Marie Shimer, Board Chair Recorder Nicole Mahoney					
<b>Board Members</b>	Present: Marie Shimer, Diane Kilkenny, John Murray, Stephen Munkers, Trista Seastone					
Attendees	Staff: Emily Roberts, Nicole Mahoney Guests: Aaron Palmquist, Raymond Seastone, Joey Munkers, Daniel Wattenburger, Eric Volk, WIPFLI Press: Andrea Di Salvo, Heppner Gazette-Times					

#### Mission

Bring essential health services to our rural communities that meet the unique needs of the people we serve.

## Vision

Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.

#### **Values**

Integrity, Compassion, Quality, Respect, Financial Responsibility

	Agenda Item	Minutes		
1.	Call to Order	Marie Shimer called the meeting to order at 6:30 p.m.		
2.	Oath of Office	Marie Shimer administered the Oath of Office to newly elected board members, Trista Seastone and Stephen Munkers.		
3.	Public Comments	None.		
4.	Approval of Meeting Minutes	<b>MOTION:</b> Diane Kilkenny moved to approve the minutes for the June 13, 2023 budget hearing meeting and June 26, 2023 regular session as presented. Stephen Munkers seconded the motion. The motion passed unanimously with Trista Seastone and Stephen Munkers abstaining due to the fact that they were just sworn in at this meeting.		
5.	CEO Report & Executive Team Dashboard	The executive team dashboard was presented by Emily Roberts (see board packet).		
6.	Financial Report & WIPFLI Discussion	Eric Volk, CPA from WIPFLI, the District's auditing firm, recommended that the District record the approx. \$840K in Unearned COVID Funds currently on the Balance Sheet as grant revenue for the fiscal year ending 6/30/2023 and un-restrict the \$2.1M in reserved COVID funds for operations as of June 30, 2023. Consensus of the Board was to proceed with this recommendation. Eric also discussed the current fiscal landscape and stated most all healthcare entities are seeing lower utilization and revenues with rising staff and purchased service costs due to record high inflation.		
		The Financial Report was presented by Nicole Mahoney (see board packet).		
7.	Consent Agenda	<b>MOTION:</b> Diane Kilkenny moved to approve the Consent Agenda as presented. John Murray seconded the motion. The motion passed unanimously by all board members present.		



A. Emergency Medicine Physician Contract	Emily Roberts presented the physician employment agreement for Jeffrey Westin, MD which includes a negotiated buyout to locum staffing agency, CompHealth of \$16,500 (see board packet).			
	<b>MOTION:</b> John moved to approve the employment agreement and buyout as presented. Diane Kilkenny seconded the motion. The motion passed unanimously by all board members present.			
B. Medical Staff Privileges	The Medical Staff Executive Committee recommends approval of privileges for the following providers (se board packet):			
	New Appointments:			
	<ol> <li>Roster Appointments for OHSU Telemedicine Pediatric Critical Care Providers</li> <li>Stephen Weldon, MD – CORA Radiologist</li> <li>Steven Plimpton, MD – CORA Radiologist</li> <li>Alyssa McNamara, MD – CORA Radiologist</li> <li>Stephen Carroll, MD – CORA Radiologist</li> <li>Taylor Turner, Physical Therapist</li> <li>Theresa Fenn, Licensed Dietitian</li> <li>Rachel Tate, Licensed Dietitian</li> </ol>			
	Re-Appointments			
	<ol> <li>Jeffrey Westin, MD – Emergency Medicine</li> <li>William Everts, DO – Emergency Medicine (Hold approval until later date for file completion.)</li> <li>Peter Viavant, MD – Emergency Medicine</li> <li>Jamie Reed, CSWA – Clinic</li> </ol>			
	<b>MOTION:</b> John Murray moved to approve the medical staff privileges as recommended by the Medical Executive Committee. Diane Kilkenny seconded the motion. The motion passed unanimously by all boar members present.			
C. VOIP System Bids	The Board reviewed three bids for a new VOIP phone system for the entire District as presented (see boa packet). Bidders included Dynamic Computer Consulting, Cabertel, and Uni-Tech Communications. By ye five Dynamic Computer Consulting is the most cost effective bid.			
	<b>MOTION:</b> John Murray moved to award the VOIP phone system bid to Dynamic Computer Consulting for upfront cost of \$68,253 and annual cost of \$24,175.68. Diane Kilkenny seconded the motion. The motion passed unanimously by all other board members present.			



D. SIP Community Service Fee Distribution Agreement	Emily Roberts explained the SIP agreement process and presented the IGA for the distribution of the Community Service Fee for board consideration (see board packet).		
	<b>MOTION:</b> Diane Kilkenny moved to accept as presented the Intergovernmental Agreement for SIP Distribution for the Amazon Bombing Range Rd site. John Murray seconded the motion. The motion passed unanimously by all other board members present.		
E. i2i Service Agreement	Emily Roberts presented a service agreement with i2i for a software product that lays over the District's electronic medical record system to extract quality data to enable reporting of compliance with state quality measures. The current EMR, Thrive, is not capable of extracting the data as contractually agreed to. The District needs to be able to report in order to receive compensation (see board packet).		
	<b>MOTION:</b> John moved to approve the agreement with i2i and grant Emily the authority to make language changes if recommended by the District's legal counsel. Diane Kilkenny seconded the motion. The motion passed unanimously by all other board members present.		
9. Old Business	None.		
10. Executive Session	Marie Shimer called to order Executive Sessions under ORS 192.660(2)(f) to consider information or records that are exempt from public inspection pertaining to trade secrets exempt from disclosure under ORS 192.345(2) and records that are exempt from public inspection pertaining to ongoing or anticipated litigation exempt from disclosure under ORS 192.345(1); and ORS 192.660(2)(i) to review and evaluate the employment-related performance of a public employee who does not request an open hearing at 7:53 p.m.		
	The Executive Session adjourned at 9:15 p.m.		
11. Adjourn	With no further business to come before the board, regular session adjourned at 7:53 p.m.  Minutes taken and submitted by Nicole Mahoney. Approved		

### **Promise of Excellence**

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## August 2023

HUMAN RESOURCES		
Turnover Rate (Rolling 3 Months)	-	
Vacancy Rate	-	
Number of Open Positions	-	
Newly Created Open Positions	-	

FINANCIAL		
Days Cash on Hand	66	Goal ≥ 90
Days in AR	64	Goal ≤ 60

The average hospital turnover rate for 2020 was 19.5% (Statista). The annual total separations rate for health care and social assistance for 2021 was 39.4% (Bureau of Labor Statistics).

RURAL HEALTH CLINICS					
MEASURE PMC ICC IMC BIC					
Third Next Available (Current Month)  4 8 10 N/A					
Total Visits (Previous Month)	267	111	361	87	

<sup>&</sup>quot;Third Next Available" is an industry standard measurement of primary care access. It is defined as the average length of time in days between the day a patient makes a request for an appointment with a provider and the third available appointment for a new patient physical, routine exam, or return visit exam. Values shown are clinic averages.

## **CAHPS (PATIENT SATISFACTION SCORES)**

Using any number from 0 to 10, where 0 is the worst provider possible and 10 is the best provider possible, what number would you use to rate this provider?

<u> </u>			
	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
Boardman Immediate Care	25%	100%	No Data
	N = 4	N = 2	N = 0
Ione Community Clinic	92%	86%	87%
	N = 12	N = 14	N = 15
Irrigon Medical Clinic	80%	58%	75%
	N = 20	N = 36	N = 24
Pioneer Memorial Clinic	72%	77%	80%
	N = 39	N = 51	N = 45
NRC Average	84%		

Would you recommend this provider's office to your family and friends?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
Boardman Immediate Care	25%	100%	No Data
	N = 4	N = 2	N = 0
Ione Community Clinic	100%	100%	100%
	N = 12	N = 13	N = 15
Irrigon Medical Clinic	84%	79%	83%
	N = 19	N = 34	N = 24
Pioneer Memorial Clinic	87%	88%	84%
	N = 37	N = 51	N = 44
NRC Average	91%		

Using any number from 0 to 10, where 0 is the worst facility possible and 10 is the best facility possible, what number would you use to rate this emergency department?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
ER Adult	71%	65%	85%
	N = 7	N = 20	N = 20
NRC Average	63%		
Bed Size 6 - 24 Average	77%		

Using any number from 0 to 10, where 0 is the worst facility possible and 10 is the best facility possible, what number would you use to rate this emergency department?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
ER Pediatric	100%	0%	75%
	N = 1	N = 1	N = 4
NRC Average	63%		

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
Inpatient	67%	67%	0%
	N = 6	N = 3	N = 2
NRC Average	71%		
Bed Size 6 - 24 Average	80%		

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Hospital	100%	100%	0%
	N = 1	N = 1	N = 0
NRC Average	71%		
Bed Size 6 - 24 Average	81%		

Would you recommend this emergency department to your friends and family?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
ER Adult	75%	61%	77%
	N = 8	N = 18	N = 22
NRC Average	65%		
Bed Size 6 - 24 Average	76%		

Would you recommend this emergency department to your friends and family?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
ER Pediatric	100%	0%	50%
	N = 1	N = 1	N = 4
NRC Average	69%		

Would you recommend this hospital to your friends and family?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
Inpatient	33%	33%	50%
	N = 6	N = 3	N = 2
NRC Average	72%		
Bed Size 6 - 24 Average	79%		

Would you recommend this hospital to your friends and family?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Hospital	100%	100%	0%
	N = 1	N = 1	N = 1
NRC Average	72%		
Bed Size 6 - 24 Average	80%		

Score is equal to or greater than the NRC Average

Score is less than the NRC Average, but may not be significantly

Score is significantly less than the NRC Average

## MORROW COUNTY HEALTH DISTRICT OPERATING/INCOME STATEMENT FOR THE 12 MONTHS ENDING 06/30/23

08/23/23 06:52 PM

	M O N T H			У	EAR TO DA	T E
ACTUAL	BUDGET	VARIANCE		ACTUAL	BUDGET	VARIANCE
			PATIENT SERVICES REVENUE			
32,798	58,719	(25,921)	INPATIENT ANCILLARY REVENUE	872,103	701,548	170,555
36,935	102,503	(65,568)	HOSPITAL INPATIENT REVENUE	1,019,722	1,224,657	(204,934)
652,759	908,944	(256,185)	OUTPATIENT REVENUE	8,968,867	10,859,554	(1,890,686)
236,652	341,086	(104,433)	CLINIC REVENUE	3,531,561	4,075,104	(543,542)
97,876	101,925	(4,048)	HOME HEALTH/HOSPICE REVENUE	1,089,083	1,217,749	(128,665)
	101,723	(1,010)	HOME HEADIN/HOSPICE REVENUE	1,000,000	1,211,145	(120,003)
1,057,022	1,513,179	(456,157)	GROSS PATIENT REVENUE	15,481,339	18,078,612	(2,597,272)
			LESS DEDUCTIONS FROM REVENUE		-\/\'\	
46,159	0	(46,159)	PROVISION FOR BAD DEBTS	351,655	0	(351,655)
(69,078)	106,752	175,831	CONTRACTUAL & OTHER ADJUSTME	_	1,275,420	1,347,529
(09,076)	100,732	1/5,031	CONTRACTOAL & OTHER ADJUSTME	(72,109)	1,273,420	1,347,329
(22,919)	106,752	129,672	TOTAL REVENUE DEDUCTIONS	279,546	1,275,420	995,873
1,079,941	1,406,427	(326,485)	NET PATIENT REVENUE	15,201,792	16,803,192	(1,601,399)
557,426	256,556	300,869	TAX REVENUE	3,379,549	3,078,680	300,869
4,603	98,085	(93,482)	OTHER OPERATING REVENUE	532,873	1,171,870	(638,996)
1,641,971	1,761,069	(119,098)	TOTAL OPERATING REVENUE	19,114,215	21,053,742	(1,939,526)
========	========	========		========	========	========
			ODERATING EVDENCES			
			OPERATING EXPENSES			
1,033,294	929,390	(103,903)	SALARIES & WAGES	12,365,381	11,103,830	(1,261,551)
380,826	373,636	(7,190)	EMPLOYEE BENEFITS & TAXES	3,751,449	4,463,992	712,542
120,671	64,747	(55,924)	PROFESSIONAL FEES	1,089,745	773,565	(316,180)
59,420	124,357	64,936	SUPPLIES & MINOR EQUIPMENT	1,528,057	1,485,748	(42,309)
4,241	14,755	10,514	EDUCATION	135,557	176,295	40,737
13,976	18,237	4,260	REPAIRS & MAINTENANCE	201,875	217,891	16,015
			RECRUITMENT & ADVERTISING			•
415	13,610	13,195		127,985	162,615	34,629
104,080	92,825	(11,255)	PURCHASED SERVICES	1,082,705	1,109,031	26,325
62,563	61,701	(861)	DEPRECIATION	736,119	737,180	1,060
18,860	18,662	(197)	UTILITIES PHONE & PROPANE	216,999	222,971	5,971
21,216	11,845	(9,371)	INSURANCE	155,694	141,522	(14,172)
3,682	1,843	(1,838)	TAXES & LICENSES	18,608	22,031	3,422
6,037	5,368	(669)	INTEREST	65,137	64,141	(996)
2,327	3,213	886	DUES & SUBSCRIPTIONS	35,343	38,390	3,046
13,087	17,418	4,331	TRAVEL	185,899	208,111	22,211
21,747	16,396	(5,350)	OTHER EXPENSES	233,787	195,897	(37,890)
1 066 110	1 500 000	(00 105)		01 000 045	01 102 010	/005 105)
1,866,448	1,768,012	(98,435)	TOTAL OPERATING EXPENSES	21,930,347	21,123,210	(807,137)
========	========	========		========	========	========
(224,476)	(6,943)	(217,533)	GAIN/LOSS FROM OPERATIONS	(2,816,132)	(69,468)	(2,746,664)
1,097,488	76,481	1,021,007	NON-OPERATING NET GAIN/LOSS	2,153,293	913,754	1,239,539
873,011	69,537	803,473	GAIN/LOSS	(662,839)	844,286	(1,507,125)
========	========	========	3, 2000	=========	=========	(1,507,125)

BALANCE SHEET

FOR THE MONTH ENDING: 06/30/23

Current Year Prior Year

Net Change

ASSETS CURRENT ASSETS CASH & INVESTMENTS CASH & INVESTMENTS  CASH & INVESTMENTS  TOTAL CASH & INVESTMENTS  4,456,540  7,477,133  (3,020,593)  TOTAL CASH & INVESTMENTS  4,456,540  7,477,133  (3,020,593)  PATIENT ACCOUNTS RECEIVABLE A'R HOSPITAL SKING CLINIC A'R HOWE HEALTH & HOSPICE A'R THRIVE  GROSS PATIENT RECEIVABLES  2,470,111  1,922,231  547,880  LESS CLEARING ACCOUNTS  LESS ALLOW FOR CONTRACTUAL A'R THRE		Current rear	PIIOI IEdi	Net Change
CURRENT ASSETS CASH & INVESTMENTS CASH & INVESTMENTS CASH & INVESTMENTS  TOTAL CASH & INVESTMENTS  \$4,456,540  7,477,133  (3,020,593)  PATIENT ACCOUNTS RECEIVABLE A/R HOSHITAL SWING CLINIC A/R HOME HEALTH & HOSPICE A/R HOME HEALTH & HOSPICE A/R THRIVE 1,034,718  GROSS PATIENT RECEIVABLES  LESS CLEARING ACCOUNTS (50) LESS ALLON FOR CONTRACTUAL A 1,788  LESS ALLON FOR CONTRACTUAL A 1,788  LESS ALLON FOR CONTRACTUAL A 1,788  CHER RECEIVABLES  EMPLOYEE ADVANCES PRICEIVABLE  EMPLOYEE ADVANCES AND FAILENT ACCOUNTS RECEIVABLE  EMPLOYEE ADVANCES AND FAILENT ACCOUNTS RECEIVABLE AND FAILENT ACCOUNTS A	ASSETS			
CASH & INVESTMENTS  CASH & INVESTMENTS  CASH & INVESTMENTS  4,456,540  7,477,133  (3,020,593)  TOTAL CASH & INVESTMENTS  4,456,540  7,477,133  (3,020,593)  PATIENT ACCOUNTS RECEIVABLE A/R HOSPITAL SAINE CLINIC A/R HOME HEALTH & HOSPICE A/R HOME HEALTH & HOSPICE A/R HOME HEALTH & HOSPICE A/R THRIVE 1,034,718  CROSS PATIENT RECEIVABLES  LESS CLEARING ACCOUNTS  LESS CLEARING ACCOUNTS  LESS ALLOW FOR CONTRACTUAL 41,788  LESS ALLOW FOR CONTRACTUAL 41,788  LESS ALLOW FOR CONTRACTUAL 41,788  LESS ALLOW FOR CONTRACTUAL 5270,503  NET PATIENT ACCOUNTS RECEIVABLE 270,503  TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188  1,284  1,094  1,762,481  1,762,763  1,777,133  1,777,135  1,777,135  1,777,135  1,777,135  1,777,135  1,777,1				
CASH & INVESTMENTS				
TOTAL CASH & INVESTMENTS		4.456.540	7.477.133	(3.020.593)
PATIENT ACCOUNTS RECEIVABLE  A/R HOSPITAL SWING CLINIC  A/R HOME HEALTH & HOSPICE  A/R THRIVE  1,034,718  1,034,718  1,034,718  1,034,718  GROSS PATIENT RECEIVABLES  2,470,111  1,922,231  547,888  LESS CLEARING ACCOUNTS  (50)  LESS ALLOW FOR CONTRACTUAL  41,788  41,788  41,788  41,788  LESS ALLOW FOR UNCOLLECTIBLE  270,503  NET PATIENT ACCOUNTS RECEIVABLE  271,503  NET PATIENT ACCOUNTS RECEIVABLE  EMPLOYEE ADVANCES  EMPLOYEE ADVANCES  FROSTIVABLE  EMPLOYEE ADVANCES  TAXES RECEIVABLE - PRIOR YEAR  67,877  66,688  1,188  OTHER RECEIVABLE  21,234  100,530  TOTAL OTHER RECEIVABLE  TOTAL OTHER RECEIVABLE  INVENTORY APPERAID  TOTAL OTHER RECEIVABLE  LONG TERM ASSETS  LAND  LAND LAND IMPROVEMENTS  322,353  301,595  20,758  BUILDING & IMPROVEMENTS  5,970,362  5,899,836  100,525  LONG TERM ASSETS  LAND  LAND LAND IMPROVEMENTS  5,970,362  5,899,836  100,525  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS  660,684  516,222  144,462  LESS ACCUM DEPRECIATION  1074L LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696	0511 W 11171101111111111111111111111111111			
PATIENT ACCOUNTS RECEIVABLE  A/R HOSPITAL SWING CLINIC  A/R HOME HEALTH & HOSPICE  A/R THRIVE  1,034,718  1,034,718  1,034,718  1,034,718  GROSS PATIENT RECEIVABLES  2,470,111  1,922,231  547,888  LESS CLEARING ACCOUNTS  (50)  LESS ALLOW FOR CONTRACTUAL  41,788  41,788  41,788  41,788  LESS ALLOW FOR UNCOLLECTIBLE  270,503  NET PATIENT ACCOUNTS RECEIVABLE  271,503  NET PATIENT ACCOUNTS RECEIVABLE  EMPLOYEE ADVANCES  EMPLOYEE ADVANCES  FROSTIVABLE  EMPLOYEE ADVANCES  TAXES RECEIVABLE - PRIOR YEAR  67,877  66,688  1,188  OTHER RECEIVABLE  21,234  100,530  TOTAL OTHER RECEIVABLE  TOTAL OTHER RECEIVABLE  INVENTORY APPERAID  TOTAL OTHER RECEIVABLE  LONG TERM ASSETS  LAND  LAND LAND IMPROVEMENTS  322,353  301,595  20,758  BUILDING & IMPROVEMENTS  5,970,362  5,899,836  100,525  LONG TERM ASSETS  LAND  LAND LAND IMPROVEMENTS  5,970,362  5,899,836  100,525  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS  660,684  516,222  144,462  LESS ACCUM DEPRECIATION  1074L LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696	TOTAL CASH & INVESTMENTS	4,456,540	7,477,133	(3,020,593)
A/R HOSPITAL SWING CLINIC 1,188,097 1,715,207 (527,110) A/R HOME HEALTH & HOSPICE 247,296 207,023 40,272 A/R THRIVE 1,034,718 1,034,718  GROSS PATIENT RECEIVABLES 2,470,111 1,922,231 547,886  LESS CLEARING ACCOUNTS (50) (50)  LESS ALLOW FOR CONTRACTUAL 41,788 41,788  LESS ALLOW FOR UNCOLLECTIBLE 270,503 270,503  NET PATIENT ACCOUNTS RECEIVABLE 2,157,870 1,609,990 547,880  OTHER RECEIVABLES  EMPLOYEE ADVANCES 7,092 7,092  RECHIVABLE 340B SUNRX 84,521 35,931 48,590  TAXES RECEIVABLE 21,234 100,530 (79,295)  MO/MO RECEIVABLE 365,644 365,644  ASSISTED LIVING RECEIVABLE 365,644 365,644  ASSISTED LIVING RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LAND IMPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  LONG TERM ASSETS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696				
A/R HOME HEALTH & HOSPICE	PATIENT ACCOUNTS RECEIVABLE			
A/R HOME HEALTH & HOSPICE	A/R HOSPITAL SWING CLINIC	1,188,097	1,715,207	(527,110)
CROSS PATIENT RECEIVABLES   2,470,111   1,922,231   547,886	A/R HOME HEALTH & HOSPICE			
LESS CLEARING ACCOUNTS  LESS ALLOW FOR CONTRACTUAL  LESS ALLOW FOR UNCOLLECTIBLE  270,503  NET PATIENT ACCOUNTS RECEIVABLE  270,503  NET PATIENT ACCOUNTS RECEIVABLE  EMPLOYEE ADVANCES  EMPLOYEE ADVANCES  EMPLOYEE ADVANCES  7,092  RECEIVABLE 340B SUNRX  84,521  35,931  40,590  TAKES RECEIVABLE - PRIOR YEAR  67,877  66,688  1,188  OTHER RECEIVABLE  MC/MD RECEIVABLE  365,524  ASSISTED LIVING RECEIVABLE  MC/MD RECEIVABLE  TOTAL OTHER RECEIVABLE  10,750  5,926  823  TOTAL OTHER RECEIVABLE  10,750  10,480  10,298  TOTAL INVENTORY & PREPAID  1NVENTORY & PREPAID  1NVENTORY & PREPAID  1NVENTORY & PREPAID  1NVENTORY & PREPAID  1NUENTORY & PREPAID  100,747  11,449  91,298  TOTAL CURRENT ASSETS  LAND  135,700  LAND 135,700  LAND 135,700  LAND 135,700  LAND 135,700  LAND 1MPROVEMENTS  322,353  301,595  20,758  BUILLDING & IMPROVEMENTS  5,970,362  EQUIPMENT  8,370,276  7,884,776  485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS  600,684  516,222  144,462  LESS ACCUM DEPRECIATION  10,480,848  9,763,298  717,549  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL LONG TERM ASSETS  12,748,786  14,775,481  (2,003,695)	A/R THRIVE	1,034,718		1,034,718
LESS CLEARING ACCOUNTS  LESS ALLOW FOR CONTRACTUAL  LESS ALLOW FOR UNCOLLECTIBLE  270,503  NET PATIENT ACCOUNTS RECEIVABLE  270,503  NET PATIENT ACCOUNTS RECEIVABLE  EMPLOYEE ADVANCES  EMPLOYEE ADVANCES  EMPLOYEE ADVANCES  7,092  RECEIVABLE 340B SUNRX  84,521  35,931  40,590  TAKES RECEIVABLE - PRIOR YEAR  67,877  66,688  1,188  OTHER RECEIVABLE  MC/MD RECEIVABLE  365,524  ASSISTED LIVING RECEIVABLE  MC/MD RECEIVABLE  TOTAL OTHER RECEIVABLE  10,750  5,926  823  TOTAL OTHER RECEIVABLE  10,750  10,480  10,298  TOTAL INVENTORY & PREPAID  1NVENTORY & PREPAID  1NVENTORY & PREPAID  1NVENTORY & PREPAID  1NVENTORY & PREPAID  1NUENTORY & PREPAID  100,747  11,449  91,298  TOTAL CURRENT ASSETS  LAND  135,700  LAND 135,700  LAND 135,700  LAND 135,700  LAND 135,700  LAND 1MPROVEMENTS  322,353  301,595  20,758  BUILLDING & IMPROVEMENTS  5,970,362  EQUIPMENT  8,370,276  7,884,776  485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS  600,684  516,222  144,462  LESS ACCUM DEPRECIATION  10,480,848  9,763,298  717,549  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL LONG TERM ASSETS  12,748,786  14,775,481  (2,003,695)				
LESS ALLOW FOR CONTRACTUAL 41,788 41,788 LESS ALLOW FOR UNCOLLECTIBLE 270,503 270,503  NET PATIENT ACCOUNTS RECEIVABLE 2,157,870 1,609,990 547,880  OTHER RECEIVABLES  EMPLOYEE ADVANCES 7,092 7,092 RECEIVABLE 340B SUNKX 84,521 35,931 48,590 TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188 OTHER RECEIVABLE 21,234 100,530 (79,295) MC/MD RECEIVABLE 365,624 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696	GROSS PATIENT RECEIVABLES	2,470,111	1,922,231	547,880
LESS ALLOW FOR CONTRACTUAL 41,788 41,788 LESS ALLOW FOR UNCOLLECTIBLE 270,503 270,503  NET PATIENT ACCOUNTS RECEIVABLE 2,157,870 1,609,990 547,880  OTHER RECEIVABLES  EMPLOYEE ADVANCES 7,092 7,092 RECEIVABLE 340B SUNKX 84,521 35,931 48,590 TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188 OTHER RECEIVABLE 21,234 100,530 (79,295) MC/MD RECEIVABLE 365,624 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696				
NET PATIENT ACCOUNTS RECEIVABLE   2,157,870   1,609,996   547,880	LESS CLEARING ACCOUNTS		(50)	, ( )
NET PATIENT ACCOUNTS RECEIVABLE 2,157,870 1,609,990 547,880  OTHER RECEIVABLES  EMPLOYEE ADVANCES 7,092 7,092  RECEIVABLE 340B SURX 84,521 35,931 48,590  TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188  OTHER RECEIVABLE 21,234 100,530 (79,295)  MC/MD RECEIVABLE 365,694 365,694  ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND 135,700 135,700  LAND 1MPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696	LESS ALLOW FOR CONTRACTUAL	41,788	41,788	
Color   Colo	LESS ALLOW FOR UNCOLLECTIBLE	270,503	270,503	
Color   Colo				
EMPLOYEE ADVANCES 7,092 7,092 RECEIVABLE 340B SUNRX 84,521 35,931 48,590 TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188 OTHER RECEIVABLE 21,234 100,530 (79,295) MC/MD RECEIVABLE 365,624 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499 AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS 660,684 516,222 144,622 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696	NET PATIENT ACCOUNTS RECEIVABLE	2,157,870	1,609,990	547,880
EMPLOYEE ADVANCES 7,092 7,092 RECEIVABLE 340B SUNRX 84,521 35,931 48,590 TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188 OTHER RECEIVABLE 21,234 100,530 (79,295) MC/MD RECEIVABLE 365,624 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499 AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS 660,684 516,222 144,622 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696				
RECEIVABLE 340B SUNRX 84,521 35,931 48,590 TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188 OTHER RECEIVABLE 21,234 100,530 (79,295) MC/MD RECEIVABLE 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & MENTON SERVING	OTHER RECEIVABLES			
RECEIVABLE 340B SUNRX 84,521 35,931 48,590 TAXES RECEIVABLE - PRIOR YEAR 67,877 66,688 1,188 OTHER RECEIVABLE 21,234 100,530 (79,295) MC/MD RECEIVABLE 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & MENTON SERVING				
TAXES RECEIVABLE - PRIOR YEAR OTHER RECEIVABLE OTHER O			2	
OTHER RECEIVABLE         21,284         100,530         (79,295)           MC/MD RECEIVABLE         365,624         365,624           ASSISTED LIVING RECEIVABLE         6,750         5,926         823           TOTAL OTHER RECEIVABLE         553,098         209,076         344,022           INVENTORY & PREPAID         602,747         511,449         91,298           TOTAL INVENTORY & PREPAID         602,747         511,449         91,298           TOTAL CURRENT ASSETS         7,770,257         9,807,649         (2,037,391)           LAND         135,700         135,700           LAND IMPROVEMENTS         322,353         301,595         20,758           BUILDING & IMPROVEMENTS         5,970,362         5,869,836         100,525           EQUIPMENT         8,370,276         7,884,776         485,499           AMORTIZABLE LOAN COSTS         CONSTRUCTION IN PROGRESS         660,684         516,222         144,462           LESS ACCUM DEPRECIATION         10,480,848         9,763,298         717,549           TOTAL LONG TERM ASSETS         4,978,528         4,944,832         33,696           TOTAL LONG TERM ASSETS         12,748,786         14,752,481         (2,003,695)	RECEIVABLE 340B SUNRX	84,521		48,590
MC/MD RECEIVABLE 365,624 ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND 135,700 135,700 LAND IMPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	TAXES RECEIVABLE - PRIOR YEAR			
ASSISTED LIVING RECEIVABLE 6,750 5,926 823  TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LAND 1MPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696	OTHER RECEIVABLE		100,530	(79,295)
TOTAL OTHER RECEIVABLE 553,098 209,076 344,022  INVENTORY & PREPAID  INVENTORY AND PREPAID 602,747 511,449 91,298  TOTAL INVENTORY & PREPAID 602,747 511,449 91,298  TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LAND TERM ASSETS  LAND 135,700 135,700  LAND IMPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	MC/MD RECEIVABLE			365,624
INVENTORY & PREPAID  INVENTORY AND PREPAID  OCCUPANT SI1,449  TOTAL INVENTORY & PREPAID  TOTAL CURRENT ASSETS  TOTAL CURRENT ASSETS  LAND LAND IMPROVEMENTS 322,353  BUILDING & IMPROVEMENTS 5,970,362  EQUIPMENT 8,370,276  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS TOTAL LONG TERM ASSETS  LESS ACCUM DEPRECIATION 10,480,848  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL ASSETS  12,748,786 14,752,481 (2,003,695)	ASSISTED LIVING RECEIVABLE	6,750	5,926	823
INVENTORY & PREPAID  INVENTORY AND PREPAID  OCCUPANT SI1,449  TOTAL INVENTORY & PREPAID  TOTAL CURRENT ASSETS  TOTAL CURRENT ASSETS  LAND LAND IMPROVEMENTS 322,353  BUILDING & IMPROVEMENTS 5,970,362  EQUIPMENT 8,370,276  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS TOTAL LONG TERM ASSETS  LESS ACCUM DEPRECIATION 10,480,848  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL ASSETS  12,748,786 14,752,481 (2,003,695)				
INVENTORY & PREPAID  INVENTORY AND PREPAID  TOTAL INVENTORY & PREPAID  TOTAL CURRENT ASSETS  LAND LAND IMPROVEMENTS  BUILDING & IMPROVEMENTS  EQUIPMENT  8,370,276  2,869,836  100,525  EQUIPMENT  8,370,276  7,884,776  485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS  CONSTRUCTION IN PROGRESS  TOTAL LONG TERM ASSETS  4,978,528  4,944,832  33,696  TOTAL LONG TERM ASSETS  12,748,786  14,752,481  (2,003,695)	TOTAL OTHER RECEIVABLE	553,098		•
INVENTORY AND PREPAID  TOTAL INVENTORY & PREPAID  TOTAL CURRENT ASSETS  LAND LAND IMPROVEMENTS BUILDING & IMPROVEMENTS EQUIPMENT BUILDING & IMPROVEMENTS CONSTRUCTION IN PROGRESS TOTAL LONG TERM ASSETS  4,978,528 4,944,832 33,696 TOTAL LONG TERM ASSETS  4,978,528 4,944,832 33,696 TOTAL ASSETS  12,748,786 14,752,481 (2,003,695)				
TOTAL INVENTORY & PREPAID  602,747 511,449 91,298  TOTAL CURRENT ASSETS  7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND LAND 1MPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	INVENTORY & PREPAID			
TOTAL INVENTORY & PREPAID  602,747 511,449 91,298  TOTAL CURRENT ASSETS  7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND LAND 1MPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	THENWOOD AND DREDATE	COO . EAE	F11 440	01 000
TOTAL CURRENT ASSETS  LAND LAND IMPROVEMENTS BUILDING & IMPROVEMENTS EQUIPMENT AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS TOTAL LONG TERM ASSETS  A,978,528  A,978,528  A,944,832  B,763,298  A,944,832  B,763,298  A,978,528  A,978,528  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  B,763,29	INVENTORY AND PREPAID	602,747	511,449	91,298
TOTAL CURRENT ASSETS  LAND LAND IMPROVEMENTS BUILDING & IMPROVEMENTS EQUIPMENT AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS CONSTRUCTION IN PROGRESS TOTAL LONG TERM ASSETS  A,978,528  A,978,528  A,944,832  B,763,298  A,944,832  B,763,298  A,978,528  A,978,528  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  A,944,832  B,763,298  B,763,29	MOMAL TANIMADON C DREDATA	COO 747		01 000
TOTAL CURRENT ASSETS 7,770,257 9,807,649 (2,037,391)  LONG TERM ASSETS  LAND 135,700 135,700  LAND IMPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	TOTAL INVENTORY & PREPAID		•	•
LONG TERM ASSETS  LAND  LAND 135,700 135,700  LAND IMPROVEMENTS 322,353 301,595 20,758  BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525  EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	TOTAL CUIDDENIT ACCENC			
LONG TERM ASSETS  LAND	TOTAL CURRENT ASSETS		- / /	( ) / /
LAND LAND IMPROVEMENTS  322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499 AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696 TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)		==:	==:	=
LAND LAND IMPROVEMENTS  322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499 AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696 TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	LONG TERM ASSETS			
LAND IMPROVEMENTS 322,353 301,595 20,758 BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499 AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)		135 700	135 700	
BUILDING & IMPROVEMENTS 5,970,362 5,869,836 100,525 EQUIPMENT 8,370,276 7,884,776 485,499 AMORTIZABLE LOAN COSTS CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)				20 750
EQUIPMENT 8,370,276 7,884,776 485,499  AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)		·		
AMORTIZABLE LOAN COSTS  CONSTRUCTION IN PROGRESS 660,684 516,222 144,462  LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)				
CONSTRUCTION IN PROGRESS 660,684 516,222 144,462 LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	-	0,310,210	1,004,//0	400,499
LESS ACCUM DEPRECIATION 10,480,848 9,763,298 717,549  TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)		CC0 C04	F16 000	144 460
TOTAL LONG TERM ASSETS 4,978,528 4,944,832 33,696  TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)				
TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	LESS ACCUM DEPRECIATION	10,480,848	9,763,298	717,549
TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	MOMAL LONG MEDA AGGERG	A 070 F00	4 044 020	22 (0)
TOTAL ASSETS 12,748,786 14,752,481 (2,003,695)	TOTAL LUNG TERM ASSETS			
	TOTAL ACCETO			
	TUTAL ASSETS			( , , ,
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## MORROW COUNTY HEALTH DISTRICT

BALANCE SHEET

FOR THE MONTH ENDING: 06/30/23

	Current Year	Prior Year	Net Change
LIABILITIES			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE			
ACCOUNTS PAYABLE	273,684	340,749	(67,064)
REFUNDS PAYABLE-HOSPITAL	24,272		24,272
MISC PAYABLE		)	
-			
ACCOUNTS PAYABLE TOTAL	297,956	340,749	(42,792)
Addried Maded c I Tarti Imied			
ACCRUED WAGES & LIABILITIES			
ACCRUED WAGES & LIABILITIES	1,234,970	691,793	543,177
-	-,,		
TOTAL ACCRUED WAGES & LIABILITIES	1,234,970	691,793	543,177
-			
OTHER LIABILITIES			/()
	2 - 42	2 252	11111
ACCRUED INTEREST	2,560	3,052	(491)
SUSPENSE ACCOUNT	(155,846)		(155,846)
TCAA SUSPENSE	225	1 505	225
DEFERRED INCOME UNEARNED REVENUE FOR COVID 19	1,505	1,505 1,108,671	(1,108,671)
MC/MD SETTLEMENT PAYABLE		260,144	(260,144)
CONTINGENCY SETTLEMENT PAYABLE	200,000	200,144	(200,144)
-		200,000	
TOTAL OTHER LIABILITIES	48,444	1,573,373	(1,524,928)
-		<b>.)</b>	
TOTAL CURRENT LIABILITIES	1,581,372	2,605,915	(1,024,543)
		=======================================	=======================================
LONGTERM LIABILITIES		E0 005	(05.540)
BEO 2019 BOILERS LOAN	43,455	70,995	(27,540)
BEO 2018 BOARDMAN BLDG LOAN	88,715	106,018	(17,303)
BEO 2018 OMNICELL/US LOAN	6,727	85,015	(78,288)
BEO 2020 AMBULANCE LOAN MORROW CO 2018 BOARDMAN BLDG	55,193 48,535	85,015 58,501	(29,821) (9,965)
BEO ENDO RM/MISC LOAN 2017	10,000	9,777	(9,777)
MORROW CO 2013 IMC LOAN		9,491	(9,491)
BEO IMC EXPANSION 2018	287,458		
GEODC 2021 HOUSE LOAN	74,370	82,295	(7,924)
MORROW CO 2021 CHURCH LOAN	55,281	61,673	(6,391)
BEO 2008 HOSP REMODEL LOAN	1,080		
BEO REFINANCE LOAN	•	797,725	(26,331)
_			
TOTAL LONG TERM LIABILITIES	1,432,212	1,748,524	(316,312)
=	:======================================	=======================================	=======================================
EQUITY/FUND BALANCE	40.000	40.000.000	
GENERAL FUND UNRESTRICTED BAL	10,398,041	10,398,041	
EQUITY/FUND BAL PERIOD END	(662,839)		(662,839)
יגם חוווים/עדייוער בו דו דער די	12 7/0 706	1/ 752 /01	(2 002 605)
TOTAL LIAB & EQUITY/FUND BAL	12,/48,/86	14,752,481	
-	===	==	=

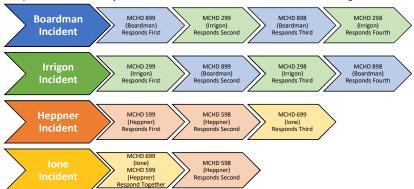


			BOAR	DMAN					IRRI	GON					HEPI	PNER				IONE	
2023		899			898			299			298			599			598			699	
	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs
January	0.2	3.8	47	1.0	10.2	6	1.0	3.5	52	0.1	3.9	4	3.5	8.7	26	6.0	11.5	2	N/A	N/A	0
February	0.2	5.8	43	1.1	12.4	1	1.0	3.3	33	5.0	5.0	3	5.6	21.5	22	9.0	10.0	7	N/A	N/A	0
March	0.3	4.5	31	0.1	4.6	8	1.0	4.0	28	1.5	3.0	1	4.2	7.7	24	0.8	1.2	2	N/A	N/A	0
April	0.2	4.9	44	0.3	3.3	4	1.0	3.9	30	0.4	5.0	17	3.6	7.0	26	6.0	7.0	3	N/A	N/A	0
May	0.2	3.8	65	0.2	5.8	1	1.0	4.3	35	0.5	5.4	15	3.4	10.0	27	6.0	15.0	3	N/A	N/A	0
June	0.4	3.9	12	0.3	3.6	40	1.0	4.0	43	1.0	5.0	7	4.5	4.0	28	N/A	N/A	0	N/A	N/A	0
9-1-1 July	0.2	3.9	17	0.5	5.0	28	1.0	5.7	10	1.0	3.0	55	3.0	5.0	30	N/A	N/A	0	N/A	N/A	0
Transfers July	N/A	N/A	0	5.0	3.0	7	N/A	N/A	0	N/A	N/A	0									
9-1-1 August																					
Transfers August																					
9-1-1 September																					
Transfers September																					
9-1-1 October																					
Transfers October																					
9-1-1 November		·			·						•			·			•			·	
Transfers November																					
9-1-1 December																					
Tranfers December		·									•			·			•			·	
TOTAL TRANSPORTS			259			88			231			102			190			17			0

Dispatch to en route means the length of time between when the ambulance is dispatched to when the ambulance leaves the garage.

Response time means the length of time between the notification to the ambulance and the arrival of the ambulance at the incident scene.\*

<sup>\*</sup>Note that response times are not adjusted for miles traveled and these times include non-emergent transfers.



## **PIONEER MEMORIAL CLINIC - JUL 2023**

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Dr. Schaffer	Patient Hours Available			8		7.5	7.25				8	7.5	7.5	8					8	7	7											8	83.75
	Patients Seen			12		8	13				11	13	11	13					4	10	10											15	120
	No Shows			0		0	0				0	0	1	0					0	0	2											1	4
	Patient Cancellations			1 1		1	0				3	1	1	0					l o	0	0											1	8
	Clinic Cancellations			0		0	0				0	0	0	0					0	0	0											0	0
	Pts. Per Available Hour			1.5		1.1	1.8				1.4	1.7	1.5	1.6					0.5	1.4	1.4											1.9	1.4
	No Show Rate			0%		0%	0%				0%	0%	8%	0%					0%	0%	17%											6%	3%
	Patient Cancel Rate			8%		11%	0%				21%	7%	8%	0%					0%	0%	0%											6%	6%
	Clinic Cancel Rate			0%		0%	0%				0%	0%	0%	0%					0%	0%	0%											0%	0%
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Amanda Roy, PA	Patient Hours Available	-		,	7	,	U	,	0	,	10		6.5	7.5	8	13	10	1,	10	7	7.5	8		23	24	23	7.5	7.5	8	23	30	31	67.5
Amanda Noy, i A	Patients Seen												11	14	13					14	13	14					13	13	16				121
	No Shows												1	0	1					0	1	0					1 1	0	2				6
	Patient Cancellations												1	0	0					0	0	0					0	1	0				2
	Clinic Cancellations												0	0	0					0	0	0					0	0	0				0
	Pts. Per Available Hour												1.7	1.9	1.6					2.0	1.7	1.8					1.7	1.7	2.0				1.8
	No Show Rate												8%	0%	7%					0%	7%	0%					7%	0%	11%				5%
	Patient Cancel Rate												8%	0%	0%					0%	0%	0%					0%	7%	0%				2%
	Clinic Cancel Rate												0%	0%	0%					0%	0%	0%					0%	0%	0%				0%
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Rebecca Humphries	Patient Hours Available	1		6.5	4	3	0	,	0	9	10	6	5.5	4.5	2	13	10	2.5	8	6.5	5.5	21	22	23	24	7	4.5	3.5	2 <b>0</b> 8	29	30	6.5	76.5
Rebecca numprines	Patients Seen			3								3	3.3	1	0			2.5	2	2	3.5					3	4.5	2	2			0.5	26
	No Shows			0								1	0	0	0			1	0	0	0					0	0	0	0			0	20
	Patient Cancellations			1								0	0	0	0			0	0	0	0					0	0	0	0			0	1
	Clinic Cancellations			0								0	0	0	0			0	0	0	0					0	0	0	0			0	0
	Pts. Per Available Hour			0.5								0.5	0.5	0.2	0.0			0.4	0.3	0.3	0.5					0.4	0.2	0.6	0.3			0.0	0.3
	No Show Rate			0.3								25%	0.5	0%	0%			50%	0.5	0.3	0%					0%	0%	0%	0%			0%	7%
	Patient Cancel Rate			25%								0%	0%	0%	0%			0%	0%	0%	0%					0%	0%	0%	0%			0%	3%
	Clinic Cancel Rate			0%								0%	0%	0%	0%			0%	0%	0%	0%					0%	0%	0%	0%			0%	0%
																															=	=	
Occ. Health	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		Total
MA Chargeable Visit	Patients Seen			0		0	0				0	0	0	0	0			0	0	0	0	0				0	0	0	0		$\blacksquare$	0	0
PMC TOTALS	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
	Patient Hours Available			14.5		7.5	7.25				8	13.5	19.5	20	10			2.5	16	20.5	20	8				7	12	11	16			14.5	227.8
	Patients Seen			15		8	13				11	16	25	28	13			1	6	26	26	14				3	14	15	18			15	267
	No Shows			0		0	0				0	1	2	0	1			1	0	0	3	0				0	1	0	2			1	12
	Patient Cancellations			2		1	0				3	1	2	0	0			0	0	0	0	0				0	0	1	0			1	11
	Clinic Cancellations			0		0	0				0	0	0	0	0			0	0	0	0	0				0	0	0	0			0	0
	Pts. Per Available Hour			1.0		1.1	1.8				1.4	1.2	1.3	1.4	1.3			0.4	0.4	1.3	1.3	1.8				0.4	1.2	1.4	1.1			1.0	1.2
	No Show Rate			0%		0%	0%				0%	6%	7%	0%	7%			50%	0%	0%	10%	0%				0%	7%	0%	10%			6%	4%
	Patient Cancel Rate			12%		11%	0%				21%	6%	7%	0%	0%			0%	0%	0%	0%	0%				0%	0%	6%	0%			6%	4%
1	Clinic Cancel Rate			0%		0%	0%				0%	0%	0%	0%	0%			0%	0%	0%	0%	0%				0%	0%	0%	0%			0%	0%

## **IONE COMMUNITY CLINIC - JULY 2023**

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Eileen McElligott	Patient Hours Available			8			6.5				8	8		8				8	8		6				8	8		8				7.5	92
	Patients Seen			8			13				9	5		11				10	6		6				14	15		11				3	111
	No Shows			0			0				0	0		0				0	0		2				0	0		0				0	2
	Patient Cancellations			0			0				0	1		2				1	1		1				2	0		0				0	8
	Clinic Cancellations			0			0				0	0		0				0	0		0				0	0		0				0	0
	Pts. Per Available Hour			1.0			2.0				1.1	0.6		1.4				1.3	0.8		1.0				1.8	1.9		1.4				0.4	1.2
	No Show Rate			0%			0%				0%	0%		0%				0%	0%		22%				0%	0%		0%				0%	2%
	Patient Cancel Rate			0%			0%				0%	17%		15%				9%	14%		11%				13%	0%		0%				0%	7%
	Clinic Cancel Rate			0%			0%				0%	0%		0%				0%	0%		0%				0%	0%		0%				0%	0%

#### **IRRIGON MEDICAL CLINIC - JULY 2023**

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Jamie Reed, CSWA	Patient Hours Available	-		8	_	8	8	,		9	8	8	8	8	14	13	10	17	8	8	8	8		23	8	8	6	8	20	23	30	31	118
Junie Recu, esver	Patients Seen			6		4	5				3	6	3	3					1	2	5	1			1	2	0	7					49
	No Shows			1		0	1				0	0	0	1					0	1	0	0			0	0	0	1					5
	Patient Cancellations			0		1	0				0	0	0	0					1	0	1	0			0	2	0	1					6
	Clinic Cancellations			0		0	0				0	0	0	0					0	0	0	ō			0	0	0	0					0
	Pts. Per Available Hour			0.8		0.5	0.6				0.4	0.8	0.4	0.4					0.1	0.3	0.6	0.1			0.1	0.3	0.0	0.9					0.4
	No Show Rate			14%		0%	17%				0%	0%	0%	25%					0%	33%	0%	0%			0%	0%	0%	11%					8%
	Patient Cancel Rate			0%		20%	0%				0%	0%	0%	0%					50%	0%	17%	0%			0%	50%	0%	11%					10%
	Clinic Cancel Rate			0%		0%	0%				0%	0%	0%	0%					0%	0%	0%	0%			0%	0%	0%	0%					0%
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Terri Dickens, LCSW	Patient Hours Available	_		6.5	-	8		,	0	9	8	11	8	13	14	13	10	8	10	3.5	20	21	22	23	8	25	8	21	20	23	30	8	66
Terri Dickeris, Ecsvv	Patients Seen			6		4					7		2					4		2					5		8					3	41
	No Shows			2		0					2		1					0		2					2		0					1	10
	Patient Cancellations			0		1					0		1					1		0					0		0					0	3
	Clinic Cancellations			0		0					0		0					ō		0					1		0					0	1
	Pts. Per Available Hour			0.9		0.5					0.9		0.3					0.5		0.6					0.6		1.0					0.4	0.6
	No Show Rate			25%		0%					22%		25%					0%		50%					25%		0%					25%	18%
	Patient Cancel Rate			0%		20%					0%		25%					20%		0%					0%		0%					0%	5%
	Clinic Cancel Rate			0%		0%					0%		0%					0%		0%					13%		0%					0%	2%
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Jon Watson, PA	Patient Hours Available			8							8	8	8	8				8	8	8	8				8	8	8	8				8	112
	Patients Seen			6							8	16	12	11				14	12	14	13				10	13	12	12				10	163
	No Shows			3							6	1	3	3				1	0	1	1				3	0	2	3				3	30
	Patient Cancellations			0							1	0	0	0				1	0	0	5				0	1	0	0				1	9
	Clinic Cancellations			0							0	0	0	0		_		0	0	0	0				0	0	0	0				0	0
	Pts. Per Available Hour			0.8							1.0	2.0	1.5	1.4				1.8	1.5	1.8	1.6				1.3	1.6	1.5	1.5				1.3	1.5
	No Show Rate			33%							40%	6%	20%	21%				6%	0%	7%	5%				23%	0%	14%	20%				21%	15%
	Patient Cancel Rate			0%							7%	0%	0%	0%				6%	0%	0%	26%				0%	7%	0%	0%				7%	4%
	Clinic Cancel Rate			0%							0%	0%	0%	0%				0%	0%	0%	0%				0%	0%	0%	0%				0%	0%
							•						0,0	0,0				0,0								•							
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Provider Vicki Kent, FNP	Measure Patient Hours Available	1	2	3	4	5	<b>6</b> 8	<b>7</b>	8	9	10	11			<b>14</b> 8	15	16			19	20	21	22	23	24	25	26	<b>27</b>	<b>28</b>	29	30	31	Total 48
		1	2	3	4	5			8	9	10	11		13		15	16			19	20	21	22	23	24	25	26			29	30	31	
	Patient Hours Available	1	2	3	4	5	8	8	8	9	10	11		<b>13</b>	8	15	16			19	20	21	22	23	24	25	26	8	8	29	30	31	48
	Patient Hours Available Patients Seen	1	2	3	4	5	8	8 6	8	9	10	11		13 8 8	8 8	15	16			19	20	21	22	23	24	25	26	8 7	8 9	29	30	31	48 41
	Patient Hours Available Patients Seen No Shows	1	2	3	4	5	8 3 1	8 6 0	8	9	10	11		8 8 2	8 8 1	15	16			19	20	21	22	23	24	25	26	8 7 3	8 9 1	29	30	31	48 41 8
	Patient Hours Available Patients Seen No Shows Patient Cancellations	1	2	3	4	5	8 3 1 0	8 6 0	8	9	10	11		8 8 2 0	8 8 1 1	15	16			19	20	21	22	23	24	25	26	8 7 3 2	8 9 1 1	29	30	31	48 41 8 4
	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations	1	2	3	4	5	8 3 1 0 2	8 6 0 0	8	9	10	11		8 8 2 0	8 8 1 1	15	16			19	20	21	22	23	24	25	26	8 7 3 2 0	8 9 1 1 0	29	30	31	48 41 8 4 3
	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour	1	2	3	4	5	8 3 1 0 2	8 6 0 0 1	8	9	10	11		8 8 2 0 0	8 8 1 1 0	15	16			19	20	21	22	23	24	25	26	8 7 3 2 0	8 9 1 1 0	29	30	31	48 41 8 4 3
	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate	1	2	3	4	5	8 3 1 0 2 0.4 17%	8 6 0 0 1 0.8	8	9	10	11		8 8 2 0 0 1.0 20%	8 8 1 1 0 1.0	15	16			19	20	21	22	23	24	25	26	8 7 3 2 0 0.9	8 9 1 1 0 1.1	29	30	31	48 41 8 4 3 0.9
	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate	1	2	3	4	5	8 3 1 0 2 0.4 17% 0%	8 6 0 0 1 0.8 0%	8	9	10	11		8 8 2 0 0 1.0 20%	8 8 1 1 0 1.0 10%	15	16			19	20	21	22	23	24	25	26	8 7 3 2 0 0.9 25% 17%	8 9 1 1 0 1.1 9%	29	30	31	48 41 8 4 3 0.9 14%
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate						8 3 1 0 2 0.4 17% 0% 33%	8 6 0 0 1 0.8 0% 0%					12	8 8 2 0 0 1.0 20% 0%	8 8 1 1 0 1.0 10% 10%			17	18									8 7 3 2 0 0.9 25% 17%	8 9 1 1 0 1.1 9% 9%				48 41 8 4 3 0.9 14% 7% 5%
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure					5	8 3 1 0 2 0.4 17% 0% 33%	8 6 0 0 1 0.8 0% 0% 14%				11	12	13 8 8 2 0 0 1.0 20% 0%	8 8 1 1 0 1.0 10% 10% 0%			17	18		20	21				25	26	8 7 3 2 0 0.9 25% 17% 0%	8 9 1 1 0 1.1 9% 9% 0%				48 41 8 4 3 0.9 14% 7% 5%
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patient Hours Available					5 8	8 3 1 0 2 0.4 17% 0% 33%	8 6 0 0 1 0.8 0% 0% 14%				11 8	12 12 8	13 8 8 2 0 0 1.0 20% 0% 0%	8 8 1 1 0 1.0 10% 10% 0%			17	18		<b>20</b> 8	21 8				<b>25</b> 8	<b>26</b> 8	8 7 3 2 0 0.9 25% 17% 0%	8 9 1 1 0 1.1 9% 9% 0%				48 41 8 4 3 0.9 14% 7% 5% Total 96
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patients Seen					<b>5</b> 8 6	8 3 1 0 2 0.4 17% 0% 33% 6 8 6	8 6 0 0 1 0.8 0% 0% 14%				11 8 5	12 8 6	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6	8 8 1 1 0 1.0 10% 10% 0%			17	18		<b>20</b> 8 5	21 8 7				<b>25</b> 8 7	<b>26</b> 8 2	8 7 3 2 0 0.9 25% 17% 0%	8 9 1 1 0 1.1 9% 9% 0%				48 41 8 4 3 0.9 14% 7% 5% Total 96 67
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patients Seen No Shows					<b>5</b> 8 6 1	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3	8 6 0 0 1 0.8 0% 0% 14% 7 8 6				11 8 5 3	12 8 6 2	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1	8 8 1 1 0 1.0 10% 10% 0%			17	18		<b>20</b> 8 5 0	21 8 7 1				25 8 7 2	26 8 2 1	8 7 3 2 0 0.9 25% 17% 0% 27 8 5	8 9 1 1 0 1.1 9% 9% 0% 28 0 0				48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Patient Hours Available Patients Seen No Shows Patient Cancellations					<b>5</b> 8 6 1 0	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3				11 8 5 3 1	12 8 6 2 2	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0	8 8 1 1 0 1.0 10% 10% 0% 14 8 6 3 0			17	18		20 8 5 0 2	21 8 7 1				25 8 7 2	26 8 2 1 0	8 7 3 2 0 0.9 25% 17% 0% 27 8 5 1	8 9 1 1 0 1.1 9% 9% 0% 28 0 0 0				48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations					5 8 6 1 0	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3 0				11 8 5 3 1 0	12 8 6 2 2	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0	8 8 1 1 0 1.0 10% 10% 0% 14 8 6 3 0 0			17	18		20 8 5 0 2 1	21 8 7 1 0				25 8 7 2 2	26 8 2 1 0	8 7 3 2 0 0.9 25% 17% 0% 27 8 5 1 1	8 9 1 1 0 1.1 9% 9% 0% 28 0 0 0 0				48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour					5 8 6 1 0 0	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3 0				11 8 5 3 1 0	12 8 6 2 2 0 0.8	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0	8 8 1 1 0 1.0 10% 0% 14 8 6 3 0 0			17	18		20 8 5 0 2 1	21 8 7 1 0 0				25 8 7 2 2 0	26 8 2 1 0 0	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6	8 9 1 1 0 1.1 9% 9% 0% 28 0 0 0 0 1				48 41 8 4 3 0.9 14% 5% Total 96 67 19 12 2
Vicki Kent, FNP	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate					5 8 6 1 0 0 0.8 14%	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10%	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3 0 0.8				11 8 5 3 1 0 0.6 33%	12 8 6 2 2 0 0.8 20%	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14%	8 8 1 1 0 1.0 10% 0% 14 8 6 3 0 0 0 0.8 33%			17	18		20 8 5 0 2 1 0.6	21 8 7 1 0 0 0.9 13%				25 8 7 2 2 0 0.9 18%	26 8 2 1 0 0 0.3 33%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0.0 6 14%	8 9 1 1 0 0 1.1 9% 0% 0% 0 0 0 1 0.0 0% 0% 0%				48 41 8 4 3 0.9 14% 5% Total 96 67 19 12 2 0.7
Vicki Kent, FNP  Provider  Justin Cameron, PA	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Clinic Cancel Rate	1	2	3	4	5 8 6 1 0 0 0 8 14% 0%	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10%	8 6 0 0 1 0.8 0% 14% 7 8 6 1 3 0 0.8 10% 30% 0.8	8	9	10	11 8 5 3 1 0 0.6 33% 11%	12 8 6 2 2 0 0.8 20% 20% 0%	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14% 0%	8 8 8 1 1 1 0 0 1.00 1.00 1.00 1.00 0	15	16	17	18	19	20 8 5 0 2 1 0.6 0% 25% 13%	21 8 7 1 0 0 0 0.9 13% 0%	22	23	24	25 8 7 2 2 0 0.9 18% 18%	26 8 2 1 0 0 0.3 33% 0%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0%	8 9 1 1 0 1.1 1 9% 0% 0% 0 0 0 1 0.0 0% 0 100%	29	30	31	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12%
Vicki Kent, FNP  Provider  Justin Cameron, PA	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate					5 8 6 1 0 0 0.8 14% 0%	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10%	8 6 0 0 1 0.8 0% 14% 7 8 6 1 3 0 0.8 1.0%				11 8 5 3 1 0 0.6 33% 11%	12 8 6 2 2 0 0.8 20% 20%	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14%	8 8 8 1 1 1 0 0 1.0 1.0 1.0 10% 0% 14 8 6 3 0 0 0 0 8 33% 0%			17	18		20 8 5 0 2 1 0.6 0% 25%	21 8 7 1 0 0 0.9 13% 0%				25 8 7 2 2 0 0.9 18%	26 8 2 1 0 0 0 0 3 33%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14%	8 9 1 1 0 0 1.1 9% 0% 0% 0 0 0 1 0.0 0% 0% 0%				48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12%
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate	1	2	3 1	4	5 8 6 1 0 0 8 14% 0% 0%	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10% 0%	8 6 0 0 1 1 0.8 0% 14% 7 8 6 1 3 0 0.8 10% 30% 0%	8	9	10 10 3	11 8 5 3 1 0 0.6 33% 11% 0%	12 8 6 2 2 0 0.8 20% 20% 0.8 7	13 8 8 2 0 0 1.0 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0%	8 8 8 1 1 1 0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	15	16	17 17 17 1	18 18 4	19 19 3	20 8 5 0 2 1 0.6 0% 25% 13%	21 8 7 1 0 0 0.9 13% 0% 0%	22	23	24 0	25 8 7 2 2 0 0.9 18% 18% 0%	26 8 2 1 0 0 0.3 33% 0% 0%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3	8 9 1 1 0 1.1 9% 9% 0% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	29	30	31 2	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 44
Provider Justin Cameron, PA  Occ. Health	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patients Seen	1	2	3 1 3	4	5 8 6 1 0 0 0.8 14% 0% 0%	8 3 1 0 2 0.4 17% 6 8 6 3 1 0 0.8 30% 10% 6 6 0	8 6 0 0 1 1 0.8 0% 14% 7 8 6 1 1 3 0 0.8 10% 30% 0 7 7	8	9	10 10 3	11 8 5 3 1 0 0.6 33% 11% 0%	12 8 6 2 0 0.8 20% 20% 0%	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0%	8 8 8 1 1 1 0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	15	16	17 17 17 1 17	18 18 18 4 18 18	19 19 3	20 8 5 0 2 1 1 0.6 0% 25% 13%	21 8 7 1 0 0 0.9 13% 0% 0%	22	23	24 0 24	25 8 7 2 2 2 0 0.9 18% 18% 0% 25 3	26 8 2 1 0 0 0 0 3 33% 0% 0% 0 0%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3	8 9 1 1 0 1.1 9% 9% 0 0 0 0 0 1 0.0 0% 1 00%	29	30	31 2 31	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 44
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patients Seen	1	2	3 1 3 22.5	4	5 8 6 1 0 0 8 14% 0% 0%	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10% 0% 6 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 6 0 0 1 0.8 0% 14% 7 8 6 1 3 0 0.8 10% 30% 7 7 7	8	9	10 10 3 10 24	11 8 5 3 1 0 0.6 33% 11% 0%	12 8 6 2 2 0 0.8 20% 0% 12 7	13 8 8 2 0 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0% 14% 0% 13 13 32	8 8 8 1 1 1 0 0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1	15	16	17 17 1 17 16	18 18 18 4 18 16	19 19 3 19 19.5	20 8 5 0 2 1 0.6 0% 25% 13% 20 3	21 8 7 1 0 0 0 0.9 13% 0% 0% 0 21 1	22	23	24 0 24 24	25 8 7 2 2 2 0 0.9 18% 18% 0% 25 3	26 8 2 1 0 0 0.3 33% 0% 0% 26 3	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3	8 9 1 1 1 0 0 1.1 1 9% 9% 0% 0 0 0 0 1 1 0.0 0 0% 100% 100% 28 1 28 8	29	30	31 2 31 16	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 44 Total 440
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patients Seen	1	2	3 1 3	4	5 8 6 1 0 0 0.8 14% 0% 0%	8 3 1 0 2 0.4 17% 6 8 6 3 1 0 0.8 30% 10% 6 6 0	8 6 0 0 1 1 0.8 0% 14% 7 8 6 1 1 3 0 0.8 10% 30% 0 7 7	8	9	10 10 3	11 8 5 3 1 0 0.6 33% 11% 0%	12 8 6 2 0 0.8 20% 20% 0%	13 8 8 2 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0%	8 8 8 1 1 1 0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	15	16	17 17 17 1 17	18 18 18 4 18 18	19 19 3	20 8 5 0 2 1 1 0.6 0% 25% 13%	21 8 7 1 0 0 0.9 13% 0% 0%	22	23	24 0 24	25 8 7 2 2 2 0 0.9 18% 18% 0% 25 3	26 8 2 1 0 0 0 0 3 33% 0% 0% 0 0%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3	8 9 1 1 0 1.1 9% 9% 0 0 0 0 0 1 0.0 0% 1 00%	29	30	31 2 31	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 44
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure Patient Seen  Measure Patients Seen  Measure Patients Seen	1	2	3 1 22.5 18	4	5 8 6 1 0 0 0.8 14% 0% 5 2 5 24 14	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10% 6 6 6 6 6 6 7 6 7 6 7 6 7 6 7 6 7 6 7	8 6 0 0 1 1 0.8 0% 14% 7 8 6 1 3 0 0.8 10% 30% 0 7 7	8	9	10 3 10 24 18	11 8 5 3 1 0 0.6 33% 11% 0%	12 8 6 2 2 0 0.8 20% 0%	13 8 8 2 0 0 0 0% 0% 0% 13 8 6 1 0 0 0 0 8 6 1 0 0 0 1.0 1.0 0 0 8 1.0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 8 1 1 0 0 1.0 10% 10% 0% 14 8 6 0 0 0 8 33% 0 0 0 0 1 14 1 14 16 14 16 14	15	16	17 17 17 1 16 18	18 18 4 18 16 13	19 3 19 19,5 18	20 8 5 0 0 2 1 1 0.6 0% 25% 13% 20 2 20 24 23	21 8 7 1 0 0 0 0.9 13% 0% 0% 21 1	22	23	24 0 24 16	25 8 7 2 2 0 0.9 18% 0% 25 3	26 8 2 1 0 0 0.3 33% 0% 0% 26 3 20 22	8 7 3 2 0 0.9 25% 0% 27 8 5 1 0 0.6 14% 0% 27 3 27 32 31	8 9 1 1 1 0 0 1.1 9% 0% 0% 0 0 0 1 1 0.0 0 0% 100% 100% 28 1 28 8 9	29	30	31 2 31 16 13	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 44 Total 440 361
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Shows Patient Cancellations Clinic Cancellations  Measure Patient Cancel Rate  Measure Patient Seen Measure Patients Seen Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Clinic Cancellations Clinic Cancellations	1	2	3 1 3 22.5 18 6	4	5 8 6 1 0 0 0.8 14% 0% 5 2 14 14 1	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10% 0%	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3 0 0.8 10% 30% 0 7 3	8	9	10 10 3 10 24 18 8	11 8 5 3 1 0 0.6 33% 11% 0% 11 2 11 24 27 4	12 8 6 2 2 0 0.8 20% 0% 12 7	13 8 8 2 0 0 0 1.0 20% 0% 13 8 6 1 0 0 0 0.8 14% 0% 0% 13 1 13 32 28 7	8 8 1 1 0 0 1.0 10% 10% 10% 8 6 0 0 0 0.8 33% 0% 0% 14 1 16 16 14 4	15	16	17 17 17 1 16 18 1	18 18 18 18 4 16 13 0	19 19 3 19.5 18 4	20 8 5 0 2 1 0.6 0% 25% 13% 20 3 20 24 23 1	21 8 7 1 0 0 0 0,9 13% 0% 0% 21 1 16 8 1 0 0	22	23	24 0 24 16 5	25 8 7 2 2 0 0.9 18% 0% 25 3 25 24 22 2	26 8 2 1 0 0 0.3 33% 0% 0% 26 3 2 2 3	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3 27 32 31 8	8 9 1 1 1 9% 9% 0% 28 0 0 0 1 1 0.0 0% 100% 28 1 28 8 9 1	29	30	31 2 31 16 13 4 1 0	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 44  Total 440 361 72 34 6
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Cancel Rate Clinic Cancel Rate  Measure Patient Seen  Measure Patients Seen  Measure Patients Seen  Measure Patient Hours Available Patients Seen  Mo Shows Patient Cancellations	1	2	3 1 3 22.5 18 6 0	4	5 8 6 1 0 0 0.8 14% 0% 0% 5 2 5 24 14 1 1 2	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10% 0%	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3 0 0.8 10% 30% 0 7 30% 0 7	8	9	10 3 10 24 18 8	11 8 5 3 1 0 0.6 33% 0% 11% 0% 11 2 11 24 27 4 1	12 8 6 2 2 0 0.8 20% 20% 20% 12 7	13 8 8 2 0 0 0 1.0 20% 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0% 1 1 1 3 2 2 8 1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	8 8 8 1 1 0 0 1.0 10% 10% 10% 8 6 3 0 0 0 0.8 33% 0% 14 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	15	16	17 17 1 17 1 16 18 1 2	18 18 4 18 16 13 0 1	19 3 19 3 19,5 18 4 0	20 8 5 0 2 1 0.6 0% 25% 13% 20 3	21 8 7 1 0 0 9 13% 0% 0% 21 1 16 8 1 0	22	23	24 0 24 24 26 5 0	25 8 7 2 0 0.9 18% 0% 25 3 25 24 22 5	26 8 2 1 0 0 0 0.3 33% 0% 0% 26 3 2 2 3 0	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3 27 32 31 8 4	8 9 1 1 1 9% 9% 0% 0% 0 0 0 1 1 0.0 0% 100% 1 28 1 28 8 9 1 1 1	29	30	31 2 31 16 13 4 1	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12% 2% Total 440 361 72 34
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate  Measure Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate  Measure Patient Seen No Shows Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate	1	2	3 1 22.5 18 6 0 0 0.8 25%	4	5 8 6 1 0 0 0.8 14% 0% 5 2 4 1 1 2 0 0.6 6%	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 10% 0% 6 6 0 0 6 0 0 0 0 0 0 0 0 0 0 0 0	8 6 0 0 1 0.8 0% 14% 7 8 6 1 3 0 0.8 10% 30% 0 7 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	8	9	10 3 10 24 18 8 1 0	11 8 5 3 1 0 0.6 33% 111% 0% 11 24 27 4 1 0	12 8 6 2 2 0 0.8 20% 20% 0 7 12 32 23 6 3 0	13 8 8 2 0 0 0 1.0 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0% 13 1 1 13 32 28 7 0 0	8 8 8 1 1 0 0 1.0 1.0% 10% 10% 10% 10% 10% 10% 10% 10% 114 8 6 6 0 0 0 8 33% 0% 14 1 16 14 4 4 1 1 0 0 0.9 21%	15	16	17 17 17 16 18 1 2 0 0 1.1 5%	18 18 4 18 16 13 0 1 0 0	19 3 19,5 19,5 18,4 0 0 0,9 18%	20 8 5 0 2 1 0.6 0% 25% 3 20 24 23 1 8 1 1.0 3 3	21 8 7 1 0 0 0 9 13% 0% 0% 21 1 1 6 8 1 0 0 0 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1	22	23	24 0 24 16 5 0	25 8 7 2 2 0 0.99 18% 25 3 25 24 22 2 5 0 0.99 7%	26 8 2 1 0 0 0.3 333% 0% 0% 26 3 0 0 22 3 0 0 0.7 12%	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 3 27 3 2 3 1 8 4 0 0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	8 9 1 1 1 9% 9% 0% 28 0 0 0 1 1 0.00 0% 28 1 1 1 1 1.1 8%	29	30	31 2 31 16 13 4 1 0	48 41 8 4 3 0.9 14% 7% 5% Total 96 67 19 12 2 0.7 19% 12%  Total 44  Total 440 361 72 34 6
Provider Justin Cameron, PA  Occ. Health MA Chargeable Visit	Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patient Hours Available Patient Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patients Cancel Rate  Measure Patient Cancel Rate  Measure Patient Seen Measure Patient Seen No Shows Patient Cancellations Clinic Cancel Rate Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour	1	2	3 1 22.5 18 6 0 0 0.8	4	5 8 6 1 0 0 0.8 14% 0% 0% 5 2 24 14 1 2 0 0.6	8 3 1 0 2 0.4 17% 0% 33% 6 8 6 3 1 0 0.8 30% 0% 6 0.8 10% 0% 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 6 0 0 1 0.8 0% 0% 14% 7 8 6 1 3 0 0.8 10% 0 7 7 7 16 12 1 3 1 100 100 100 100 100 100 100 100 1	8	9	10 3 10 24 18 8 1 0 0.8	111 8 5 3 1 0 0.6 33% 0% 111% 2 11 24 27 4 1 0 0 1.1	12 8 6 2 2 0 0.8 20% 0% 07 12 7 12 32 23 6 3 0 0 0.7	13 8 8 2 0 0 0 0% 0% 13 8 6 1 0 0 0.8 14% 0% 0% 13 1 13 32 28 7 0 0 0 0	8 8 1 1 0 0 1.0 10% 10% 0% 14 8 6 0 0 0 8 33% 0 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 0 0 0.9	15	16	17 17 1 17 16 18 1 2 0	18 18 4 18 16 13 0 0 0.8	19 3 19,5 18,4 0 0 0,9	20 8 5 0 0 2 1 1 0.6 0% 25% 13% 20 24 23 1 8 1	21 8 7 1 0 0 0.9 13% 0% 0% 1 1 1 16 8 1 0 0 0 0 5	22	23	24 0 24 16 5 0 1 0.7	25 8 7 2 2 2 0 0.9 18% 18% 0% 25 3 3 24 22 2 2 2 0 0 9 0 9	26 8 2 1 0 0 0.3 333% 0% 0% 26 3 3 0 22 3 0 0 0.7	8 7 3 2 0 0.9 25% 0% 27 8 5 1 1 0 0.6 14% 0% 27 3 27 32 31 8 4 0 0	8 9 1 1 1 9% 9% 0% 28 0 0 0 1 1 0.0 0% 100% 28 1 28 8 9 1 1 1 1 1.1 1.1 1	29	30	31 2 31 16 13 4 1 0 0.8	48 41 8 4 3 0.9 14% 7% 5%  Total 96 67 19 12 2 0.7 19% 12% 2%  Total 440 361 72 34 6 0.8

## **BOARDMAN IMMEDIATE CARE - JULY 2023**

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Jennifer Barden, NP	Patient Hours Available	1		3	8	8	8	8	8	8	8	8	12	13	14	8	8	8		8	8	8	22	23	24	25	20	21	20	8	8	8	10tai
Jenniner barden, NP						l	l	l	-	_						- 1	- 1	- 1	8			- 1								I	· 1	-	
	Patients Seen				5	5	3	3	2	0	7	6				4	0	4	3	2	3	1								4	0	7	59
1	No Shows				0	0	0	0	0	0	0	0				0	0	0	0	0	0	0								0	0	0	0
1	Patient Cancellations				0	0	0	0	0	0	0	0				0	0	0	0	0	0	0								0	0	0	0
1	Clinic Cancellations				0	0	0	0	0	0	0	0				0	0	0	0	0	0	0								0	0	0	0
1	Pts. Per Available Hour				0.6	0.6	0.4	0.4	0.3	0.0	0.9	0.8				0.5	0.0	0.5	0.4	0.3	0.4	0.1								0.5	0.0	0.9	0.4
1	No Show Rate				0%	0%	0%	0%	0%	0%	0%	0%				0%	0%	0%	0%	0%	0%	0%								0%	0%	0%	0%
1	Patient Cancel Rate				0%	0%	0%	0%	0%	0%	0%	0%				0%	0%	0%	0%	0%	0%	0%								0%	0%	0%	0%
	Clinic Cancel Rate				0%	0%	0%	0%	0%	0%	0%	0%				0%	0%	0%	0%	0%	0%	0%								0%	0%	0%	0%
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Dr. Stieglitz	Patient Hours Available																						8	8	8	8	8	8	8				56
J. G.	Patients Seen																						2	0	1	3	3	4	4				17
1	No Shows																						0	0	0	0	0	0	0				0
1																							_			0	- 1		0				
1	Patient Cancellations																						0	0	0	- 1	0	0	1 -				0
1	Clinic Cancellations															_	_							0	0	0	0	_	0				
1	Pts. Per Available Hour																						0.3	0.0	0.1	0.4	0.4	0.5	0.5				0.3
1	No Show Rate																						0%	0%	0%	0%	0%	0%	0%				0%
1	Patient Cancel Rate																						0%	0%	0%	0%	0%	0%	0%				0%
	Clinic Cancel Rate																						0%	0%	0%	0%	0%	0%	0%				0%
Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Justin Cameron, PA	Patient Hours Available	8	8	8																													24
1	Patients Seen	3	0	3																													6
	No Shows	0	0	0																													0
1	Patient Cancellations	0	0	0																													0
1	Clinic Cancellations	0	0	0																													0
1	Pts. Per Available Hour	0.4	0.0	0.4																													0.3
1	No Show Rate	0%	0%	0%																													0%
				0/0																													U%
•	Patient Cancel Rate																																
l	Patient Cancel Rate Clinic Cancel Rate	0%	0%	0%																													0%
	Clinic Cancel Rate																																0% 0%
Provider		0%	0%	0%	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0%
Provider Dr. Lion	Clinic Cancel Rate	0% 0%	0%	0%	4	5	6	7	8	9	10	11	<b>12</b> 8	<b>13</b> 8	<b>14</b> 8	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0%
	Clinic Cancel Rate  Measure	0% 0%	0%	0%	4	5	6	7	8	9	10	11				15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total
	Clinic Cancel Rate  Measure Patient Hours Available	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8	8	8	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1	8 1	8	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1 0	8 1 0	8 3 0	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1 0 0	8 1 0 0	8 3 0 0	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5 0
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1 0 0	8 1 0 0	8 3 0 0	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5 0 0
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1 0 0 0 0	8 1 0 0 0 0	8 3 0 0 0 0	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5 0 0 0
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1 0 0 0 0 0.1	8 1 0 0 0 0 0.1	8 3 0 0 0 0 0.4	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5 0 0 0 0.2
	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate	0% 0%	0%	0%	4	5	6	7	8	9	10	11	8 1 0 0 0 0 0.1 0%	8 1 0 0 0 0 0.1 0%	8 3 0 0 0 0 0.4 0%	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5 0 0 0 0 0 0 0 0.2
Dr. Lion  Occ. Health	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Measure	0% 0% 1	0% 0% 2	0% 0% 3	4	5	6	7	8	9	10	11	8 1 0 0 0 0.1 0% 0%	8 1 0 0 0 0 0.1 0% 0%	8 3 0 0 0 0.4 0% 0%	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	0% 0% Total 24 5 0 0 0 0 0 0.2 0% 0% Total
Dr. Lion	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate	0% 0% 1	0% 0% 2	0% 0% 3									8 1 0 0 0 0.1 0% 0%	8 1 0 0 0 0.1 0% 0%	8 3 0 0 0 0 0.4 0% 0%																		0% 0% Total 24 5 0 0 0 0 0 0 0 0.2 0% 0%
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate	0% 0% 1	0% 0% 2	0% 0% 3	<b>4</b> 0	<b>5</b> 3	<b>6</b>	<b>7</b> 0	<b>8</b> 0	9	10 0	11 0	8 1 0 0 0 0.1 0% 0% 0%	8 1 0 0 0 0 0.1 0% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 3 0 0 0 0.4 0% 0% 0%	<b>15</b> 0	<b>16</b> 0	<b>17</b> 5	18 0	19 0	<b>20</b> 0	<b>21</b> 0	<b>22</b> 0	<b>23</b> 0	<b>24</b> 0	<b>25</b> 0	<b>26</b> 0	<b>27</b> 0	<b>28</b> 0	<b>29</b> 0	<b>30</b> 0	31 1	0% 0% Total 24 5 0 0 0 0 0.2 0% 0%  Total 9
Dr. Lion  Occ. Health	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patients Seen	0% 0% 1	0% 0% 2 2 0	3 0	4 0	5 3	6 0	7 0	8 0	9 0	10 0	11 0	8 1 0 0 0 0.1 0% 0% 0%	8 1 0 0 0 0 0.1 0% 0% 0% 0%	8 3 0 0 0 0 0.4 0% 0% 0%	15 0	16 0	17 5	18 0	19 0	20 0	21 0	22 0	23 0	24 0	25 0	26 0	27 0	28 0	29 0	30 0	31 1	0% 0% Total 24 5 0 0 0 0.2 0% 0% 0% Total 9
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate Measure Patients Seen	1 0% 0% 1 1 0	0% 0% 2 2 0	3 0 3 0	<b>4</b> 0	5 3	6 0	7 0	<b>8</b> 0	9 0	10 0	11 0	8 1 0 0 0 0.1 0% 0% 0%	8 1 0 0 0 0.1 0% 0% 0% 0%	8 3 0 0 0 0.4 0% 0% 0%	15 0	16 0	17 5	18 0	19 0	20 0	21 0	22 0 22 8	23 0 23 8	24 0	25 0	26 0	27 0 27 8	28 0	29 0	30 0	31 1 31 8	0% 0% Total 24 5 0 0 0 0 0. 0.2 0% 0% 0% Total 9
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patients Seen  Measure Patient Hours Available Patients Seen	0% 0% 1 1 0 1 0	0% 0% 2 2 0	0% 0% 3 3 0	<b>4</b> 0	<b>5</b> 3 <b>5</b> 8 5	6 0	7 0 7 8 3	8 0 8 8 2	9 0	10 0	11 0 11 8 6	8 1 0 0 0 0.1 0% 0% 0%	8 1 0 0 0 0.1 0% 0% 0% 0 13 0	8 3 0 0 0 0.4 0% 0% 0% 14 0	15 0	16 0 16 8 0	17 5 17 8 4	18 0 18 8 3	19 0	20 0 20 8 3	21 0 21 8 1	22 0 22 8 2	23 0 23 8 0	24 0	25 0 25 8 3	26 0	27 0 27 8 4	28 0	29 0	30 0	31 1 31 8 7	0% 0% Total 24 5 0 0 0 0 0 0 0 0 0 0 Total 9 Total 248 87
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate  Measure Patients Seen  Measure Patient Hours Available Patients Seen No Shows	1 1 0 1 8 3 0	2 2 0 2 8 0	3 3 0	4 0 4 8 5 0	5 3 5 8 5 0	6 0	7 0 7 8 3 0	8 0 8 8 2 0	9 0	10 0	11 0 11 8 6 0	8 1 0 0 0 0.1 0% 0% 0% 0 12 0	8 1 0 0 0 0 0.1 0% 0% 0% 0 13 0	8 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	15 0	16 0 16 8 0 0	17 5 17 8 4 0	18 0 18 8 3 0	19 0 19 8 2 0	20 0 8 3 0	21 0 21 8 1 0	22 0 22 8 2 0	23 0 23 8 0 0	24 0	25 0 25 8 3 0	26 0 26 8 3 0	27 0 27 8 4 0	28 0 28 8 4 0	29 0 29 8 4 0	30 0	31 1 8 7 0	0% 0% Total 24 5 0 0 0 0 0.2 0% 0% 0% Total 9
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate  Measure Patients Seen  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations	0% 0% 1 1 0 1 0	2 2 0 2 0 2 0	3 3 0	4 0 8 5 0	<b>5</b> 3 <b>5</b> 8 5 0 0	6 0 8 3 0	7 0 7 8 3 0	8 0 8 8 2 0 0	9 0 8 0 0	10 0 8 7 0	11 0 11 8 6 0 0	8 1 0 0 0 0.1 0% 0% 0 0 12 0	8 1 0 0 0 0 0.1 0% 0% 0% 0 13 0	8 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	15 0 15 8 4 0 0	16 0 16 8 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	17 5 8 4 0 0	18 0 18 8 3 0 0	19 0 8 2 0 0	20 0 8 3 0	21 0 21 8 1 0 0	22 0 8 2 0 0	23 0 8 0 0	24 0 24 8 1 0 0	25 0 25 8 3 0 0	26 0 26 8 3 0 0	27 0 27 8 4 0 0	28 0 28 8 4 0 0	29 0 8 4 0 0	30 0 30 8 0 0	31 1 8 7 0	0% 0% Total 24 5 0 0 0 0 0 0.2 0% 0% 0% Total 9  Total 248 87 0 0
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate  Measure Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations	1 0 1 0 1 8 3 0 0 0	0% 0% 2 2 0 2 0 2 0 0 0 0 0	3 0 3 0 3 0 0	4 0 4 8 5 0 0	5 3 5 8 5 0 0	6 0 8 3 0 0	7 0 8 3 0 0	8 0 8 8 2 0 0	9 0 8 0 0 0	10 0 8 7 0 0	11 0 11 8 6 0 0	8 1 0 0 0 0.1 0% 0% 0% 0% 12 0 0	8 1 0 0 0 0 0 1 1 3 8 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 3 0 0 0 0.4 0% 0% 0% 14 0	15 0 15 8 4 0 0	16 0 0 0 0 0 0	17 5 17 8 4 0 0 0 0	18 0 18 8 3 0 0 0 0 0	19 0 19 8 2 0 0	20 0 8 3 0 0	21 0 21 8 1 0 0	22 0 22 8 2 0 0	23 0 23 8 0 0 0	24 0 24 8 1 0 0 0 0 0	25 0 25 8 3 0 0	26 0 26 8 3 0 0	27 0 27 8 4 0 0 0	28 0 28 8 4 0 0 0	29 0 29 8 4 0 0	30 0 30 8 0 0 0	31 1 31 8 7 0 0	0% 0% Total 24 5 0 0 0 0 0.2 0% 0% 0%  Total 9  Total 248 87 0 0 0 0
Orc. Health MA Chargeable Visit	Clinic Cancel Rate  Measure Patient Hours Available Patients Seen No Shows Patient Cancellations Clinic Cancellations Pts. Per Available Hour No Show Rate Patient Cancel Rate Clinic Cancel Rate Clinic Cancel Rate  Measure Patients Seen No Shows Patient Cancellations Clinic Cancellations Clinic Cancellations Clinic Cancellations Pts. Per Available Hour	0% 0% 1 1 0 1 0	2 2 0 2 0 2 0	3 3 0	4 0 4 8 5 0 0 0 0 0.6	5 3 5 8 5 0 0 0 0.6	6 0 8 3 0 0 0	7 0 7 8 3 0 0 0	8 8 8 8 2 0 0 0	9 0 9 8 0 0 0 0	10 0 8 7 0	11 0 11 8 6 0 0 0 0.8	8 1 0 0 0 0.1 0% 0% 0% 12 0 0 0.1 12 8 1 0 0 0 0.1	8 1 0 0 0 0 0.1 13 8 1 0 0 0 0 0.1 10 0 0 0 0 0.1 10 0 0 0 0	8 3 0 0 0 0 0.4 0% 0% 0% 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	15 0 15 8 4 0 0	16 0 0 0 0 0 0 0	17 5 17 8 4 0 0 0 0	18 0 18 8 3 0 0 0 0 0.4	19 0 19 8 2 0 0 0	20 0 8 3 0 0 0	21 0 21 8 1 0 0 0 0	22 0 8 2 0 0 0	23 0 23 8 0 0 0 0 0	24 0 24 8 1 0 0 0 0 0.1	25 0 25 8 3 0 0 0	26 0 26 8 3 0 0 0	27 0 8 4 0 0 0 0.5	28 0 28 8 4 0 0 0 0	29 0 29 8 4 0 0 0	30 0 30 8 0 0	31 1 8 7 0 0 0	0% 0% Total 24 5 0 0 0 0 0.2 0% 0% 0%  Total 9  Total 248 87 0 0 0 0.4
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# MORROW COUNTY HEALTH DISTRICT MORROW COUNTY, OREGON

RESOLUTION

A RESOLUTION OF THE MORROW COUNTY

HEALTH D	ISTRICT RELATING TO	-	<u> </u>	NO. 146-0823
<b>AUTHORIZ</b>	ZATION OF PERSONS ALLOWED	TO	)	
SIGN DIST	RICT CHECKS AND VOUCHERS		)	
checking and	, the need has arisen to change the au d savings accounts; REFORE, BE IT RESOLVED BY T IEALTH DISTRICT:	G		
1.	One of the following five person's schecks and vouchers:	signatures mu	st apj	pear on all District
	Diane Kilkenny, Vice Chairman of	the Board		
	<b>Emily Roberts, Chief Executive Of</b>	ficer		
	Nicole Mahoney, Chief Operating	Officer		
	Samantha Van Laer, Chief Clinica	l Officer		
2.	Effective as of the day of signing, a the signing of District checks and v	_		0 0
PASSED BY	A VOTE OF THE BOARD on the 2	28th day of Au	igust,	2023.
Marie Shime		Diane Kill	·	
<b>Board Chai</b>	r	Board Vic	e Cna	ur

## **Emily Roberts**

From: Jim R. Chesemore < jrchesemore@psfinc.com> Sent: Thursday, August 24, 2023 6:26 AM To: Nicole Mahoney; Emily Roberts Cc: Jim R. Chesemore CHI - Optima Insurance renewal - Pioneer - 2023 **Subject: Attachments:** OHI-Terrorism Coverage Selection Form 2023.pdf; 2023-24 Fee Agreement for Standard Service - Pioneer Memorial.dotx \*\*\* CAUTION! This email came from outside the Morrow County Health District network. Do not open attachments or click links if you do not recognize the sender. \*\*\* Good morning. Here is the proposal from CHI/Optima. Let me know if you want to get on a zoom call to review. Here is an overview of their renewal proposal. The combined renewal premium (Med Mal, General Liability, D&O and Employment Practices Liability is \$79,932, compared to the annualized prior year of \$74,984\*. \*Annualized – EPL and D&O were short term policies last year. The primary reason for the increase in premium is the step increases for the claims made maturity for EPL and D&O. Reminder: Claims-made policies are designed to increase or "step up" your premium in planned increments each year over a 4 to 5-year period. Each year, the step factor decreases until premiums are fully mature. In general, Claims-made step-up rates are based on the expanding length of coverage time, and the insurance company's increased exposure to losses over that period. There are two attached items. First is the Terrorism/TRIA form that needs to be completed. Accept or reject terrorism sign/date and return. Add 1% to the med mal premium below to obtain coverage for losses resulting from Federally Certified Acts of Terrorism. Second is our fee agreement. Our broker consulting fee remains the same as last year. Please review, sign/date and return. Let me know if you would like to meet or if you are good to bind coverage. Thanks! Jim

## HEALTHCARE ENTITY INTEGRATED LIABILITY QUOTE Prepared for Parker, Smith and Feek, Inc.

FIRST NAMED INSURED: Morrow County Health District dba: Pioneer Memorial Hospital POLICY

TERM: October 1, 2023 – October 1, 2024

CARRIER: Oregon Healthcare Insurance Company, A Risk Retention Group

COVERAGE FORM: Claims made & reported QUOTE

VALID THROUGH: September 30, 2023 BROKER COMMISSION: Net of Commission

## **HEALTHCARE ENTITY PROFESSIONAL & GENERAL LIABILITY**

Limit(s) of Liability: \$5,000,000 each Claim / \$15,000,000 Aggregate

Retroactive Date: October 01, 2003

	Self-Insured Retention (SIR)	Premium*
Expiring	\$0 SIR	\$42,852
Option 1	\$0 SIR	\$42,936

<sup>\*</sup>Add 1% to obtain coverage for losses resulting from Federally Certified Acts of Terrorism

#### **COVERAGE NOTES**

- SIR applies to each Claim and is applicable to indemnity and defense expenses.
- Defense expenses are within the Limit of Liability.
- Fungal Pathogens \$1,000,000 sub-limit; \$0 SIR.
- Asbestos \$500,000 sub-limit; \$0 SIR.
- No sub-limits for sexual misconduct liability per the terms and conditions of the policy
- All sub-limits are included within the Limit of Liability.
- Carrier has the duty to defend covered claims.

## **CONTINGENCIES**

• Completion of Policyholder Disclosure – Notice of Terrorism Election Insurance Coverage form.

## HEALTHCARE ENTITY INTEGRATED LIABILITY QUOTE Prepared for Parker, Smith and Feek, Inc.

FIRST NAMED INSURED: Morrow County Health District dba: Pioneer Memorial Hospital POLICY

TERM: October 1, 2023 – October 1, 2024

CARRIER: Oregon Healthcare Insurance Company, A Risk Retention Group

COVERAGE FORM: Claims made & reported QUOTE

VALID THROUGH: September 30, 2023 BROKER COMMISSION: Net of Commission

## **EMPLOYMENT PRACTICES LIABILITY**

Limit of Liability: \$2,000,000 each Claim / \$2,000,000 Aggregate

Retroactive Date: January 01, 2023

	Self-Insured Retention (SIR)	Premium
Renewal	\$5,000	\$27,612

## **COVERAGE NOTES**

- Premium subject to step-up increases each year until fully mature (4- 5<sup>th</sup> year).
- Sub-limit of Liability is shared with Healthcare Entity Professional & General Liability

- SIR applies to each Claim and is applicable to indemnity and defense expenses
- SIR is within the Limit of Liability
- Defense expenses are within the Limit of Liability
- Carrier has the duty to defend covered claims
- Coverage does not apply to alleged violation of any wage and hour laws

#### **CONTINGENCIES**

None

## HEALTHCARE ENTITY INTEGRATED LIABILITY QUOTE Prepared for Parker, Smith and Feek, Inc.

FIRST NAMED INSURED: Morrow County Health District dba: Pioneer Memorial Hospital

POLICY TERM: October 1, 2023 – October 1, 2024

CARRIER: Oregon Healthcare Insurance Company, A Risk Retention Group

COVERAGE FORM: Claims made &

reported QUOTE VALID

THROUGH: September 30, 2023 BROKER COMMISSION: Net of Commission

## **DIRECTORS & OFFICERS AND ORGANIZATION LIABILITY**

Limit of Liability:	\$	3,000,000	Aggregate
Sub-Limits:	\$ \$ \$ \$ \$ \$ \$ \$	3,000,000 250,000 250,000 250,000 1,000,000 50,000 150,000	Antitrust Claims Clinical Trial Claims Derivative Investigation Costs EMTALA Claims FCA Regulatory Claims HIPAA Claims Special Event Management Costs Tax Claims
Additional Limits of Liability:	\$ \$	N/A N/A	Insured Persons Defense Costs
Self-Insured Retention (SIR):	\$ \$ \$ \$	5,000 5,000 250,000 1,000,000	each Claim under Insuring Clause A each Claim under Insuring Clauses B or C each Antitrust Claim under Insuring Clauses B or C each Clinical Trial Claim under Insuring Clauses B or C each FCA Regulatory Claim under Insuring Clause D
Co-Insurance (Insured's Responsibility):		10%	each Antitrust Claim

50% each FCA Re

50% each FCA Regulatory Claim

Retroactive Date: January 01, 2023

Renewal Premium: \$ 9,384

#### **COVERAGE NOTES**

- Premium subject to step-up increases each year until fully mature (5th year).
- Limit of Liability is separate from Healthcare Entity Professional & General Liability
- SIR applies to each Claim and is applicable to indemnity and defense expenses
- SIR is outside the Limit of Liability
- Defense expenses are within the Limit of Liability

- The sub-limits set forth above are included within the aggregate Limit of Liability
- Insureds have the duty to defend claims
- · Carrier has the duty to reimburse the insured for costs to defend and settle covered claims

## **CONTINGENCIES**

• None

CA License 0E76607

## PARKER, SMITH & FEEK

An (M) Company

CA License 6006876

Direct: **425-709-3773** | Cell:

Toll Free: 800-457-0220 | Fax: 425-709-7460

e: jrchesemore@psfinc.com

2233 112th Avenue NE, Bellevue, WA 98004

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PO BOX 9 Heppner OR 97836

Tel: 541-676-9133 Toll Free: 1-800-737-4113

www.morrowcounty health district.org

## APPOINTMENT TO THE MEDICAL STAFF

NAME IN FULL: William Eve	erts 		DATE: 08/23	/2023
564 E. Pioneer Driv OFFICE ADDRESS:	e Heppner Oregon 978	336 	TELEPHONE: 54	1-676-9133
RESIDENCE ADDRESS:			TELEPHONE:	
PRIVILEGES DESIRED: Emerge	ency/Hospita	al		
IN APPLYING FOR APPOINTMENT TO TO ABIDE BY IT'S BYLAWS AND BY S MOREVER, I SPECIFICALLY PLEDGE T DIRECTLY OR INDIRECTLY ANY PART	UCH RULES AND REG 'HAT I WILL NOT REC	SULATIONS AS IT N EIVE FROM, OR PA	MAY FROM TIME T AY TO, ANOTHER F AL SERVICES.	O TIME ENACT.
APPLICANT SIGNATURE	•	DATE		
CHIEF OF STAFF SIGNATURE		DATE		
BOARD CHAIR SIGNATURE		DATE		
APPOINTMENT RECOMMENDED:  APPOINTMENT NOT RECOMMENDE APPOINTMENT DEFERRED:				
Pioneer Memorial Hospital & Nursing Facility  Pioneer Memorial Home Health & Hospice	Pioneer Memorial Clinic	Irrigon Medical Clinic	Ione Community Clinic	Morrow County Ambulance

P-(541) 922-5880

F-(541) 922-5881

P-(541) 422-7128

F - (541) 422-7145

P-(541)676-9133

F-(541)676-2901

P-(541)676-5504

F - (541) 676-9025



In the spirit of acknowledging and celebrating the hard work of all District personnel, the District's leadership team wishes to present to the Morrow County Health District Board of Directors these highlights of the District's FY 2022-23 accomplishments.

In May of 2023, the board approved a new strategic plan with refreshed mission, vision, and values.

## **Mission**

Bring essential health services to our rural communities that meet the unique needs of the people we serve.

## **Vision**

Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.

## **Values**

**Integrity** encompassing honesty and consistently adhering to the principles of professionalism and accountability with our patients, fellow employees, and community partners; integrity is at the heart of everything we do

**Compassion** being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed

**Quality** creating standards of performance that surpass ordinary expectations; we want to make this the place where patients want to come, our providers want to practice, and people want to work

**Respect** recognizing and valuing the dignity and uniqueness of everyone; respect creates a work environment based on teamwork, encouragement, trust, concern, honesty, and responsive communication among all employees and our patients

**Financial Responsibility** being good stewards of public funds; considering always whether expenditures are in the best interests of patients and the community; ensuring financial sustainability for the future

## **Clinical Services & District Operations**



Boardman Immediate Care (BIC) opened as a mobile health clinic in October of 2022. This was truly a group effort involving nearly every department at the District. With the opening of BIC, the District welcomed two new providers; Dr. Lary Stieglitz and nurse practitioner Jennifer Barden. Since opening, BIC has provided services every day of the year with the exception of Christmas and Thanksgiving. The District's strategic plan includes the renovation of the existing

building in Boardman to house BIC.

Pioneer Memorial Clinic (PMC) welcomed three new providers; Dr. Rodney Schaffer, Physician Assistant Amanda Roy, and Licensed Clinical Social Worker Rebecca Humphreys.

Irrigon Medical Clinic (IMC) welcomed two new providers; Physician Assistant Justin Cameron and Licensed Clinical Social Worker Terri Dickens.

A remote scribe service was initiated to reduce the documentation burden for clinic providers.

Provider charge dropping was implemented at all clinics, which eliminated a resource-intensive workflow.

Pioneer Memorial Clinic implemented lab collection / blood draws from the clinic.

Ione Community Clinic added an additional day each week for medical appointments.

An ADA accessible ramp was added to the rear entrance of Pioneer Memorial Clinic to improve infection control capabilities during COVID.

Ione Community Clinic, Irrigon Medical Clinic, and Pioneer Memorial Clinic all achieved Tier IV Patient Centered Primary Care Home (PCPCH) status.



Outpatient lab hours were expanded at Pioneer Memorial Hospital to better meet the needs of fasting patients. (7 a.m. – 5:30 p.m.)

Access controls were updated and new security cameras were installed districtwide.

New fiber connections were installed at various District locations and a backup internet service was retained to prevent downtime due to service interruptions.

A new electronic medical record (Thrive) was implemented districtwide.

The new electronic medical record has improved workflows for releases of information, which allows more timely access to records for both patients and providers.

The staffing model in the emergency department changed so providers are dedicated separately to the emergency department and the clinic, which reduced patient wait times and clinic appointment cancellations.

The District hired six additional EMS staff in Irrigon and converted from an on-call EMS model to a fully staffed model for Irrigon.

The EMS program aligned treatment protocols with regional EMS partners.

AED and mock code training was enhanced to include clinics and home health and hospice.

The emergency department implemented patient follow-up phone calls as a partnership between nursing and EMS staff.

Pioneer Memorial Hospital received a three-year recertification of its trauma program.

Pioneer Memorial Hospital implemented a new contract with OHSU for tele-stroke services.

Automated reports distribution was implemented in radiology, which improved timely provider and patient access to radiology reports.

An agreement was implemented with Central Oregon Radiology Associates, which improved turnaround time for reading of images by a radiologist.

The human resources department welcomed 70 new employees during the fiscal year and a new process was developed and implemented for new hire orientation, which has significantly improved the onboarding process.

The days in accounts receivable (days in AR) was under 65 for the entire fiscal year.

The billing for home health and hospice was transitioned to electronic billing, which significantly reduced the turnaround time on payments.

The maintenance department assisted with a remodel and office setup of the annex to create administrative offices and free up clinical space in the hospital.

A new dryer was installed in the hospital for environmental services.

Central supply converted from manual inventory tracking to electronic ordering and tracking.

The dietary department implemented a 5-week menu program with customizable recipes for dietary restrictions. The new menus have been very well received by staff and patients.

All marketing and design activities were moved fully in-house.

## **Personnel**



Four home health employees received awards from the Oregon Association for Home Care. Jackie Alleman was awarded Volunteer of the Year, Jerry Conklin was awarded Chaplain of the Year, Katilyn Zinter was awarded Home Health Aide of the Year, and Molly Rhea received the Hope Runnel's Award for outstanding leadership, service, and achievement as a pioneer in furthering the scope of home health services in Oregon!

Paola Macias Flores and Nathalie Campos became certified healthcare interpreters.

Katelin Tellechea became a Certified Rural Health Clinic Professional.

Jodi Ferguson became an Emergency Medical Technician (EMT).

MacyPearl Morgan became a registered nurse.

Tonja Lemmon completed OHA Assister and Hospital Presumptive Eligibility training.

Danial Ficek completed the Certified Dietary Manager, Certified Food Protection Professional certification.

## **Community**

Irrigon Medical Clinic won first place in the 2022 Watermelon Festival parade.

Hospice provided a 13-week Grief Share program free to the community.

Free monthly foot care clinics were offered at home health and hospice.

District staff enjoyed participating in a variety of community events, including:

- Morrow County Fair & Rodeo
- Heppner's St. Patrick's Day Festival
- Ione's and Boardman's Fourth of July Parades
- Boardman's Community Night Out
- Ione Community School's Cinco de Mayo Festival
- Lexington's May Day Parade
- Boardman's Harvest Festival
- Irrigon's Watermelon Festival
- Boardman's Children's Fair
- Lexington's Home Health & Hospice "Zinger" Fundraiser
- Heppner's Home Health & Hospice Shamrock Fundraiser



ake today