Jefferson Healthcare

Jefferson County Public Hospital District No. 2
Board of Commissioners Regular Session Meeting

Wednesday, September 23, 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.
Click here to join the meeting

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
2:05pm	Patient Story	Tina Toner, CNO
	PUBLIC COMMENT	
2:15pm	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	
2:25pm	Action Requested • August 26, 2026, Regular Session Minutes • Medical Staff Credentials / Appointments / Reappointments	Board of Commissioners
	CONSENT AGENDA	
2:35pm	Required Approvals: Action Requested • August Warrants and Adjustments	Board of Commissioners
	STANDING REPORTS	
2:45pm 3:00pm 3:15pm 3:30pm	• Quality Report • Financial Report • Advocacy Report • Administrative Report	Brandie Manuel, CPSQO Tyler Freeman, CFO Elise Wright, Population Health & Government Advocacy Mgr. Mike Glenn, CEO
	BREAK	
	FOCUS REPORT	
4:00pm	Emergency Preparedness	Brandie Manuel, CPSQO
	BOARD BUSINESS	
4:30pm 4:45pm 5:00pm	• Board Report • Annual Agenda Evaluation • Meeting Evaluation	Board of Commissioners Board of Commissioners Board of Commissioners
	CONCLUDE	
5:10pm	Conclude	Board of Commissioners

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

DRAFT

Jefferson Healthcare

Jefferson County Public Hospital District No. 2
Board of Commissioners Regular Session Meeting

Wednesday, August 26, 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.
Click here to join the meeting

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.

WELCOME	WHO
Call to Order The meeting was called to order at 2:01pm by Board Chair McComas. Commissioners in attendance included Commissioners McComas, Dressler, Kolff, and Ready. Commissioner Rhoden was excused. Also, in attendance were Mike Glenn, CEO; Jake Davidson, COO; Brandie Manuel, CPSQO; Tyler Freeman, CFO; & Brittany Huntingford, Executive Assistant This meeting was officially recorded by Jefferson Healthcare.	Commissioner McComas
Approve Agenda Commissioner McComas asked if there were any changes requested for the agenda. Commissioner Kolff moved to approve the agenda, Commissioner Dressler seconded. **Action:** The motion passed unanimously.	Board of Commissioners
FOCUS REPORT	
Medical Group Update Jake Davidson, Chief Operating Officer & Dr. Steve Butterfield, Chief Medical Officer shared an update on the Medical Group which included providers & clinics in the medical group, 2025-2026 numbers, Medical Group Structure, Access to Care, No Show Reductions, Panel Size, Patient Engagement Center, Referrals, Access Center, MyChart Scheduling, Growth, New Providers, Ambulatory Pharmacy, Quality, and Medical Group Leadership.	Jake Davidson, COO & Dr. Steve Butterfield, CMO
Patient Story Jake Davidson, Chief Operating Officer, shared a Patient Story with the Board, which was comprised of quotes from patients regarding excellent care provided to them in our Primary Care setting. Discussion Ensued	Jake Davidson, COO
PUBLIC COMMENT	
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	
Action Requested • July 15, 2026, Special Session Minutes • Medical Staff Credentials / Appointments / Reappointments Commissioner McComas asked if there are any changes to be made to the minutes. The minutes were approved as presented. Commissioner Dressler moved to accept the Medical Staff Credentials, Appointments and Reappointments. Commissioner Kolff seconded.	Board of Commissioners

Action: The motion passed unanimously.	
CONSENT AGENDA	
Required Approvals: Action Requested • **Resolutions 2026-17 Cancelled Warrants** Commissioner McComas asked if there are any changes to be made to the consent agenda. The were no changes, the consent agenda was accepted as presented.	Board of Commissioners
STANDING REPORTS	
• **Quality Report** Brandie Manuel, Chief Patient Safety & Quality Officer, gave the August quality report which included Certification in Infection Prevention, a recap from our DNV survey last week, an update on CIP Quality Metrics and the recent Decontamination Drill. Discussion ensued. • **Financial Report** Tyler Freeman, Chief Financial Officer, presented both the June and July Financial Reports. Discussion ensued.	Brandie Manuel, CPSQO Tyler Freeman, CFO
BREAK	
Break Commissioners recessed for break at 3:26pm Commissioners reconvened from break at 3:36pm	
• **Advocacy Report** Elise Wright, Population Health and Government Advocacy Manager, provided an update which included an update on JH Advocacy- What We've been up to & What's Coming up, JH Advocacy- RNLS Acknowledgement, Election Results, and an RHTP Funds update. Discussion ensued. • **Administrative Report** Mike Glenn, Chief Executive Officer, shared an update on WSHA RHTP Submissions update, Castle View Additions, Past/Current Community Events, and other Administrative Updates. Discussion ensued. • **CMO Repot** Dr. Butterfield shared an update that included an update on our new Oncologist, Dr. Kjelland joining us Monday and the overall Oncology team, Dr. Suh, Melissa Jenkins, and Mandie Brown. He also spoke about the growth across the organization and the way that allows collaboration and the ability to care for and meet the needs of more patients in our community.	Elise Wright, Population Health & Government Advocacy Mgr. Mike Glenn, CEO Dr. Steve Butterfield, CMO
BOARD BUSINESS	
• **Board Report** Commissioner Kolff shared an update with the board that included his attendance at the memorial for Katherine Baril, Director of the WSU extension, climate action committee was postponed, as well as an update from the Board of Health meeting.	Board of Commissioners Board of Commissioners

DRAFT

Commissioner Dressler shared an update from Fair, and the positive feedback received from the community Commissioner McComas shared an update about Habitat International and discussion and ground breaking on the Mason Street project. • Meeting Evaluation The Board evaluated the meeting.	
CONCLUDE	
Conclude Commissioner Dressler made a motion to conclude the meeting. Commissioner Kolff seconded. Action: Motion passed unanimously. Meeting concluded at 4:22pm. Approved by the Commission: Chair of Commission: Bruce McComas _____ Secretary of Commission: Marie Dressler _____	Board of Commissioners

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

DRAFT

FROM: Medical Staff Services
RE: 8/18/26 Medical Executive Committee appointments/reappointments for Board approval
8/26/2026

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. Berryman, Matthew, ARNP - Wound Care Clinic
2. Cason, Roger, CRNA - Anesthesiology - PER DIEM

Courtesy Initial Appointments

1. Arnow, Jonathan, MD - Teleradiology - REAL RADS
2. Knapp, Maxwell, MD - Avero - Pathology
3. Jafri, Syed. S, DO - Teleneurology - PROVIDENCE
4. Ballard, Arthur, MD - Teleradiology – SKAGIT

Locums Tenens

1. Gutierrez Rivas, Maria de los Angeles, MD - Family Medicine - LOCUMS

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

1. Chuljian, David, DDS - General Dentistry
2. Magill, Frank, MD - Primary Care
3. McGlinn, AnnaLiisa, MD - Radiation Oncology
4. Monson, Joshua, MD - Family Medicine - Watership
5. Nadig, Daniel, MD -General Surgery
6. Schwartz, David, DO - General Surgery

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

1. Stella, Michael, MD - TeleRadiology - REAL RADS
2. Argue, Jay, MD - Diagnostic Radiology/Teleradiology - in-house - SKAGIT
3. Mirchandani, Neha, MD - Teleneurology - PROVIDENCE
4. Farooq, Muhammad, MD - Teleneurology - PROVIDENCE

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

1. Adels, Charlene, PA-C - Family Medicine/Express Clinic - SCHMIDT, MD
2. Meza-Turner, Britney, PA-C - Primary Care - BICCUM, DO
3. Calderwood, Linda, ARNP - Hospice and Palliative Medicine
4. Nelson, Lindsay, FNP - Hospice and Palliative Medicine
5. Petta, Matthew, CRNA - Anesthesiology

DRAFT

FROM: Medical Staff Services
RE: 8/18/26 Medical Executive Committee appointments/reappointments for Board approval
8/26/2026

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.

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. Liu, David, MD - Skagit- Tele-Radiology ONLY
2. Nadenik, Scott, DO - ENT/Otolaryngology
3. Petruk, Lyudmila, MD - Neurology - LOCUMS COMPHEALTH

Resignations:

1. Skorberg, Christine, MD - Resigned 10/1/26
2. Bonis, William, MD – Resigned 8/28/26
3. Henley, David, MD - Real Rads – Teleradiology - Resigned 8/20/26
4. Jaksha, Jonathan, MD - Real Rads – Teleradiology - Resigned 8/20/26
5. Kuo, Jarret, MD - Real Rads – Teleradiology - Resigned 8/20/26
6. Quraishi, Mohammed, MD - Real Rads – Teleradiology - Resigned 8/20/26
7. St. Clair, Shannon, MD - Real Rads – Teleradiology - Resigned 8/20/26

DRAFT

FROM: Medical Staff Services
RE: 8/18/26 Medical Executive Committee appointments/reappointments for Board approval
8/26/2026

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.

Students
1. N/A

Medical Staff Membership
1. **Chief of Staff -** Steve Erickson, MD

New POCUS Privileges
1. Molly Hong, MD

Policies and Privileges

Annual Review of Policies
1. N/A

Revised Policies
1. N/A

Annual Med Staff Policy Review
1. Reproductive Health Care

New Policies
1. N/A

Med Staff Delineation of Privileges Review
1. N/A

New Privileges
1. Lifestyle Medicine

Annual Review of Privileges
1. N/A

Revised/Updated Privileges
1. Emergency Medicine

DRAFT

FROM: Medical Staff Services
RE: 8/18/26 Medical Executive Committee appointments/reappointments for Board approval
8/26/2026

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.

Annual P&T Committee Policies/Reports

1. SPECIALTY PHARMACY- PHARMACY ASSESSMENT AND PLAN OF CARE
2. SPECIALTY PHARMACY CALL CENTER- CLINICAL CALLS- AND AFTER-HOURS CALLS DRX2-10F DRX4-9D
3. SPECIALTY PHARMACY- PHARMACY PATIENT EDUCATION (3)

DRAFT

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

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

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

General Fund Warrants & ACH Transfers	**$23,293,570.97**	(Provided under separate cover)
Allowance for Uncollectible Accounts / Charity	**$697,841.00**	(Attached)
Canceled Warrants	**-**	(Attached)

DRAFT

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

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

Submitted for your approval are the following warrants:

GENERAL FUND:

323735	**-**	**324259**	**4,199,435.21**
ACH TRANSFERS			**$19,094,135.76**
			23,293,570.97
YEAR-TO-DATE:			**$ 178,510,190.82**

Warrants are available for review if requested.

DRAFT

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

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

Submitted for your approval are the following:

	AUGUST	AUGUST YTD	AUGUST YTD BUDGET
Allowance for Uncollectible Accounts:	7,483.00	4,296,946.00	4,173,047.00
Charity Care:	602,127.00	4,513,197.00	4,303,304.00
Other Administrative Adjustments:	88,231.00	496,856.00	664,351.00
TOTAL FOR MONTH:	697,841.00	9,306,999.00	9,140,702.00

DRAFT

JEFFERSON HEALTHCARE
834 SHERIDAN AVENUE
PORT TOWNSEND, WA 98368

TO: **BOARD OF COMMISSIONERS**
FROM: **TYLER FREEMAN, CFO**
RE: **AUGUST 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
NO CANCELLED WARRANTS FOR AUGUST		

-

DRAFT

Jefferson Healthcare

	August 2026 Actual	August 2026 Budget	Variance Favorable/ (Unfavorable)	%	August 2026 YTD	August 2026 Budget YTD	Variance Favorable/ (Unfavorable)	%	August 2025 YTD
Gross Revenue									
Inpatient Revenue	4,295,574	4,203,623	91,951	2%	29,411,029	32,211,764	(2,800,735)	-9%	29,949,843
Outpatient Revenue	37,844,036	38,952,559	(1,108,523)	-3%	303,721,248	301,690,847	2,030,402	1%	268,825,646
Total Gross Revenue	42,139,610	43,156,182	(1,016,572)	-2%	333,132,278	333,902,611	(770,334)	0%	298,775,490
Revenue Adjustments									
Cost Adjustment Medicaid	2,304,138	2,465,714	161,576	7%	20,955,166	19,058,499	(1,896,667)	-10%	18,786,675
Cost Adjustment Medicare	16,669,864	16,970,661	300,797	2%	131,767,231	131,452,723	(314,508)	0%	117,816,933
Charity Care	602,127	556,230	(45,897)	-8%	4,513,197	4,303,304	(209,893)	-5%	3,619,054
Contractual Allowances Other	3,621,284	3,708,792	87,508	2%	28,938,013	28,281,312	(656,701)	-2%	25,422,099
Administrative Adjustments	88,231	85,872	(2,360)	-3%	496,856	664,351	167,495	25%	313,381
Allowance for Uncollectible Accounts	7,483	538,824	531,341	99%	4,296,946	4,173,047	(123,899)	-3%	3,539,145
Total Revenue Adjustments	23,293,127	24,326,092	1,032,965	4%	190,967,410	187,933,237	(3,034,173)	-2%	169,497,286
Net Patient Service Revenue	18,846,483	18,830,090	16,393	0%	142,164,868	145,969,375	(3,804,507)	-3%	129,278,203
Other Revenue									
Pharmacies	1,295,909	667,720	628,189	94%	7,394,064	5,833,571	1,560,492	27%	5,294,485
Grants	7,548	42,789	(35,241)	-82%	169,402	311,706	(142,304)	-46%	338,962
Other Operating Revenue	232,344	187,708	44,636	24%	1,137,144	1,484,352	(347,208)	-23%	668,335
Total Operating Revenues	20,382,284	19,728,307	653,977	3%	150,865,477	153,599,004	(2,733,526)	-2%	135,579,986
Operating Expenses									
Salaries And Wages	9,117,624	9,497,596	379,972	4%	70,680,045	73,576,132	2,896,087	4%	63,986,202
Employee Benefits	1,908,904	2,032,810	123,906	6%	15,886,626	16,281,961	395,334	2%	14,208,459
Professional Fees	1,051,268	950,740	(100,528)	-11%	7,949,982	7,428,777	(521,205)	-7%	5,638,808
Purchased Services	626,200	533,539	(92,661)	-17%	4,655,566	4,302,535	(353,031)	-8%	6,688,887
Supplies	3,902,381	4,135,909	233,528	6%	29,611,300	32,085,720	2,474,420	8%	30,470,175
Insurance	(70,610)	163,333	233,943	100%	1,406,605	1,306,665	(99,939)	-8%	1,279,336
Leases And Rentals	94,151	66,185	(27,966)	-42%	575,464	510,674	(64,790)	-13%	797,774
Depreciation And Amortization	817,237	801,194	(16,043)	-2%	6,547,339	6,409,555	(137,784)	-2%	4,377,794
Repairs And Maintenance	175,266	110,889	(64,377)	-58%	880,596	879,831	(766)	0%	877,903
Utilities	212,778	167,274	(45,504)	-27%	1,483,218	1,311,212	(172,006)	-13%	1,282,747
Licenses And Taxes	338,826	200,762	(138,065)	-69%	1,685,205	1,606,037	(79,168)	-5%	1,583,724
Software	345,024	447,889	102,865	23%	2,876,783	3,584,454	707,671	20%	1,664,830
Other	161,865	247,163	85,298	35%	1,570,133	1,976,162	406,029	21%	1,572,233
Total Operating Expenses	18,680,915	19,355,284	674,369	3%	145,808,861	151,259,714	5,450,853	4%	134,428,871
Operating Income (Loss)	1,701,369	373,023	1,328,346	>100%	5,056,616	2,339,290	2,717,327	>100%	1,151,114
Non Operating Revenues (Expenses)									
Taxation For Maint Operations	45,619	45,643	(23)	0%	364,863	369,936	(5,074)	-1%	358,522
Investment Income	196,466	267,035	(70,569)	-26%	1,472,616	2,067,626	(595,010)	-29%	2,530,391
Interest Expense	(611,481)	(602,488)	(8,993)	-1%	(4,869,285)	(4,863,367)	(5,918)	0%	(4,791,747)
Gain or (Loss) on Disposed Asset	-	-	-	0%	3,000	-	3,000	0%	8,743
Contributions	91,602	89,182	2,421	3%	127,711	721,430	(593,719)	-82%	5,833,006
Total Non Operating Revenues (Expenses)	(277,794)	(200,629)	(77,164)	-38%	(2,901,095)	(1,704,374)	(1,196,720)	-70%	4,011,666
Change in Net Position (Loss)	1,423,576	172,394	1,251,182	>100%	2,155,522	634,914	1,520,606	>100%	5,162,780

DRAFT

Jefferson Healthcare

STATISTIC DESCRIPTION	AUGUST 2026 MO ACTUAL	MO BUDGET	% VARIANCE	YTD ACTUAL	YTD BUDGET	% VARIANCE	AUGUST 2025 MO ACTUAL	% VARIANCE	YTD ACTUAL	% VARIANCE
FTEs - TOTAL (AVG)	787	821	4%	769	810	5%	724	-9%	711	-8%
FTEs - PRODUCTIVE (AVG)	701	726	3%	693	717	3%	648	-8%	639	-8%
ADJUSTED PATIENT DAYS	6,034	4,754	27%	46,113	37,262	24%	4,258	42%	36,741	26%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	80	68	18%	466	533	-13%	76	5%	554	-16%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	422	348	21%	2,848	2,730	4%	348	21%	2,699	6%
SWING IP PATIENT DAYS (MIDNIGHT CENSUS)	44	47	-6%	260	365	-29%	47	-6%	298	-13%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	546	463	18%	3,574	3,627	-1%	471	16%	3,551	1%
BIRTHS	6	12	-50%	58	63	-8%	10	-40%	57	2%
SURGERY CASES (IN OR)	152	162	-6%	1,268	1,178	8%	131	16%	1,110	14%
SURGERY MINUTES (IN OR)	14,847	16,151	-8%	123,805	117,775	5%	12,923	15%	107,955	15%
ENDOSCOPY SERVICES CASES	122	122	0%	965	893	8%	102	20%	819	18%
SURGERY MINUTES (ENDOSCOPY SERVICES)	5,359	5,525	-3%	41,828	40,291	4%	4,432	21%	36,799	14%
LAB BILLABLE TESTS	30,156	24,780	22%	231,453	194,242	19%	23,357	29%	189,279	22%
BLOOD BANK UNITS MATCHED	48	45	7%	354	352	1%	51	-6%	355	0%
MRIs COMPLETED	276	290	-5%	2,087	2,239	-7%	241	15%	1,991	5%
CT SCANS COMPLETED	873	760	15%	6,517	5,956	9%	742	18%	5,938	10%
RADIOLOGY-DEXA	221	162	36%	1,381	1,266	9%	147	50%	1,297	6%
X-RAYS COMPLETED	1,853	1,922	-4%	14,791	15,065	-2%	1,767	5%	14,970	-1%
ECHOs COMPLETED	226	219	3%	1,933	1,717	13%	195	16%	1,717	13%
ULTRASOUNDS COMPLETED	382	419	-9%	3,211	3,287	-2%	382	0%	3,227	0%
MAMMOGRAPHYS COMPLETED	349	648	-46%	3,533	5,078	-30%	283	23%	2,644	34%
NUCLEAR MEDICINE TESTS	39	38	3%	352	302	17%	36	8%	297	19%
TOTAL DIAGNOSTIC IMAGING TESTS	4,219	4,458	-5%	33,805	34,909	-3%	3,793	11%	32,081	5%
PHARMACY MEDS DISPENSED	25,665	22,468	14%	190,738	176,120	8%	22,358	15%	171,465	11%
PHARMACY INFUSION MEDS DISPENSED	2,222	2,230	0%	18,137	17,477	4%	1,911	16%	16,830	8%
RETAIL PHARMACY SCRIPTS FILLED	2,272	2,251	1%	19,743	17,642	12%	2,321	-2%	17,624	12%
SPECIALTY PHARMACY SCRIPTS FILLED	112	76	47%	655	599	9%	-	0%	-	0%
ANTI COAG VISITS	192	249	-23%	1,787	1,948	-8%	240	-20%	2,139	-16%
RESPIRATORY THERAPY CHARGE UNITS	1,465	1,262	16%	9,766	9,890	-1%	2,340	-37%	16,680	-41%
PULMONARY REHAB CHARGE UNITS	130	140	-7%	1,051	1,100	-4%	198	-34%	1,248	-16%
CARDIAC REHAB SESSIONS	228	419	-46%	1,681	3,287	-49%	230	-1%	1,655	2%
PHYSICAL THERAPY CHARGE UNITS	6,811	7,531	-10%	64,316	59,034	9%	7,284	-6%	58,633	10%
PHYSICAL THERAPY CHARGE UNITS - DISCOVERY REHAB	1,076	2,715	-60%	5,925	14,671	-60%	-	0%	-	0%
OCCUPATIONAL THERAPY CHARGE UNITS	691	815	-15%	6,411	6,391	0%	874	-21%	6,420	0%
SPEECH THERAPY CHARGE UNITS	143	285	-50%	1,641	2,232	-26%	97	47%	2,140	-23%
REHAB/PT/OT/ST	9,079	11,906	-24%	81,025	86,716	-7%	8,683	5%	70,096	16%
ER CENSUS	1,555	1,410	10%	11,309	11,052	2%	1,478	5%	10,885	4%
EXPRESS CLINIC	1,229	1,270	-3%	9,344	9,953	-6%	1,233	0%	9,535	-2%
SOCO PATIENT VISITS	274	251	9%	1,909	1,965	-3%	236	16%	1,678	14%
PORT LUDLOW PATIENT VISITS	578	704	-18%	4,780	5,522	-13%	676	-14%	5,098	-6%
SHERIDAN PATIENT VISITS	2,924	3,237	-10%	25,998	25,377	2%	2,743	7%	23,828	9%
DENTAL CLINIC	437	615	-29%	4,226	4,821	-12%	484	-10%	3,893	9%
WATERSHIP CLINIC PATIENT VISITS	1,283	1,220	5%	11,052	9,562	16%	1,099	17%	9,744	13%
TOWNSEND PATIENT VISITS	418	537	-22%	4,174	4,208	-1%	515	-19%	4,245	-2%
TOTAL RURAL HEALTH CLINIC VISITS	7,143	7,834	-9%	61,483	61,407	0%	6,986	2%	58,021	6%
CARDIOLOGY CLINIC VISITS	491	494	-1%	3,241	3,369	-4%	372	32%	3,170	2%
DERMATOLOGY CLINIC VISITS	672	1,071	-37%	5,834	8,616	-32%	636	6%	5,409	8%
ENT CLINIC VISITS	205	100	105%	758	305	149%	-	0%	-	0%
GEN SURG VISITS	280	279	0%	2,465	2,504	-2%	263	6%	2,398	3%
NEUROLOGY VISITS	206	211	-2%	1,174	1,698	-31%	115	79%	1,109	6%
ONCOLOGY VISITS	335	589	-43%	2,971	4,103	-28%	328	2%	2,811	6%
ORTHO VISITS	641	708	-9%	6,147	5,700	8%	642	0%	5,752	7%
INFECTIOUS DISEASE CLINIC VISITS	28	32	-13%	204	258	-21%	-	0%	-	0%
PULMONOLOGY CLINIC VISITS	261	311	-16%	2,516	2,500	1%	-	0%	-	0%
RHEUMATOLOGY VISITS	56	29	93%	410	237	73%	33	70%	185	122%
SLEEP CLINIC VISITS	240	210	14%	1,850	1,689	10%	200	20%	1,630	13%
UROLOGY VISITS	303	228	33%	2,052	1,784	15%	220	38%	1,688	22%
JH UROLOGY SERVICES VASECTOMY VISITS	-	8	-100%	43	64	-33%	-	0%	52	-17%
OB/GYN CLINIC VISITS	323	321	1%	2,757	2,582	7%	277	17%	2,381	16%
WOUND CLINIC VISITS	138	120	15%	1,056	927	14%	105	31%	912	16%
HANDS/PLASTICS VISITS	205	206	0%	1,552	1,657	-6%	203	1%	1,595	-3%
TOTAL SPECIALTY CLINIC VISITS	4,384	4,916	-11%	35,030	37,991	-8%	3,394	29%	29,092	20%
SLEEP CENTER SLEEP STUDIES	76	57	33%	594	457	30%	62	23%	471	26%
INFUSION CENTER VISITS	748	875	-15%	6,235	6,307	-1%	685	9%	5,709	9%
RADIATION ONCOLOGY TREATMENTS	127	166	-23%	1,101	1,298	-15%	-	0%	-	0%
SURGERY CENTER ENDOSCOPIES	60	72	-17%	517	580	-11%	71	-15%	585	-12%
HOME HEALTH EPISODES	69	93	-26%	493	712	-31%	54	28%	461	7%
HOME HEALTH VISITS	1,125	1,232	-9%	9,448	9,416	0%	1,090	3%	9,065	4%
HOSPICE CENSUS/DAYS	1,124	1,302	-14%	9,626	10,206	-6%	1,041	8%	8,442	14%
HOSPICE VISITS	435	438	-1%	3,873	3,435	13%	423	3%	3,312	17%
FOOD AND NUTRITION SERVICES MEALS SERVED	9,714	9,181	6%	74,123	71,970	3%	6,892	41%	55,673	33%
MAT MGMT TOTAL ORDERS PROCESSED	2,831	2,123	33%	22,564	16,644	36%	2,798	1%	17,111	32%
REGISTRATION HOSPITAL ACCOUNTS CREATED	9,306	8,833	5%	73,767	69,238	7%	8,165	14%	65,513	13%
PATIENT ENGAGEMENT CENTER CALLS HANDLED	26,756	28,949	-8%	214,036	226,926	-6%	22,978	16%	182,506	17%
PRE-POST OP RECOVERY CASES	107	116	-8%	852	849	0%	93	15%	808	5%
PRE-POST OP RECOVERY MINUTES	5,665	4,891	16%	41,745	35,667	17%	3,955	43%	34,045	23%
ANESTHESIA MINUTES	19,281	21,676	-11%	161,594	158,066	2%	16,444	17%	141,286	14%
DIABETES EDUCATION AND NUTRITION SERVICES VISITS	31	40	-23%	288	321	-10%	37	-16%	318	-9%
PALLIATIVE CARE QOL ENCOUNTERS	112	120	-7%	939	899	4%	100	12%	650	44%

DRAFT