

**BLOSS MEMORIAL HEALTHCARE DISTRICT, A Public Entity (BMHD)
CENTRAL CALIFORNIA DENTAL SURGERY CENTER (CCDSC)
Advisory Committee Meeting
Executive Conference Room
Tuesday, April 25, 2017
10:00 am**

AGENDA FOR PUBLIC SESSION

I. PUBLIC COMMENTS

“Comments can be made concerning any matter within the Advisory Committee’s jurisdiction; but if the matter is not on the agenda, there will be no discussion of the issue. A person addressing the Advisory Committee will be limited to 5 minutes.”

	<u>ACTION</u>	<u>EXHIBIT</u>
II. CALL TO ORDER		
III. ROLL CALL		
IV. APPROVAL OF AGENDA	*	
V. APPROVAL OF MINUTES		
A. March 21, 2017 Meeting Minutes	*	1
VI. FINANCIAL REPORT		
A. March 2017 Financials	*	2
VII. ADMINISTRATOR REPORT		
VIII. OLD BUSINESS		
IX. NEW BUSINESS		
A. Policies & Procedures Recommendation	*	
B. Credentialing / Privileging Recommendation	*	
X. AGENDA FOR CLOSED SESSION		
Closed Session Items Pursuant the Brown Act will be:		
1. Section 54954.5(h) Report Involving Trade Secrets – Regarding New Services. Estimated date of public disclosure will be in 2017.		
2. Section 54954.5 (c); 54956.9 Conference with Legal Counsel for Initiation of Litigation.		
3. Section 1461 of the Health and Safety Code – Quality Management.		
4. Section 54957 Personnel Actions.		
XI. NEXT MEETING DATE		
XII. ADJOURNMENT		

**BLOSS MEMORIAL HEALTHCARE DISTRICT, A Public Entity (BMHD)
CENTRAL CALIFORNIA DENTAL SURGERY CENTER (CCDSC)
Advisory Committee Meeting
Executive Conference Room
Tuesday, March 21, 2017
9:30 am**

CALL TO ORDER

Edward Lujano called the meeting to order at 9:45 a.m.

ROLL CALL

Present: Edward Lujano, Bloss CEO; Fily Cale, Executive Assistant;
Kory Billings, Committee Member and Lloyd Weaver, Committee
Member

Others Present: David Thompson, CCDSC Administrator and Dawnita Castle,
Interim CFO

Absent: None

APPROVAL OF AGENDA

**A motion was made / seconded, (Lloyd Weaver / Kory Billings) to approve the
March 21, 2017 agenda as presented. Motion carried.**

APPROVAL OF MINUTES

A. February 21, 2017 Meeting Minutes, Exhibit 1

**A motion was made /seconded, (Lloyd Weaver / Kory Billings) to approve the February
21, 2017 meeting minutes as presented, Exhibit 1. Motion carried.**

FINANCIAL REPORT

A. February 2017 Financials, Exhibit 2

Dawnita Castle reported that for the month of February 2017, CCDSC treated 216 patients
and recorded a net profit in the amount of \$56,249 before overhead and a net profit of
\$53,108 after allocation of overhead.

Patient revenue collections for the month of February 2017 was \$309,125 and net revenue
per case was \$1,303 and expenses were \$1,043 per case.

A motion was made /seconded, (Kory Billings / Lloyd Weaver) to approve and accept the February 2016 Financials report, Exhibit 2. Motion carried.

ADMINISTRATOR REPORT

David Thompson reported on the highlights for February 2017. The final corrections were returned from the AAAHC audit that was held in January. The largest correction is the firewall that we will need to build along the back corridor.

The first bid for the firewall project has been received and is in the amount of \$59,000. A second bid should be received by tomorrow and both bids will be on the Board agenda next week for approval. The firewall must be completed by the end of April.

In regards to the Denti-Cal bill for increased rates for the top 15 dental procedures, David Thompson along with two other people have been asked to be on the panel to testify for the need of this rate bill. They will have 2 minutes apiece to present their information.

Another anesthesiologist provider will be presented next month for credentialing.

OLD BUSINESS

None

NEW BUSINESS

A. Policies & Procedures Recommendation, Exhibit 4

None.

B. Credentialing Privileging Recommendation

None.

AGENDA FOR CLOSED SESSION

Edward Lujano, stated that there will be discussion under Section 1461 Quality Management.

NEXT MEETING DATE

The next Governance meeting will be held Tuesday, April 25, 2017 at 10:00 am.

ADJOURNMENT

As there was no further business, the meeting adjourned into closed session at 9:52 am.

The meeting reconvened into public session at 9:54 am. No action taken.

Respectfully Submitted,

Fily Cale
Executive Assistant

Kory Billings
Committee Member

**CENTRAL CALIFORNIA DENTAL SURGERY CENTER (CCDSC)
Period Ended March 2017**

March Financial Statements:

Prior Month Comparison (**blue**)

Monthly Operating Report Summary (**green**)

Accrual Basis

Income Statement per Case Analyses (**white**)

January Check Register (**goldenrod**)

A/R Aging (**white**)

A/R Activity Summary (**pink**)

Monthly Billing by Insurance (**green**)

CENTRAL CALIFORNIA DENTAL SURGERY CENTER
 MONTHLY OPERATING STATEMENT
 PRIOR MONTH COMPARISON
 7200 BMH CCDSC
 D. THOMPSON

	MAR 2017 ACTUAL	FEB 2017 ACTUAL	\$ VARIANCE	% VARIANCE
REVENUES				
CCDSC DENTAL SURGERY REV	341,271	296,368	44,904	15.15%
TOTAL PATIENT REVENUE	<u>341,271</u>	<u>296,368</u>	<u>44,904</u>	<u>15.15%</u>
DEDUCTIONS FROM REVENUES				
DENTAL SURGERY RD	17,064	14,818	(2,245)	(15.15)%
TOTAL DEDUCTIONS FROM REVENUE	<u>17,064</u>	<u>14,818</u>	<u>(2,245)</u>	<u>(15.15)%</u>
NET PATIENT REVENUE	<u>324,208</u>	<u>281,549</u>	<u>42,658</u>	<u>15.15%</u>
OTHER OPERATING REVENUE	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL NET OPERATING REVENUE	<u>324,208</u>	<u>281,549</u>	<u>42,658</u>	<u>15.15%</u>
EXPENSES				
SALARIES				
MANAGEMENT AND SUPERVISION	3,194	8,546	5,352	62.63%
TECHNICAL AND SPECIALIST	3,853	3,683	(170)	(4.62)%
REGISTERED NURSE	18,557	14,144	(4,414)	(31.21)%
LICENSED VOCATIONAL NURSE	5,092	4,295	(797)	(18.55)%
MEDICAL ASSISTANTS	14,016	11,922	(2,094)	(17.56)%
CLERICAL	10,690	9,185	(1,505)	(16.39)%
VACATION EXPENSE	987	813	(175)	(21.49)%
TOTAL SALARIES	<u>56,389</u>	<u>52,588</u>	<u>(3,802)</u>	<u>(7.23)%</u>
BENEFITS				
FICA	4,270	3,932	(339)	(8.62)%
HEALTH INSURANCE	5,630	5,786	156	2.69%
WORKERS COMPENSATION	352	351	(1)	(0.28)%
TOTAL BENEFITS	<u>10,253</u>	<u>10,068</u>	<u>(184)</u>	<u>(1.83)%</u>
TOTAL SALARIES AND BENEFITS	<u>66,642</u>	<u>62,656</u>	<u>(3,986)</u>	<u>(6.36)%</u>
PROFESSIONAL FEES				
CONSULTING & MANAGEMENT	12,500	12,900	400	3.10%

CENTRAL CALIFORNIA DENTAL SURGERY CENTER
 MONTHLY OPERATING STATEMENT
 PRIOR MONTH COMPARISON
 7200 BMH CCDCS
 D. THOMPSON

	MAR 2017 ACTUAL	FEB 2017 ACTUAL	\$ VARIANCE	% VARIANCE
OTHER CONTRACTED SERVICE	2,006	2,355	349	14.83%
ANESTHESIOLOGIST	55,300	47,500	(7,800)	(16.42)%
DENTIST	49,964	42,234	(7,730)	(18.30)%
TOTAL PROFESSIONAL FEES	119,770	104,989	(14,781)	(14.08)%
SUPPLIES				
DENTAL SUPPLIES	8,897	8,480	(417)	(4.92)%
MEDICAL GASES	556	491	(65)	(13.22)%
PHARMACEUTICALS	3,243	4,964	1,721	34.67%
OTHER MEDICAL SUPPLIES	13,305	10,110	(3,195)	(31.61)%
LINEN	1,428	1,306	(122)	(9.34)%
CLEANING SUPPLIES	0	132	132	100.00%
OFFICE SUPPLIES	827	1,438	611	42.52%
EMPLOYEE APPAREL	1,196	933	(263)	(28.21)%
OTHER MINOR EQUIPMENT	393	706	313	44.29%
OTHER NON-MEDICAL SUPPLIES	939	1,048	109	10.39%
INVENTORY ADJUSTMENTS	229	0	(229)	
FREIGHT ON PURCHASES	145	179	34	18.75%
GROSS VARIANCE	9	0	(9)	
SALES TAX AND VARIANCE	(37)	191	228	119.44%
TOTAL SUPPLIES	31,130	29,976	(1,153)	(3.85)%
PURCHASED SERVICES				
REPAIRS AND MAINTENANCE	1,021	1,115	94	8.40%
MANAGEMENT SERVICES	200	300	100	33.33%
OTHER PURCHASED SERVICES	15,723	16,761	1,038	6.20%
TOTAL PURCHASED SERVICES	16,944	18,176	1,232	6.78%
DEPRECIATION				
DEPREC - LAND & IMPROVEMENTS	100	100	0	0.00%
DEPREC-LEASEHOLD IMPROVEMENTS	15	15	0	0.00%
DEPREC-EQUIPMENT	1,815	1,815	0	0.00%
TOTAL DEPRECIATION	1,930	1,930	0	0.00%
RENTS AND LEASES				
RENTAL - EQUIPMENT	124	0	(124)	
TOTAL RENTS AND LEASES	124	0	(124)	
UTILITIES				

CENTRAL CALIFORNIA DENTAL SURGERY CENTER
 MONTHLY OPERATING STATEMENT
 PRIOR MONTH COMPARISON
 7200 BMH CCDSC
 D. THOMPSON

	MAR 2017 ACTUAL	FEB 2017 ACTUAL	\$ VARIANCE	% VARIANCE
OTHER OPERATING EXPENSES				
TAX AND LICENSE	0	331	331	100.00%
OTHER UNASSIGEND COSTS	208	234	26	11.03%
TELEPHONE	555	100	(455)	(456.29)%
SUBSCRIPTIONS & DUES	39	39	0	0.00%
TRAINING	0	765	765	100.00%
TRAVEL	3,630	3,464	(166)	(4.78)%
ADVERTISING	1,050	1,131	81	7.16%
OTHER EXPENSES	500	510	10	1.96%
CONTINGENCY EXP	1,000	1,000	0	0.00%
TOTAL OTHER OPERATING EXPENSE	6,981	7,574	593	7.82%
TOTAL OPERATING EXPENSE	243,520	225,301	(18,219)	(8.09)%
NET INCOME FROM OPERATIONS	80,688	56,249	24,439	43.45%
NON-OPERATING REVENUES				
GRANT REVENUE	833	1,667	(833)	(50.00)%
TOTAL NON-OPERATING REVENUE	833	1,667	(833)	(50.00)%
NET INCOME BEFORE ALLOCATION OF OVERHEAD	81,521	57,915	23,606	40.76%
ALLOCATIONS				
ALLOCATION - SQ FT	4,932	4,686	(246)	(5.24)%
ALLOCATION - SALARY	121	121	0	0.00%
TOTAL ALLOCATIONS	5,053	4,808	(246)	(5.11)%
NET INCOME AFTER ALLOCATION OF OVERHEAD	76,468	53,108	23,360	43.99%
STATISTICS				
LABOR STSTISTICS				

RUN DATE: 04/19/17
RUN TIME: 1622

Castle Family Health Centers GL **LIVE**

PAGE 4
RUN: CCDCS REPORTS RPT: CCSDTLMO FMT: INC MO 1

CENTRAL CALIFORNIA DENTAL SURGERY CENTER
MONTHLY OPERATING STATEMENT
PRIOR MONTH COMPARISON
7200 BMH CCDCS
D. THOMPSON

	MAR 2017 ACTUAL	FEB 2017 ACTUAL	\$ VARIANCE	% VARIANCE
PRODUCTIVE HOURS	2,212	1,908	(304)	(15.93)%
NON-PRODUCTIVE HOURS	217	250	33	13.25%
TOTAL PAID HOURS	<u>2,429</u>	<u>2,158</u>	<u>(271)</u>	<u>(12.55)%</u>
VISITS				
OTHER VISITS	247	216	(31)	(14.35)%
TOTAL VISITS	<u>247</u>	<u>216</u>	<u>(31)</u>	<u>(14.35)%</u>
PROCEDURES	<u> </u>	<u> </u>	<u> </u>	<u> </u>

CENTRAL CALIFORNIA DENTAL SURGICAL CENTER
 MONTHLY OPERATING REPORT SUMMARY
 7200 BHH CGDSC
 D. THOMPSON

	MAR 2017 ACTUAL	MAR 2016 ACTUAL	\$ VARIANCE	% VARIANCE	MAR 2017 YTD ACTUAL	MAR 2016 YTD ACTUAL	\$ VARIANCE	% VARIANCE
PATIENT SERVICES REVENUE	341,271	293,597	47,674.46	16%	2,459,050	2,232,799	226,251	10.13%
CGDSC DENTAL SURGERY REV	341,271	293,597	47,674.46	16%	2,459,050	2,232,799	226,251	10.13%
TOTAL PATIENT REVENUE	341,271	293,597	47,674.46	16%	2,459,050	2,232,799	226,251	10.13%
DEDUCTIONS FROM REVENUE								
DENTAL SURGERY RD	17,064	50,206	33,142.28	66%	162,864	206,892	44,028	21.28%
OTHER / SELF	0	0	0.00	0%	(15)	0	15	
TOTAL DEDUCTIONS FROM REVENUE	17,064	50,206	33,142.28	66%	162,849	206,892	44,043	21.29%
NET PATIENT REVENUE	324,208	243,391	80,816.74	33%	2,296,201	2,025,907	270,295	13.34%
OTHER REVENUE			0.00	0%			0	0.00%
TOTAL NET OPERATING REVENUE	324,208	243,391	80,816.74	33%	2,296,201	2,025,907	270,295	13.34%
OPERATING EXPENSES								
SALARIES AND WAGES	56,389	48,296	(8,092.79)	(17)%	471,240	392,277	(78,963)	(20.13)%
EMPLOYEE BENEFITS	10,253	8,471	(1,781.12)	(21)%	76,414	66,968	(9,447)	(14.11)%
PROFESSIONAL FEES	119,770	105,892	(13,877.81)	(13)%	913,846	885,967	(27,878)	(3.15)%
SUPPLIES	31,130	31,321	191.45	1%	272,428	249,463	(22,966)	(9.21)%
PURCHASED SERVICES	16,944	10,988	(5,956.24)	(54)%	155,208	155,654	446	0.29%
DEPRECIATION	1,930	1,711	(218.82)	(13)%	17,173	15,631	(1,542)	(9.86)%
RENTS AND LEASES	124	0	(123.64)		124	446	322	72.25%
OTHER EXPENSES	6,981	3,158	(3,822.86)	(121)%	71,658	100,842	29,184	28.94%
TOTAL OPERATING EXPENSE	243,520	209,838	(33,681.83)	(16)%	1,978,090	1,867,247	(110,843)	(5.94)%
NET INCOME FROM OPERATIONS	80,688	33,553	47,134.91	141%	318,111	158,660	159,451	100.50%
NON-OPERATING REVENUE	833	833	0.00	0%	12,500	2,500	10,000	400.00%
NON-OPERATING EXPENSE	0	0	0.00	0%	0	0	0	0.00%
NET NON-OPERATING INCOME	833	833	0.00	0%	12,500	2,500	10,000	400.00%
NET INCOME	81,521	34,386	47,134.91	137%	330,611	161,160	169,451	105.15%

BLOSS MEMORIAL HEALTHCARE DISTRICT

	<u>INCOME STATEMENT</u>	<u>\$ PER CASE</u>
Month of March 2017	CCDSC	CCDSC
NUMBER OF CASES	<u>247</u>	<u>247</u>
NET PATIENT REVENUE	324,208	1,313
OTHER REVENUE	<u>0</u>	<u>0</u>
TOTAL NET OPERATING REVENUE	<u>324,208</u>	<u>1,313</u>
OPERATING EXPENSES		
SALARIES AND WAGES	56,389	228
EMPLOYEE BENEFITS	10,253	42
PROFESSIONAL FEES	119,770	485
SUPPLIES	31,130	126
PURCHASED SERVICES	16,944	69
DEPRECIATION	1,930	8
RENT	0	0
UTILITIES	0	0
INSURANCE	0	0
OTHER EXPENSES	<u>7,104</u>	<u>29</u>
TOTAL OPERATING EXPENSE	<u>243,520</u>	<u>986</u>
NET INCOME FROM OPERATIONS	80,688	327
NON-OPERATING REVENUE	<u>833</u>	
NET INCOME	<u><u>81,521</u></u>	<u><u>330</u></u>

**Central California Dental Surgery Center
March-17**

Auto Debits - Old Account

Bank Fees	207.95
Transfer to CCDSC New Account	0.00
Transfer to Bloss	0.00

Grand Total	<u>207.95</u>
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Central California Dental Surgery Center

Auto Debits - New Account

Bank Fees	0.00
Transfer to Bloss for Payroll	160,295.42

Grand Total	<u>160,295.42</u>
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RUN DATE: 04/03/17
 RUN TIME: 1000
 RUN USER: COOKS

Castle Family Health Centers AP **LIVE**
 CHECK REGISTER BY DATE

CCDSC
 FROM 03/01/17 TO END

DATE	CHECK NUM	VENDOR NUM	VENDOR NAME	STATUS	STATUS DATE	AMOUNT	
						ISSUED/ CLEARED	VOIDED/ UNCLAIMED
03/09/17	001850	S0320	A SIMPLE SOLUTION	ISSUED	03/09/17	313.80	
03/09/17	001851	S0297	ALSCO, INC.	ISSUED	03/09/17	271.85	
03/09/17	001852	S0350	AT&T - CALNET 3	ISSUED	03/09/17	33.99	
03/09/17	001853	S0191	HENRY SCHEIN MEDICAL (920126)	ISSUED	03/09/17	3191.90	
03/09/17	001854	S0066	HENRY SCHEIN DENTAL (3194208)	ISSUED	03/09/17	354.65	
03/09/17	001855	S0098	MERCED COUNTY - CASTLE AIRPORT	ISSUED	03/09/17	25.49	
03/09/17	001856	S0016	MCKESSON MEDICAL SURGICAL(54363856)	ISSUED	03/09/17	3780.70	
03/09/17	001857	S0338	NUSMILE PEDIATRIC CROWNS	ISSUED	03/09/17	788.60	
03/09/17	001858	S0055	VALLEY MEDICAL INSTRUMENT SERVICE	ISSUED	03/09/17	2257.00	
03/09/17	001859	S0233	ZENITH INSURANCE COMPANY	ISSUED	03/09/17	352.00	
03/13/17	001860	S0107	Quantum Labs, Inc.	ISSUED	03/13/17	835.28	
03/15/17	001861	S0297	ALSCO, INC.	ISSUED	03/15/17	271.85	
03/15/17	001862	S0033	AT&T	ISSUED	03/15/17	50.70	
03/15/17	001863	S0035	AT&T	ISSUED	03/15/17	174.12	
03/15/17	001864	S0350	AT&T - CALNET 3	ISSUED	03/15/17	97.01	
03/15/17	001865	S0317	HCBINTEL	ISSUED	03/15/17	15456.23	
03/15/17	001866	S0191	HENRY SCHEIN MEDICAL (920126)	ISSUED	03/15/17	2552.87	
03/15/17	001867	S0016	MCKESSON MEDICAL SURGICAL(54363856)	ISSUED	03/15/17	1489.90	
03/17/17	001868	S0239	LOLA JEAN NEILS	ISSUED	03/17/17	364.00	
			REMITTED TO: OVERNIGHT HANDPIECE REPAIR				
03/21/17	001869	S0297	ALSCO, INC.	ISSUED	03/21/17	271.03	
03/21/17	001870	S0350	AT&T - CALNET 3	ISSUED	03/21/17	50.36	
03/21/17	001871	S0191	HENRY SCHEIN MEDICAL (920126)	ISSUED	03/21/17	3776.26	
03/21/17	001872	S0066	HENRY SCHEIN DENTAL (3194208)	ISSUED	03/21/17	2776.52	
03/21/17	001873	S0012	MAXDENT DENTAL SUPPLY, INC.	ISSUED	03/21/17	125.06	
03/21/17	001874	S0255	VALLEY YELLOW PAGES	ISSUED	03/21/17	1025.20	
03/27/17	001875	S0297	ALSCO, INC.	ISSUED	03/27/17	271.03	
03/27/17	001876	S0012	MAXDENT DENTAL SUPPLY, INC.	ISSUED	03/27/17	111.89	
03/27/17	001877	S0016	MCKESSON MEDICAL SURGICAL(54363856)	ISSUED	03/27/17	1581.78	
03/27/17	001878	S0107	Quantum Labs, Inc.	ISSUED	03/27/17	169.82	
03/27/17	001879	S0346	SOMTHIN' FISHY	ISSUED	03/27/17	100.00	
TOTAL \$						42920.89	

**CENTRAL CALIFORNIA DENTAL SURGERY CENTER
ACCOUNTS RECEIVABLE AGING SCHEDULE - 12 MONTH COMPARISON**

OPEN DENT	TOTAL	0 - 30	30 - 60	60 - 90	90 - 120	% < 60 DAYS	% > 90 DAYS
Apr-16	798,403	299,243	234,651	45,210	219,300	0	66.87%
May-16	578,007	230,973	72,878	55,492	218,664	0	52.57%
Jun-16	667,060	279,718	94,766	48,841	243,735	0	56.14%
Jul-16	661,577	252,009	75,976	55,643	277,948	0	49.58%
Aug-16	632,549	239,711	57,290	37,878	297,670	0	46.95%
Sep-16	583,485	206,005	59,134	18,158	300,188	0	45.44%
Oct-16	533,146	172,192	53,172	14,951	292,832	0	42.27%
Nov-16	543,005	183,532	37,554	20,293	301,626	0	40.72%
Dec-16	474,924	133,830	35,952	15,194	289,948	0	35.75%
Jan-17	506,673	227,528	32,325	16,196	230,624	0	51.29%
Feb-17	577,770	251,355	76,819	29,064	220,533	0	56.80%
Mar-17	629,948	313,583	84,727	26,807	204,831	0	63.23%
% OF TOTAL		49.78%	13.45%	4.26%	32.52%	0.00%	

CENTRAL CALIFORNIA DENTAL SURGERY CENTER
 ACCOUNTS RECEIVABLE
 12 MONTH COMPARISON
 DAYS IN A/R

	CHANGE												
	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Feb-17 Mar-17
OPEN DENT													
BEG BALANCE	647,485	798,403	578,007	667,060	661,577	632,549	583,485	533,146	543,005	474,924	506,673	577,770	71,098
CHARGES	307,250	304,750	290,514	290,713	293,791	277,124	239,252	232,815	186,961	300,755	296,368	341,271	(44,904)
PAYMENTS	(142,370)	(503,511)	(180,537)	(279,309)	(306,861)	(312,984)	(276,351)	(208,328)	(244,281)	(254,142)	(309,125)	(271,038)	(38,087)
ADJUSTMENTS	(13,961)	(21,635)	(20,924)	(16,887)	(15,958)	(13,204)	(13,240)	(14,629)	(10,761)	(14,865)	83,855	(18,056)	
NET IN/(DE)CREASE	150,918	(220,396)	89,053	(5,484)	(29,028)	(49,064)	(50,338)	9,859	(68,081)	31,749	71,098	52,178	(18,920)
END BALANCE	798,403	578,007	667,060	661,577	632,549	583,485	533,146	543,005	474,924	506,673	577,770	629,948	0.00
COLLECTION % *	91.07%	95.88%	89.61%	94.30%	95.06%	95.95%	95.43%	93.44%	95.78%	94.47%	137.22%	93.75%	-43.47
ADJUSTMENT %	8.93%	4.12%	10.39%	5.70%	4.94%	4.05%	4.57%	6.56%	4.22%	5.53%	-37.22%	6.25%	43.47
COLLECTION RATIO ** - NOT VALID	46.34%	165.22%	62.14%	96.08%	104.45%	112.94%	115.51%	89.48%	130.66%	84.50%	104.30%	79.42%	-0.25
DAYS IN A/R	88.79	58.72	67.26	68.70	66.51	62.30	60.54	65.96	66.30	64.69	66.32	60.42	-5.90

*COLLECTION % = PAYMENTS DIVIDED BY TOTAL PAYMENTS & ADJUSTMENTS.

