



# Kitsap County Emergency Medical Services and Trauma Care Council



Kitsap County  
EMS & TCC

## 2009 Annual Report

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The Kitsap County Emergency Medical Services and Trauma Care Council (KCEMS&TCC) was established in 1977. The purpose of the KCEMS&TCC was and is to provide centralized, needed services for the Emergency Medical Service providers and their affiliated agencies in Kitsap County. The mission statement reads, "To support the continuing development of high quality prehospital, Emergency Medical and Trauma Care Services in Kitsap County." This report will summarize the accomplishments of the KCEMS&TCC, the committee membership and the employees of the Council during 2009.

## **Program Manager Overview – Barbara Lovato**

The Kitsap County Emergency Medical Services and Trauma Care Council Office achieved a great deal during 2009. A Quality Improvement (QI) Coordinator was hired, Lori Bisping, and she evaluated our long running QI process. Along with the Medical Program Director (MPD) Medical Operations Committee and the Basic Life Support (BLS) and Advanced Life Support (ALS) QI committees, a new QI program was established.

After a several year process, new patient care protocols and procedures were put into place on January 1, 2009. Although the process was arduous, the final product was a good building block for the future. Throughout the year, areas of improvement in these new protocols were identified. Some National standards were changed and new medical research was reported showing further revisions to these new protocols will still need to be done.

Our working relationship with Central Communications (CENCOM) began to grow. We made great progress by establishing a Memorandum of Understanding (MOU) for dispatcher training classes. The materials and curriculum used for continuing education for current dispatchers and to train new dispatchers was updated. We also hired a total of five (5) new Criteria Based Dispatch (CBD) instructors.

In 2009, all of the KCEMS&TCC Clinical and Administrative policies were reviewed. Approximately ten (10) old policies were archived because they were no long necessary. Fifteen new or revised clinical policies and nine (9) administrative policies were revised or created and approved by the KCEMS&TCC.

A financial audit was conducted during 2009 to review the 2008 books. There were no remarkable findings and only a few minor modifications to our standard operating procedures were necessary. Based on information identified through the audit, the office

retirement plan was changed. This resulted in a financial savings for the office but also provided more opportunity for employees to contribute to their own retirement.

An MOU was re-established with Olympic College providing the opportunity for students to get college credit for the Emergency Medical Technician - Basic (EMT-B) course.

#### Tasks:

- Audit Review and taxes
- Clinical and Administrative policy creation and updates
- Managed Budget
- Meetings and research on records management systems
- Researched better Medical Insurance options for staff
- Hiring process for QI Coordinator
- Writing and working with Olympic College to establish an MOU
- Participation in the interview process for CBD instructors
- Wrote and established an MOU with CENCOM for CBD training classes
- Helped provided updated training and testing materials for CBD classes
- Established a new retirement plan for qualified employees
- Worked with Harrison Memorial Hospital (HMH) on MOU for EMT-B students
- Wrote Regional Training Grant request
- Dealt with multiple H1N1 issues
- Verify computer generated recertification applications for provider agencies
- Other basic office management tasks

#### Meetings:

- Executive Committee
- KCEMS&TCC
- Medical Operations
- CBD Committee
- Budget Committee
- Human Resources Committee
- Planning Committee
- North West Regional EMS & Trauma Care Council NWREMS&TCC (quarterly meetings)
- Hood Canal Bridge Closure meetings
- Safe Kids
- Bainbridge Island Fire Department meetings with MPD
- QI Committee meeting to establish position for hiring a QI coordinator
- Staff meetings

## **Medical Program Director (MPD) – Dr. Marty Bennett**

2009 began by distributing new Patient Care Protocols out to all of the field providers. Through monthly Base Station meetings, training was done to update the field personnel on the protocol changes. As the year progressed, research was done pertaining to future revisions. Many hours were spent in meetings and training to bring Bainbridge Island fully into compliance with the Kitsap County protocols.

### Tasks:

- Monitor and maintain DEA narcotics compliance for all provider agencies
- Liaison to Harrison Memorial Hospital, Naval Hospital, Group Health and Urgent Care facilities
- Overall clinical effectiveness of the Emergency Medical Services programs in Kitsap County
- Communications with other Regional MPD's on several issues including protocols, QI and training
- Worked with Washington State Department on Health on certification and recertification issues for field providers
- Worked with the Washington State Department of Health, the Kitsap County Health District and Emergency Medical Service (EMS) provider agencies within Kitsap County on H1N1 policies
- Protocol review and adjustments as necessary
- Interviewed all new to Kitsap County Advanced Life Support providers
- Worked with the QI Coordinator and the Medical Operations Committee to establish an efficient QI program
- Review all QI issues for resolution
- Provided continuing education at the Base Station Meetings
- Reviewed and adjusted some specific dispatch criteria at CENCOM

### Meetings:

- Base Station Meetings
- ALS QI Meetings
- KCEMS&TCC
- Medical Operations Meetings
- CBD Meetings
- NWREMS&TCC Meetings (quarterly)
- Staff Meetings

## **Administration – Rhonda Roberts**

### General Administrative Tasks:

- Answer phones
- Greet, answer questions for the general public
- Order or purchase office supplies
- Maintain office calendar
- Reserve rooms for meetings
- Process incoming and outgoing mail
- Retrieve Medical Incident Reports from Harrison Hospital
- Obtain required signatures from Dr. Bennett for certifications and recertification of all EMS personnel
- Archive documents, past minutes, out dated policies, and past protocols
- Simple data entry as needed
- Update and develops forms as needed
- Send out meeting reminders
- Track copier usage and worked with Konica Minolta to enable scanning feature
- Take and prepare minutes for EMS Operations, Council, and CBD
- Facilitate paperwork to maintain DEA Certifications for Dr. Bennett
- Updating different distributions lists and forwarding emails to get information out to the agencies or providers
- Solve basic computer issues for all office computers: adding/updating software, answer computer questions for staff, set up new computer and changing out old one, added new CD driver to computer
- Basic office machine maintenance
- Website: update, upkeep of usernames and passwords, posted new informational flyers, forms or policies, archived minutes for EMS Operations and KCEMS&TCC meetings, updated meeting dates

### Accounting Tasks:

- Accounting: bank deposits, receive and process all payments, invoicing, run credit card payments and reconcile all banking statements
- Create and update budget spreadsheet
- Audit: assisted CPA with QuickBooks accounts and retrieving backup information
- Process payroll: Input hours and submit to ADP, input paycheck information to QuickBooks, mail out paychecks
- Track T-Shirt sales and deposit funds from sales
- Closed out previous QuickBooks and started new QuickBooks account per suggestion by CPA

#### Training Course Assistance:

- Arranged and verified Dynamic Video to film Base Station Meetings
- Send out Base Station DVDs to agencies
- Paramedics: track Base Station and Base Station Lab attendance for all medics in Kitsap County and email out quarterly attendance reports to Medical Officers
- Pediatric Advanced Life Support (PALS) and Advanced Cardiac Life Support (ACLS) classes: send out flyers, pay instructors, invoice agencies, receive payments, arrange lunch service, keep spreadsheet of PALS and ACLS certifications
- EMT-B Class: received payment for students, invoice agencies as needed, order supplies (i.e. stethoscopes, BP cuffs,) ordered books, processed payroll for instructors, photocopies for class, maintained spreadsheet with students grades, created certificates of completion at end of class, reserved breakout rooms for practical exam, maintained communication with Olympic College, provider agencies and the community at large
- Maintained spreadsheet with protocol test scores for the county
- Administer and grade County Paramedic test

#### Meetings:

- KCEMS&TCC
- Medical Operations Meetings
- CBD Meetings
- Staff Meetings

## **Training – Joe Schweiger**

Kitsap County Emergency Medical Services and Trauma Care Council helped to provide training for a total of 588 EMS providers. There are 442 Emergency Medical Technicians, 57 Emergency Medical Technician-IV, and 89 Paramedics in Kitsap County.

The Kitsap County Emergency Medical Services Training Coordinator in collaboration with the Kitsap County Medical Program Director, the Kitsap County Medical Officers, the Kitsap County Training Officers, and the Quality Improvement Coordinator established training needs and provided coordination and oversight to the following educational courses:

### Base Stations:

- Coordinated highly educated and specialized speakers for 12 Base Station education meetings in 2009
- Provided or coordinated someone to provide case reviews or specific topic reviews at the Base Station meetings
- Established a three (3) year Ongoing Training and Evaluation Process (OTEP) which was approved by the Washington State Department of Education
- Instituted paramedic level laboratory sessions to bring Kitsap County into compliance with the Washington State requirements for an OTEP Program
- Coordinated four (4) laboratory sessions (hands on clinical) in February, April, July and December with multiple stations and instructors at each session

### Advanced Cardiac Life Support (ACLS) and Pediatric Life Support (PALS):

- Coordinated two (2) classes of each ACLS and PALS providing local opportunities for paramedics to receive training in areas required to maintain their EMS certifications

### EMT- IV Technician Course:

- Held a Washington State EMT-IV Technician Course in October. This course is designed to give an EMT with one year of experience in the field, the didactic knowledge and practical skills to perform intravenous catheterization in the pre-hospital setting. Twelve (12) EMT's participated and all passes the Washington State EMT – IV Technician exam with an average score of 85.67%.

### EMT – IV Monitor Course:

- In January of 2009, an EMT-IV Monitor Course was held and there were seven (7) participants. This course is design to help the EMT, who does inter-facility transports, manage an IV infusion of simple crystalloid fluids. After the Medical Program Director, Dr. Bennett's approval, this class is recorded onto the EMT's certificate as an additional "endorsement" rather than a separate certification level

#### Emergency Medical Service Evaluator Course:

- This course is for certified EMS Providers to evaluate practical skill performances in our EMT classes and in the Ongoing Training and Evaluation Process (OTEP). The EMS provider must be certified on at least the EMT level and had completed one full certification period (three years). Once this course is completed and the MPD has given his approval, the EMS providers name is sent to the State for certification. This certification lasts as long as the evaluator maintains her/his EMS provider certification. One (1) course was held in 2009 and two (2) paramedics and three (3) EMT's completed the course

#### Emergency Medical Technician-Basic (EMT-B) Course:

- The EMT – Basic course is the 110 hours Department of Transportation course with an additional 20 hours of Washington State Specific training. Last year Kitsap County EMS and Trauma Care Council, in cooperation with Olympic College and the Kitsap County Training Officers Consortium, put on four (4) separate EMT – Basic courses around Kitsap County.
- The EMS Training Coordinator supervised all four (4) of the EMT-B courses. This coordination includes:
  - Completing the Washington State EMS Training Course Application
  - Scheduling all instructors and assistant instructors for the didactic and clinical portions of the course
  - Instructing major portions of the course
  - Monitor course content for accuracy
  - Writing and or providing tests to evaluate student competency
  - Tracking student progress throughout the course
  - Counseling students as needed
  - Coordinating the required five (5) hour Emergency Department rotation at Harrison Medical Center.
  - Coordinating the require field internship/ride along time
  - Reviewing student practice on writing patient evaluation forms (MIR)
  - Scheduling final testing for the Washington State written exam
  - Scheduling final testing for a final practical exam

Seventy-eight (78) students completed the course and 100% of the students challenging the Washington State Emergency Medical Technician – Basic exam passed. The four EMT – Basic courses had the following attendance and results:

<b>Course</b>	<b>Senior Instructor</b>	<b>Number of Students</b>	<b>Average Passing Test Score</b>
2009-1: Readiness Center	Barlow	22	83.8%
2009-2: Poulsbo Fire	Romero	18	83.1%
2009-3: Readiness Center	Morse	22	86.2%
2009-4: Bainbridge Fire	Beyke	16	87%

Meeting:

- BSM
- EMS Operations
- EMS Council
- BLS QI (first five months of 2009)
- Staff Meetings

## Quality Improvement – Lori Bisping

- Analyzed the existing Quality Improvement system in Kitsap County
- Identified areas in need of revisions to address stakeholders recommendations from Kitsap County Planning committee
- Solicited input from field personal, MPD and stakeholders
  - Working to build relationships with stakeholders and other agencies (i.e. CENCOM, safe kids, child death revue)
  - Working to streamline information flow processes (following an incident from origination to disposition)
- Compiled a pilot program designed to incorporate improved feedback mechanisms and manageable information flow
- Aligned feedback gathered with education program (work with KCEMS Training Coordinator)
  - Re-implement monthly base station case review
  - Planned for reevaluation post training
  - Identified areas of focused educational needs

### Tasks:

- Sort charts to be reviewed
- Identify cases for case review
- Prepare Monthly Case Review Presentations
- Present Monthly Case Review
- Investigate complaints and QI requests generated from stakeholders
- Investigate system failure and multiple patient cases as necessary
- Identify protocol, system, and provider improvements needed
- Forward suggested kudos / improvements / findings from MPD, evaluations, and peer review committees to appropriate person or committee
- Facilitate peer review meetings
- Meeting minutes and program recordkeeping
- Archival of past records
- Forward trends and anticipated system updates to appropriate committees or staff members
- MPD coordination and feedback
- Coordinate with Hospital Trauma QI reviews on specific cases
- Coordinate with Agency representatives on Internal Agency Reviews (complex cases) as requested
- State compliance evaluation, coordination, and implementation
- Call debrief resource for providers (bringing additional information and perspective from inception of all to final outcome)
- Ride with new Paramedics as requested by agencies and MPD
- Ride with agencies for specific need and system evaluation as indicated

Meetings: Attend meetings as required / requested

- Monthly
  - ALS Base Station
  - ALS Peer Review
  - BLS Peer Review
  - Operations Committee
  - EMS Council
  - CBD QI
  - Safe Kids Coalition
  - Child Death Review
  
- Every other month
  - NW Region Meetings
  
- Quarterly
  - Harrison Trauma QI
  
- Other meetings as Requested
  - Post Incident Action Review
  - H1N1 meetings
  - State STEMI (regional) summit

## Committees

### EMS Operations

The EMS Operations Committee (formerly known as Medical Officers) met monthly during 2009. Hiring a Quality Improvement Coordinator was the first priority for the year. Lori Bisping was hired to start in April. The majority of the year was spent reviewing and updating the following clinical policies:

- ALS Base Station Policy
- Blood Alcohol Draws
- Choking Victim
- Controlled Substance
- Development of BLS and ALS Protocol and Policies
- EMS Provider Protocol Testing
- EMT or EMT-IV Recertification
- Extension of ALS Protocols Privilege
- Field Equipment Approval
- Paramedic Recertification
- Pre-Hospital I/O Starts
- Pre-Hospital IV Starts
- Restraints for Aggressive or Violent Patients
- Status Change from Paramedic to EMT
- Viral Respiratory Disease Pandemic Guidelines

EMS Operations Committee also dealt with certification/recertification issues and the change over by Washington State EMS to the National Registry Testing system.

Other topics worked on by this committee were:

- Child Sexual Assault Protocol (which included Child Death/Injury Report Form)
- Cyanide Poisoning
- Excited Delirium
- Suicide by Poison Gas
- Fax Sheet for HMH
- Protocol Survey
- Documentation Policy for MIR's (subcommittee)

Time was spent working with the Health District in regards to the H1N1 virus and a presentation was made to the EMS Operations Committee by Laura Jull and Jessica Guidry concerning an Alternate Care Program in the event the County has an incident that exhausts our resources.

## Health Care Facilities

The Health Care Facilities Committee began 2009 studying and planning for the production of a DVD that identifies when a facility should call 911 or request a non emergent transport from a private ambulance company. This DVD would be a product of the EMS Council and used as a training tool for nursing homes and Urgent Care Facilities. Due to time constraints of the committee members the project has not be finalized.

## By-Laws

The By-Laws Committee was in contact throughout the year via email. No changes were recommended to the committee so they did not meet during 2009.

## Planning

The group reviewed the minutes of the Vision Workshop that was held in July 2008. The Vision Workshop was a follow-up meeting of the Planning Day conducted in May 2008.

There are several accomplishments that occurred since the Planning Committee last met. Voting members were changed to include all stakeholders', those paying into the Council. This change was implemented so those that have a financial stake also have a voice in decision making. The Program Manager, QI Coordinator and MPD positions have been filled and are well established. Protocols have been updated, finalized and put in practice. A survey was developed asking field providers for feedback on their satisfaction with the new protocols and is still available for comment. Communication is flowing between the EMS Council staff, MPD and member agencies with participation from almost all. The request for more training, especially BLS training, has occurred and the Training Coordinator has a 2010 Training Calendar ready to present at the January 2010 council meeting.

We still have much unfinished business to accomplish. The membership requested statistically valid QI with measurable results. This group agreed that each quarter a review topic should be chosen with details of what specifically will be measured identified before committing the members to collect data. The QI Coordinator will bring a pilot plan of this to the EMS Operations Manager's committee and then bring to ALS QI.

A discussion occurred questioning how we can update our protocols without incurring the expense of redoing them completely. Dr. Bennett has changes he would like to see and he will work with the EMS Operations Manager's committee to address changes.

There has been a lot of request for BLS training; however, when offered the participation is poor. Is this truly what we want, and if so, how can we increase attendance?

We believe we are ready to offer teleconferencing training during our next scheduled ALS Base Station meeting. This is a current project that office staff and membership are working on to figure out how to have this option available throughout the county.

During the Planning Retreat it was discussed that we should attempt to attract grants and other funding sources through the EMS Council. We have not moved forward with this item the manpower to research and pursue is limited.

It is agreed that we should monitor and work on initiating new legislation on topics that are relevant to our county and that we stay involved with WAC revisions. Our staff has been tracking and bringing upcoming changes to the membership through the EMS Operation's Managers Committee and the EMS Council Board meetings. We have a member from the EMS Operation's committee that is working to change the legislation requiring BLS units to carry Epi pens.

The staff will continue to support the membership in the certification/recertification process.

Criteria Based Dispatching is still a topic that needs much attention. We will work with CENCOM to encourage more participation with the Council and this subject is tabled for discussion during our next meeting.

## Testing and Standards

The year began with the need to write OTEP scenarios but in April, Kitsap County began using the King County provided scenarios. The Protocol Test for the new Kitsap County Protocols was approved and used.

## Nominating

The Nominating Committee completed elections in the Fall of 2009

## Human Resources

The Human Resources Committee met twice in 2009. They began work on the "KCEMS&TCC Employment Policy" and started reviewing employee contracts and job descriptions. The benefits package, specifically the retirement plan, was also reviewed.

## CBD

In 2009 the CBD committee conducted 3 meetings. These meetings were held on February 25th, May 27<sup>th</sup> and August 26<sup>th</sup>.

In 2009 we completed validation of the CBD test and updated the materials to reflect the training and terminology specific to Kitsap County. We identified a need for additional CBD instructors, conducted an application process and brought on 4 Dispatch instructors and 1 new EMS instructor. CENCOM hosted an instructor meeting in September to discuss instructor team teaching and demonstrate how to utilize our equipment since most of the training occurs in our classroom and training rooms. One 40 hour CBD course was conducted in October. Throughout the year we monitored H1N1 in order to evaluate if any changes to CBD were necessary.

One of the big changes for 2009 was the EMS Office hired a QA/QI Coordinator, Lori Bisping. Throughout the year Lori began reviewing data and learning various aspects of Kitsap County's EMS system. This continues to be a developing goal as we start to receive data from Lori.

For 2010 we are focused on direction provided from the Fire Chiefs on reviewing the CBD system. We will be looking at four areas:

- Historical perspective
- Intent – Why are we doing CBD?
- Current Status
- Recommendations

This work will be completed by the committee, with various pieces being handled by smaller groups. CBD Committee meetings will be held monthly in 2010. The committee is conducting elections, which will include a Vice Chair and discussing agency membership.

## Budget

The Budget Committee met and established the budget for 2010 and it was approved by the EMS Council at the August 26, 2009 Council Meeting. The final numbers from the 2009 Budget are attached.

The first page shows the revenue for 2009. The total income \$297,673.89, details all of the Council income from agency contributions, training course fees, Regional Grant monies and T-shirt sales. The second page attached details the expenditures for 2009 (\$294,375.26.) The following explains items over budget or where the actual expenditure is plus or minus 1% or more of the budgeted amounts:

- 201 Accounting – The audit of \$4000.00 was not originally budgeted into this line item
- 202 Bank Charges – The office was charged \$36.00 per month for use of a credit card machine plus fees per usage. We have cancelled that service
- 211a Copy Machine – In 2009 all copies were charged to this line item. Some of this expense should have been deducted from 301 Provider Training for copies made for training classes
- 214 Phone – It has been difficult to estimate phone charges because we are not billed monthly. This line item is adjusted in the 2010 budget
- 218 Rent - Our rent was not increased due to the economy, but we do anticipate and increase in 2010
- 301 Provider Training – Instructor expenses such as L&I and payroll taxes are not reflected in this amount. They show under Payroll Taxes causing that number to be inflated. Furthermore, other expenses such as photo copies will not be in item 211a. They will be accounted under 301 in 2010
- 302 Staff Training and 303 MPD Training – Due to scheduling conflicts and work schedules, much of the training monies were not spent in 2009
- 401 Protocols – Protocols were not printed in 2009 except for a few individual copies and those were charged to cover costs
- 403 CBD Training – CENCOM did not need an initial training course in 2009 but one is anticipated in 2010
- Payroll Taxes – This amount reflects taxes paid to instructors and assistant instructors for all of the training classes. In 2010 some this amount will be under 301 Provider Training
- Retirement - Reflects the changes made in the employee retirement plan
- QI Coordinator – Under budgeted amount because the position was not filled until May 1, 2009

The “Budgeted Income” column on the Income page shows \$18,177.11 more money than the “Actual Income” column. Because we held four (4) EMT classes, bringing in \$6290.00 more than anticipated, and with careful accounting throughout the year, we were able to avoid using the reserve funds.

The differential between income and expenditures is \$3298.63.

## 2009 Income

	Budgeted Income	Actual Income
<b>Income</b>		
<b>CBD Contributions</b>		<b>900.00</b>
<b>Council Support</b>		
Bainbridge Island Ambulance	1,897.00	1,897.00
Central Kitsap Fire and Rescue	43,100.00	43,100.00
Harrison Memorial Hospital	31,631.00	31,631.00
South Kitsap Fire & Rescue	40,752.00	40,752.00
North Kitsap Fire and Rescue	13,726.00	13,726.00
Navy Hospital - Bremerton	3,674.00	3,674.00
Bainbridge Island Fire Department	25,329.00	25,329.00
Poulsbo Fire Department	17,682.00	17,682.00
Olympic Ambulance	8,937.00	8,937.00
Bremerton Ambulance	8,343.00	8,343.00
Navy Region NW Fire & Rescue	7,623.00	7,623.00
Bremerton Fire Department	30,857.00	30,857.00
<b>Total Council Support</b>	<b>233,551.00</b>	<b>233,551.00</b>
Educational Classes		
IV Technician	1,500.00	2,075.00
ACLS Class	6,000.00	6,350.00
EMT Class		
EMT Books	4,200.00	4,395.00
EMT Class - Other	34,800.00	41,090.00
PALS Class	4,000.00	3,775.00
EMS Evaluator's Class	300.00	120.00
<b>Total Educational Classes</b>	<b>50,800.00</b>	<b>57,805.00</b>
Reserves	25,000.00	
Grants	6,000.00	4,500.00
Interest	500.00	459.89
T-Shirt Sales	0.00	332.00
Protocols	0.00	126.00
<b>Total Income</b>	<b>315,851.00</b>	<b>297,673.89</b>

**2009 Expenses**

	Expenses	January	February	March	April	May	June	July	August	September	October	November	December	2009 Budget	Actual	Remaining
200	Administrative	300.27	110.69	167.62	108.04	109.06	183.72	106.64	104.64	164.03	61.98	139.33	123.57	2,000.00	1,679.59	320.41
201	Accounting	0.00	0.00	0.00	0.00	0.00	0.00	2,000.00	0.00	200.00	2,400.00	0.00	0.00	1,330.00	4,600.00	(3,270.00)
202	Bank Charges	217.25	54.10	51.95	108.69	45.98	42.45	84.90	42.45	42.45	349.47	(36.58)	47.20	650.00	1,050.31	(400.31)
206	Insurance	2,278.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	2,278.00	722.00
207	Internet Service	29.97	0.00	0.00	29.97	0.00	0.00	29.97	0.00	0.00	29.97	0.00	29.97	200.00	149.85	50.15
209	Milage	0.00	24.48	66.50	81.40	44.11	32.21	0.00	14.08	29.70	0.00	82.61	21.12	800.00	396.21	403.79
210	Misc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	145.00	0.00	145.00
211	Major Purchases	0.00	0.00	0.00	0.00	2,024.22	0.00	0.00	0.00	0.00	0.00	1,468.06	453.92	5,700.00	3,946.20	1,753.80
211a	Copy Machine	354.56	343.74	405.06	387.35	444.11	373.37	364.14	348.59	304.96	141.17	329.01	372.39	3,600.00	4,168.45	(568.45)
212	Office Supplies	65.11	248.52	157.65	290.98	244.70	405.15	196.80	112.78	172.99	114.03	39.13	632.66	3,000.00	2,680.50	319.50
214	Phone	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	421.61	48.41	300.00	470.02	(170.02)
216	Printing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	300.00	0.00	300.00
218	Rent	780.00	780.00	1,774.68	854.12	854.12	854.12	1,708.24	0.00	854.12	854.12	854.12	854.12	11,576.00	11,021.76	554.24
219	Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	87.96	(76.01)	138.36	0.00	300.00	150.31	149.69
220	Contractual Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
224	Confidential Shredding	0.00	0.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	0.00	0.00	0.00	90.00	45.00	45.00
225	Postage	56.21	65.01	4.80	56.55	11.90	66.10	48.80	12.64	16.96	116.00	56.16	9.78	550.00	520.91	29.09
301	Provider Training	3,078.87	161.37	3,641.37	1,606.26	246.30	69.25	100.00	0.00	6,742.39	678.01	2,266.70	902.96	37,000.00	19,493.48	17,506.52
301a	BSM Training	465.00	443.05	376.98	496.45	609.59	465.00	340.00	450.00	225.00	350.00	225.00	529.35	6,240.00	4,510.42	1,729.58
302	Staff Training	0.00	0.00	220.00	616.00	99.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	935.00	2,065.00
303	MPD Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,000.00	0.00	3,000.00
304	Training Supplies	0.00	11.98	11.98	31.45	0.00	11.98	16.87	11.98	11.98	23.96	0.00	13.87	1,000.00	146.05	853.95
401	Protocols	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,500.00	0.00	1,500.00
403	CBD Training	0.00	0.00	0.00	0.00	0.00	0.00	35.04	185.50	0.00	39.98	64.93	0.00	6,160.00	325.45	5,834.55
	Petty Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
221	Clothing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	<b>Total</b>													<b>91,441.00</b>	<b>58,567.51</b>	<b>32,873.49</b>
	Medical Insurance	604.34	604.34	604.34	604.34	604.34	604.34	582.24	582.24	582.24	582.24	582.24	582.24	7,760.00	7,119.48	640.52
	Payroll Taxes	3,308.52	3,721.94	3,544.92	4,850.08	4,135.65	4,242.71	3,828.20	3,722.46	5,612.02	4,776.36	4,672.39	4,360.90	21,162.00	50,776.15	(29,614.15)
	<b>Retirement</b>	746.59	726.00	746.59	746.59	736.30	746.59	355.99	355.99	355.99	355.99	355.99	355.99	11,466.00	6,584.60	4,881.40
	Program Mgr	4,604.12	4,694.40	4,694.40	7,041.60	4,694.40	4,694.40	4,694.40	4,694.40	4,694.40	7,131.88	4,694.40	4,694.40	61,027.20	61,027.20	(0.00)
	Training Coordinator	1,525.92	1,555.81	1,555.84	2,333.76	1,555.84	1,555.84	1,555.84	1,555.84	1,555.84	2,363.71	1,555.84	1,555.84	20,225.92	20,225.92	(0.00)
	MPD	2,121.60	2,163.20	2,163.20	3,244.80	2,163.20	2,163.20	2,163.20	2,163.20	2,163.20	3,244.80	2,163.20	2,163.20	28,080.00	28,080.00	(0.00)
	Admin Asst	2,885.60	2,942.40	2,942.40	4,413.60	2,942.40	2,942.40	2,942.40	2,942.40	2,942.40	4,413.60	2,942.40	2,942.40	38,286.88	38,194.40	92.48
	QI Coordinator	0.00	0.00	0.00	0.00	2,800.00	2,800.00	2,800.00	2,800.00	2,800.00	4,200.00	2,800.00	2,800.00	36,400.00	23,800.00	12,600.00
	<b>Total</b>													<b>224,408.00</b>	<b>235,807.75</b>	<b>(11,399.75)</b>
	<b>Grand Total</b>													<b>315,849.00</b>	<b>294,375.26</b>	<b>21,473.74</b>