

Lunch & Learn
October 15, 2020
Financial Management
Of the
Nursing Unit

Focus

- As the *financial* manager of my unit:
 - What do I monitor?
 - How often or when do I monitor?
 - Why do I monitor?
 - What can I do about what I monitor?

Overview

- Main focus will be the DOSS monthly report:
 - the 5 main components of the report to review
 - the other monthly reports that accompany the DOSS to assist in your review
 - the other “feeder reports” available to access for further details
 - The other reports that you monitor that may directly or indirectly impact the financial performance of your unit

Housekeeping

- Feel free to type questions in the chat as we go along and we will address them at the end – Kathy Berardi will facilitate

The Nursing Budget – Fun Facts

- Size of the Nursing division operating budget (in millions)?
- % of the overall Hospital Budget?
- Total FTE's in Nursing?

The Nursing Budget – Fun Facts

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\$436,000,000

- % of the overall Hospital Budget?

34.5%

- Total FTE's in Nursing?

3,181

Before Monitoring

Operating Budget Process:

Initial budget + / - Adjustments = **Final budget**

The **Final budget** is what drives your **DOSS** report budget numbers and compares to actual and shows the variance

So, where do my numbers come from?

Where do my numbers come from?

- Budget numbers come from:
 - Unit Staffing Plan
 - Historical data (usually 8 mo annualized)
 - Input from the MSG's (for volume projections)
 - New initiatives/programs
 - NEGOTIATION at the officer level

So, why does this matter?

Why does the budget matter?

- Without a **plan**, where are we going?
 - A budget gives us a “plan” – something to strive for and work toward
- If we don't **monitor** how do we know how we're doing?
- How long would our business survive if we didn't all monitor our **“business”**?

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What do I monitor?

- Always go to your **DOSS** report
- 5 key lines of the **DOSS**:
 - Net Revenue
 - FTE
 - Salaries
 - OTPS
 - Total Direct Expense

09/25/2020
 qglmdos_uh

UNIVERSITY HOSPITAL OF THE SUNY UPSTATE MEDICAL UNIVERSITY
DEPARTMENTAL OPERATING SUMMARY
 DEPARTMENT: 35130500 - Nursing-9G Neurosurgery
 August-2020

ACTUAL MONTH	BUDGET MONTH	FAVORABLE (UNFAV)	% VARIANCE	STATISICAL SUMMARY	ACTUAL FISCAL YTD	BUDGET FISCAL YTD	FAVORABLE (UNFAV)	% VARIANCE
816	800	16	2.0%	INPATIENT	1,612	1,600	12	0.7%
309	513	(204)	(39.8)%	OUTPATIENT	1,000	1,027	(27)	(2.6)%
1,125	1,313	(188)	(14.3)%	TOTAL PATIENT VOLUME	2,612	2,627	(15)	(0.6)%
				FINANCIAL SUMMARY				
3,354,692	2,908,450	446,242	15.3%	GROSS INPATIENT CHARGES	6,522,994	5,816,901	706,093	12.1%
(2,563,621)	(2,165,199)	(398,422)	(18.4)%	INPATIENT CONTRACT ALLOW	(4,979,434)	(4,330,397)	(649,037)	(15.0)%
0	0	0	0.0%	IP RESERVE FOR BAD DEBT	0	0	0	0.0%
791,071	743,251	47,820	6.4%	NET INPATIENT REVENUE	1,543,560	1,486,504	57,056	3.8%
76,435	121,354	(44,919)	(37.0)%	GROSS OUTPATIENT CHARGES	269,757	242,707	27,050	11.1%
(60,745)	(95,202)	34,457	36.2%	OUTPATIENT CONTRACT ALLOW	(199,816)	(190,405)	(9,411)	(4.9)%
0	0	0	0.0%	OP RESERVE FOR BAD DEBT	0	0	0	0.0%
15,690	26,152	(10,462)	(40.0)%	NET OUTPATIENT REVENUE	69,941	52,302	17,639	33.7%
806,761	769,403	37,358	4.9%	NET PATIENT REVENUE	1,613,501	1,538,806	74,695	4.9%
0	0	0	0.0%	POOLS & RETROS	0	0	0	0.0%
0	0	0	0.0%	FEDERAL DSH REVENUE	0	0	0	0.0%
0	0	0	0.0%	STATE SUPPORT	0	0	0	0.0%
0	0	0	0.0%	OTHER REVENUE	0	0	0	0.0%
0	0	0	0.0%	TOTAL OPERATING REVENUE	0	0	0	0.0%
806,761	769,403	37,358	4.9%	TOTAL REVENUE	1,613,501	1,538,806	74,695	4.9%
				FTE SUMMARY				
33.2	37.9	4.7	12.3%	PAID FTE	33.8	37.9	4.1	10.9%
10.1	3.6	(6.5)	(180.5)%	TEMP AGENCY FTE	9.7	3.6	(6.1)	(169.6)%
0.0	0.0	0.0	0.0%	FTE CHALLENGE	0.0	0.0	0.0	0.0%
43.3	41.5	(1.8)	(4.4)%	TOTAL FTES	43.5	41.5	(2.0)	(4.7)%
				DIRECT EXPENSES				
179,203	213,142	33,939	15.9%	SALARY AND WAGES	357,420	426,316	68,896	16.2%
157,737	47,828	(109,909)	(229.8)%	TEMP AGENCY SALARIES	307,187	95,656	(211,531)	(221.1)%
0	0	0	0.0%	SALARY CHALLENGE	0	0	0	0.0%
336,940	260,970	(75,970)	(29.1)%	SUBTOTAL SALARIES	664,607	521,972	(142,635)	(27.3)%
76,962	87,994	11,032	12.5%	EMPLOYEE BENEFITS	153,598	175,988	22,390	12.7%
413,902	348,964	(64,938)	(18.6)%	TOTAL SALARIES & BENEFITS	818,205	697,960	(120,245)	(17.2)%
				OTPS				
0	0	0	0.0%	PROFESSIONAL FEES	110	0	(110)	(100.0)%
39,181	18,894	(20,287)	(107.4)%	MED & SURGICAL SUPPLIES	70,341	37,787	(32,554)	(86.2)%
2,373	1,326	(1,047)	(79.0)%	NON-MEDICAL SUPPLIES	4,219	2,651	(1,568)	(59.1)%
0	92	92	100.0%	PURCHASED SERVICES	170	184	14	7.7%
142	767	625	81.5%	OTHER EXPENSES	657	1,534	877	57.2%
0	350	350	100.0%	LEASE/RENTALS	0	701	701	100.0%
0	0	0	0.0%	INTEREST EXPENSE	0	0	0	0.0%
41,696	21,429	(20,267)	(94.6)%	SUBTOTAL OTPS	75,497	42,857	(32,640)	(76.2)%
455,598	370,393	(85,205)	(23.0)%	TOTAL DIRECT EXPENSES	893,702	740,817	(152,885)	(20.6)%
351,163	399,010	(47,847)	(12.0)%	CONTRIBUTION MARGIN	719,799	797,989	(78,190)	(9.8)%

How often to I monitor?

DOSS and tandem reports:

- Monthly

Other “feeder” reports:

- Biweekly and/or Monthly

Other Reports:

- Daily, Biweekly and/or Monthly

Why do I monitor?

- Your **GOAL** as the *financial* manager of your unit is to stay within plan and/or be able to explain why the unit is not at plan.
- You want to be able to:
 - *Speak* to variances (think PCC process, meetings with your Director)
 - *Advocate* for your unit
 - *Assist/Partner* with Manager colleagues who may experience the same issue

How do I explain my variances
and
what can I do about them?

09/25/2020
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DOSS Report

5 key lines of the **DOSS**:

- Net Revenue
- FTE
- Salaries
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- Total Direct Expense

Questions to consider

- Am I over or under budget?
- Do I know why I'm over or under?
- Where am I going next to dig into this variance?
 - Know the other reports available
 - Know your feeder reports
- Is this a one-time issue that will correct itself or is this something that will continue?
- Can my budget afford this variance?
- Do I need to seek assistance to figure this out?

Let's
Try
It!

09/25/2020
 qglmdos_uh

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09/25/2020
qqlmtrnd_uh

UNIVERSITY HOSPITAL OF THE SUNY UPSTATE MEDICAL UNIVERSITY
TREND REPORT
DEPARTMENT: 35130500 - Nursing-9G Neurosurgery
August-2020

	JUL ACTUAL	AUG ACTUAL	SEP ACTUAL	OCT ACTUAL	NOV ACTUAL	DEC ACTUAL	JAN ACTUAL	FEB ACTUAL	MAR ACTUAL	APR ACTUAL	MAY ACTUAL	JUN ACTUAL	YTD ACTUAL	2021 BUDGET	AVAILABLE %
-- STATISTICAL SUMMARY --															
INPATIENT BILLABLE UNITS	790	816	0	0	0	0	0	0	0	0	0	0	1,612	9,420	82.9%
OUTPATIENT BILLABLE UNITS	451	309	0	0	0	0	0	0	0	0	0	0	1,090	6,044	83.5%
* TOTAL BILLABLE UNITS	1,487	1,125	0	0	0	0	0	0	0	0	0	0	2,612	15,464	83.1%
* CLINIC VISITS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
-- FINANCIAL SUMMARY --															
GROSS INPATIENT CHARGES	3,168,302	3,354,692	0	0	0	0	0	0	0	0	0	0	6,522,994	36,420,679	82.1%
INPATIENT CONTRACTUAL ALL	(2,415,814)	(2,563,821)	0	0	0	0	0	0	0	0	0	0	(4,979,434)	(27,443,315)	81.9%
NET INPATIENT REVENUE	752,488	791,071	0	0	0	0	0	0	0	0	0	0	1,543,560	8,977,364	82.8%
GROSS OUTPATIENT CHARGES	193,322	76,435	0	0	0	0	0	0	0	0	0	0	269,757	1,522,509	82.3%
OUTPATIENT CONTRACTUAL ALL	(139,070)	(60,743)	0	0	0	0	0	0	0	0	0	0	(199,813)	(1,206,714)	83.4%
NET OUTPATIENT REVENUE	54,252	15,690	0	0	0	0	0	0	0	0	0	0	69,941	315,795	77.9%
NET PATIENT REVENUE	806,740	806,761	0	0	0	0	0	0	0	0	0	0	1,613,501	9,293,158	82.6%
POOLS & RETROS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
FEDERAL DSH REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
STATE SUPPORT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
OTHER REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
TOTAL OPERATING REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
* TOTAL REVENUE	806,740	806,761	0	0	0	0	0	0	0	0	0	0	1,613,501	9,293,158	82.6%
-- FTE SUMMARY --															
REGULAR STATE PAID FTE	32.5	31.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	32.0	36.0	11.1%
OVERTIME REG/OVERTIME REC	1.0	1.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2	1.9	36.8%
EXTRACOMP STATE PAID FTE	0.7	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	0.0	(100.0)%
FTE CHALLENGE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
TOTAL STATE PAID FTE	34.2	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.8	37.9	19.8%
CONTRACT TEMP FTE	9.3	10.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.7	3.6	(169.4)%
* TOTAL PAID FTE	43.5	43.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	43.5	41.5	(4.8)%
-- DIRECT EXPENSES --															
SAL & WAGE REGULAR	142,757	139,757	0	0	0	0	0	0	0	0	0	0	282,514	2,008,072	85.9%
SAL & WAGE OVERTIME/RECA	8,836	10,388	0	0	0	0	0	0	0	0	0	0	19,223	116,151	83.5%
SAL & WAGE DEFERRING/CONV	10,996	13,414	0	0	0	0	0	0	0	0	0	0	24,411	238,037	89.5%
SAL & WAGE ON-CALL	92	0	0	0	0	0	0	0	0	0	0	0	92	0	(100.0)%
SAL & WAGE OTHER	15,536	13,164	0	0	0	0	0	0	0	0	0	0	28,700	99,716	71.2%
SAL & WAGE HOLIDAY	0	2,481	0	0	0	0	0	0	0	0	0	0	2,481	49,611	95.0%
PURCH SERV CONT TEMP SVC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
PURCH SERV CONTRACT LABOR	149,450	157,737	0	0	0	0	0	0	0	0	0	0	307,187	563,139	45.5%
SALARY CHALLENGE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
* TOTAL SALARIES	327,667	336,941	0	0	0	0	0	0	0	0	0	0	664,608	3,075,228	79.4%
EMP BENEFITS NON P/R	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
EMP BENEFITS FRINGE	76,636	76,962	0	0	0	0	0	0	0	0	0	0	153,598	1,038,060	85.2%
* TOTAL EMPLOYEE BENEFIT	76,636	76,962	0	0	0	0	0	0	0	0	0	0	153,598	1,038,060	85.2%
-- OTPS --															
PROF FEES MED-PHYSICIAN	110	0	0	0	0	0	0	0	0	0	0	0	110	0	(100.0)%
PROF FEES ADVERTISING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
PROF FEES OTHER FEES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
* TOTAL PROFESSIONAL FEE	110	0	0	0	0	0	0	0	0	0	0	0	110	0	(100.0)%
MED & SURG PHARMACEUTICA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
MED & SURG OTHER MED SUP	29,469	31,640	0	0	0	0	0	0	0	0	0	0	61,109	224,959	72.8%
NON CAPITAL EQUIP - MEDIC	1,692	7,541	0	0	0	0	0	0	0	0	0	0	9,232	50	(1864.7)%
* TOTAL MEDICAL SUPPLIES	31,161	39,181	0	0	0	0	0	0	0	0	0	0	70,341	225,009	68.7%
NONMED SUPP FOOD/MEAT F	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
NONMED SUPP OFFICE & ADM	0	1,485	0	0	0	0	0	0	0	0	0	0	1,485	6,444	77.0%
NONMED SUPP PROCUREMENT	0	0	0	0	0	0	0	0	0	0	0	0	750	100.0%	
NONMED SUPP OTHER NONMED	1,845	888	0	0	0	0	0	0	0	0	0	0	2,733	6,247	56.2%
NON CAPITAL EQUIP - IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
NON CAPITAL EQUIP - OTHER	0	0	0	0	0	0	0	0	0	0	0	0	1,670	100.0%	
* TOTAL NON MEDICAL SUPP	1,845	2,373	0	0	0	0	0	0	0	0	0	0	4,218	15,788	73.3%
PURCH SERV MAINT & REPAI	0	0	0	0	0	0	0	0	0	0	0	0	573	100.0%	
PURCH SERV OTHER PURCH S	170	0	0	0	0	0	0	0	0	0	0	0	170	521	67.5%
* TOTAL PURCHASED SERVIC	170	0	0	0	0	0	0	0	0	0	0	0	170	1,094	84.5%
INSURANCE INSURANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	290	100.0%
OTHER EXP BOOKS & SUBSCR	0	28	0	0	0	0	0	0	0	0	0	0	28	0	(100.0)%
OTHER EXP MEMBER DUES &	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
OTHER EXP CVS TRAINING S	0	0	0	0	0	0	0	0	0	0	0	0	0	4,028	100.0%
OTHER EXP TRAVEL	0	0	0	0	0	0	0	0	0	0	0	0	5,149	100.0%	
OTHER EXP POSTAGE	0	0	0	0	0	0	0	0	0	0	0	0	150	100.0%	
OTHER EXP PRINTING & DUP	515	114	0	0	0	0	0	0	0	0	0	0	629	2,083	69.8%
OTHER EXP OTHER EXPENSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
UTILITIES ELECTRICITY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
UTILITIES TELEPHONE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
OTP CHALLENGE	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,536)	100.0%
* TOTAL OTHER EXPENSE	515	142	0	0	0	0	0	0	0	0	0	0	657	9,164	92.8%
LEASE/RENT LEASE/RENT-BL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
LEASE/RENT LEASE/RENT-EQ	0	0	0	0	0	0	0	0	0	0	0	0	0	4,173	100.0%
* TOTAL LEASE RENTALS	0	0	0	0	0	0	0	0	0	0	0	0	0	4,173	100.0%
INTEREST EXPENSE INT-CAP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
INTEREST EXPENSE-OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
* TOTAL INTEREST EXPENSE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
* TOTAL RESERVE FOR BAD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
** TOTAL DIRECT EXPENSES	438,104	455,999	0	0	0	0	0	0	0	0	0	0	893,702	4,366,514	79.5%
CONTRIBUTION MARGIN	368,636	351,162	0	0	0	0	0	0	0	0	0	0	719,799	4,926,642	

UNIVERSITY HOSPITAL OF THE SUNY UPSTATE MEDICAL UNIVERSITY

09/25/2020

OTPS EXPENSE DISTRIBUTION REPORT

qglmexpotps_uh

DEPARTMENT: 35130500 Nursing-9G Neurosurgery

M/E DATE: 08/31/2020

POSTING DATE	ACCOUNT	SUB-ACCOUNT	REF#	LINE DESCRIPTION	AMOUNT
08/31/2020	621900	Med & Surg Other Med Supp		DIST Inventory to NURSING UNIT	4,804.79
08/31/2020	621900	Med & Surg Other Med Supp		MMW Inventory to 9G CLEANROOM	7,256.49
08/31/2020	621900	Med & Surg Other Med Supp		MMW Inventory to 9G MEDROOM 96	12,909.49
08/31/2020	621900	Med & Surg Other Med Supp		MMW Inventory to 9G OMNICELL 9	6,366.77
08/31/2020	621900	Med & Surg Other Med Supp		MMW Inventory to NURSING UNIT	302.80
08/31/2020	622400	NonMed Supp Office & Admin		WX30182-Gholkars 05/31/20 vo E	382.89
08/31/2020	622400	NonMed Supp Office & Admin		WX30197-Gholkars 06/15/20 vo E	216.23
08/31/2020	622400	NonMed Supp Office & Admin		WX30615-Gholkars 06/30/20 vo E	97.22
08/31/2020	622400	NonMed Supp Office & Admin		WX30623-Gholkars 07/15/20 vo E	322.61
08/31/2020	622400	NonMed Supp Office & Admin		WX54820-Gholkars 01/15/20 vo E	130.38
08/31/2020	622400	NonMed Supp Office & Admin		WX54824-Gholkars 02/15/20 vo E	335.81
08/31/2020	622900	NonMed Supp Other NonMed Supp		4133505-Pantry Stock July 2020	623.33
08/31/2020	622900	NonMed Supp Other NonMed Supp		4133513-Pantry Stock July 2020	623.33
08/31/2020	622900	NonMed Supp Other NonMed Supp		4133520-Pantry Stock July 2020	(623.33)
08/31/2020	622900	NonMed Supp Other NonMed Supp		DIST Inventory to NURSING UNIT	5.40
08/31/2020	622900	NonMed Supp Other NonMed Supp		MMW Inventory to 9G OMNICELL 9	70.20
08/31/2020	622900	NonMed Supp Other NonMed Supp		MMW Inventory to NURSING UNIT	189.36
08/31/2020	625200	Other Exp Books & Subscript		VV34472-AMZN MKTP US MS5Q098Y0	28.35
08/31/2020	625600	Other Exp Printing & Duplic		MMW Inventory to NURSING UNIT	72.86
08/31/2020	625600	Other Exp Printing & Duplic		WX38053-Duplicating services	40.98
08/31/2020	631200	Non Capital Equip - Medical	15533	EX32389-B&H FOTO & ELECTRONICS	155.96
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57368-SIZEWISE RENTALS LLC	1,032.00
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57452-SIZEWISE RENTALS LLC	393.06
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57506-SIZEWISE RENTALS LLC	636.83
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57513-SIZEWISE RENTALS LLC	371.87
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57531-SIZEWISE RENTALS LLC	69.12
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57701-SIZEWISE RENTALS LLC	499.05
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57774-SIZEWISE RENTALS LLC	138.24
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX57821-SIZEWISE RENTALS LLC	34.56
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX59928-SIZEWISE RENTALS LLC	350.21
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX60472-SIZEWISE RENTALS LLC	208.00
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX60563-SIZEWISE RENTALS LLC	318.87
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX60616-SIZEWISE RENTALS LLC	1,419.00
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX65868-SIZEWISE RENTALS LLC	63.00
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX66086-SIZEWISE RENTALS LLC	149.76
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX66108-SIZEWISE RENTALS LLC	435.46
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX67641-SIZEWISE RENTALS LLC	51.00
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX68516-SIZEWISE RENTALS LLC	312.00
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX68627-SIZEWISE RENTALS LLC	161.28
08/31/2020	631200	Non Capital Equip - Medical	C505000	EX68734-SIZEWISE RENTALS LLC	741.52
					41,696.75

What do I do about variances once I explain them?

- Determine what is within your financial “control” and what is not:

Revenue - - FTE - - Salaries - - OTPS

- Have errors corrected where you can
- Continue to monitor and keep your Director informed
- Call me to discuss – anytime!

(Remember, too, budgets are in place for 1 year and don't change but what we monitor will help us prepare for next years plan)

Other Topics

- PCC Business Case
- Action OI
- Productivity Report
- Creating an annual Budget/Staffing Plan
- Creating a business plan or ROI

Recap

THANK YOU!

Call or email anytime with questions:

conwayg@upstate.edu

315-464-8041