



January 2024 Reflections

ASPR TRACIE will be hosting the [Medical Leadership in Disaster Preparedness and Response Virtual Conference](#) February 7-8, 2024. This two half-day virtual conference will bring together individuals who have a medical direction role for their health care facility, agency, health care coalition, or other entity during disasters to discuss the spectrum of medical leadership responsibilities and some of the specific challenges of the role. The content will also be relevant to future leaders interested in pursuing this career path.

Are you currently responsible for the medical direction of a health care entity in the event of a disaster? Are you interested in serving in that role in the future? The U.S. Department of Health and Human Services, Administration for Strategic Preparedness and Response (ASPR) [Technical Resources, Assistance Center, and Information Exchange](#) (TRACIE) is pleased to host the Medical Leadership in Disaster Preparedness and Response Virtual Conference February 7-8, 2024. This two half-day virtual, interactive conference will feature individuals who have a medical direction role during disasters for their health care facility, public health department, emergency medical services agency, health care coalition, or other entity discussing the spectrum of their medical leadership responsibilities and some of the specific challenges of the role.

We encourage participants to attend the entire virtual conference, but you **MUST** register for each day you would like to attend.

Day One (February 7, 2024, 12:30-5:00 PM ET) of the virtual conference will set the stage with panels focusing on:

- Providing a framework for disaster medicine leadership
- How we can measure our effectiveness
- The intersection of clinical care and emergency management
- Preparing future leaders for the role

Day Two (February 8, 2024, 12:30-5:00 PM ET) will focus on specific topics of interest to the community, including:

- Medical Operations Coordination Centers
- Crisis Standards of Care
- Disaster medicine in rural areas
- Equitable disaster planning and access to care
- The role of public/private partnerships

For additional details and to register for the virtual conference, please visit [ASPR TRACIE's Conference Information Page](#). Attendance will be limited; register early.

Notice of Upcoming SNF QRP Measure Removals

The Centers for Medicare & Medicaid Services (CMS) is alerting Skilled Nursing Facility (SNF) providers of upcoming measure removals from the SNF Quality Reporting Program (QRP). The following quality measures are planned for removal from the iQIES Review and Correct Reports, Facility-Level Quality Measure (QM) Reports, and Resident-Level QM Reports in January 2024:

- Application of Percent of Long-Term Care Hospital (LTCH) Patients with an Admission and Discharge Functional Assessment and a Care Plan That Addresses Function
- Application of IRF Functional Outcome Measure: Change in Self-Care Score for Medical Rehabilitation Patients
- Application of IRF Functional Outcome Measure: Change in Mobility Score for Medical Rehabilitation Patients

Once removed from reports, users will no longer have access to any data or measure results for these measures.

These measures will last appear in the April 2024 Provider Preview Reports for the July 2024 Refresh of SNF QRP data. Starting with the October 2024 Release, these measures will be removed from Care Compare and Provider

Data Catalog. Once removed, the historic publicly reported measure data will continue to be available in the Nursing Homes Including Rehab Services Data Archive files on the Provider Data Catalog.

Please direct any questions on these measure removals or questions related to quality measures on the SNF QRP Reports to the SNF QRP help desk at SNFQualityQuestions@cms.hhs.gov.

From the LTC National Infection Prevention Forum, a post discussed some fun training tools that were developed by the Debbie Hurst, an NIPF Moderator: "I am sharing this link below to the wonderful South Dakota Project Firstline Partner activity that is available for the infection prevention "**Scavenger Hunt**"! It is turnkey and ready for you to use, complete with simple instructions, links to PFL posters, quiz, answer key and more! Take a look and see how you can easily use this great resource that they are sharing!

<https://www.sdprojectfirstline.org/scavenger-hunt-1>" It looks like a tool many might enjoy.

Since we are seeing so many facilities back in outbreak status, facilities may be short of COVID testing materials.

Facilities can stop or start shipments of tests by emailing Binax.team@hhs.gov. The email must include:

- Name of the facility
- Facility address
- CLIA waiver number

Please note, it may take a week or two to update the shipping information.

I just want to include a few "heads' up" for the Kansas facilities that drew attention.

- Please ensure and check that all of your CNAs have received 12 hours of in-service including the required trainings. That tag is getting tags written...and they are checking actual hours, i.e., CNA X had 2.3 hours, etc. in addition to missing specific required trainings.
- The number of deficiencies continues to increase. The highest number of tags included in the findings this month was 33 tags on one survey...33 tags!
- For the first time in the past 12 years, a state tag for required staffing numbers was written. The surveyors actually figured the exact staffing numbers according to State regulations.
 - (B) The ratio of nursing personnel to residents per nursing unit shall not be fewer than one nursing staff member for each 30 residents or for each fraction of that number of residents.
 - Minimum requirements r/t weekly average of 2.0 hours of direct care staff time per resident & a daily average of not fewer than 1.85 hours during any 24-hour period; licensing agency may require an increased in number of nursing personnel above minimum levels under certain circumstances such as health & safety needs of residents are not being met
- This month one survey resulted in two tags related to the SSD failing to address trauma informed care. Please make sure your SSD and/or Social Worker are aware of his/her responsibilities related to psychosocial needs.

All QCOR data below is for FY2023 (note...CMS has not updated to FY2024)

Average Number of Deficiencies in Standard Surveys

National FY2023

Average Number of Deficiencies Report

Region	Average # Deficiencies per Survey by Scope & Severity												Total	# of Surveys
	B	C	D	E	F	G	H	I	J	K	L			
(I) Boston	0.4	0.2	5.8	2.0	0.5	0.2	0.03	0.0	0.03	0.01	0.01	9.1	556	
(II) New York	0.1	0.1	4.2	1.5	0.4	0.1	0.0	0.0	0.04	0.02	0.03	6.5	440	
(III) Philadelphia	0.1	0.1	5.7	2.4	0.3	0.1	0.0	0.0	0.02	0.01	0.0	8.7	986	
(IV) Atlanta	0.1	0.1	3.4	0.9	0.4	0.1	0.01	0.0	0.1	0.1	0.02	5.2	1,308	
(V) Chicago	0.04	0.2	4.5	1.2	0.8	0.2	0.0	0.0	0.04	0.01	0.01	7.0	2,583	
(VI) Dallas	0.04	0.1	2.8	2.5	0.4	0.02	0.0	0.0	0.05	0.1	0.01	5.8	1,731	
(VII) Kansas City	0.1	0.2	4.2	2.0	0.8	0.1	0.0	0.0	0.1	0.02	0.0	7.5	1,002	
Iowa	0.1	0.1	3.9	1.2	0.2	0.1	0.0	0.0	0.1	0.02	0.0	5.7	331	
Kansas	0.0	0.2	6.1	1.2	1.2	0.3	0.0	0.0	0.04	0.01	0.02	9.0	198	
Missouri	0.1	0.5	4.1	4.3	1.2	0.1	0.0	0.0	0.05	0.03	0.0	10.2	301	
Nebraska	0.01	0.03	2.7	0.8	0.9	0.1	0.0	0.0	0.02	0.02	0.0	4.5	172	
(VIII) Denver	0.02	0.1	3.2	1.6	0.6	0.4	0.1	0.0	0.03	0.03	0.01	5.9	450	
(IX) San Francisco	0.2	0.04	6.8	2.9	0.6	0.1	0.01	0.0	0.01	0.02	0.01	10.8	685	
(X) Seattle	0.03	0.1	7.0	2.7	0.7	0.2	0.01	0.0	0.04	0.03	0.01	10.8	309	
National Total	0.1	0.1	4.4	1.8	0.6	0.2	0.01	0.0	0.05	0.03	0.01	7.2	10,050	

National Citation Frequency Overall Surveys FY2023

Citation Frequency Report

National Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Active Providers=15124		Total Number of Surveys=97653
F0884	Reporting - National Health Safety Network	15,845	34.3%	16.2%
F0689	Free of Accident Hazards/Supervision/Devices	6,653	30.2%	6.8%
F0880	Infection Prevention & Control	5,731	29.0%	5.9%
F0812	Food Procurement, Store/Prepare/Serve Sanitary	4,967	28.7%	5.1%
F0684	Quality of Care	4,895	23.6%	5.0%
F0656	Develop/Implement Comprehensive Care Plan	4,042	21.6%	4.1%
F0677	ADL Care Provided for Dependent Residents	3,584	17.2%	3.7%
F0761	Label/Store Drugs and Biologicals	3,197	18.5%	3.3%
F0609	Reporting of Alleged Violations	2,953	15.1%	3.0%
F0686	Treatment/Svcs to Prevent/Heal Pressure Ulcer	2,856	14.8%	2.9%

National Citation Frequency Report Standard Surveys FY2023

Citation Frequency Report

National Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Active Providers=15124		Total Number of Surveys=9888
F0812	Food Procurement, Store/Prepare/Serve Sanitary	4,080	26.7%	41.3%
F0880	Infection Prevention & Control	3,460	22.6%	35.0%
F0689	Free of Accident Hazards/Supervision/Devices	2,701	17.7%	27.3%
F0656	Develop/Implement Comprehensive Care Plan	2,542	16.7%	25.7%
F0761	Label/Store Drugs and Biologicals	2,467	16.2%	24.9%
F0684	Quality of Care	2,272	14.8%	23.0%
F0695	Respiratory/Tracheostomy Care and Suctioning	1,953	12.9%	19.8%
F0677	ADL Care Provided for Dependent Residents	1,938	12.7%	19.6%
F0657	Care Plan Timing and Revision	1,680	11.0%	17.0%
F0758	Free from Unnec Psychotropic Meds/PRN Use	1,495	9.9%	15.1%

Iowa FY 2023-Standard Citation Frequency Report

State Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Iowa Active Providers=422		Total Number of Surveys=331
F0812	Food Procurement, Store/Prepare/Serve Sanitary	110	25.8%	33.2%
F0657	Care Plan Timing and Revision	89	20.9%	26.9%
F0880	Infection Prevention & Control	88	20.9%	26.6%
F0658	Services Provided Meet Professional Standards	87	20.4%	26.3%
F0689	Free of Accident Hazards/Supervision/Devices	78	18.5%	23.6%
F0656	Develop/Implement Comprehensive Care Plan	66	15.6%	19.9%
F0684	Quality of Care	58	13.7%	17.5%
F0550	Resident Rights/Exercise of Rights	44	10.4%	13.3%
F0644	Coordination of PASARR and Assessments	43	10.2%	13.0%
F0641	Accuracy of Assessments	42	10.0%	12.7%

Iowa FY2023-Complaint Citation Frequency Report

State Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Iowa Active Providers=422		Total Number of Surveys=748
F0689	Free of Accident Hazards/Supervision/Devices	140	27.0%	18.7%
F0684	Quality of Care	121	21.1%	16.2%
F0658	Services Provided Meet Professional Standards	88	16.6%	11.8%
F0677	ADL Care Provided for Dependent Residents	64	12.8%	8.6%
F0550	Resident Rights/Exercise of Rights	64	13.0%	8.6%
F0609	Reporting of Alleged Violations	59	13.0%	7.9%
F0580	Notify of Changes (Injury/Decline/Room, etc.)	51	10.7%	6.8%
F0725	Sufficient Nursing Staff	48	9.7%	6.4%
F0880	Infection Prevention & Control	44	8.5%	5.9%
F0686	Treatment/Svcs to Prevent/Heal Pressure Ulcer	39	8.1%	5.2%

Kansas FY2023-Standard Citation Frequency Report

State	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Tag #				
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Kansas Active Providers=316		Total Number of Surveys=198
F0689	Free of Accident Hazards/Supervision/Devices	121	38.0%	61.1%
F0657	Care Plan Timing and Revision	86	27.2%	43.4%
F0812	Food Procurement, Store/Prepare/Serve Sanitary	84	26.3%	42.4%
F0880	Infection Prevention & Control	80	25.0%	40.4%
F0756	Drug Regimen Review, Report Irregular, Act On	72	22.8%	36.4%
F0758	Free from Unnec Psychotropic Meds/PRN Use	72	22.8%	36.4%
F0690	Bowel/Bladder Incontinence, Catheter, UTI	64	19.6%	32.3%
F0677	ADL Care Provided for Dependent Residents	61	19.0%	30.8%
F0757	Drug Regimen is Free from Unnecessary Drugs	57	18.0%	28.8%
F0550	Resident Rights/Exercise of Rights	55	17.4%	27.8%

Kansas FY2023-Complaint Citation Frequency Report

State	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Tag #				
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Kansas Active Providers=316		Total Number of Surveys=955
F0689	Free of Accident Hazards/Supervision/Devices	116	29.1%	12.1%
F0600	Free from Abuse and Neglect	45	13.3%	4.7%
F0880	Infection Prevention & Control	39	11.1%	4.1%
F0684	Quality of Care	33	9.2%	3.5%
F0812	Food Procurement, Store/Prepare/Serve Sanitary	31	9.8%	3.2%
F0677	ADL Care Provided for Dependent Residents	30	9.2%	3.1%
F0686	Treatment/Svcs to Prevent/Heal Pressure Ulcer	30	8.9%	3.1%
F0609	Reporting of Alleged Violations	28	8.5%	2.9%
F0758	Free from Unnec Psychotropic Meds/PRN Use	26	8.2%	2.7%
F0755	Pharmacy Svcs/Procedures/Pharmacist/Records	25	7.9%	2.6%

Missouri FY2023-Standard Citation Frequency Report

State	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Tag #				
Totals represent the # of providers and surveys that meet the selection criteria specified above.		Missouri Active Providers=515		Total Number of Surveys=301
F0812	Food Procurement, Store/Prepare/Serve Sanitary	184	35.1%	61.1%
F0880	Infection Prevention & Control	162	31.3%	53.8%
F0689	Free of Accident Hazards/Supervision/Devices	116	22.5%	38.5%
F0584	Safe/Clean/Comfortable/Homelike Environment	106	20.2%	35.2%
F0656	Develop/Implement Comprehensive Care Plan	101	19.4%	33.6%
F0677	ADL Care Provided for Dependent Residents	92	17.7%	30.6%
F0761	Label/Store Drugs and Biologicals	91	17.5%	30.2%
F0658	Services Provided Meet Professional Standards	79	15.1%	26.2%
F0623	Notice Requirements Before Transfer/Discharge	64	12.4%	21.3%
F0550	Resident Rights/Exercise of Rights	61	11.7%	20.3%

Missouri FY2023-Complaint Citation Frequency Report

State	Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.			Missouri Active Providers=515		Total Number of Surveys=301
	F0812	Food Procurement, Store/Prepare/Serve Sanitary	184	35.1%	61.1%
	F0880	Infection Prevention & Control	162	31.3%	53.8%
	F0689	Free of Accident Hazards/Supervision/Devices	116	22.5%	38.5%
	F0584	Safe/Clean/Comfortable/Homelike Environment	106	20.2%	35.2%
	F0656	Develop/Implement Comprehensive Care Plan	101	19.4%	33.6%
	F0677	ADL Care Provided for Dependent Residents	92	17.7%	30.6%
	F0761	Label/Store Drugs and Biologicals	91	17.5%	30.2%
	F0658	Services Provided Meet Professional Standards	79	15.1%	26.2%
	F0623	Notice Requirements Before Transfer/Discharge	64	12.4%	21.3%
	F0550	Resident Rights/Exercise of Rights	61	11.7%	20.3%

Nebraska FY2023-Standard Citation Frequency Report

State	Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.			Nebraska Active Providers=188		Total Number of Surveys=172
	F0880	Infection Prevention & Control	72	37.8%	41.9%
	F0812	Food Procurement, Store/Prepare/Serve Sanitary	60	31.4%	34.9%
	F0689	Free of Accident Hazards/Supervision/Devices	44	23.4%	25.6%
	F0684	Quality of Care	34	18.1%	19.8%
	F0758	Free from Unnec Psychotropic Meds/PRN Use	27	14.4%	15.7%
	F0580	Notify of Changes (Injury/Decline/Room, etc.)	25	13.3%	14.5%
	F0623	Notice Requirements Before Transfer/Discharge	22	11.7%	12.8%
	F0677	ADL Care Provided for Dependent Residents	20	10.6%	11.6%
	F0757	Drug Regimen is Free from Unnecessary Drugs	18	9.6%	10.5%
	F0692	Nutrition/Hydration Status Maintenance	18	9.6%	10.5%
	F0609	Reporting of Alleged Violations	18	9.6%	10.5%

Nebraska FY2023-Complaint Citation Frequency Report

State	Tag #	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Totals represent the # of providers and surveys that meet the selection criteria specified above.			Nebraska Active Providers=188		Total Number of Surveys=357
	F0689	Free of Accident Hazards/Supervision/Devices	34	16.5%	9.5%
	F0880	Infection Prevention & Control	28	11.7%	7.8%
	F0609	Reporting of Alleged Violations	23	11.7%	6.4%
	F0684	Quality of Care	20	10.6%	5.6%
	F0580	Notify of Changes (Injury/Decline/Room, etc.)	18	8.5%	5.0%
	F0677	ADL Care Provided for Dependent Residents	14	7.4%	3.9%
	F0812	Food Procurement, Store/Prepare/Serve Sanitary	14	7.4%	3.9%
	F0610	Investigate/Prevent/Correct Alleged Violation	12	5.9%	3.4%
	F0686	Treatment/Svcs to Prevent/Heal Pressure Ulcer	10	5.3%	2.8%
	F0690	Bowel/Bladder Incontinence, Catheter, UTI	9	4.8%	2.5%
	F0760	Residents are Free of Significant Med Errors	9	4.8%	2.5%
	F0725	Sufficient Nursing Staff	9	4.3%	2.5%

Overdue Recertification Surveys Report (16 months) FY2023

Overdue Recertification Surveys Report

Region	Number of Late Surveys	% of Active Providers
(I) Boston	219	26.9%
(II) New York	462	48.2%
(III) Philadelphia	420	30.8%
(IV) Atlanta	1,152	43.1%
(V) Chicago	488	15.1%
(VI) Dallas	122	6.0%
(VII) Kansas City	286	20.4%
Iowa	41	10.1%
Kansas	93	30.3%
Missouri	147	29.2%
Nebraska	5	2.7%
(VIII) Denver	99	17.1%
(IX) San Francisco	667	46.9%
(X) Seattle	88	20.8%
National Total	4,003	26.9%

Number of G+ Deficiencies FY2023

Deficiency Count Report

Region	Deficiencies by Scope & Severity											
	B	C	D	E	F	G	H	I	J	K	L	Total
(I) Boston	0	0	0	0	0	333	27	2	68	27	9	466
(II) New York	0	0	0	0	0	79	5	0	50	16	23	173
(III) Philadelphia	0	0	0	0	0	300	2	0	86	24	9	421
(IV) Atlanta	0	0	0	0	0	414	23	0	730	243	70	1,480
(V) Chicago	0	0	0	0	0	1,943	20	1	446	77	67	2,554
(VI) Dallas	0	0	0	0	0	273	37	0	490	374	55	1,229
(VII) Kansas City	0	0	0	0	0	452	1	0	296	80	32	861
Iowa	0	0	0	0	0	162	1	0	114	38	6	321
Kansas	0	0	0	0	0	117	0	0	89	9	19	234
Missouri	0	0	0	0	0	144	0	0	85	28	4	261
Nebraska	0	0	0	0	0	29	0	0	8	5	3	45
(VIII) Denver	0	0	0	0	0	372	50	2	33	31	7	495
(IX) San Francisco	0	0	0	0	0	384	17	0	89	50	19	559
(X) Seattle	0	0	0	0	0	204	3	2	39	23	4	275
National Total	0	0	0	0	0	4,754	185	7	2,327	945	295	8,513

G+ Citation Frequency for Region VII FY2023

Citation Frequency Report

Region	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Tag #				
Totals represent the # of providers and surveys that meet the selection criteria specified above.		(VII) Kansas City Active Providers=1441	Total Number of Surveys=636	
F0689	Free of Accident Hazards/Supervision/Devices	270	13.0%	42.5%
F0600	Free from Abuse and Neglect	128	6.8%	20.1%
F0684	Quality of Care	97	5.3%	15.3%
F0686	Treatment/Svcs to Prevent/Heal Pressure Ulcer	85	4.6%	13.4%
F0692	Nutrition/Hydration Status Maintenance	34	1.8%	5.3%
F0760	Residents are Free of Significant Med Errors	33	1.9%	5.2%
F0697	Pain Management	29	1.6%	4.6%
F0880	Infection Prevention & Control	20	1.0%	3.1%
F0610	Investigate/Prevent/Correct Alleged Violation	15	0.9%	2.4%
F0609	Reporting of Alleged Violations	13	0.8%	2.0%

J+ Citation Frequency for Region VII FY2023

Citation Frequency Report

Region	Tag Description	# Citations	% Providers Cited	% Surveys Cited
Tag #				
Totals represent the # of providers and surveys that meet the selection criteria specified above.		(VII) Kansas City Active Providers=1441	Total Number of Surveys=322	
F0689	Free of Accident Hazards/Supervision/Devices	133	6.9%	41.3%
F0600	Free from Abuse and Neglect	70	3.8%	21.7%
F0684	Quality of Care	42	2.4%	13.0%
F0880	Infection Prevention & Control	20	1.0%	6.2%
F0760	Residents are Free of Significant Med Errors	16	1.0%	5.0%
F0610	Investigate/Prevent/Correct Alleged Violation	15	0.9%	4.7%
F0609	Reporting of Alleged Violations	13	0.8%	4.0%
F0678	Cardio-Pulmonary Resuscitation (CPR)	12	0.8%	3.7%
F0835	Administration	7	0.4%	2.2%
F0805	Food in Form to Meet Individual Needs	7	0.3%	2.2%
F0686	Treatment/Svcs to Prevent/Heal Pressure Ulcer	7	0.4%	2.2%

Civil Money Penalty (CMP) Report, Region VII (Kansas City) FY2023

Civil Money Penalty (CMP) Report

Region	Total Number of CMPs		Total Dollar Amount		Average Dollar Amount		Average Days in Effect
	Per Diem	Per Instance	Per Diem	Per Instance	Per Diem	Per Instance	Per Diem
(I) Boston	254	231	\$ 11,504,018.17	\$ 2,532,265.96	\$ 45,291.41	\$ 10,962.19	26
(II) New York	345	100	\$ 8,157,985.36	\$ 1,091,472.15	\$ 23,646.33	\$ 10,914.72	13
(III) Philadelphia	443	210	\$ 11,333,340.08	\$ 2,221,559.64	\$ 25,583.16	\$ 10,578.86	19
(IV) Atlanta	788	661	\$ 33,715,360.40	\$ 5,603,605.98	\$ 42,785.99	\$ 8,477.47	16
(V) Chicago	1,207	536	\$ 47,366,546.70	\$ 6,814,602.60	\$ 39,243.20	\$ 12,713.81	23
(VI) Dallas	1,054	565	\$ 27,296,375.83	\$ 6,440,059.61	\$ 25,897.89	\$ 11,398.34	14
(VII) Kansas City	868	233	\$ 14,774,106.70	\$ 2,644,388.61	\$ 17,020.86	\$ 11,349.31	13
Iowa	194	51	\$ 5,107,458.61	\$ 524,021.15	\$ 26,327.11	\$ 10,274.92	22
Kansas	172	56	\$ 2,195,092.79	\$ 628,750.80	\$ 12,762.17	\$ 11,227.69	8
Missouri	457	92	\$ 6,722,937.22	\$ 1,098,724.41	\$ 14,711.02	\$ 11,942.66	12
Nebraska	45	34	\$ 748,618.08	\$ 392,892.25	\$ 16,635.96	\$ 11,555.65	16
(VIII) Denver	359	77	\$ 5,708,514.94	\$ 719,157.60	\$ 15,901.16	\$ 9,339.71	16
(IX) San Francisco	750	198	\$ 9,061,138.16	\$ 2,116,896.33	\$ 12,081.52	\$ 10,691.40	10
(X) Seattle	192	64	\$ 7,187,869.16	\$ 644,329.90	\$ 37,436.82	\$ 10,067.65	28
National Total	6,260	2,875	\$ 176,105,255.50	\$ 30,828,338.38	\$ 28,131.83	\$ 10,722.90	17

If I can help you in any way, please feel free to contact me.

Linda Farrar, RN/LNHA

linda@licamedman.com

785-383-3826