



Ross Valley Paramedic Authority

MEMBER AGENCIES

Town of Corte Madera
Town of Fairfax
Kentfield Fire Dist.
City of Larkspur
County of Marin
Town of Ross
Town of San Anselmo
Sleepy Hollow Fire Dist.

BOARD OF DIRECTORS MEETING

Thursday, May 2, 2019 @ 6:30 p.m. Kentfield Fire District
1004 Sir Francis Drake Blvd. Kentfield, CA 94904

1. Call to Order- Board Chair
2. Roll Call- Executive Officer
3. Pledge of Allegiance – Board Chair
4. Open Time for Public Input. Members of the Public have an opportunity to comment on items not on tonight's agenda. Each member of the public has two minutes in which to speak. Board members and staff are not able to engage in dialogue, answer questions or act on any of the items brought forward. At the Board's discretion, matters brought forth may be placed on a future agenda.
5. Review and approve Meeting Minutes: Staff recommends that the Board approve the meeting minutes from the February 7, 2019 meeting.
6. NEW BUSINESS
 - a. Presentation of preliminary budget FY 2019-20. Recommendation: *Receive preliminary budget presentation, and direct staff as necessary.*
 - b. Nurse Education Program for Central Marin Fire: *Recommendation: Receive proposal to cover costs providing Central Marin Fire with additional nurse education time.*
7. OLD BUSINESS
 - a. Review updated contracts for Central Marin Fire, Ross Valley Fire, Marin County Fire and City of Larkspur. *Recommendation: Review new contracts, provide feedback, direct executive officer to execute contracts with aforementioned agencies.*
8. CQI Reports (Quarterly). Staff recommends that the Board receive any oral/written updates from the CQI managers. *Recommendation: Direct staff as needed.*
 - a. Marin County: Heather Price Fair
 - b. Central Marin Fire: Liz Froneberger
9. Review RVPA Expense Sheet (attached).
10. Transport Billing Data Review (attached).
11. Announcements/Future Agenda Items.
12. Adjournment.

Submitted, /s/ Jason Weber, Executive Officer

This agenda was posted in accordance with #54954.2 and #54954.3 of the Government Code. AMERICAN SIGN LANGUAGE INTERPRETERS AND ASSISTIVE LISTENING DEVICES MAY BE REQUESTED BY CALLING (415)473-4100 AT LEAST 72 HOURS IN ADVANCE. COPIES OF DOCUMENTS ARE AVAILABLE IN ACCESSIBLE FORMATS UPON REQUEST.

Availability of Documents: Any writings or documents provided to a majority of the RVPA regarding any item on this agenda will be made available for public inspection at the Customer Service Counter at Marin County Fire Department Woodacre Station 33 Castlerock Ave, Woodacre 94973, during normal business hours.

THE BOARD OF DIRECTORS OF
THE ROSS VALLEY PARAMEDIC AUTHORITY
Held a meeting:
6:30 p.m. Thursday, February 7, 2019
Kentfield Fire District
1004 Sir Francis Drake Blvd., Kentfield, CA. 94904

1. Call to Order- Chair Reed called the meeting to order at 6:30 p.m.
2. Roll Call
Board Member Attendance: Chair Reed, Bailey, Corbet, Hillmer, Meagor, Przybylski Absent: Hart
Staff: Weber, Orme, Price-Fair, Shurtz, McTigue

3. Pledge of Allegiance
4. Open Time for Public Input

There were no comments.

5. Review and/or approve Meeting Minutes: From December 6, 2018

M/s, Bailey/Meagor, to approve the minutes of December 6, 2018 as corrected.
Ayes: All Absent: Hart

6. NEW BUSINESS
 - a. Presentation of Basic Financial Statements FY 2018-19

Finance Director Cathy Orme presented a staff report. She noted cash flow remains positive and the net Fund Balance and revenues were strong. The "Deposits Payable" line item in the amount of \$12,000 represented the donation from The Tamalpais. She noted there was an accrual of \$50,000 for Medicare payments. Executive Officer Weber reminded the Board about how Medicare payments had been held up- they are now on track. Finance Director Orme stated Transport Billing Revenue was down a bit from last year. She referred to page 16, "Budgets against Actuals" and noted there was an error in the last column.

Boardmember Bailey asked for an explanation of the GEMT and IGT funds. Executive Officer Weber stated Ground Emergency Medical Transport was similar to a MediCal program. Intergovernmental Transfer was a program whereby an agency gives money to the government and receives more back at the end of the year.

Boardmember Bailey referred to page 16 and asked when the original and final budgets were published. Finance Director Orme stated the original was

published in May 2017 and the final was published in February 2018 after the budget adjustments were made. The actuals are posted as of June 30, 2018. The books do not close on June 30th but are finalized after the audit- usually sometime in October. Boardmember Bailey stated it was a good idea for the Board to have a sense of the timing of the preparation of the document.

Chief Shurtz had some suggested edits to the document.

Finance Director Orme discussed the memorandum regarding Internal Controls. She noted the Larkspur Finance Department was very small and she tries to segregate duties as much as possible. Boardmember Bailey asked if the same recommendations are made each year. Finance Director Orme stated "yes". Boardmember Meagor noted these findings were not material weaknesses. Finance Director Orme agreed- the RVPA has never had a material weakness.

M/s, Bailey/Finn, to accept the Financial Statements for Fiscal Year 2018/19 with the edits suggested by Chief Shurtz.

Ayes: All Absent: Hart

b. Presentation of FY 2018-19 Mid-Year Budget

Finance Director Orme presented a staff report. She referred to the Transport Billing Revenue and stated some of the Medicare payments were not reflected in the numbers. Staff had to open up an RVPA checking account and those payments will be reflected in the January budget numbers. Executive Officer Weber stated the figure should be about \$600,000. He noted these estimated figures were conservative. Finance Director Orme noted they ended the year in a very positive position and have funds that could be allocated to the Reserve Account. This would require an action by the Board. Executive Officer Weber stated staff would return to the Board with a recommendation of such a transfer in several months.

Chief Shurtz acknowledged they were in a very positive position but reminded everyone that some contract amounts have not yet been disbursed.

Boardmember Finn thanked Executive Officer Weber, Chief Shurtz, Chief Meagor, and Battalion Chief McTigue for the good work at stabilizing the budget.

7. OLD BUSINESS

a. Update from Executive Officer on contract renewals and legal work

Executive Officer Weber presented a staff report. The RVPA has contracts with Mr. Tom Bertram, attorney, the Town of Corte Madera, the City of Larkspur, Ross Valley Fire Authority, and County of Marin Fire Department. He would like these contracts to become effective July 1st in alignment with the four-year tax measure. The Finance Committee has reviewed these agreements. He will bring them to the Board for approval.

There were no comments or questions from the Board.

8. CQI Reports

a. Marin County

Ms. Price-Fair reported in June they went to a new PCR program for records management. She reported on the following: 1) Disposition; 2) Transport Mode from Scene; 3) Non Transports 4) Calls by City; 5) Response by City 6) Transports by Destination; 7) Facility. The majority of calls are Code 2. Calls to San Quentin have increased. The majority of transports are to Marin General Hospital. Most of the UCSF transports are done by Medic 18. Battalion Chief McTigue stated the inter-facility transfers are partly due the limited number of private ambulance companies. The only ALS ambulance company is NorCal. Executive Officer Weber stated the RVPA has capacity in the system for additional volume but they do not want to do a lot of inter-facility calls. Boardmember Finn asked staff if there would eventually be no private providers. Battalion Chief McTigue stated he did see NorCal leaving the County but he did not think they would be expanding services. Ms. Price Fair stated availability of bariatric ambulances is also an issue.

b. Town of Corte Madera

Battalion Chief McTigue reported on the following: 1) Disposition; 2) Transport Mode from Scene; 3) Non Transports 4) Calls by City; 5) Response by City 6) Transports by Destination; 7) Facility. The transport numbers were not entirely accurate due to the transition to the new PCR system. He noted they were previously doing about one to two San Quentin calls per day but have gotten it down to one every other day. They continue to work with the representatives of San Quentin.

9. Review RVPA Expense Sheet

Executive Officer Weber presented a staff report. He noted there was nothing out of the ordinary.

There were no comments or questions from the Board.

10. Transport Billing Data Review

Executive Officer Weber presented a staff report. There was “old work vs. new work” and future information would be more reliable.

Boardmember Corbett had a question about the “charges” line item.

11. Announcements/Future Agenda Items/Adjournment

Boardmember Finn reported on an article in the Wall Street Journal about how the recent proliferation of bike lanes are squeezing down road widths and that first responders are concerned. He asked staff to keep an eye on this issue.

Executive Officer Weber reported staff was working with an electrician on installing traffic control transponders along Sir Francis Drake Boulevard.

12. Adjournment- Boardmember Reed adjourned the meeting at 7:25 p.m. The next Board meeting would be Thursday, March 7, 2019.

Respectfully submitted,

Toni DeFrancis
Recording Secretary

RVPA Staff Report

TO: RVPA Board

FROM: Jason Weber, Executive Officer

SUBJECT: Presentation of Preliminary Budget for FY 2019-20

MEETING DATE: May 2, 2019

DISCUSSION

The preliminary – RVPA draft budget for the 2019-20 fiscal year is attached for your review. The Revenue portion of the budget reflects anticipated revenues based on the property tax increasing to \$79.50 per living unit per 1,500 square feet of structure developed parcel in non-residential use. Projected transport billing revenue is also provided.

As you may recall from our auditor at the February meeting presentation of our Basic Financial Statements. The Auditor indicated a positive position at year-end of \$981,519 a favorable change of \$183,695. This is mostly attributed to better than expected ambulance revenue as well as fiscal policy changes your board adopted to meet goals associated with general reserves and equipment replacement.

Notable Changes to budget

- Revenue reflects increase in tax of \$4 per unit or 1500 sq feet of commercial space
- Increase in County Fire contract reflecting “true up” after 4 years of increases not exceeding 3%
- Increase in Central Marin Fire Engine Medic Program to align cost formula with Ross Valley Fire Engine Medic program

A final version of the proposed budget with the changes suggested from tonight’s discussion will be presented at the June 2019 meeting.

STAFF RECOMMENDATION

Provide feedback and direction to staff. The 2019-20 budget will come back before the Board at the June 6, 2019 meeting for adoption.

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2019-20 Budget

Fund	Account Number	Account Name	Account Type	2015-2016	2016-2017	2017-2018	2018-19 Total	2018-19 Activity	Proposed Budget
				Total Activity	Total Activity	Total Activity	Adopted Budget	to Date Apr 2019	2019-20
705	705-1204-101004	INVESTMENT EARNINGS	Revenue	(3,695.01)	(6,210.48)	(8,034.24)	(2,200.00)	(6,544.35)	(2,200.00)
705	705-1205-200002	KENTFIELD FIRE DIST	Revenue	(161,673.00)	(178,188.50)	(194,634.00)	(211,834.44)	(200,106.58)	(223,485.33)
705	705-1205-200003	CITY OF LARKSPUR	Revenue	(434,063.60)	(480,789.40)	(526,509.29)	(568,080.00)	(535,242.07)	(599,324.40)
705	705-1205-200004	COUNTY SER AREA 27	Revenue	(42,615.50)	(47,106.00)	(51,564.00)	(54,810.00)	(53,031.85)	(57,824.55)
705	705-1205-200007	TOWN OF FAIRFAX	Revenue	(214,312.00)	(236,665.00)	(258,175.00)	(280,838.88)	(265,075.65)	(296,285.02)
705	705-1205-200009	TOWN OF ROSS	Revenue	(54,912.00)	(60,648.00)	(66,384.00)	(71,857.80)	(68,166.30)	(75,809.98)
705	705-1205-200010	SLEEPY HOLLOW FIRE DIST	Revenue	(52,448.00)	(57,926.00)	(63,404.00)	(68,310.00)	(65,437.90)	(72,067.05)
705	705-1205-200013	SAN ANSELMO	Revenue	(343,283.85)	(379,019.33)	(408,727.50)	(447,120.00)	(419,114.35)	(471,711.60)
705	705-1207-103000	OTHER REVENUE	Revenue	(882.79)	(5,265.57)	(37,280.00)			(5,000.00)
705	705-1207-103005	TRANSPORT BILLING	Revenue	(920,019.67)	(823,668.03)	(747,314.00)	(796,000.00)	(717,445.63)	(819,880.00)
705	705-1308-109006	DISPOSITION OF PROPERTY	Revenue	-	-	-			
705	705-9999-359001	TRANSFER FROM RESERVES	Revenue	-	-	-			
Total				(2,227,905.42)	(2,275,486.31)	(2,362,026.03)	(2,501,051.12)	(2,330,164.68)	(2,623,587.93)

Fund	Account Number	Account Name	Account Type	2015-2016	2016-2017	2017-2018	2018-2019	2018-19 Activity	
				Total Activity	Total Activity	Total Activity	Total Budget	to Date Apr 2019	
705	705-0046-000-003000	PART TIME	Expense	4,940.00	4,660.00	3,040.00	7,000.00	2,860	7,210.00
705	705-0046-001-012001	FINANCIAL & ADMINISTRATIVE SERVICES	Expense	42,710.00	47,323.00	47,736.00	47,326.00	48,021	48,745.78
705	705-0046-001-012003	ALS BACK UP	Expense	102,687.50	50,721.89	41,521.40	62,500.00	47,156	64,375.00
705	705-0046-001-012012	CONSULTANT	Expense	2,345.00	450.00	1,519.00	5,000.00	-	5,150.00
705	705-0046-001-012031	PHYSIO-CONTROL	Expense	28,761.38	-	-	9,000.00	11,727	9,270.00
705	705-0046-001-012038	TRANSPORT BILLING FEES	Expense	54,337.54	46,991.37	18,885.74	50,000.00	36,018	51,500.00
705	705-0046-001-012039	PARCEL TAX TRANSFER TO CM	Expense	-	14,076.00	8,037.00	8,000.00	-	9,164.00
705	705-0046-001-016000	LEGAL SERVICES	Expense	-	-	3,386.25	12,000.00	-	12,360.00
705	705-0046-001-018000	COUNTY CONTRACT	Expense	1,396,408.97	1,434,179.44	1,473,083.04	1,513,153.74	756,577	1,687,118.00
705	705-0046-001-018001	CQI PROGRAM	Expense	-	-	-	-	-	-
705	705-0046-002-021000	AUTOMOTIVE FUELS	Expense	5,394.98	4,995.79	3,889.35	10,000.00	4,393	10,300.00
705	705-0046-002-024000	PRINTED & PHOTOGRAPHIC	Expense	11.95	-	225.00	1,000.00	210	1,030.00
705	705-0046-002-026000	OFFICE SUPPLIES	Expense	-	27.10	-	200.00	-	206.00
705	705-0046-002-028002	ENGINE MEDIC PROGRAM - RVFD	Expense	179,432.00	186,220.00	209,398.46	236,000	-	243,080.00
705	705-0046-002-028003	ENGINE MEDIC PROGRAM - LARKSPUR	Expense	76,250.00	102,500.00	120,000.00	137,000	68,750	175,433.00
705	705-0046-002-028004	EMS TRAINING/SUPPLY REIMB	Expense	31,077.00	137,827.10	90,000.00	90,000	11,887	90,000.00
705	705-0046-002-028010	DISPOSABLE MEDICAL SUPPLIES	Expense	77,716.32	64,097.89	70,726.21	75,000	44,259	77,250.00
705	705-0046-004-040000	POSTAGE	Expense	-	105.33	674.30	500	1,049	515.00
705	705-0046-004-042003	MISC	Expense	7.25	-	-	1,000	50	1,030.00
705	705-0046-005-053000	AUTOMOTIVE EQUIPMENT REPAIRS	Expense	3,784.13	4,681.14	15,280.12	4,500	6,768	7,000.00
705	705-0046-006-064000	INSURANCE/MISC	Expense	3,972.00	4,060.00	4,702.00	4,500	5,185	5,400.00
705	705-0046-007-070000	DUES/MEMBERSHIP/SUBSCRIPTION	Expense	-	-	-	0	-	-
705	705-0046-007-073004	ADJ TO BAL BUDGET	Expense	-	-	-	0	-	-
705	705-0046-007-073008	TAX COLLECTION SERVICE	Expense	7,924.00	7,920.99	7,917.50	8,000	7,914	8,240.00
705	705-0046-007-074000	RENT	Expense	27,445.52	28,131.66	28,834.95	30,000	29,556	30,900.00
705	705-0046-007-075002	PMTS TO OTHR AGENCIES	Expense	-	-	-	0	-	-
705	705-0046-008-087001	OTHER EQUIPMENT/BUILDING	Expense	827.90	861.90	896.40	2,000	775	2,060.00
705	705-0046-008-087002	EQUIPMENT REPLACEMENT	Expense	-	-	262,119.28	75000	-	75,000.00
705	705-0046-008-087008	OTHER EQUIPMENT	Expense	-	3,418.70	-	0	3,901	-
Total				2,046,033.44	2,143,249.30	2,411,872.00	2,388,679.74	1,087,054	2,622,336.78
(Fav)unfav				(181,871.98)	(132,237.01)	49,845.97	(112,371.38)	(1,243,111)	(1,251.15)

RVPA Staff Report

TO: RVPA Board

FROM: Jason Weber, Executive Officer

SUBJECT: Expansion of Nurse Education Program for CMFA

MEETING DATE: May 2, 2019

DISCUSSION

The education of RVPA personnel is a critical component of excellent service as well as continuous quality improvement. We are very fortunate to have a team of three nurses and a physician providing education, CQI and medical direction. With a continuous changing environment, new devices and treatment protocols our best line of defense from malpractice, liability and sub-standard care is training and education.

RN Bridget Peterson currently provides our Nurse education with the support of RN Liz Froneberger, RN Heather Price-Fair and Dr. Bason Mitchel. With the consolidation of Corte Madera and Larkspur Fire Departments, the Fire Chiefs are proposing additional nurse education for CMFA allowing nurses to focus in specific areas.

This proposal would increase nurse training hours for all CMFA employees in the new consolidated organization.

STAFF RECOMMENDATION

Increase Marin County Fire Contract with no "pass through costs" in the amount of \$12,000 annually and direct Marin County Fire to increase Bridget Peterson's contract by an equal amount (\$12,000) for nurse education services to RVPA paramedics and EMT's.



RVPA Board Report

January 1-31 to March 1-31 2019

Calls by Disposition

Disposition	Number of Runs	Percent of Total Runs
Transported by this EMS Unit	333	52.86%
No Patient Found (Canceled on scene)	98	15.56%
Canceled (Prior to Arrival At Scene)	73	11.59%
Patient Refused Evaluation/Care (AMA)	43	6.83%
Patient Treated, Refused Transport (AMA)	32	5.08%
No Treatment/Transport Required (RAS)	18	2.86%
Patient Treated, Released (RAS)	15	2.38%
Transferred Care to Another EMS Unit	8	1.27%
Patient Dead at Scene-No Resuscitation Attempted	7	1.11%
Transported to Landing Zone, Care Transferred	2	0.32%
Patient Dead at Scene-Resuscitation Attempted	1	0.16%
	Total: 630	Total: 100.00%

Calls by Destination

Destination	Number of Transports	Percent of Transports
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Destination	Number of Transports	Percent of Transports
Marin General Hospital	257	77.41%
Kaiser Permanente, San Rafael	74	22.29%
San Francisco General Hospital	1	0.30%
	Total: 332	Total: 100.00%

Calls by City

City	Number of Runs	Percent of Total Runs
SAN ANSELMO	213	33.86%
FAIRFAX	147	23.37%
KENTFIELD	110	17.49%
LARKSPUR	104	16.53%
ROSS	15	2.38%
GREENBRAE	11	1.75%
CORTE MADERA	9	1.43%
SAN QUENTIN	5	0.79%
MTT	4	0.64%
SAN RAFAEL	3	0.48%
Town of Fairfax	3	0.48%

City	Number of Runs	Percent of Total Runs
Town of San Anselmo	2	0.32%
LAGUNITAS	1	0.16%
Town of Corte Madera	1	0.16%
WOODACRE	1	0.16%
	Total: 629	Total: 100.00%

Transport Mode from Scene

Transport Mode From Scene	Number of Transports	Percent of Transports
Code 2	304	91.57%
Code 3	28	8.43%
	Total: 332	Total: 100.00%



City of Larkspur, CA

Detail Report Account Detail

Date Range: 03/01/2019 - 03/31/2019

Account	Name					Beginning Balance	Total Activity	Ending Balance	
Fund: 705 - ROSS VALLEY PARAMEDIC									
705-0046-001-012038		TRANSPORT BILLING FEES					20,067.02	11,471.80	31,538.82
Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance	
03/15/2019	APPKT04604	18110247	75412	RVPA - Billing Services NOV 2018	1162 - WITTMAN ENTERPRISES, LLC		4,444.86	24,511.88	
03/15/2019	APPKT04604	18120247	75412	RVPA - Ambulance Billing Services DEC 20...	1162 - WITTMAN ENTERPRISES, LLC		2,488.85	27,000.73	
03/15/2019	APPKT04604	19010247	75412	RVPA - Ambulance Billing Services JAN 20...	1162 - WITTMAN ENTERPRISES, LLC		4,538.09	31,538.82	
705-0046-002-028010		DISPOSABLE MEDICAL SUPPLIES					41,496.65	849.07	42,345.72
Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance	
03/07/2019	APPKT04594	83131208	75328	RVPA - Disposable Medical Supplies	4495 - Bound Tree RVPA		406.89	41,903.54	
03/07/2019	APPKT04594	CREDT000000019993	75328	RVPA - 2018 Q4 Naloxone Rebate	4495 - Bound Tree RVPA		-60.00	41,843.54	
03/14/2019	APPKT04604	9960366712	75368	RVPA - Oxygen Rental	1644 - AIRGAS USA, LLC		262.43	42,105.97	
03/14/2019	APPKT04604	9960366713	75368	RVPA - Oxygen Rental	1644 - AIRGAS USA, LLC		239.75	42,345.72	
705-0046-004-040000		POSTAGE					930.14	118.60	1,048.74
Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance	
03/25/2019	APPKT04628	6-490-88748	75478	RVPA - Shipping	1700 - FEDEX		118.60	1,048.74	
705-0046-008-087001		OTHER EQUIPMENT/BUILDING					619.60	77.45	697.05
Post Date	Packet Number	Source Transaction	Pmt Number	Description	Vendor	Project Account	Amount	Running Balance	
03/07/2019	APPKT04594	8155 30 005 0005735 ...	75329	RVPA - Internet Services MAR 2019	4741 - Comcast - RVPA / Rescue 40		77.45	697.05	
Total Fund: 705 - ROSS VALLEY PARAMEDIC:						Beginning Balance: 63,113.41	Total Activity: 12,516.92	Ending Balance: 75,630.33	
Grand Totals:						Beginning Balance: 63,113.41	Total Activity: 12,516.92	Ending Balance: 75,630.33	

Fund Summary

Fund	Beginning Balance	Total Activity	Ending Balance
705 - ROSS VALLEY PARAMEDIC	63,113.41	12,516.92	75,630.33
Grand Total:	63,113.41	12,516.92	75,630.33

INVOICE 19030247

TO: Ross Valley RPA
FROM: Wittman Enterprises
DATE: April 26, 2019
FOR: Billing Services Performed in **March 2019**

Gross Collections	\$	96,974.35
Less Refunds	\$	-
Net Collections	\$	96,974.35
Fee Based on 3.99% of Net Collections	\$	3,869.28

CURRENT MONTH BALANCE: \$ 3,869.28

\$ -

TOTAL AMOUNT: \$ 3,869.28

Management Summary Report
Monthly and Fiscal Year to Date
Ross Valley RPA
March 2019

Financial Class	Number of Accounts	Percent of Total	Year to Date Total Accts.	Percent of Total YTD	Charges	Percent of Total	Year to Date Total Charges	Percent of Total YTD	Payments	Percent of Total	Year to Date Payments	Percent of Total YTD
Medicare	49	34.51%	396	35.33%	\$137,274.30	45.61%	\$977,315.95	25.69%	\$20,734.21	21.38%	\$219,916.69	25.60%
Medicare HMO	6	4.23%	30	2.68%	\$14,407.25	4.79%	\$76,922.69	2.02%	\$2,952.74	3.04%	\$13,666.46	1.59%
Medi-Cal	0	0.00%	13	1.16%	\$0.00	0.00%	\$27,526.34	0.72%	\$1,048.07	1.08%	\$2,991.32	0.35%
Medi-Cal HMO	12	8.45%	60	5.35%	\$26,920.96	8.94%	\$126,246.29	3.32%	\$1,879.36	1.94%	\$12,514.17	1.46%
Insurance	21	14.79%	119	10.62%	\$42,151.46	14.00%	\$273,112.25	7.18%	\$29,033.67	29.94%	\$223,364.50	26.00%
Private Pay	6	4.23%	129	11.51%	\$6,758.11	2.25%	\$261,661.09	6.88%	\$8,549.81	8.82%	\$26,459.72	3.08%
Kaiser	6	4.23%	57	5.08%	\$14,663.41	4.87%	\$142,364.59	3.74%	\$18,097.23	18.66%	\$252,418.96	29.39%
Kaiser Mcal	2	1.41%	5	0.45%	\$6,220.84	2.07%	\$11,245.67	0.30%	\$154.38	0.16%	\$4,234.57	0.49%
Kaiser Mcare	20	14.08%	145	12.93%	\$52,622.76	17.48%	\$371,222.83	9.76%	\$12,413.77	12.80%	\$98,619.12	11.48%
Other	20	14.08%	167	14.90%	\$0.00	0.00%	\$216,603.40	5.69%	\$2,111.11	2.18%	\$4,784.94	0.56%
Prior Sales					-\$12.88	0.00%	\$1,320,731.62	34.71%				
Sub Total	142	100.00%	1121	100.00%	\$301,006.21	100.00%	\$3,804,952.72	100.00%	\$96,974.35	100.00%	\$858,970.45	100.00%
Total	0	0.00%	0	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%	\$0.00	0.00%
Total	142	100.00%	1121	100.00%	\$301,006.21	100.00%	\$3,804,952.72	100.00%	\$96,974.35	100.00%	\$858,970.45	100.00%