

**EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, May 22, 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 4.23.14 Special Board Retreat Meeting			4-5
(C) Meeting Minutes of 4.24.14 Special Finance Committee			6
(D) Meeting Minutes of 4.24.14 Regular Board Meeting			7-10
(E) Meeting Minutes of 5.7.14 Special QA Committee			11
4. Board Chair Comments	Gail McGrath	I/D	
• Board Self Evaluations Follow up			
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	McBride/Swanson		
• QA Committee	McGrath/Kreth		
10. Director of Nursing Report	Linda Jameson	I/D	
11. QA Report	Tracy Allara	I/D	

- | | | | |
|--|---------------|-------|---------------------------|
| 12. Recommendation for Approval of Policies and Privilege Cards | Linda Jameson | I/D/A | |
| <ul style="list-style-type: none"> • PH060 Monitoring the Effects of Drugs Adverse Drug Reactions • PH061 Monitoring the Effects of Drugs-Med Error Reporting • PH062 Medication Error Reduction Plan • PH063 Adverse Drug Reaction Form • PH064 Medication Incident Report • PH019 Crash Carts, Medication, Restocking, Sealing • Clinic 0006 Patient Appointment Failure • Clinic 0007 Nurse Practitioner & Physician Assistant Supervision • Clinic 0008 Patient Appointment Failure • Clinic 0009 Inappropriate Patient Behavior • Clinic 0010 Late Patient • Admitting Policy & Procedure Binder Annual Review • Updated Psychiatry Privilege card | | | |
| 13. Chief Financial Officer Report | Jeri Nelson | I/D | 12-22 |
| <ul style="list-style-type: none"> • April Financials • Other | | | |
| 14. Chief Executive Officer Report | Tom Hayes | I/D | |
| <ul style="list-style-type: none"> • Operations Plan • Project List • Strategic Plan Meeting • Telemedicine financial performance • Other | | | <p>23-27</p> <p>28-30</p> |
| 15. Closed Session | Gail McGrath | I/D/A | |
| <p>I. Closed Session, pursuant to Health and Safety Code 32155, to review reports on Quality Assurance.</p> <p>II. Closed Session, pursuant to Government Code Section 54957 to consider the following privileges and appointments to the medical staff:</p> <ul style="list-style-type: none"> a. Recommendation for One Year Provisional Privileges <ul style="list-style-type: none"> • Katherine Hemela, MD (Telemedicine - Psychiatry) b. Recommendation for Two Year Courtesy Privileges <ul style="list-style-type: none"> • Melanie Buckley, PA (Allied Health) | | | |

III. Closed Session pursuant to Health and Safety Code Section 32106, Trade Secrets, Discussion will include proposed new services or programs; Estimated disclosure: September 2014

16. Open Session Report of Actions Taken Gail McGrath I
in Closed Session

17. Adjournment Gail McGrath A

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL BOARD RETREAT
Wednesday, April 23, 2014
10:00 A.M.**

Nakoma Golf Resort

Minutes

1. Call to Order.

The meeting was called to order at 10:15 am by Gail McGrath

2. Roll Call.

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

Absent: None

Staff: Tom Hayes, CEO, Eric Bugna, MD, Jeri Nelson, CFO, Linda Jameson, DON, Bryan Gregory, Director of Outpatient Clinics, and Lori Crown, HR Director.

Visitors: No visitors were present at the start of the meeting

3. Approval of Agenda.

Ms. McBride motioned to accept the Agenda as submitted. A second was made by Mr. Skutt. None opposed, the motion was approved.

4. Board Comments.

None

5. Public Comment.

None

6. EPHC Mission Statement

Ms. McGrath did not have a copy of the Mission Statement. She stated that she will review it at the next Board Retreat.

7. Discussion of Strategic Opportunities

Mr. Hayes stated he would like each Executive Team member to present the status of the initiatives for which they were responsible.

Each member presented their plan for accomplishing the initiatives as well as additional goals for accomplishment over the next year. The primary goal is to increase visits in the clinic and hospital, and reduce expenses. After much discussion, the Board stated that they were very impressed with the presentations and were fully supportive of the plan.

Mr. Gregory also provided a report on the practice of a local dentist. The dentist is interested in donating his practice to EPHC. The practice includes equipment which we need. Mr. Gregory is in the process of evaluating the practice. Once we have more information, he will provide a report to the CEO.

8. Board Self Evaluation

Ms. McGrath stated that due to time constraints Board Self Evaluations will be discussed at a later date.

9. Closed Session

Ms. McGrath announced the Board would move into closed session at 2:30 p.m., pursuant to Health and Safety Code 32155.

The Board returned to open session at approximately 3:00 pm:

- I. With respect to Health and Safety Code 32155, to review reports on Quality Assurance. No reportable action.

10. Other

None

11. Adjournment

Ms. McGrath motioned to adjourn the meeting until Thursday, April 4, 2014 at 11:30 am at which time #8 Board Self Evaluations will be discussed. A second was made by Ms. Kreth. None opposed, the motion was approved.

Open Session – April 24, 2014: The meeting was reopened at 11:30 am by Ms. McGrath.
Present: Gail McGrath, Dr. Paul Swanson, Janie McBride, and Jay Skutt
Absent: Lucie Kreth
Staff: Tom Hayes, CEO

8. Board Self Evaluation

After discussing the results of the self evaluation, it was decided the ACHD tool does not meet our needs fully because questions have several potential answers. It was felt we could come up with our own self evaluation tool that would be more effective.

Ms. McGrath will appoint an Ad Hoc sub committee to revise the form used for the annual board self evaluations.

The meeting was adjourned at 12:10 pm

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE STANDING FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS
Tuesday, April 24, 2014
8:30 A.M.
EPHC's Administrative Conference Room**

Minutes

- 1. Call to Order:**The meeting was called to order at 8:31 am by Janie McBride
- 2. Roll Call:**
Present: Janie McBride, Paul Swanson, M.D.
Staff: Tom Hayes, Jeri Nelson
Guest: Nic Beddoe
- 3. Approval of Agenda:** The agenda was approved as submitted.
- 4. Board Comments:** None
- 5. Public Comments:** None
- 6. CFO Report**
 - **March 2014 Financials:** March revenue was down based on lower volumes. Ms. Nelson expects that will probably remain down for the rest of the fiscal year so we must plan for this. There has been a higher Medicare/Medi-Cal utilization this year. Also, Medi-Cal reimbursement is not longer on cost but DRG. Operating expenses have been higher. One reason for this is the Telemedicine service.

All clinics, outpatient departments and ER visits are down in volume. Surgeries and endoscopies are doing better. One way to show a better utilization of the surgeon's time for endoscopies will be to have the patient's follow-up care performed by a clinic provider.

Swing bed utilization is below budget. We need to do a better job of using the swing bed classification for patient's that qualify for it.
 - **Budget Process:** Ms. Nelson explained that we are reviewing budgets with each department. Once completed, she will prepare and over all budget for review by Mr. Hayes. She plans to present the final budget at the June Board Meeting.
 - **Other:** Ms Nelson reported that the roll out from ICD-9 to ICD-10 has been officially delayed for one year. Accounts receivable at the end of March is currently 61 days. Even though this number is being aggressively worked to bring it down, another hospital in the county has reported accounts receivable at 155 days which is extremely high.

Adjournment: Ms. McBride adjourned the meeting at 9:45am

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

Thursday, April 24, 2014

10:00 A.M.

EPHC Education Center, Portola, CA

Minutes

1. Call to Order.

The meeting was called to order at 10:01am by Gail McGrath

2. Roll Call.

Present: Gail McGrath, Dr. Paul Swanson, Janie McBride, and Jay Skutt

Absent: Lucie Kreth

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

Visitors: Approximately 5 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 on the Board Retreat yesterday. She stated that it was very positive that we have such positive energy from the new members of the Executive Team.

5. Board Comments.

None

6. Public Comment.

None

7. Auxiliary Report

Ms. Tanner thanked Mr. Hayes and the Board for the thank you letter. The Nifty Thrifty had a net profit of \$7,778 in March.

8. Chief of Staff Report

Dr. Bugna reported that Dr. Ball is back home after being hospitalized in Truckee. Also he reported that Dr. Flapan is now using EMG equipment for neurological studies.

9. Committee Reports

- **Finance Committee**

Ms. McBride reported that March revenue was down based on lower volumes.

Ms. Nelson expects that will probably remain down for the rest of the fiscal year so we must plan for this. There has been a higher Medicare/Medi-Cal utilization this year. Also, Medi-Cal reimbursement is no longer based on cost but DRG's.

Operating expenses have been higher. One reason for this is the Telemedicine service volume is higher and therefore we have higher physician fees.

All clinics, outpatient departments, and ER visits are down in volume. Surgeries and endoscopies are doing better. Swing bed utilization is below budget. We need to do a better job of using the swing bed classification for patient's that qualify for it.

10. Director of Nursing Report

Ms. Noble stated Ms. Jameson asked that she provide a Skilled Nursing DON report. She reported the following:

- Ms. Noble stated that she is happy to be back. She is busy putting systems back in place and is providing the leadership and support that is needed.
- Current census in Portola is at 22 and she would like to see it at 27. Since she has been back they have had 9 admits and 9 discharges.
- An Interdisciplinary Team has been developed to meet weekly to discuss care plans and to be sure rules and regulations are being followed.
- The Skilled Nursing smart charting system is being implemented and will go live on May 1st. The Nursing staff will chart via a touch screen kiosk.
- Ms. Noble briefly explained the process in which MDS data is reported to the State. We will be submitting the same data just through different software.
- Maintenance staff is getting prices on replacing the flooring in the Portola Unit.
- Pam Valencia will be on campus in May to provide training in preparation for the annual Skilled Nursing Survey.

Mr. Hayes stated that it is great to have Ms. Noble back. She is providing the needed leadership for the Skilled Nursing Facility.

Mr. Skutt asked what does the State do with the data submitted. Ms. Noble explained that you can access this data on the Hospital Compare web site.

11. Recommendation for Approval of Policies and Privilege Cards

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

- IC5028 Omnicare 1000V HEPA
- HR002 Revised Personal Appearance
- HR003 Revised Drug & Alcohol Policy
- OPS036 Radio Room Attendance
- Administrator On Call
- Standard of Outpatient Clinical Documentation
- Processing Instruments for Autoclave Sterilization
- Outpatient Quality Assurance Program
- Triage Guidelines
- Lab Annual Review
- Radiology Annual Review
- CT Scan Radiology Annual Review
- Material Management Annual Review

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

12. CFO Report:

March Financials: Ms. Nelson stated that the March graphs in detail at the Finance Committee meeting. She reported that they are currently working on the budget for next year. Our Skilled Nursing Facilities need to grow and we need more utilization of our swing beds, as well as repatriations. AR days are currently at 61.

Mr. Skutt asked for a detailed financial report on the Telemedicine program. Ms. Nelson stated physician expenses are higher and no shows are contributing to the loss. Mr. Hayes suggested holding off on a P&L statement for telemedicine until June, after the budget is complete. We will be proposing the budget at the June meeting.

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

- Mr. Hayes stated that Sierra Institute is still pursuing a Biomass project. This is not for EPHC to own but we would purchase power. The architect is working on identifying the OSHPD requirements.
- An ADA review of the exterior of the Portola Campus was completed and we are working on developing a plan to address any issues including signage, larger parking spaces as well as grades.
- Ms. Williams, Executive Assistant and Clerk of the Board will be leaving in August.
- Nothing new to report regarding the SCIU Initiative.
- Nothing new to report regarding the Skilled Nursing claw back.
- We have looked into moving the Loyaltan Medical Clinic into the Loyaltan Hospital building and have found that it would cost approximately half of a million dollars to complete which is not cost effective. We are looking at alternative scenarios including updating the existing clinic building as well as a new modular building in the future.
- Emcore is on campus working on installing pumps for the boilers.

14. Closed Session.

Ms. McGrath announced the Board would move into closed session at 11:00 a.m., pursuant to Health and Safety Code 32155 and Government Code Section 54957.

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

The Board returned at approximately 11:30 am 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. Dr. Bugna reported that the MEC reviewed the privileges, peer review reports and background including claims history of Roger Gallant, MD. The MEC is recommending Roger Gallant, MD for one year provisional privileges.

Dr. Bugna reported that the IDPC reviewed the privileges and background including claims history of Leora Sapir, FNP. Dr. Bugna reported that the recommendations from the IDPC were accepted by MEC. The MEC is recommending the FNP one year provisional privileges to the Board for Approval.

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. McBride motioned to approve the following privileges and appointments to the medical staff as submitted, and approve the procedural privileges pending approval of MEC.

Recommendation for One Year Provisional Privileges

- Roger Gallant, MD(ER/Hospitalist)
- Leora Sapir, FNP (Allied Health)

A second was provided by Dr. Swanson. None opposed, the motion approved.

16. Adjournment. Ms. McGrath subsequently adjourned the meeting at 11:30 a.m.

Approval

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

Standing Quality Assurance Committee

Wednesday, May 7, 2014

1:00 P.M.

ACR, Portola, CA

Minutes

1. **Call to Order.** The meeting was called to order at 1:00 pm by Ms. McGrath.
2. **Roll Call.**
Present: Gail McGrath and Lucie Kreth. Staff: Shawn Rohan, Bill Carlson, Tracy Allara, Linda Jameson, and Bryan Gregory.
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 1:05 pm
7. **Adjournment.** The Board returned to open session at 2:00 pm and announced no reportable action taken. Ms. McGrath subsequently adjourned the meeting.

Approved by

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

MEMORANDUM

Date: May 14, 2014
To: Board of Directors
From: Jeri Nelson, Chief Financial Officer
Subject: Summary of Financial Results – April 2014

Table 1. Consolidated Financial Results – April 2014

	Actual	Budget	Variance
Total Revenue	\$3,206,727	\$3,148,273	\$58,454
Contractual Adjustments	\$1,432,700	\$1,395,109	\$37,591
Bad Debt/Admin Adjustments	\$184,486	\$155,264	\$29,222
Net Revenue	\$1,589,542	\$1,597,901	\$(8,359)
Total Expenses	\$1,745,780	\$1,683,326	\$62,454
Operating Income (Loss)	\$(156,239)	\$(85,425)	\$(70,814)
Non-Operating Income(Expense)	\$45,574	\$75,333	\$(29,759)
Net Income (Loss)	\$(110,665)	\$(10,092)	\$(100,573)

Table 2. Consolidated Financial Results – Ten Months Ended April 2014

	Actual	Budget	Variance
Total Revenue	\$29,935,062	\$32,649,936	\$(2,714,874)
Contractual Adjustments	\$12,178,370	\$14,620,825	\$(2,442,455)
Bad Debt/Admin Adjustments	\$1,616,341	\$1,636,121	\$(19,780)
Net Revenue	\$16,140,351	\$16,392,989	\$(252,638)
Total Expenses	\$17,300,367	\$16,983,701	\$316,666
Operating Income (Loss)	\$(1,160,017)	\$(590,712)	\$(569,305)
Non-Operating Income (Expense)	\$690,280	\$753,333	\$(63,053)
Net Income (Loss)	\$(469,737)	\$162,622	\$(632,359)

Endoscopy, outpatient Lab, Emergency, Portola Medical and Dental, and Graeagle patient services all did well this month to give us patient revenue exceeding budget for the first time this year. Net revenue held to budget and is 54% of patient revenue. I was hoping to improve this ratio by receiving an interim rate adjustment from Medicare, but it is still in the works. Operating expenses continue to be over budget and salaries/overtime are the biggest factor. We have increased professional fees for Endoscopy, Emergency and clinic visits. Accounts receivable days went up due to the additional revenue and accounts payable is up due to timing of month end.

**EASTERN PLUMAS HEALTH
BALANCE SHEET
FOR THE MONTH ENDED
APRIL 30, 2014**

ASSETS

CURRENT ASSETS	
CASH	162,978
INVESTMENTS	1,110,187
ACCOUNTS RECEIVABLE NET	3,447,746
ACCOUNTS RECEIVABLE OTHER	153,634
INVENTORY	213,700
PREPAID EXPENSES	58,307
TOTAL CURRENT ASSETS	<u>5,146,551</u>

PROPERTY AND EQUIPMENT	
LAND AND IMPROVEMENTS	934,164
BUILDINGS AND IMPROVEMENTS	10,147,957
EQUIPMENT	10,232,064
IN PROGRESS	205,252
TOTAL PROPERTY AND EQUIPMENT	<u>21,519,437</u>
ACCUMULATED DEPRECIATION	<u>13,921,931</u>
NET PROPERTY AND EQUIPMENT	7,597,506

COSTS OF ISSUANCE NET	11,874
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TOTAL	12,755,931
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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES	
LEASES PAYABLE	6,898
ACCOUNTS PAYABLE	1,100,747
ACCRUED PAYROLL/RELATED TAXES	873,439
OTHER CURRENT LIABILITIES	374,975
TOTAL CURRENT LIABILITIES	<u>2,356,059</u>

LEASES PAYABLE	308,063
USDA REPAIRS & DEFEASANCE	199,175
CHFFA - EMR & ENDO EQUIP LOAN	0
CITY OF PORTOLA- PROPERTY LOAN	335,764
USDA LOANS SNF	3,415,008
USDA LOAN REPAIRS	0
USDA LOAN LOYALTON	488,329
USDA LOAN LOYALTON & PORTOLA	16,257
DEFERRED REVENUE	335,339
LTC MEDI-CAL NET	1,729,804
TOTAL LIABILITIES	<u>9,183,798</u>

FUND BALANCE	4,041,870
NET INCOME (LOSS)	-469,737

TOTAL	12,755,931
	=====

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

	MARCH 2014	APRIL 2014	CHANGE
ASSETS			
CURRENT ASSETS			
CASH	\$ 179,132	\$ 162,978	\$ (16,154)
LAIF SAVINGS	\$ 1,110,187	\$ 1,110,187	\$ -
ACCOUNTS RECEIVABLE NET	\$ 3,354,270	\$ 3,447,746	\$ 93,476
ACCOUNTS RECEIVABLE OTHER	\$ 417,957	\$ 153,633	\$ (264,324)
INVENTORY	\$ 213,700	\$ 213,700	\$ -
PREPAID EXPENSES	\$ 63,726	\$ 58,307	\$ (5,419)
TOTAL CURRENT ASSETS	<u>\$ 5,338,972</u>	<u>\$ 5,146,551</u>	<u>\$ (192,421)</u>
PROPERTY AND EQUIPMENT			
LAND AND IMPROVEMENTS	\$ 934,164	\$ 934,164	\$ -
BUILDINGS AND IMPROVEMENTS	\$ 10,147,957	\$ 10,147,957	\$ -
EQUIPMENT	\$ 10,232,064	\$ 10,232,064	\$ -
IN PROGRESS	\$ 186,055	\$ 205,252	\$ 19,197
	<u>\$ 21,500,240</u>	<u>\$ 21,519,437</u>	<u>\$ 19,197</u>
ACCUMULATED DEPRECIATION	\$ 13,848,517	\$ 13,921,931	\$ 73,414
TOTAL PROPERTY AND EQUIPMENT	<u>\$ 7,651,723</u>	<u>\$ 7,597,506</u>	<u>\$ (54,217)</u>
COSTS OF ISSUANCE NET	\$ 11,964	\$ 11,874	\$ (90)
TOTAL	<u>\$ 13,002,659</u>	<u>\$ 12,755,931</u>	<u>\$ (246,728)</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
LEASES PAYABLE	\$ 12,527	\$ 6,898	\$ (5,629)
ACCOUNTS PAYABLE	\$ 986,688	\$ 1,100,747	\$ 114,059
ACCRUED PAYROLL/RELATED TAXES	\$ 1,080,912	\$ 873,439	\$ (207,473)
OTHER CURRENT LIABILITIES	\$ 368,773	\$ 374,975	\$ 6,202
TOTAL CURRENT LIABILITIES	<u>\$ 2,448,900</u>	<u>\$ 2,356,059</u>	<u>\$ (92,841)</u>
LEASES PAYABLE	\$ 308,063	\$ 308,063	\$ -
CHFFA LOAN	\$ 6,811	\$ -	\$ (6,811)
CITY OF PORTOLA	\$ 337,827	\$ 335,764	\$ (2,063)
USDA LOANS	\$ 4,153,118	\$ 4,118,769	\$ (34,349)
DEFERRED REVENUE	\$ 335,339	\$ 335,339	\$ -
MEDI-CAL LTC	\$ 1,729,804	\$ 1,729,804	\$ -
TOTAL LIABILITIES	<u>\$ 9,319,862</u>	<u>\$ 9,183,798</u>	<u>\$ (136,064)</u>
FUND BALANCE	\$ 4,041,870	\$ 4,041,870	\$ -
NET INCOME (LOSS)	\$ (359,073)	\$ (469,737)	\$ (110,664)
TOTAL	<u>\$ 13,002,659</u>	<u>\$ 12,755,931</u>	<u>\$ (246,728)</u>

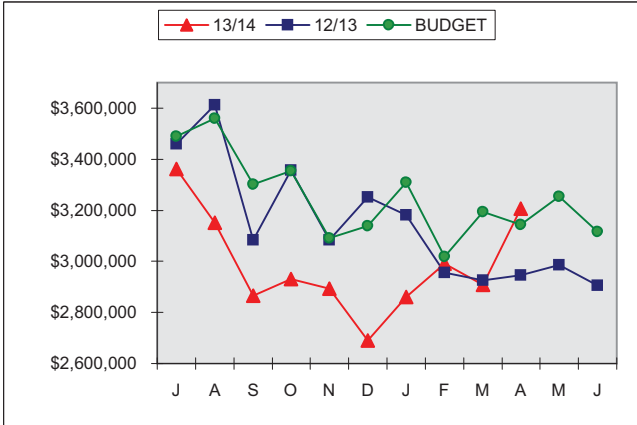
**EASTERN PLUMAS HEALTH CARE
STATEMENT OF REVENUE & EXPENSE
FOR THE MONTH ENDED
APRIL 30, 2014**

	CURRENT PERIOD			YEAR TO DATE			ANNUAL BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	
OPERATING REVENUE							
INPATIENT ROUTINE	128835	178458	-49623	1537370	1822418	-285048	2186989
INPATIENT ANCILLARY	118853	209125	-90272	1523796	2135870	-612074	2563180
TOTAL INPATIENT	<u>247688</u>	<u>387584</u>	<u>-139896</u>	<u>3061166</u>	<u>3958288</u>	<u>-897122</u>	<u>4750169</u>
SWING ROUTINE	48000	66038	-18038	180000	648270	-468270	776000
SWING ANCILLARY	34987	41684	-6697	130659	409209	-278550	489835
TOTAL SWING BED	<u>82987</u>	<u>107722</u>	<u>-24735</u>	<u>310659</u>	<u>1057480</u>	<u>-746821</u>	<u>1265835</u>
SKILLED NURSING ROUTINE	501550	504050	-2500	4729550	5106116	-376566	6132000
SKILLED NURSING ANCILLARY	64164	71148	-6984	829551	720760	108791	865566
TOTAL SKILLED NURSING	<u>565714</u>	<u>575199</u>	<u>-9485</u>	<u>5559101</u>	<u>5826876</u>	<u>-267775</u>	<u>6997566</u>
OUTPATIENT SERVICES	2309887	2072652	237235	20928677	21756129	-827452	25953805
TOTAL PATIENT REVENUES	<u>3206276</u>	<u>3143157</u>	<u>63119</u>	<u>29859603</u>	<u>32598773</u>	<u>-2739170</u>	<u>38967375</u>
OTHER OPERATING REVENUE	451	5116	-4665	75460	51163	24297	61396
TOTAL REVENUE	<u>3206727</u>	<u>3148273</u>	<u>58454</u>	<u>29935062</u>	<u>32649936</u>	<u>-2714874</u>	<u>39028771</u>
	=====	=====	=====	=====	=====	=====	=====
DEDUCTIONS FROM REVENUE							
BAD DEBT/ADMINISTRATIVE ADJ'S	184486	155264	29222	1616341	1636121	-19780	1950550
CONTRACTUAL ADJUSTMENTS	1432700	1395109	37591	12178370	14620825	-2442455	17440309
TOTAL DEDUCTIONS	<u>1617185</u>	<u>1550373</u>	<u>66812</u>	<u>13794712</u>	<u>16256947</u>	<u>-2462235</u>	<u>19390859</u>
NET REVENUE	<u>1589542</u>	<u>1597901</u>	<u>-8359</u>	<u>16140351</u>	<u>16392989</u>	<u>-252638</u>	<u>19637912</u>
	=====	=====	=====	=====	=====	=====	=====
OPERATING EXPENSES							
SALARIES	811963	743954	68009	7744569	7550745	193824	9050380
BENEFITS	182290	221212	-38922	2167834	2224286	-56452	2668005
SUPPLIES	150953	141217	9736	1477087	1418171	58916	1700608
PROFESSIONAL FEES	251924	228286	23638	2414570	2318789	95781	2788765
REPAIRS & MAINTENANCE	44620	48052	-3432	392383	480523	-88140	576628
PURCHASED SERVICES	82093	70662	11431	960908	723869	237039	865194
UTILITIES/TELEPHONE	61646	62905	-1259	582254	599847	-17593	715360
INSURANCE	31804	32996	-1192	319604	330344	-10740	396464
RENT/LEASE EXPENSE	14587	16618	-2031	150281	166176	-15895	199411
DEPRECIATION/AMORTIZATION	73504	75742	-2238	726272	757417	-31145	908899
INTEREST EXPENSE	20546	20948	-402	230385	209478	20907	251373
OTHER EXPENSES	19850	20735	-885	134221	204057	-69836	244488
TOTAL EXPENSES	<u>1745780</u>	<u>1683326</u>	<u>62454</u>	<u>17300367</u>	<u>16983701</u>	<u>316666</u>	<u>20365575</u>
OPERATING INCOME (LOSS)	<u>-156239</u>	<u>-85425</u>	<u>-70814</u>	<u>-1160017</u>	<u>-590712</u>	<u>-569305</u>	<u>-727663</u>
	=====	=====	=====	=====	=====	=====	=====
MISCELLANEOUS	2679	2625	54	29943	26250	3693	31500
CONTRIBUTIONS	100	25000	-24900	226719	250000	-23281	300000
PROPERTY TAX REVENUE	42795	47708	-4913	433618	477083	-43465	572500
NON-OPERATING INCOME (EXPENS	<u>45574</u>	<u>75333</u>	<u>-29759</u>	<u>690280</u>	<u>753333</u>	<u>-63053</u>	<u>904000</u>
NET INCOME (LOSS)	<u>-110665</u>	<u>-10092</u>	<u>-100573</u>	<u>-469737</u>	<u>162622</u>	<u>-632359</u>	<u>176337</u>
	=====	=====	=====	=====	=====	=====	=====

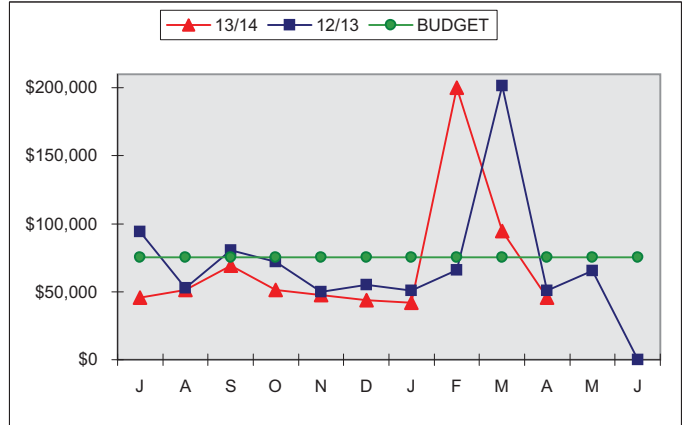
STATISTICAL DATA	CURRENT PERIOD			YEAR TO DATE			ANNUAL
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	BUDGET
ACUTE INPATIENT ADMISSIONS	14	30	-16	165	304	-139	365
ACUTE PATIENT DAYS	45	67	-22	548	684	-136	821
SKILLED NURSING PATIENT DAYS	1433	1440	-7	13585	14592	-1007	17520
SWING BED DAYS	24	33	-9	90	324	-234	388
E.R. VISITS	299	276	23	2919	2917	2	3488
CLINIC VISITS	2346	2146	200	20685	22708	-2023	26802

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

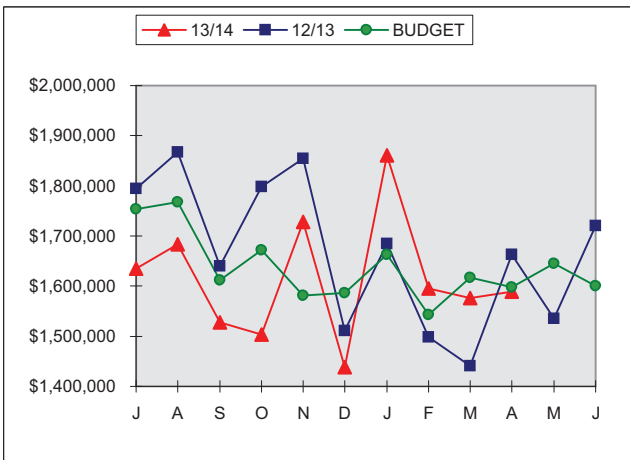
1. GROSS PATIENT REVENUE



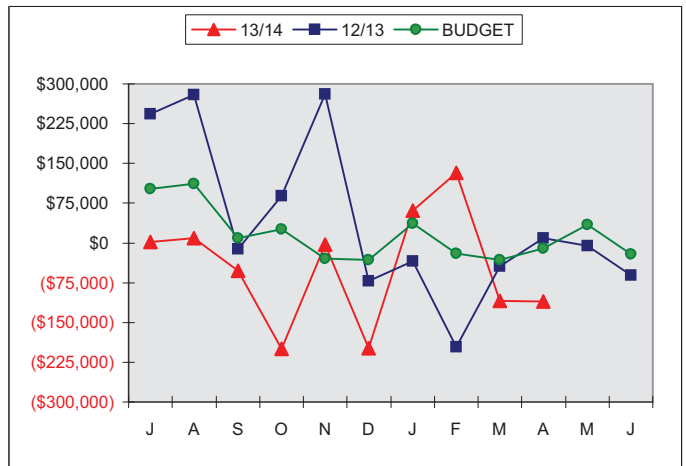
4. NON-OPERATING INCOME



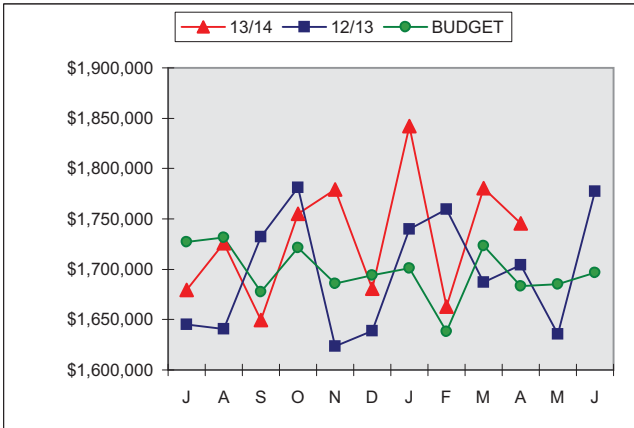
2. ESTIMATED NET REVENUE



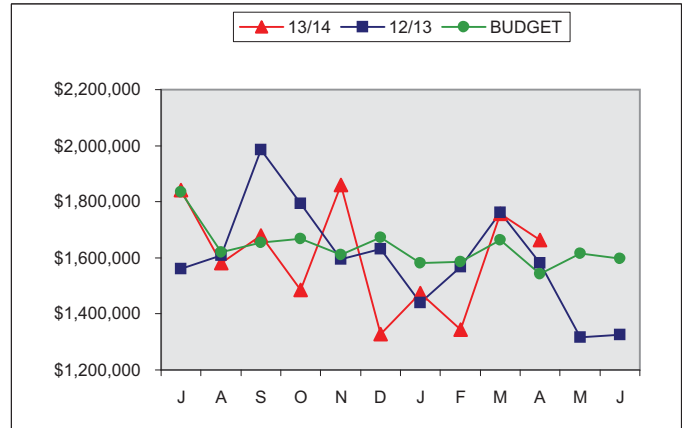
5. NET INCOME (LOSS)



3. OPERATING EXPENSES

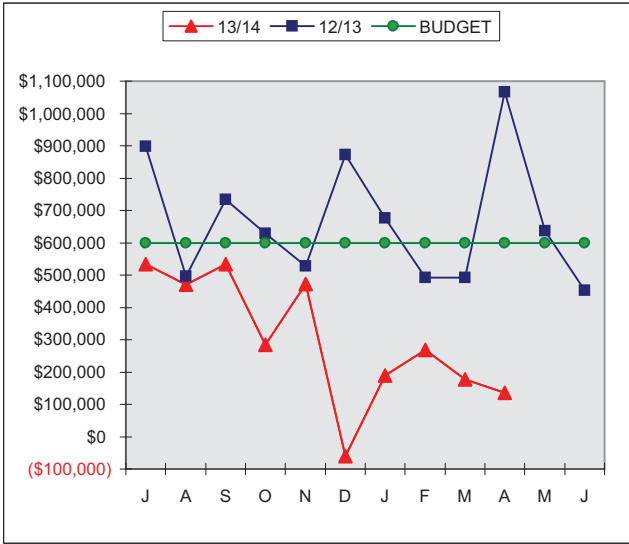


6. CASH RECEIPTS

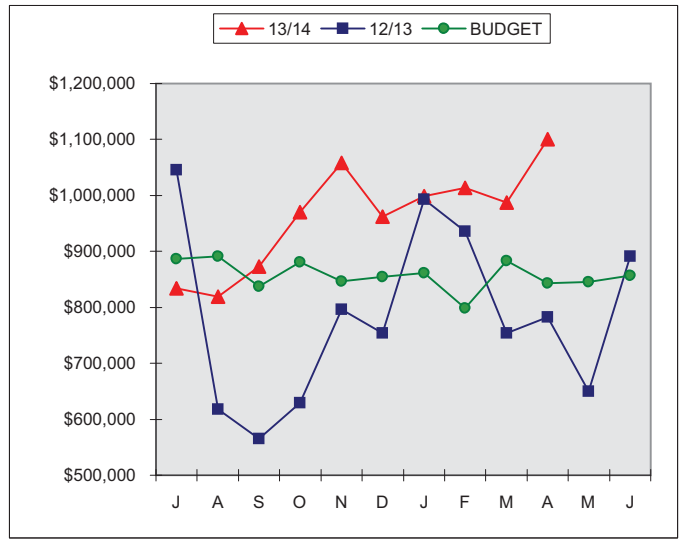


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2014

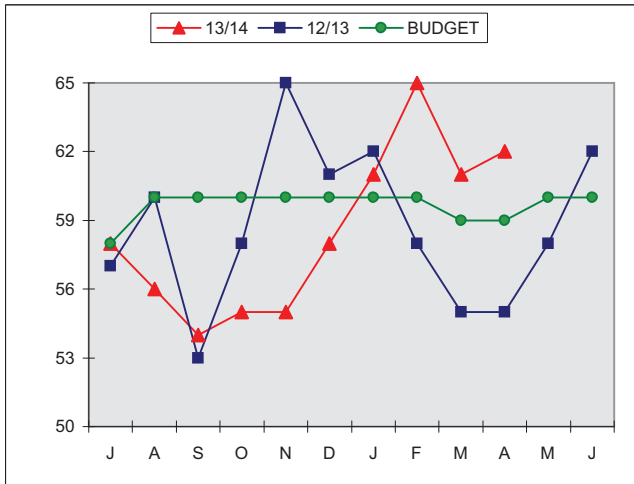
7. OPERATING CASH



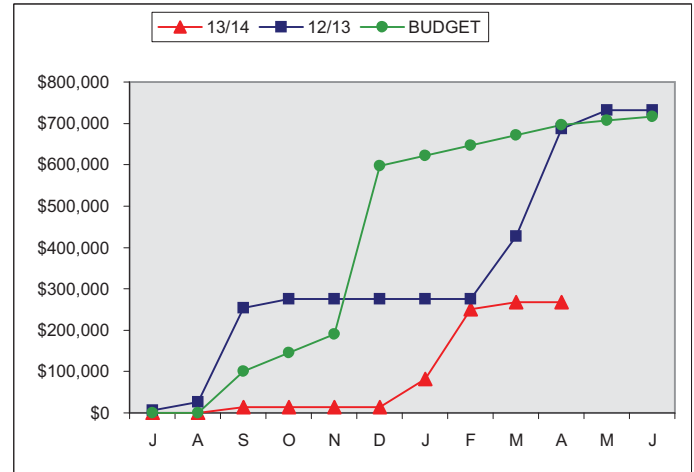
10. ACCOUNTS PAYABLE



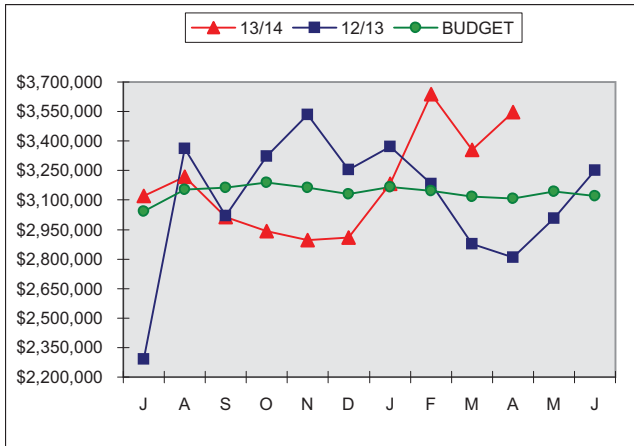
8. ACCOUNTS RECEIVABLE-DAYS



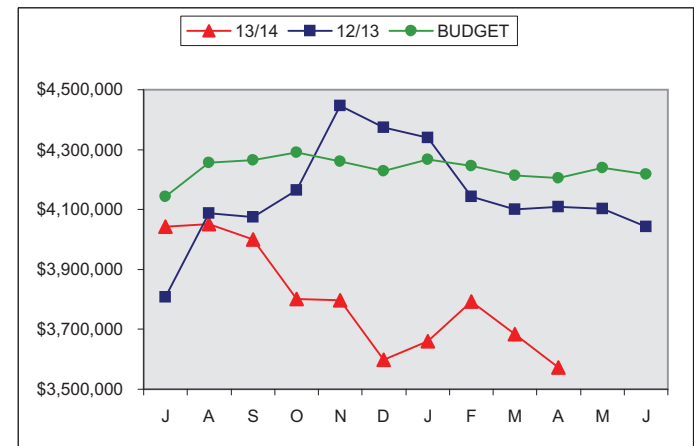
11. CAPITAL EXPENDITURES-YTD



9. ACCOUNTS RECEIVABLE, NET

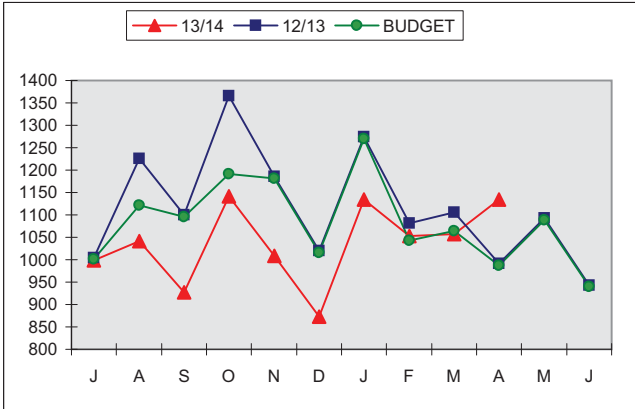


12. FUND BALANCE + NET INCOME (LOSS)

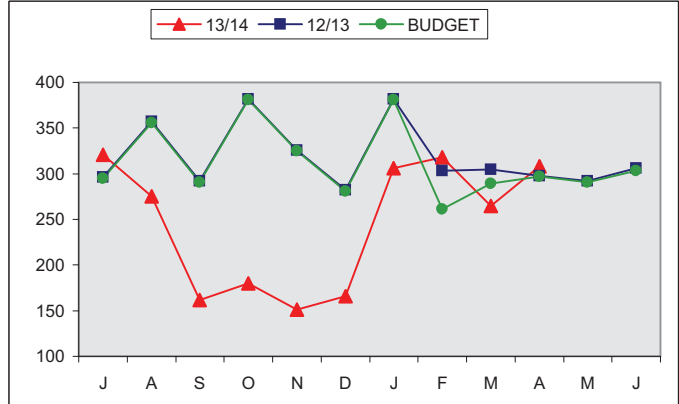


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2014

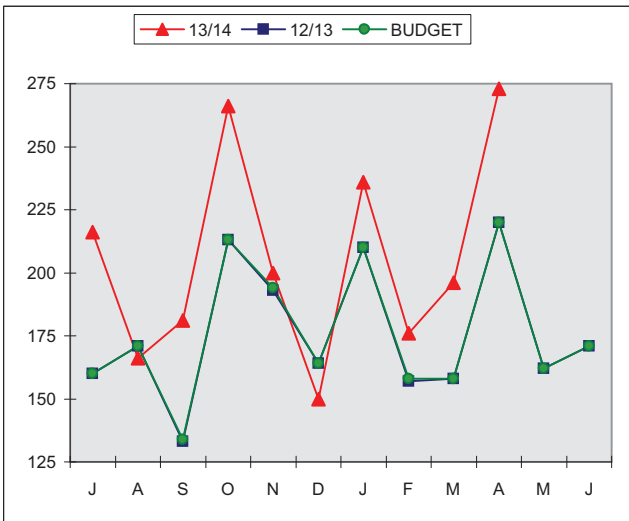
13. PORTOLA MEDICAL CLINIC VISITS



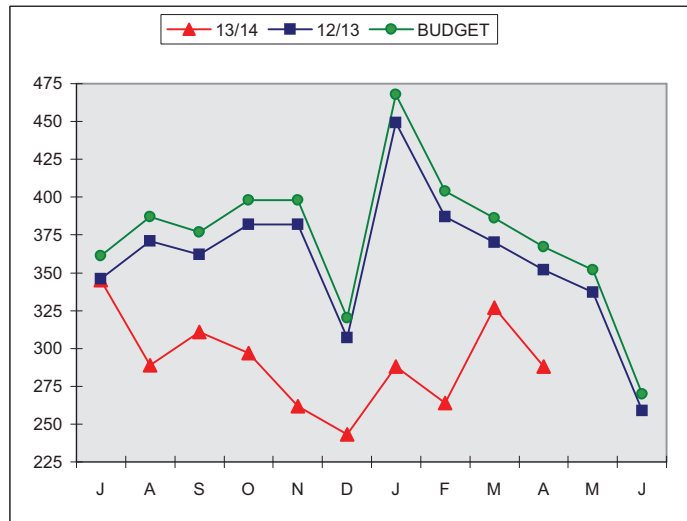
16. LOYALTON MEDICAL CLINIC VISITS



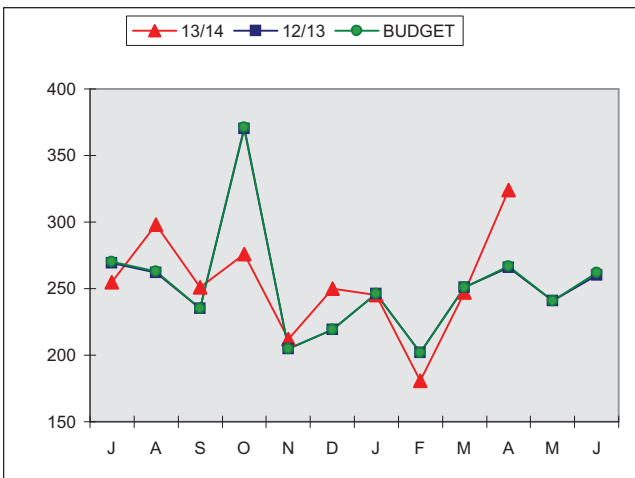
14. PORTOLA DENTAL CLINIC VISITS



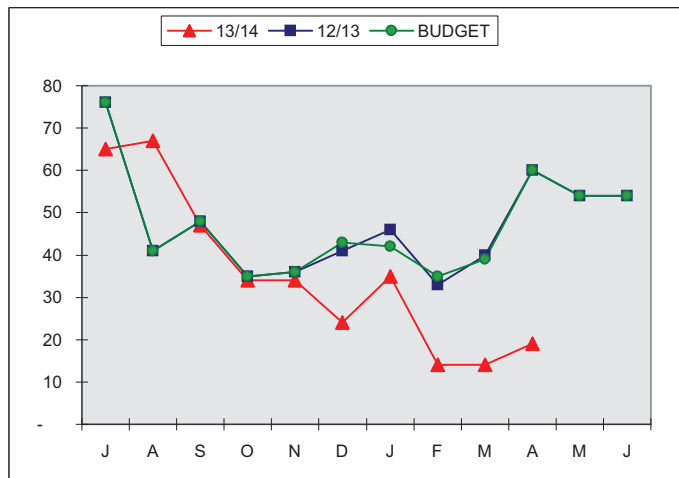
17. INDIAN VALLEY MEDICAL CLINIC VISITS



15. GRAEAGLE MEDICAL CLINIC VISITS

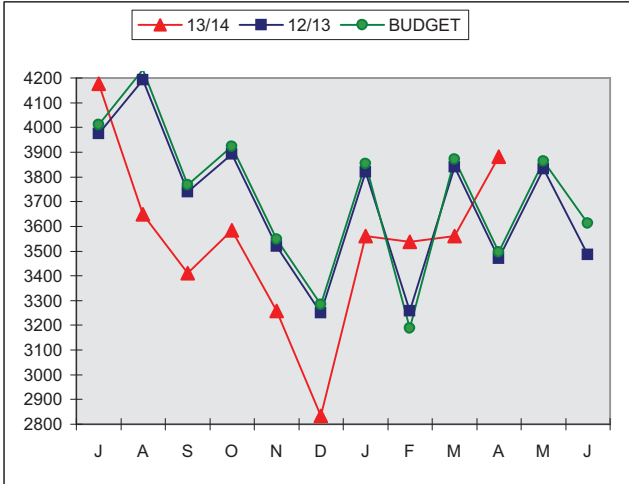


18. PORTOLA ANNEX VISITS

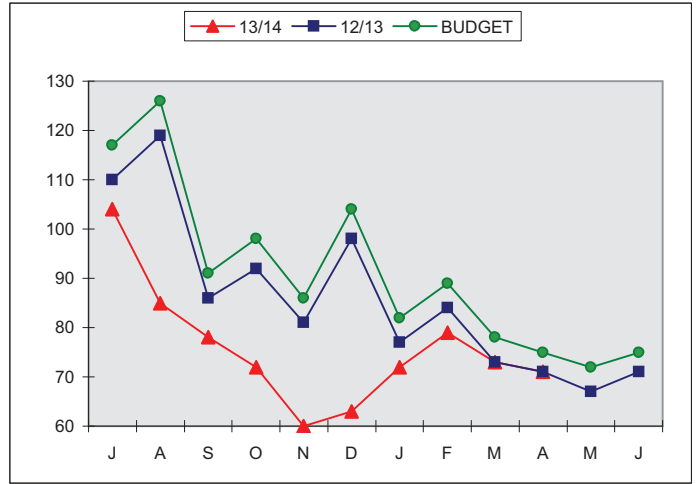


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2014

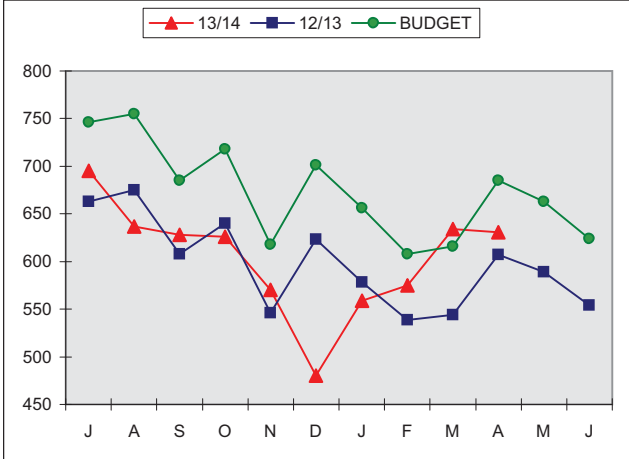
19. LABORATORY PROCEDURES



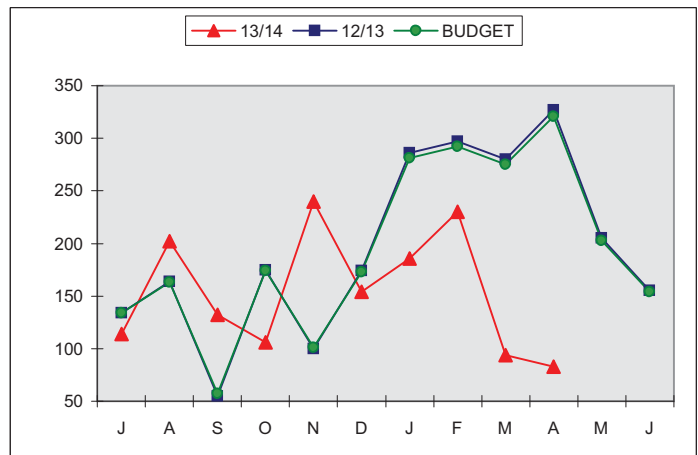
22. AMBULANCE RUNS



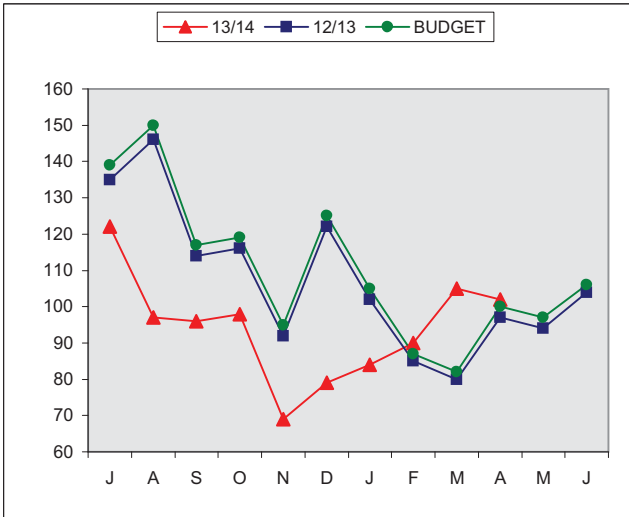
20. RADIOLOGY PROCEDURES



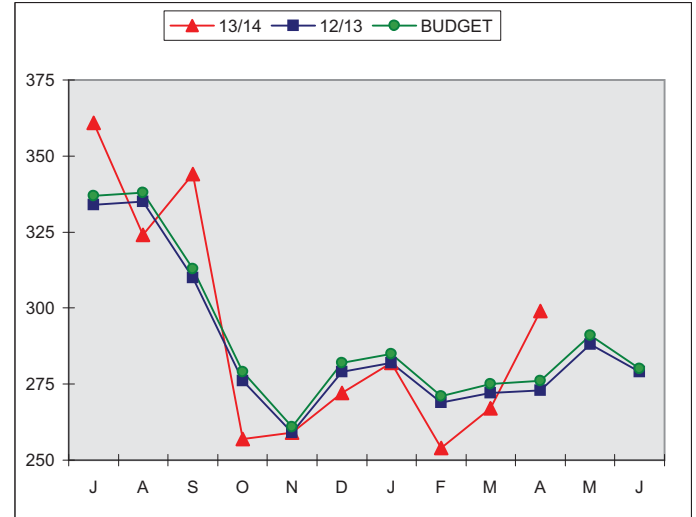
23. RESPIRATORY PROCEDURES



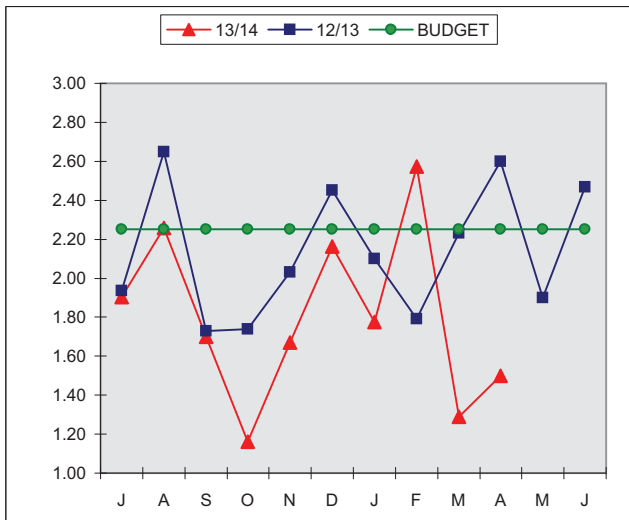
21. ECGS



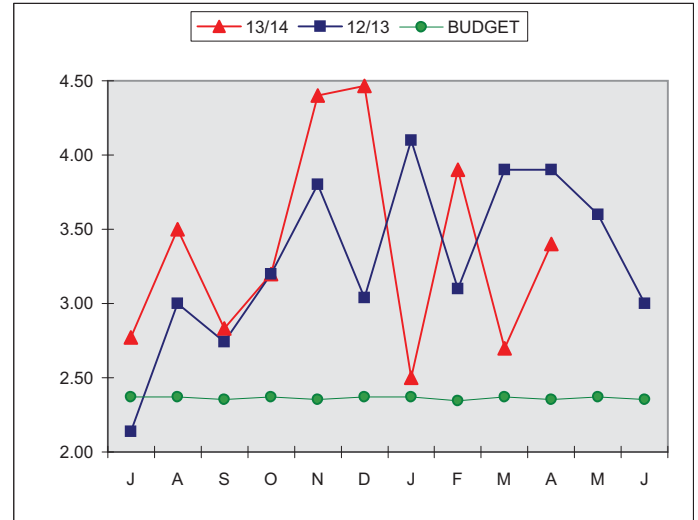
24. EMERGENCY ROOM VISITS



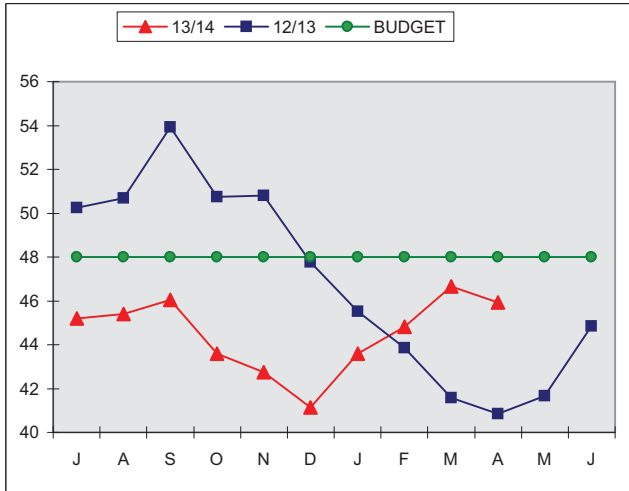
25. AVERAGE DAILY CENSUS - ACUTE



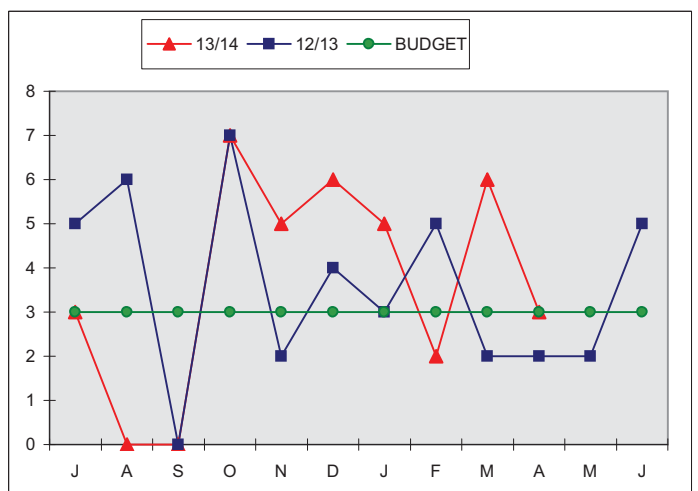
28. AVERAGE LENGTH OF STAY - ACUTE



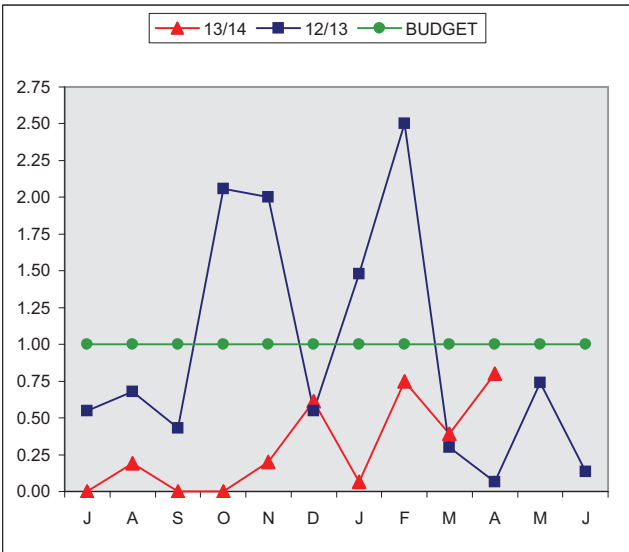
26. AVERAGE DAILY CENSUS - SNF



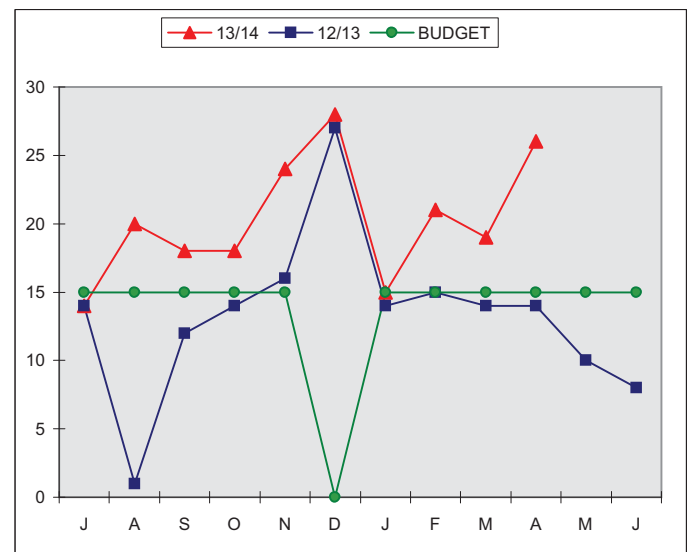
29. SURGERIES - IN & OUTPATIENT



27. AVERAGE DAILY CENSUS-SWING

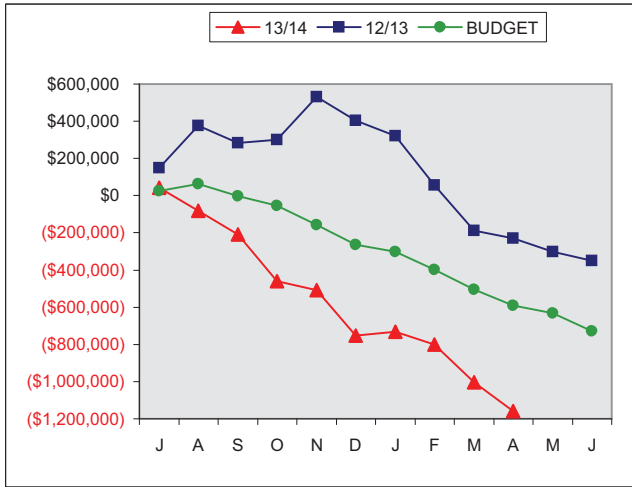


30. ENDOSCOPY PROCEDURES

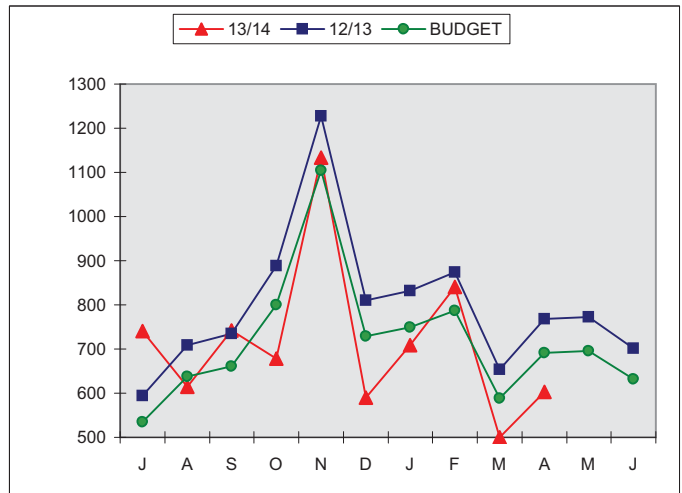


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2014

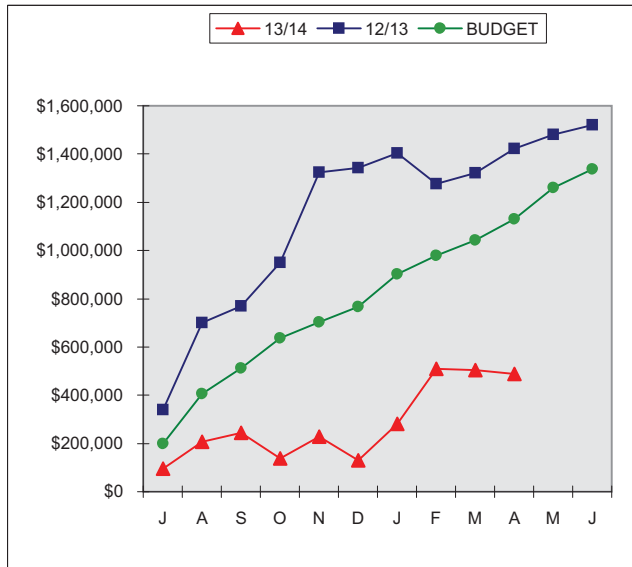
31. YEAR TO DATE OPERATING INCOME (LOSS)



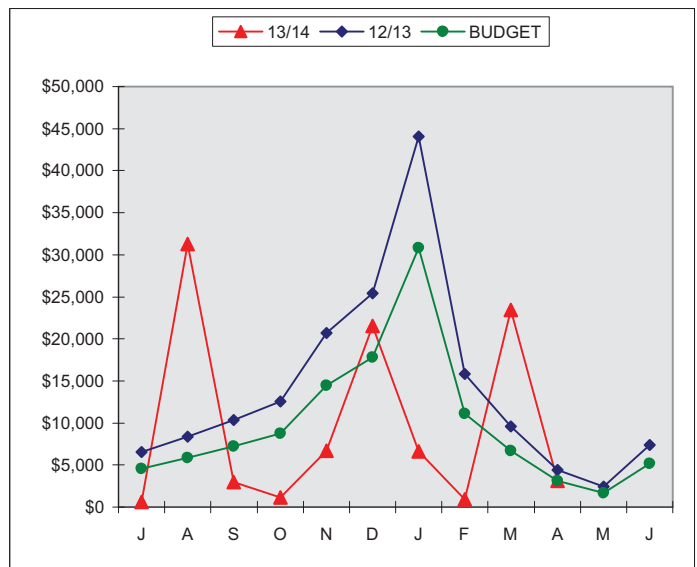
34. OVERTIME HOURS



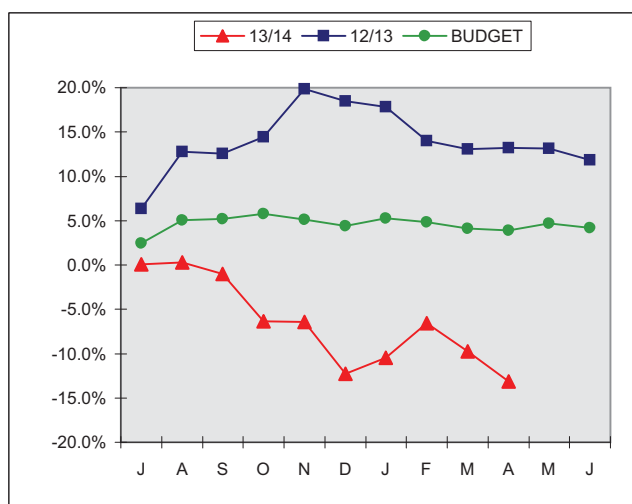
32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



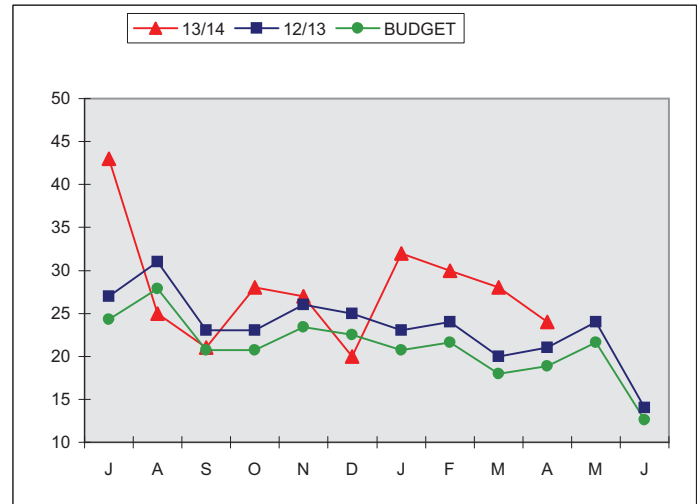
35. DENIALS



34. RETURN ON EQUITY



36. EMERGENCY DEPARTMENT TRANSFERS





2013-2014 OPERATIONS PLAN
EASTERN PLUMAS HEALTH CARE

Prepared by:

Thomas P. Hayes
Chief Executive Officer

Update May 2014
August 2013

TABLE OF CONTENTS

INTRODUCTION.....	3
QUALITY.....	3
FACILITIES.....	3
OPERATIONS.....	3
FINANCES.....	3
COMMUNITY RELATIONS/STRATEGIC PLANNING.....	4
CLINICS	4
LOYALTON CAMPUS.....	4

INTRODUCTION

The following is the Operations Plan for the 2013-2014 fiscal year. Responsible individuals are listed at the end of each item.

QUALITY

1. Conduct a periodic (quarterly) review to measure ongoing compliance with DHCS Plans of Correction for DP/SNF and Acute. (LJ) **SNF resurvey conducted 12/18/13 and Hospital was compliant. Will conduct ongoing (semi annual) review/mock surveys to measure compliance. Acute resurvey completed and Hospital was compliant.**
2. Continue development of additional QA indicators in all departments and annual review of QA program by Administration and Board. (LJ) **Completed. This is an ongoing process to develop and measure new QA indicators.**
3. Evaluate accreditation options for acute care services. (TPH) **To be completed next fiscal year.**
4. Continue annual measurement of employee satisfaction. Achieve at least 65% participation. (TPH, LC) **Next survey to be conducted summer 2014.**
5. Create an in house mentoring program for new employees, managers, and physicians to drive long term recruitment and retention. (All) **Incomplete.**

FACILITIES

1. Complete installation of portable generator in the Portola Clinic (TPH) **Completed**
2. Complete an analysis for Board review of options available for replacing the EPHC Campus boilers. Propose a plan, with financial estimates for review by the Board. (TPH, Planning Committee) **Proposal from architect received. To be reviewed by the Planning Committee.**
3. Complete miscellaneous remodel projects as outlined on projects list. (TPH) **Ongoing.**
4. Develop plan for addressing Master Plan recommendations, to include lot line adjustment for property, short and long term infrastructure needs, roll out of Master Plan to community, and long term financing requirements. (TPH, Planning Committee) **To be completed next fiscal year.**

OPERATIONS

1. Replace HR Director (due to retirement of Cathy Conant) by February 2014. (TPH) **Completed. Lori Crown hired March 2014.**
2. Evaluate the efficacy of the surgery program at EPHC. (TPH, LJ, Nelson) **Currently discussing use of surgeon being recruited by PDH.**
3. Implement Healthland Centrique EMR upgrade by 4th quarter, 2014 depending on readiness of Healthland. (RB, JN) **Awaiting specific date from Healthland to implement Centrique.**
4. Remove and dispose of all surplus major and minor equipment at EPHC, Portola and Loyalton campuses, and Nifty Thrifty building. (TPH) **Ongoing project.**
5. Implement management training program for managers and supervisors. (LC) **Program being planned by new HR director.**
6. Expand patient census in each DP/SNF Units. (LJ, Sue Whitfield) **Patients now being admitted after approval of Plan of correction by DHCS.**

FINANCES

1. Achieve 2013/2014 budgeted profit margin. (All) **Year to date performance has not met budget due to low volumes.**
2. Establish and implement a process to assist patients and community members to enroll in health plans offered by California Covered and newly implemented Medi-Cal managed care program. (JN) **Completed. Representatives were onsite in October 2013. EPHC also now has ability in house to enroll people.**
3. Add direct deposit for employee pay checks. (Nelson) **Completed.**
4. Negotiate long term payback of DP/SNF retroactive amounts with DHCS. (TPH, JN) **Still awaiting DHCS decision regarding when pay back will begin.**

COMMUNITY RELATIONS/STRATEGIC PLANNING

1. Update Strategic Plan. (TPH) **Strategic Planning meeting to be arranged in 2014 to update and revise strategic plan.**

2. Schedule and hold community meetings to review and discuss Master Plan for EPHC. (TPH) **Will schedule in late 2014.**

CLINICS

1. Recruit for permanent/fulltime Internal Medicine physician. (TPH, Bryan Gregory) **In process.**
2. Evaluate overall operations of Portola Clinic to include evaluation of provider and staff productivity, patient wait times, patient satisfaction, etc. (TPH, Bryan Gregory) **Clinic manager currently analyzing all phases of the Portola Clinic Operation and implementing changes as indicated.**

LOYALTON CAMPUS

1. Prepare a detailed plan of the advantages, disadvantages of moving Loyalton Clinic within the hospital. (TPH) **Completed. Evaluated and shown not to be financially feasible because of OSHPD requirements.**

**EPHC Project List
Portola**

Project Description	Projected Completion date	Approximate Cost	Update
Boiler replacement Plan	9/14	To be determined	Planning Committee and architect to begin analyzing options and developing a plan for replacement.
Surplus equipment, disposal of equipment	6/14	\$0.00	Currently in the process of disposing of all unused and surplus equipment from basement, Nifty Thrifty, Loyaltan.
<i>Boiler repairs, fuel lines</i>	6/14	\$45,000.00	<i>Completed repairs to primary boiler including replacement of fuel lines and tube replacements. Still having issues with fuel tank.</i>
Install eaves on Business Office building. Repair windows, paint buildings.	Spring/Summer 2014	?	Completed minor repairs on roof to seal leaks. Windows replaced and reinstalled. Paint exterior of building in summer.
ED Center, Kitchen: Removal of old equipment, painting and repair of cabinets.	6/14	Minor	Removal of old kitchen equipment completed. Painting and repair of cabinets in kitchen area to be completed as time permits.
ED Center, roof and paint. Repair and replace shingles (composition over shingles)	9/14	Minor	In-house staff to complete.

**EPHC Project List
Portola**

Project Description	Projected Completion date	Approximate Cost	Update
Medical records, replace flooring	10/14		Replace broken and worn-out tiles. Use in house staff.
Master Plan Infrastructure issues <ul style="list-style-type: none"> ● Main Hospital negative grade ● Boiler replacement ● Boiler building negative grade ● SNF deck posts and stem wall shield ● Air handling equipment replacement ● Smoke detector in air supply ducts 	To be determined	To be determined	Completing miscellaneous repairs as identified in master plan.
ADA Plan Compliance	TBD	?	Completed ADA review of exterior of Portola campus. Preparing plans to make necessary modifications.

**EPHC Project List
Loyalton**

Project Description	Project Completion Date	Approximate Cost	Update
Repair damage to main entrance overhang.	Spring 2014	minor	Not urgent. Exploring costs to repair stucco.
Relocate Clinic to hospital.	6/14	?	Completed review. Cost to move clinic exceeds \$400k. Project cancelled.
Chiller: replacement or other alternative	Undetermined	\$275,000.00	Future project.
Removal of old x-ray equipment	2nd quarter/2014		Remove old x-ray equipment, clean up x-ray room.
Install double door on dietary back entrance	2nd quarter/2014	\$2,400.00	Replace and install new double doors on back entrance.
Install vent to outside dry storage area	Summer/2014	Minor	Minor project. Install vent.
Replace shingles on Loyalton ambulance barn	Summer/Fall 2014	?	To be completed by in-house staff.
Reseal of cooling towers	To be determined	?	Scope of project to be determined
Loyalton Hallway floor, repair and level out	Summer/2014		Repair uneven concrete floor in corridor.