

**EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, December 6, 2012
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			1-2
(B) Meeting Minutes of 10.22.12 Special Finance Committee			3
(C) Meeting Minutes of 10.25.12 Regular Board Meeting			4-6
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	Kathy Davis	I/D	
8. Chief of Staff Report	Eric Bugna, MD	I/D	
9. Policies and Procedures	Teresa Whitfield	I/D/A	
Reviewed on 11/26/2012 by Policy Committee			
• TPN 2012 w/hypoglycemia			
• General Admit Form			
• Heart Failure Orders			
• Hypoglycemia Orders			
• Needle Stick/Exposure Protocol			
• Pupillary Dilation for Retinal Imaging			
• 2012 Consent Manual			
• Employee Health P&P's			
• Infection Control P&P's			
10. Committee Reports	Board Members	I/D	
• Standing Finance Committee	Kreth/Skutt		

11. Chief Financial Officer Report	Jeri Nelson	I/D	7-17
12. Chief Executive Officer Report	Tom Hayes	I/D	
<ul style="list-style-type: none"> • Project Update <ul style="list-style-type: none"> ○ Boiler renovations ○ NPC modifications • Master Planning-Aspen Street Architects • Clinic EMR Update • Operations Plan Update • CT Scanner replacement • Employee Satisfaction Committee Update • Affordable Care Act-California Health Insurance Exchange • Other 			17-22 23-24
13. 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 54957 to consider the following appointments to the medical staff:			
<ul style="list-style-type: none"> A. Telemedicine Group Credentialing <ul style="list-style-type: none"> • Clinicians Telemedicine Schedule 1 B. One Year Provisional Privileges <ul style="list-style-type: none"> • Hashim Kazmi, MD (Nephrology) • Mushtaq Ahmed, MD (Pulmonology) C. Two-Year Courtesy Privileges <ul style="list-style-type: none"> • Donald Ball, MD (Orthopedics) • Eric Goldberg, MD (Radiology) • Kenneth Robinson, MD (ER/Hospitalist) • John Evans, FNP (Allied Health) 			
14. Open Session Report of Actions Taken in Closed Session	Gail McGrath	I	
15. Adjournment	Gail McGrath	A	

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE STANDING FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS
Tuesday, October 22, 2012
9:00 A.M.
EPHC's Administrative Conference Room**

Minutes

1. **Call to Order:** The meeting was called to order at 9:05 am by Lucie Kreth.
2. **Roll Call:**
Present: Jay Skutt and Lucie Kreth. Staff: Tom Hayes, Jeri Nelson, and Tiffany Williams
3. **Approval of Agenda:** The agenda was approved as submitted.
4. **Board Comments:** None.
5. **Public Comments:** None.
 - **CFO Report September 2012:** Ms. Nelson stated that that we have started to receive the \$325.34 Skilled Nursing rate increase which will be retroactive to December 2011. We had a slight loss for the month primarily due to lighter volume as well as one large bad debt write off. Volumes were average for the month.

Ms. Nelson also reported that we are moving forward with a new time and attendance system.

Adjournment: Ms. Kreth adjourned the meeting at 10:30 am.

Approved by

Date

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

Thursday, October 25, 2012

10:00 A.M.

EPHC Education Center, Portola, CA

Minutes

- 1. Call to Order.**
The meeting was called to order at 10:05 am by Gail McGrath

- 2. Roll Call.**
Present: Gail McGrath, Larry Fites, Janie McBride, Lucie Kreth and Jay Skutt
Absent: None
Staff: Tom Hayes, CEO, Dr. Eric Bugna, Chief of Staff, and Tiffany Williams, Administrative Assistant.
Visitors: Approximately 4 visitors were present at the start of the meeting

- 3. Consent Calendar.**
Mr. Fites motioned to accept the consent calendar as submitted. A second was made by Mr. Skutt. None opposed, the motion was approved.

- 4. Board Chair Comments.**
None

- 5. Board Comments.**
None

- 6. Public Comment.**
None

- 7. Auxiliary Report**
Peggy Addington stated that she was providing the Auxiliary report for Kathy Davis who was out of town. Ms. Addington reported that they currently have \$196,020 in the bank of which \$4,500 is in the memorial fund for employee scholarships. Nifty Thrifty grossed \$16,006 in September which is down 2% from 2011. The Auxiliary logged 852 volunteer hours.

- 8. Chief of Staff**
Dr. Bugna stated that Dr. Blanco, Dentist has been seeing patients in the Dental clinic. He also stated that providers are being trained on the new electronic medical records system.

- 9. Policies and Procedures**
Ms. Whitfield reviewed the proposed policies. There was a brief discussion. Ms. McGrath motioned to approve the listed policies pending review by the Policy Committee. A second was made by Mr. Fites. None opposed, the motion was approved.

- 10. Committee Reports**
 - **Finance Committee**
Kreth reported that the Finance Committee met and reviewed the September financials. She

5. **CFO Report:** Mr. Hayes stated Ms. Nelson was out of town. EPHC had a slight loss for the month primarily due to lighter volume as well as one large bad debt write off. Volumes were average for the month.

11. **CEO Report**

• **Project List Update:**

- Ambulance Barn: Mr. Hayes reported that we have applied for a 2 year extension so that we can delay the removal of the ambulance barn to make it coincide with the new boiler project.
- Boiler replacement: Mr. Hayes reported that Aspen Architects will be here on Monday to discuss the boiler plan as well as master planning.
- NPC modifications: Mr. Hayes reported that the bracing of the antenna is the only thing left to do for the NPC modifications. Once OSHPD approval is granted we will complete the work by year end.

- **EMR Modules Update:** Mr. Hayes reported that the Clinic PPD Module is being installed and provider training has begun. He also reported that the ER module will not be installed as it is no longer supported by Healthland. Alternatives are being investigated.
- **GI Coverage:** Dr. Mardini, Locums Tenen is seeing patients three days per month. Dr. Newman is also interested in providing coverage.
- **Community Needs Assessment Project:** Mr. Hayes stated that we are working with Mimi Hall, Director of Public Health to schedule another community forum due to the low turn out at the meeting last week. The next forum is scheduled for November 15th.
- **CT scanner replacement update:** Mr. Hayes reported that he is finalizing the pricing on the CT project. The estimated install date is January-February 2013. A mobile CT scanner will be needed as the CT will be down for approximately three weeks.
- **Other:** Mr. Hayes reported that there was a birth in the ER over the weekend and everything went well.

12. **Closed Session.**

Ms. McGrath announced the Board would move into closed session at 10:50 a.m., pursuant to Health and Safety Code 32155 and Government Code Section 54957.

13. **Open Session Report of Actions Taken in Closed Session.**

The Board returned at approximately 11:53 pm and announced with respect to Government Code Section 54957, appointments to the medical staff were approved as submitted, with the exception of Trent Saxton, DC pending recommendations from the Medical Executive Committee regarding specific privileges. No other reportable action.

14. **Adjournment.** Ms. McGrath subsequently adjourned the meeting at 11:53 a.m.

Approval _____

_____ Date

EASTERN PLUMAS HEALTH CARE DISTRICT

MEMORANDUM

Date: November 19, 2012
To: Board of Directors
From: Jeri Nelson, Chief Financial Officer
Subject: Summary of Financial Results – October 2012

Table 1. Consolidated Financial Results – October 2012

	Actual	Budget	Variance
Total Revenue	\$3,359,080	\$3,311,376	\$47,704
Contractual Adjustments	\$1,477,162	\$1,416,017	\$61,145
Bad Debt/Admin Adjustments	\$83,347	\$147,913	\$(64,566)
Net Revenue	\$1,798,572	\$1,747,446	\$51,126
Total Expenses	\$1,781,299	\$1,738,161	\$43,138
Operating Income (Loss)	\$17,273	\$9,284	\$7,989
Non-Operating Income(Expense)	\$71,871	\$99,758	\$(27,887)
Net Income (Loss)	\$89,144	\$109,043	\$(19,899)

Table 2. Consolidated Financial Results – Four Months Ended October 2012

	Actual	Budget	Variance
Total Revenue	\$13,534,977	\$13,113,809	\$421,168
Contractual Adjustments	\$5,892,543	\$5,616,319	\$276,224
Bad Debt/Admin Adjustments	\$541,933	\$585,761	\$(43,828)
Net Revenue	\$7,100,501	\$6,911,729	\$188,772
Total Expenses	\$6,799,180	\$6,946,946	\$(147,766)
Operating Income (Loss)	\$301,321	\$(35,218)	\$336,539
Non-Operating Income (Expense)	\$299,141	\$299,033	\$108
Net Income (Loss)	\$600,462	\$263,816	\$336,646

Our Rural Health Clinics exceeded budgeted visits collectively by 20% in October, and budget was set 10% higher than the year before. Great results, lets keep it up! Our Swing volume has improved and we are only 7 days short of our year to date goal. Emergency room visits continue to decline, with transfers remaining well above budget. Net patient revenue is consistent with budget at 53.4% for the month and 52.3% year to date. Operating expenses were high with purchased services being the highest variance. Recruitment fees, Radiology technician and HIM coding services were the main factors. We also see a continued increase in overtime hours, mostly in Portola and Loyalton Skilled Nursing Facilities. The Ambulance department overtime is ongoing and mainly what was budgeted for.

**EASTERN PLUMAS HEALTH CARE
BALANCE SHEET
FOR THE MONTH ENDED
OCTOBER 31, 2012**

DESCRIPTION	CURRENT YEAR
ASSETS	
CURRENT ASSETS	
CASH	627,734
INVESTMENTS	1,107,828
ACCOUNTS RECEIVABLE NET	3,324,138
ACCOUNTS RECEIVABLE OTHER	273,488
INVENTORY	215,316
PREPAID EXPENSES	<u>104,339</u>
TOTAL CURRENT ASSETS	5,652,843
PROPERTY AND EQUIPMENT	
LAND AND IMPROVEMENTS	934,164
BUILDINGS AND IMPROVEMENTS	10,080,726
EQUIPMENT	10,473,035
IN PROGRESS	<u>83,174</u>
TOTAL PROPERTY AND EQUIPMENT	21,571,099
ACCUMULATED DEPRECIATION	<u>13,556,412</u>
NET PROPERTY AND EQUIPMENT	8,014,687
COSTS OF ISSUANCE NET	16,090
TOTAL	13,683,620
LIABILITIES AND FUND BALANCE	
CURRENT LIABILITIES	
LEASES PAYABLE	37,666
ACCOUNTS PAYABLE	629,373
ACCRUED PAYROLL/RELATED TAXES	1,101,044
OTHER CURRENT LIABILITIES	<u>791,847</u>
TOTAL CURRENT LIABILITIES	2,559,929
LEASES PAYABLE	180,365
USDA REPAIRS & DEFEASANCE	447,887
CHFFA - EMR & ENDO EQUIP LOAN	113,223
CITY OF PORTOLA- PROPERTY LOAN	348,000
USDA LOANS SNF	3,587,821
USDA LOAN REPAIRS	50,037
USDA LOAN LOYALTON	501,530
USDA LOAN LOYALTON & PORTOLA	<u>166,757</u>
TOTAL LIABILITIES	7,955,549
FUND BALANCE	5,127,609
NET INCOME (LOSS)	600,462
TOTAL	13,683,620

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

	SEPTEMBER 2012	OCTOBER 2012	CHANGE
ASSETS			
CURRENT ASSETS			
CASH	\$ 734,435	\$ 627,734	\$ (106,701)
LAIF SAVINGS	\$ 1,106,839	\$ 1,107,828	\$ 989
ACCOUNTS RECEIVABLE NET	\$ 3,018,694	\$ 3,324,138	\$ 305,444
ACCOUNTS RECEIVABLE OTHER	\$ 240,637	\$ 273,488	\$ 32,851
INVENTORY	\$ 215,316	\$ 215,316	\$ -
PREPAID EXPENSES	\$ 110,032	\$ 104,339	\$ (5,693)
TOTAL CURRENT ASSETS	<u>\$ 5,425,953</u>	<u>\$ 5,652,843</u>	<u>\$ 226,890</u>
PROPERTY AND EQUIPMENT			
LAND AND IMPROVEMENTS	\$ 934,164	\$ 934,164	\$ -
BUILDINGS AND IMPROVEMENTS	\$ 10,080,726	\$ 10,080,726	\$ -
EQUIPMENT	\$ 10,461,790	\$ 10,473,035	\$ 11,245
IN PROGRESS	\$ 69,913	\$ 83,174	\$ 13,261
	<u>\$ 21,546,593</u>	<u>\$ 21,571,099</u>	<u>\$ 24,506</u>
ACCUMULATED DEPRECIATION	<u>\$ 13,485,478</u>	<u>\$ 13,556,412</u>	<u>\$ 70,934</u>
TOTAL PROPERTY AND EQUIPMENT	<u>\$ 8,061,115</u>	<u>\$ 8,014,687</u>	<u>\$ (46,428)</u>
COSTS OF ISSUANCE NET	\$ 16,343	\$ 16,090	\$ (253)
TOTAL	<u>\$ 13,503,411</u>	<u>\$ 13,683,620</u>	<u>\$ 180,209</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
LEASES PAYABLE	\$ 51,270	\$ 37,666	\$ (13,604)
ACCOUNTS PAYABLE	\$ 565,164	\$ 629,372	\$ 64,208
ACCRUED PAYROLL/RELATED TAXES	\$ 1,023,119	\$ 1,101,044	\$ 77,925
OTHER CURRENT LIABILITIES	\$ 795,496	\$ 791,847	\$ (3,649)
TOTAL CURRENT LIABILITIES	<u>\$ 2,435,049</u>	<u>\$ 2,559,929</u>	<u>\$ 124,880</u>
LEASES PAYABLE	\$ 171,878	\$ 180,365	\$ 8,487
CHFFA LOAN	\$ 119,735	\$ 113,223	\$ (6,512)
CITY OF PORTOLA	\$ 348,000	\$ 348,000	\$ -
USDA LOANS	\$ 4,789,822	\$ 4,754,032	\$ (35,790)
TOTAL LIABILITIES	<u>\$ 7,864,484</u>	<u>\$ 7,955,549</u>	<u>\$ 91,065</u>
FUND BALANCE	\$ 5,127,609	\$ 5,127,609	\$ -
NET INCOME (LOSS)	\$ 511,318	\$ 600,462	\$ 89,144
TOTAL	<u>\$ 13,503,411</u>	<u>\$ 13,683,620</u>	<u>\$ 180,209</u>

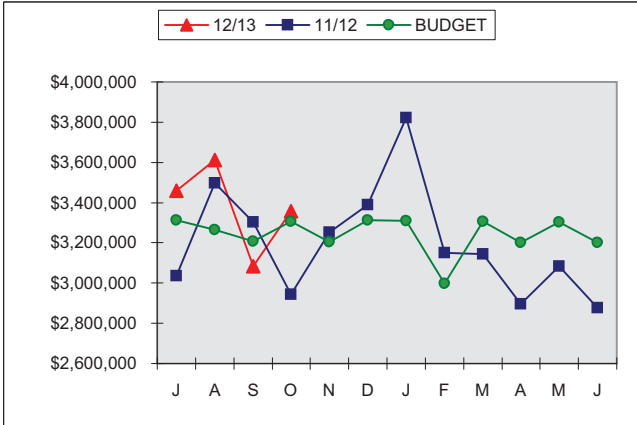
**EASTERN PLUMAS HEALTH CARE
STATEMENT OF REVENUE AND EXPENSE
FOR THE MONTH ENDED
OCTOBER 31, 2012**

DESCRIPTION	CURRENT PERIOD			YEAR TO DATE			ANNUAL BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	
OPERATING REVENUE							
INPATIENT ROUTINE	155682	223479	-67797	702904	886707	-183803	2631285
INPATIENT ANCILLARY	<u>182772</u>	<u>261455</u>	<u>-78683</u>	<u>772997</u>	<u>1041200</u>	<u>-268203</u>	<u>3087405</u>
TOTAL INPATIENT	338454	484934	-146480	1475901	1927907	-452006	5718690
SWING ROUTINE	128000	61490	66510	230000	243977	-13977	724000
SWING ANCILLARY	<u>72365</u>	<u>48915</u>	<u>23450</u>	<u>151105</u>	<u>196580</u>	<u>-45475</u>	<u>579962</u>
TOTAL SWING BED	200365	110405	89960	381105	440557	-59452	1303962
SKILLED NURSING ROUTINE	522236	493362	28874	2088612	1957532	131080	5808932
SKILLED NURSING ANCILLARY	<u>80192</u>	<u>86416</u>	<u>-6224</u>	<u>378233</u>	<u>343058</u>	<u>35175</u>	<u>1018367</u>
TOTAL SKILLED NURSING	602428	579778	22650	2466845	2300590	166255	6827299
OUTPATIENT SERVICES	<u>2214528</u>	<u>2130756</u>	<u>83772</u>	<u>9187558</u>	<u>8422742</u>	<u>764816</u>	<u>25078792</u>
TOTAL PATIENT REVENUES	3355776	3305873	49903	13511409	13091795	419614	38928743
OTHER OPERATING REVENUE	<u>3305</u>	<u>5503</u>	<u>-2198</u>	<u>23568</u>	<u>22013</u>	<u>1555</u>	<u>66040</u>
TOTAL REVENUE	3359080	3311376	47704	13534977	13113809	421168	38994783
=====							
DEDUCTIONS FROM REVENUE							
BAD DEBT/ADMINISTRATIVE ADJ'S	83347	147913	-64566	541933	585761	-43828	1741774
CONTRACTUAL ADJUSTMENTS	1477162	1416017	61145	5892543	5616319	276224	16671008
TOTAL DEDUCTIONS	<u>1560509</u>	<u>1563930</u>	<u>-3421</u>	<u>6434476</u>	<u>6202080</u>	<u>232396</u>	<u>18412782</u>
NET REVENUE	1798572	1747446	51126	7100501	6911729	188772	20582001
=====							
OPERATING EXPENSES							
SALARIES	794712	805967	-11255	3167060	3224829	-57769	9594815
BENEFITS	198532	215801	-17269	781229	863279	-82050	2580428
SUPPLIES	148036	151197	-3161	576218	626308	-50090	1857037
PROFESSIONAL FEES	251228	238397	12831	967775	942029	25746	2796024
REPAIRS & MAINTENANCE	46554	38464	8090	154451	153858	593	461574
PURCHASED SERVICES	116284	61738	54546	330833	247088	83745	741129
UTILITIES/TELEPHONE	56266	58712	-2446	199946	233168	-33222	697826
INSURANCE	33087	33280	-193	132349	133122	-773	399366
RENT/LEASE EXPENSE	12796	18654	-5858	70987	74615	-3628	223846
DEPRECIATION/AMORTIZATION	71187	69748	1439	259272	278991	-19719	872975
INTEREST EXPENSE	21334	26098	-4764	90639	104393	-13754	313180
OTHER EXPENSES	<u>31283</u>	<u>20105</u>	<u>11178</u>	<u>68420</u>	<u>65265</u>	<u>3155</u>	<u>178099</u>
TOTAL EXPENSES	<u>1781299</u>	<u>1738161</u>	<u>43138</u>	<u>6799180</u>	<u>6946946</u>	<u>-147766</u>	<u>20716299</u>
OPERATING INCOME (LOSS)	17273	9284	7989	301321	-35218	336539	-134298
=====							
MISCELLANEOUS	24498	2383	22115	32826	9533	23293	28600
CONTRIBUTIONS	0	50000	-50000	76820	100000	-23180	200000
PROPERTY TAX REVENUE	<u>47373</u>	<u>47375</u>	<u>-2</u>	<u>189495</u>	<u>189500</u>	<u>-5</u>	<u>568500</u>
NON-OPERATING INCOME (EXPENSE)	<u>71871</u>	<u>99758</u>	<u>-27887</u>	<u>299141</u>	<u>299033</u>	<u>108</u>	<u>797100</u>
NET INCOME (LOSS)	89144	109043	-19899	600462	263816	336646	662802
=====							

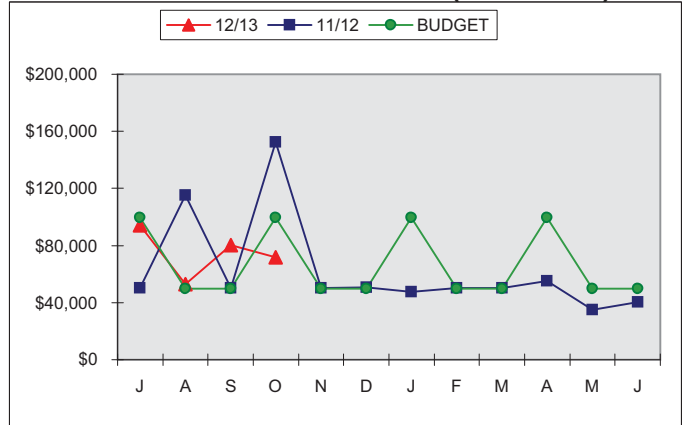
DESCRIPTION	CURRENT PERIOD			YEAR TO DATE			ANNUAL BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	
STATISTICAL DATA							
ACUTE INPATIENT ADMISSIONS	18	35	-17	88	139	-51	411
ACUTE PATIENT DAYS	54	83	-29	248	329	-81	975
SKILLED NURSING PATIENT DAYS	1573	1488	85	6291	5904	387	17520
SWING BED DAYS	64	30	34	115	122	-7	362
E.R. VISITS	276	268	8	1255	1064	191	3160
CLINIC VISITS	2748	2313	435	9498	9176	322	27230

EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2013

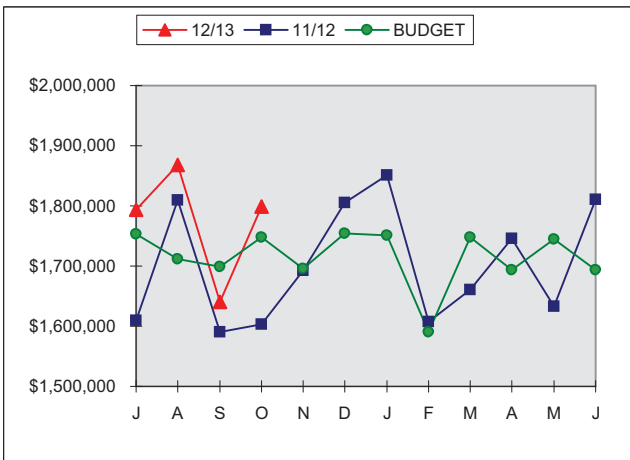
1. GROSS PATIENT REVENUE



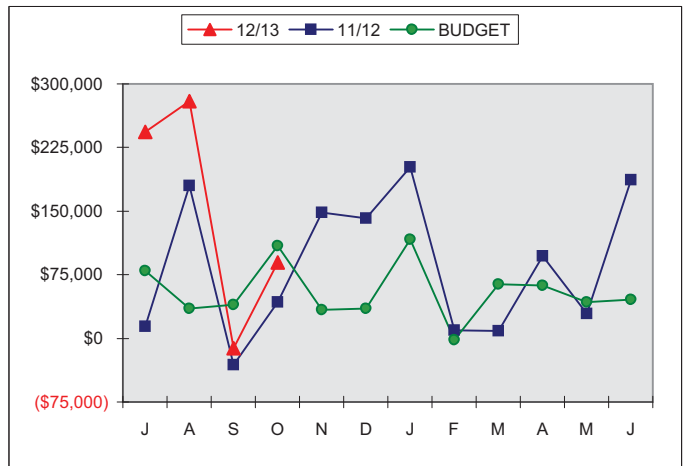
4. NON-OPERATING INCOME (EXPENSE)



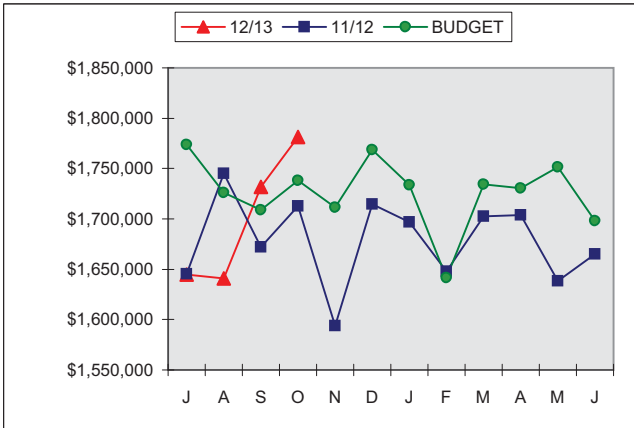
2. ESTIMATED NET REVENUE



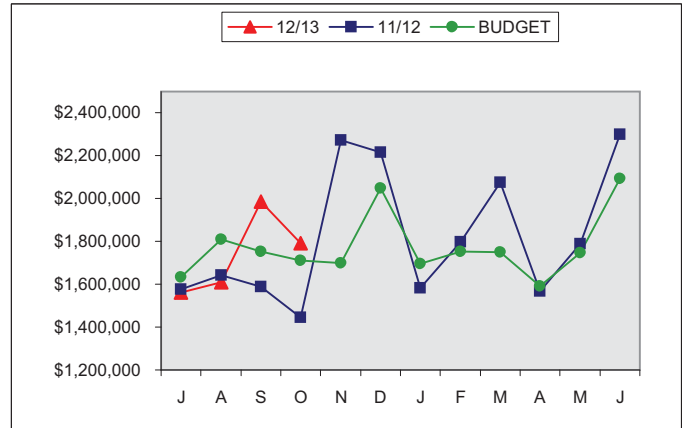
5. NET INCOME (LOSS)



3. OPERATING EXPENSES

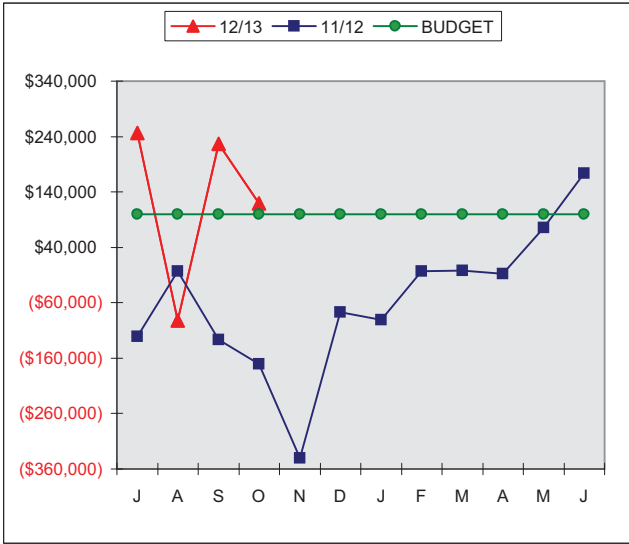


6. CASH RECEIPTS

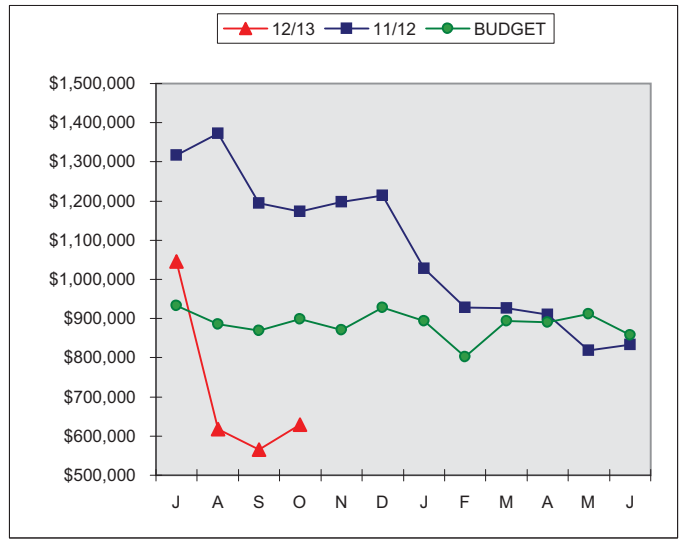


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2013

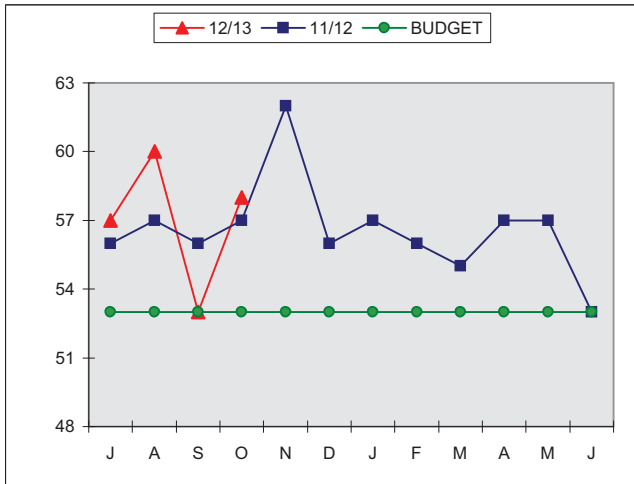
7. OPERATING CASH



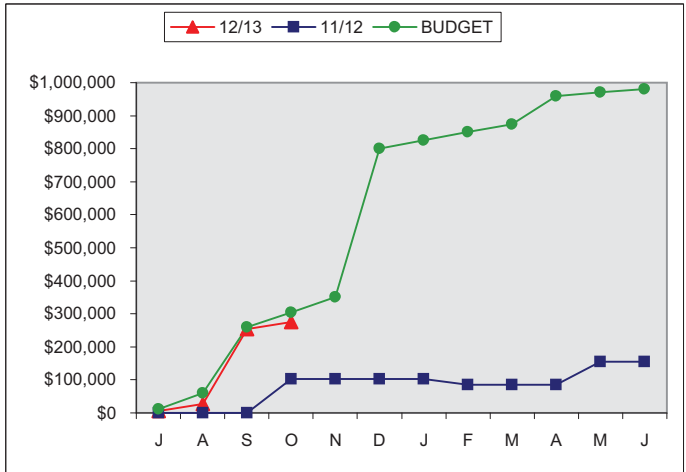
10. ACCOUNTS PAYABLE



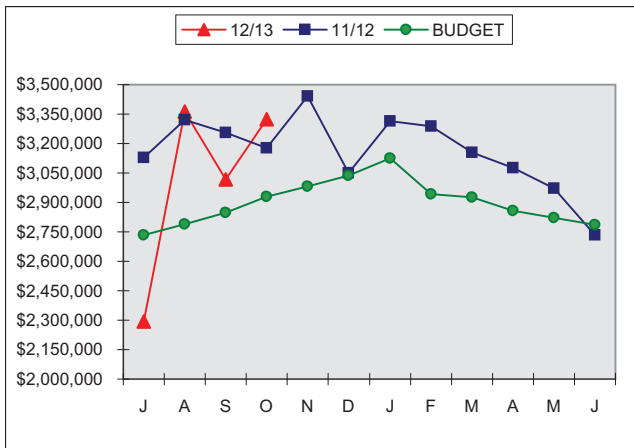
8. ACCOUNTS RECEIVABLE-DAYS



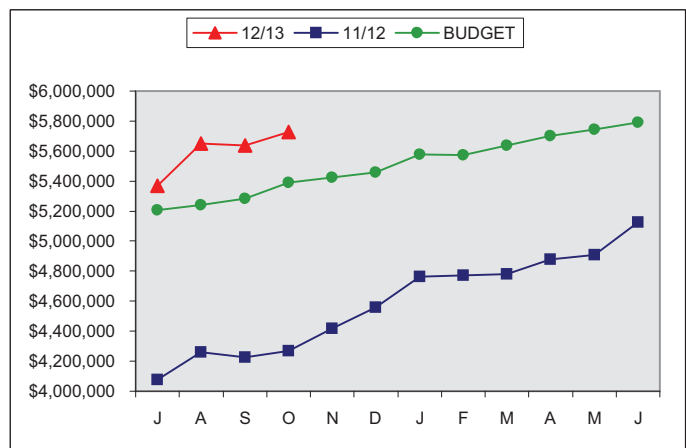
11. CAPITAL EXPENDITURES-YTD



9. ACCOUNTS RECEIVABLE, NET

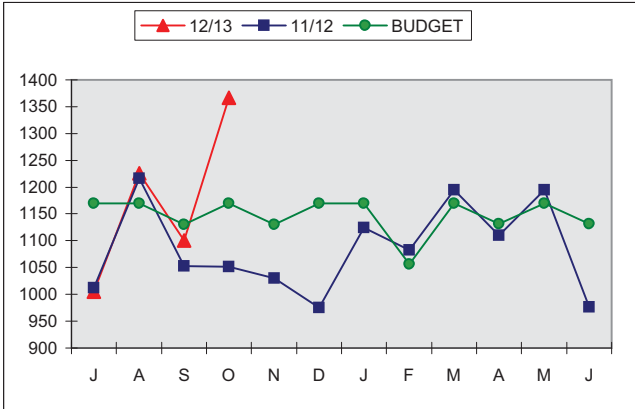


12. FUND BALANCE + NET INCOME (LOSS)

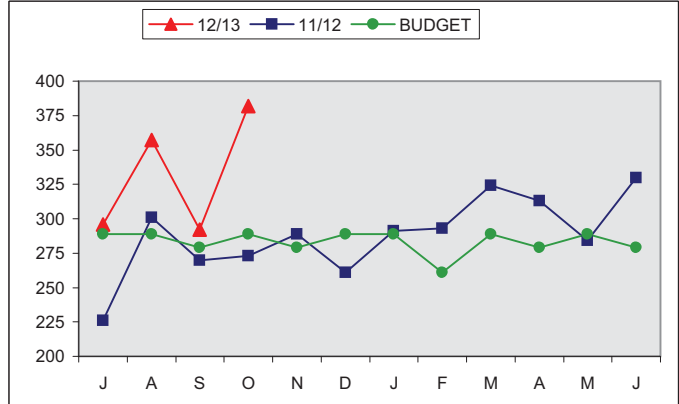


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2013

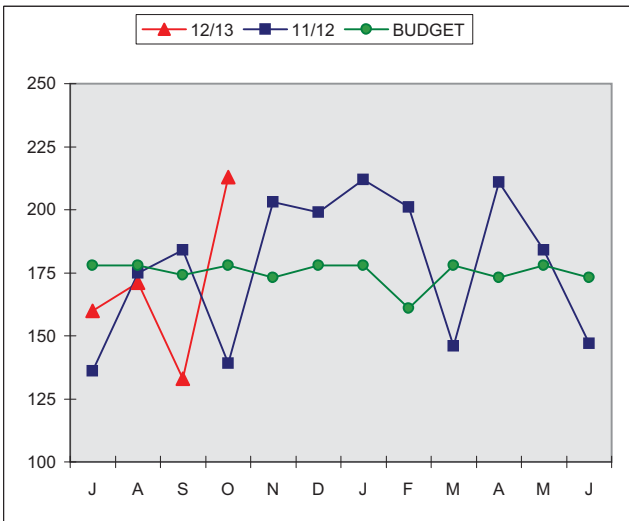
13. PORTOLA MEDICAL CLINIC VISITS



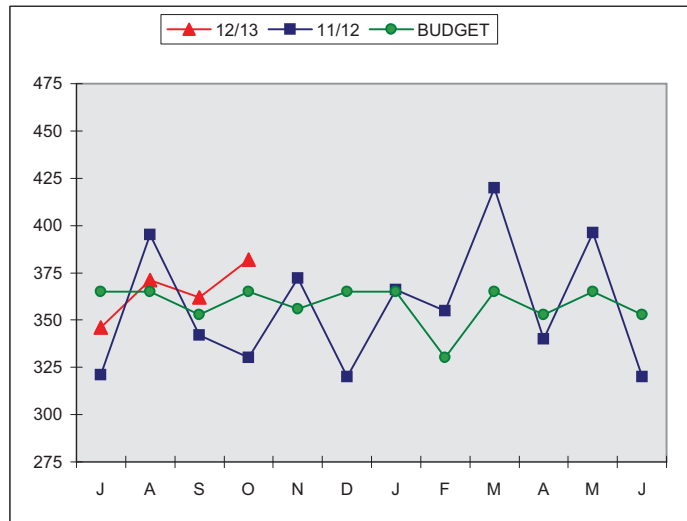
16. LOYALTON MEDICAL CLINIC VISITS



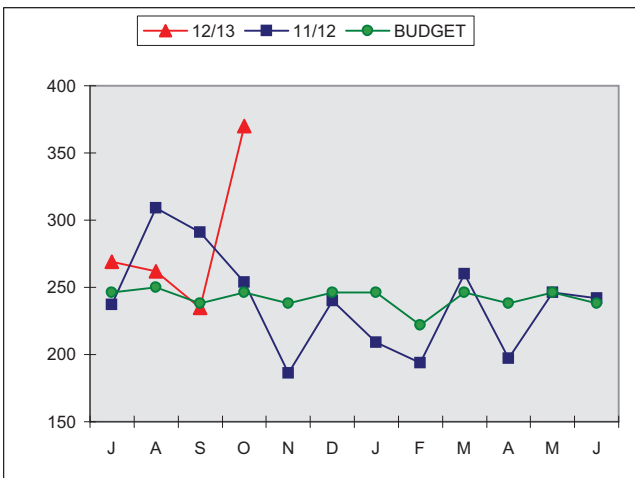
14. PORTOLA DENTAL CLINIC VISITS



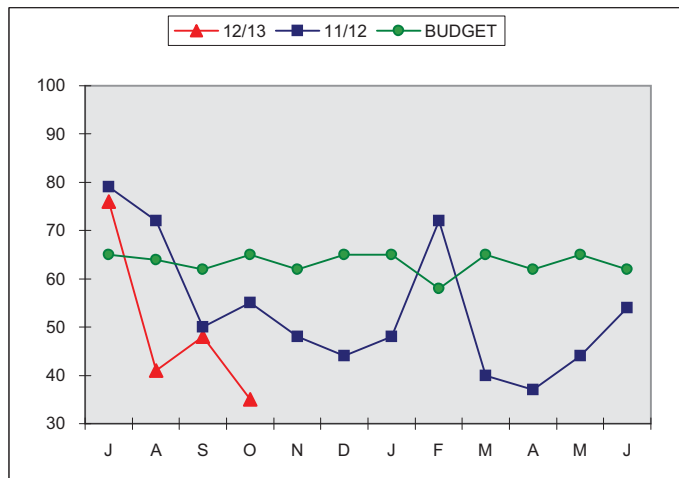
17. INDIAN VALLEY MEDICAL CLINIC VISITS



15. GRAEAGLE MEDICAL CLINIC VISITS

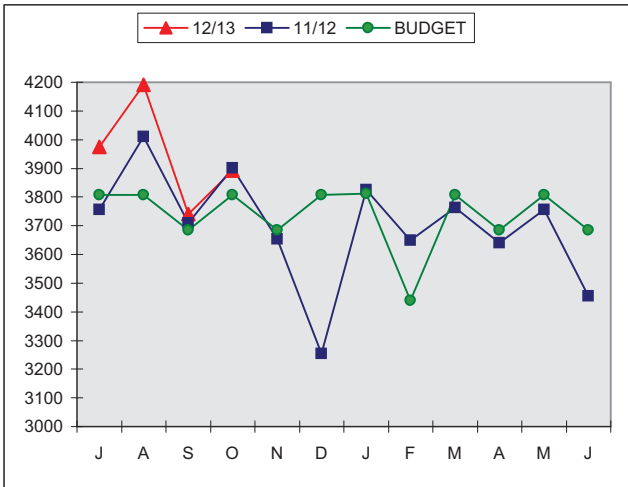


18. PORTOLA ANNEX VISITS

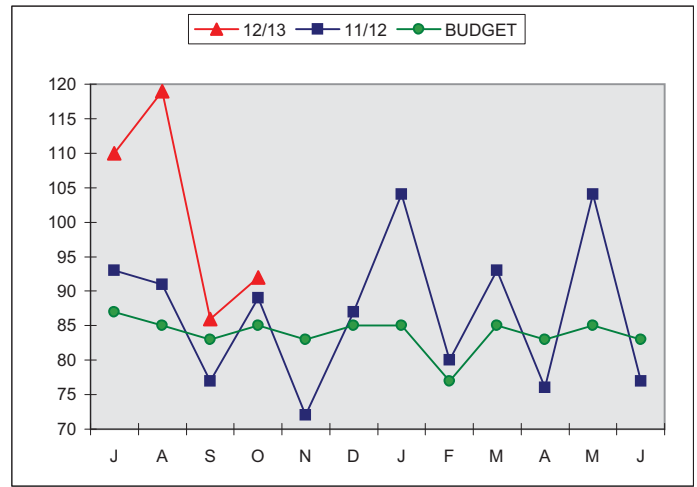


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2013

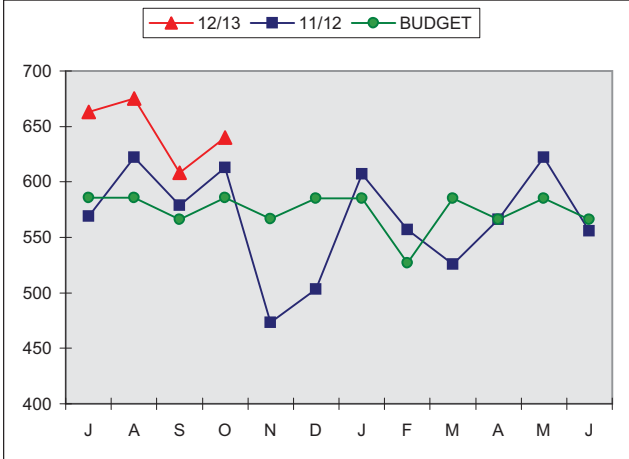
19. LABORATORY PROCEDURES



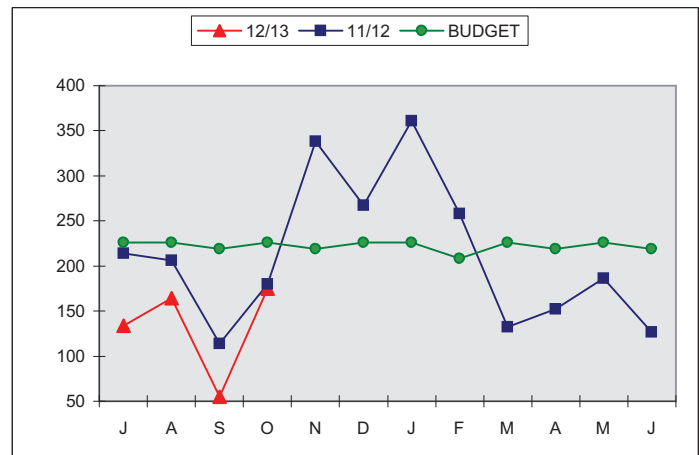
22. AMBULANCE RUNS



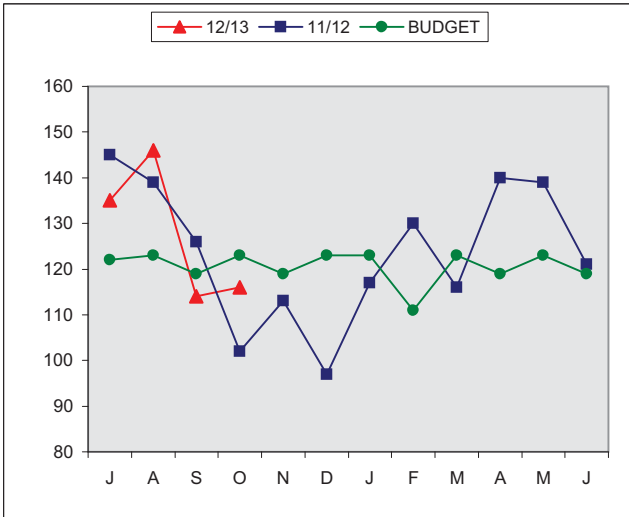
20. RADIOLOGY PROCEDURES



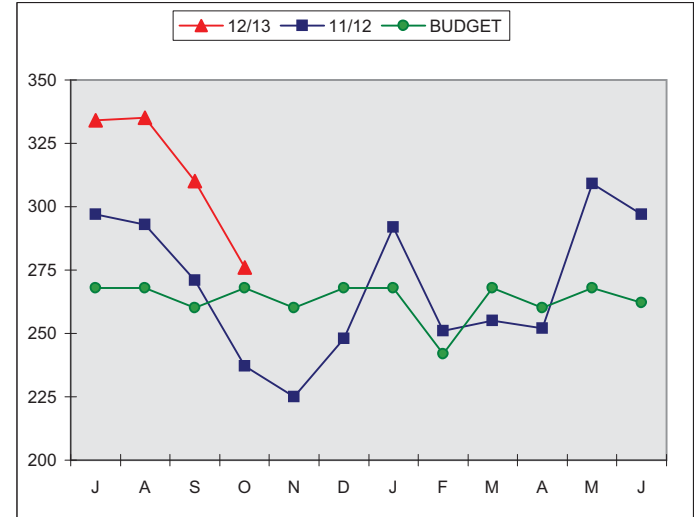
23. RESPIRATORY PROCEDURES



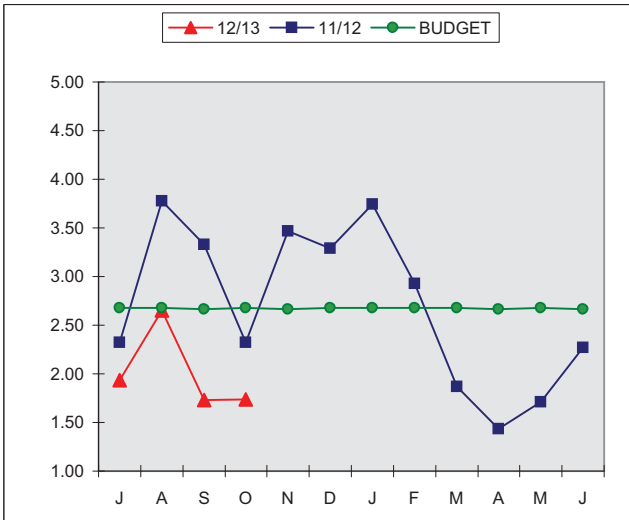
21. ECGS



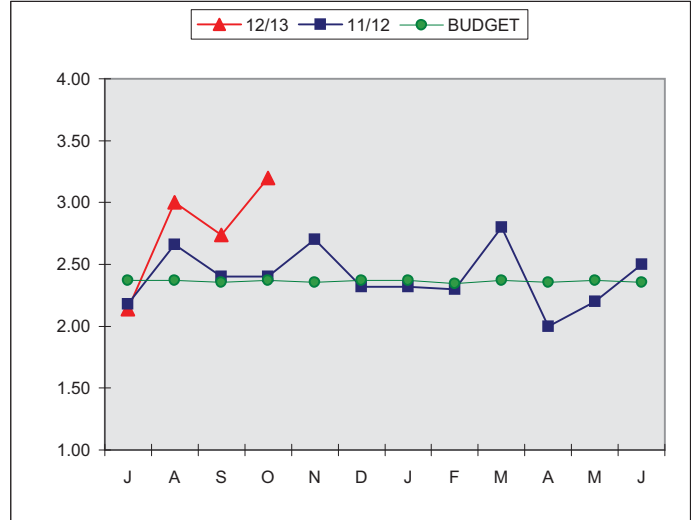
24. EMERGENCY ROOM VISITS



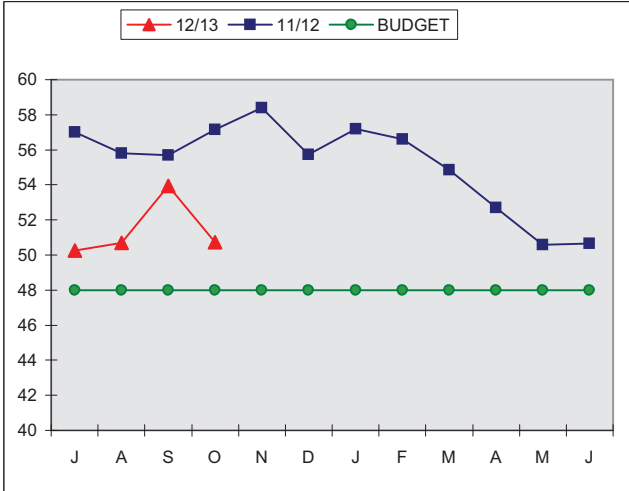
25. AVERAGE DAILY CENSUS - ACUTE



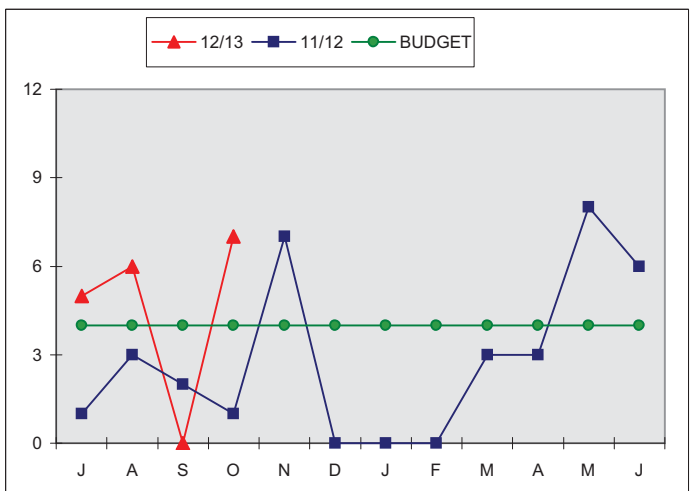
28. AVERAGE LENGTH OF STAY - ACUTE



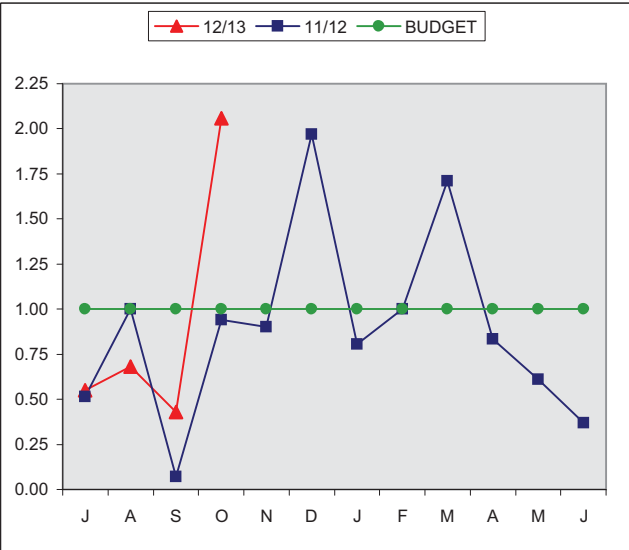
26. AVERAGE DAILY CENSUS - SNF



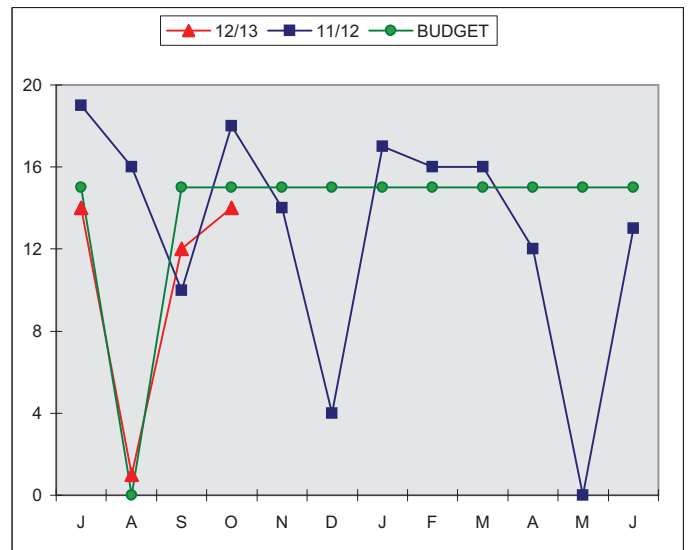
29. SURGERIES - IN & OUTPATIENT



27. AVERAGE DAILY CENSUS-SWING

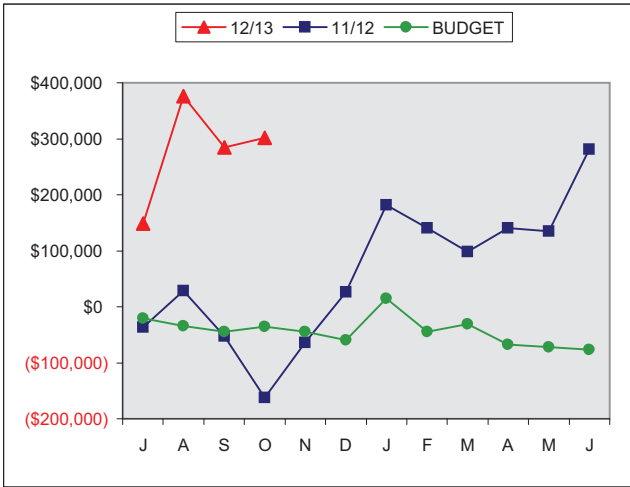


30. ENDOSCOPY PROCEDURES

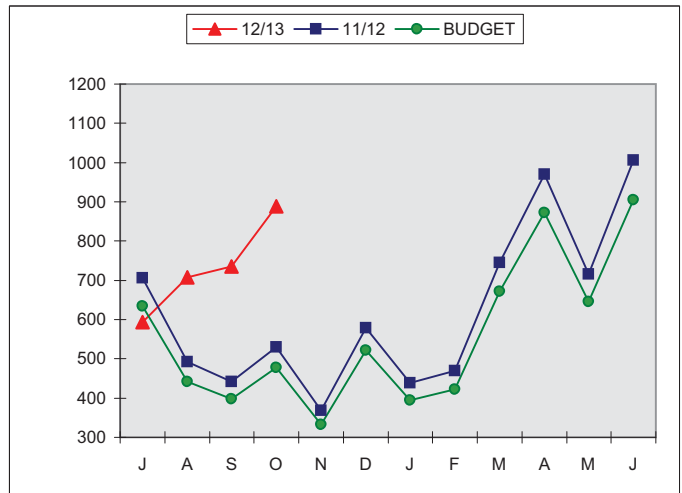


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2013

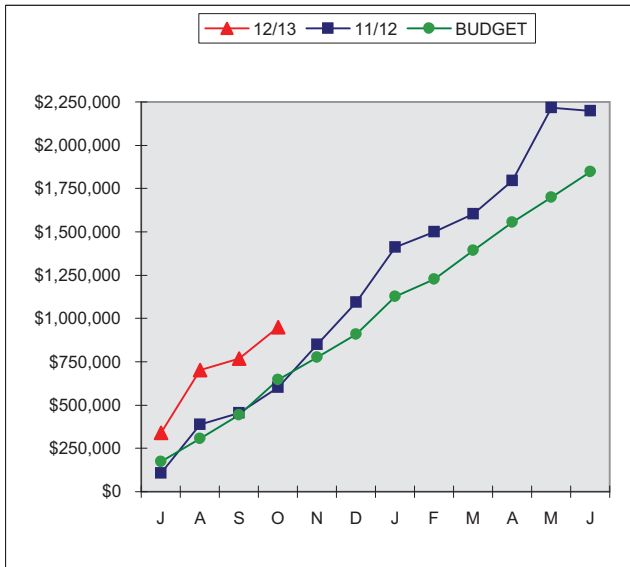
31. YEAR TO DATE OPERATING INCOME (LOSS)



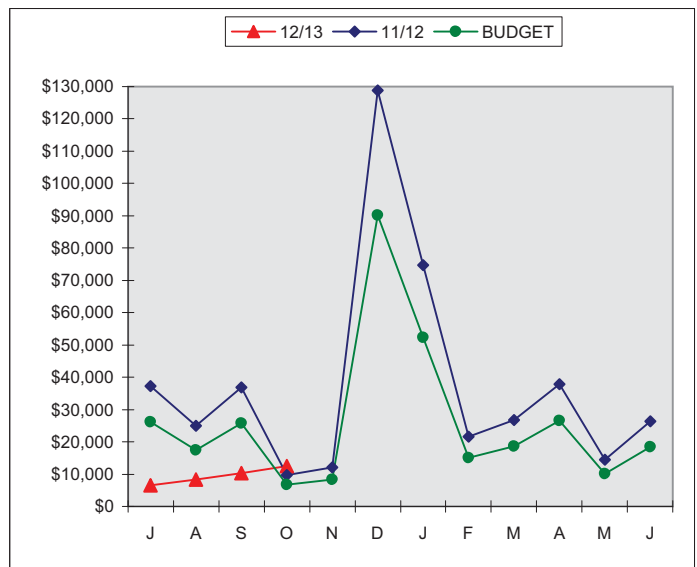
34. OVERTIME HOURS



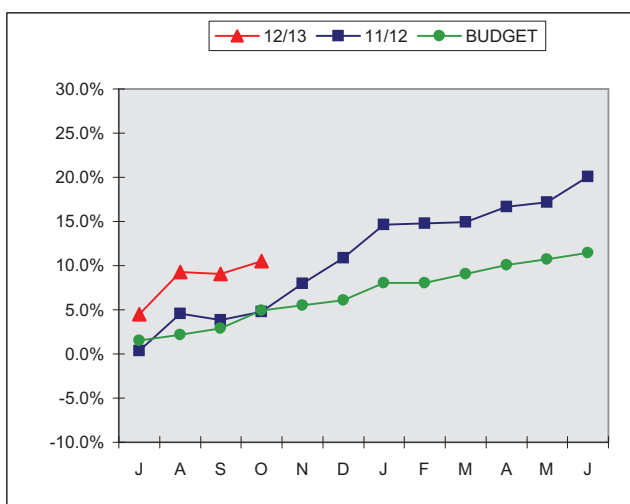
32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



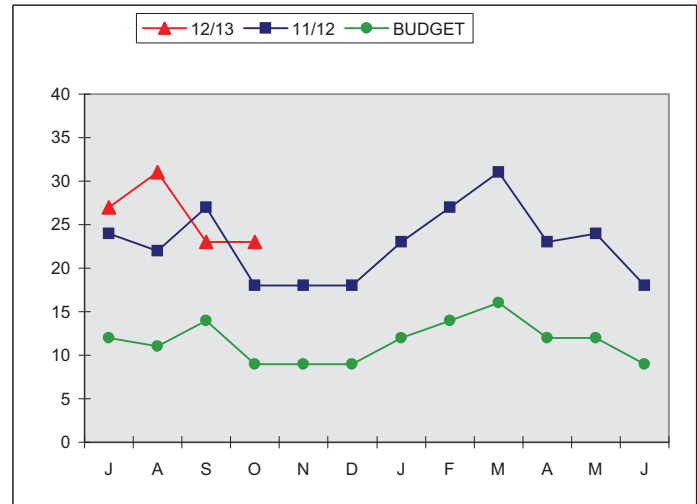
35. DENIALS



34. RETURN ON EQUITY



36. EMERGENCY DEPARTMENT TRANSFERS





2012-2013 OPERATIONS PLAN
EASTERN PLUMAS HEALTH CARE

Prepared by:

Thomas P. Hayes
Chief Executive Officer

August 2012
Updated 11/29/2012

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INTRODUCTION

The following is the Operations Plan for the 2012-2013 fiscal year. Responsible individuals are listed at the end of each item

FACILITIES

1. Complete NPC2 modifications to the Portola Facility and apply to OSHPD for NPC3 extension. (TPH) **Antenna work awaiting OSHPD permit. Work on reinforcing antenna will begin once the permit is issued.**
2. Complete ambulance barn project or SB90 extension and obtain OSHPD approval by calendar year end. (TPH) **SB90 extension submitted. Awaiting OSHPD approval.**
3. Prepare an analysis for Board review of the options available for replacing EPHC campus boilers. Analyze funding opportunities and prepare a plan for implementation in summer 2013. (TPH) **Some work has been completed by Ainsworth on boiler replacement options. We are currently working with Aspen Architects to identify options which will be presented after Master Planning process is complete.**
4. Complete a review and provide recommended revisions to the long term facilities plan prepared in 2005. (TPH)
To be completed within Master Planning process.
5. Complete miscellaneous remodeling projects as outlined in the projects list. (TPH)
Ongoing. Several projects completed, others to be scheduled as time permits.

FINANCES

1. Achieve 2012/2013 budgeted profit margin. (All)
Through October 2012, actual profit margin exceeding budget by \$336,646.
2. Evaluate and implement a Time and Attendance system. (Cathy Conant, Jeri Nelson)
Time and attendance system selected and to be implemented in March 2013.
3. Reduce denials from insurance companies by 30% from 2011/2012 levels. (Jeri Nelson, Teresa Whitfield)
Insurance denials reduced by 65% as of 10/31/12.
4. Add Direct Deposit for employee pay checks (Jeri Nelson)
Planned for spring, 2013.

QUALITY

1. Add new metrics, e.g. medication errors, patient falls, etc. to the QA program (Teresa Whitfield) **Completed.**

2. Routinely measure patient satisfaction scores in the clinics, hospital, ER, and SNFs. Routinely report results to Board QA Committee. Implement necessary actions to improve scores as required. (Teresa Whitfield and Mark Schweyer) **Completed.**
3. Continue annual measurement of employee satisfaction. Achieve an 80% survey completion percentage. Convene Board Committee to create a plan to increase employee completion percentage. (Cathy Conant)
Board committee convened, action plan to be implemented.
4. Create an in house mentoring program for new employees, managers, and physicians to drive long term recruitment and retention. (All) **No progress.**

COMMUNITY RELATIONS/STRATEGIC PLANNING

1. Convene Leadership Council and hospital management to evaluate and update EPHC Strategic Plan. (TPH)
Planned for spring, 2013

OPERATIONS

1. Continue efforts with Tahoe Forest to further expand affiliation opportunities. (TPH)
Efforts continue but very little progress with Tahoe Forest Hospital District..
2. Evaluate the efficacy of changing our annual employee pay system to base annual raises on specific accomplishments and goals vs. seniority. (Cathy Conant)
No progress.
3. Implement the ER and Clinic EMR modules. (Rick Boyd)
Clinic module complete. ER module no longer supported by Healthland so we are researching options.
4. Expand telemedicine program to meet 2012/2013 budgeted volume goals. (Mark Schweyer)
2012/2013 volume meeting budget.
5. Implement 2012/2013 objectives outlined in the Strategic Plan. (All)
Ongoing effort.
6. Create a comprehensive management development program for managers and department heads. (Cathy Conant) **Evaluating specific training needs for core program. Training to be completed next year.**

CLINICS

1. Create a plan to increase clinic visits by 10% by fiscal year end (Mark Schweyer)
Telemedicine visits have increased by 88%. Overall, visits up YTD by 9.4%.
2. Create goals and ongoing routine measurements for patient wait times, test results reporting, and patient satisfaction. Report results to CEO and Board QA Committee. Implement necessary changes to improve upon results reported. (Mark Schweyer)
No Progress.
3. Create process to annually evaluate primary care provider's performance to include such things as quality, patient satisfaction, productivity, community involvement, etc. (TPH, Mark Schweyer) **Considering physician benchmarks. Dr. Kim assisting in this effort.**
4. Continue recruitment of additional specialties for clinic services, e.g. urology, ENT, GI. (Mark Schweyer). **Recent additions for telemedicine; Psychiatry, Behavioral Health and Rheumatology. Nephrology and Pain Management to begin January 2013.**

LOYALTON CAMPUS

1. Identify specific OSHPD requirements and associated costs for relocating the clinic into the main building. (TPH) **To be completed in spring.**
2. Complete miscellaneous remodel projects as outlined in the projects list.(TPH)
Life safety modifications complete. Other projects to be completed as prioritized by CEO.

Starting in 2014, the California Health Benefit Exchange will make it easier for individuals and small businesses to compare plans and buy health insurance on the private market.

The Exchange will enhance competition and provide the same advantages available to large employer groups by organizing the private insurance market, including a more stable risk pool, greater purchasing power, more competition among insurers and detailed information regarding about the price, quality and service of health coverage.

The Exchange will support consumer choice by making comprehensive information about health plans available in an objective, easy-to-understand format, including:

- a website that provides standardized comparison information on qualified health plan benefit plans/options
- a calculator for applicants to compare costs across plan options
- a web-based eligibility portal to help link individuals to health coverage options available to them
- a toll-free consumer assistance hotline

Eligibility

Individuals and small employers meeting federal citizenship requirements may enroll in the exchange. Federal health care reform makes tax credits and subsidies available in 2014 to Californians with incomes between 133 and 400 percent of the federal poverty level (in 2010, approximately \$29,000 to \$88,000 for a family of four). The Exchange will ensure that Californians eligible for federally-authorized tax credits and subsidies get those benefits. Small employers with less than 50 employees may also purchase coverage through the exchange.

Costs

The federal government awarded California \$1 million to fund preliminary planning efforts related to the development of an exchange. On August 12, 2011, the California Health Benefit Exchange received a \$39 million Level I Exchange Establishment grant that will help the state plan for and design the Exchange and will be used to recruit necessary technical and support staff and to contract for specific subject matter experts. After 2014, the Exchange must be self-supporting from fees paid by health plans and insurers participating in the Exchange.

Voluntary Health Plan and Insurer Participation

Health insurance products offered through the Exchange must be available in the same form to consumers purchasing coverage outside the Exchange. All health plans and insurers participating in the Exchange must offer all Exchange plans at the federally designated bronze, silver, gold and platinum levels. Catastrophic plans will only be available through health plans and insurers participating in the Exchange. The catastrophic plans will be available both inside and outside the Exchange from these health plans and insurers.

The Exchange is an independent public entity within state government with a five-member board appointed by the Governor and the Legislature.

Two members are appointed by the Governor; one by Senate Rules Committee; and one by Speaker of the Assembly. The Secretary of the Health and Human Services Agency or another designee will serve as an ex-officio voting member of the Board. Appointed members will serve four year terms.

- Members of the board or of the staff of the Exchange are subject to strict conflict-of-interest provisions. They may not be employed by, a consultant to, a member of the board of directors of, affiliated with, or otherwise a representative of, a carrier or other insurer, an agent or broker, a health care provider, or a health care facility or health clinic.

The Exchange does not change how existing state health care coverage programs are administered.

Medi-Cal and the Healthy Families Program will continue to be administered by the Department of Health Care Services (DHCS) and the Managed Risk Medical Insurance Board (MRMIB), respectively.

- The Exchange will screen for and enroll individuals in Medi-Cal or the Healthy Families Program if they are eligible for those programs. The federal law requires state exchanges to perform this function.
- The Exchange will coordinate with DHCS, the MRMIB, and California counties to ensure that individuals are seamlessly transitioned between coverage programs if their eligibility changes.