

**EASTERN PLUMAS HEALTH CARE DISTRICT
MEETING OF THE STANDING FINANCE COMMITTEE
AGENDA**

Thursday, February 4, 2021 at 2:30 p.m.

**This is the rescheduled meeting from January 28, 2021 canceled due to inclement weather.*

ATTENTION: As permitted by Governor Newsom’s Executive Order N-29-20 proclaiming a State of Emergency in the State of California, the February 4, 2021 Finance Committee meeting will be held in a virtual setting for the general public. The Board meeting location at the Portola Medical Clinic Conference Room will not be accessible to the public. The meeting is accessible to the public via Hangouts Meet (See the connection information below). Public comment will be accepted on any item on the agenda as called for by the Board chair until the close of public comment for each item.

Any person with a disability may submit a request for reasonable modification or accommodation to the above-described means for accessing and offering comment at the meeting to Jessica Folchi at jessica.folchi@ephc.org who will swiftly resolve such request.

The Finance Committee meeting is accessible via Google Meets at: meet.google.com/qcq-sqhb-zrk
Or by phone at: Phone Number 1.401.379.2601 PIN: 588 924 257#

	<u>Presenter(s)</u>	<u>I/D/A</u>	<u>Page(s)</u>
1. <u>Call to Order</u>	Dr. Paul Swanson	A	
2. <u>Roll Call</u>	Dr. Paul Swanson	I	
3. <u>Consent Calendar</u>	Dr. Paul Swanson	A	1-3
• Agenda			
• Meeting Minutes of 12.3.20 Finance Committee			
4. <u>Board Comments</u>	Board Members	I	
5. <u>Public Comment</u>	Members of the Public	I	
6. <u>Auditor Presentation</u>	Jerrel Tucker	I	4-8
7. <u>CFO Report</u>	Katherine Pairish	I/D	9-20
• Report of December Financials			
8. <u>Adjournment</u>	Dr. Paul Swanson	A	

The next regularly scheduled meeting of the Standing Finance Committee is February 25, 2021 at the Portola Medical Clinic Conference Room, 480 1st Street, Portola CA 96122.

**EASTERN PLUMAS HEALTH CARE DISTRICT
MEETING OF THE STANDING FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS
MINUTES**

Thursday, December 3, 2020 at 8:30 a.m.

1. Call to Order

Meeting was called to order at 8:38 a.m.

2. Roll Call

Present: Paul Swanson, M.D., Board Member; Harvey West, Board Member

Staff in attendance: Doug McCoy, CEO; Katherine Pairish, CFO; Penny Holland, CNO; Jessica Folchi Executive Assistant

3. Consent Calendar

The consent calendar was approved as submitted.

Motion: Director West, Seconded by: Director Swanson

4. Board Comments

Director Harvey West submitted his resignation due to personal reasons effective immediately.

5. Public Comments

No comment was received.

6. CFO Report

Report of October and Year to Date Financials

Summary: The month of October 2020 was another productive month with regard to Gross Patient Revenue. We exceeded budget by \$194,793. However, Operating Expenses for the month were over budget by \$142,877. This was due mainly to the uptick in Purchased Services, Salaries and Wages and Professional Fees. We received \$540,000 in PRIME IGT from the Clinics, which contributed to the Net Income in the amount of \$41,520.

Revenues: Year-to-Date Inpatient Revenue was over budget by \$45,232. Outpatient Revenue was over budget by \$782,476. Cardiology, Emergency, Lab, Nursing, Pharmacy, Radiology and Rehab all posted revenues over budget. Clinic Revenue posted over budget by \$37,332. Year-to-date Ambulance revenue was under budget by \$107,739 with billable runs dropping in October to 53.

Expenses: Total Operating Expenses for the four months ended October 31, 2020 were under budget by \$55,824.

Salaries and Benefits: Year-to-Date Combined Salaries and Benefits were under budget by \$88,754.

Professional Fees: Year-to-Date Professional Fees were under budget by \$23,736.

Repairs & Maintenance: Year-to-Date Repairs & Maintenance were under budget by \$82,061

Supplies: Year-to-Date Supplies were under budget by \$7,691.

Purchased Services: Year-to-Date Purchased Services were over budget by \$195,005. This included architectural fees, payments to our outside lab for COVID testing and travelers for Lab, SNF and Respiratory.

Depreciation Expense: Year-to-Date Depreciation Expense was under budget by \$10,030.

Other Expenses: Other expenses were under budget by \$31,311. These include training, travel, and dues and subscriptions.

Meeting of the Standing Finance Committee of Eastern Plumas Health Care
December 3, 2020 MINUTES - Continued

Revenue Cycle: Gross Accounts Receivable ended the month at \$5.7M. Gross Accounts Receivable days at October 31, 2020 were 53. We budgeted 46 and best practice is 55. The uptick in AR days was mainly due to claims processing issues with one of our payers. Last month days in AR was 56, so we are seeing an improvement as the Business Office has been working with the payer.

Balance Sheet: Total Assets at October 31, 2020 were \$34,534,234 - An increase of \$13,983,203 over last year. As mentioned previously, included in total cash and current liabilities is \$12,520,291 total funding for Medicare Advance Payments, HHS Stimulus, and PPP loan.

Additional Information: Days cash on hand at October 31, 2020 was 280. Without the Medicare Advance, HHS Stimulus and PPP funds, days cash on hand would be 109. October 31, 2019 days cash on hand was 83. We funded another PRIME IGT in the amount of \$552,886 on October 23rd and expect to receive returned funds in the amount of \$1,262,250 very soon.

7. **Discussion Debt Pay Down**

Approve paying off Plumas Bank loan of \$383,000 at 6% interest rate - will be added to the agenda next month for BOD approval.

Motion: Director West, Seconded by: Director Swanson.

8. **Adjournment**

Meeting adjourned at 9:09 a.m.

Eastern Plumas Health Care

June 30, 2020

Audit Presentation

JWT & Associates, LLP

Advisory Assurance Tax

Eastern Plumas Health Care

June 30, 2020

Financial Audit Results:

- > Received an unmodified opinion.

- > There were no material weaknesses or significant deficiencies identified relating to the Hospital's internal controls and there were no reportable findings.

- > There were no audit adjustments and 1 late client entry. Total P&L impact was \$504k increase. Cost report settlement \$504k.

- > There were no difficulties encountered with Management in performing our audit and we had no disputes or disagreements with management during the course of our audit.

- > **Significant Accounting/Auditing Issues**
 - > Continuing IGT Programs
 - > COVID-19 Supplemental Funding
 - > PPP Loan

Eastern Plumas Health Care District

Statement of Operations

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Revenue:			
Net patient service revenue	\$ 31,824,672	\$ 30,628,631	\$ 27,142,712
Other operating revenue	1,884,826	2,386,791	2,603,923
District tax revenue	670,496	636,240	591,374
Other non-operating rev	419,508	360,876	107,979
Total revenue	34,799,502	34,012,538	30,445,988
Expenses:			
Labor and benefits	17,601,289	16,662,100	15,255,952
Prof fees and purchased services	4,593,668	6,634,991	4,771,327
Supplies	2,369,466	2,118,418	1,611,672
Depreciation	1,204,458	1,232,789	1,029,978
Interest expense	271,847	288,798	212,853
IGT	3,045,321	3,188,274	3,739,387
All other	2,787,600	464,085	2,429,789
Total expenses	31,873,649	30,589,455	29,050,958
Net income	\$ 2,925,853	\$ 3,423,083	\$ 1,395,030
Net income margin	8%	10%	5%
Deductions from revenue %	36%	42%	46%
Bad debt as % of gross revenue	3%	2%	3%
Labor and benefits as % of expenses	62%	61%	61%
Labor and benefits as % of net patient rev	55%	54%	56%
Supplies as % of net patient rev	7%	7%	6%

Eastern Plumas Health Care District

Balance Sheet

	<u>2020</u>	<u>2019</u>	<u>Change</u>
Assets:			
Cash	\$ 22,545,393	\$ 7,961,309	\$ 14,584,084
Patient A/R net	3,052,108	3,716,746	(664,638)
Other receivables	52,597	53,734	(1,137)
Property and equipment	9,573,249	9,551,666	21,583
All other assets	339,586	327,240	12,346
Total assets	\$ 35,562,933	\$ 21,610,695	\$ 13,952,238
Liabilities:			
Accounts payable	\$ 457,640	\$ 525,780	\$ (68,140)
Payroll and related accrual	1,353,338	1,212,620	140,718
Third-party settlements	8,873,626	611,161	8,262,465
Long-term debt	9,124,055	6,432,713	2,691,342
Total liabilities	19,808,659	8,782,274	11,026,385
Net assets	15,754,274	12,828,421	2,925,853
Total liabilities and net assets	\$ 35,562,933	\$ 21,610,695	\$ 13,952,238
Current ratio	2.31	4.32	-2.01
Debt service coverage	8.86	11.14	-2.28
Days cash on hand	301	112	189
Days in A/R, net	35	44	-9
Average pay period	17	21	-4

Eastern Plumas Health Care District

Comparisons and Benchmarks

	<u>2019</u>	<u>2020</u>	Peer Hosp <u>Avg</u>	<u>Benchmark</u>
Net income margin	18%	8%	12%	5%
Deductions from revenue %	42%	36%	47%	N/A
Bad debt as % of gross revenue	2%	3%	4%	5%
Labor and benefits as % of expenses	61%	62%	56%	60%
Labor and benefits as % of net patient rev	54%	55%	54%	60%
Supplies as % of net patient rev	7%	7%	8%	10%
Current ratio	4.32	2.31	4.45	1.50
Debt service coverage	11.14	8.86	9.7	1.50
Days cash on hand	112	301	96	90
Days in A/R	44	35	44	45
Average pay period	21	17	35	45

Eastern Plumas Health Care
Financial Statements – Board Report
December 2020

Summary

We are half way through the 20/21 fiscal year. Year-to-date total Patient Revenue was \$19,733,147. This was \$235,862 over budget. Total Operating Expenses were \$14,527,690 and over budget by \$171,355. Year-to-date Net Income was \$133,881. Included in Other Operating Revenue was \$1,802,250 in PRIME IGT payments. Also included in Other Operating Revenue was \$130,471 in QA Fees and \$84,317 for COVID SHIP grant. Included in Total Operating Expenses was \$184,204 for COVID supplies and \$177,000 for COVID testing.

Revenues

Year-to-Date Inpatient Revenue was under budget by \$113,810. Outpatient Revenue was over budget by \$378,347. Clinic Revenue was under budget by \$28,675. Ambulance revenue picked up in December. That department posted revenue for the month in the amount of \$296,108. This was under budget by \$36,992. Billable runs in December were 77. We budgeted 84.

Expenses

Salaries and Benefits: Year-to-Date Combined Salaries and Benefits were over budget by \$8,807.

Professional Fees: Year-to-Date Professional Fees were under budget by \$73,056.

Repairs & Maintenance: Year-to-Date Repairs & Maintenance were under budget by \$128,430.

Supplies: Year-to-Date Supplies were over budget by \$71,110.

Purchased Services: Year-to-Date Purchased Services were over budget by \$325,821. This included architectural fees, payments to our outside lab for COVID testing and travelers.

Depreciation Expense: Year-to-Date Depreciation Expense was under budget by \$6,926.

Other Expenses: Other expenses were under budget by \$48,253. These include training, travel, and dues and subscriptions.

Revenue Cycle

Gross Accounts Receivable ended the month at \$5.4M. Gross Accounts Receivable days at December 31, 2020 were 50. We budgeted 45 and best practice is 55.

Balance Sheet

Total Assets at December 31, 2020 were \$33,868,093 - An increase of \$13,926,331 over last year. Included in total cash and current liabilities is \$12,522,049 total funding for Medicare Advance Payments, HHS Stimulus, and PPP loan.

Additional Information

As mentioned, included in Other Operating Revenue for the month of December was \$84,317 for a COVID SHIP grant. We used these monies to purchase our COVID testing machine and screens for separation of patients in the various waiting areas. Days cash on hand at December 31, 2020 was 263. Without the Medicare Advance, HHS Stimulus and PPP funds, days cash on hand would be 100. December 31, 2019 days cash on hand was 78. We funded \$1,060,994 for HQAF6 IGT and will receive returned funds of approximately \$2,121,988 in March, 2021.

Eastern Plumas Health Care
Income Statement
For the Month of December 2020

	% Net Pt Revenue	Actual	Month-to-Date Budget	\$ Variance	% Net Pt Revenue	Actual	Year-to-Date Budget	\$ Variance
1 REVENUE								
2 Inpatient Revenue - Acute		\$ 155,211	\$ 113,525	\$ 41,686		\$ 527,122	\$ 428,126	\$ 98,996
3 Inpatient Revenue - Acute Pro Fees		\$ 13,751	\$ 14,215	\$ (464)		\$ 42,120	\$ 46,455	\$ (4,335)
4 Inpatient Revenue - Swing Bed		\$ 72,000	\$ 104,620	\$ (32,620)		\$ 662,000	\$ 570,480	\$ 91,520
5 Inpatient Revenue - SNF		\$ 626,800	\$ 681,332	\$ (54,532)		\$ 3,898,800	\$ 4,088,002	\$ (189,202)
6 Inpatient Revenue - Ancillary		\$ 160,632	\$ 177,147	\$ (16,515)		\$ 772,631	\$ 883,420	\$ (110,789)
7 Inpatient Revenue		\$ 1,028,394	\$ 1,090,839	\$ (62,445)		\$ 5,902,673	\$ 6,016,483	\$ (113,810)
8 Outpatient		\$ 1,651,561	\$ 1,856,529	\$ (204,968)		\$ 11,330,041	\$ 10,951,694	\$ 378,347
9 Clinics		\$ 388,242	\$ 421,518	\$ (33,276)		\$ 2,500,433	\$ 2,529,108	\$ (28,675)
10 Total Patient Revenue		\$ 3,068,197	\$ 3,368,886	\$ (300,689)		\$ 19,733,147	\$ 19,497,285	\$ 235,862
11 Contractual Allowances		\$ (1,127,945)	\$ (1,265,112)	\$ 137,167		\$ (6,897,385)	\$ (7,234,414)	\$ 337,029
12 Charity Discounts		\$ 340	\$ (8,501)	\$ 8,841		\$ (22,218)	\$ (48,444)	\$ 26,226
13 Other Allowances		\$ (22,283)	\$ (13,175)	\$ (9,108)		\$ (91,233)	\$ (76,077)	\$ (15,156)
14 Bad Debt		\$ (64,925)	\$ (56,629)	\$ (8,296)		\$ (429,646)	\$ (351,947)	\$ (77,699)
15 Total Deductions		\$ (1,214,813)	\$ (1,343,417)	\$ 128,604		\$ (7,440,482)	\$ (7,710,882)	\$ 270,400
16 Net Patient Revenue		\$ 1,853,384	\$ 2,025,469	\$ (172,085)		\$ 12,292,665	\$ 11,786,403	\$ 506,262
17 % of Gross Revenue	60.41%		60.12%	0.28%		62.29%	60.45%	1.84%
18 Meaningful Use Revenue		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
19 Quality Payments		\$ -	\$ -	\$ -		\$ 130,471	\$ 68,970	\$ 61,501
20 IGT Payments		\$ -	\$ -	\$ -		\$ 1,802,250	\$ 540,000	\$ 1,262,250
21 Other Operating Revenue		\$ 94,931	\$ 5,582	\$ 89,349		\$ 126,422	\$ 33,492	\$ 92,930
22 Total Operating Revenue		\$ 1,948,315	\$ 2,031,051	\$ (82,736)		\$ 14,351,808	\$ 12,428,865	\$ 1,922,943
23 EXPENSES								
24 Salaries and Wages	57.6%	\$ (1,068,440)	\$ (1,067,102)	\$ (1,338)	51.6%	\$ (6,341,698)	\$ (6,332,414)	\$ (9,284)
25 Employee Benefits	26.8%	\$ (497,099)	\$ (426,404)	\$ (70,695)	20.6%	\$ (2,535,672)	\$ (2,536,149)	\$ 477
26 Professional Fees - Medical	9.9%	\$ (183,832)	\$ (204,182)	\$ 20,350	9.5%	\$ (1,170,290)	\$ (1,225,092)	\$ 54,802
27 Professional Fees - Other	0.2%	\$ (3,937)	\$ (10,552)	\$ 6,615	0.3%	\$ (36,334)	\$ (54,588)	\$ 18,254
28 Supplies	12.2%	\$ (226,299)	\$ (193,674)	\$ (32,625)	10.0%	\$ (1,233,347)	\$ (1,162,237)	\$ (71,110)
29 Purchased Services	13.3%	\$ (245,778)	\$ (170,906)	\$ (74,872)	10.5%	\$ (1,292,021)	\$ (966,200)	\$ (325,821)
30 Insurance	1.7%	\$ (31,357)	\$ (30,734)	\$ (623)	1.5%	\$ (187,303)	\$ (184,403)	\$ (2,900)
31 Rental and Leases	0.3%	\$ (5,122)	\$ (5,181)	\$ 59	0.3%	\$ (30,732)	\$ (31,086)	\$ 354
32 Repairs and Maintenance	2.8%	\$ (52,642)	\$ (87,528)	\$ 34,886	3.1%	\$ (379,918)	\$ (508,348)	\$ 128,430
33 Utilities and Telephone	4.5%	\$ (84,068)	\$ (73,593)	\$ (10,475)	3.2%	\$ (393,313)	\$ (373,577)	\$ (19,736)
34 Depreciation Amortization	6.2%	\$ (114,772)	\$ (112,715)	\$ (2,057)	5.4%	\$ (667,754)	\$ (674,680)	\$ 6,926
35 Other Expenses	2.1%	\$ (38,524)	\$ (42,931)	\$ 4,407	2.1%	\$ (259,308)	\$ (307,561)	\$ 48,253
36 Total Operating Expenses	137.7%	\$ (2,551,870)	\$ (2,425,502)	\$ (126,368)	118.2%	\$ (14,527,690)	\$ (14,356,335)	\$ (171,355)
37 Income From Operations	-32.6%	\$ (603,555)	\$ (394,451)	\$ (209,104)	-1.4%	\$ (175,882)	\$ (1,927,470)	\$ 1,751,588
38 Tax Revenue	-3.0%	\$ 55,875	\$ 50,417	\$ 5,458	-2.7%	\$ 329,790	\$ 302,502	\$ 27,288
39 Non Capital Grants and Donations	-0.3%	\$ 5,000	\$ -	\$ 5,000	0.0%	\$ 6,000	\$ 1,500	\$ 4,500
40 Interest Income	0.0%	\$ -	\$ -	\$ -	-0.7%	\$ 88,033	\$ 80,000	\$ 8,033
41 Interest Expense	1.1%	\$ (21,275)	\$ (21,209)	\$ (66)	1.1%	\$ (131,014)	\$ (127,261)	\$ (3,753)
42 Non-Operating Income (Expenses)	-0.2%	\$ 3,125	\$ 2,625	\$ 500	-0.1%	\$ 16,954	\$ 15,750	\$ 1,204
43 Total Non-Operating Gain (Loss)	-2.3%	\$ 42,725	\$ 31,833	\$ 10,892	-2.5%	\$ 309,763	\$ 272,491	\$ 37,272
44 Net Income	-30.3%	\$ (560,830)	\$ (362,618)	\$ (198,212)	1.1%	\$ 133,881	\$ (1,654,979)	\$ 1,788,860
45 Operating Margin %		-30.98%	-19.42%	-11.56%		-1.23%	-15.51%	14.28%
46 Net Margin %		-28.79%	-17.85%	-10.93%		0.93%	-13.32%	14.25%
47 Payroll as % of Operating Expense		61.35%	61.58%			61.11%	61.77%	

**Eastern Plumas Health Care
Income Statement
13-Month Trend Ended December 31, 2020**

	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
1 REVENUE													
2 Inpatient Revenue - Acute	\$ 190,994	\$ 171,236	\$ 125,134	\$ 85,618	\$ 95,497	\$ 144,892	\$ 26,344	\$ 30,231	\$ 60,895	\$ 128,427	\$ 79,032	\$ 73,326	\$ 155,211
3 Inpatient Revenue - Acute Pro Fees	\$ 12,964	\$ 13,523	\$ 8,439	\$ 6,682	\$ 7,643	\$ 13,599	\$ 2,313	\$ 2,261	\$ 5,676	\$ 8,106	\$ 6,251	\$ 6,075	\$ 13,751
4 Inpatient Revenue - Swing Bed	\$ 64,000	\$ 82,000	\$ 144,000	\$ 142,000	\$ 26,000	\$ 76,000	\$ 106,000	\$ 72,000	\$ 64,000	\$ 116,000	\$ 214,000	\$ 124,000	\$ 72,000
5 Inpatient Revenue - SNF	\$ 563,195	\$ 580,715	\$ 564,290	\$ 702,000	\$ 685,481	\$ 702,400	\$ 665,600	\$ 675,200	\$ 658,000	\$ 649,200	\$ 666,800	\$ 622,800	\$ 626,800
6 Inpatient Revenue - Ancillary	\$ 141,645	\$ 249,633	\$ 216,529	\$ 158,777	\$ 88,350	\$ 121,483	\$ 103,581	\$ 43,453	\$ 61,668	\$ 164,986	\$ 196,554	\$ 145,340	\$ 160,632
7 Inpatient Revenue	\$ 972,798	\$ 1,097,107	\$ 1,058,392	\$ 1,095,077	\$ 902,971	\$ 1,058,374	\$ 903,838	\$ 823,145	\$ 850,239	\$ 1,066,719	\$ 1,162,637	\$ 971,541	\$ 1,028,394
8 Outpatient	\$ 1,823,273	\$ 2,074,128	\$ 1,745,624	\$ 1,522,040	\$ 1,056,061	\$ 1,630,764	\$ 1,782,275	\$ 2,120,138	\$ 2,124,611	\$ 1,891,075	\$ 1,885,289	\$ 1,657,368	\$ 1,651,561
9 Clinics	\$ 406,833	\$ 482,947	\$ 401,216	\$ 366,644	\$ 190,902	\$ 262,399	\$ 400,119	\$ 419,597	\$ 395,680	\$ 441,672	\$ 466,443	\$ 388,798	\$ 388,242
10 Total Patient Revenue	\$ 3,202,904	\$ 3,654,182	\$ 3,205,232	\$ 2,983,761	\$ 2,149,934	\$ 2,951,537	\$ 3,086,232	\$ 3,362,880	\$ 3,370,530	\$ 3,399,466	\$ 3,514,369	\$ 3,017,707	\$ 3,068,197
11 Contractual Allowances	\$ (1,135,671)	\$ (1,282,191)	\$ (1,222,002)	\$ (701,666)	\$ (1,266,196)	\$ (594,082)	\$ (1,005,169)	\$ (1,142,215)	\$ (937,672)	\$ (1,117,578)	\$ (1,404,731)	\$ (1,207,637)	\$ (1,127,945)
12 Charity Discounts	\$ -	\$ (17,173)	\$ (21,867)	\$ (19,909)	\$ 316	\$ (37,472)	\$ (9,302)	\$ 52	\$ 5,618	\$ (387)	\$ (17,460)	\$ (10,381)	\$ 340
13 Other Allowances	\$ (24,822)	\$ 195	\$ (19,450)	\$ (20,579)	\$ (36,818)	\$ (32,604)	\$ (10,376)	\$ (9,799)	\$ (20,517)	\$ (18,670)	\$ (9,611)	\$ (10,349)	\$ (22,283)
14 Bad Debt	\$ (46,563)	\$ (68,011)	\$ (128,749)	\$ (73,472)	\$ 9,850	\$ (11,610)	\$ (38,433)	\$ (60,875)	\$ (97,443)	\$ (68,022)	\$ (97,996)	\$ (40,383)	\$ (64,925)
15 Total Deductions	\$ (1,207,056)	\$ (1,367,180)	\$ (1,392,068)	\$ (815,626)	\$ (1,292,848)	\$ (675,768)	\$ (1,063,280)	\$ (1,212,837)	\$ (1,050,014)	\$ (1,204,657)	\$ (1,529,798)	\$ (1,268,750)	\$ (1,214,813)
16 Net Patient Revenue	\$ 1,995,848	\$ 2,287,002	\$ 1,813,164	\$ 2,168,135	\$ 857,086	\$ 2,275,769	\$ 2,022,952	\$ 2,150,043	\$ 2,320,516	\$ 2,194,809	\$ 1,984,571	\$ 1,748,957	\$ 1,853,384
17 % of Gross Revenue	62.31%	62.59%	56.57%	72.66%	39.87%	77.10%	65.55%	63.93%	68.85%	64.56%	56.47%	57.96%	60.41%
18 Meaningful Use Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19 Quality Payments	\$ -	\$ -	\$ -	\$ -	\$ 50,221	\$ -	\$ 218,130	\$ -	\$ -	\$ 108,036	\$ 321	\$ -	\$ -
20 IGT Payments	\$ -	\$ -	\$ -	\$ -	\$ 3,814,192	\$ 4,014,605	\$ -	\$ -	\$ -	\$ 12,268	\$ 523,267	\$ 1,262,250	\$ -
21 Other Operating Revenue	\$ 7,838	\$ 87,337	\$ 7,257	\$ 23,753	\$ 4,205	\$ 11,686	\$ 4,310	\$ 2,466	\$ 72,275	\$ 7,239	\$ 11,284	\$ 5,193	\$ 94,931
22 Total Operating Revenue	\$ 2,003,686	\$ 2,374,339	\$ 1,820,421	\$ 2,191,888	\$ 4,725,704	\$ 6,302,060	\$ 2,245,392	\$ 2,152,509	\$ 2,392,791	\$ 2,322,352	\$ 2,519,443	\$ 3,016,400	\$ 1,948,315
23 EXPENSES													
24 Salaries & Wages	\$ (1,058,026)	\$ (1,097,449)	\$ (1,016,424)	\$ (1,075,743)	\$ (998,179)	\$ (1,016,136)	\$ (995,825)	\$ (1,035,560)	\$ (1,054,164)	\$ (1,016,621)	\$ (1,116,843)	\$ (1,050,070)	\$ (1,068,440)
25 Employee Benefits	\$ (397,887)	\$ (480,361)	\$ (409,547)	\$ (411,107)	\$ (380,632)	\$ (370,086)	\$ (370,344)	\$ (447,500)	\$ (394,504)	\$ (355,947)	\$ (422,165)	\$ (418,457)	\$ (497,099)
26 Professional Fees - Medical	\$ (201,211)	\$ (215,399)	\$ (177,198)	\$ (180,813)	\$ (137,063)	\$ (180,277)	\$ (202,588)	\$ (191,796)	\$ (198,153)	\$ (189,821)	\$ (212,565)	\$ (184,524)	\$ (183,832)
27 Professional Fees - Other	\$ (27,472)	\$ (23,302)	\$ (6,787)	\$ (13,418)	\$ (14,813)	\$ (15,440)	\$ (7,839)	\$ (5,249)	\$ (17,370)	\$ (6,578)	\$ (4,945)	\$ (7,855)	\$ (3,937)
28 Supplies	\$ (198,232)	\$ (201,587)	\$ (178,750)	\$ (199,522)	\$ (151,729)	\$ (148,196)	\$ (68,715)	\$ (188,428)	\$ (179,795)	\$ (201,692)	\$ (197,269)	\$ (239,863)	\$ (226,299)
29 Purchased Services	\$ (135,358)	\$ (129,258)	\$ (122,930)	\$ (178,158)	\$ (143,265)	\$ (127,556)	\$ (300,736)	\$ (164,166)	\$ (194,035)	\$ (192,446)	\$ (281,199)	\$ (214,397)	\$ (245,778)
30 Insurance	\$ (31,831)	\$ (29,409)	\$ (29,409)	\$ 39,081	\$ (29,409)	\$ (29,409)	\$ (29,073)	\$ (31,217)	\$ (31,217)	\$ (31,217)	\$ (31,217)	\$ (31,078)	\$ (31,357)
31 Rental and Leases	\$ (6,572)	\$ (6,572)	\$ (6,572)	\$ (6,572)	\$ (6,572)	\$ (8,236)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)
32 Repairs and Maintenance	\$ (58,351)	\$ (79,176)	\$ (118,832)	\$ (60,726)	\$ (77,954)	\$ (66,261)	\$ (59,178)	\$ (61,400)	\$ (83,704)	\$ (43,013)	\$ (63,115)	\$ (76,045)	\$ (52,642)
33 Utilities and Telephone	\$ (65,881)	\$ (70,304)	\$ (53,351)	\$ (56,319)	\$ (61,926)	\$ (72,718)	\$ (84,492)	\$ (39,007)	\$ (77,351)	\$ (48,639)	\$ (67,242)	\$ (77,007)	\$ (84,068)
34 Depreciation Amortization	\$ (93,816)	\$ (92,104)	\$ (92,414)	\$ (92,896)	\$ (89,455)	\$ (90,127)	\$ (187,118)	\$ (109,142)	\$ (107,956)	\$ (108,633)	\$ (113,490)	\$ (113,761)	\$ (114,772)
35 Other Expenses	\$ (87,393)	\$ (36,159)	\$ (19,374)	\$ (70,938)	\$ (22,667)	\$ (28,402)	\$ (184,222)	\$ (32,616)	\$ (91,542)	\$ (31,347)	\$ (34,884)	\$ (30,394)	\$ (38,524)
36 Total Operating Expenses	\$ (2,362,030)	\$ (2,461,080)	\$ (2,231,588)	\$ (2,307,131)	\$ (2,113,664)	\$ (2,152,844)	\$ (2,495,252)	\$ (2,311,203)	\$ (2,434,913)	\$ (2,231,076)	\$ (2,550,056)	\$ (2,448,573)	\$ (2,551,870)
37 Income From Operations	\$ (358,344)	\$ (86,741)	\$ (411,167)	\$ (115,243)	\$ 2,612,040	\$ 4,149,216	\$ (249,860)	\$ (158,694)	\$ (42,122)	\$ 91,276	\$ (30,613)	\$ 567,827	\$ (603,555)
38 Tax Revenue	\$ 50,417	\$ 50,417	\$ 50,417	\$ 50,417	\$ 50,417	\$ 50,417	\$ 50,417	\$ 50,417	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875
39 Non Capital Grants and Donations	\$ 100	\$ 205,200	\$ 7,038	\$ -	\$ 786	\$ 62,038	\$ -	\$ 1,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
40 Interest Income	\$ -	\$ 32,244	\$ 1	\$ -	\$ 18,890	\$ -	\$ -	\$ 50,064	\$ -	\$ -	\$ 37,921	\$ -	\$ -
41 Interest Expense	\$ (11,646)	\$ (26,280)	\$ (26,223)	\$ (26,264)	\$ (29,891)	\$ (27,418)	\$ (6,387)	\$ (22,044)	\$ (22,139)	\$ (22,078)	\$ (21,663)	\$ (21,817)	\$ (21,275)
42 Non-Operating Income (Expenses)	\$ 926	\$ 425	\$ -	\$ 376	\$ 21,100	\$ 2,844	\$ 2,801	\$ 3,325	\$ 2,653	\$ 20	\$ -	\$ 7,880	\$ 3,125
43 Total Non-Operating Gain (Loss)	\$ 39,797	\$ 262,006	\$ 31,233	\$ 24,529	\$ 61,302	\$ 87,881	\$ 46,831	\$ 82,762	\$ 41,389	\$ 33,817	\$ 72,133	\$ 41,938	\$ 42,725
44 Net Income	\$ (318,547)	\$ 175,265	\$ (379,934)	\$ (90,714)	\$ 2,673,342	\$ 4,237,097	\$ (203,029)	\$ (75,932)	\$ (733)	\$ 125,093	\$ 41,520	\$ 609,765	\$ (560,830)
45 Operating Margin %	-17.88%	-3.65%	-22.59%	-5.26%	55.27%	65.84%	-11.13%	-7.37%	-1.76%	3.93%	-1.22%	18.82%	-30.98%
46 Net Margin %	-15.90%	7.38%	-20.87%	-4.14%	56.57%	67.23%	-9.04%	-3.53%	-24.00%	5.39%	1.65%	20.21%	-28.79%
47 Payroll as % of Operating Expense	61.64%	64.11%	63.90%	64.45%	65.23%	64.39%	54.75%	64.17%	59.50%	61.52%	60.35%	59.97%	61.35%

Eastern Plumas Health Care
Comparative Balance Sheets - Board Report
Dates as Indicated

	FYE	FYE	FYE	FYE	FYE 2021-2020	
	as of 12/31/20	as of 12/31/19	as of 12/31/18	as of 12/31/17	\$ Change	% Change
Assets						
Current Assets						
Cash	\$ 976,578	\$ 1,860,332	\$ 454,249	\$ 972,573	\$ (883,754)	-47.51%
Short-term Investments (LAIF)	\$ 19,029,412	\$ 4,190,335	\$ 3,002,070	\$ 1,915,094	\$ 14,839,077	354.13%
Total Cash and Equivalents	\$ 20,005,990	\$ 6,050,667	\$ 3,456,319	\$ 2,887,667	\$ 13,955,323	230.64%
Patient Accounts Receivable	\$ 5,361,920	\$ 5,186,478	\$ 5,215,460	\$ 5,918,622	\$ 175,442	3.38%
Accounts Receivable Reserves	\$ (2,052,928)	\$ (1,917,824)	\$ (2,221,457)	\$ (2,101,749)	\$ (135,104)	7.04%
Net Accounts Receivable	\$ 3,308,991	\$ 3,268,654	\$ 2,994,003	\$ 3,816,873	\$ 40,337	1.23%
% of Gross Account Receivables	61.7%	63.0%	57.4%	64.5%		
Inventory	\$ 256,399	\$ 213,568	\$ 229,621	\$ 200,598	\$ 42,831	20.06%
Other Assets	\$ 920,303	\$ 364,788	\$ 368,422	\$ 749,608	\$ 555,516	152.28%
Total Other Assets	\$ 1,176,702	\$ 578,355	\$ 598,044	\$ 950,206	\$ 598,347	103.46%
Total Current Assets	\$ 24,491,684	\$ 9,897,676	\$ 7,048,365	\$ 7,654,746	\$ 14,594,008	147.45%
Fixed Assets						
Land	\$ 1,123,344	\$ 1,120,209	\$ 948,686	\$ 948,686	\$ 3,135	0.28%
Buildings	\$ 14,811,132	\$ 14,143,123	\$ 10,608,171	\$ 10,400,251	\$ 668,009	4.72%
Capital Equipment	\$ 14,281,888	\$ 13,388,939	\$ 12,571,544	\$ 12,398,475	\$ 892,949	6.67%
In Progress	\$ -	\$ 919,953	\$ 3,857,525	\$ 1,927,872	\$ (919,953)	-100.00%
Total Plant & Equipment	\$ 30,216,364	\$ 29,572,224	\$ 27,985,926	\$ 25,675,284	\$ 644,140	2.18%
Accumulated Depreciation	\$ (20,839,955)	\$ (19,528,138)	\$ (18,286,986)	\$ (17,329,411)	\$ (1,311,817)	6.72%
Net Fixed Assets	\$ 9,376,409	\$ 10,044,086	\$ 9,698,940	\$ 8,345,873	\$ (667,677)	-6.65%
Total Assets	\$ 33,868,093	\$ 19,941,762	\$ 16,747,305	\$ 16,000,619	\$ 13,926,331	69.84%
LIABILITIES AND RETAINED EARNINGS						
Current Liabilities						
Accounts Payable	\$ 663,120	\$ 706,715	\$ 794,989	\$ 677,745	\$ (43,595)	-6.17%
Accrued Payroll & Benefits	\$ 889,131	\$ 1,225,757	\$ 1,143,350	\$ 1,197,725	\$ (336,626)	-27.46%
Other Current Liabilities	\$ 12,528,095	\$ 310,062	\$ 33,028	\$ 1,065,020	\$ 12,218,033	3940.52%
Total Current Liabilities	\$ 14,080,346	\$ 2,242,534	\$ 1,971,367	\$ 2,940,490	\$ 11,837,812	527.88%
Long-Term Liabilities						
Loans	\$ 5,784,249	\$ 6,194,623	\$ 6,524,090	\$ 3,569,542	\$ (410,374)	-6.62%
Capitalized Leases	\$ -	\$ -	\$ 50,156	\$ 160,803	\$ -	0.00%
Total Long Term Liabilities	\$ 5,784,249	\$ 6,194,623	\$ 6,574,246	\$ 3,730,345	\$ (410,374)	-6.62%
Deferred Revenue	\$ -	\$ -	\$ 303,429	\$ 660,195	\$ -	0.00%
TOTAL LIABILITIES	\$ 19,864,596	\$ 8,437,157	\$ 8,849,042	\$ 7,331,029	\$ 11,427,439	135.44%
Fund Balance	\$ 14,003,497	\$ 11,504,605	\$ 7,898,263	\$ 8,669,590	\$ 2,498,893	21.72%
TOTAL LIABILITIES AND FUND BALANCE	\$ 33,868,093	\$ 19,941,762	\$ 16,747,305	\$ 16,000,619	\$ 13,926,331	69.84%

EASTERN PLUMAS HEALTH CARE
ACTIVITY SUMMARY
FOR THE MONTH OF DECEMBER 2020

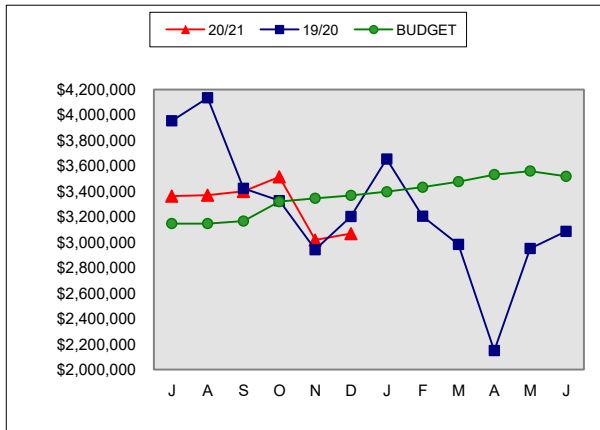
		MONTH TO DATE			YEAR TO DATE	
		CURRENT MONTH Dec-20	PRIOR MONTH Nov-20	PRIOR YEAR MONTH Dec-19	Jul-20 - Jun-21	Jul-19 - Jun-20
1	Acute Inpatient					
	Admissions	12	8	16	52	79
	Discharges	11	7	15	50	79
2	Observations Admissions	5	3	9	34	65
3	Endoscopy	0	31	18	92	119
4	Ambulatory Services	170	38	62	275	397
5	Ambulance	77	54	87	412	509
6	Emergency Visits	228	203	294	1540	1961
7	Lab Procedures	2467	3636	2698	21672	17783
8	Diagnostic Imaging					
	CT Scan	115	139	132	871	980
	Mammography	29	56	45	255	293
	MRI	9	18	11	99	110
	Radiology Procedures	206	192	269	1432	1818
	Ultrasound	58	69	53	455	466
9	Respiratory	55	73	245	385	1201
10	Cardiology	111	73	101	700	606
11	Physical Therapy	1059	1036	847	6533	3811
12	Occupational Therapy	441	375	372	2588	2284
13	ACUTE CARE					
14	Acute Patient Days	45	23	58	165	300
15	Acute ADC	1.45	0.77	1.87	0.90	1.63
16	% Occupancy Acute	16.13%	8.52%	20.79%	9.96%	18.12%
17	Avg Length of Stay	3.5	3.1	3.7	3.2	3.8
18	Swing Bed Days	36	62	32	331	424
19	Swing Bed ADC	1.16	2.07	1.03	1.80	2.30
20	Avg Length of Stay	20.50	28.00	6.90	22.10	14.50
21	Observations Hours		51			
22	Observations ADC	0.00	0.07	0.00	0.00	0.00
23	Total ADC	2.61	2.90	2.90	2.70	3.93
	SKILLED NURSING UNIT					
24	Patient Days	1567	1557	1537	9741	9910
25	SNF Average Census	50.55	51.90	49.58	52.94	53.86
26	% Occupancy SNF	76.59%	78.64%	75.12%	80.21%	81.60%
	TOTAL					
27	Patient Days	1648	1642	1627	10237	10634
28	Average Daily Census	53.16	54.73	52.48	55.64	57.79

**EASTERN PLUMAS HEALTH CARE
ACTIVITY SUMMARY
FOR THE MONTH OF DECEMBER 2020**

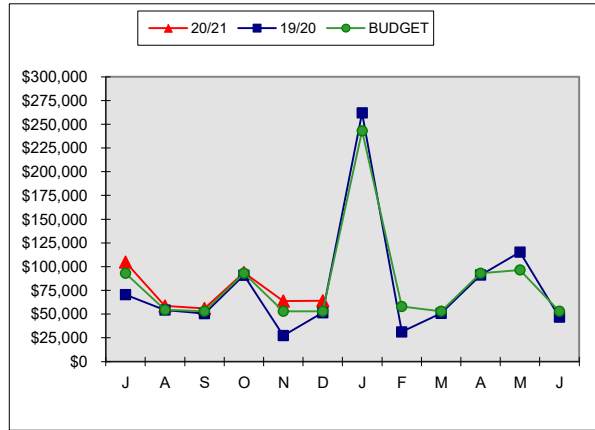
	MONTH TO DATE			YEAR TO DATE	
	CURRENT MONTH Dec-20	PRIOR MONTH Nov-20	PRIOR YEAR MONTH Dec-19	Jul-20 - Jun-21	Jul-19 - Jun-20
Provider Visits					
Adams, Robert	0	0	2	2	3
Adkins, Stacia	53	76	94	456	555
Aggarwal, Shruti	0	0	141	0	794
Ball, Donald	0	0	25	0	186
Brooks, Michael	66	74	69	448	438
Bugna, Eric	46	41	32	310	296
Coll, Shawni	14	0	11	29	27
Corvera, Amanda	0	0	0	1	0
Cox, Charles	0	1	9	8	47
Dhond, Milind	42	28	44	313	302
Dupuis, William	82	63	0	357	0
Ettinger, Victor	13	17	10	91	82
Farias, Ginger	1	2	4	26	30
Feil, Frederick	0	0	24	69	112
Flapan, Wendy	0	0	0	0	294
Foley, Trish	75	69	64	423	389
Freitas, Paul	1	1	3	3	10
Gould, Roxanne	15	13	47	99	215
Grier, Barnett	170	143	158	1097	1050
Hibler, John	64	68	94	406	626
Hill, Beth	0	76	184	658	915
Hoffman, Daniel	184	184	242	1070	1496
Hunt, Ben	8	5	13	80	121
Jaquez, Robin	27	27	51	191	353
Mills, William	2	2	1	6	3
Morrison, Mary	130	128	0	782	525
Muto-Isolani, Antonio	2	0	0	7	0
Nielsen, Marc	1	0	0	5	14
Ouyang, Debra	0	0	2	0	29
Phen, Lovsho	105	147	155	773	816
Potter, Christina	238	246	179	1470	1327
Prichard, Gail	0	0	1	0	1
Printz, Richard	7	7	8	38	49
Robinson, Ken	2	6	1	23	35
Sapir, Leora	160	123	107	712	500
Scott, John	0	0	0	0	64
Skiles, Sunny	6	7	10	30	50
Spencer, Christine	95	82	82	477	449
Stoll, Daniel	119	118	131	688	742
Streit, Cara	0	0	0	18	14
Sturgis, Cristy	0	0	9	0	63
Swanson, Paul	6	3	2	14	17
Taylor, Peter	0	12	0	22	23
Thompson, Steven	0	0	0	17	14
Vo, Quang	8	4	7	42	49
Walters, Marc	1	0	1	12	7
Williams, Anne	0	0	0	0	34
Wojek, Irene	112	90	80	608	495
Total	1855	1863	2097	11881	13661
Clinics					
Graeagle Medical Clinic	211	203	270	1315	1666
Loyalton Medical Clinic	306	294	260	1821	1769
Pine Street Dental Clinic	0	0	0	0	0
Pine Street Medical Clinic	0	0	0	0	103
Portola Dental Clinic	334	336	392	1982	2329
Portola Medical Clinic	742	834	1007	5450	6498
Behavioral Health	176	150	145	947	885
Telemed	86	46	23	366	411
Total	1855	1863	2097	11881	13661

EASTERN PLUMAS HEALTH CARE MONTHLY FINANCIAL GRAPHS FOR THE YEAR ENDED JUNE 30, 2021

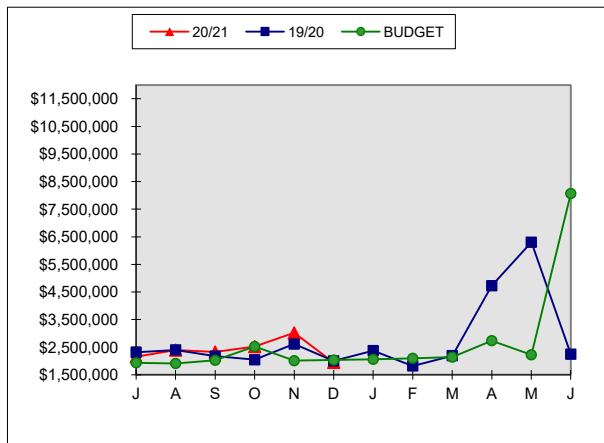
1. GROSS PATIENT REVENUE



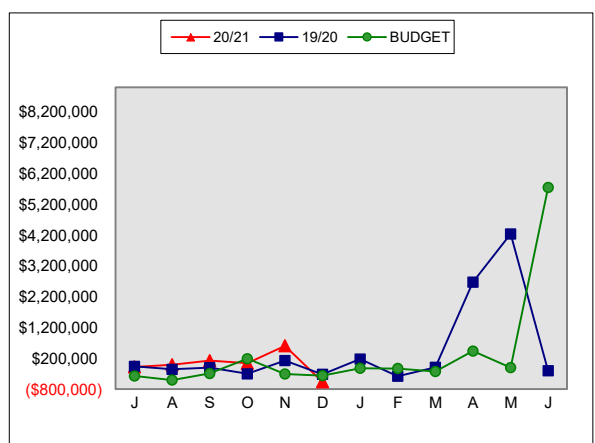
4. NON-OPERATING INCOME



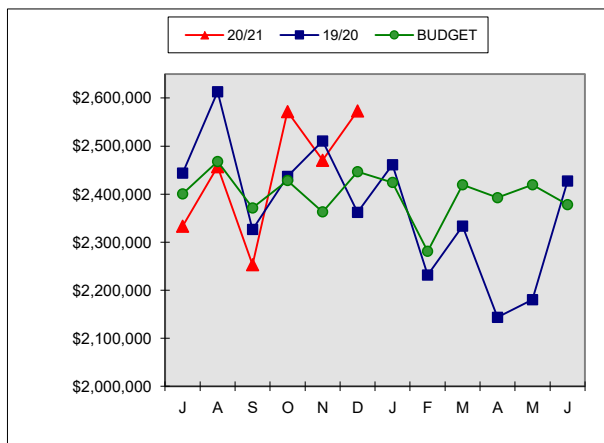
2. ESTIMATED NET REVENUE



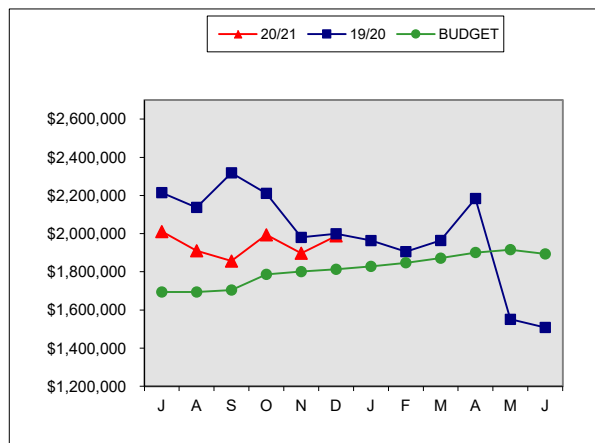
5. NET INCOME (LOSS)



3. OPERATING EXPENSES

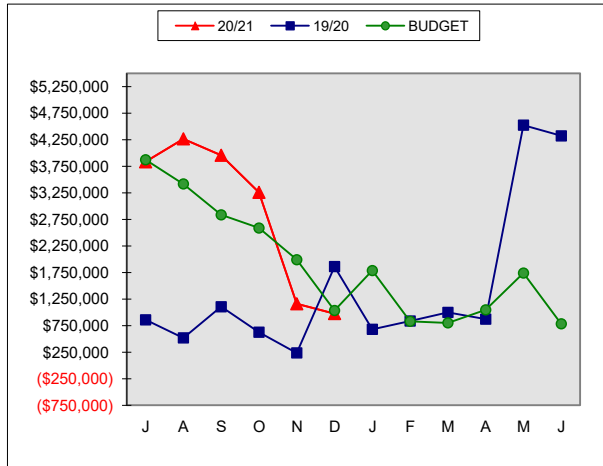


6. CASH RECEIPTS

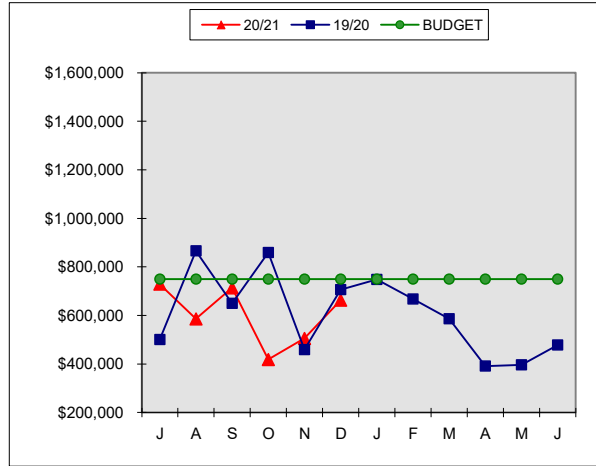


**EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2021**

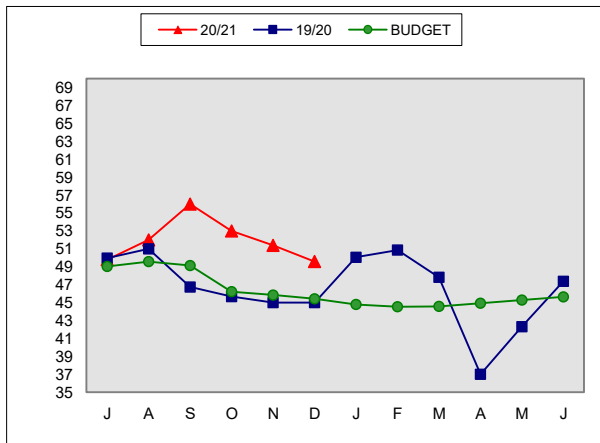
7. OPERATING CASH



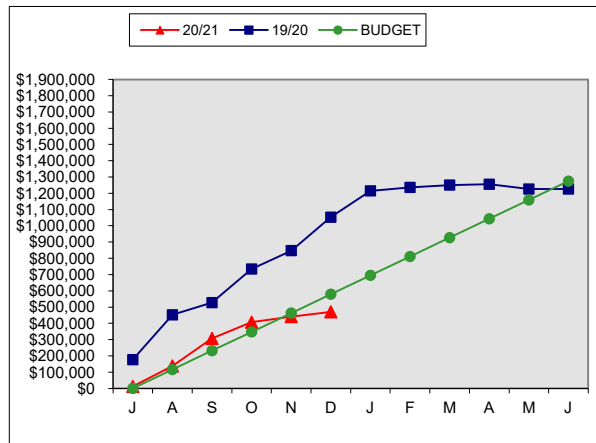
10. ACCOUNTS PAYABLE



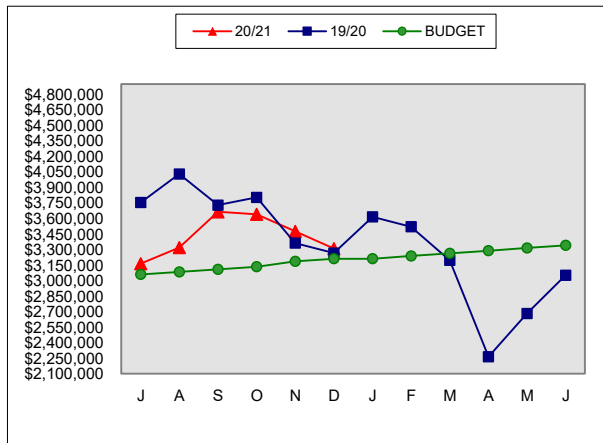
8. ACCOUNTS RECEIVABLE-DAYS



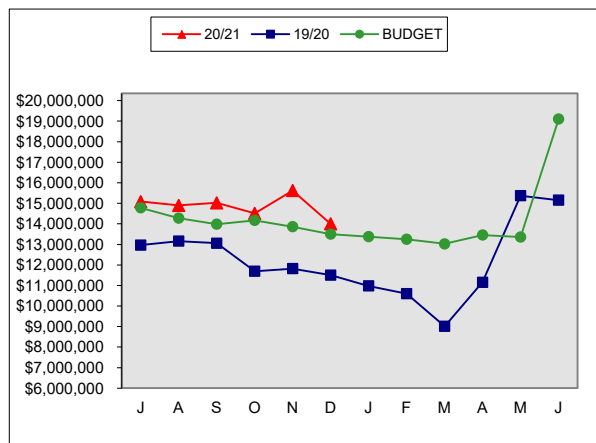
11. CAPITAL EXPENDITURES-YTD



9. ACCOUNTS RECEIVABLE, NET

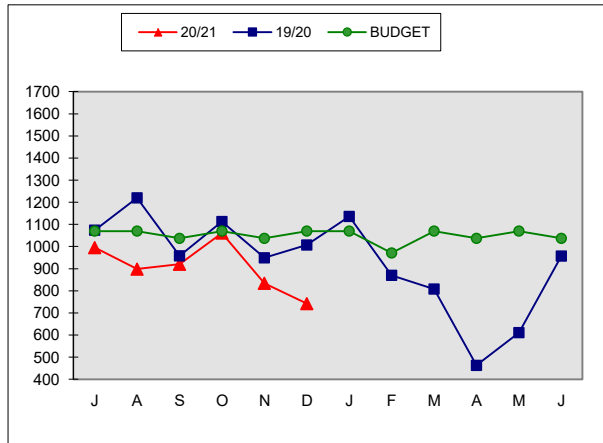


12. FUND BALANCE + NET INCOME (LOSS)

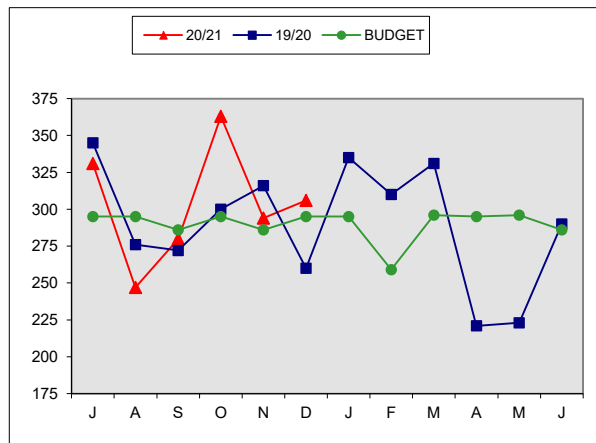


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2021

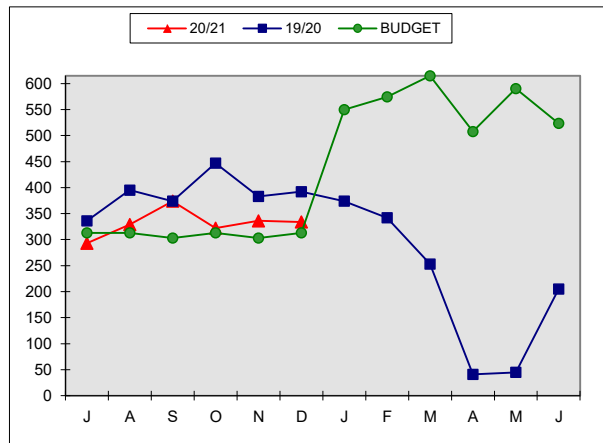
13. PORTOLA MEDICAL CLINIC VISITS



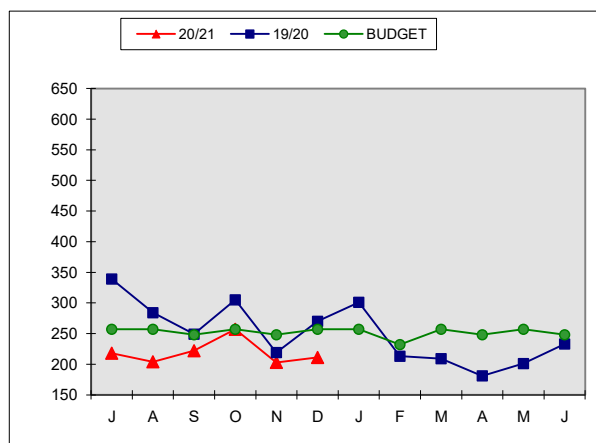
16. LOYALTON MEDICAL CLINIC VISITS



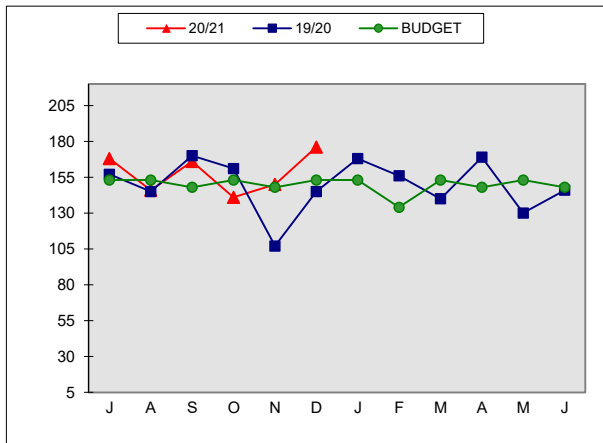
14. PORTOLA DENTAL CLINIC VISITS



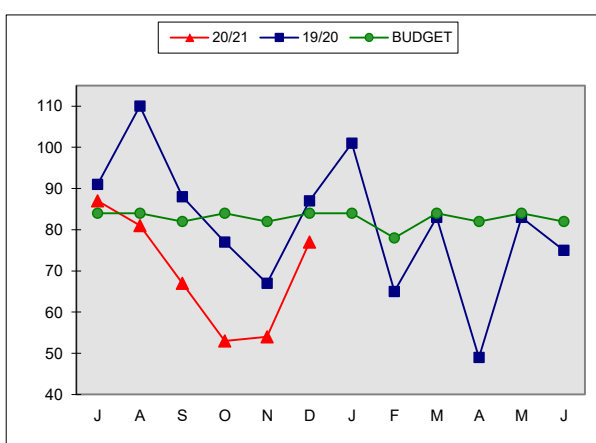
17. GRAEAGLE MEDICAL CLINIC VISITS



15. BEHAVIORAL HEALTH VISITS

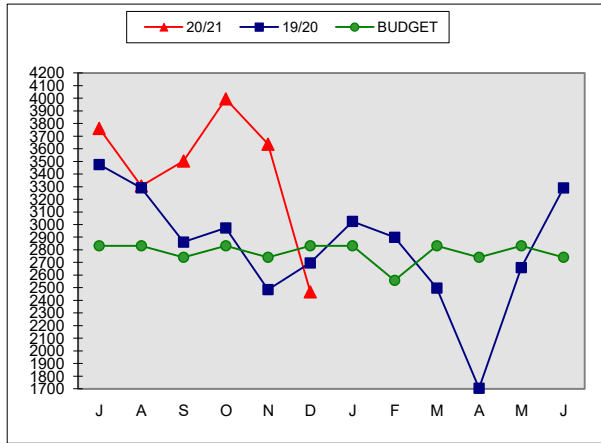


18. AMBULANCE RUNS

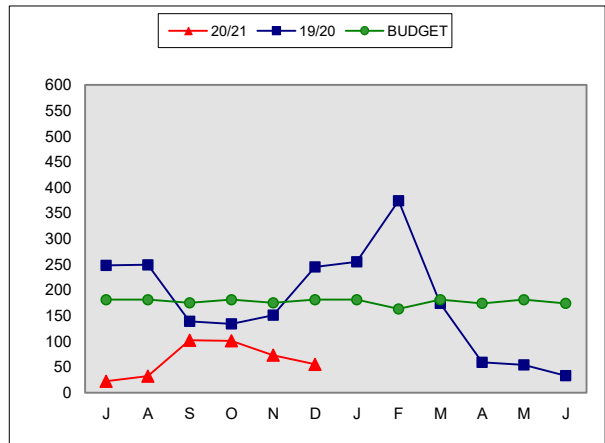


**EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2021**

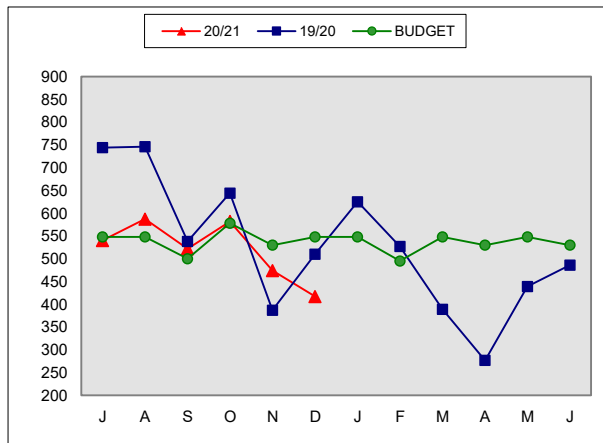
19. LABORATORY PROCEDURES



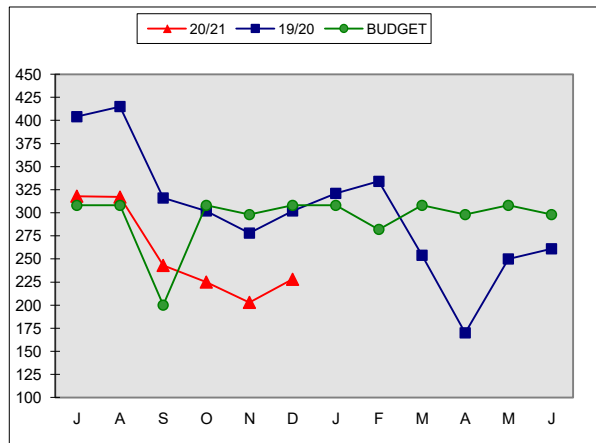
22. RESPIRATORY PROCEDURES



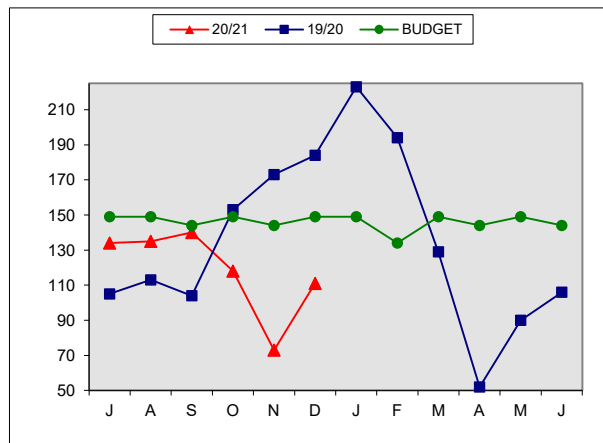
20. RADIOLOGY PROCEDURES



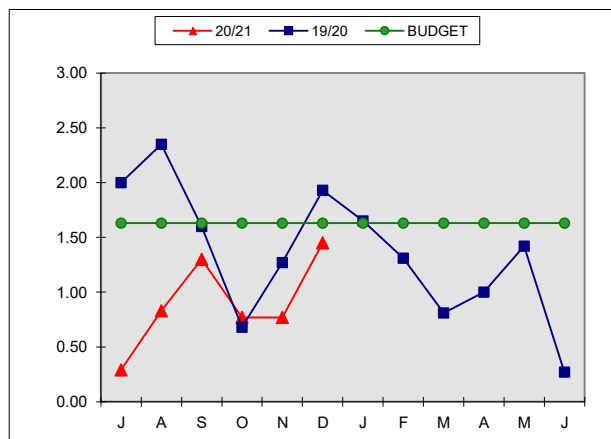
23. EMERGENCY ROOM VISITS



21. ECGS

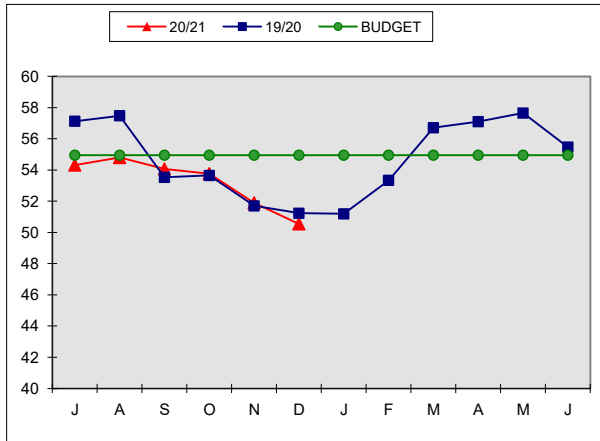


24. AVERAGE DAILY CENSUS - ACUTE

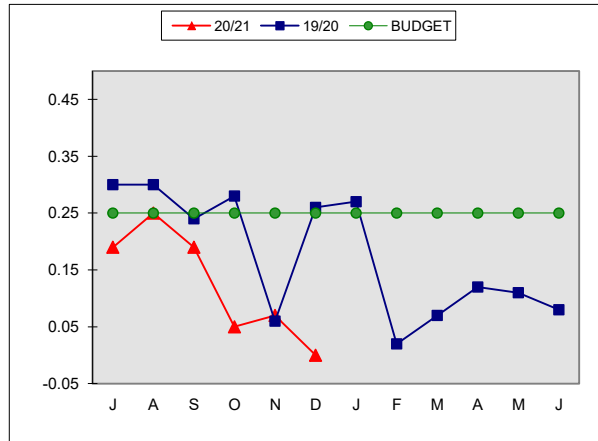


EASTERN PLUMAS HEALTH CARE
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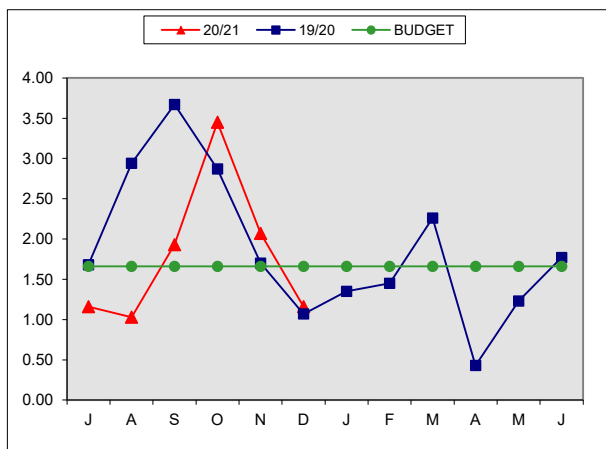
25. AVERAGE DAILY CENSUS - SNF



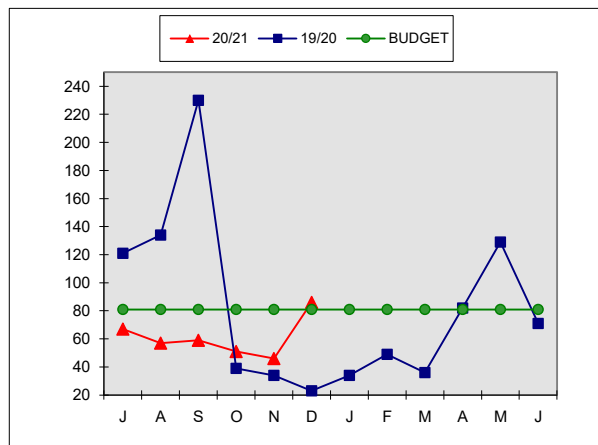
28. AVERAGE DAILY CENSUS - OBSERVATION



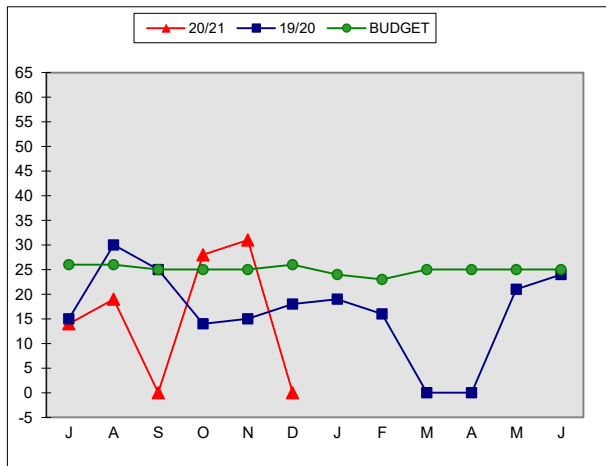
26. AVERAGE DAILY CENSUS-SWING



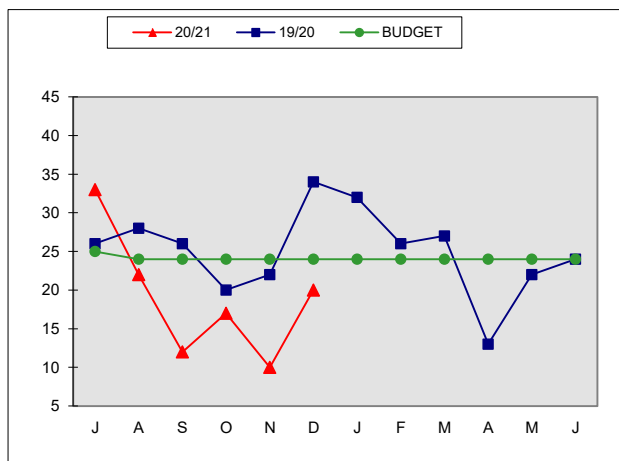
29. TELEMEDICINE VISITS



27. ENDOSCOPY PROCEDURES

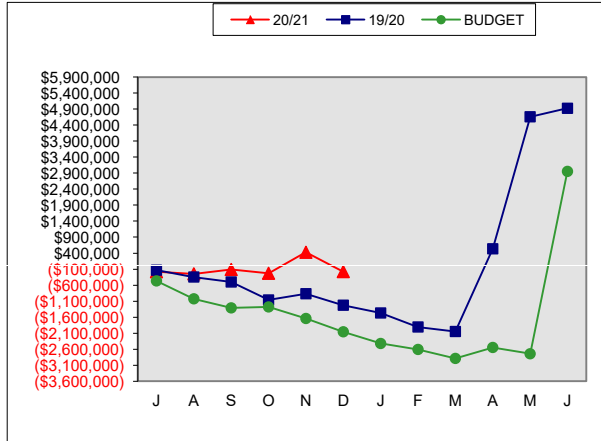


30. EMERGENCY DEPARTMENT TRANSFERS

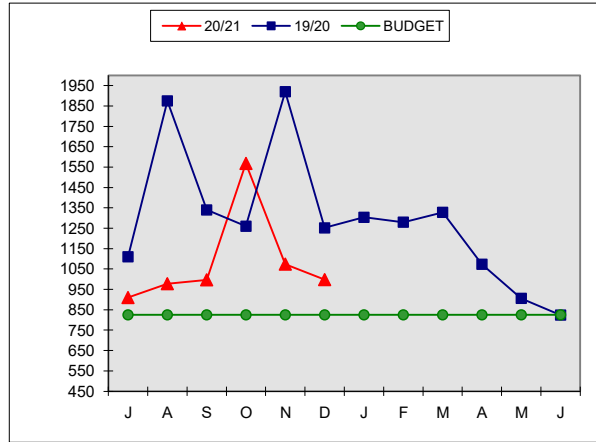


**EASTERN PLUMAS HEALTH CARE
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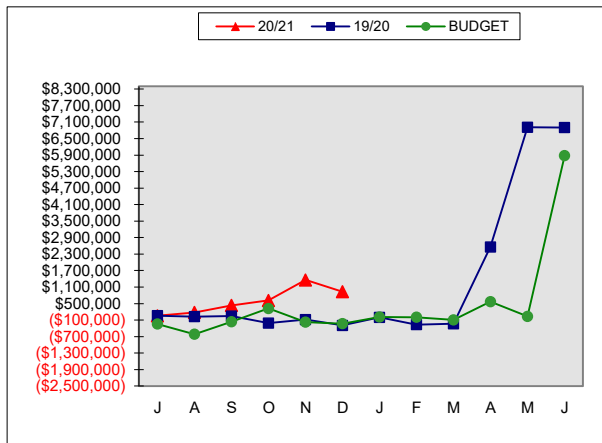
31. YEAR TO DATE OPERATING INCOME (LOSS)



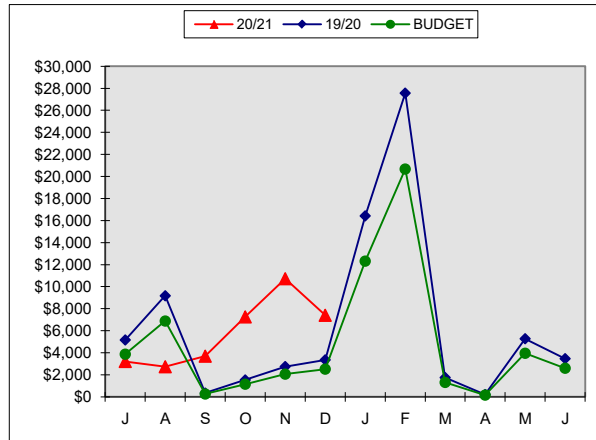
34. OVERTIME HOURS



32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



35. DENIALS



33. RETURN ON EQUITY

