

**EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, February 27, 2014
10:00 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			1-3
(B) Meeting Minutes of 1.23.2013 Regular Board Meeting			4-7
(C) Meeting Minutes of 1.29.2014 Special Quality Assurance Meeting			8
4. Board Chair Comments	Gail McGrath	I/D	
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	
• Standing Finance Committee	Skutt/ McBride		
• Standing QA Committee	McGrath/Kreth		
10. Director of Nursing Report	Linda Jameson	I/D	
11. Clinic Report	Bryan Gregory	I/D	
12. Quality Report	Tracy Allara	I/D	
13. IT Report	Rick Boyd	I/D	

- 14. Recommendation for Approval of Policies and Privilege Cards** I/D/A
- #1006 Storage of Clean Supplies and Equipment
 - Code Gray Policy
 - Holiday Decorations Policy
- Annual Review for:
- Ambulance
 - Surgery
 - PACU
 - Cardiopulmonary
 - Pharmacy
- 15. Chief Financial Officer Report** Jeri Nelson I/D 9-19
- January Financials
 - Other
- 16. Chief Executive Officer Report** Tom Hayes I/D
- 17. 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, 2 cases.
 - III. Closed Session, pursuant to Government Code Section 54957 to consider the following privileges and appointments to the medical staff:
 - 1. Recommendation for One Year Provisional Privileges**
 - **Wendy Flapan, DO (Phys.Med/Rehab/Pain Management)**
 - **Ross Mandeville, MD (Telemedicine Neurology)**
 - 2. Recommendation for One Year Provisional Privileges - Allied Health**
 - **Mark Cope, CRNA (Allied Health, CRNA)**
 - 3. Recommendation for Two Year Courtesy Privileges**
 - **Hashim Kazmi, MD (Telemedicine Nephrology)**
 - **Mushtaz Ahmed, MD (Telemedicine Pulmonology)**
 - 4. Recommendation to Approve Schedule 1 – Clinicians Telemedicine**

- | | | |
|---|--------------|---|
| 18. Open Session Report of Actions Taken
in Closed Session | Gail McGrath | I |
| 19. Adjournment | Gail McGrath | A |

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

Thursday, January 23, 2014

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: Gail McGrath, Janie McBride, Lucie Kreth, and Jay Skutt

Absent: Dr. Paul Swanson

Staff: Tom Hayes, CEO, Eric Bugna, MD and Tiffany Williams, Administrative Assistant.

Visitors: Approximately 4 visitors were present at the start of the meeting

3. Consent Calendar.

Mr. Skutt motioned to accept the consent calendar as submitted.

A second was made by Ms. McBride. None opposed, the motion was approved.

4. Board Chair Comments.

- Ms. McGrath reported that Dr. Paul Swanson was currently attending Board training.
- Ms. McGrath reported on the upcoming ACHD and CHA conferences. There was a brief discussion on the importance of attendance. Board Members will let Ms. Williams know which conference they are interested in attending.
- Ms. McGrath stated that it is time again for Board Self Evaluations. Last year we used an ACHD Evaluation which was very detailed and complete. Ms. Williams will send out the link to the Board for completion.

5. Board Comments.

None.

6. Public Comment.

None

7. Auxiliary Report

Ms. Addington to the Auxiliary provided the monthly report in absence of Ms. Tanner. Ms. Addington reported that Nifty Thrifty grossed approximately \$16,000 in November and approximately \$12,000 in December. The Auxiliary voted at the last meeting to donate \$50,000 toward the Hospitals new ambulance. During the February meeting the Auxiliary will be discussing and voting on other “wish list” items.

Mr. Hayes thanked the Auxiliary for the \$50,000 donation and their continued support.

Ms. McGrath stated that the Nifty Thrifty is a huge community asset.

8. **Chief of Staff Report**

Dr. Bugna reported that he is providing Low Level Laser treatments in the Portola Clinic for muscular and skeletal issues. Dr. Bugna stated that Mr. Gregory will give a more thorough report on the Clinic.

9. **Committee Reports** **Finance Committee**

Mr. Skutt stated that the Finance Committee met on Tuesday. Mr. Skutt stated that we need more revenue and are down almost half a million to budget in December. Low patient volumes combined with low cash collections has put a strain on our reserves. He stated that denials were reviewed as well as authorizations. Ms. Skutt explained that insurers are not paying as quickly.

Mr. Hayes stated that we are watching what we spend and looking for new income opportunities.

Ms. Nelson will give a presentation at the February Board meeting regarding the process for billing, tracking, the number of insurance companies, and re billing.

10. **Director of Nursing Report**

Ms. Jameson reported the following:

- Tracy Allara, RN Manager oversees Surgery, Acute and ER as well as managing the QA program. Ms. Jameson stated that she is a pillar of strength. Mr. Hayes stated that both Ms. Allara and Ms. Jameson have stepped up to the plate and both should be commended.
- Lorraine Noble, RN returned to EPHC on Monday as Portola's Skilled Nursing DON. Ms. Noble provides strong leadership and has already admitted two patients.

11. **Clinic Report**

Mr. Gregory reported the following:

- Dr. Wendy Flapan, DO- Psychiatrist will begin working in the Graeagle Medical Clinic around the middle of March. Dr. Bugna explained that a Psychiatrist is an overlap of Orthopedic and Neurology, trigger point injections, physical therapy, pain management and acupuncture.
- We will soon begin offering Child, General, and Geriatric psychiatry services through telemedicine.
- A Psychologist group out of Reno is interested in providing services beginning early spring and will be coming for a tour of our facilities in a few weeks.
- We are currently utilizing Neurology services through our Telemedicine program. We are looking for a replacement for Dr. Collins.
- Chris Spencer, FNP is coming back and will be providing 1-2 days per week.
- Christina Potter, FNP is back from leave, and Robin Jauquez, FNP is providing 2 days per week. Robin Jauquez, FNP is working with our tele-oncology program.
- Dr. Kim piloted a "same day" clinic at the Portola Medical Clinic. We opened her schedule for four hours for walk ins/sick visits and all four hours were filled with same day appointments for non-urgent patients.

- Clinic numbers were down in December due to Doctor's vacations as well as the Dental Clinic being closed for two weeks.
- Loyaltan and Graeagle Medical clinics will be opening 5 days per week.
- After the Diabetic Education class our no show rate has decreased. We currently have a 100% show rate.

12. Recommendation for Approval of Policies and Privilege Cards

Ms. McGrath stated that Ms. McBride had reviewed the following policies:

- AD075 Revised Sentinel Event Management
- AD026 Revised Event Reporting
- EH013 Revised Influenza Vaccination for Health Care Personnel
- PH049 Revised Medication Distribution
- PH053 Revised Automatic Renal Dosing
- PH054 Revised Automatic Renal Dosing Service App A
- SNF98 Revised Abuse Prevention
- SNF99 Revised Elder or Dependent Adult Abuse Reporting
- SNF99A Revised Guidelines for Elder & Dependent Adult Abuse
- SNF Resident Fall Policy
- SNF Resident Post Fall Policy
- IC5027 Medical Supplies in Patient Rooms
- LAB Precision Xceed Pro Point of Care System for Blood Glucose
- HR001 New Hire Process
- QA Quality Review/Complaint Policy and Form
- PH052 Medication Warmer Cabinet
- Annual Review of Employee Health Policy and Procedure Binder
- Annual Review of Infection Control Policy and Procedure Binder

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

13. CFO Report:

Mr. Skutt reported during the Finance Committee report in absence of Ms. Nelson.

14. CEO Report: Mr. Hayes reported on the following items

- **DHCS certification surveys update- SNF/Acute:** Mr. Hayes stated that the Skilled Nursing survey has been completed and we are now cleared to admit SNF patients. We have had the Acute survey over the last few days. Staff worked very hard to get processes in place and we received a good report. The final Plan of Correction should arrive in the next 2-3 weeks.
- **Project List:** The provided project list was reviewed and discussed. Mr. Hayes stated that Stan Peiler is back to help with the Loyaltan Medical Clinic project.
- **Operations Plan update:** The provided Operations Plan update was reviewed and discussed.
- **Other**

- Cathy Conant, HR Director, is retiring in February. We have started the recruitment process and have not received many applications. Ms. Conant agreed to help a couple of days per week while recruiting.
- Sierra Institute is still pursuing a Bio Mass Boiler plan with the City and the School District.
- A Management Planning session has been scheduled for next week. A Board retreat will be scheduled.

15. Closed Session.

Ms. McGrath announced the Board would move into closed session at 11:20 a.m., pursuant to Health and Safety Code 32155 and Government Code Section 54957.

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

The Board returned at approximately 12:30 pm and announced with respect to

- I. With respect to Government Code Section 54957, Public Employee Performance Expectations and Evaluation, CEO, a public employee, Ms. McGrath reported that it was an extremely positive evaluation. No reportable action was taken.
- II. With respect to Health and Safety Code 32155, to review reports on Quality Assurance no reportable action.
- III. Government Code Section 54957, The Board reviewed the Medical Staff file as submitted including but not limited to: privileges, peer review, background, malpractice claims information, and AMA/Education.

Ms. Kreth motioned to approve the following privileges and appointments to the medical staff as submitted.

- A. Recommendation for Two Year Courtesy Privileges
 - Charles Cox, MD (Gastroenterology)

A second was provided by Ms. McBride. None opposed, the motion approved.

The Board returned to Open Session at approximately 1:25 pm No other reportable action.

17. Adjournment. Ms. McGrath subsequently adjourned the meeting at 1:25 p.m.

Approval

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

Standing Quality Assurance Committee

Wednesday, January 29, 2014

11:00 A.M.

ACR, Portola, CA

Minutes

1. **Call to Order.** The meeting was called to order at 11:05 am by Ms. McGrath.
2. **Roll Call.**
Present: Gail McGrath and Lucie Kreth. Staff: Tom Hayes , Bill Carlson, Tracy Allara, Linda Jameson, and Tiffany Williams.
Absent: None
Visitors: no visitors were present.
3. **Approval of Agenda.** The agenda was approved as submitted.
4. **Board Comments.** None.
5. **Public Comments.** None.
6. **Closed Session.** Ms. McGrath announced the Board would move into closed session at 11:10 am
7. **Adjournment.** The Board returned to open session at 12:10 pm and announced no reportable action taken. Ms. McGrath subsequently adjourned the meeting.

Approved by

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

MEMORANDUM

Date: February 18, 2014
To: Board of Directors
From: Jeri Nelson, Chief Financial Officer
Subject: Summary of Financial Results – January 2014

Table 1. Consolidated Financial Results – January 2014

	Actual	Budget	Variance
Total Revenue	\$2,862,028	\$3,315,365	\$(453,337)
Contractual Adjustments	\$833,450	\$1,486,840	\$(653,390)
Bad Debt/Admin Adjustments	\$167,893	\$165,797	\$2,096
Net Revenue	\$1,860,686	\$1,662,727	\$197,959
Total Expenses	\$1,841,930	\$1,700,976	\$140,954
Operating Income (Loss)	\$18,756	\$(38,249)	\$57,005
Non-Operating Income(Expense)	\$41,700	\$75,333	\$(33,633)
Net Income (Loss)	\$60,455	\$37,084	\$23,371

Table 2. Consolidated Financial Results – Seven Months Ended January 2014

	Actual	Budget	Variance
Total Revenue	\$20,791,559	\$23,280,014	\$(2,488,455)
Contractual Adjustments	\$8,353,003	\$10,473,555	\$(2,120,552)
Bad Debt/Admin Adjustments	\$1,060,012	\$1,170,915	\$(110,903)
Net Revenue	\$11,378,544	\$11,635,543	\$(256,999)
Total Expenses	\$12,110,935	\$11,938,517	\$172,418
Operating Income (Loss)	\$(732,390)	\$(302,974)	\$(429,416)
Non-Operating Income (Expense)	\$350,071	\$527,333	\$(177,262)
Net Income (Loss)	\$(382,319)	\$224,360	\$(606,679)

We continue to see revenue below budget, although volumes in the ancillary and outpatient departments increased. Contractual adjustments were materially under budget due to an interim settlement with Medicare for FY 2014 and a partial accrual adjustment with Medi-Cal for FY 2013 outpatient settlement. Expenses are over budget for the year by \$172,418, and \$140,954 of this occurred in January. Benefits are over due to unemployment and health insurance. Supplies are over due to Surgery (\$16,000) which is offset with revenue. Purchased Services is mostly due to Telemedicine contracts, and utilities are over due to heating fuel and electricity. For such a light winter, I am perplexed as to why our utilities are running over budget.

**EASTERN PLUMAS HEALTH CARE
BALANCE SHEET
FOR THE MONTH ENDED
JANUARY 31, 2014**

ASSETS

CURRENT ASSETS	
CASH	190,937
INVESTMENTS	1,110,187
ACCOUNTS RECEIVABLE NET	3,182,405
ACCOUNTS RECEIVABLE OTHER	397,813
INVENTORY	213,700
PREPAID EXPENSES	74,564
TOTAL CURRENT ASSETS	5,169,606
PROPERTY AND EQUIPMENT	
LAND AND IMPROVEMENTS	934,164
BUILDINGS AND IMPROVEMENTS	10,147,957
EQUIPMENT	10,046,523
IN PROGRESS	186,055
TOTAL PROPERTY AND EQUIPMENT	21,314,700
ACCUMULATED DEPRECIATION	13,699,163
NET PROPERTY AND EQUIPMENT	7,615,538
COSTS OF ISSUANCE NET	12,143
TOTAL	12,797,286

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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES	
LEASES PAYABLE	38,317
ACCOUNTS PAYABLE	998,658
ACCRUED PAYROLL/RELATED TAXES	956,765
OTHER CURRENT LIABILITIES	368,638
TOTAL CURRENT LIABILITIES	2,362,377
LEASES PAYABLE	308,063
USDA REPAIRS & DEFEASANCE	241,833
CHFFA - EMR & ENDO EQUIP LOAN	13,623
CITY OF PORTOLA- PROPERTY LOAN	341,919
USDA LOANS SNF	3,437,028
USDA LOAN REPAIRS	0
USDA LOAN LOYALTON	490,517
USDA LOAN LOYALTON & PORTOLA	49,911
DEFERRED REVENUE	335,339
LTC MEDI-CAL NET	1,557,125
TOTAL LIABILITIES	9,137,735
FUND BALANCE	4,041,870
NET INCOME (LOSS)	-382,319
TOTAL	12,797,286

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

	DECEMBER 2013	JANUARY 2014	CHANGE
ASSETS			
CURRENT ASSETS			
CASH	\$ (16,868)	\$ 190,937	\$ 207,805
LAIF SAVINGS	\$ 1,110,187	\$ 1,110,187	\$ -
ACCOUNTS RECEIVABLE NET	\$ 2,909,367	\$ 3,182,407	\$ 273,040
ACCOUNTS RECEIVABLE OTHER	\$ 712,568	\$ 397,813	\$ (314,755)
INVENTORY	\$ 213,700	\$ 213,700	\$ -
PREPAID EXPENSES	\$ 78,083	\$ 74,564	\$ (3,519)
TOTAL CURRENT ASSETS	\$ 5,007,037	\$ 5,169,608	\$ 162,571
PROPERTY AND EQUIPMENT			
LAND AND IMPROVEMENTS	\$ 934,164	\$ 934,164	\$ -
BUILDINGS AND IMPROVEMENTS	\$ 10,080,726	\$ 10,147,957	\$ 67,231
EQUIPMENT	\$ 10,046,523	\$ 10,046,523	\$ -
IN PROGRESS	\$ 211,273	\$ 186,055	\$ (25,218)
	<u>\$ 21,272,686</u>	<u>\$ 21,314,699</u>	<u>\$ 42,013</u>
ACCUMULATED DEPRECIATION	\$ 13,628,525	\$ 13,699,163	\$ 70,638
TOTAL PROPERTY AND EQUIPMENT	\$ 7,644,161	\$ 7,615,536	\$ (28,625)
COSTS OF ISSUANCE NET	\$ 12,396	\$ 12,143	\$ (253)
TOTAL	<u>\$ 12,663,594</u>	<u>\$ 12,797,287</u>	<u>\$ 133,693</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
LEASES PAYABLE	\$ 43,872	\$ 38,317	\$ (5,555)
ACCOUNTS PAYABLE	\$ 961,845	\$ 998,658	\$ 36,813
ACCRUED PAYROLL/RELATED TAXES	\$ 873,363	\$ 956,765	\$ 83,402
OTHER CURRENT LIABILITIES	\$ 368,729	\$ 368,638	\$ (91)
TOTAL CURRENT LIABILITIES	\$ 2,247,809	\$ 2,362,378	\$ 114,569
LEASES PAYABLE	\$ 308,063	\$ 308,063	\$ -
CHFFA LOAN	\$ 20,383	\$ 13,623	\$ (6,760)
CITY OF PORTOLA	\$ 343,949	\$ 341,919	\$ (2,030)
USDA LOANS	\$ 4,251,830	\$ 4,219,289	\$ (32,541)
DEFERRED REVENUE	\$ 335,339	\$ 335,339	\$ -
MEDI-CAL LTC	\$ 1,557,125	\$ 1,557,125	\$ -
TOTAL LIABILITIES	\$ 9,064,498	\$ 9,137,736	\$ 73,238
FUND BALANCE	\$ 4,041,870	\$ 4,041,870	\$ -
NET INCOME (LOSS)	\$ (442,774)	\$ (382,319)	\$ 60,455
TOTAL	<u>\$ 12,663,594</u>	<u>\$ 12,797,287</u>	<u>\$ 133,693</u>

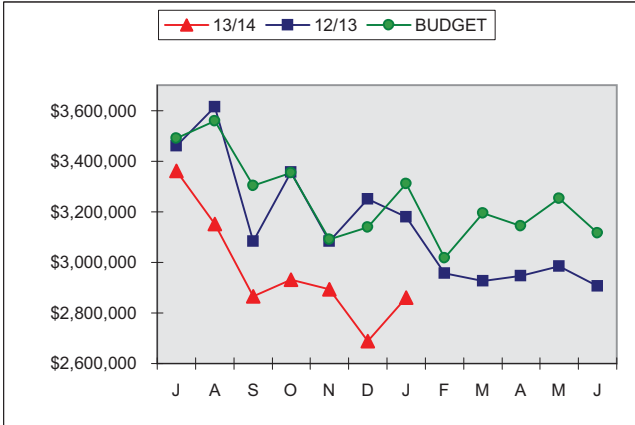
**EASTERN PLUMAS HEALTH CARE
STATEMENT OF REVENUE & EXPENSE
FOR THE MONTH ENDED
JANUARY 31, 2014**

	CURRENT PERIOD			YEAR TO DATE			ANNUAL
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET
OPERATING REVENUE							
INPATIENT ROUTINE	150425	186550	-36125	1090050	1289667	-199617	2186989
INPATIENT ANCILLARY	182183	218608	-36425	1080270	1511569	-431299	2563180
TOTAL INPATIENT	332608	405158	-72550	2170320	2801237	-630917	4750169
SWING ROUTINE	4000	66038	-62038	66000	454193	-388193	776000
SWING ANCILLARY	3113	41684	-38571	57064	286703	-229639	489835
TOTAL SWING BED	7113	107722	-100609	123064	740896	-617832	1265835
SKILLED NURSING ROUTINE	472850	520607	-47757	3291400	3611135	-319735	6132000
SKILLED NURSING ANCILLARY	82506	73485	9021	574079	509739	64340	865566
TOTAL SKILLED NURSING	555356	594092	-38736	3865479	4120873	-255394	6997566
OUTPATIENT SERVICES	1966309	2203276	-236967	14595149	15581193	-986044	25953805
TOTAL PATIENT REVENUES	2861387	3310248	-448861	20754012	23244199	-2490187	38967375
OTHER OPERATING REVENUE	641	5116	-4475	37547	35814	1733	61396
TOTAL REVENUE	2862028	3315365	-453337	20791559	23280014	-2488455	39028771
DEDUCTIONS FROM REVENUE							
BAD DEBT/ADMINISTRATIVE ADJ'S	167893	165797	2096	1060012	1170915	-110903	1950550
CONTRACTUAL ADJUSTMENTS	833450	1486840	-653390	8353003	10473555	-2120552	17440309
TOTAL DEDUCTIONS	1001343	1652637	-651294	9413015	11644470	-2231455	19390859
NET REVENUE	1860686	1662727	197959	11378544	11635543	-256999	19637912
OPERATING EXPENSES							
SALARIES	757039	768358	-11319	5414044	5344203	69841	9050380
BENEFITS	279509	223880	55629	1547414	1563393	-15979	2668005
SUPPLIES	169876	141217	28659	1025276	994520	30756	1700608
PROFESSIONAL FEES	238849	224621	14228	1680271	1648273	31998	2788765
REPAIRS & MAINTENANCE	34001	48052	-14051	256984	336366	-79382	576628
PURCHASED SERVICES	124311	70662	53649	699225	497337	201888	865194
UTILITIES/TELEPHONE	89682	56823	32859	391968	386865	5103	715360
INSURANCE	31804	32996	-1192	222629	231228	-8599	396464
RENT/LEASE EXPENSE	14587	16618	-2031	107060	116323	-9263	199411
DEPRECIATION/AMORTIZATION	70890	75742	-4852	503234	530192	-26958	908899
INTEREST EXPENSE	19181	20948	-1767	159212	146634	12578	251373
OTHER EXPENSES	12201	21060	-8859	103616	143183	-39567	244488
TOTAL EXPENSES	1841930	1700976	140954	12110935	11938517	172418	20365575
OPERATING INCOME (LOSS)	18756	-38249	57005	-732390	-302974	-429416	-727663
MISCELLANEOUS	-1295	2625	-3920	16139	18375	-2236	31500
CONTRIBUTIONS	200	25000	-24800	28700	175000	-146300	300000
PROPERTY TAX REVENUE	42795	47708	-4913	305233	333958	-28725	572500
NON-OPERATING INCOME (EXPENS	41700	75333	-33633	350071	527333	-177262	904000
NET INCOME (LOSS)	60455	37084	23371	-382319	224360	-606679	176337

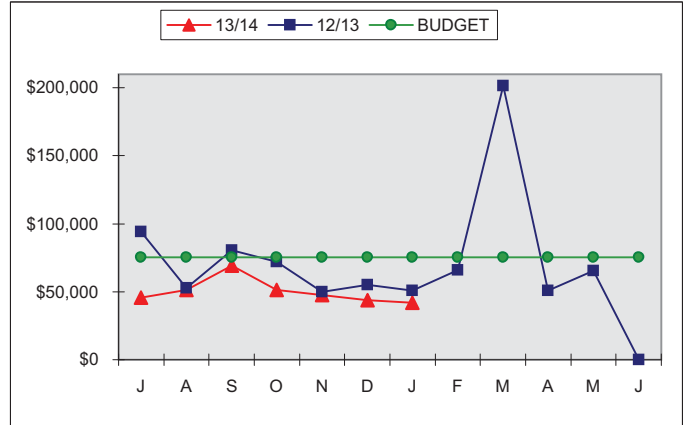
	CURRENT PERIOD			YEAR TO DATE			ANNUAL
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET
STATISTICAL DATA							
ACUTE INPATIENT ADMISSIONS	24	31	-7	119	215	-96	365
ACUTE PATIENT DAYS	55	70	-15	388	484	-96	821
SKILLED NURSING PATIENT DAYS	1351	1488	-137	9476	10320	-844	17520
SWING BED DAYS	2	33	-31	33	227	-194	388
E.R. VISITS	282	285	-3	2099	2095	4	3488
CLINIC VISITS	2244	2578	-334	14227	16271	-2044	26802

EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2014

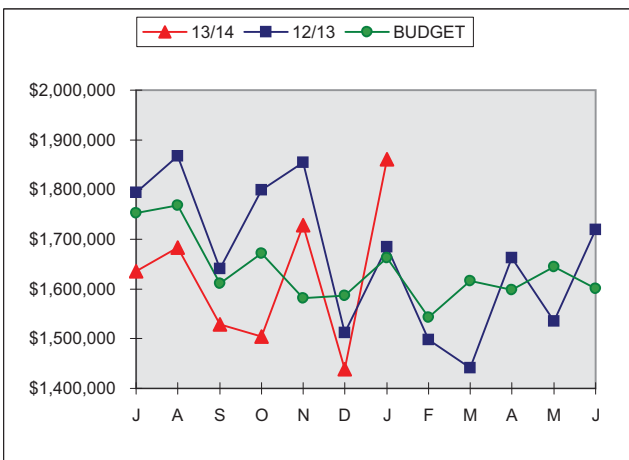
1. GROSS PATIENT REVENUE



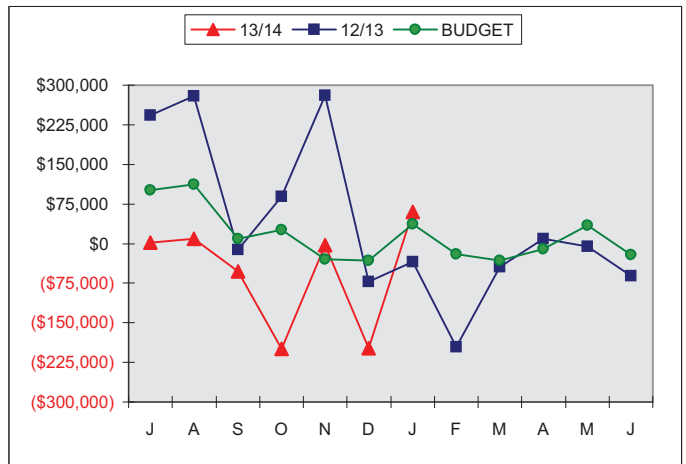
4. NON-OPERATING INCOME



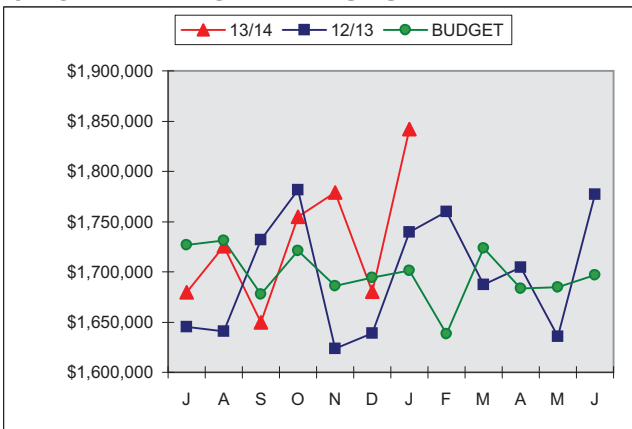
2. ESTIMATED NET REVENUE



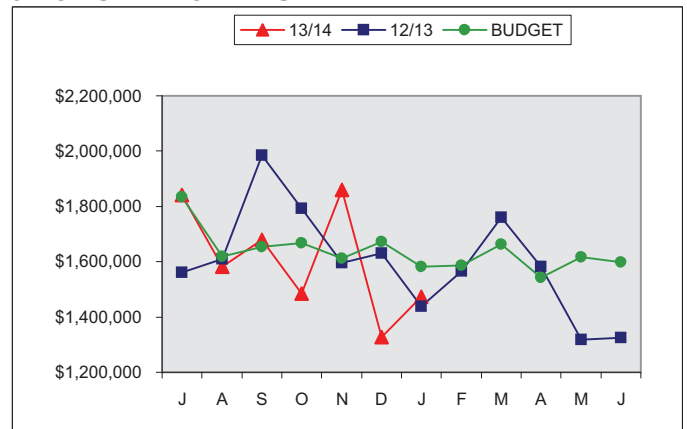
5. NET INCOME (LOSS)



3. OPERATING EXPENSES

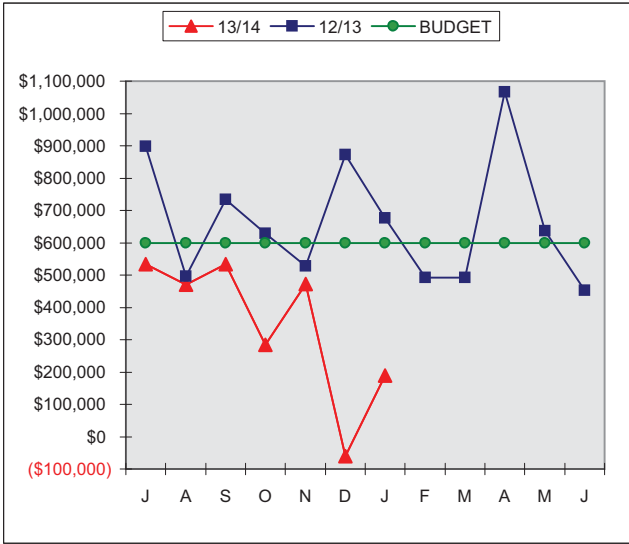


6. CASH RECEIPTS

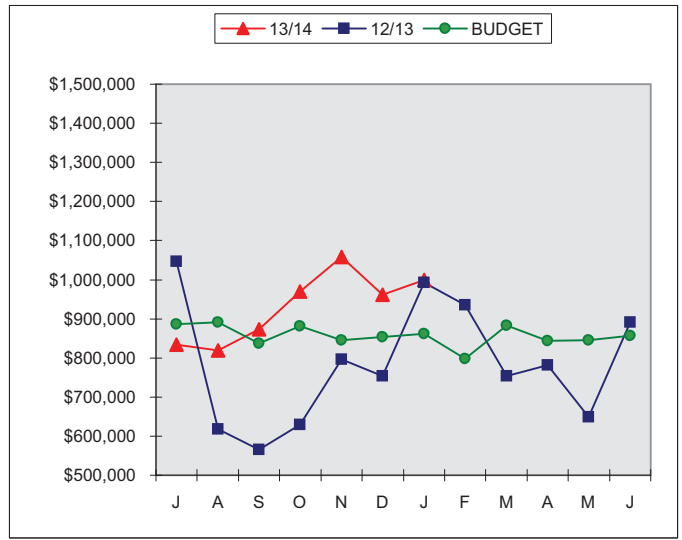


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2014

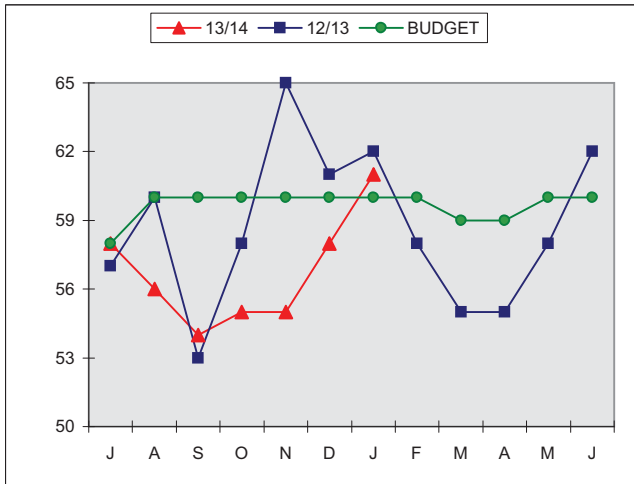
7. OPERATING CASH



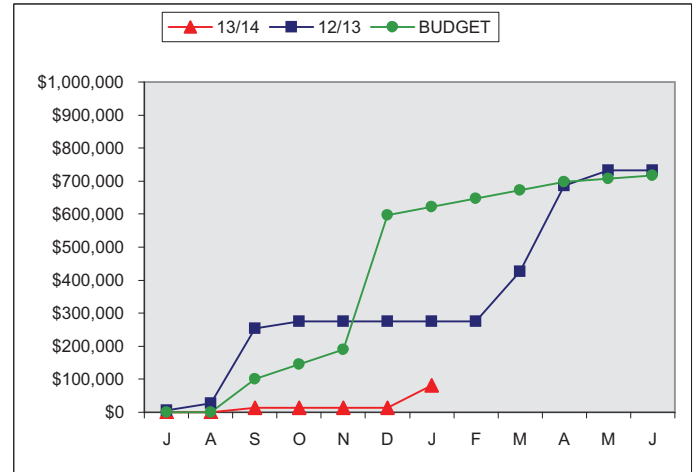
10. ACCOUNTS PAYABLE



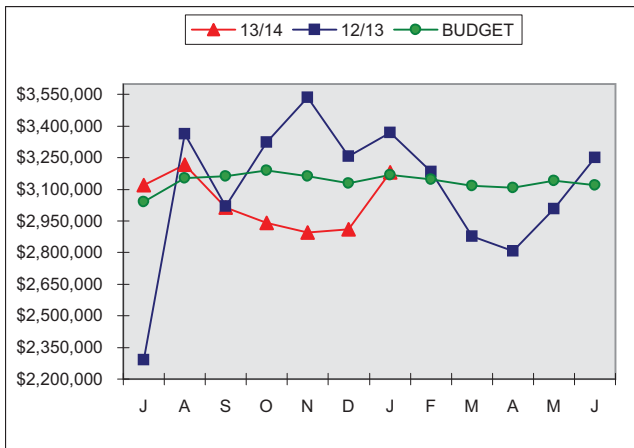
8. ACCOUNTS RECEIVABLE-DAYS



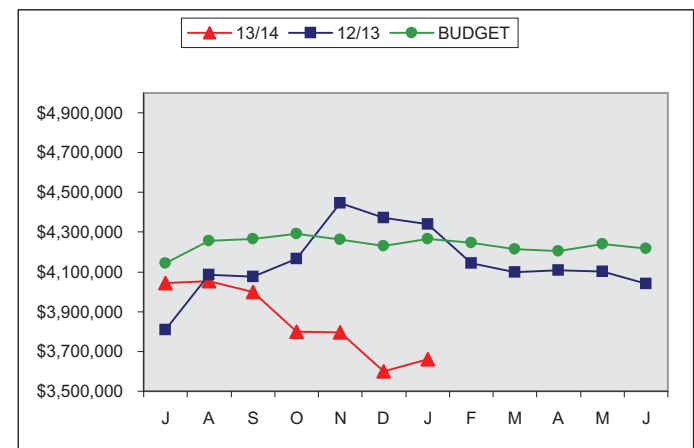
11. CAPITAL EXPENDITURES-YTD



9. ACCOUNTS RECEIVABLE, NET

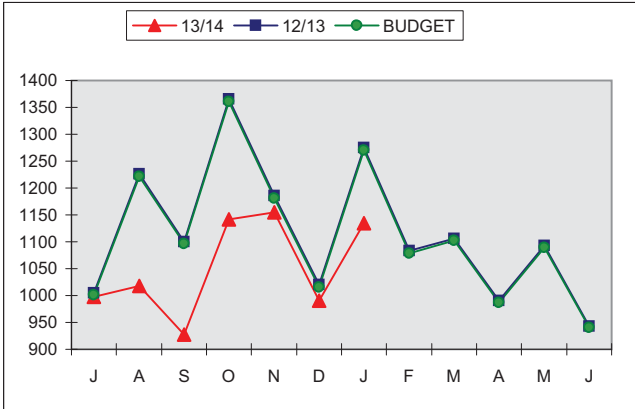


12. FUND BALANCE + NET INCOME (LOSS)

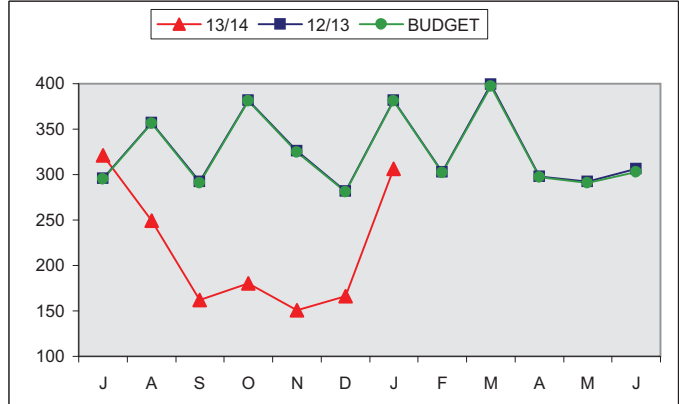


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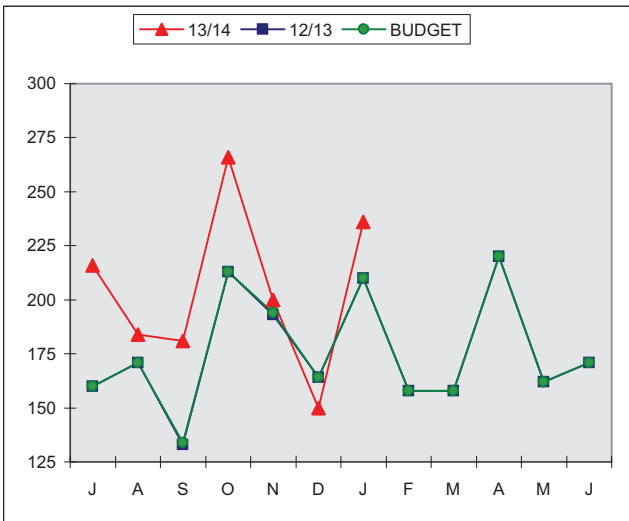
13. PORTOLA MEDICAL CLINIC VISITS



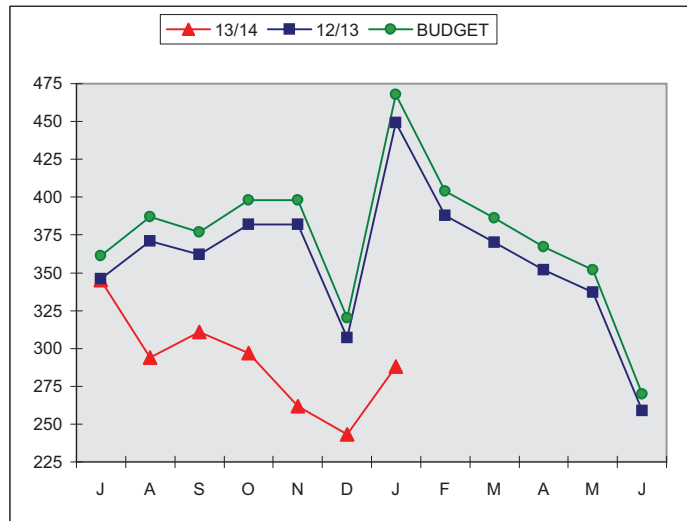
16. LOYALTON MEDICAL CLINIC VISITS



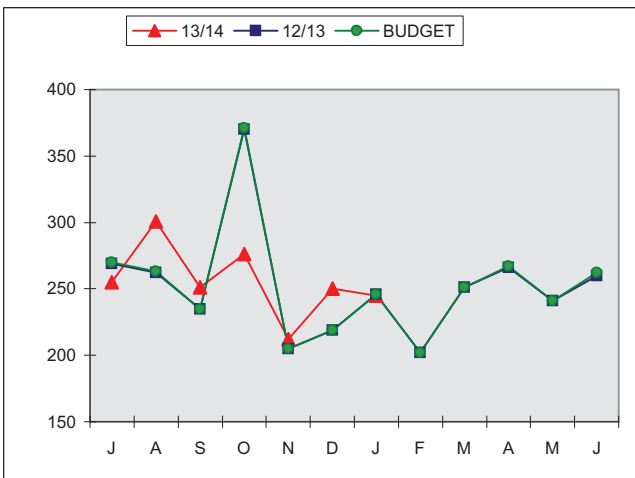
14. PORTOLA DENTAL CLINIC VISITS



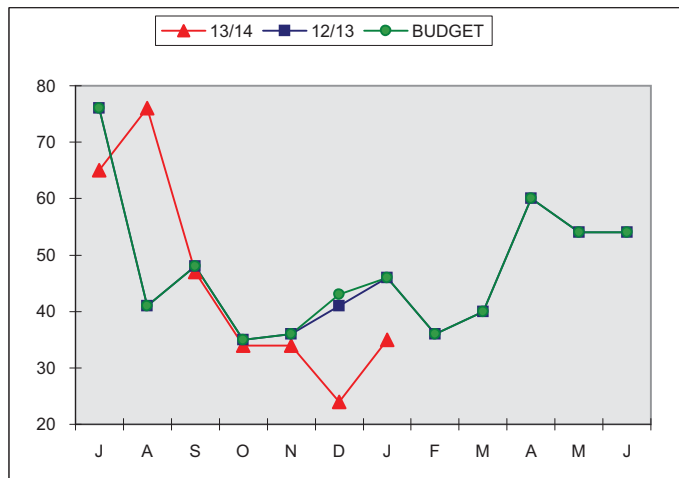
17. INDIAN VALLEY MEDICAL CLINIC VISITS



15. GRAEAGLE MEDICAL CLINIC VISITS

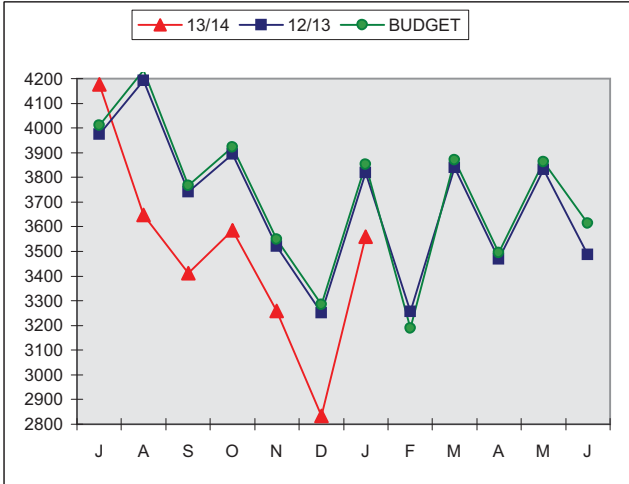


18. PORTOLA ANNEX VISITS

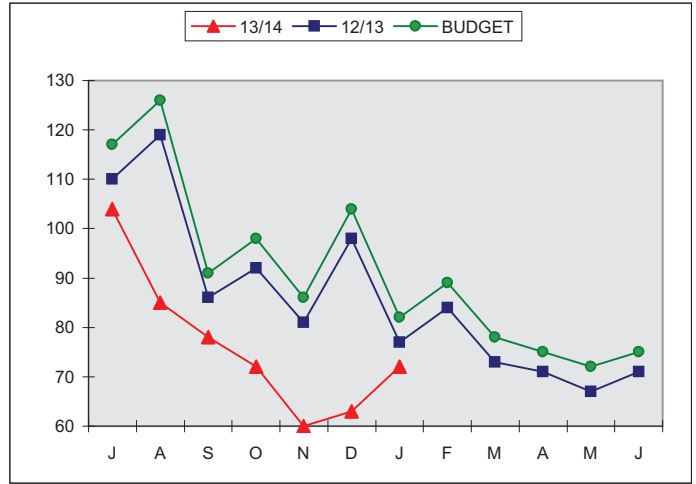


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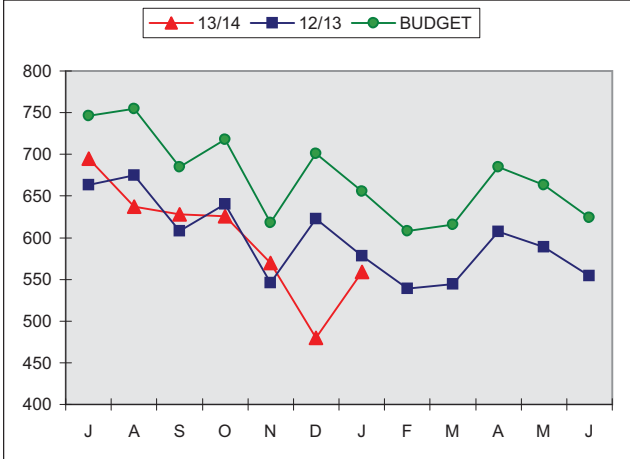
19. LABORATORY PROCEDURES



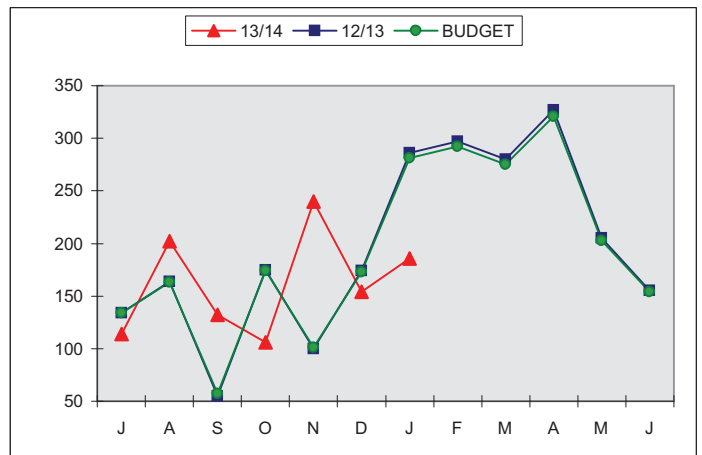
22. AMBULANCE RUNS



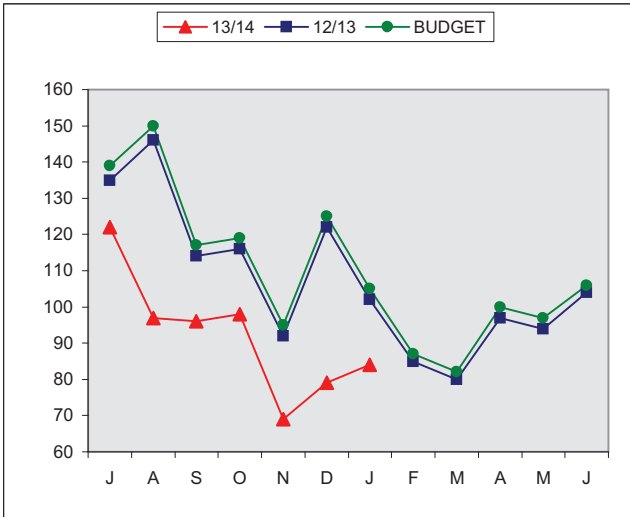
20. RADIOLOGY PROCEDURES



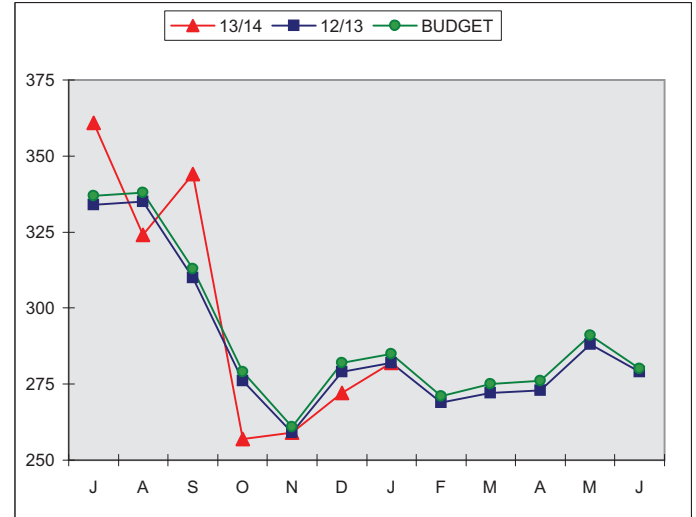
23. RESPIRATORY PROCEDURES



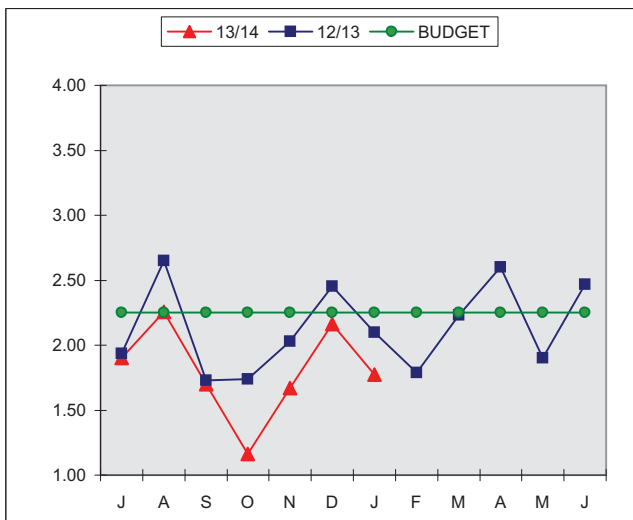
21. ECGS



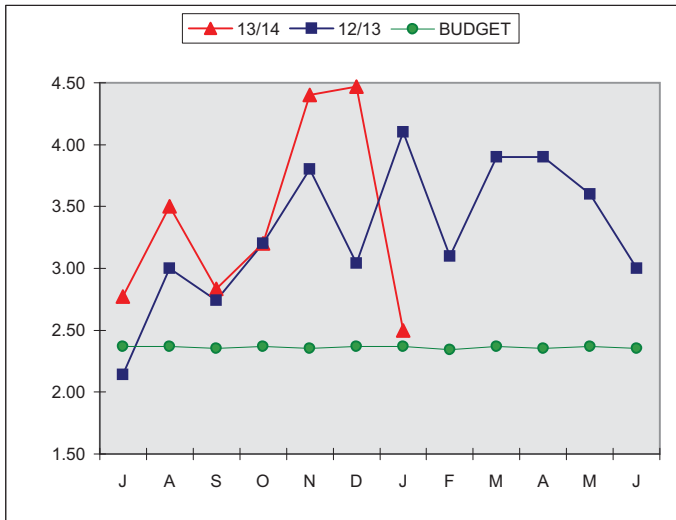
24. EMERGENCY ROOM VISITS



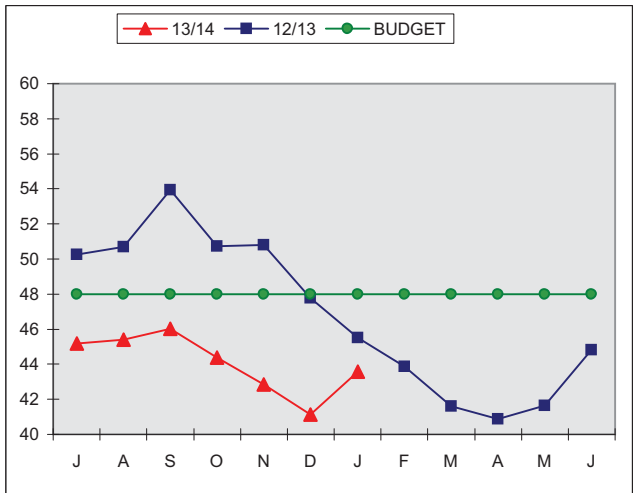
25. AVERAGE DAILY CENSUS - ACUTE



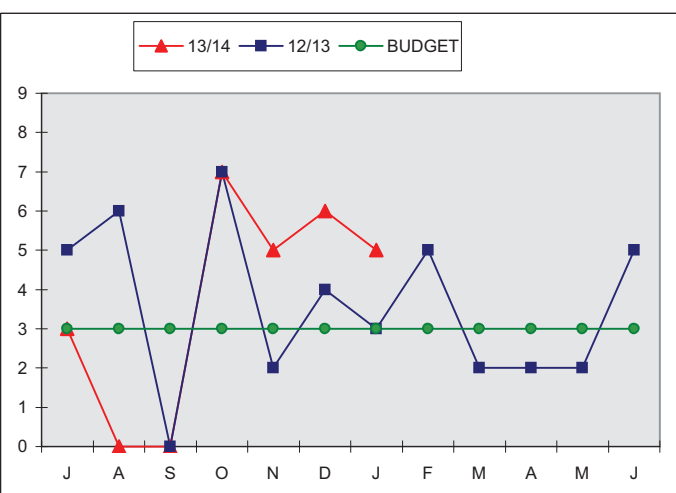
28. AVERAGE LENGTH OF STAY - ACUTE



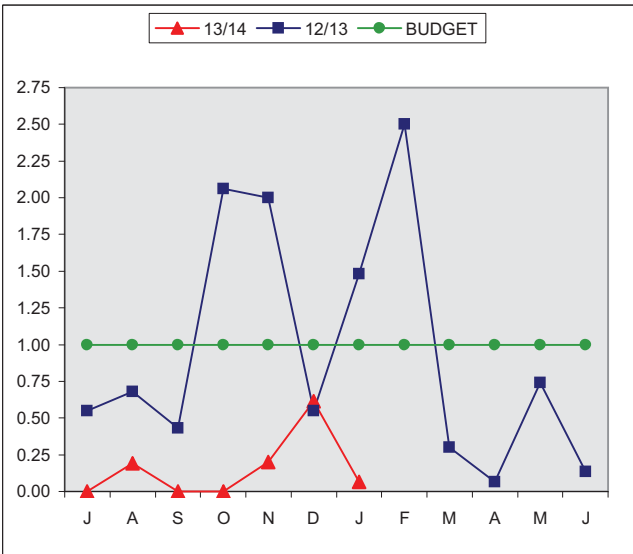
26. AVERAGE DAILY CENSUS - SNF



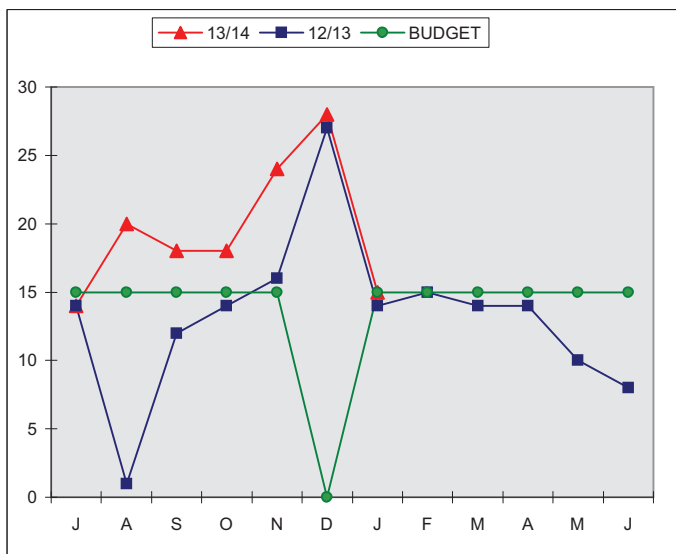
29. SURGERIES - IN & OUTPATIENT



27. AVERAGE DAILY CENSUS-SWING

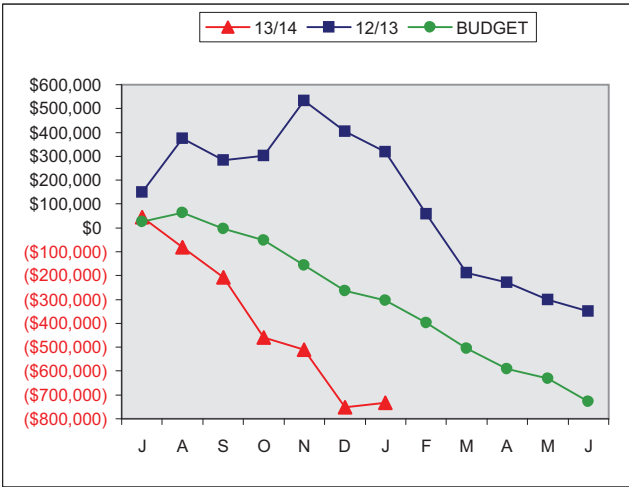


30. ENDOSCOPY PROCEDURES

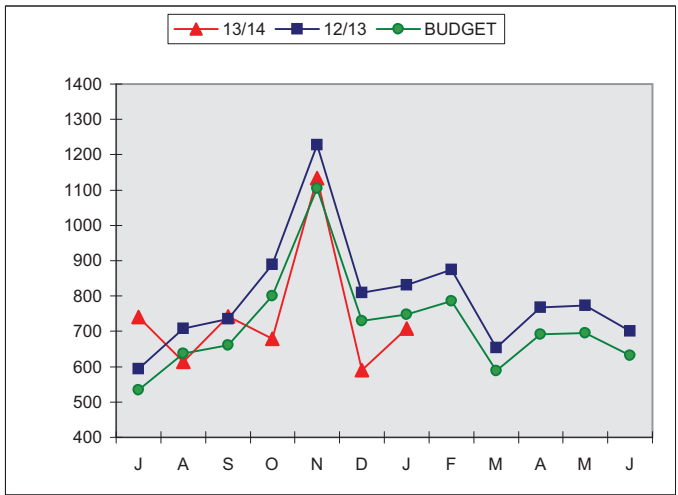


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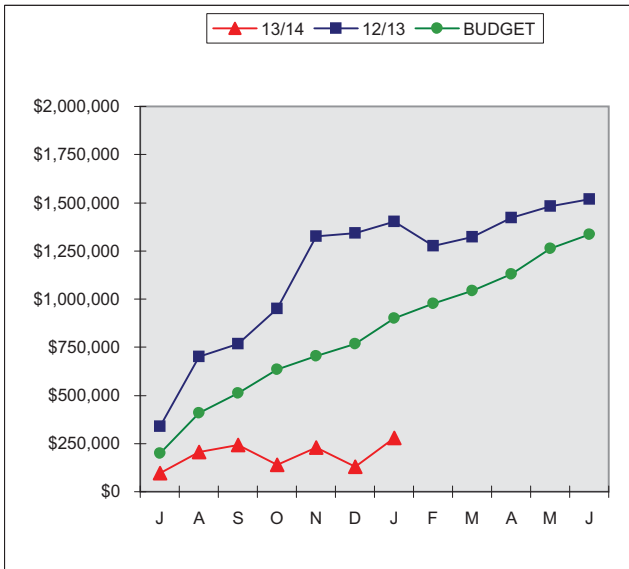
31. YEAR TO DATE OPERATING INCOME (LOSS)



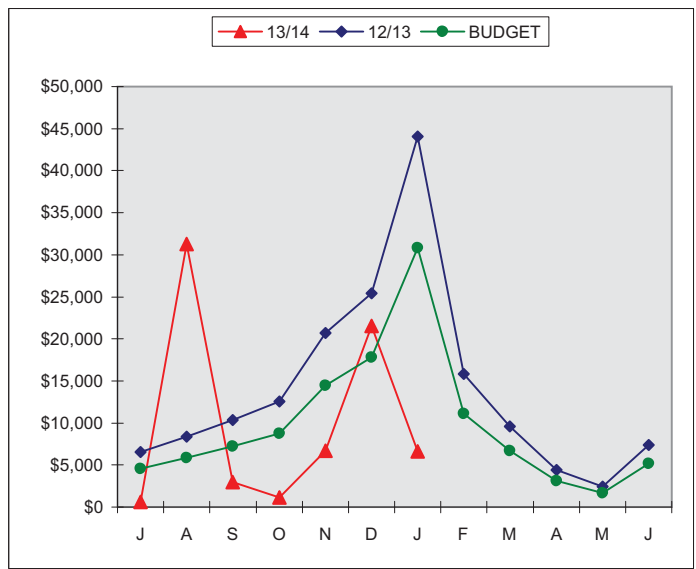
34. OVERTIME HOURS



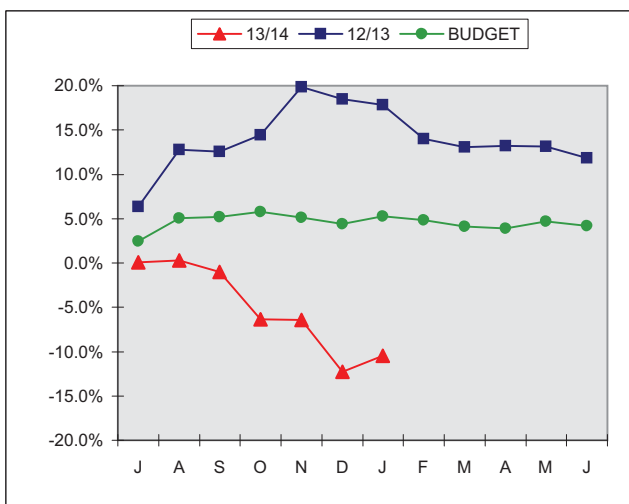
32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



35. DENIALS



34. RETURN ON EQUITY



36. EMERGENCY DEPARTMENT TRANSFERS

