

Wednesday, May 27, 2026 | 2:00 pm

Audio Only: dial Phone Conference Line: **(509) 598-2842**

When prompted, enter Conference ID number: **321 942 849#**

Microsoft Teams meeting: Join live on your computer or mobile app.

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You may attend this meeting virtually by accessing the information above or in person in the Dirksen Conference Room at 834 Sheridan Street. Limited seating is available.

TIME	WELCOME	WHO
2:00pm	Call to Order	Commissioner McComas
	Approve Agenda	Board of Commissioners
	FOCUS REPORT	
2:05pm	Patient Story	Tina Toner, CNO
	PUBLIC COMMENT	
2:10pm	Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at commissioners@jeffersonhealthcare.org , or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00pm the day prior to the meeting.	
	ACTION REQUESTED	
2:15pm	Action Requested <ul style="list-style-type: none"> • April 22, 2026, Regular Session Minutes (pgs 2-4) • Medical Staff Credentials / Appointments / Reappointments (pgs 5-8) 	Board of Commissioners
	CONSENT AGENDA	
2:20pm	Required Approvals: Action Requested <ul style="list-style-type: none"> • Resolution 2026-13 Surplus Equipment (pg 9) • Resolution 2026-14 Canceled Warrants (pg 10) • March Warrants and Adjustments (pgs 11-16) 	Board of Commissioners
	STANDING REPORTS	
2:30pm	<ul style="list-style-type: none"> • Quality Report • Financial Report • Advocacy Report • Administrative Report 	Brandie Manuel, CPSQO Tyler Freeman, CFO Elise Wright, Population Health & Government Advocacy Mgr. Mike Glenn, CEO
2:45pm		
3:00pm		
3:15pm		
	BOARD BUSINESS	
3:30pm	<ul style="list-style-type: none"> • Board Report • Commissioner Evaluation of Roles & Responsibilities • Meeting Evaluation 	Board of Commissioners
3:45pm		Board of Commissioners
4:00pm		Board of Commissioners
	CONCLUDE	
4:10pm	Conclude	Board of Commissioners

This Regular Session will be officially recorded. The times shown on the agenda are estimates only.

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Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information above or in person in the Dirksen Conference Room at 834 Sheridan Street. Limited seating is available.

TIME	WELCOME	WHO
2:00pm	<p>Call to Order The meeting was called to order at 2:00pm by Board Chair McComas. Commissioners in attendance included Commissioners McComas, Dressler, Rhoden, Kolff, and Ready. Also, in attendance were Mike Glenn, CEO; Jake Davidson, COO; Tina Toner, CNO; Brandie Manuel, CPSQO; Tyler Freeman, CFO; Brittany Huntingford, & Carly Korpi-Cloninger, Executive Assistants; and Skip Houser, Attorney of Budd Bay Law.</p> <p>This meeting was officially recorded by Jefferson Healthcare.</p>	Commissioner McComas
	<p>Approve Agenda Commissioner Kolff motioned to accept the agenda as presented, Commissioner Dressler seconded.</p> <p>Action: Motion passed.</p>	Board of Commissioners
	FOCUS REPORT	
2:05pm	<p>Medical Staff Services- Credentialing Overview Dr. Molly Hong & Tesha Davidson gave a presentation that covered everything you need to know, in sixty seconds, What is Medical Staff, Board Authority & The 'Three- Legged Stool', Why Medical Staff Exists, Who can be on the Medical Staff, Medical Staff Categories, Appointment and Privileges, Governance Structure: Officers, MEC & Standing Committees, Board and Medical Staff Interface, Governance Flow: Who tracks what?, Credentials Committee Members, Credentials Committee Chair Work, and Glad you asked: Questions a Board Member might be curious about. Discussion ensued</p>	Dr. Molly Hong, Chair of Credentialing & Tesha Davidson, Medical Staff Services Manager
2:35pm	<p>Patient Story Tina Toner, Chief Nursing Officer, shared with the board a patient story for April, that focused on the excellent care received in the ICU by a patient who reflected on being a guest in the unit. Tina also shared a kudos to both the Respiratory Therapy (RT) and Phlebotomist team from the Lab. Discussion Ensued</p>	Tina Toner, CNO

PUBLIC COMMENT		
2:40pm	Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at commissioners@jeffersonhealthcare.org , or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00pm the day prior to the meeting. There was no public comment.	
ACTION REQUESTED		
2:45pm	<p>Action Requested</p> <ul style="list-style-type: none"> • March 25, 2026, Regular Session Minutes • Medical Staff Credentials / Appointments / Reappointments <p>Commissioner McComas asked if there are any amendments to be made to the minutes. No discussion or amendments were made. The minutes were accepted as presented.</p> <p>Commissioner Dressler moved to approve the Medical Staff Credentials as presented. Commissioner Ready seconded. Action: Motion passed.</p>	Board of Commissioners
CONSENT AGENDA		
2:50pm	<p>Required Approvals: Action Requested</p> <ul style="list-style-type: none"> • Resolution 2026-10 Surplus Equipment • Resolution 2026-11 Canceled Warrants • Resolution 2026-12 Q2 QAPI Plan • March Warrants and Adjustments <p>No changes were made to the consent agenda; it was approved as presented. Discussion ensued. Chef Arran Stark shared the ongoing benefits to the community with the surplus equipment that will remain in the Fairgrounds Kitchen and thanked the hospital and the Board for its ongoing support.</p>	Board of Commissioners
STANDING REPORTS		
3:00pm	<ul style="list-style-type: none"> • Quality Report <p>Brandie Manuel, Chief Patient Safety & Quality Officer, gave the April quality report which included a review of meeting the goals on the Quality pillar, an overview of the Quality Management System (QMS), Accreditation update/recap on the Recent DNV Survey, and Patient Experience data and feedback- In the words of our patients. Discussion ensued.</p>	Brandie Manuel, CPSQO
3:15pm	<ul style="list-style-type: none"> • Financial Report <p>Tyler Freeman, Chief Financial Officer, presented the March Financial Report which included a review of our statistics, income statement, cash and accounts receivable. Discussion ensued.</p>	Tyler Freeman, CFO
3:30 pm	<p>Break</p> <p>Commissioners recessed for break at 3:42 pm Commissioners reconvened from break at 3:54pm</p>	

STANDING REPORTS		
3:40pm	<ul style="list-style-type: none"> Advocacy Report <p>Elise Wright, Population Health and Government Advocacy Manager, provided an update on Advocacy with a focus on State and Federal Advocacy. Discussion ensued.</p>	Elise Wright, Population Health & Government Advocacy Manager
3:55pm	<ul style="list-style-type: none"> Administrative Report <p>Mike Glenn, Chief Executive Officer, shared an update on HR1 Mitigation & Execution Plan, Levy Lid Lift, Community Events, and an update of the CEO Succession Plan. Discussion ensued.</p>	Mike Glenn, CEO
BOARD BUSINESS		
4:10pm 4:25pm	<ul style="list-style-type: none"> Board Report <p>Commissioner Kolff shared an update from the Board of Health.</p> <ul style="list-style-type: none"> Meeting Evaluation <p>The board evaluated the meeting.</p>	Board of Commissioners Board of Commissioners
CONCLUDE		
4:30pm	<p>Conclude</p> <p>Commissioner Dressler made a motion to conclude the meeting. Commissioner Kolff seconded. Action: Motion passed unanimously.</p> <p>Meeting concluded at 5:27 pm.</p> <p>Approved by the Commission: Chair of Commission: Bruce McComas</p> <hr/> <p>Secretary of Commission: Marie Dressler</p> <hr/>	Board of Commissioners

This Regular Session will be officially recorded. The times shown on the agenda are estimates only.

FROM: Medical Staff Services
RE: 5/19/26 Medical Executive Committee appointments/reappointments for Board approval 5/27/2026

C-0241

§485.627(a) Standard: Governing Body or Responsible Individual

The CAH has a governing body or an individual that assumes full legal responsibility for determining, implementing and monitoring policies governing the CAH'S total operation and for ensuring that those policies are administered so as to provide quality health care in a safe environment.

Interpretive Guidelines §485.627(a)

It is the responsibility of the governing body (or responsible individual) to appoint, with the advice of the medical staff, the individual practitioners to the medical staff. After considering medical staff recommendations, and in accordance with established CAH medical staff criteria and State and Federal laws and regulations, the governing body (or responsible individual) decides whether or not to appoint new medical staff members or to continue current members of the medical staff.

JHC Active Initial Appointments

1. N/A

Allied Initial Appointments

1. N/A

Courtesy Initial Appointments

1. Overall, Trenton, DO – Neurology – Providence
2. Petruk, Lyudmila, MD - Neurology - Diem COMPHEALTH
3. Cokingtin, Kevin, MD – Teleradiology - Skagit

Locums Tenens

1. Bonis, William, MD – Oncology Comp Health

Recommended re-appointment to the active medical staff with privileges as requested:

1. Chong, Kevin, MD - Critical Care Medicine
2. Ellbogen, Martin, MD - Infectious Disease
3. Hoffner, Haley, MD - Hospital Medicine - Internal Medicine
4. Meyerson, Joseph, MD - Plastic and Reconstructive Surgery
5. Prime, Sabrina, MD - Radiation Oncology
6. Stucky, Nickolas, MD - Infectious Disease

Recommended re-appointment to the courtesy medical staff with privileges as requested:

1. Costello, Justin, DO - TeleRadiology - REAL RADS
2. Lopez, Juan, MD - TeleRadiology - REAL RADS
3. McCormack, Steven, MD - TeleRadiology - REAL RADS
4. Miner, Daniel, MD - TeleRadiology - REAL RADS
5. Rafiei, Poyan, MD - TeleRadiology - REAL RADS
6. Kundra, Ajay, MD- Medical Oncology

Recommended re-appointment to the allied health staff with privileges as requested:

1. Booker, Macie, ARNP - Urgent Care
2. Kirkegaard, Sarah, ARNP - Family Nurse Practitioner
3. Pieratt, Angela, ARNP - Internal Medicine
4. Schott, Charles, ARNP - Internal Medicine

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Recommended re-appointment to the LOCUMS staff with privileges as requested:

1. N/A

Recommended re-appointment to the PER DIEM staff with privileges as requested:

1. N/A

Recommended Temporary Privileges:

1. N/A

New/Recommended POCUS Privileges:

1. N/A

Medical Student Rotation:

1. N/A

Disaster Privileging

1. N/A

Added Privileging

1. N/A

90-day provisional performance review completed successfully:

1. Sherris, Kirk, DPM 90-DAY FPPE

Resignations:

1. Knowles, Judi, MD - Telepsychiatry – ARRAY resigned 5/2/2026
2. Yun, Hyun, MD - Tele-Medicine - EAGLE resigned 3/26/2026
3. Malik, Farhana, MD - Medical Oncology - Locum Tenens resigned 4/30/2026
4. Craig, Paul, MD - Diag Rad/TeleRad resigned 4/1/2026
5. Lee, Mimi, MD – Teleneurology – Providence resigned 4/10/26
6. Haycox, Claire, MD - Dermatology 12/19/25

Students

1. Shane Green – Dr. Hong
2. Zane Davis – Dr. Hong

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Policies and Privileges

Annual Review of Policies

1. N/A

Revised Policies

1. N/A

Annual Med Staff Policy Review

1. Computerized Physician Order Entry
2. Disaster Credentialing- Medical Staff and Advanced Practice Providers Privileges

New Policies

1. N/A

Med Staff Delineation of Privileges Review

1. Cardiology Privileges
2. Psychiatry Clinical Privileges for MD or DO-Draft
3. Psychology PhD and PsyD delineation of Privileges
4. Tele-Psychiatry Privileges (Consults only)

New Privileges

1. N/A

Annual Review of Privileges

1. N/A

Revised/Updated Privileges

1. N/A

Annual P&T Committee Policies/Reports

1. Anticoagulation Reversal Protocol
2. Antimicrobial Stewardship
3. Emergency Management Plan for the Pharmacy.pdf
4. HIV Occupational Post Exposure Prophylaxis Medications.pdf
5. Insulin Management.pdf

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C-0241

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6. Intravenous Medications Requiring In-Line Filtration.pdf
7. Medication Reconciliation.pdf
8. Medications Supplied to Hospital Owned Clinics.pdf
9. Meperidine Use.pdf
10. Patient Self-Administration of Medication.pdf
11. Pharmacist Clinical Activities.pdf
12. Pharmacy Management of Aminoglycoside Dosing.pdf
13. Pharmacy Management of Anticoagulation.pdf
14. Pharmacy Management of Electrolyte Imbalances.pdf
15. Pharmacy Management of Intravenous to Oral Therapy Conversion.pdf
16. Pharmacy Management of Renal Dosing.pdf
17. Pharmacy Monitoring of Opioids and Benzodiazepines (1).pdf
18. Prescribing Medications.pdf
19. Therapeutic Drug Substitution.pdf

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2

RESOLUTION 2026-13

A RESOLUTION TO DECLARE CERTAIN EQUIPMENT SURPLUS TO THE NEEDS OF JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2 AND TO AUTHORIZE THE DISPOSAL OF SAID EQUIPMENT

WHEREAS the item(s) of equipment enumerated below are obsolete and otherwise surplus to the District, and;

WHEREAS said equipment now represents an unnecessary cost to the District to retain and store it,

NOW, THEREFORE, BE IT RESOLVED THAT:

- 1) The following equipment be declared surplus to the needs of Jefferson County Public Hospital District No. 2 and will be disposed of in compliance with state law:

Description	Asset #	Serial #	Model #
Stago Compact Max	LAB063	CF7613068	Compact Maxx

APPROVED this 27th day of May 2026.

APPROVED BY THE COMMISSION:

Commission Chair Bruce McComas: _____

Commission Secretary Marie Dressler: _____

Attest:

Commissioner Patty Rhoden: _____

Commissioner Kees Kolff: _____

Commissioner Matt Ready: _____

JEFFERSON COUNTY PUBLIC HOSPITAL DISTRICT NO. 2
RESOLUTION 2026-14

A RESOLUTION CANCELING CERTAIN WARRANTS IN
THE AMOUNT OF \$545.02

WHEREAS warrants of any municipal corporation not presented within one year of their issue, or, that have been voided or replaced, shall be canceled by the passage of a resolution of the governing body;

NOW, THEREFORE BE IT RESOLVED THAT:

In order to comply with RCW 36.22.100, the warrants indicated below in the total amount of \$545.02 to be canceled.

Date of Issue	Warrant #	Amount
04.03.2025	314779	243.58
04.10.2025	314967	200.00
04.24.2025	315222	101.44
Total		\$545.02

APPROVED this 27th day of May 2026.

APPROVED BY THE COMMISSION:

Commission Chair Bruce McComas: _____

Commissioner Marie Dressler: _____

Attest:

Commissioner Patty Rhoden: _____

Commissioner Kees Kolff: _____

Commissioner Matt Ready: _____

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: APRIL 2026 WARRANT SUMMARY

The following items need to be approved at the next commission meeting:

General Fund Warrants & ACH Transfers	\$19,596,735.10	(Provided under separate cover)
Allowance for Uncollectible Accounts / Charity	\$1,502,956.08	(Attached)
Canceled Warrants	545.02	(Attached)

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: APRIL 2026 GENERAL FUND WARRANTS & ACH
FUND TRANSFERS

Submitted for your approval are the following warrants:

GENERAL FUND:

321475 - 322049 3,785,601.73

ACH TRANSFERS

\$15,811,133.37

19,596,735.10

YEAR-TO-DATE:

\$ 89,345,951.58

Warrants are available for review if requested.

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: APRIL 2026 ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS, ADMINISTRATIVE, AND CHARITY CARE WRITE OFFS

Submitted for your approval are the following:

	APRIL	APRIL YTD	APRIL YTD BUDGET
Allowance for Uncollectible Accounts:	898,927.06	2,712,147.77	2,040,236.34
Charity Care:	562,251.77	2,013,118.54	2,102,053.35
Other Administrative Adjustments:	41,777.25	190,954.15	324,518.61
	<hr/>		
TOTAL FOR MONTH:	1,502,956.08	4,916,220.46	4,466,808.30
	<hr/>		

DRAFT

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: BOARD OF COMMISSIONERS
FROM: TYLER FREEMAN, CFO
RE: APRIL 2026 WARRANT CANCELLATIONS

State law requires you to pass a resolution canceling any warrants which are not presented to the Treasurer for payment within one year of issue.

DATE	WARRANT		AMOUNT
04/03/2025	314779	FBO HOSPITAL DISTRICT #2	243.58
04/10/2025	314967	FBO HOSPITAL DISTRICT #2	200.00
04/24/2025	315222	FBO HOSPITAL DISTRICT #2	101.44
			-

Gross Revenue

Inpatient Revenue
Outpatient Revenue

Total Gross Revenue

Revenue Adjustments

Cost Adjustment Medicaid
Cost Adjustment Medicare
Charity Care
Contractual Allowances Other
Administrative Adjustments
Allowance for Uncollectible Accounts

Total Revenue Adjustments

Net Patient Service Revenue

Other Revenue

Pharmacies
Grants
Other Operating Revenue

Total Operating Revenues

Operating Expenses

Salaries And Wages
Employee Benefits
Professional Fees
Purchased Services
Supplies
Insurance
Leases And Rentals
Depreciation And Amortization
Repairs And Maintenance
Utilities
Licenses And Taxes
Software
Other

Total Operating Expenses

Operating Income (Loss)

Non Operating Revenues (Expenses)

Taxation For Maint Operations
Taxation For Debt Service
Investment Income
Interest Expense
Bond Issuance Costs
Gain or (Loss) on Disposed Asset
Contributions

Total Non Operating Revenues (Expenses)

Change in Net Position (Loss)

	April 2026 Actual	April 2026 Budget	Variance Favorable/ (Unfavorable)	%	April 2026 YTD	April 2026 Budget YTD	Variance Favorable/ (Unfavorable)	%	April 2025 YTD
Gross Revenue									
Inpatient Revenue	3,305,893	4,005,722	(699,829)	-17%	14,656,266	15,705,474	(1,049,209)	-7%	14,365,495
Outpatient Revenue	39,577,247	37,600,890	1,976,357	5%	149,743,160	147,406,570	2,336,590	2%	136,262,929
Total Gross Revenue	42,883,140	41,606,612	1,276,527	3%	164,399,425	163,112,044	1,287,382	1%	150,628,424
Revenue Adjustments									
Cost Adjustment Medicaid	3,175,539	2,369,549	(805,990)	-34%	10,857,882	9,332,331	(1,525,551)	-16%	9,544,027
Cost Adjustment Medicare	16,993,423	16,379,059	(614,364)	-4%	65,235,527	64,208,657	(1,026,870)	-2%	59,303,939
Charity Care	562,252	536,248	(26,004)	-5%	2,013,119	2,102,053	88,935	4%	1,991,738
Contractual Allowances Other	3,765,872	3,569,870	(196,002)	-5%	14,472,364	13,742,517	(729,847)	-5%	13,467,524
Administrative Adjustments	41,777	82,787	41,010	50%	190,954	324,519	133,564	41%	132,961
Allowance for Uncollectible Accounts	898,927	519,625	(379,302)	-73%	2,712,148	2,040,236	(671,911)	-33%	1,415,272
Total Revenue Adjustments	25,437,790	23,457,138	(1,980,652)	-8%	95,481,993	91,750,313	(3,731,680)	-4%	85,855,461
Net Patient Service Revenue	17,445,350	18,149,474	(704,125)	-4%	68,917,432	71,361,731	(2,444,298)	-3%	64,772,963
Other Revenue									
Pharmacies	896,157	669,596	226,561	34%	3,345,684	2,892,749	452,935	16%	2,363,732
Grants	-	48,111	(48,111)	-100%	71,325	165,283	(93,958)	-57%	133,865
Other Operating Revenue	114,384	185,218	(70,834)	-38%	387,228	734,915	(347,687)	-47%	312,281
Total Operating Revenues	18,455,891	19,052,399	(596,509)	-3%	72,721,669	75,154,677	(2,433,008)	-3%	67,582,842
Operating Expenses									
Salaries And Wages	8,857,497	9,113,727	256,230	3%	34,952,734	36,082,306	1,129,571	3%	32,275,485
Employee Benefits	2,000,391	2,039,962	39,571	2%	8,014,328	8,097,047	82,719	1%	7,232,673
Professional Fees	692,272	596,616	(95,656)	-16%	2,305,957	2,389,975	84,019	4%	2,613,494
Purchased Services	930,269	837,889	(92,381)	-11%	3,389,340	3,468,874	79,534	2%	3,489,980
Supplies	4,192,202	3,990,667	(201,535)	-5%	14,673,007	15,707,657	1,034,650	7%	15,995,912
Insurance	172,930	163,333	(9,597)	-6%	694,793	653,333	(41,460)	-6%	595,702
Leases And Rentals	30,923	64,130	33,207	52%	217,863	248,305	30,442	12%	315,419
Depreciation And Amortization	796,689	801,194	4,506	1%	3,222,449	3,204,777	(17,672)	-1%	2,083,519
Repairs And Maintenance	49,744	109,215	59,471	54%	441,975	437,947	(4,028)	-1%	450,996
Utilities	201,995	161,878	(40,117)	-25%	699,641	647,512	(52,128)	-8%	639,310
Licenses And Taxes	189,023	200,750	11,727	6%	789,065	803,002	13,936	2%	647,311
Software	333,966	447,841	113,875	25%	1,507,324	1,792,947	285,623	16%	509,243
Other	179,997	246,693	66,696	27%	800,855	987,724	186,869	19%	808,892
Total Operating Expenses	18,627,899	18,773,896	145,997	1%	71,709,332	74,521,406	2,812,075	4%	67,657,936
Operating Income (Loss)	(172,008)	278,504	(450,512)	-100%	1,012,337	633,271	379,067	60%	(75,094)
Non Operating Revenues (Expenses)									
Taxation For Maint Operations	45,463	46,442	(978)	-2%	181,853	185,767	(3,914)	-2%	179,239
Taxation For Debt Service	-	-	-	0%	-	0	-	0%	0
Investment Income	177,341	259,906	(82,566)	-32%	718,934	1,084,127	(365,193)	-34%	1,379,164
Interest Expense	(606,231)	(610,294)	4,063	-1%	(2,428,204)	(2,446,062)	17,859	-1%	(2,384,750)
Bond Issuance Costs	-	-	-	0%	-	0	-	0%	-
Gain or (Loss) on Disposed Asset	3,000	-	3,000	0%	3,000	-	3,000	0%	52,000
Contributions	-	92,686	(92,686)	-100%	13,944	367,444	(353,499)	-96%	2,121,677
Total Non Operating Revenues (Expenses)	(380,426)	(211,260)	(169,167)	-80%	(1,510,472)	(808,725)	(701,747)	-87%	1,347,331
Change in Net Position (Loss)	(552,435)	67,244	(619,678)	-100%	(498,135)	(175,455)	(322,681)	-100%	1,272,237

STATISTIC DESCRIPTION	APRIL 2026						APRIL 2025			
	MO	MO	%	YTD	YTD	%	MO	%	YTD	%
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	ACTUAL	VARIANCE	ACTUAL	VARIANCE
FTEs - TOTAL (AVG)	771	811	5%	759	805	6%	720	-7%	706	-8%
FTEs - PRODUCTIVE (AVG)	698	718	3%	688	712	3%	653	-7%	639	-8%
ADJUSTED PATIENT DAYS	5,919	4,600	29%	21,786	18,401	18%	4,544	30%	19,072	14%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	38	66	-42%	231	263	-12%	62	-39%	282	-18%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	322	337	-4%	1,333	1,348	-1%	334	-4%	1,343	-1%
SWING IP PATIENT DAYS (MIDNIGHT CENSUS)	29	45	-36%	157	180	-13%	40	-28%	121	30%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	389	448	-13%	1,721	1,791	-4%	436	-11%	1,746	-1%
BIRTHS	10	8	25%	30	31	-3%	8	25%	28	7%
SURGERY CASES (IN OR)	164	149	10%	652	544	20%	164	0%	571	14%
SURGERY MINUTES (IN OR)	16,115	14,881	8%	63,862	54,441	17%	16,290	-1%	55,390	15%
ENDOSCOPY SERVICES CASES	140	113	24%	485	413	17%	91	54%	390	24%
SURGERY MINUTES (ENDOSCOPY SERVICES)	6,004	5,091	18%	20,855	18,625	12%	4,142	45%	18,223	14%
LAB BILLABLE TESTS	29,518	23,980	23%	112,394	95,922	17%	23,999	23%	94,486	19%
BLOOD BANK UNITS MATCHED	45	43	5%	178	174	2%	47	-4%	165	8%
MRIs COMPLETED	284	280	1%	1,045	1,089	-4%	257	11%	1,017	3%
CT SCANS COMPLETED	864	735	18%	3,119	2,941	6%	721	20%	2,908	7%
RADIOLOGY-DEXA	137	156	-12%	579	625	-7%	141	-3%	644	-10%
X-RAYS COMPLETED	1,841	1,860	-1%	7,147	7,439	-4%	1,863	-1%	7,361	-3%
ECHOs COMPLETED	260	212	23%	960	848	13%	227	15%	881	9%
ULTRASOUNDS COMPLETED	386	406	-5%	1,596	1,623	-2%	417	-7%	1,681	-5%
MAMMOGRAPHS COMPLETED	433	627	-31%	1,848	2,508	-26%	399	9%	1,328	39%
NUCLEAR MEDICINE TESTS	51	37	38%	190	149	28%	41	24%	151	26%
TOTAL DIAGNOSTIC IMAGING TESTS	4,256	4,314	-1%	16,484	17,222	-4%	4,066	5%	15,971	3%
PHARMACY MEDS DISPENSED	22,572	21,743	4%	93,680	86,973	8%	21,180	7%	82,960	13%
PHARMACY INFUSION MEDS DISPENSED	2,402	2,158	11%	9,521	8,631	10%	2,159	11%	8,693	10%
RETAIL PHARMACY SCRIPTS FILLED	2,595	2,178	19%	9,813	8,712	13%	2,279	14%	8,302	18%
SPECIALTY PHARMACY SCRIPTS FILLED	76	74	3%	273	296	-8%	-	0%	-	0%
ANTI COAG VISITS	210	240	-13%	943	962	-2%	293	-28%	1,113	-15%
RESPIRATORY THERAPY CHARGE UNITS	1,163	1,221	-5%	4,994	4,884	2%	1,930	-40%	7,540	-34%
PULMONARY REHAB CHARGE UNITS	133	136	-2%	572	543	5%	147	-10%	510	12%
CARDIAC REHAB SESSIONS	246	406	-39%	818	1,623	-50%	227	8%	829	-1%
PHYSICAL THERAPY CHARGE UNITS	8,006	7,288	10%	32,113	29,153	10%	7,912	1%	29,048	11%
PHYSICAL THERAPY CHARGE UNITS - DISCOVERY REHAB	859	1,971	-56%	1,084	5,913	-82%	-	0%	-	0%
OCCUPATIONAL THERAPY CHARGE UNITS	1,095	789	39%	3,706	3,156	17%	842	30%	2,915	27%
SPEECH THERAPY CHARGE UNITS	220	276	-20%	820	1,102	-26%	302	-27%	1,243	-34%
REHAB/PT/OT/ST	10,559	10,865	-3%	39,113	41,491	-6%	9,430	12%	34,545	13%
ER CENSUS	1,426	1,364	5%	5,359	5,458	-2%	1,295	10%	5,149	4%
EXPRESS CLINIC	1,191	1,229	-3%	4,702	4,915	-4%	1,192	0%	4,765	-1%
SOCO PATIENT VISITS	217	243	-11%	939	971	-3%	240	-10%	867	8%
PORT LUDLOW PATIENT VISITS	624	682	-9%	2,478	2,727	-9%	612	2%	2,440	2%
SHERIDAN PATIENT VISITS	3,457	3,133	10%	12,916	12,532	3%	3,065	13%	11,812	9%
DENTAL CLINIC	560	595	-6%	2,057	2,381	-14%	471	19%	1,877	10%
WATERSHIP CLINIC PATIENT VISITS	1,416	1,181	20%	5,462	4,722	16%	1,385	2%	5,102	7%
TOWNSEND PATIENT VISITS	515	519	-1%	2,106	2,078	1%	549	-6%	2,031	4%
TOTAL RURAL HEALTH CLINIC VISITS	7,980	7,581	5%	30,660	30,325	1%	7,514	6%	28,894	6%
CARDIOLOGY CLINIC VISITS	400	412	-3%	1,528	1,572	-3%	453	-12%	1,630	-6%
DERMATOLOGY CLINIC VISITS	763	1,122	-32%	3,056	4,282	-29%	825	-8%	2,633	16%
ENT CLINIC VISITS	-	-	0%	-	-	0%	-	0%	-	0%
GEN SURG VISITS	318	337	-6%	1,274	1,286	-1%	346	-8%	1,281	-1%
NEUROLOGY VISITS	143	221	-35%	425	844	-50%	163	-12%	530	-20%
ONCOLOGY VISITS	403	460	-12%	1,494	1,890	-21%	421	-4%	1,490	0%
ORTHO VISITS	843	742	14%	3,107	2,833	10%	679	24%	2,836	10%
INFECTIOUS DISEASE CLINIC VISITS	24	34	-29%	89	128	-30%	-	0%	-	0%
PULMONOLOGY CLINIC VISITS	348	325	7%	1,223	1,243	-2%	-	0%	-	0%
RHEUMATOLOGY VISITS	61	31	97%	198	118	68%	20	205%	81	144%
SLEEP CLINIC VISITS	265	220	20%	866	839	3%	220	20%	888	-2%
UROLOGY VISITS	253	220	15%	1,042	881	18%	266	-5%	891	17%
JH UROLOGY SERVICES VASECTOMY VISITS	4	8	-50%	35	32	9%	-	0%	25	40%
OB/GYN CLINIC VISITS	321	336	-4%	1,330	1,283	4%	339	-5%	1,067	25%
WOUND CLINIC VISITS	131	119	10%	482	453	6%	105	25%	398	21%
HANDS/PLASTICS VISITS	226	216	5%	782	824	-5%	229	-1%	805	-3%
TOTAL SPECIALTY CLINIC VISITS	4,503	4,802	-6%	16,931	18,509	-9%	4,066	11%	14,555	16%
SLEEP CENTER SLEEP STUDIES	77	60	28%	288	227	27%	66	17%	233	24%
INFUSION CENTER VISITS	789	736	7%	3,112	2,948	6%	682	16%	2,880	8%
RADIATION ONCOLOGY TREATMENTS	112	160	-30%	609	641	-5%	-	0%	-	0%
SURGERY CENTER ENDOSCOPES	71	75	-5%	262	288	-9%	77	-8%	294	-11%
HOME HEALTH EPISODES	60	90	-33%	248	342	-27%	50	20%	231	7%
HOME HEALTH VISITS	1,163	1,192	-2%	4,742	4,530	5%	1,175	-1%	4,404	8%
HOSPICE CENSUS/DAYS	1,154	1,260	-8%	5,119	5,040	2%	1,096	5%	4,564	12%
HOSPICE VISITS	439	424	4%	1,928	1,696	14%	502	-13%	1,720	12%
FOOD AND NUTRITION SERVICES MEALS SERVED	8,886	8,885	0%	34,200	35,541	-4%	6,912	29%	27,081	26%
MAT MGMT TOTAL ORDERS PROCESSED	2,625	2,055	28%	10,631	8,219	29%	2,301	14%	8,195	30%
REGISTRATION HOSPITAL ACCOUNTS CREATED	9,646	8,548	13%	35,639	34,192	4%	8,234	17%	32,284	10%
PATIENT ENGAGEMENT CENTER CALLS HANDLED	26,765	28,016	-4%	106,266	112,062	-5%	22,943	17%	89,216	19%
PRE-POST OP RECOVERY CASES	109	107	2%	441	393	12%	116	-6%	427	3%
PRE-POST OP RECOVERY MINUTES	5,262	4,506	17%	20,578	16,487	25%	4,949	6%	17,974	14%
ANESTHESIA MINUTES	21,225	19,971	6%	81,971	73,066	12%	19,911	7%	71,420	15%
DIABETES EDUCATION AND NUTRITION SERVICES VISITS	49	42	17%	153	160	-4%	39	26%	162	-6%
PALLIATIVE CARE QOL ENCOUNTERS	145	111	31%	461	425	8%	88	65%	299	54%