

**MISSISSIPPI STATE DEPARTMENT OF HEALTH
DIVISION OF HEALTH PLANNING AND RESOURCE DEVELOPMENT
MAY 4, 2017**

**CON REVIEW NUMBER: C-NIS-0317-004
CARDIOVASCULAR INSTITUTE OF THE SOUTH, PROFESSIONAL MEDICAL CORPORATION
D/B/A CARDIOVASCULAR INSTITUTE OF THE SOUTH
ESTABLISHMENT OF CARDIAC ONLY POSITRON EMISSION TOMOGRAPHY (PET)
SERVICES AND ACQUISITION OF RELATED EQUIPEMNT
CAPITAL EXPENDITURE: \$12,750
LOCATION: LAUDERDALE, MERIDIAN COUNTY, MISSISSIPPI**

STAFF ANALYSIS

I. PROJECT SUMMARY

A. Applicant Information

Cardiovascular Institute of the South, Professional Medical Corporation d/b/a Cardiovascular Institute of the South (CIS) is a business corporation located at 1102 Constitution Avenue, Suite 300, Meridian, MS 39301. The entity has two officer/directors. A Certificate of Good Standing dated May 6, 2016 and signed by the Secretary of State on December 30, 2016 indicates that Cardiovascular Institute of the South is licensed to do business in the State of Mississippi.

B. Project Description

Cardiovascular Institute of the South requests Certificate of Need ("CON") authority for the establishment of Cardiac only Positron Emission Tomography (PET) services and acquisition of related equipment.

The applicant states that Cardiovascular Institute of the South began providing cardiovascular services in 1983 in Houma, Louisiana. Since that time, the practice has expanded to include multiple physician offices in Louisiana, Mississippi and Alabama. The applicant asserts that one of Cardiovascular Institute of the South's locations is maintained at 1102 Constitution Avenue, Suite 300, Meridian, MS 39301. Cardiovascular Institute of the South's Meridian office has nine (9) cardiologists and offers a wide variety of cardiovascular services focusing on preventing, detecting and treating cardiovascular disease.

According to the applicant, despite many successes and advancements in patient care, Cardiovascular Institute of the South's Meridian office does not currently have Cardiac PET capabilities. The applicant suggests that Cardiac PET scans provide an accurate and safe method of diagnosing cardiovascular disease, a lower dose of radiation and requires less time to complete, which assists the physicians in determining the most beneficial course of treatment for a cardiac patient with minimally invasive procedures. The applicant states that due to the many benefits of

Cardiac PET scans, the Cardiovascular Institute of the South's physicians in other locations routinely choose a Cardiac PET scan as a diagnostic modality for their patients. Unfortunately, Cardiovascular Institute of the South's Meridian location (Cardiovascular Institute of the South) is not able to provide Cardiac PET scans; in turn physicians are forced to refer patients elsewhere to receive Cardiac PET scans. The applicant believes the shuffling of providers and offices does not promote positive health planning, continuity of care, or patient satisfaction and causes a disconnection in patient care.

The applicant asserts that through the offering of Cardiac only PET services, Cardiovascular Institute of the South will be able to greatly enhance the services it currently offers to its patients, translating into better diagnosis and treatment of cardiovascular ailments.

The applicant expects to employ two (2) full-time equivalent employees at a total personnel cost of \$171,000.00 during the first year of operation.

Cardiovascular Institute of the South submits that it will enter into an operating lease with Cardio Health Solutions, LLC for a Siemens Accel ECAT with Scintron MIE software at \$15,000.00 per month and for a Bracco CardioGen-82 (Rubidium Rb 82 Generator) at \$300.00 per dose/\$600 per patient.

The total proposed capital expenditure is \$12,750.00 which will be funded by a Meridian LOC loan. The applicant states that the proposed project will involve the renovation of approximately 750 square feet to the existing building to accommodate the cardiac PET equipment and the provision of cardiac only PET services. The applicant states that the cardiac-only PET services will be performed in the Cardiovascular Institute of the South's existing office. The applicant affirms that Cardiovascular Institute of the South currently leases their medical office space from Anderson Regional Medical Center-South (an acute care hospital).

The applicant affirms that the lease of the space for the proposed project has not been finalized; however, Cardiovascular Institute of the South submitted a letter of intention to lease from Anderson, in the application. The applicant states that the landlord will undertake the renovation cost; therefore, Cardiovascular Institute of the South does not anticipate making any capital expenditure with regard to this project. However, because the lease has not been finalized, the applicant included a renovation expense in their proposed capital expenditure so that should Cardiovascular Institute of the South be required to undertake any renovation expense, they would be allowed to do so. The applicant affirms that the amount listed in the capital expenditure was determined to be a reasonable cost for the proposed renovation. The application contained a schematic drawing of the PET Scanner Suite.

The applicant expects to obligate the capital expenditure within six (6) months of final issuance of the CON and the proposed project will be complete within twelve (12) months pending the final CON approval by the Department.

The applicant affirms that the MS Division of Health Facilities Licensure and Certification does not regulate physician's offices; therefore site approval is not necessary for the proposed project. The applicant submitted documentation from the MS Division of Health Facilities Licensure and Certification confirming that site approval wasn't required for the project.

II. TYPE OF REVIEW REQUIRED

This project is reviewed in accordance with Section 41-7-173, 41-7-191 (1)(d)(xv), and 41-7-193 of the Mississippi Code of 1972, Annotated, as amended, and duly adopted rules, procedures, plans, criteria, and standards of the Mississippi State Department of Health.

In accordance with Section 41-7-197(2) of the Mississippi Code 1972, Annotated, as amended, any affected person may request a public hearing on this project within 10 days of publication of the staff analysis. The opportunity to request a hearing expires on May 14, 2017. However, since May 14, 2017 is a Sunday, requests for a hearing will be accepted until May 15, 2017.

III. CONFORMANCE WITH THE STATE HEALTH PLAN AND OTHER ADOPTED CRITERIA AND STANDARDS

A. State Health Plan (SHP)

The *FY 2015 State Health Plan* contains policy statements, criteria and standards which the applicant is required to meet before receiving CON authority for the acquisition or otherwise control of a Positron Emission Tomography (PET) Scanner and related equipment, including a Cardiac only PET scanner and the offering of fixed or mobile PET services, including Cardiac Only PET services. This application is in substantial compliance with the applicable policy, criteria and standards stated in the *Plan* as follows:

SHP Policy Statement 1 – CON Review Requirements

Cardiovascular Institute of the South submits that it will enter into an operating lease for the cardiac PET equipment. Therefore, no capital expenditure is associated with the equipment purchase. The applicant affirms that a capital expenditure of \$12,750 will be allocated for the renovation of the existing facility.

SHP Policy Statement 2 – Indigent/Charity Care

Cardiovascular Institute of the South affirmed that it will provide a reasonable amount of indigent/charity care.

SHP Policy Statement 3 – Service Areas

Cardiovascular Institute of the South is located in Meridian, Lauderdale County, which is in General Hospital Service Area (“GHSA”) 6.

SHP Policy Statement 4 – Equipment to Population Ratio

The applicant is seeking approval to provide Cardiac only PET services; therefore, the proposed project is not applicable to SHP Policy Statement 4.

SHP Policy Statement 5 – Access to Supplies

Cardiovascular Institute of the South states that it will have access to radio-pharmaceuticals.

SHP Policy Statement 6 – Services and Medical Specialties Required

The applicant states that Cardiovascular Institute of the South is seeking approval to provide Cardiac only PET services. Therefore, the applicant asserts that only Cardiac PET services will be provided. The applicant affirms that if patients are in need of other PET services, Cardiovascular Institute of the South will provide an appropriate referral.

SHP Policy Statement 7 – Hours of Operation

Cardiovascular Institute of the South’s Cardiac only PET services will be available office hours of Monday through Thursday from 7:30 a.m. to 5:00 p.m. and Friday from 7:30 a.m. to 12:00 p.m.

SHP Policy Statement 8 – CON Approval Preference

The application does not propose a joint venture utilizing mobile or shared equipment.

SHP Policy Statement 9 – CON Requirements

Cardiovascular Institute of the South proposes a fixed PET scanner.

SHP Policy Statement 10 – CON Exemption

The proposed application does not involve CON Exemption; therefore, SHP Policy Statement 10 is not applicable.

SHP Policy Statement 11 – Addition of a Health Care Facility

The application does not involve the addition of a health care facility; therefore, SHP Policy Statement 11 is not applicable.

SHP Policy Statement 12 – Equipment Registration

Cardiovascular Institute of the South affirmed that it will provide the Department of Health with the registration/serial number of the CON-approved PET scanner prior to commencing operations.

Criteria and Standards for Acquisition or Otherwise Control of a PET Scanner including Cardiac only PET Scanner

SHP Criterion 1 - Need

The entity desiring to acquire or to otherwise control the PET scanner must project a minimum of 1,000 clinical procedures per year and must show the methodology used for the projection.

The applicant states that a cardiac PET scan is a minimally invasive and relatively quick procedure. Furthermore, the applicant asserts that cardiac PET is an increasingly prescribed modality for cardiovascular diagnostic imaging. The applicant anticipates that this trend will continue.

The applicant confirms that in projecting its utilization numbers, the current patient population being served in its Meridian Clinic and patients receiving cardiac PET services at other Cardiovascular Institute of the South locations were evaluated. According to the applicant, patients at other clinics were evaluated and those clinics have similar population specific health issues such as obesity, lack of proper diet and exercise, as well as increased incidents of diabetes. The applicant asserts that all of the above listed medical conditions affect the rate of cardiovascular disease.

The applicant projects a 1.1% increase per year from year 1 to years 2 and 3. The applicant states that this conservative estimate was based upon the growth of the Cardiovascular Institute of the South's Meridian practice, compared to the cardiac PET utilization rate at other Cardiovascular Institute of the South's affiliated clinics. The applicant submits that cardiac PET is one of the preferred modalities for cardiovascular imaging. The applicant states that in light of the accuracy and convenience of the procedure, Cardiovascular Institute of the South projects that they will perform 1,270 cardiac PET procedures during the first year of operation, 1,397 in Year 2 and 1,537 in Year 3.

SHP Criterion 2 – Registered Entity

Cardiovascular Institute of the South is properly registered with the Mississippi Secretary of State and is in good standing, as evidenced by the Certificate of Good Standing contained in the application.

SHP Criterion 3 – Performance of Existing Equipment

The applicant states that PET and Cardiac only PET services are to be evaluated separately. As such, the applicant affirms that there are currently no Cardiac only PET scanners in GHSA 6, where Cardiovascular Institute of the South is located. The applicant affirms that Anderson Regional Medical Center is located in GHSA 6 and provides PET services; however, the facility does not offer Cardiac only PET services.

SHP Criterion 4 – Division of Radiological Health Approval

The applicant affirmed that Cardiovascular Institute of the South will receive approval from the Division of Radiological Health for the proposed site, plans and equipment before cardiac PET services begin.

SHP Criterion 5– Assurances

Cardiovascular Institute of the South affirmed that the required data regarding the cardiac PET equipment will be maintained and made available to the Mississippi State Department of Health upon request.

SHP Criterion 6 - Fixed/Minimum Volume Requirement

The application contains a proposed equipment lease agreement between Cardiovascular Institute of the South and Cardio Health Solutions. The applicant certified that the lease agreement will not contain a fixed or minimum volume requirement.

SHP Criterion 7 – CON Approval

With this application, Cardiovascular Institute of the South has requested CON approval for the control of cardiac PET equipment and the offering of cardiac-only PET services.

Criteria and Standards for the Offering of Fixed or Mobile PET Services, including Cardiac-Only PET Scanner

SHP Criterion 1 – Need

The applicant states that in light of the accuracy and convenience of the procedure, Cardiovascular Institute of the South projects that they will perform 1,270 cardiac

PET procedures during the first year of operation, 1,397 during the second year and 1,537 during the third year.

For information on the projections provided, refer to SHP Criterion 1 – Need under the *Acquisition of Otherwise Control of a PET Scanner including Cardiac only PET Scanner*.

SHP Criterion 2 – Utilization of Unit by Other Providers

The applicant requests a fixed Cardiac only PET unit. The applicant affirms that the unit will not be utilized by other providers.

SHP Criterion 3 – Written Assurances

Cardiovascular Institute of the South affirmed that the cardiac PET services will be offered in a physical environment that conforms to federal standards, manufacturer's specifications and licensing agencies' requirements, including the areas specified by this criterion.

SHP Criterion 4 – Approval from Radiological Health

Cardiovascular Institute of the South affirmed that it will receive approval from the Division of Radiological Health for the proposed site, plans and equipment before cardiac PET services are rendered.

SHP Criterion 5 – Access to Radionuclide Production/Radiopharmaceuticals

The applicant certified that a Bracco CardioGen-82 (Rubidium Rb 82 Generator) will be on site at the Cardiovascular Institute of the South.

SHP Criterion 6 – Qualified Staff

The applicant states that upon CON approval, Cardiovascular Institute of the South will hire two (2) additional FTE's; a PET Tech and a Registered Nurse. The applicant confirms that Cardiovascular Institute of the South will have the necessary qualified staff available to operate the proposed cardiac PET scanner and that the staff will include all of the personnel described by this criterion with the required experience and qualifications.

SHP Criterion 7 – Management of Medical Emergencies

The applicant states that in the case of an emergency situation involving a patient utilizing the Cardiac only PET scanner arises, a request for emergency services will be made with Anderson Regional Medical Center-South or another appropriate facility.

SHP Criterion 8 – Acceptance of Referrals

Cardiovascular Institute of the South states that it will accept appropriate referrals for Cardiac only PET procedures from other local providers and that these patients will be accommodated, to the extent possible, by extending hours of service. Also, patients will be prioritized according to standards of need and appropriateness rather than source of referral.

SHP Criterion 9 – Protocols

Cardiovascular Institute of the South asserts that protocols will be established to assure that all clinical PET procedures performed are medically necessary and cannot be performed by other, less expensive, established modalities.

SHP Criterion 10 – Appropriate Procedures

Cardiovascular Institute of the South affirmed that it will maintain current listings of appropriate PET procedures for use by referring physicians.

SHP Criterion 11 – Data Reporting

The applicant affirmed that the required data regarding the cardiac PET service will be maintained and made available to the Mississippi State Department of Health upon request.

SHP Criterion 12 – CON Approval

Cardiovascular Institute of the South has requested CON approval for the control of a fixed cardiac PET scanner, in addition to the offering of Cardiac only PET service by the submission of the application.

B. General Review (GR) Criteria

Chapter 8 of the *Mississippi Certificate of Need Review Manual, Revised September 1, 2011*; addresses general criteria by which all CON applications are reviewed. This application is in substantial compliance with general review criteria contained in the manual.

GR Criterion 1- Consistency with the *State Health Plan*

The project is in substantial compliance with applicable policy statements, criteria, and standards contained in the *FY 2015 Mississippi State Health Plan*.

GR Criterion 2 – Long Range Plan

The applicant states that Cardiovascular Institute of the South is a current provider of cardiovascular services in GHSA 6. The applicant affirms that the goal is to continue to provide cardiovascular services to the community in a more centralized manner by offering in-office Cardiac only PET services. The applicant asserts that through the offering of Cardiac only PET services, Cardiovascular Institute of the South will be able to improve the accessibility of services it currently offers to its patients; and provide continuity of care and better diagnosis and treatment of cardiovascular ailments.

GR Criterion 3 – Availability of Alternatives

The applicant states that the considered maintaining the status quo and continuing to refer patients out for cardiovascular PET scan; however it was determined that the proposed option was not the most efficient or beneficial practice for the patient.

The applicant furthermore considered providing cardiac-only PET services via a mobile provider; but ultimately it was decided that a fixed in-office dedicated cardiac unit would best meet the needs of Cardiovascular Institute of the South and its patients.

The applicant affirms that by acquiring the equipment and providing the services at Cardiovascular Institute of the South's clinic, a high-quality Cardiac only PET service will be offered and the service will ensure its patients the flexibility to choose a scan time that best suits their medical needs and schedule.

The applicant states that the project will benefit the health care system by making Cardiac only PET services available for the first time in GHSA 6, in a convenient and accessible setting.

GR Criterion 4 - Economic Viability

Based on the applicant's three-year projections, this project will have a net operating income (losses) of \$1,338,049 the first year, \$1,500,085 the second year, and \$1,678,763 the third year of operation.

The applicant asserts that its proposed charges and profitability for the proposed cardiac PET services compare favorably with the charges of other providers. Cardiovascular Institute of the South projects that it will perform 1,270 cardiac PET procedures during the first year of operation, 1,397 during the second year and 1,537 during the third year.

The applicant submits that Cardiovascular Institute of the South will cover all expenses through company-wide operating revenues if the project fails to meet projected revenues.

The capital expenditure for this project is \$12,750.00; therefore, a financial feasibility study is not required since the capital expenditure does not exceed \$5,000,000 for clinical service.

GR Criterion 5 - Need for the Project

- a. **Access by Population Served:** The applicant asserts that the approval of this project will make cardiac-dedicated PET services available to the residents of the service area for the first time. These services will be accessible to low income persons, racial and ethnic minorities, and other underserved groups.
- b. **Relocation of Services:** Not applicable.
- c. **Current and Projected Utilization of Like Facilities:** The *FY 2015 State Health Plan* provides that Cardiac only PET services will be reviewed and considered in relation to other providers of Cardiac only PET services in General Hospital Service Area 6 of the proposed provider. The applicant submits that since there are no other providers of Cardiac only PET services in GHSA 6, this project will offer the residents of the area a diagnostic technology that is not currently available.
- d. **Probable Effect on Existing/Similar Facilities:** The applicant suggests that the proposed project will not have an adverse impact on any other provider, including hospitals which currently offer PET services. The applicant states that it is requesting Cardiac only PET services in order to provide its patients in GHSA 6 with advanced diagnostic testing for detecting heart-related disease.
- e. **Community Reaction:** The application contains 5 letters of support for Cardiovascular Institute of the South.

GR Criterion 6 - Access to the Facility or Service

Cardiovascular Institute of the South affirms that all residents of the health planning service area, hospital service area or patient service area, including Medicaid recipients, charity/medically indigent patients, racial and ethnic minorities, women, handicapped persons and the elderly have access to the services of the existing facility and will continue to have access.

The following table shows the projected estimated gross patient revenues of health care provided to charity/medically indigent patients for years one and two for the proposed project:

Projected Year	Medically Indigent	Charity Care
1	\$0.00 (0%)	\$57,423.00 (2%)
2	\$0.00 (0%)	\$63,165.00 (2%)

The applicant submits that the proposed facility's office hours will be Monday through Thursday from 7:30 a.m. to 5:00 p.m. and Friday from 7:30 a.m. to 12:00 p.m.

The applicant submits that Cardiovascular Institute of the South does not have any obligations under any federal regulations requiring provision of uncompensated care, community service, or access by minority/handicapped persons.

GR Criterion 7 - Information Requirement

Cardiovascular Institute of the South affirms that it will record and maintain the information required by this criterion and make it available to the Mississippi State Department of Health within 15 business days of request.

GR Criterion 8 - Relationship to Existing Health Care System

Cardiovascular Institute of the South believes that their PET services will complement existing health services in the service area by offering a unique service dedicated to heart patients. It will offer a convenient, alternative setting for heart patients who will benefit from this superior technology. The applicant affirms that if the proposed project is not implemented, Cardiovascular Institute of the South will continue to refer patients out for cardiovascular PET scans, which will continue to be a burden to the patient and a disadvantage to their continuity of care.

The Department received no letters of opposition concerning the proposed project.

GR Criterion 9 - Availability of Resources

The applicant asserts that Cardiovascular Institute of the South currently employs nine (9) cardiologists, including a nuclear cardiologist, as well as all necessary nursing and support staff. The applicant states that Cardiovascular Institute of the South does not anticipate encountering problems hiring the requisite staff to support the proposed project.

GR Criterion 10 – Relationship to Ancillary or Support Services

The applicant states that Cardiovascular Institute of the South currently provides cardiovascular services and has all necessary support and ancillary services to

implement and operate the proposed project.

GR Criterion 14 - Construction Projects

- a. **Cost Estimate:** The applicant affirms that the lease of the space for the proposed project has not been finalized; however, Cardiovascular Institute of the South submitted a letter of intention to lease from Anderson, which was contained in the application. The applicant states that the landlord will undertake the renovation cost; therefore, Cardiovascular Institute of the South does not anticipate making any capital expenditure with regard to this project. However, because the lease has not been finalized, the applicant included a renovation expense in their proposed capital expenditure so that should Cardiovascular Institute of the South be required to undertake any renovation expense, they would be allowed to do so. The applicant affirms that the amount listed in the capital expenditure was determined to be a reasonable cost for the proposed renovation.
- b. **Schematic Drawing:** The application contains a schematic drawing of the proposed project.

GR Criterion 16 - Quality of Care

The applicant affirms that Cardiovascular Institute of the South has and will continue to demonstrate their ability to provide high quality care. The applicant asserts that the availability of cardiovascular PET services in office will allow patients to conveniently and timely receive the diagnostic cardiovascular testing needed.

IV. FINANCIAL FEASIBILITY

A. Capital Expenditure Summary

The total estimated capital expenditure is allocated as follows:

	Item	Cost (\$)	Percent (%) of Total
a.	Construction Cost -- New	\$ 0	0%
b.	Construction Cost -- Renovation	\$12,750	100.00%
c.	Capital Improvements	\$ 0	0%
d.	Total Fixed Equipment Cost	\$ 0	0%
e.	Total Non-Fixed Equipment Cost	\$ 0	0%
f.	Land Cost	\$ 0	0%
g.	Site Preparation Cost	\$ 0	0%
h.	Fees (Architectural, Consultant, etc.)	\$ 0	0%
i.	Contingency Reserve	\$ 0	0%
j.	Capitalized Interest	\$ 0	0%
j.	Legal and accounting fees	\$ 0	0%
k.	Other	\$ 0	0%
	Total Proposed Capital Expenditure	\$12,750	100.00%

The proposed project involves the renovation 750 square feet of space at approximately \$17.00 per square foot. The *RS Means Building Construction Cost Data, 2015 Edition*, does not compare costs for renovation projects.

B. Method of Financing

The applicant proposes to finance the proposed capital expenditure with a Meridian LOC loan.

C. Effect on Operating Cost

The Hospital's three-year projected operating statement is presented at Attachment 1.

D. Cost to Medicaid/Medicare

The applicant projects the cost to third party payors as follows:

Payor Mix	Utilization Percentage (%)	First Year Revenue (\$)
Medicare	58%	\$1,665,245
Medicaid	5%	\$143,555
Commercial	35%	\$1,004,889
Self Pay	0%	\$0
Charity Care	2%	\$57,423
Other	0%	\$0
Total	100%	\$2,871,112

V. RECOMMENDATIONS OF OTHER AFFECTED AGENCIES

The Division of Medicaid was provided a copy of this application for review and comment; however, the Division of Medicaid has not provided a comment on the proposed project as of the date of this staff analysis.

VI. CONCLUSION AND RECOMMENDATION

This project is in substantial compliance with the policy statements, criteria and standards for acquisition or otherwise control of Cardiac only PET equipment and the provision of Cardiac only PET services contained in the *FY 2015 Mississippi State Health Plan* and the *Mississippi Certificate of Need Review Manual, 2011 Revision*; and duly adopted rules, procedures, and plans of the Mississippi State Department of Health.

The Division of Health Planning and Resource Development recommends approval of the application submitted by Cardiovascular Institute of the South, Professional Medical

Corporation d/b/a Cardiovascular Institute of the South for the establishment of Cardiac only Positron Emission Tomography (PET) services and the acquisition of related equipment.

Attachment 1

Cardiovascular Institute of the South Three-Year Operating Statement (with Project)			
	Year 1	Year 2	Year 3
Revenue			
Patient Revenue:			
Inpatient	\$ 0	\$ 0	\$ 0
Outpatient	\$2,871,112	\$3,158,223	\$3,474,045
Gross Patient Revenue	\$2,871,112	\$3,158,223	\$3,474,045
Charity Care			
Deductions from Revenue	\$ 106,779	\$ 117,486	\$ 129,235
Net Patient Revenue	\$2,764,333	\$3,040,737	\$3,344,810
Other Operating Revenue			
Total Operating Revenue	\$2,764,333	\$3,040,737	\$3,344,810
Expenses			
Operating Expenses:			
Salaries	\$ 131,000	\$ 136,240	\$ 141,690
Benefits	\$ 40,00	\$ 41,600	\$ 43,264
Supplies	\$1,075,284	\$1,182,812	\$1,301,093
Services	\$ 0	\$ 0	\$ 0
Lease	\$ 180,00	\$ 180,00	\$ 180,00
Depreciation	\$ 0	\$ 0	\$ 0
Interest	\$ 0	\$ 0	\$ 0
Other	\$ 0	\$ 0	\$ 0
Total Expenses	\$1,426,284	\$1,540,652	\$1,666,047
Net Income (Loss)	\$1,338,049	\$1,500,085	\$1,678,763
Assumptions			
Inpatient days	0	0	0
Outpatient days	0	0	0
Procedures	1,270	1,397	1,537
Charge/outpatient day	N/A	N/A	N/A
Charge per inpatient day	N/A	N/A	N/A
Charge per procedure	\$2,261	\$2,261	\$2,261
Cost per inpatient day	N/A	N/A	N/A
Cost per outpatient day	NA	NA	NA
Cost per procedure	\$1,123	\$1,103	\$1,084