

**DIVISION OF HEALTH PLANNING  
AND RESOURCE DEVELOPMENT  
DECEMBER 4, 2017**

**CON REVIEW: HG-NIS-1017-014  
WINSTON COUNTY MEDICAL FOUNDATION  
WINSTON MEDICAL CENTER MRI SERVICE PROJECT  
CAPITAL EXPENDITURE: \$44,895.00  
LOCATION: LOUISVILLE, WINSTON COUNTY, MISSISSIPPI**

**STAFF ANALYSIS**

**I. PROJECT SUMMARY**

**A. Applicant Information**

Winston Medical Center is a not-for Profit Corporation that is governed by the Winston County Medical Foundation Board of Directors.

The Winston Medical Center (WMC) is a 61-bed medical facility that is licensed to operate 14 short-term acute beds with all 14 beds set up and staffed as well as 10 geropsych beds all set up and in use. WMC also holds 37 acute care beds in abeyance.

The occupancy rates, average lengths of stay (ALOS), and the Medicaid utilization rates for WMC are as follows:

Winston Medical Center  
**Utilization Data**

<b>Fiscal Year</b>	<b>Occupancy Rate (%)</b>	<b>ALOS (Days)</b>	<b>Medicaid Utilization Rate (%)</b>
2013	31.53	6.95	N/A
2014	15.94	6.49	N/A
2015	12.92	6.08	N/A

**Source:** Division of Health Facilities Licensure and Certification, MSDH.

**B. Project Description**

Winston Medical Center (WMC) requests Certificate of Need (CON) authority to add Magnetic Resonance Imaging (MRI) services capability to the ongoing services being provided at WMC through a shared service agreement with Alliance Healthcare Services, Inc. of California.

The applicant states that it will become a part of the established mobile MRI route presently established by Alliance HealthCare Services, Inc. and will lease a wide bore Siemens Espree Mobile MRI Unit two (2) days per week (Tuesday and Thursday).

The applicant states that no construction, other than the installation of electrical equipment to provide power to the MRI unit and coach is needed to operate the proposed mobile MRI unit.

The applicant affirms that the proposed \$44,895.00 capital expenditure is for a \$750 filing fee, \$16,000 in legal fees for counsel, \$8,145.00 for power connections and \$20,000 for a contingency fund. Upon CON approval, the applicant will enter into an operating lease agreement with Alliance HealthCare Services, Inc. to provide mobile MRI services to Winston County.

The applicant asserts that no additional FTEs (full-time equivalents) personnel will be required as a result of the proposed project. On October 19, 2017, the MSDH, Division of Health Facilities Licensure and Certification approved the site for the proposed project at WMC MRI's anticipated location.

The applicant affirms that the proposed project will be financed with cash reserves. WMC projects net income of approximately \$201,877 in year one growing to a projected net income of approximately \$215,061 by year three.

The applicant states that the facility in Oktibbeha County to which most MRIs have been referred in the past is operated by the radiologists who will continue to read the scans done at WMC.

WMC will obligate the capital expenditure within two months of final issuance of the CON and the proposed project will be complete within four months pending the final CON approval by the Department.

## **II. TYPE OF REVIEW REQUIRED**

Projects, which propose the establishment of MRI services are reviewed in accordance with Section 41-7-191, subparagraph (1)(d)(xii) 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 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 December 14, 2017.

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

### **A. Mississippi State Health Plan (MSHP)**

The *FY 2015 Mississippi State Health Plan* contains policy statements, criteria and standards, which an applicant is required to meet before receiving Certificate of Need ("CON") authority for the acquisition or otherwise control of a magnetic resonance imaging ("MRI") equipment and the offering of MRI services. This application is in substantial compliance with applicable criteria and standards.

**Criteria and Standards for the Acquisition or Otherwise Control of MRI Equipment**

**SHP Criterion 1- Need**

The *FY 2015 Mississippi State Health Plan* states that an entity desiring to acquire or otherwise control the MRI equipment shall demonstrate a minimum of 2,700 procedures per year by the end of the second year of operation; provided, however, that MRI equipment exclusively servicing rural hospitals (those located outside U.S. Census Bureau Metropolitan Statistical Areas with 75 or less beds) shall be required to demonstrate a minimum of 1,700 procedures per year by the end of the second year of operation. This criterion includes both fixed and mobile MRI equipment. The applicant must show the methodology used for the projections.

The applicant indicates that the proposed mobile MRI unit at the projected location is expected to perform the following MRI procedures for the first year through the third years of operation 415, 427 and 453 respectively.

Projected MRI Procedures		
Year 1	Year 2	Year 3
415	427	453

As reported in the *FY 2015 MSHP*, the MRI use rate is based on a total of 258189 scans for FY 2013 compared to the State's population of 3,156,054. The proposed mobile, MRI unit WMC is requesting approval for is located in Winston County, which is in GHSA 4. The 2020 population projections for Winston County and GHSA 4 are 18,606 and 341,996, respectively. Also, based on the current *Mississippi State Health Plan*, the Mississippi MRI use rate is 82. This rate is determined by taking the total number of scans performed (258,189) for the state and dividing it by the state's projected population (3,156,054) multiplied by 1,000, which equates to 81.80754 or 82.

The *FY 2015 Mississippi State Health Plan* reports that a total of 27,201 MRI procedures were performed in 2013 for GHSA 4 (the most current data). According to the MSDH's MRI use rate, staff determined that Winston County would be expected to generate approximately 2,584 MRI scans and the GHSA 4 is expected to produce 28,044 procedures (see formula listed on the next page).

**Population-Based Formula for Projection of MRI Service Volume**

$X * Y \div 1,000 = V$

Where, X = Applicant's Defined Service area population

Y = Mississippi MRI Use Rate

V = Expected Volume

Projected MRI procedures for Winston County, the location for the proposed mobile, MRI unit and GHSA 4 are shown below:

$\frac{31,508 \text{ (Winston County's population projections)}}{1,000} = 31.508$

$31.508 * 82 \text{ (MS MRI Use Rate)} = 2583.66$

$\frac{341,996 \text{ (GHSA 4 population projections)}}{1,000} = 341.996$

$341.996 * 82 \text{ (MS MRI Use Rate)} = 28,043.67$

The applicant states that for the first year WMC will project MRI procedures of 415.

The table below demonstrates the number of MRI procedures performed in 2012 and 2013 in GHSA 4 according to the 2015 SHP.

**Location and Number of MRI Procedures by Route  
 FY 2012 and FY 2013**

Facility	Type of Providers	City	County	Type/No. of Equipment	Number of MRI Procedures Performed 2012	Number of MRI Procedures Performed 2013	Number of MRI Procedures Performed (Projected 1 <sup>st</sup> Year)	Days/Hours of Operation
Baptist Memorial Hospital – North MS	H	Oxford	Lafayette	F	2,158	2,624	1,872	Sun.-Sat. 140+Hrs.
Winston Medical Center (Applicant)	N/A	Louisville	Winston	N/A	N/A	N/A	415	Tues.&Thurs 16 Hrs.
Tippah County Hospital	H	Ripley	Tippah	M	N/A	N/A	864	Thurs. & Fri. 16 Hrs.*
Choctaw Indian Medical Facility	N/A	Choctaw	Choctaw	M	N/A	N/A	460	Sat. 8 Hrs.
<b>Total MRI Procedures</b>					<b>2,158</b>	<b>2,624</b>	<b>3,611</b>	

Source: FY 2015 MS State Health Plan  
 F – Fixed MRI Unit  
 M – Mobile MRI Unit

The table below demonstrates Alliance HealthCare Services, Inc. present route and the number of MRI scans performed during FY 2017 and those proposed for FY 2018.

**Alliance HealthCare Services, Inc. Actual & Proposed MRI Scans by Route**

Facility	City	County	Type/No. of Equipment	Actual Number of MRI Procedures Performed 2017	Proposed Number of MRI Proposed Procedures Performed 2018	Days/Hours of Operation
Baptist Memorial Hospital-North MS	Oxford	Lafayette	M	N/A	1,872	Mon., Tues. & Wed. 24 Hrs
Applicant Winston Medical Center	Louisville	Winston	M	0	Depending on CON approval	Tues.&Thurs. 16 Hrs
Choctaw Indian Medical Facility	Choctaw	Neshoba	M	460	474	Saturday 8 Hrs
Tippah County Hospital	Ripley	Tippah	M	N/A	864	Thurs.& Fri. 16 Hrs
<b>Total MRI Procedures</b>					<b>3,651</b>	

The applicant states that BMH-North Mississippi will exit Alliance HealthCare Services, Inc’s mobile MRI route at the end of November 2017. The applicant further states that WMC will join the mobile route as soon as its CON application is approved. The new route schedule will serve Tippah on Friday, Choctaw’s medical facility on Saturday and Winston on Tuesday and Thursday. Each day of service is an 8 hour day.

Based on WMC’s projected first and second years of operation and the entire GHSA 4, WMC would meet the required number of MRI scans per MRI unit. However, if BMH-North Mississippi goes off the Espree MRI route in late 2017, the total estimated number of MRI procedures is 1,779 scans forFY 2018. The applicant suggests that this documents that a minimum of 1700 or more procedures will be performed on the proposed amended MRI route servicing rural hospitals exclusively.

The applicant affirms that based on the projected population and projected number of MRI scans for GSHA 4, the numbers support the proposed mobile MRI unit/service in Louisville, Winston County, MS.

The applicant submits that WMC is requesting approval for a mobile MRI unit in Winston County.

**SHP Criterion 2 – Quality Assurances**

The applicant acknowledges the requirements of this criterion and proposes a contractual agreement for a mobile MRI unit (Seimens Espree 1.5 Telsa) two days per week on Tuesday and Thursday, 8hrs a day. The application contains an agreement between WMC and Alliance HealthCare Services, Inc. for the proposed mobile MRI unit.

### **SHP Criterion 3 – Information Recording/Maintenance**

The applicant affirms that, at a minimum, it will record and maintain the requirements listed in this criterion and information will be kept and made available to the Mississippi State Department of Health within 15 business days of request.

### **SHP Criterion 4 – Registration**

Winston Medical Center is licensed by the Mississippi State Department of Health. Winston Medical Center is a 61-bed acute-care hospital.

### **SHP Criterion 5 – CON Approval**

The applicant recognizes this requirement and affirms that it will not provide MRI services until CON approval is obtained.

## **Criteria and Standards for the Offering of Fixed or Mobile MRI Services**

### **SHP Criterion 1 - Need**

The *FY 2015 MSHP* states that an entity desiring to offer MRI services must document that the equipment shall perform a minimum of 2,700 procedures (or 1,700 procedures for rural hospitals) by the end of the second year of operation.

However, the *FY 2015 MSHP* states: "If the MRI unit in question is presently utilized by more than one provider of MRI services, the actual number of procedures performed by them during the most recent 12-month period may be used instead of the formula projections". In addition, the *Mississippi State Health Plan* states that it is recognized that an applicant desiring to acquire or otherwise control an MRI unit may make or propose to make the MRI unit available to more than one provider of MRI services, some of which may be located outside of Mississippi. In such cases all existing or proposed users of the MRI unit must jointly meet the required service volume of 2,700 (or 1,700 for mobile MRI route exclusively serving rural hospitals) procedures annually. If the MRI unit in question is presently utilized by other providers of MRI services, the actual number of procedures performed by them during the most recent 12-month period and/or documented projections of physician referrals may be used.

Please refer to the data discussed under SHP Criterion 1- Need Criteria and Standards for the Acquisition or Otherwise Control of MRI Equipment.

The applicant appears to be in compliance with the criterion mention above.

### **SHP Criterion 2 – Documentation of Diagnostic Imaging Modalities**

The applicant states that Alliance HealthCare Services has all of the proper modalities to service their proposed MRI Unit.

### **SHP Criterion 3 – Accessibility**

The applicant certifies that no entity involved with the proposed joint venture have admission policies, which would exclude patients because of race, color, age, sex, ethnicity, or ability to pay.

#### **SHP Criterion 4 – Staffing**

The applicant affirms that Alliance HealthCare Services, Inc. will provide all staffing needed to perform testing on site; therefore, WMC will not need to provide any additional staffing for the proposed project.

#### **SHP Criterion 5 – Research Staffing**

The applicant states that SHP Criterion 5 is not applicable to the proposed CON project.

#### **SHP Criterion 6 – Data Requirement**

The applicant affirms that the data requirements listed for this criterion shall be collected, maintained, and delivered to the Department within 15 days upon request. The applicant asserts that it recognizes that to the extent it is within the scope of its recording system, it will maintain source of payment and total amounts charged for the fiscal year.

#### **SHP Criterion 7 – CON Approval**

The applicant asserts that it will not provide mobile MRI services and/or utilize any MRI equipment until obtaining a CON or written evidence from the Department that the equipment is exempt from CON approval. Thus, that is the reasoning for the proposed CON project being filed by WMC. The applicant further states that Alliance HealthCare Services, Inc. currently operates a mobile MRI scanner within the state of MS with valid CON approval and will petition the MS Department of Health for a change of route to include WMC.

### **B. General Review (GR) Criteria**

Chapter 8 of the *Mississippi Certificate of Need Review Manual, April 9, 2017 Revision*, addresses general criteria by which all CON applications are reviewed. This application is in substantial compliance with general review criteria.

#### **GR Criterion 1 –State Health Plan**

The application was reviewed for compliance with the *FY 2015 Mississippi State Health Plan* as discussed above.

#### **GR Criterion 2 - Long Range Plan**

The applicant affirms that the purpose of the proposed project is to provide access to mobile MRI services to all medical care professionals in Winston County and the surrounding area. The applicant states presently these providers must refer patients needing services beyond X-ray and CT scans to out-of-county service providers. The applicant states that their long range plan is to assure that its medical staff and referring healthcare providers have access to a full range of diagnostic modalities locally for the least amount possible. The applicant suggests that the terms of the project make the addition of magnetic resonance imaging services a feasible addition to the diagnostic imaging capabilities of WMC.

### **GR Criterion 3- Availability of Alternatives**

The applicant considered the option not to seek CON approval and maintain status quo as their first option. However, the applicant suggests that this option would not be in the interest of WMC's patients.

The applicant also considered acquisition of MRI equipment and institution of MRI services. WMC could elect to buy fixed MRI equipment to enable it to provide fixed MRI services. The applicant states that the capital expenditure would be substantially greater than WMC can financially manage; therefore, the proposed alternative was not a feasible.

WMC states medical professionals will have access to a Seimens Espree wide bore mobile MRI unit with the latest version of MRI software in an 18 channel system. This is something no other community in East Central Mississippi is able to offer.

The applicant asserts that in order for Winston to continue to provide the most appropriate and cost effective diagnostic imaging, it needs to provide MRI services in Winston County. WMC states that immediate, accessible MRI services are needed for all Winston County residents, particularly those with transportation and time limitations.

The applicant suggests that the addition of MRI service capability to the ongoing services being provided at WMC through a shared agreement with Alliance HealthCare Services, Inc. of California is a more logistically and financially feasible alternative.

### **GR Criterion 4 - Economic Viability**

The applicant states that the cost per scan is comparable to charges for MRI services at other facilities in the Planning Area and Winston's charges shall remain in line therewith.

The applicant's three-year projected operating statement contained in the application indicates net income for the first year through third year of operation (see Attachment 1). WMC contends that the proposed charge rates are market-based and competitive with other MRI providers.

The applicant states that the cost per scan will range from \$301 to \$330 per scan for WMC depending on the nature of the exam.

The levels of utilization of the MRI service of Winston are to be based on other facilities in GHSA 4 and with the levels of utilization required by Chapter 5 of the *MS State Health Plan*.

The applicant states that they propose a new institutional service; therefore, it has no financial history.

The applicant states that any shortfalls will be covered by using cash reserves or short term loans available to WMC, but operating shortfalls are highly unlikely due to the cost of the scan for patients being less than the rental fee per scan.



### **GR Criterion 5 - Need for the Project**

WMC affirms that all low income persons, racial and ethnic minorities, women, handicapped persons, other underserved groups and the elderly will have access to the mobile MRI services offered by WMC at the proposed location in Louisville, Winston County, MS.

The applicant states according to the *FY 2015 MSHP*, 258,189 MRI Procedures were performed during FY 2013 in Mississippi. The projected population of Mississippi in 2020 is 3,156,054 or 82 scans per 1000 persons. Winston County has projected population for the General Hospital Service Area 4 (GHSA 4) of 18,606 persons. Also 10% of the secondary service area, 12,902 persons, is included in the 2020 projected population for Winston County. The applicant states by using the ratio of MRI procedures per population of the state, a need exists in Winston County for 1,525 procedures per year. Staff determined that Winston County would be expected to generate approximately 2,583.66 MRI scans (see formula listed above in *Criteria and Standards for the Acquisition or Otherwise Control of MRI Equipment* SHP Criterion 1-Need).

The applicant states that the proposed project does not involve the relocation of an existing facility or service.

The application contains two signed affidavits of support from a physician, and the Director of Clinic Operations of Winston Medical Center who attests that they will utilize the proposed mobile MRI services at WMC. The application also contained four letters of support for the proposed project.

The applicant states that the referral of MRI imaging candidates from Winston to Baptist Medical Center-Leake, the unit in Attala County or Oktibbeha County Hospital might overburden their resources. These facilities average approximately 10.8 and 9.43 scans/day, respectively, which is greater than the optimal 8 scans/day normal schedule utilization according to 2013 data contained in the *FY 2015 MSHP*.

The department received a letter of support from OCH Regional Medical Center (OCH). OCH states that the mobile MRI unit would assist local Winston County physicians with local treatment options instead of having to transfer patients out of the county. OCH also states that Winston county physicians often struggle with a referral resource for large or obese patients and claustrophobic patients. The proposed unit coming to Winston Medical Center would be a wide bore design with a 450-pound limit for large patients.

### **GR Criterion 6- Access to the Facility**

The applicant states that all residents of the health planning service area, including Medicaid recipients, charity/medically indigent patients, racial and ethnic minorities, women, handicapped persons and the elderly will have access to this facility.

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

	<b>Medically Indigent (%)</b>	<b>Medically Indigent (\$)</b>	<b>Charity Care (%)</b>	<b>Charity Care (\$)</b>
Historical Year FY 2015	10%	\$2,316,226	2%	\$47,269
Historical Year FY 2016	10%	\$2,400,000	2%	\$48,000
Projected Year 1	10%	\$2,450,000	2%	\$50,000
Projected Year 2	10%	\$2,450,000	2%	\$50,000

The applicant submits that the proposed mobile MRI unit will operate on Tuesday and Thursday, 9:00 a.m.-5:00 p.m.

**GR Criterion 7- Information Requirement**

The applicant affirms that it will record and maintain, at a minimum, the information stated in this criterion regarding charity care, care to the medically indigent, and Medicaid populations, and make it available to the Mississippi State Department of Health within 15 days of request.

**GR Criterion 8 - Relationship to Existing Health Care System**

The applicant is requesting a mobile MRI unit to be located in GHSA 4, Winston County.

Based on the *FY 2015 MSHP*, there were 15 healthcare facilities operating 17 MRI units (fixed and mobile) in GHSA 4. According to the *FY 2015 MSHP* Winston County's defined service area is General Service Area 4, which consists of the following counties: Calhoun, Carroll, Chickasaw, Choctaw, Clay, Grenada, Lafayette, Lowndes, Monroe, Montgomery, Noxubee, Oktibbeha, Yalobusha, Webster and Winston.

The applicant states that the healthcare facilities in GHSA 4 are expected to continue to operate without any significant consequence from the addition of mobile MRI services at WMC. WMC's proposed county (Winston) within the service area currently does not offer MRI services.

Additionally, the Espree MRI unit has the latest MRI software which produces better image clarity and quality that the other area providers do not have.

The applicant states without the MRI service, many of Winston County residents will continue to be referred to other MRI service providers.

**GR Criterion 9 - Availability of Resources**

WMC states that no additional personnel will be required to implementing this project.

**GR Criterion 10 – Relationship to Ancillary or Support Services**

The applicant asserts that all necessary support and ancillary services for the Project are available inasmuch as the Project is simply the addition of mobile MRI services under an operating lease with Alliance.

**GR Criterion 11- Health Professional Training Programs**

The applicant states that the proposed Project will have no effect on the clinical needs of health professional training programs in Winston's service area.

**GR Criterion 12 – Access by Health Professional Schools**

The applicant states that the proposed Project will not affect the clinical needs of health professional training programs.

**GR Criterion 13 – Access to Individuals Outside Service Area**

The applicant states that WMC is proposing to continue to provide services to individuals who are not residing in Winston's primary and secondary service areas as are already being provided to residents who choose to access care at Winston from outside of Winston's primary and secondary service areas.

**GR Criterion 14 – Construction Projects**

The proposed project is not for construction of a facility.

**GR Criterion 15 – Competing Applications**

The applicant states that WMC is not aware of any competing applications.

**GR Criterion 16 - Quality of Care**

The applicant submits that Winston has a long history of quality care and will continue to provide quality care to residents of its service area.

The applicant affirms that the addition of MRI services will facilitate quality of care improvements to patients by avoiding delay, stress and disruption of care previously resulting from the referral of patients to other remote facilities.

**IV. FINANCIAL FEASIBILITY**

**A. Capital Expenditure Summary**

<b>Cost Item</b>	<b>Estimated Cost</b>	<b>% of the Total</b>
Construction Cost -New	\$ 0	0.00%
Construction Cost-Renovation	0	0.00%
Capital Improvements	\$8,145	18.14%
Total Fixed Equipment Cost	0	0.00%
Total Non-Fixed Equipment Cost	0	0.00%
Land Cost	0	0.00%
Site Preparation Cost	0	0.00%
Fees (Architectural and Consultant Fees )	0	0.00%
Fees (Legal and Accounting )	\$16,000	35.64%
Contingency Reserve	\$20,000	44.55%
Capitalized Interest	0	0.00%
Other Cost (filing fee)	\$750	1.67%
<b>TOTAL PROPOSED CAPITAL EXPENDITURE</b>	<b>\$44,895</b>	<b>100.00%</b>

**B. Method of Financing**

The funding source for the proposed project will be \$44,895 from an equity contribution and \$44,895 from cash reserves. This is a total of \$89,790.00 to allot for any future overage regarding the proposed project.

**C. Effect on Operating Costs**

WMC's three-year projected operating statement is provided in Attachment 1 for the proposed project.

**D. Cost to Medicaid/Medicare**

The applicant's projection to third party payors is as follows (based on gross patient revenue):

<b>Payor</b>	<b>First Year Revenue</b>	<b>Utilization Percentage</b>
<b>Medicare</b>	11,884,122	50%
<b>Medicaid</b>	3,759,708	16%
<b>Commercial</b>	5,076,396	22%
<b>Self Pay</b>	2,514,563	11%
<b>Charity</b>	325,246	1%
<b>Other</b>	0	0%

<b>Total</b>	<b>\$23,560,033</b>	<b><u>100%</u></b>
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**V. RECOMMENDATION OF OTHER AFFECTED AGENCIES**

The Division of Medicaid was provided a copy of this application for review and comment. As of December 4, 2017, the Division has not provided any comments on the proposed project.

**VI. CONCLUSION AND RECOMMENDATION**

This project is in substantial compliance with the criteria and standards for the acquisition or otherwise control of magnetic resonance imaging (MRI) equipment and offering of mobile MRI services as contained in the *FY 2015 Mississippi State Health Plan*, Chapter 8 of the *Mississippi Certificate of Need Review Manual, April 9, 2017 Revision*; and all adopted rules, procedures, and plans of the Mississippi State Department of Health.

Consequently, the Division of Health Planning and Resource Development recommends approval of the application submitted by Winston Medical Center for Establishment of Mobile MRI Services.

**Attachment 1 Winston Medical Center  
Three-Year Operating Statement with Project**

	Year 1	Year 2	Year 3
<b>Revenue</b>			
Inpatient Care Revenue	\$ 5,304,330	\$ 5,459,047	\$ 5,622,819
Outpatient Revenue	18,255,703	18,802,812	19,383,384
<b>Gross Patient Revenue</b>	<b>\$ 23,560,033</b>	<b>\$ 24,261,859</b>	<b>\$ 25,006,202</b>
Charity	\$ 324,246	\$ 334,992	\$ 345,342
Deductions from Revenue	\$ 13,035,231	\$ 13,422,949	\$ 13,835,021
<b>Net Patient Care Revenue</b>	<b>\$ 10,200,556</b>	<b>\$ 10,503,918</b>	<b>\$ 10,825,839</b>
Other Operating Revenue	0	0	0
<b>Total Operating Revenue</b>	<b>\$ 10,200,556</b>	<b>\$ 10,503,918</b>	<b>\$ 10,825,839</b>
<b>Operating Expenses</b>			
Salaries	\$ 3,630,602	\$ 3,739,520	\$ 3,851,705
Benefits	762,426	785,299	808,858
Supplies	765,876	789,167	814,335
Services	4,231,904	4,358,861	4,489,627
Lease Expenses	134,875	138,775	147,225
Depreciation	0	0	0
Interest	0	0	0
Other	472,996	484,550	499,027
<b>Total Operating Expenses</b>	<b>\$ 9,998,679</b>	<b>\$ 10,296,173</b>	<b>\$ 10,610,778</b>
<b>Net Operating Income</b>	<b>\$ 201,877</b>	<b>\$ 207,745</b>	<b>\$ 215,061</b>
	<b>Proposed Year 1</b>	<b>Proposed Year 2</b>	<b>Proposed Year 3</b>
Inpatient Days	4,185	4,310	4,440
Outpatient Visits			
Procedures	32,958	33,946	34,978
Charge per Outpatient Day	0	0	0
Charge per Inpatient Day	\$ 1,267	\$ 1,267	\$ 1,266
Charge per Procedure	\$ 715	\$ 715	\$ 715
Cost per Inpatient Day	\$ 2,389	\$ 2,389	\$ 2,390
Cost per Outpatient Day	0	0	0
Cost per Procedure	\$ 303	\$ 303	\$ 303

**General Hospital Service Area 4  
Location and Number of MRI Procedures  
FY 2015 State Health Plan**

Facility	Type of Providers	City	County	Type/No. of Equipment	Number of MRI Procedures Performed 2012	Number of MRI Procedures Performed 2013	Days/ Hours of Operation 2013
Baptist Memorial Hospital - Golden Triangle	H	Columbus	Lowndes	F(2)	4,535	4,910	M-F, 110 Hrs.
Baptist Memorial Hospital - North MS	H	Oxford	Lafayette	F	2,158	2,624	Sun.-Sat., 140+ Hrs.
Calhoun Health Services	H	Calhoun City	Calhoun	M	286	293	M. & Thr., 10 Hrs.
Gilmore Memorial Hospital, Inc.	H	Amory	Monroe	F	1,211	1,114	M-F, 40 Hrs.
Imaging Center of Columbus	FS	Columbus	Lowndes	F(2)	5,331	6,051	M-F, 80+ Hrs.
Imaging Ctr. of Excellence Institute - MSU	FS	Starkville	Oktibbeha	F	1,544	1,452	M-F, 40 Hrs.
North Miss. Medical Center - Eupora	H	Eupora	Webster	M	907	795	M-F, 40 Hrs.
North Miss. Medical Center - West Point	H	West Point	Clay	M	843	684	M-F, 40 Hrs.
Oktibbeha County Hospital	H	Starkville	Oktibbeha	F	2,451	2,446	M-F, 40 Hrs.
Pioneer Community Hospital	H	Aberdeen	Monroe	M	431	451	M,T & W, F, 20 Hrs.
Oxford Diagnostic Center	FS	Oxford	Lafayette	F	2,981	3,257	M-F, 78 Hrs.
Trace Regional Hospital	H	Houston	Chickasaw	M	463	464	Tu.-F, 16 Hrs.
Tyler Holmes Memorial Hospital	H	Winona	Montgomery	M	322	272	W, 4 Hrs.
University of MS Medical Center - Grenada*	H	Grenada	Grenada	F	2,505	2,219	M-F, 40 Hrs.
Yalobusha Hospital	H	Water Valley	Yalobusha	M	266	169	M, 3.5 Hrs.
<b>Total MRI Procedures</b>					<b>26,234</b>	<b>27,201</b>	
<b>Average Procedures/ FTE MRI</b>					<b>1,957</b>	<b>2,029</b>	

Source: FY 2015 MS State Health Plan  
F - Fixed MRI Unit  
M - Mobile MRI Unit

**General Hospital Service Area 4  
Location and Number of MRI Procedures  
FY 2015 State Health Plan**

Facility	Type of Providers	City	County	Type/No. of Equipment	Number of MRI Procedures Performed 2012	Number of MRI Procedures Performed 2013	Days/ Hours of Operation 2013
Baptist Memorial Hospital - Golden Triangle	H	Columbus	Lowndes	F(2)	4,535	4,910	M-F, 110 Hrs.
Baptist Memorial Hospital - North MS	H	Oxford	Lafayette	F	2,158	2,624	Sun.-Sat., 140+ Hrs.
Calhoun Health Services	H	Calhoun City	Calhoun	M	286	293	M. & Thr., 10 Hrs.
<b>(Applicant)</b> Winston Medical Center	H	Louisville	Winston	M	N/A	N/A	N/A
Gilmore Memorial Hospital, Inc.	H	Amory	Monroe	F	1,211	1,114	M-F, 40 Hrs.
Imaging Center of Columbus	FS	Columbus	Lowndes	F(2)	5,331	6,051	M-F, 80+ Hrs.
Imaging Ctr. of Excellence Institute - MSU	FS	Starkville	Oktibbeha	F	1,544	1,452	M-F, 40 Hrs.
North Miss. Medical Center - Eupora	H	Eupora	Webster	M	907	795	M-F, 40 Hrs.
North Miss. Medical Center - West Point	H	West Point	Clay	M	843	684	M-F, 40 Hrs.
Oktibbeha County Hospital	H	Starkville	Oktibbeha	F	2,451	2,446	M-F, 40 Hrs.
Pioneer Community Hospital	H	Aberdeen	Monroe	M	431	451	M,T & W, F, 20 Hrs.
Oxford Diagnostic Center	FS	Oxford	Lafayette	F	2,981	3,257	M-F, 78 Hrs.
Trace Regional Hospital	H	Houston	Chickasaw	M	463	464	Tues.-Fri, 16 Hrs.
Tyler Holmes Memorial Hospital	H	Winona	Montgomery	M	322	272	W, 4 Hrs.
University of MS Medical Center - Grenada*	H	Grenada	Grenada	F	2,505	2,219	M-F, 40 Hrs.
Yalobusha Hospital	H	Water Valley	Yalobusha	M	266	169	M, 3.5 Hrs.
<b>Total MRI Procedures</b>					<b>26,234</b>	<b>27,441</b>	
<b>Average Procedures/ FTE MRI</b>					<b>1,943</b>	<b>2,032</b>	

Source: FY 2015 MS State Health Plan  
F - Fixed MRI Unit  
M - Mobile MRI Unit



