



AGENDA
CCMC AUTHORITY BOARD OF DIRECTORS
ZOOM MEETING OR TELECONFERENCE
August 26, 2021 at 6:00PM

AT CCMC, WE BELIEVE THAT HEALTHY PEOPLE CREATE A HEALTHY COMMUNITY.

Board of Directors

Linnea Ronnegard	exp. 3/24
Greg Meyer	exp. 3/22
Liz Senear	exp. 3/24
Kelsey Hayden	exp. 3/23
Janice Warga	exp. 3/22

CEO

Hannah Sanders, M.D.

OPENING: Call to Order

Roll Call – Linnea Ronnegard, Greg Meyer, Kelsey Hayden, Liz Senear, and Janice Warga.

Establishment of a Quorum

A. COMMUNICATIONS BY AND PETITIONS FROM VISITORS

(Speaker must give name and agenda item to which they

1. Audience Comments (limited to 3 minutes per speaker).
2. Guest Speaker

B. CONFLICT OF INTEREST

C. APPROVAL OF AGENDA

D. APPROVAL OF MINUTES

- | | |
|---|---------|
| 1. July 29, 2021 Regular Meeting Minutes | Pgs 1-3 |
| 2. August 5, 2021 Special Meeting Minutes | Pgs 4-5 |

E. REPORTS OF OFFICERS OR ADVISORS

- | | |
|-----------------------|----------|
| 1. Board Chair Report | |
| 2. CEO Report | Pgs 6-7 |
| 3. CFO Report | Pgs 8-16 |

F. ACTION ITEMS - None

G. DISCUSSION ITEMS - None

H. AUDIENCE PARTICIPATION (limited to 3 minutes per speaker) Members of the public are given the opportunity to comment on matters which are within the subject matter jurisdiction of the Board and are appropriate for discussion in an open session.

I. BOARD MEMBERS COMMENTS

J. EXECUTIVE SESSION – None

H. ADJOURNMENT

This Board of Directors meeting will be held via ZOOM:

<https://us02web.zoom.us/j/4675701050?pwd=TXEvSFVHOHhIL1JvOGNua1RUUjdQUT09>

Meeting ID: 467 570 1050; Passcode: 379187

To call in: 1-253-215-8782

Meeting ID: 467 570 1050; Passcode: 379187

For a full packet, go to www.cityofcordova.net/government/boards-commissions/health-services-board

*Executive Session: Subjects that may be considered in executive session are: 1) Matters, immediate knowledge of which would clearly have an adverse effect upon the finances of the public entity; 2) Subjects that tend to prejudice the reputation and character of any person, provided that the person may request a public discussion; 3) Matters which by law, municipal charter, or ordinance are required to be confidential; 4) Matters involving consideration of governmental records that by law are not subject to public disclosure; 5) Direction to an attorney or labor negotiator regarding the handling of specific legal matters or labor negotiations.

Minutes
CCMC Authority – Board of Directors
Via ZOOM Meeting or Teleconference
July 29, 2021 at 6:00pm
Regular Meeting

CALL TO ORDER AND ROLL CALL –

Linnea Ronnegard called the Board Meeting to order at 6:01pm.

Board members present: **Linnea Ronnegard, Kelsey Hayden, Liz Senear, and Janice Warga.**

Quorum was established. 4 members present

CCMC staff present: Dr. Hannah Sanders, Kelly Kedzierski, Barb Jewell, Tamara Russin, Eric Price, and Faith Wheeler-Jeppson.

A. COMMUNICATIONS BY AND PETITIONS FROM VISITORS

- 1. Audience Comments** ~ None
- 2. Guest Speaker** ~ None

B. CONFLICT OF INTEREST ~ None

C. APPROVAL OF AGENDA

M/Warga S/Hayden "I move to approve the Agenda."

Warga – yea, Senear – yea, Ronnegard– yea, and Hayden-yea.
4 yeas, 0 nay, 1 absent; Motion passed.

D. APPROVAL OF MINUTES

- 1. June 30, 2021 Regular Meeting Minutes**

M/Warga S/Hayden "I move to approve the June 30, 2021 Regular Meeting Minutes."
4 yeas, 0 nay, 1 absent; Motion passed.

E. REPORTS OF OFFICERS and ADVISORS

- 1. Board Chair report** – Linnea Ronnegard reported that she didn't have anything to report to the board at this time.
- 2. CEO Report** – Dr. Sanders stated that her written report is in the packet, she added that We had a belt on one of the air-handlers that heated up and started to smoke. We decided to evacuate all patients, residents, and employees. We had the LTC Survey and Follow up Federal Survey. At the exit interview they communicated that our staff is doing an excellent job. In regard to the Covid outbreak, we are conducting testing and providing vaccinations regularly.
- 4. CFO Report** – Eric Price reviewed the Financials with the Board; a few highlights are that the Patient Services are up. Swing Beds are down. Supplies are high, likely due to Pharmacy and Laboratory purchases. We have a positive net income for June. And cash on hand at the end of June is approximately 1.8 million.
- 5. CNO Report** – Kelly Kedzierski reported that we currently have 7 permanent nurses. Kadee Goss has come back as Long-Term Care DON, she will be starting on Monday. We have 2 Swing Bed patients.
- 6. Medical Director Quarterly Report** – Dr. Gloe's written report is in the packet. Dr. Sanders offered to answer any questions that the Board may have regarding the Medical Director Report.
- 7. Ancillary Services Quarterly Report** – Tamara Russin stated that her written report is in the packet. Trident is requiring all of their workers coming from Europe to have

insurance. Additionally, Tamara stated that it is starting to feel a little more like “pre-covid”.

- 8. Sound Alternatives Quarterly Report** – Barb Jewell reported that the State of Alaska’s system has been down for the last month. With an increase in referrals, for the first time in a long time we have a wait list. If an immediate need comes up we will send them to Ilanka.

F. ACTION ITEMS

1. Delineation of Privileges for Kelly Stinson, MD

M/Senear S/Hayden “I move that the CCMC Authority Board of Directors approve the Delineation of Telemedicine Privileges for Kelly Stinson, MD with Alaska Regional Psychiatry as presented.”

Hayden – yea, Ronnegard – yea, Warga – yea, and Senear – yea.

4 yeas, 0 nay, 1 absent; Motion passed.

2. Delineation of Privileges for Benjamin Head, MD

M/Senear S/Hayden “I move that the CCMC Authority Board of Directors approve the Delineation of Privileges for Benjamin Head, MD as presented.”

Warga – yea, Hayden – yea, Senear – yea, and Ronnegard – yea.

4 yeas, 0 nay, 1 absent; Motion passed.

3. Approval of the CCMC Employee Handbook 2021 Revision

M/Hayden S/Senear “I move that the CCMC Authority Board of Directors approve the revised CCMC Employee Handbook, with an updated Table of Contents and page numbers.”

Senear – yea, Warga – yea, Ronnegard – yea, and Hayden – yea.

4 yeas, 0 nay, 1 absent; Motion passed.

4. Joint Administrative Negotiations Team Appointee

M/Hayden S/Senear “I move that the CCMC Authority Board of Directors select Board Chair Linnea Ronnegard to represent the Board on the Joint Administrative Negotiations Team.”

Ronnegard – yea, Warga – yea, Senear – yea, and Hayden – yea.

4 yeas, 0 nay, 1 absent; Motion passed.

G. DISCUSSION ITEMS ~ None

H. AUDIENCE PARTICIPATION

Barb Jewell – Thank you Linnea for taking on the role, my understanding of that role is that they are a liaison.

I. BOARD MEMBERS COMMENTS

Hayden ~ Thanks Linnea for doing that, I’m glad the Rad Tech has Ultrasound capabilities, and Barb I hope things improve at Sound Alternatives.

Senear ~ Bummer to hear you’re leaving Eric. Thank you

Warga ~ Thanks for the great reports, and thanks to Linnea for stepping up.

Ronnegard ~ Thank you to all staff, and to them for coming to the meetings. Dr. Sanders, Thank you, we appreciate you.

J. EXECUTIVE SESSION

1. CEO Review and Contract

The Board determined that they will not go into Executive Session this evening, and will have a Special Meeting next week to take action on the CEO Contract.

K. ADJOURNMENT

M/Hayden S/Warga "I move to adjourn"

Linnea Ronnegard declared the meeting adjourned at 7:11pm.

Prepared by: **Faith Wheeler-Jeppson**

Minutes
CCMC Authority – Board of Directors
CCMC Board Room or Teleconference
August 5th, 2021 at 12:00pm
Special Meeting

CALL TO ORDER AND ROLL CALL –

Linnea Ronnegard called the Board Meeting to order at 12:00pm.

Board members present: **Linnea Ronnegard, Janice Warga, Liz Senear, Kelsey Hayden, and Greg Meyer** (telephonically).

Quorum was established. 5 members present.

CCMC staff present: Dr. Hannah Sanders, CEO; Tamara Russin, Director of Ancillary Services; Eric Price, CFO; and Faith Wheeler-Jeppson, Executive Assistant to the CEO.

A. COMMUNICATIONS BY AND PETITIONS FROM VISITORS

- 1. Audience Comments ~ None**
- 2. Guest Speaker ~ None**

B. APPROVAL OF AGENDA

M/Hayden S/Senear "I move to approve the Agenda."

Hayden - yea, Senear– yea, Meyer – yea, Warga– yea, Ronnegard - yea.
5 yeas, 0 nay; Motion passed.

C. ACTION ITEMS

1. Root Cause Analysis Hand Hygiene

M/Senear S/Hayden "I move that the CCMC Authority Board of Directors approve the Root Cause Analysis for Hand Hygiene as presented."

Hayden – yea, Senear - yea, Meyer – yea, Warga – yea; and Ronnegard – yea.
5 yeas, 0 nay; Motion passed.

2. Root Cause Analysis Contact Time

M/Hayden S/Warga "I move that the CCMC Authority Board of Directors approve the Root Cause Analysis for Contact Time as presented."

Warga – yea; Hayden – yea, Senear - yea, Meyer – yea, and Ronnegard – yea.
5 yeas, 0 nay; Motion passed.

The Board has asked to skip down to Executive Session and then come back to action item #3 afterward.

3. CEO Contract

M/Senear S/Hayden "I move that the CCMC Authority Board of Directors approve the CEO Contract as reviewed prior to the meeting."

Senear - yea, Warga – yea, Hayden – yea, Ronnegard – yea, and Meyer – yea.
5 yeas, 0 nay; Motion passed.

D. AUDIENCE PARTICIPATION ~ None

E. BOARD MEMBERS COMMENTS

Ronnegard ~ None

Hayden ~ None

Warga ~ None

Meyer ~ None

Senear ~ None

F. EXECUTIVE SESSION

M/Ronnegard S/Hayden "I move to go into Executive Session for subjects that tend to prejudice the reputation and character of any person, provided that the person may request a public discussion, specifically the CEO Review."

1. CEO Review

The Board entered into Executive Session at 12:08pm

The Board Came out of Executive Session at 12:12pm

J. ADJOURNMENT

M/Senear S/Hayden "I move to adjourn"

Linnea Ronnegard declared the meeting adjourned at 12:18pm.

Prepared by: Faith Wheeler-Jeppson

CEO Report Board Meeting August 2021

Services:

LTC: We are glad to have Kadee Goss back on our team in Long Term Care. We are following CMS requirements for staff and resident testing, vaccination, and reporting. We have submitted and implemented the plans of correction (POC) from the recent survey. All POCs have been approved and accepted. This has been a busy month; however operations continue to go smooth, and our residents continue to receive excellent quality care.

ER/ Hospital/SWING: Over the last month hospital capacity in Anchorage has been stretched thin causing concern and challenges when a patient requires transfer from CCMC to higher level care. Our staff continue to train and be prepared to accommodate patients that require hospitalization and are unable to be transferred. We continue to have a skilled and consistent emergency room nursing staff.

Clinic: The outpatient clinic continues to support urgent, routine and preventative medicine needs. The clinic staff have been integral in rolling out CCMC's Covid-19 vaccination program.

Sound Alternatives: No change in services. Our only full time behavioral health clinician has submitted her resignation. Filling the behavioral health vacancies has been a challenge as we have a nationwide shortage in professionals in this field. We are filling this gap primarily with tele remote services and have a provider, Dr. Watts that provides services for our facility. We also have some interested candidates, and will continue to recruit for behavioral health staff. Providing substance use rehabilitation services and excellent behavioral health therapy for our community continues to be a priority.

Rehabilitation Services

CCMC is thrilled that our travel occupational therapist, Erin Brennan and our travel physical therapy assistant, Melanie Flores have decided to join our permanent staff. Both of them bring energy and a commitment to healthcare that is a huge benefit to Cordova. To expand and improve rehab services we are starting the move to have rehab on the main floor over the next 2 months. Admin will maintain a small office near the retail pharmacy, but primarily be located in the hospital basement. This will enable better access for patients in need of services.

Administrative:

We are still waiting on the completed 2020 audit and ready to finalize on the cost report once this is completed. In anticipation for Eric Price moving to remote contracted CFO services we have been training our new staff accountant, Paige Sutphen. We also anticipate hiring a controller. This will enable CCMC to continue revenue cycle improvement despite changes in structure.

Quality:

Many of our quality improvement projects are related to infection control and Covid mitigation. We continue to train staff on importance of frequent decontamination of high contact surface areas. Our throughput for emergency room patients continues to be more rapid compared to hospitals in urban areas. We continue our telephone reassurance program, calling patients after discharge. This is a well liked service in the community and helps ensure patients understand discharge medications and follow up instructions.

CORDOVA COMMUNITY MEDICAL CENTER
OPERATING/INCOME STATEMENT
FOR THE 7 MONTHS ENDING 07/31/21

08/23/21 11:47 AM

	----- S I N G L E M O N T H -----				----- Y E A R T O D A T E -----			
	ACTUAL	BUDGET	\$ VARIANCE	% VAR	ACTUAL	BUDGET	\$ VARIANCE	% VAR
REVENUE								
ACUTE	41,334	39,100	2,234	5	315,484	267,000	48,484	18
SWING BED	145,119	106,000	39,119	36	963,202	726,050	237,152	32
LONG TERM CARE	395,327	429,600	(34,272)	(7)	2,703,530	2,937,900	(234,370)	(7)
CLINIC	76,263	55,400	20,863	37	393,709	379,000	14,709	3
ANCILLARY DEPTS	233,643	180,500	53,143	29	1,533,370	1,234,100	299,270	24
EMERGENCY DEPART	268,119	143,100	125,019	87	1,449,084	978,100	470,984	48
BEHAVIORAL HEALT	20,904	32,000	(11,095)	(34)	138,542	218,500	(79,957)	(36)
RETAIL PHARMACY	125,003	107,000	18,003	16	765,584	732,100	33,484	4
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PATIENT SERVIC	1,305,715	1,092,700	213,015	19	8,262,509	7,472,750	789,759	10
DEDUCTIONS								
CHARITY	725	10,200	9,474	92	32,073	69,700	37,626	53
CONTRACTUAL ADJU	145,273	167,200	21,926	13	1,352,565	1,152,300	(200,265)	(17)
ADMINISTRATIVE A	22,487	11,000	(11,487)	(104)	280,368	114,800	(165,568)	(144)
BAD DEBT	0	45,800	45,800	100	0	320,800	320,800	100
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DEDUCTIONS TOT	168,486	234,200	65,713	28	1,665,007	1,657,600	(7,407)	(0)
COST RECOVERIES								
GRANTS	27,486	51,900	(24,413)	(47)	243,658	584,400	(340,741)	(58)
PPP GRANT	0	0	0	0	1,113,148	0	1,113,148	0
IN-KIND CONTRIBU	2,756	19,300	(16,543)	(85)	135,417	135,100	317	0
OTHER REVENUE	5,375	8,400	(3,024)	(36)	68,720	58,400	10,320	17
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COST RECOVERIE	35,618	79,600	(43,981)	(55)	1,560,944	777,900	783,044	100
	-----	-----	-----		-----	-----	-----	
TOTAL REVENUES	1,172,847	938,100	234,747	25	8,158,446	6,593,050	1,565,396	23
EXPENSES								
WAGES	406,197	560,200	154,002	27	2,851,925	2,801,200	(50,725)	(1)
TAXES & BENEFITS	238,629	272,250	33,620	12	1,470,861	1,379,950	(90,911)	(6)
PROFESSIONAL SER	152,262	137,700	(14,562)	(10)	1,068,028	953,100	(114,928)	(12)
SUPPLIES	129,179	97,600	(31,579)	(32)	878,304	668,000	(210,304)	(31)
MINOR EQUIPMENT	6,054	2,500	(3,554)	(142)	28,074	40,100	12,025	29
REPAIRS & MAINT	31,004	28,000	(3,004)	(10)	128,570	209,600	81,029	38
RENTS & LEASES	8,112	9,200	1,087	11	77,134	80,000	2,865	3
UTILITIES	18,992	40,000	21,007	52	303,089	274,000	(29,089)	(10)
TRAVEL & TRAININ	3,466	1,400	(2,066)	(147)	16,523	9,700	(6,823)	(70)
INSURANCES	14,316	18,700	4,383	23	111,365	116,500	5,134	4
RECRUIT & RELOCA	496	9,900	9,403	94	36,363	36,100	(263)	(0)
DEPRECIATION	47,221	59,300	12,078	20	325,000	380,300	55,299	14
OTHER EXPENSES	15,965	30,900	14,934	48	156,199	211,900	55,700	26
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TOTAL EXPENSES	1,071,899	1,267,650	195,750	15	7,451,441	7,160,450	(290,991)	(4)
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OPERATING INCO	100,948	(329,550)	430,498	130	707,004	(567,400)	1,274,404	224
NET INCOME	100,948	(329,550)	430,498	130	707,004	(567,400)	1,274,404	224
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08/23/21 11:47 AM

CORDOVA COMMUNITY MEDICAL CENTER
BALANCE SHEET
FOR THE MONTH ENDING: 07/31/21

	Current Year	Prior Year	Net Change
ASSETS			
CURRENT ASSETS			
CASH	1,062,510	4,083,139	(3,020,628)
NET ACCOUNT RECEIVABLE	1,702,499	1,035,179	667,319
THIRD PARTY RECEIVABLE	462	21,527	(21,064)
CLEARING ACCOUNTS	709,022	469,435	239,586
PREPAID EXPENSES	166,313	105,201	61,112
INVENTORY	508,980	428,071	80,909
	-----	-----	-----
TOTAL CURRENT ASSETS	4,149,789	6,142,555	(1,992,766)
PROPERTY PLANT & EQUIPMENT			
LAND	122,010	122,010	
BUILDINGS	7,664,341	7,664,341	
EQUIPMENT	9,189,524	8,265,416	924,107
CONSTRUCTION IN PROGRESS	758,030		758,030
	-----	-----	-----
SUBTOTAL PP&E	17,733,906	16,051,767	1,682,138
LESS ACCUMULATED DEPRECIATION	(13,206,239)	(12,631,416)	(574,823)
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TOTAL PROPERTY & EQUIPMENT	4,527,666	3,420,351	1,107,314
OTHER ASSETS			
GOODWILL - PHARMACY	150,000	150,000	
GOODWILL - PHARMACY	(53,750)	(38,750)	(15,000)
PERS DEFERRED OUTFLOW	832,470	832,470	
TOTAL OTHER ASSETS	928,720	943,720	(15,000)
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TOTAL ASSETS	9,606,176	10,506,628	(900,451)
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CORDOVA COMMUNITY MEDICAL CENTER
BALANCE SHEET
FOR THE MONTH ENDING: 07/31/21

	Current Year	Prior Year	Net Change
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE	179,071	270,864	(91,793)
PAYROLL & RELATED LIABILITIES	727,222	510,743	216,478
PPP LOAN		1,113,148	(1,113,148)
UNEARNED REVENUE	3,621,785	3,621,785	
INTEREST & OTHER PAYABLES	(17,972)	(13,153)	(4,819)
LONG TERM DEBT - CITY	5,516,458	5,466,458	50,000
OTHER CURRENT LONG TERM DEBT	267,739	366,783	(99,044)
	-----	-----	-----
TOTAL CURRENT LIABILITIES	10,294,304	11,336,630	(1,042,326)
LONG TERM LIABILITIES			
2015 NET PENSION LIABILITY	5,963,724	5,963,724	
TOTAL LONG TERM LIABILITIES	5,963,724	5,963,724	
DEFERRED INFLOWS OF RESOURCES			
PENSION DEFERRED INFLOW	514,539	514,539	
TOTAL DEFERRED INFLOWS	514,539	514,539	
TOTAL LIABILITIES	16,772,567	17,814,893	(1,042,326)
NET POSITION (EQUITY)			
UNRESTRICTED FUND BALANCE	(7,909,689)	(6,215,920)	(1,693,768)
TEMPORARY RESTRICTED FUND BALANCE	18,513	18,513	
CURRENT YEAR NET INCOME	724,784	(1,110,858)	1,835,642
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TOTAL NET POSITION	(7,166,390)	(7,308,265)	141,874
TOTAL LIABILITIES & NET POSITION	9,606,176	10,506,628	(900,451)
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Cordova Community Medical Center Statistics

	31	28	31	30	31	30
	Jan	Feb	Mar	Apr	May	Jun
Hosp Acute+SWB Avg. Census	29					
FY 2019	3.5	1.6	1.2	1.4	1.2	1.1
FY 2020	3.3	2.1	2.4	2.7	0.1	0.1
FY 2021	1.3	3.2	2.2	1.7	2.2	1.6
Acute Admits						
FY 2019	6	0	2	4	2	1
FY 2020	2	0	1	3	0	0
FY 2021	2	6	4	1	8	7
Acute Patient Days						
FY 2019	33	0	6	12	7	4
FY 2020	4	0	4	14	4	4
FY 2021	4	13	8	2	17	11
SWB Admits						
FY 2019	2	0	0	0	0	0
FY 2020	1	1	1	1	0	0
FY 2021	2	2	0	1	1	0
SWB Patient Days						
FY 2019	75	44	31	30	31	30
FY 2020	99	61	70	67	0	0
FY 2021	37	77	60	49	50	36
CCMC LTC Admits						
FY 2019	2	0	1	0	0	0
FY 2020	0	1	0	0	1	0
FY 2021	0	0	0	0	0	0
CCMC LTC Resident Days						
FY 2019	299	278	308	300	310	300
FY 2020	310	289	310	293	296	300
FY 2021	300	300	298	300	310	299
CCMC LTC Avg. Census						
FY 2019	10	9	10	10	10	10
FY 2020	10	10	10	10	10	10
FY 2021	10	10	10	10	10	10
ER Visits						
FY 2019	31	41	47	54	60	55
FY 2020	35	38	34	23	52	51
FY 2021	38	42	35	44	77	61
PT Procedures						
FY 2019	443	423	438	440	381	358
FY 2020	404	409	314	218	285	279
FY 2021	327	494	646	372	352	444
OT Procedures						
FY 2019	0	0	0	0	0	0
FY 2020	0	0	0	0	0	0

FY 2021					36	115
Lab Tests						
FY 2019	330	356	255	361	423	244
FY 2020	277	295	233	355	657	1,441
FY 2021	885	1,010	1,004	805	682	637
X-Ray Procedures						
FY 2019	46	48	83			98
FY 2020	46	49	55	42	0	0
FY 2021	48	50	49	64	64	70
CT Procedures						
FY 2019	19	12	13	15	26	11
FY 2020	12	14	13	18	0	0
FY 2021	24	27	26	20	27	32
CCMC Clinic Visits						
FY 2019	162	161	144	178	250	205
FY 2020	184	193	141	112	121	151
FY 2021	125	134	161	157	188	224
Behavioral Hlth Visits						
FY 2019	62	98	69	60	89	86
FY 2020		138	138	124	113	126
FY 2021	85	62	65	74	90	96

31 Jul	31 Aug	30 Sep	31 Oct	30 Nov	31 Dec	Cumulative Total	Monthly Average
2.4	3.3	3.3	3.2	4.0	4.3		2.5
0.5	0.3	0.3	0.1	1.2	0.2		1.1
2.1	0.0	0.0	0.0	0.0	0.0		1.2
3	6	4	2	3	3	36	3.0
0	0	0	0	0	0	6	0.5
4						32	4.6
13	10	12	3	10	11	121	10.1
17	9	8	3	36	6	109	9.1
9						64	9.1
3	0	0	2	1	1	9	0.8
0	0	0	0	0	0	4	0.3
2						8	1.1
61	93	86	95	109	121	806	67.2
0	0	0	0	0	0	297	24.8
55						364	52.0
0	0	0	0	1	0	4	0.3
2	0	0	0	3	0	7	0.6
2						2	0.3
280	310	300	310	300	303	3,598	299.8
301	310	300	309	277	310	3,605	300.4
298						2,105	300.7
9	10	10	10	10	10		9.8
10	10	10	10	9	10		9.8
10							9.8
68	81	64	43	22	28	594	49.5
49	47	35	35	29	38	466	38.8
74						371	53.0
305	352	294	295	321	311	4,361	363.4
201	242	322	363	320	338	3,695	307.9
471						3,106	443.7
0	0	0	0	0	0	0	0.0
0	0	0	0	0	0	0	0.0

174						325	0.0
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404	473	378	310	392	406	4,332	361.0
2,229	1,895	1,319	1,084	1,263	1,165	12,213	1,017.8
1,261						6,284	897.7

94	79	77	59	59	46	689	68.9
0	0	0	0	0	0	192	16.0
79						424	60.6

24	35	21	6	12	19	213	17.8
0	0	0	0	0	0	57	4.8
28						184	26.3

247	252	207	360	183	173	2,522	210.1
150	150	152	138	128	127	1,747	145.6
265						1,254	179.1

82	94	101	148	112	108	1,109	92.4
98	104	102	115	123	116	1,297	117.9
60						532	76.0



