

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE BOARD OF DIRECTORS
Thursday, April 23, 2015
9:00 A.M.
EPHC Education Center, Portola, CA**

Agenda

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting please contact the Clerk of the Board at (530) 832-6564. Notification 72 hours prior to the meeting will enable the Eastern Plumas Health Care to make reasonable arrangements to ensure accessibility.

	<u>Presenter(s)</u>	<u>I/D/A</u>	<u>Page(s)</u>
1. Call to Order	Gail McGrath	A	
2. Roll Call	Gail McGrath	I	
3. Consent Calendar	Gail McGrath	A	
(A) Agenda			1-2
(B) Meeting Minutes of 3.26.15 Regular Board Meeting			4-7
(C) Meeting Minutes of 3.26.15 Standing Finance Committee			8
4. Board Chair Comments	Gail McGrath	I/D	
• CEO Evaluation			
5. Board Comments	Board Members	I	
6. Public Comment	Members of the Public	I	
7. Auxiliary Report	Katie Tanner	I/D	
8. Chief of Staff Report	Eric Bugna, MD	I/D	
9. Committee Reports	Board Members	I/D	
• Finance Committee			
10. Chief Nursing Officer Report	Kathy Cocking	I/D	
11. Director of Clinics Report	Bryan Gregory	I/D	

12. Recommendation for Approval of Policies		I/D/A	
• Environmental Services			
• Biomedical			
13. Chief Financial Officer Report	Jeri Nelson	I/D	9-19
• March Financials			
• Equipment Purchase			
14. Chief Executive Officer Report	Tom Hayes	I/D	
15. Closed Session	Gail McGrath	I/D/A	
I.	Closed Session, pursuant to Health and Safety Code 32155, to review reports on Quality Assurance.		
II.	Closed session pursuant to Government Code Section 54956.9(d) (2), Conference with Legal Counsel, Significant exposure litigation, 1 case.		
III.	Closed Session, pursuant to Government Code Section 54957 to consider the following privileges and appointments to the medical staff:		
a. Recommendation for One Year Provisional Privileges			
• Quang Dinh Vo, MD	Telemedicine/Rheumatology		
• Dr. Philip G. Vitelli, MD	Telemedicine/Psychiatry		
b. Recommendation for Two Year Courtesy Privileges			
• Mark Walter, MD	ER/Hospitalist		
16. Open Session Report of Actions Taken in Closed Session	Gail McGrath	I	
17. Adjournment	Gail McGrath	A	

EASTERN PLUMAS HEALTH CARE DISTRICT

**Finance Committee
Thursday, April 23, 2015
8:00 am
EPHC Administrative Conference Room**

AGENDA

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting please contact the Clerk of the Board at (530) 832-6564. Notification 72 hours prior to the meeting will enable the Eastern Plumas Health Care to make reasonable arrangements to ensure accessibility.

	<u>Presenter(s)</u>	<u>I/D/A</u>	<u>Page(s)</u>
1. Call to Order	Dr. Paul Swanson	A	
2. Roll Call	Dr. Paul Swanson	I	
3. Approval of Agenda	Dr. Paul Swanson	A	
4. Board Comments	Board Members	I	
5. Public Comment	Members of the Public	I	
6. CFO Report	Jeri Nelson	I/D	
• February Financials			
• Equipment Purchase			
7. Adjournment	Dr. Paul Swanson	A	

**EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS**

Thursday, March 26, 2015

10:00 A.M.

EPHC Education Center, Portola, CA

Minutes

1. Call to Order.

The meeting was called to order at 10:00 am by Gail McGrath.

2. Roll Call.

Present: Dr. Paul Swanson, Janie McBride, Gail McGrath, and Lucie Kreth.

Absent: Jay Skutt

Staff: Tom Hayes, CEO, Jeri Nelson, CFO, Eric Bugna MD (arrived late), and Alanna Wilson, Administrative Assistant.

Visitors: Approximately 2 visitors were present at the start of the meeting

3. Consent Calendar.

Dr. Swanson motioned to approve the consent calendar. A second was made by Ms. McBride. None opposed, the motion was approved.

4. Board Chair Comments.

Ms. McGrath provided a report on the Board review of their job description. Ms. McBride motioned to approve the revised Board Job Description. A second was made by Dr. Swanson. None opposed, the motion was approved.

The Board discussed their recent evaluations. All present feel that the Board is doing well. They are very interactive and productive with each other as well as the CEO. The Board feels that the CEO is doing an excellent job.

5. Board Comments.

None

6. Public Comment.

None

7. Auxiliary Report

Elaine White reported that the Nifty Thrifty grossed \$13,204.00 for the month of January. They had 735 volunteer hours and 11.2 hours in the lobby.

8. Quality Assurance

Ms. Rohan reported on Core Measures, Department Indicators, Patient Satisfaction Data, and Nursing Home falls. The core measure regarding surgery is not being tracked as we have discontinued doing general surgery.

9. Chief of Staff Report

Dr. Bugna reported the clinic is busy and running well. Chris Spencer, FNP will be joining us full time in mid April.

10. **Committee Reports**

- **Finance Committee**

Dr. Swanson reported that the committee discussed the internal controls that are in place. He feels the organization has good internal control processes. He also reported that more discussion with the auditor will take place when he is here. Contractuals remain high due to managed Medi-Cal. Jeri will explain more in her report.

- **Planning Committee**

Ms. McGrath reported that the Planning Committee discussed the Biomass Boiler. At this time it is not feasible to move forward. OSHPD regulations require us to have a primary and secondary boiler. The biomass boiler could be used only as a redundant source. Having a third boiler would not be cost effective. Mr. Hayes reported that he has signed a contract with Aspen Architects for Boiler system design.

11. **Director Of Nursing Report:**

Ms. Cocking reported that she will be preparing the Portola and Loyalton SNF units for the upcoming state survey. Ms. Cocking also reported on the following priorities that she is focusing on:

- Increasing the census at Loyalton SNF.
- Ms. Cocking is also working with Dr. Cox to recommend new procedures.
- Ms. Cocking is working with Jeri and staff to increase DSRIP programs such as an antibiotic stewardship committee, Mental Health program, and Pain Management program.
- Ms. Cocking is evaluating how to increase swing bed patients.
- She is also very involved in the conversion of the new software system.

12. **Clinic Report:** Mr. Gregory reported the following:

- Despite February being a short month, the clinics performed well.
- Mr. Gregory reported the Dental Clinic is continuing to be very busy. This is due to the fact that we are the only Clinic that accepts MediCal patients.
- Mr. Gregory reported that Radiology has experienced increased volume.
- Telemed has done very well with the addition of the Diabetic Retinopathy machine.
- Mr. Gregory announced that Chris Spencer, FNP will be joining the Portola Clinic in April.
- Mr. Gregory reported that he and Telemed Coordinator Erica Waldeck will be speaking at an upcoming conference. EPHC was ranked fourth in the state for their Telemed program.
- Dr. Mustafa is available for Dermatology appointments five days a week.

13. **Recommendation for Approval of Policies:**

- Administration
- Material Management

- Central Supply
- Perioperative (PACU)
- Surgery
- Ambulance
- Emergency Vaccine Mgmt Plan
- Care of Dementia Patient
- Engineering Respirator Requirements
- Processing Instruments for Autoclave Sterilization
- Proper Packaging for Medical Instruments
- Lockout/Blackout Operational Procedures

After a brief discussion Ms. McBride motioned to approve the policies. A second was made by Dr. Swanson. None opposed, the motion was approved.

14. CFO Report:

- Ms Nelson reported that there was a loss in February due to the short month and patient revenue being down. Expenses were up slightly for the month of February along with bad debt and contractals.
- Ms. Nelson stated that our biggest challenge is cash due to a change in how we are paid.
- Ms. Nelson also reported that our year to date profit is \$161,232.00. This is down largely due to contractual adjustments from managed MediCal.
- Ms. Nelson stated that A/R days are down to 61 from 65.
- Ms. Nelson reported on our clawback repayment. We haven't heard from the state yet but, we are looking at a five percent reduction out of our weekly check write.
- Ms. Nelson also reported that we paid into the IGT fund and are expecting a return from this program. We are now contracted with the VA and are able to see patients.

15. CEO Report: Mr. Hayes reported the following:

- Mr. Hayes discussed the \$49,000.00 rebate that we received from Optima.
- There was a brief discussion about the article regarding Rural Hospital closures.
- Mr. Hayes reported that he is expecting a letter from the State by the end of this month regarding the Clawback and the amount we need to pay back.
- Mr. Hayes also reported that the ER expansion is not financially feasible due to OSHPD requirements.
- Mr. Hayes briefly discussed disaster planning and drills the organization is working on.
- Mr. Hayes reported that the organization is continuing to recruit for the Loyaltan SNF DON position.

16. Closed Session.

Ms. McGrath announced the Board would move into closed session at 11:40 a.m.; pursuant to Health and Safety Code 32155 and Government Code Section 54957.

17. Open Session Report of Actions Taken in Closed Session.

The Board returned at approximately 12:15 pm and announced

- I. With respect to Health and Safety Code 32155, to review reports on Quality Assurance
No reportable action.
- II. With respect to Government Code Section 54957 to consider the following privileges and appointments to the medical staff.
 - a. Approval of One Year Provisional Privileges
 - b. **Dr. Ben Hunt, Surgery**
 - b. Approval of Two Year Courtesy Privileges
 - **Dr. Peter Taylor, OB/GYN**
 - **Dr. Leon Jackson, Radiology**

III. Adjournment. Ms. McGrath subsequently adjourned the meeting at 12:19 p.m.

Approval

Date

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE STANDING FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS
Thursday March 26, 2015
8:30 A.M.
EPHC's Administrative Conference Room**

Minutes

- 1. Call to Order:** The meeting was called to order at 8:37 am by Dr. Paul Swanson
- 2. Roll Call:**
Present: Paul Swanson, M.D., Janie McBride
Staff: Tom Hayes, CEO, Jeri Nelson, CFO, Kathy Cocking DON, Alanna Wilson,
Administrative Assistant
Guest: Nic Bedoe
- 3. Approval of Agenda:** The agenda was approved as submitted.
- 4. Board Comments:** None
- 5. Public Comments:** None
- 6. CFO Report**
Ms. Nelson reported that we continue to struggle in certain areas. A/R days are at 61, cash payments are down which is due to the MediCal Managed Care program. Patient revenue is doing well. In the month of February we had a net loss of \$85,000 due to higher contractuals. Mr. Hayes and Ms. Nelson briefly discussed a letter that we will receive soon from the state regarding the clawback. Ms. Nelson also briefly discussed the upcoming budget and the Centrique conversion schedule.

All present discussed internal controls that are in place for the organization. Ms. Nelson explained that we have extensive controls such as daily audits; accounts receivable and payables are separate, as well as daily and monthly reconciliations. The organization has an annual audit and this audit is presented to the Board. Mr. Hayes suggested that he Finance Committee meet with the auditor during the audit to discuss their thoughts on internal controls.
- 7. Adjournment:** The meeting was adjourned at 9:46 a.m.

Approval

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

MEMORANDUM

Date: April 10, 2015
To: Board of Directors
From: Jeri Nelson, Chief Financial Officer
Subject: Summary of Financial Results – March 2015

Table 1. Consolidated Financial Results – March 2015

	Actual	Budget	Variance
Total Revenue	\$3,396,786	\$3,094,455	\$302,331
Contractual Adjustments	\$1,478,875	\$1,153,383	\$325,492
Bad Debt/Admin Adjustments	\$113,115	\$151,368	\$(38,253)
Net Revenue	\$1,804,796	\$1,789,704	\$15,092
Total Expenses	\$1,851,600	\$1,843,548	\$8,052
Operating Income (Loss)	\$(46,804)	\$(53,845)	\$7,041
Non-Operating Income(Expense)	\$49,506	\$47,654	\$1,852
Net Income (Loss)	\$2,701	\$(6,191)	\$8,892

Table 2. Consolidated Financial Results – Nine Months Ended March 2015

	Actual	Budget	Variance
Total Revenue	\$28,688,182	\$28,348,559	\$339,623
Contractual Adjustments	\$11,722,236	\$10,623,593	\$1,098,643
Bad Debt/Admin Adjustments	\$1,006,150	\$1,386,462	\$(380,312)
Net Revenue	\$15,959,795	\$16,338,504	\$(378,709)
Total Expenses	\$16,298,449	\$16,528,183	\$(229,734)
Operating Income (Loss)	\$(338,654)	\$(189,679)	\$(148,975)
Non-Operating Income (Expense)	\$502,587	\$578,884	\$(76,297)
Net Income (Loss)	\$163,933	\$389,205	\$(225,272)

A good month operationally; clinic's, laboratory and diagnostic imaging volumes up and driving revenue up. I have included in March, deferred revenue for the nine months to-date for our Medicare E.H.R. incentive. We still have not seen any reimbursement relief and I wanted to reflect the year based on what is actual. Net revenue is 55.3% of patient revenue, budget is 57.6%. The variance continues to be due to the low managed Medical payments. Expenses reflect the higher volumes for the month and the credit balance for insurance is the dividend payment from Optima. We had a strong cash collection month and A/R days are at 58. Way to go Business Office! I have changed graph 29 from Surgeries to Telemedicine Visits so you can see the great improvements for patient care via this technology and staff efforts.

**EASTERN PLUMAS HEALTH CARE
STATEMENT OF REVENUE & EXPENSE
FOR THE MONTH ENDED
MARCH 31, 2015**

	CURRENT PERIOD			YEAR TO DATE			ANNUAL
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET
OPERATING REVENUE							
INPATIENT ROUTINE	120218	174353	-54135	1233524	1536475	-302951	2044000
INPATIENT ANCILLARY	88486	161179	-72693	1107445	1420376	-312931	1889551
TOTAL INPATIENT	208704	335532	-126828	2340969	2956850	-615881	3933551
SWING ROUTINE	26000	13530	12470	365748	123049	242699	164000
SWING ANCILLARY	17852	13810	4042	271545	125593	145952	167390
TOTAL SWING BED	43852	27340	16512	637293	248642	388651	331390
SKILLED NURSING ROUTINE	552650	563991	-11341	4679850	4985572	-305722	6643000
SKILLED NURSING ANCILLARY	73414	87405	-13991	686330	774428	-88098	1031720
TOTAL SKILLED NURSING	626064	651395	-25331	5366180	5759999	-393819	7674720
OUTPATIENT SERVICES	2387087	2074026	313061	20131873	19327612	804261	25683225
TOTAL PATIENT REVENUES	3265707	3088293	177414	28476314	28293104	183210	37622886
OTHER OPERATING REVENUE	131079	6162	124917	211868	55455	156413	73940
TOTAL REVENUE	3396786	3094455	302331	28688182	28348559	339623	37696826
=====							
DEDUCTIONS FROM REVENUE							
BAD DEBT/ADMINISTRATIVE ADJ'S	113115	151368	-38253	1006150	1386462	-380312	1843700
CONTRACTUAL ADJUSTMENTS	1478875	1153383	325492	11722236	10623593	1098643	14125128
TOTAL DEDUCTIONS	1591990	1304751	287239	12728387	12010055	718332	15968828
NET REVENUE	1804796	1789704	15092	15959795	16338504	-378709	21727998
=====							
OPERATING EXPENSES							
SALARIES	868786	835168	33618	7372689	7398468	-25779	9837081
BENEFITS	233773	247492	-13719	2060544	2213118	-152574	2947482
SUPPLIES	125201	165949	-40748	1242947	1483853	-240906	1971908
PROFESSIONAL FEES	283413	243601	39812	2361560	2227842	133718	2983407
REPAIRS & MAINTENANCE	41405	44006	-2601	397601	396056	1545	528074
PURCHASED SERVICES	140023	94694	45329	1009236	854500	154736	1139334
UTILITIES/TELEPHONE	58805	58811	-6	542954	528149	14805	704146
INSURANCE	-17758	34975	-52733	244175	314774	-70599	419698
RENT/LEASE EXPENSE	23003	15109	7894	139994	135984	4010	181312
DEPRECIATION/AMORTIZATION	67468	76943	-9475	609693	692486	-82793	923314
INTEREST EXPENSE	21374	18115	3259	190536	163034	27502	217379
OTHER EXPENSES	6107	8684	-2577	126519	119920	6599	150673
TOTAL EXPENSES	1851600	1843548	8052	16298449	16528183	-229734	22003808
OPERATING INCOME (LOSS)	-46804	-53845	7041	-338654	-189679	-148975	-275810
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MISCELLANEOUS	2642	3083	-441	57444	27750	29694	37000
CONTRIBUTIONS	3196	0	3196	39168	150000	-110832	200000
PROPERTY TAX REVENUE	43667	44570	-903	405975	401134	4841	534845
NON-OPERATING INCOME (EXPENSE)	49506	47654	1852	502587	578884	-76297	771845
NET INCOME (LOSS)	2701	-6191	8892	163933	389205	-225272	496035
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	CURRENT PERIOD			YEAR TO DATE			ANNUAL
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET
STATISTICAL DATA							
ACUTE INPATIENT ADMISSIONS	13	21	-8	148	187	-39	250
ACUTE PATIENT DAYS	42	62	-20	425	548	-123	730
SKILLED NURSING PATIENT DAYS	1579	1612	-33	13343	14248	-905	18980
SWING BED DAYS	13	7	6	179	61	118	82
E.R. VISITS	299	262	37	2840	2570	270	3530
CLINIC VISITS	2621	2239	382	20604	19701	903	26617

**EASTERN PLUMAS HEALTH CARE
COMPARATIVE BALANCE SHEET
FOR THE MONTHS ENDED**

	FEBRUARY 2015	MARCH 2015	CHANGE
ASSETS			
CURRENT ASSETS			
CASH	\$ 394,784	\$ 819,307	\$ 424,523
LAIF SAVINGS	\$ 1,113,544	\$ 1,113,544	\$ -
ACCOUNTS RECEIVABLE NET	\$ 3,657,059	\$ 3,690,616	\$ 33,557
ACCOUNTS RECEIVABLE OTHER	\$ 845,411	\$ 861,918	\$ 16,507
INVENTORY	\$ 237,249	\$ 237,249	\$ -
PREPAID EXPENSES	\$ 81,951	\$ 76,668	\$ (5,283)
TOTAL CURRENT ASSETS	<u>\$ 6,329,998</u>	<u>\$ 6,799,302</u>	<u>\$ 469,304</u>
PROPERTY AND EQUIPMENT			
LAND AND IMPROVEMENTS	\$ 934,164	\$ 934,164	\$ -
BUILDINGS AND IMPROVEMENTS	\$ 10,147,957	\$ 10,147,957	\$ -
EQUIPMENT	\$ 10,298,113	\$ 10,298,113	\$ -
IN PROGRESS	<u>\$ 366,464</u>	<u>\$ 387,318</u>	<u>\$ 20,854</u>
	\$ 21,746,698	\$ 21,767,552	\$ 20,854
ACCUMULATED DEPRECIATION	<u>\$ 14,445,030</u>	<u>\$ 14,512,408</u>	<u>\$ 67,378</u>
TOTAL PROPERTY AND EQUIPMENT	<u>\$ 7,301,668</u>	<u>\$ 7,255,144</u>	<u>\$ (46,524)</u>
COSTS OF ISSUANCE NET	\$ 10,813	\$ 10,724	\$ (89)
TOTAL	<u>\$ 13,642,479</u>	<u>\$ 14,065,170</u>	<u>\$ 422,691</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
LEASES PAYABLE	\$ 48,536	\$ 39,865	\$ (8,671)
ACCOUNTS PAYABLE	\$ 1,193,762	\$ 1,240,657	\$ 46,895
ACCRUED PAYROLL/RELATED TAXES	\$ 1,043,172	\$ 1,154,708	\$ 111,536
OTHER CURRENT LIABILITIES	<u>\$ 368,371</u>	<u>\$ 242,221</u>	<u>\$ (126,150)</u>
TOTAL CURRENT LIABILITIES	<u>\$ 2,653,841</u>	<u>\$ 2,677,451</u>	<u>\$ 23,610</u>
LEASES PAYABLE	\$ 314,738	\$ 314,736	\$ (2)
CITY OF PORTOLA	\$ 314,073	\$ 311,984	\$ (2,089)
USDA LOANS	\$ 3,769,334	\$ 3,756,764	\$ (12,570)
DEFERRED REVENUE	\$ 167,670	\$ 167,670	\$ -
MEDI-CAL LTC	<u>\$ 1,729,804</u>	<u>\$ 2,140,845</u>	<u>\$ 411,041</u>
TOTAL LIABILITIES	<u>\$ 8,949,460</u>	<u>\$ 9,369,450</u>	<u>\$ 419,990</u>
FUND BALANCE	\$ 4,531,787	\$ 4,531,787	\$ -
NET INCOME (LOSS)	\$ 161,232	\$ 163,933	\$ 2,701
TOTAL	<u>\$ 13,642,479</u>	<u>\$ 14,065,170</u>	<u>\$ 422,691</u>

**EASTERN PLUMAS HEALTH CARE
BALANCE SHEET
FOR THE MONTH ENDED
MARCH 31, 2015**

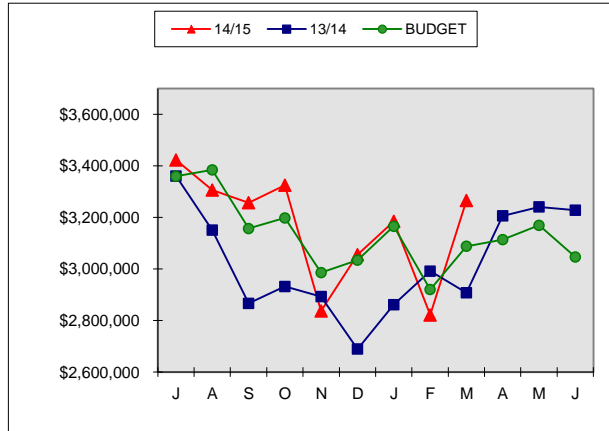
ASSETS

CURRENT ASSETS	
CASH	819,307
INVESTMENTS	1,113,544
ACCOUNTS RECEIVABLE NET	3,690,616
ACCOUNTS RECEIVABLE OTHER	861,918
INVENTORY	237,249
PREPAID EXPENSES	76,668
TOTAL CURRENT ASSETS	<u>6,799,302</u>
PROPERTY AND EQUIPMENT	
LAND AND IMPROVEMENTS	934,164
BUILDINGS AND IMPROVEMENTS	10,147,957
EQUIPMENT	10,298,113
IN PROGRESS	387,317
TOTAL PROPERTY AND EQUIPMENT	<u>21,767,552</u>
ACCUMULATED DEPRECIATION	<u>14,512,408</u>
NET PROPERTY AND EQUIPMENT	7,255,144
COSTS OF ISSUANCE NET	10,724
TOTAL	14,065,170
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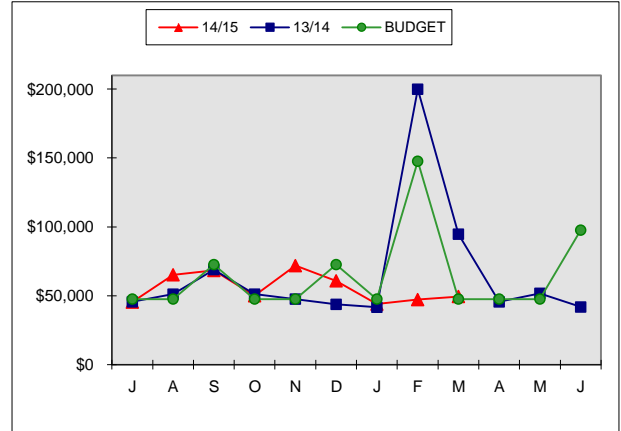
LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES	
LEASES PAYABLE	39,865
ACCOUNTS PAYABLE	1,240,656
ACCRUED PAYROLL/RELATED TAXES	1,154,708
OTHER CURRENT LIABILITIES	242,221
TOTAL CURRENT LIABILITIES	<u>2,677,450</u>
LEASES PAYABLE	314,738
USDA REPAIRS & DEFEASANCE	0
CITY OF PORTOLA- PROPERTY LOAN	311,984
USDA LOANS SNF	3,283,449
PLUMAS BANK LOAN LOYALTON	473,315
USDA LOAN LOYALTON & PORTOLA	0
DEFERRED REVENUE	167,670
LTC MEDI-CAL NET	2,140,845
TOTAL LIABILITIES	<u>9,369,449</u>
FUND BALANCE	4,531,787
NET INCOME (LOSS)	163,933
TOTAL	14,065,170
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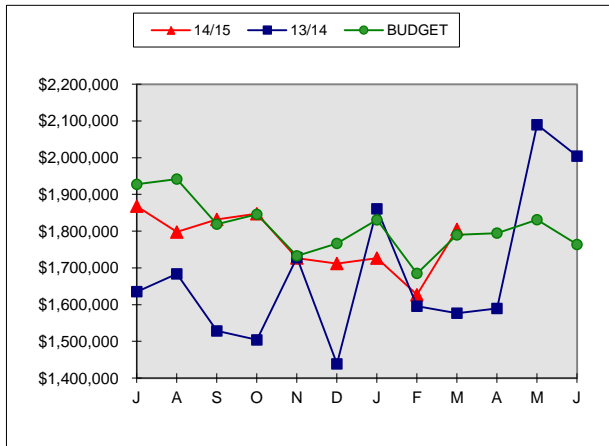
1. GROSS PATIENT REVENUE



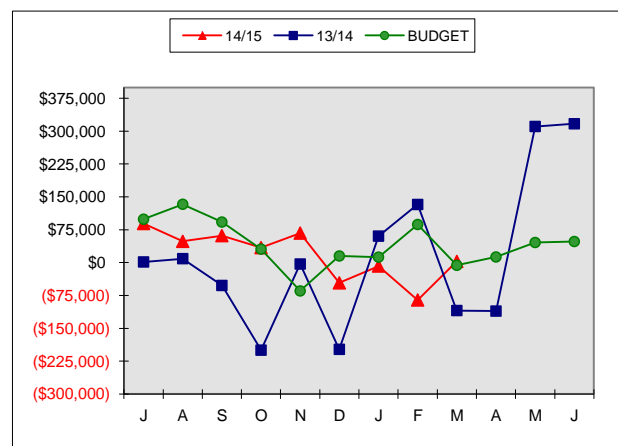
4. NON-OPERATING INCOME



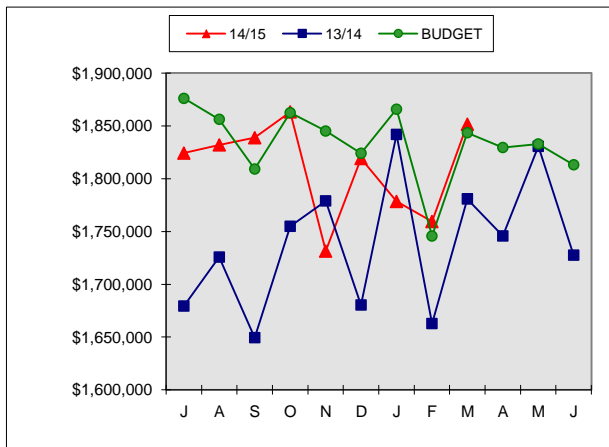
2. ESTIMATED NET REVENUE



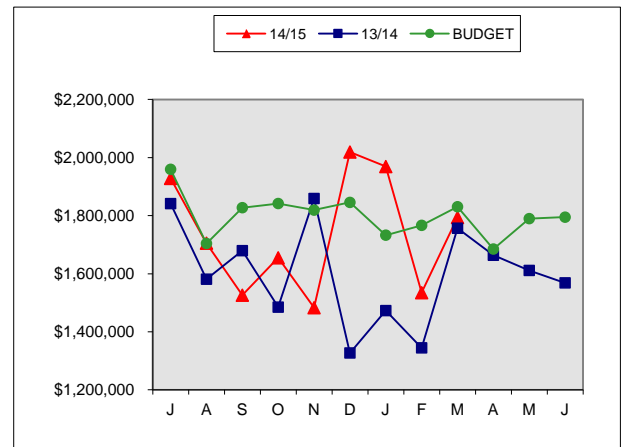
5. NET INCOME (LOSS)



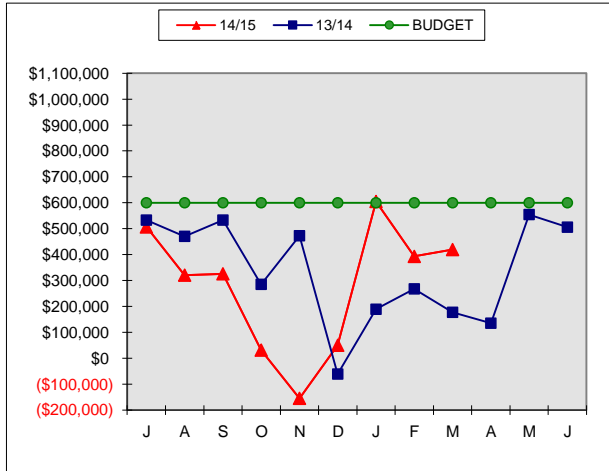
3. OPERATING EXPENSES



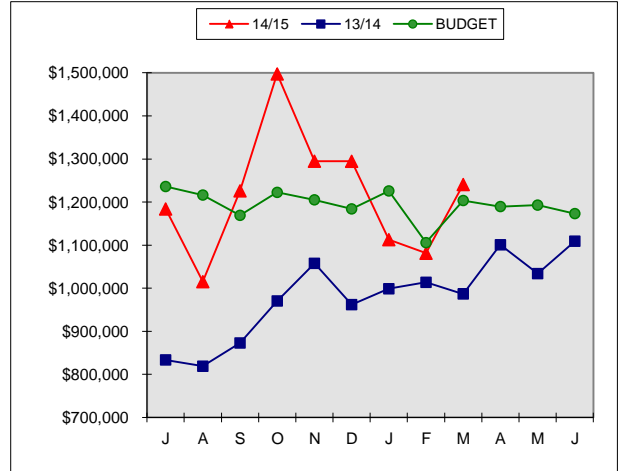
6. CASH RECEIPTS



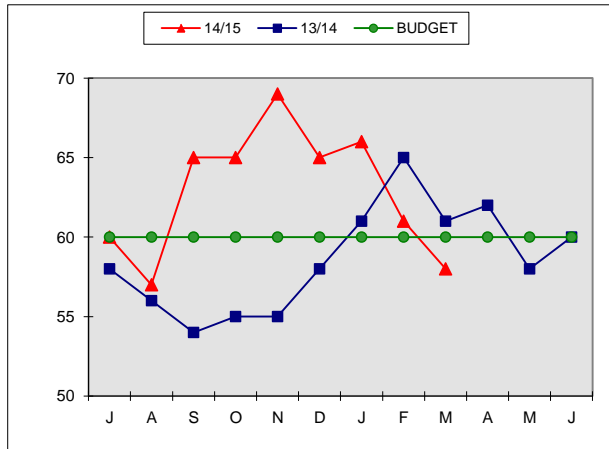
7. OPERATING CASH



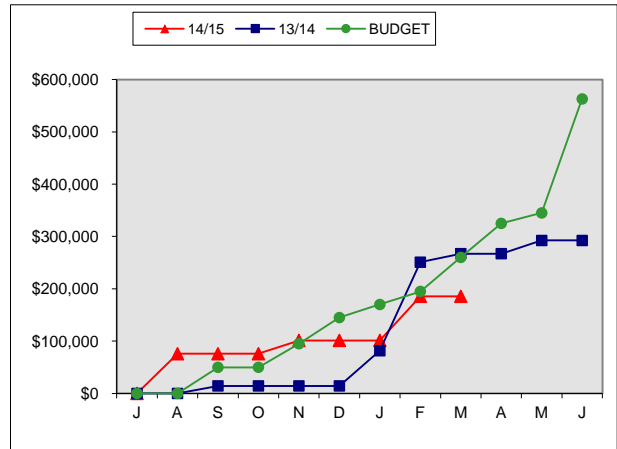
10. ACCOUNTS PAYABLE



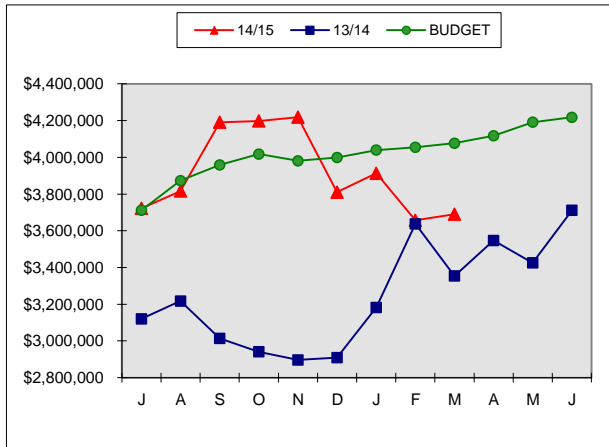
8. ACCOUNTS RECEIVABLE-DAYS



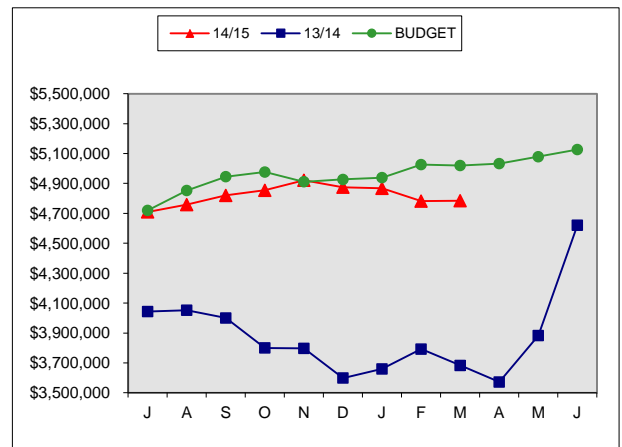
11. CAPITAL EXPENDITURES-YTD



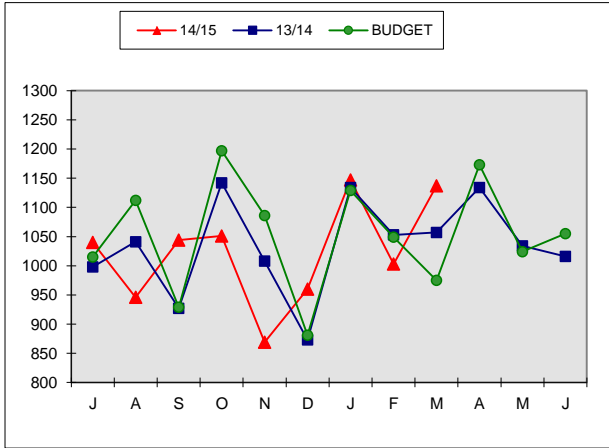
9. ACCOUNTS RECEIVABLE, NET



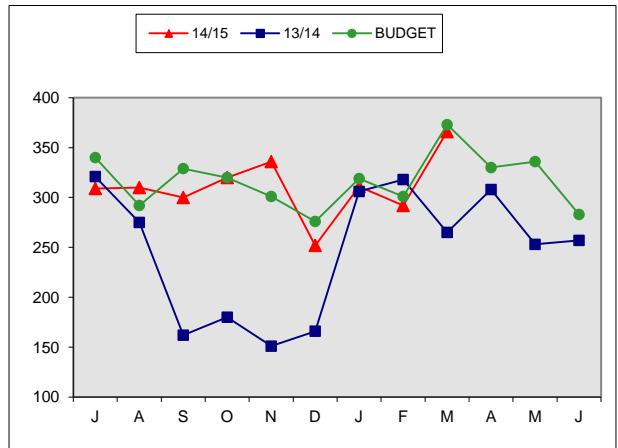
12. FUND BALANCE + NET INCOME (LOSS)



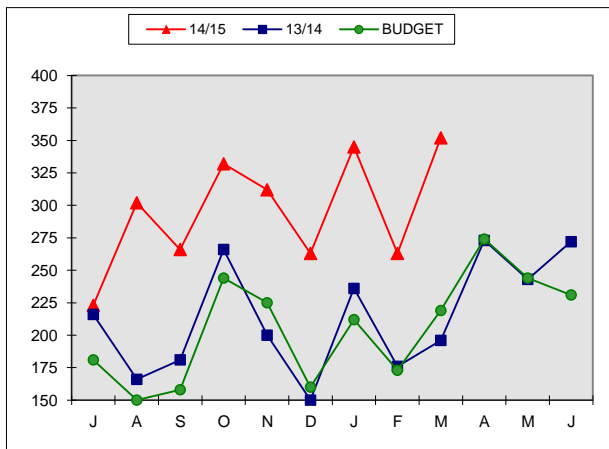
13. PORTOLA MEDICAL CLINIC VISITS



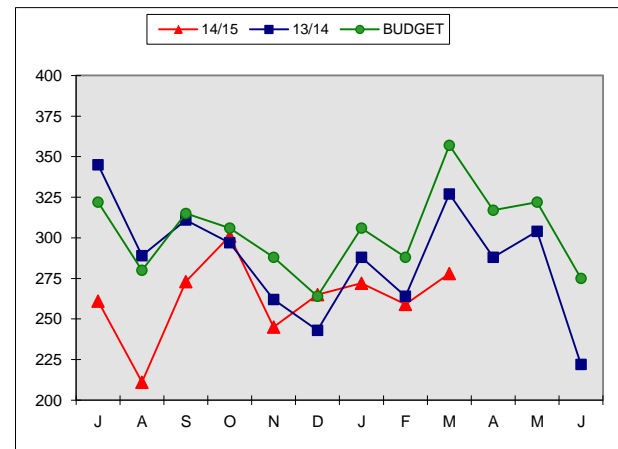
16. LOYALTON MEDICAL CLINIC VISITS



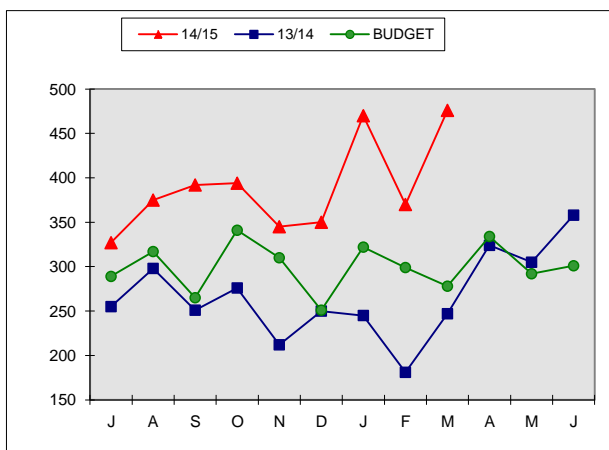
14. PORTOLA DENTAL CLINIC VISITS



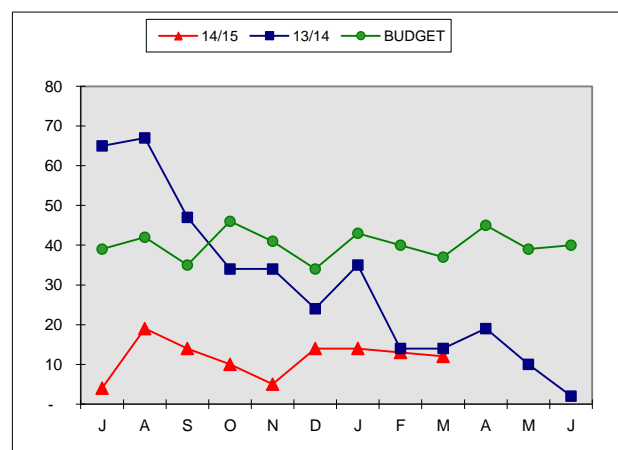
17. INDIAN VALLEY MEDICAL CLINIC VISITS



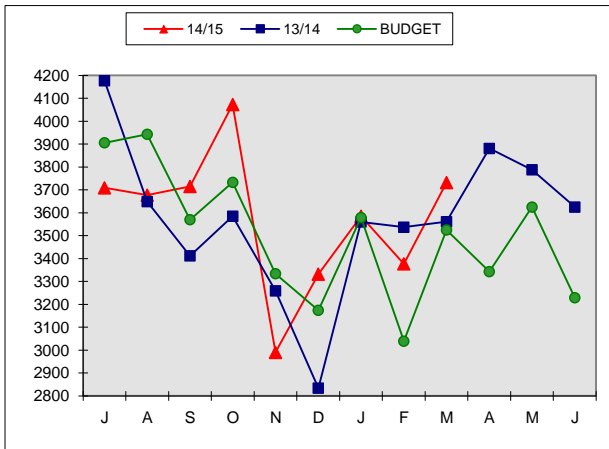
15. GRAEAGLE MEDICAL CLINIC VISITS



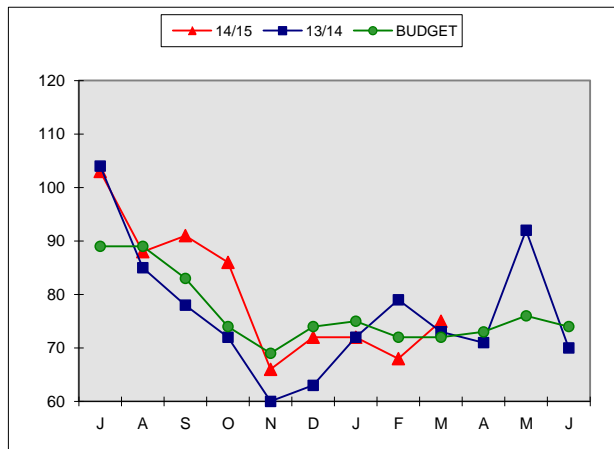
18. PORTOLA ANNEX VISITS



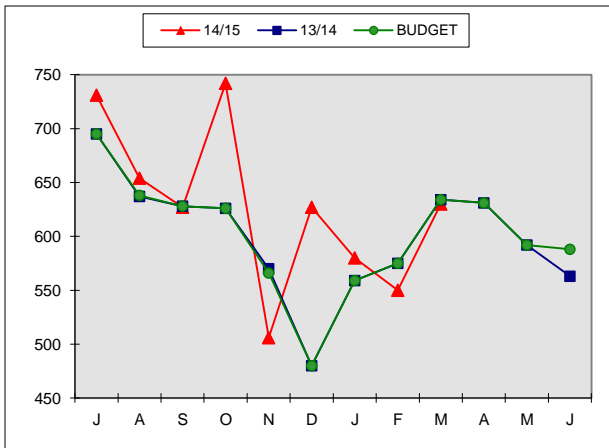
19. LABORATORY PROCEDURES



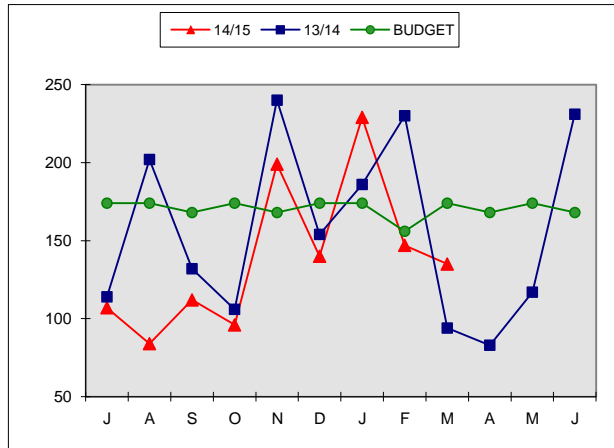
22. AMBULANCE RUNS



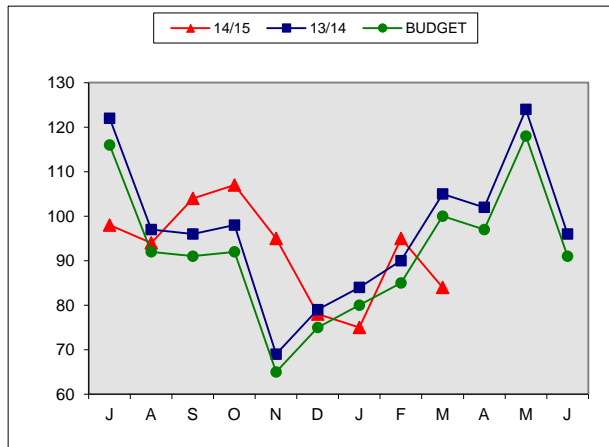
20. RADIOLOGY PROCEDURES



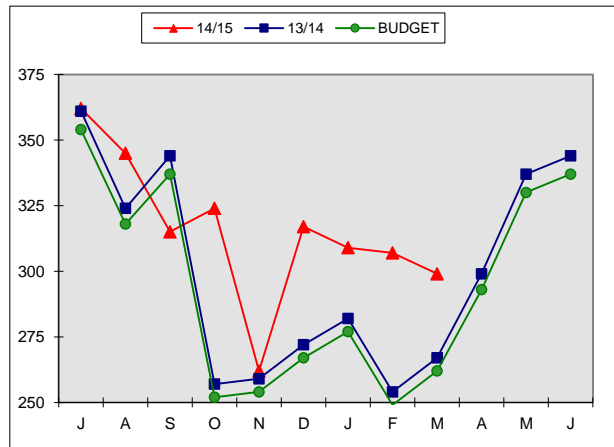
23. RESPIRATORY PROCEDURES



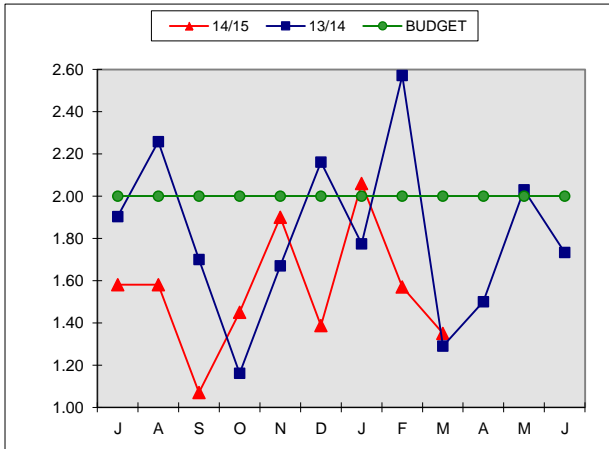
21. ECGS



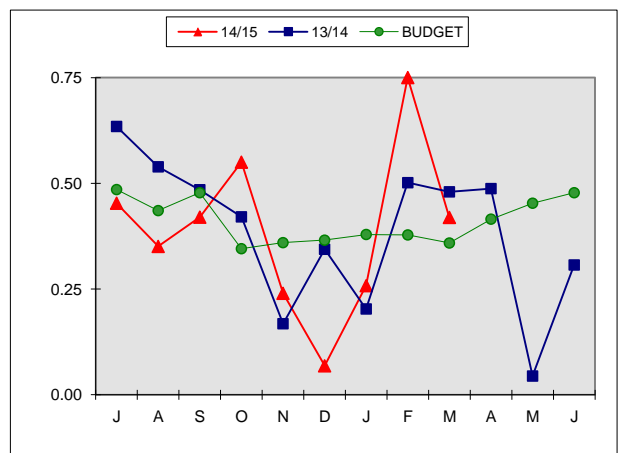
24. EMERGENCY ROOM VISITS



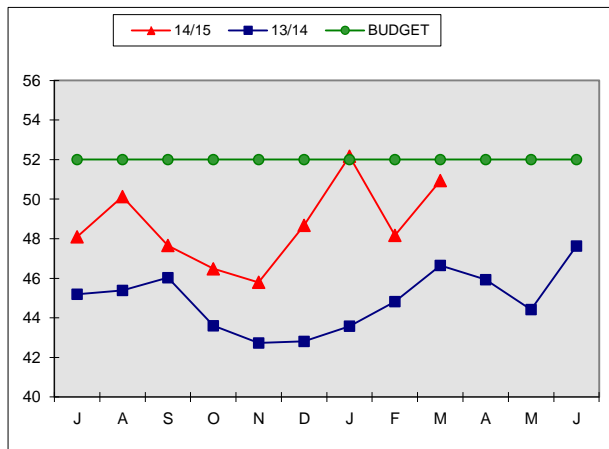
25. AVERAGE DAILY CENSUS - ACUTE



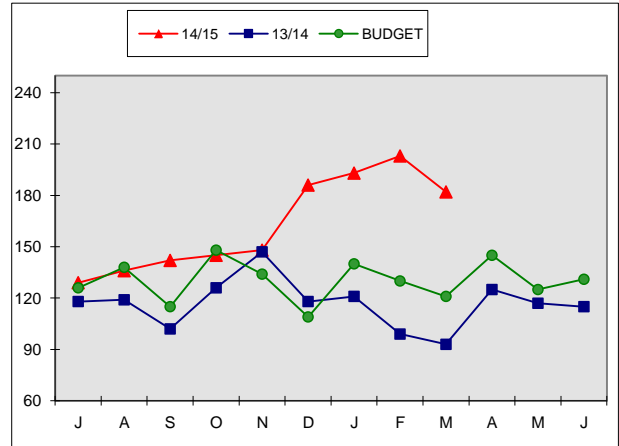
28. AVERAGE DAILY CENSUS - OBSERVATION



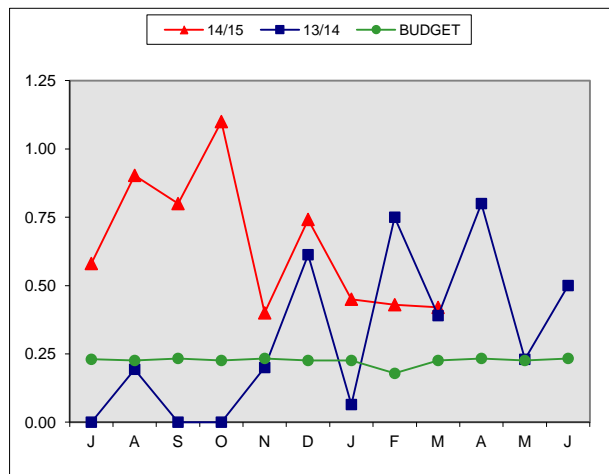
26. AVERAGE DAILY CENSUS - SNF



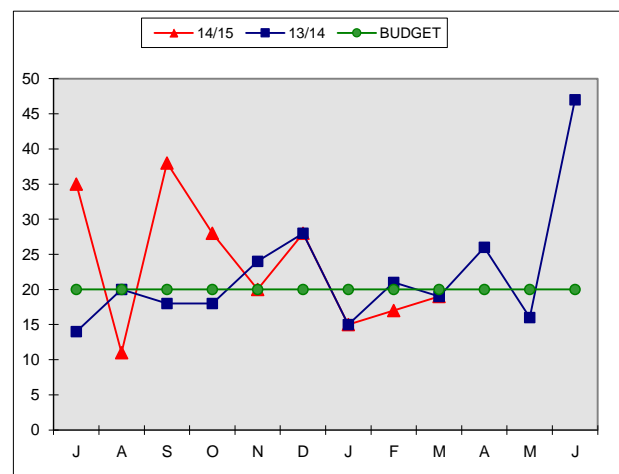
29. TELEMEDICINE VISITS



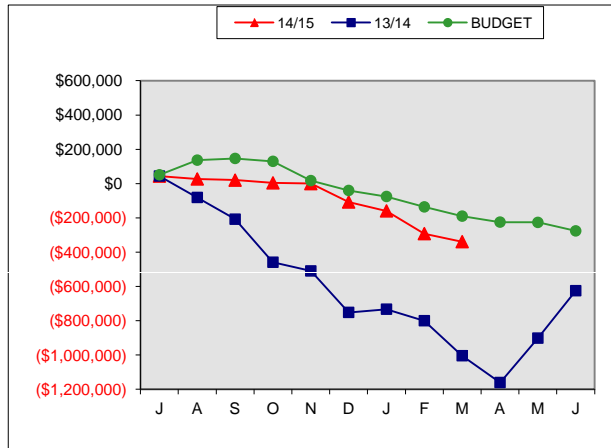
27. AVERAGE DAILY CENSUS-SWING



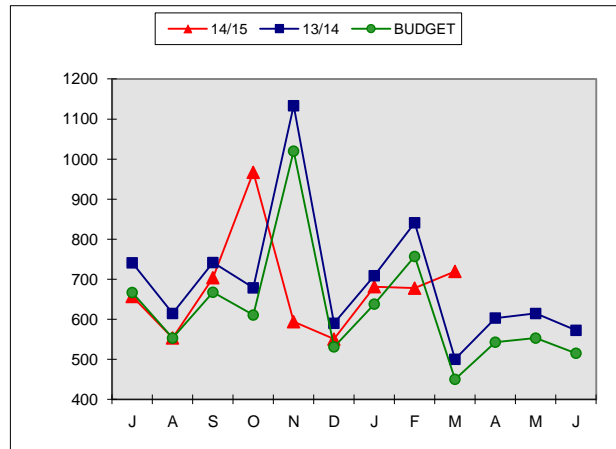
30. ENDOSCOPY PROCEDURES



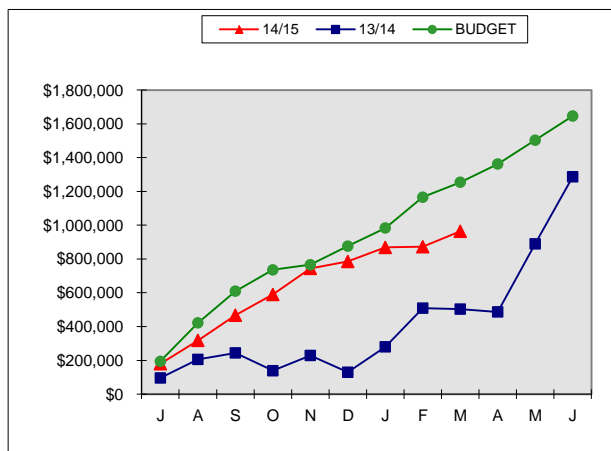
31. YEAR TO DATE OPERATING INCOME (LOSS)



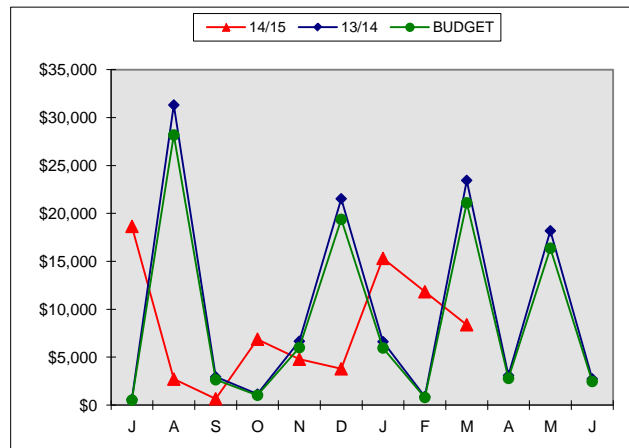
34. OVERTIME HOURS



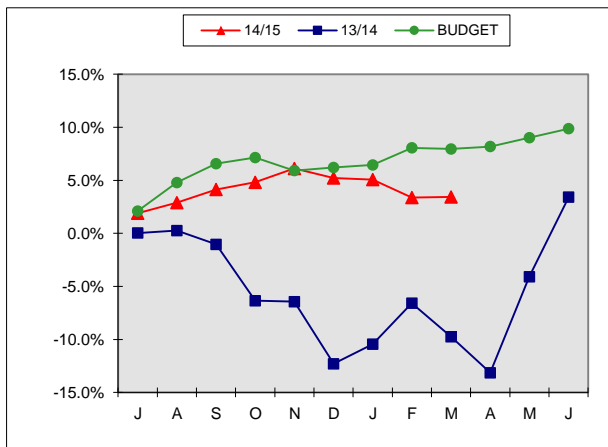
32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



35. DENIALS



34. RETURN ON EQUITY



36. EMERGENCY DEPARTMENT TRANSFERS

