

**EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, October 23, 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			1-2
(B) Meeting Minutes of 9.25.14 Standing Finance Committee			3
(C) Meeting Minutes of 9.25.14 Regular Board Meeting			4-7
(D) Meeting Minutes of 10.15.14 Standing Planning Committee			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	
• Finance Committee	McBride/Swanson		
• Planning Committee	McGrath/Skutt		
10. Director of Nursing Report	Linda Jameson	I/D	

11. Director of Clinic Report	Bryan Gregory	I/D
12. Recommendation for Approval of Policies		I/D/A
<ul style="list-style-type: none"> • Annual Review of Nursing Admin. Policies • Annual Review of Dietary Policies • Code Red • Marijuana • No Weapons on Premises 		
13. Chief Financial Officer Report	Jeri Nelson	I/D
<ul style="list-style-type: none"> • September Financials • Other 		
14. Chief Executive Officer Report	Tom Hayes	I/D
<ul style="list-style-type: none"> • Board Planning Retreat • DHS Clawback Update • Surplus Property • Other 		
15. Closed Session	Gail McGrath	I/D/A
I. Closed Session, pursuant to Health and Safety Code 32155, to review reports on Quality Assurance.		
II. Closed Session, pursuant to Government Code Section 54957 to consider the following privileges and appointments to the medical staff:		
<ul style="list-style-type: none"> a. Recommendation for One Year Provisional Privileges <ul style="list-style-type: none"> • Cory Gonzales, PhD, Clinical Psychology-Telemedicine 		
Updated Schedule 1-Virtual Radiology		
16. Open Session Report of Actions Taken in Closed Session	Gail McGrath	I
17. Adjournment	Gail McGrath	A

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE STANDING FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS
Thursday September 25, 2014
8:30 A.M.
EPHC's Administrative Conference Room**

Minutes

- 1. Call to Order:** The meeting was called to order at 8:34 am by Dr. Paul Swanson
- 2. Roll Call:**
Present: Paul Swanson, M.D., Janie McBride
Staff: Tom Hayes, CEO, Jeri Nelson, CFO Alanna Wilson, Administrative Assistant
Guest: Nic Beddoe
- 3. Approval of Agenda:** The agenda was approved as submitted.
- 4. Board Comments:** None
- 5. Public Comments:** None
- 6. CFO Report**
 - **August 2014 Financials:** Ms. Nelson reported that Net Income for the month of August was \$48,526.00. We fell short of our budgeted revenue for the month. Swing days were up in the month of August. Ms Nelson discussed the addition of graph 28. Portola clinic was down in the month of August due to staff vacations. We did not see a lot of growth in the Loyalton and Indian Valley clinics. Portola dental clinic is doing well. It is the only Medi-Cal dental clinic in the community.
 - **Other:** A discussion was had regarding the Draft Audit performed by Jerrel Tucker. Ms. Nelson stated that we did very well and Mr. Tucker would have more details in the Board meeting.

Adjournment: Dr. Swanson adjourned the meeting at 9:30 am

Approval

Date

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

Thursday, September 25, 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: Dr. Paul Swanson, Janie McBride, Lucie Kreth, Gail McGrath and Jay Skutt
Staff: Tom Hayes, CEO, Jeri Nelson, CFO, Eric Bugna MD, and Alanna Wilson,
Administrative Assistant.

Visitors: Approximately 5 visitors were present at the start of the meeting

3. Consent Calendar.

Ms. McGrath stated that the Annual Review of Nursing Policies needed to be removed from the Agenda. Dr. Swanson motioned to remove this agenda item. A second was made by Ms. Kreth. None opposed, the motion was approved. Mr. Skutt motioned to approve the consent calendar. A second was made by Dr. Swanson. None opposed, the motion was approved.

4. Board Chair Comments.

Ms. McGrath thanked Ms. Kreth for chairing the board meeting last month in her absence.

5. Board Comments.

None

6. Public Comment.

Ms. Jennie McGuire was introduced as the new Portola Reporter for our local area.

7. Auxiliary Report

Ms. Tanner reported that the Nifty Thrifty had grossed \$17,304.00 for the month of August and had 897 volunteer hours at the thrift store and 13 volunteer hours in the hospital.

8. Audit Report Presentation

Ms. Nelson introduced Mr. Jerrel Tucker, TCA Partners, LLP. Mr. Tucker stated that the audit had gone very well. Mr. Tucker presented a draft audit to the Board for approval.

The following is a brief overview of the Audit results:

- Received an unmodified opinion.
- There were no material weaknesses or significant deficiencies identified relating to the Hospital's controls and there were no reportable findings.
- There were no audit adjustments.
- There were no difficulties encountered with management in performing the audit and did not have any disputes or disagreements.
- The following other significant Accounting/Auditing Issues are:
 - EMR Project
 - Hospital Fee Program-IGT

- DP SNF “clawback” liability and related supplemental safety-net program
- Net position terminology

There was an in depth discussion of the audit report and the EMR Project. The organization did well; revenue was up \$1 million dollars. EPHC is one of four or five of the most financially successful critical access hospitals in the state of California.

Mr. Hayes commended Ms. Nelson and her staff for their excellent work.

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

9. Chief of Staff Report

Dr. Bugna reported on an article he had read regarding Medi-Cal.

10. Committee Reports

- **Finance Committee**

Dr. Paul Swanson reported that the hospital had a net revenue of over \$48,000.00 for the month of August and over \$137,000.00 annually. Ms. McBride stated that it was nice to see swing bed utilization increased and noted that Medi-Cal dental is very important to EPHC and the community.

- **Q/A Committee**

Ms. McGrath reported that the Q/A committee had met and Ms. Shawn Rohan will give a report.

11. Q/A Report: Ms. Rohan reported the following:

- The Hospital Q/A program has been expanded to all areas of the hospital and is doing well.
- Ms. Rohan stated that we report core measures to an agency called QHI.
- Last month EPHC came in as one of the top performers in core measures of hospitals in the nation.

Mr. Hayes commended Ms. Rohan for the great job she had done getting indicators in all departments.

12. Director Of Nursing Report: Ms. Jameson reported the following:

- The C-Arm was used in early September to perform the first procedure.
- Dr. Porot will be using the C-Arm in the month of October to perform multiple procedures.
- Dr. Williams performed his first surgical procedure today.
- Ms. Jameson gave a brief update on her meeting regarding repatriation of patients with Renown and Northern Nevada.

- 13. Clinic Report:** Mr. Gregory reported the following:
- Dr. Dapra is under contract and should be on board by the end of the year.
 - Dr. Perot will be here mid October to start epidural procedures.
 - Mr. Gregory stated that the dental clinic has seen a spike in volume. The dental clinic will be open five days a week in the month of October to accommodate patients.
 - Volumes in the clinic were down in August because of provider vacations but will level out as providers return.
 - There was a brief discussion about UNR med students rotating in clinics. Mr. Gregory also discussed the possibility of reaching out to California Universities.
- 14. Recommendation for Approval of Policies and Privilege Cards**
- There were no policies to approve.
- 15. CFO Report:**
- Ms. Nelson reported that we had a good month, although we didn't quite make budgeted net income and revenue. Our biggest challenge is getting paid for what we have invested into ourselves.
- 16. CEO Report:** Mr. Hayes reported the following:
- Mr. Hayes discussed the 2014/15 Operations Plan. HR has already completed the Benefit Changes.
 - The Life Safety Modifications Project is completed. We have submitted the final paperwork and are waiting for final approval from CMS.
 - Mr. Hayes requested that the Board appoint an ADHOC committee to review the board policy manual.
 - Mr. Hayes requested the board schedule a retreat.
 - A brief discussion was held regarding grants and low cost financing for the Bio Mass Boiler project. More information will be submitted at a future meeting.
- 17. Closed Session.**
Ms. Kreth announced the Board would move into closed session at 11:23 a.m.; pursuant to Health and Safety Code 32155 and Government Code Section 54957.
- 18. Open Session Report of Actions Taken in Closed Session.**
The Board returned at approximately 1:00 pm and announced
- I. With respect to Health and Safety Code 32155, to review reports on Quality Assurance
No reportable action.

II. With respect to Government Code Section 54957 to consider the following privileges and appointments to the medical staff.

a. Dr. Swanson motioned to approve the following privileges and appointments to the medical staff as submitted. A second was provided by Mr. Skutt. None opposed, the motion was approved.

a. Recommendation for One Year Provisional Privileges

- **Marc Porot, MD Pain Management**
- **Daniel Merges MD ER/Hospitalist**

b. Ms. Kreth motioned to approve the following privileges and appointments to the medical staff as submitted. A second was provided by Ms. McBride. None opposed, the motion was approved.

b. Recommendation for Two Year Courtesy Privileges

- **Christina Potter, FNP Allied Health**

c. Mr. Skutt motioned to approve the following privileges and appointments to the medical staff as submitted. A second was provided by Dr. Swanson. None opposed, the motion was approved.

c. Approval of Virtual Radiology Schedule 1

III. Adjournment. Ms. Mc Grath subsequently adjourned the meeting at 12:50 p.m.

Approval

Date

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE PLANNING COMMITTEE
OF THE BOARD OF DIRECTORS
Wednesday, October 15, 2014, 2:00 P.M.
EPHC Administrative Conference Room**

Minutes

1. **Call to Order:** The meeting was called to order at 2:06 pm by Chairman McGrath.
2. **Roll Call:**
Present: Gail McGrath, Jay Skutt. Tom Hayes, CEO, Alanna Wilson, Administrative Assistant, and Kent Stacy.
Absent: Jack Bridge
3. **Approval of agenda:** The agenda was approved as submitted.
4. **Board Comments:** None.
5. **Public Comments:** None.
6. **CEO Reports :**
 - **Boiler replacement update/Biomass Boiler discussion.** Mr. Hayes reported on an email and financial handout regarding the Biomass Boiler being discussed with Sierra Institute. All present had a brief discussion on financing options and availability of fuel supply for the boiler. In addition, Mr. Hayes explained there are still many unanswered questions regarding OSHPD requirements. Mr. Hayes will continue to follow and report back.
 - **Lot line adjustment status.** Mr. Hayes discussed starting work on the lot line adjustment over the winter with the intention of having it done by mid 2015. Steve Alfred, Civil Engineer, will be spearheading the process.
 - **Recruitment.** A brief update was given regarding the recruitment of a full time Internal Medicine Doctor and sharing and FNP with P.D.H.
7. **Adjournment: Chairman McGrath** adjourned the meeting at 3:04 p.m.

Approved by

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

MEMORANDUM

Date: October 17, 2014
To: Board of Directors
From: Jeri Nelson, Chief Financial Officer
Subject: Summary of Financial Results – September 2014

Table 1. Consolidated Financial Results – September 2014

	Actual	Budget	Variance
Total Revenue	\$3,262,584	\$3,162,969	\$99,615
Contractual Adjustments	\$1,307,446	\$1,189,235	\$118,211
Bad Debt/Admin Adjustments	\$123,159	\$154,686	\$(31,527)
Net Revenue	\$1,831,978	\$1,819,048	\$12,930
Total Expenses	\$1,838,795	\$1,797,088	\$41,707
Operating Income (Loss)	\$(6,817)	\$21,960	\$(28,777)
Non-Operating Income(Expense)	\$68,366	\$72,654	\$(4,288)
Net Income (Loss)	\$61,548	\$94,614	\$(33,066)

Table 2. Consolidated Financial Results – Three Months Ended September 2014

	Actual	Budget	Variance
Total Revenue	\$9,998,503	\$9,919,291	\$79,212
Contractual Adjustments	\$4,084,662	\$3,745,828	\$338,834
Bad Debt/Admin Adjustments	\$398,565	\$485,262	\$(86,697)
Net Revenue	\$5,515,277	\$5,688,201	\$(172,924)
Total Expenses	\$5,495,062	\$5,517,454	\$(22,392)
Operating Income (Loss)	\$20,214	\$170,747	\$(150,533)
Non-Operating Income (Expense)	\$179,063	\$167,961	\$11,102
Net Income (Loss)	\$199,277	\$338,709	\$(139,432)

It's good to see Swing revenue contribute to our positive revenue variance for the month. The clinics collectively exceeded their September revenue goal by \$71,000 and their visit goal by 290 visits. Very impressive! Contractual adjustments are still high and I have not yet done an estimate for the interim settlement. Days in accounts receivable grew to 65 and I don't expect any improvement in the near future. We are making staffing adjustments to address the growing accounts receivable and will work diligently to bring our days back down. Expenses were over budget for September and the same areas, supplies and purchased services were the main contributors. Utilities for the Portola Campus also played into the variance, but this could be a timing issue with the delivery of diesel fuel and propane.

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

ASSETS

CURRENT ASSETS	
CASH	327,806
INVESTMENTS	1,112,252
ACCOUNTS RECEIVABLE NET	4,191,494
ACCOUNTS RECEIVABLE OTHER	456,817
INVENTORY	237,249
PREPAID EXPENSES	127,095
TOTAL CURRENT ASSETS	<u>6,452,713</u>
PROPERTY AND EQUIPMENT	
LAND AND IMPROVEMENTS	934,164
BUILDINGS AND IMPROVEMENTS	10,147,957
EQUIPMENT	10,331,116
IN PROGRESS	316,164
TOTAL PROPERTY AND EQUIPMENT	<u>21,729,401</u>
ACCUMULATED DEPRECIATION	<u>14,265,465</u>
NET PROPERTY AND EQUIPMENT	7,463,936
COSTS OF ISSUANCE NET	11,262
TOTAL	13,927,911
	=====

LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES	
LEASES PAYABLE	109,259
ACCOUNTS PAYABLE	1,225,996
ACCRUED PAYROLL/RELATED TAXES	1,085,526
OTHER CURRENT LIABILITIES	360,920
TOTAL CURRENT LIABILITIES	<u>2,781,700</u>
LEASES PAYABLE	238,948
USDA REPAIRS & DEFEASANCE	50,340
CITY OF PORTOLA- PROPERTY LOAN	324,482
USDA LOANS SNF	3,334,062
PLUMAS BANK LOAN LOYALTON	481,047
USDA LOAN LOYALTON & PORTOLA	0
DEFERRED REVENUE	167,670
LTC MEDI-CAL NET	1,729,804
TOTAL LIABILITIES	<u>9,108,054</u>
FUND BALANCE	4,620,580
NET INCOME (LOSS)	199,277
TOTAL	13,927,911
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**EASTERN PLUMAS HEALTH CARE
COMPARATIVE BALANCE SHEET
FOR THE MONTHS ENDED**

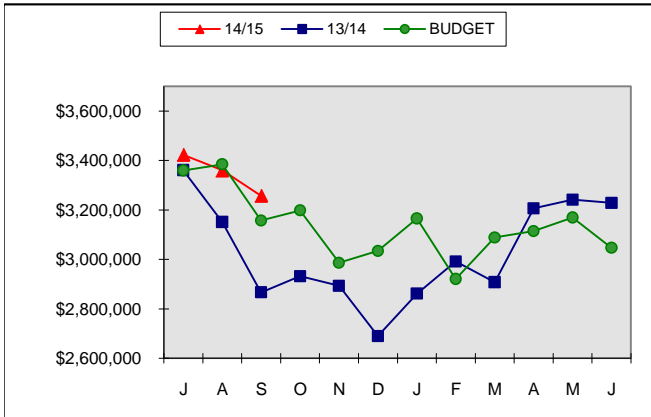
	AUGUST 2014	SEPTEMBER 2014	CHANGE
ASSETS			
CURRENT ASSETS			
CASH	\$ 328,461	\$ 327,806	\$ (655)
LAIF SAVINGS	\$ 1,112,252	\$ 1,112,252	\$ -
ACCOUNTS RECEIVABLE NET	\$ 3,837,230	\$ 4,191,494	\$ 354,264
ACCOUNTS RECEIVABLE OTHER	\$ 435,036	\$ 456,817	\$ 21,781
INVENTORY	\$ 237,249	\$ 237,249	\$ -
PREPAID EXPENSES	<u>\$ 132,878</u>	<u>\$ 127,095</u>	<u>\$ (5,783)</u>
TOTAL CURRENT ASSETS	\$ 6,083,106	\$ 6,452,713	\$ 369,607
PROPERTY AND EQUIPMENT			
LAND AND IMPROVEMENTS	\$ 934,164	\$ 934,164	\$ -
BUILDINGS AND IMPROVEMENTS	\$ 10,147,957	\$ 10,147,957	\$ -
EQUIPMENT	\$ 10,331,116	\$ 10,331,116	\$ -
IN PROGRESS	<u>\$ 312,094</u>	<u>\$ 316,164</u>	<u>\$ 4,070</u>
	\$ 21,725,331	\$ 21,729,401	\$ 4,070
ACCUMULATED DEPRECIATION	<u>\$ 14,196,616</u>	<u>\$ 14,265,465</u>	<u>\$ 68,849</u>
TOTAL PROPERTY AND EQUIPMENT	\$ 7,528,715	\$ 7,463,936	\$ (64,779)
COSTS OF ISSUANCE NET	\$ 11,352	\$ 11,262	\$ (90)
TOTAL	<u>\$ 13,623,173</u>	<u>\$ 13,927,911</u>	<u>\$ 304,738</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
LEASES PAYABLE	\$ 116,486	\$ 109,259	\$ (7,227)
ACCOUNTS PAYABLE	\$ 1,015,135	\$ 1,225,996	\$ 210,861
ACCRUED PAYROLL/RELATED TAXES	\$ 1,009,858	\$ 1,085,526	\$ 75,668
OTHER CURRENT LIABILITIES	<u>\$ 369,745</u>	<u>\$ 360,920</u>	<u>\$ (8,825)</u>
TOTAL CURRENT LIABILITIES	\$ 2,511,224	\$ 2,781,701	\$ 270,477
LEASES PAYABLE	\$ 238,948	\$ 238,948	\$ -
CHFFA LOAN	\$ -	\$ -	\$ -
CITY OF PORTOLA	\$ 326,556	\$ 324,482	\$ (2,074)
USDA LOANS	\$ 3,890,662	\$ 3,865,449	\$ (25,213)
DEFERRED REVENUE	\$ 167,670	\$ 167,670	\$ -
MEDI-CAL LTC	<u>\$ 1,729,804</u>	<u>\$ 1,729,804</u>	<u>\$ -</u>
TOTAL LIABILITIES	\$ 8,864,864	\$ 9,108,054	\$ 243,190
FUND BALANCE	\$ 4,620,580	\$ 4,620,580	\$ -
NET INCOME (LOSS)	\$ 137,729	\$ 199,277	\$ 61,548
TOTAL	<u>\$ 13,623,173</u>	<u>\$ 13,927,911</u>	<u>\$ 304,738</u>

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

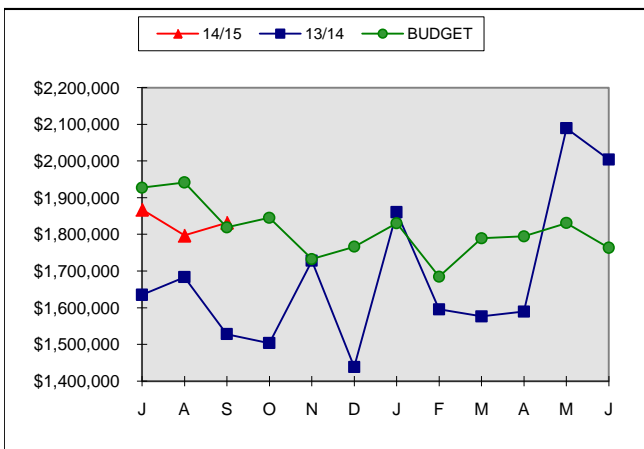
DESCRIPTION	CURRENT PERIOD			YEAR TO DATE			ANNUAL BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	
OPERATING REVENUE							
INPATIENT ROUTINE	80270	166790	-86520	366264	515497	-149233	2044000
INPATIENT ANCILLARY	78701	154187	-75486	327107	476545	-149438	1889551
TOTAL INPATIENT	158971	320978	-162007	693371	992042	-298671	3933551
SWING ROUTINE	48000	13530	34470	140000	41016	98984	164000
SWING ANCILLARY	44247	13810	30437	137200	41864	95336	167390
TOTAL SWING BED	92247	27340	64907	277200	82881	194319	331390
SKILLED NURSING ROUTINE	510300	546055	-35755	1575700	1674036	-98336	6643000
SKILLED NURSING ANCILLARY	62000	85053	-23053	222244	259861	-37617	1031720
TOTAL SKILLED NURSING	572300	631108	-58808	1797944	1933897	-135953	7674720
OUTPATIENT SERVICES	2433729	2177382	256347	7217953	6891986	325967	25683225
TOTAL PATIENT REVENUES	3257247	3156807	100440	9986469	9900806	85663	37622886
OTHER OPERATING REVENUE	5336	6162	-826	12034	18485	-6451	73940
TOTAL REVENUE	3262584	3162969	99615	9998503	9919291	79212	37696826
DEDUCTIONS FROM REVENUE							
BAD DEBT/ADMINISTRATIVE ADJ'S	123159	154686	-31527	398565	485262	-86697	1843700
CONTRACTUAL ADJUSTMENTS	1307446	1189235	118211	4084662	3745828	338834	14125128
TOTAL DEDUCTIONS	1430606	1343921	86685	4483227	4231089	252138	15968828
NET REVENUE	1831978	1819048	12930	5515277	5688201	-172924	21727998
OPERATING EXPENSES							
SALARIES	804338	808608	-4270	2448261	2494683	-46422	9837081
BENEFITS	222486	244272	-21786	674230	741164	-66934	2947482
SUPPLIES	169782	152743	17039	495964	475673	20291	1971908
PROFESSIONAL FEES	261514	253315	8199	790842	747807	43035	2983407
REPAIRS & MAINTENANCE	47541	44006	3535	137616	132019	5597	528074
PURCHASED SERVICES	130558	94694	35864	322307	284833	37474	1139334
UTILITIES/TELEPHONE	57708	45373	12335	177342	149585	27757	704146
INSURANCE	33763	34975	-1212	93118	104925	-11807	419698
RENT/LEASE EXPENSE	14662	15109	-447	37480	45328	-7848	181312
DEPRECIATION/AMORTIZATION	69065	76943	-7878	205104	230829	-25725	923314
INTEREST EXPENSE	18832	18115	717	63390	54345	9045	217379
OTHER EXPENSES	8545	8934	-389	49409	56263	-6854	150673
TOTAL EXPENSES	1838795	1797088	41707	5495062	5517454	-22392	22003808
OPERATING INCOME (LOSS)	-6817	21960	-28777	20214	170747	-150533	-275810
MISCELLANEOUS CONTRIBUTIONS	2731	3083	-352	27837	9250	18587	37000
PROPERTY TAX REVENUE	7250	25000	-17750	7250	25000	-17750	200000
NON-OPERATING INCOME (EXPENSE)	58385	44570	13815	143975	133711	10264	534845
NET INCOME (LOSS)	68366	72654	-4288	179063	167961	11102	771845
	61548	94614	-33066	199277	338709	-139432	496035

DESCRIPTION	CURRENT PERIOD			YEAR TO DATE			ANNUAL BUDGET
	ACTUAL	BUDGET	VARIANCE	ACTUAL	BUDGET	VARIANCE	
STATISTICAL DATA							
ACUTE INPATIENT ADMISSIONS	12	21	-9	46	63	-17	250
ACUTE PATIENT DAYS	32	60	-28	130	184	-54	730
SKILLED NURSING PATIENT DAYS	1430	1560	-130	4474	4784	-310	18980
SWING BED DAYS	24	7	17	70	21	49	82
E.R. VISITS	315	337	-22	1022	1009	13	3530
CLINIC VISITS	2273	2031	242	6600	6410	190	26617

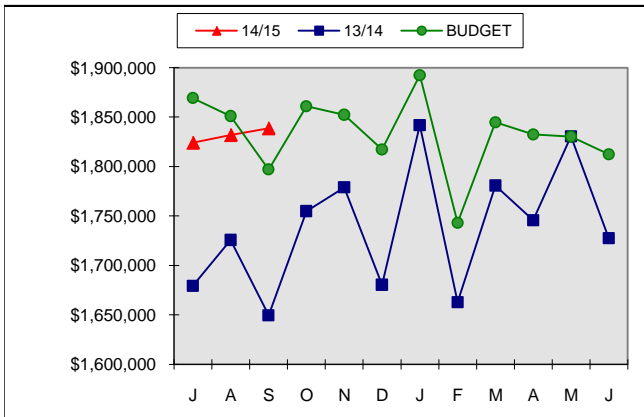
1. GROSS PATIENT REVENUE



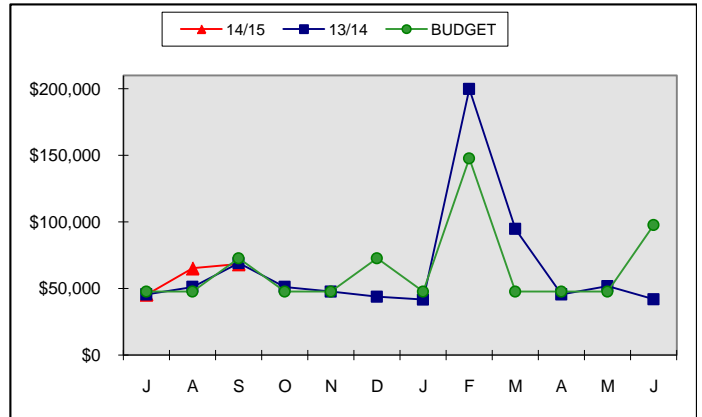
2. ESTIMATED NET REVENUE



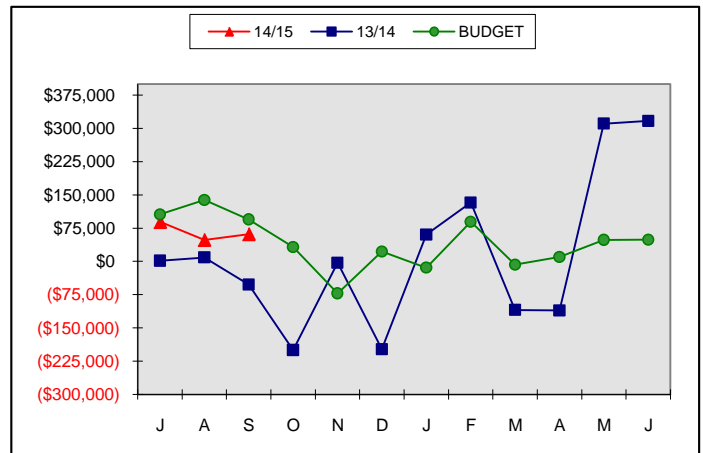
3. OPERATING EXPENSES



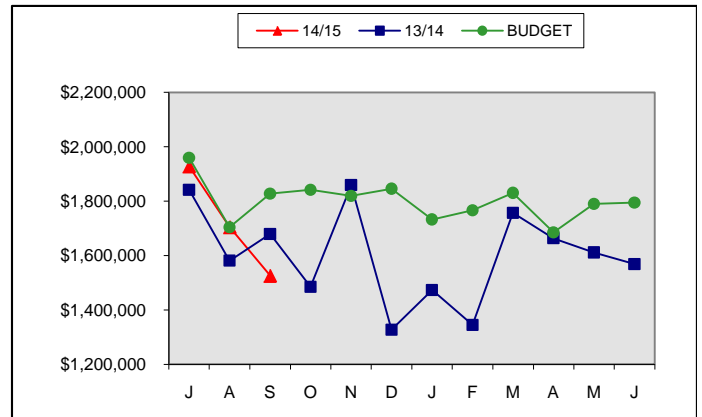
4. NON-OPERATING INCOME



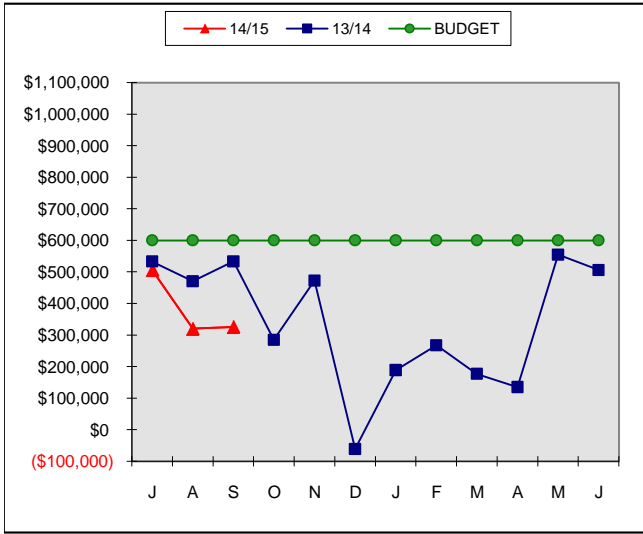
5. NET INCOME (LOSS)



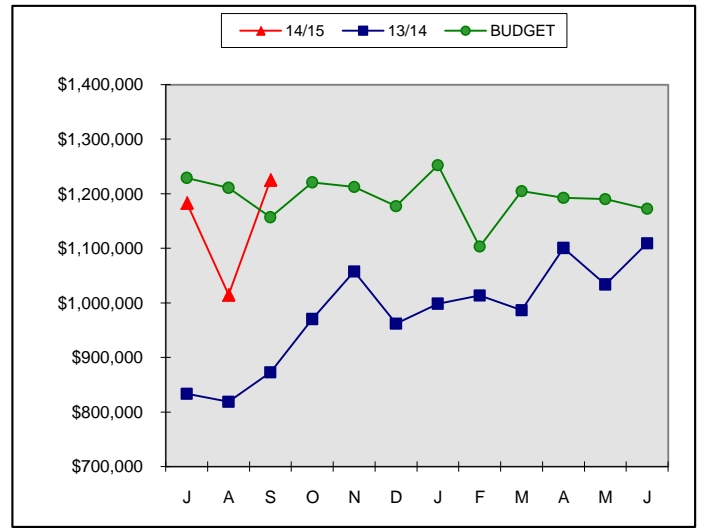
6. CASH RECEIPTS



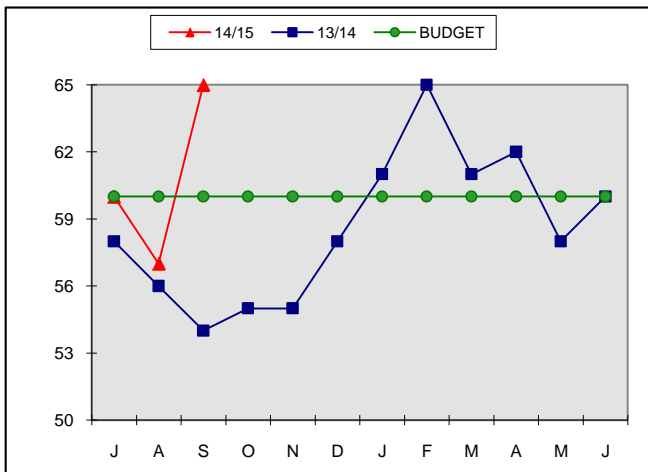
7. OPERATING CASH



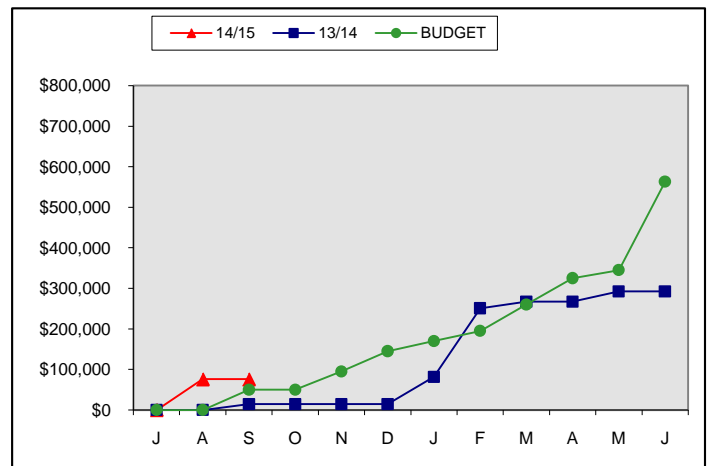
10. ACCOUNTS PAYABLE



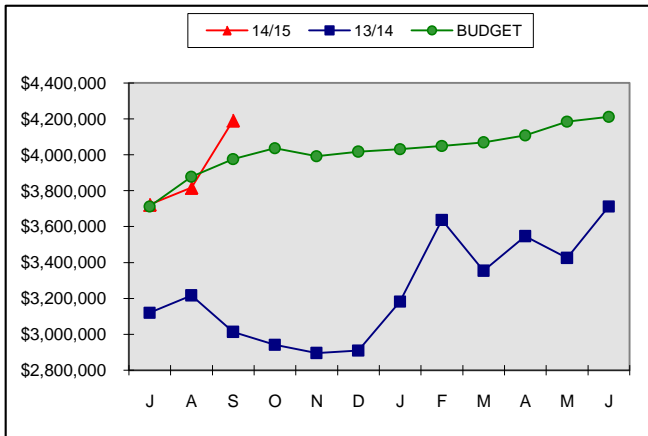
8. ACCOUNTS RECEIVABLE-DAYS



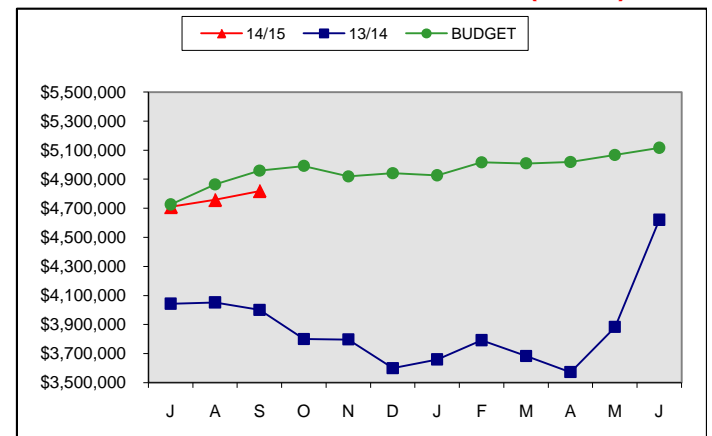
11. CAPITAL EXPENDITURES-YTD



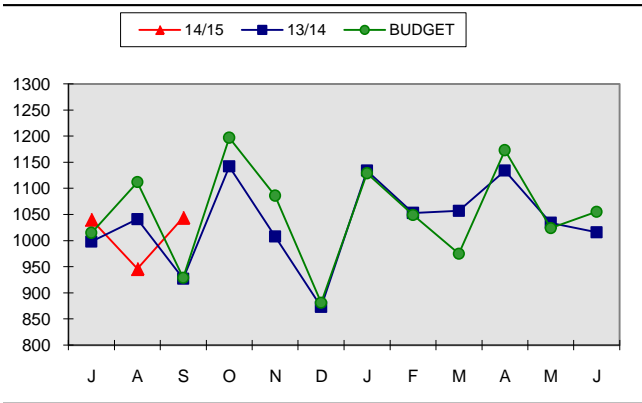
9. ACCOUNTS RECEIVABLE, NET



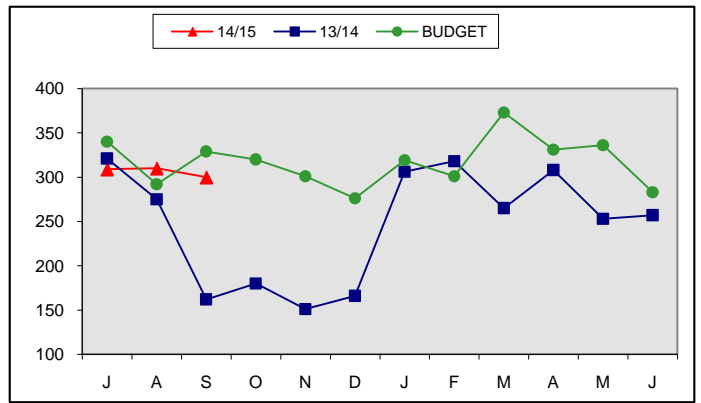
12. FUND BALANCE + NET INCOME (LOSS)



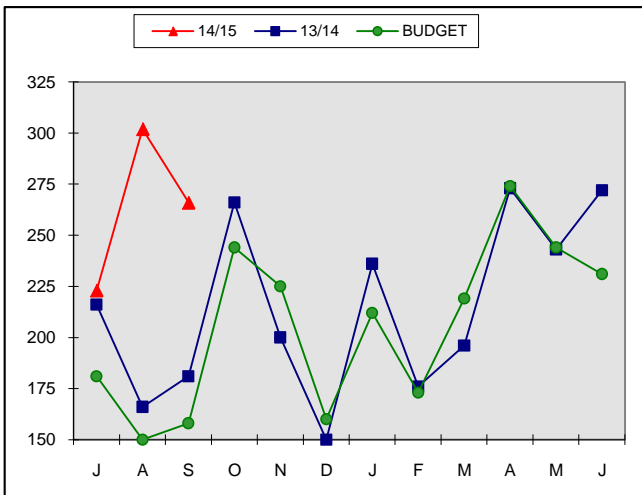
13. PORTOLA MEDICAL CLINIC VISITS



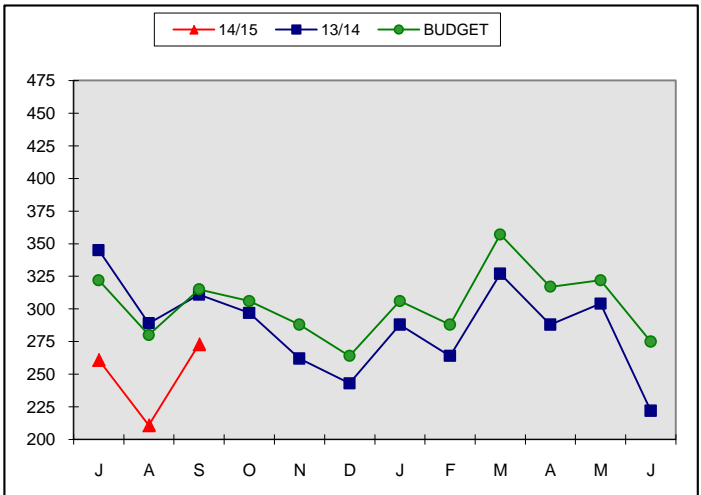
16. LOYALTON MEDICAL CLINIC VISITS



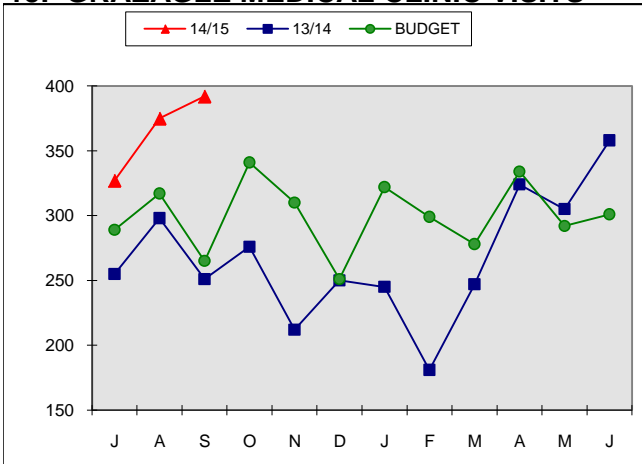
14. PORTOLA DENTAL CLINIC VISITS



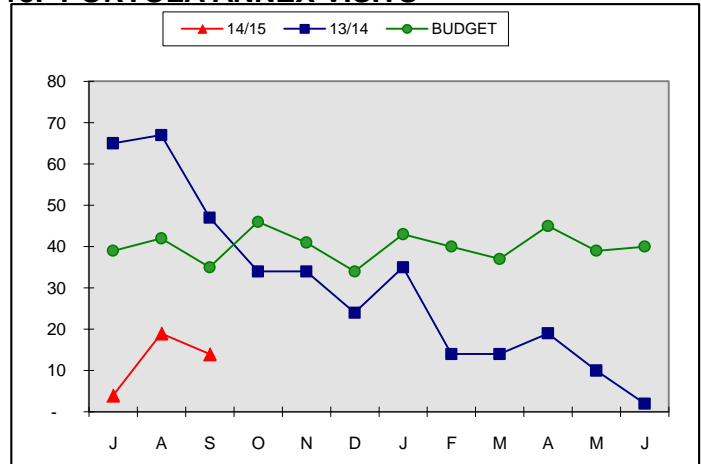
17. INDIAN VALLEY MEDICAL CLINIC VISITS



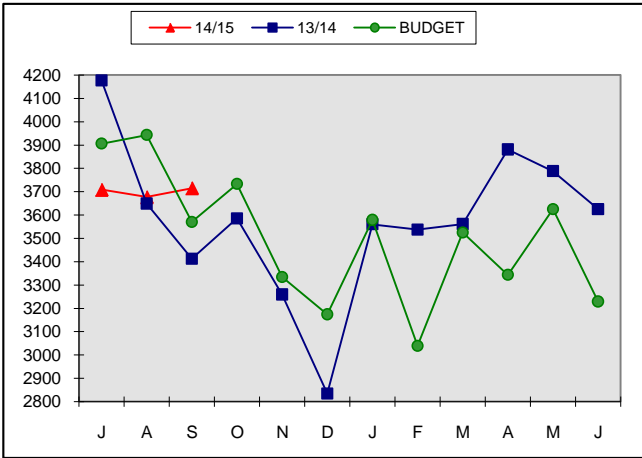
15. GRAEAGLE MEDICAL CLINIC VISITS



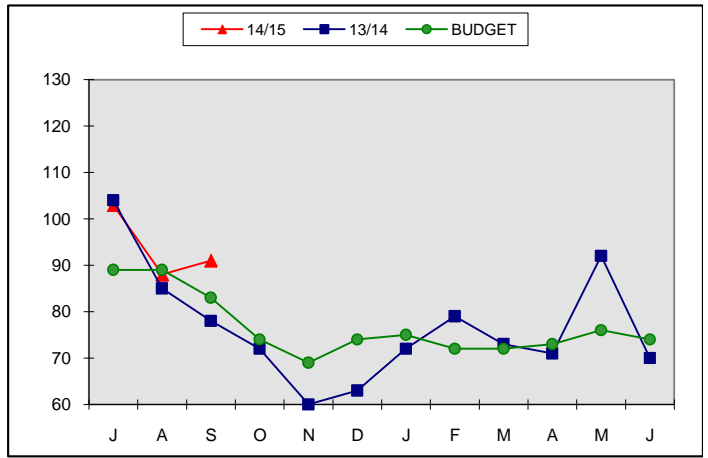
18. PORTOLA ANNEX VISITS



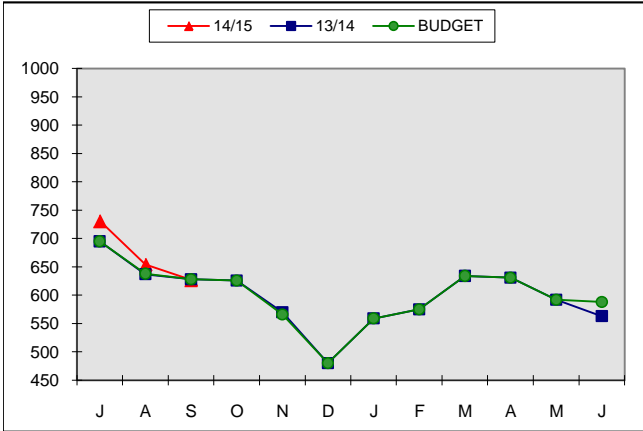
19. LABORATORY PROCEDURES



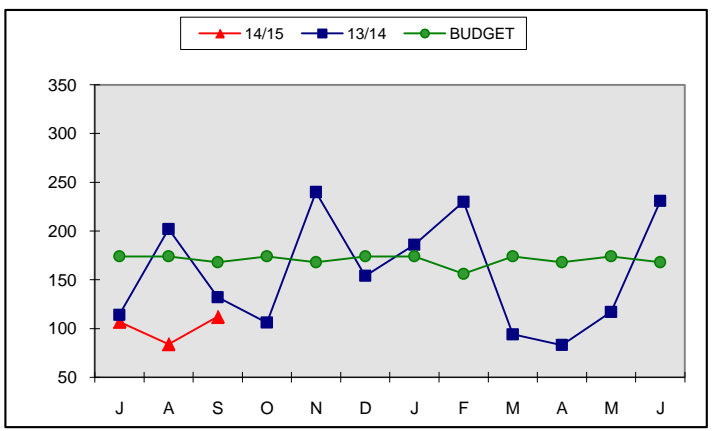
22. AMBULANCE RUNS



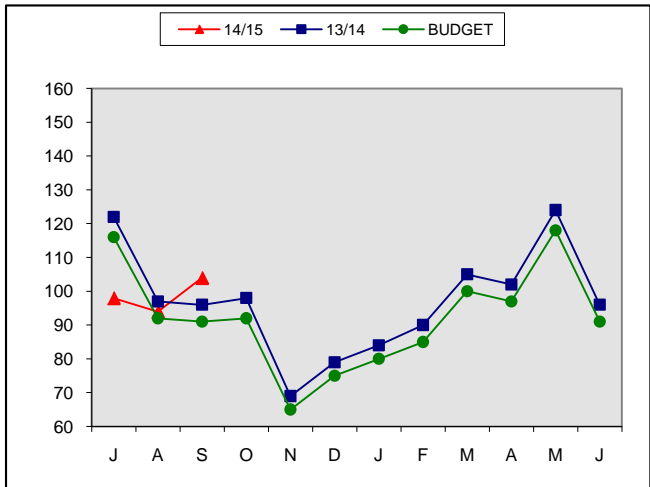
20. RADIOLOGY PROCEDURES



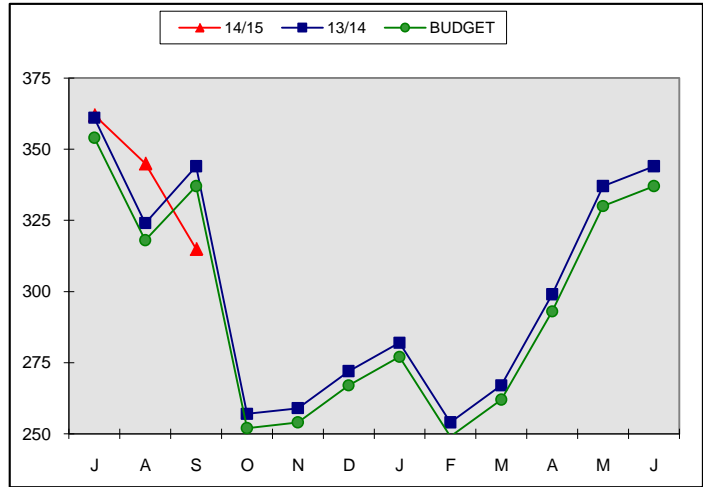
23. RESPIRATORY PROCEDURES



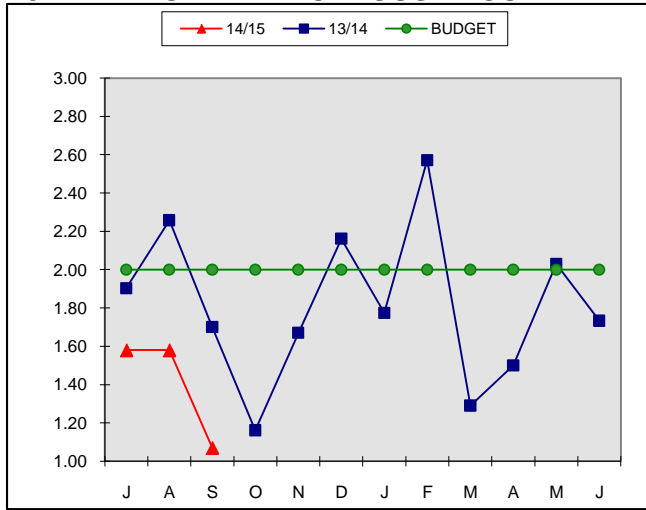
21. ECGS



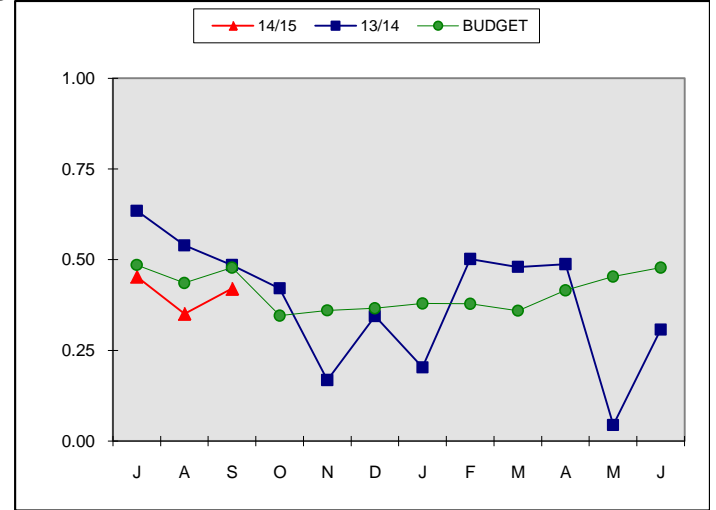
24. EMERGENCY ROOM VISITS



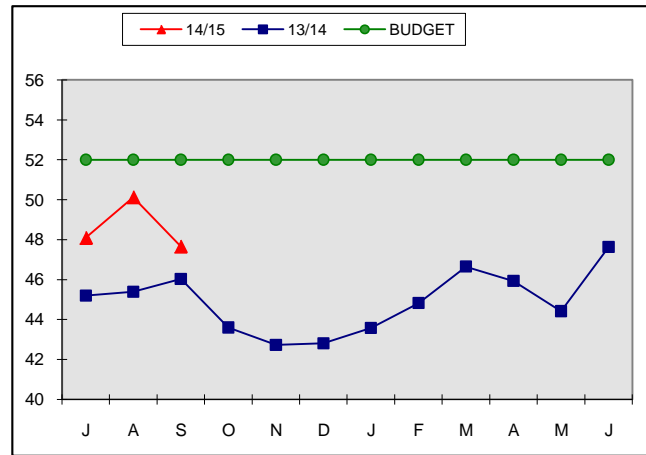
25. AVERAGE DAILY CENSUS - ACUTE



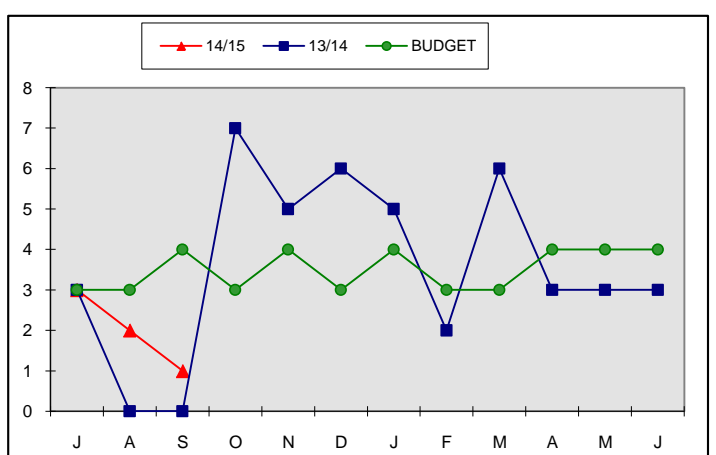
28. AVERAGE DAILY CENSUS - OBSERVATION



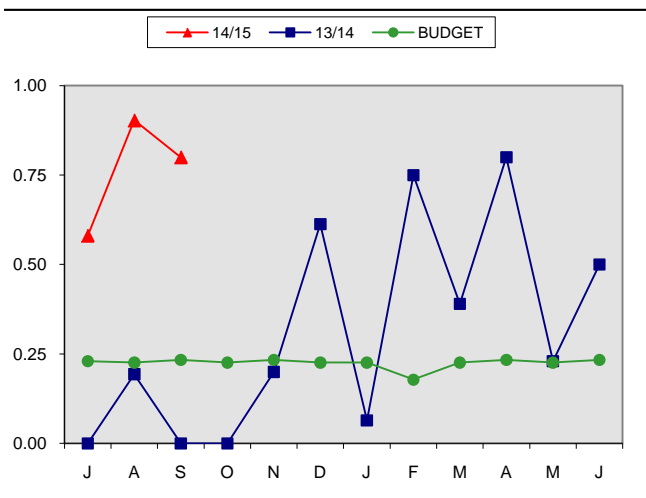
26. AVERAGE DAILY CENSUS - SNF



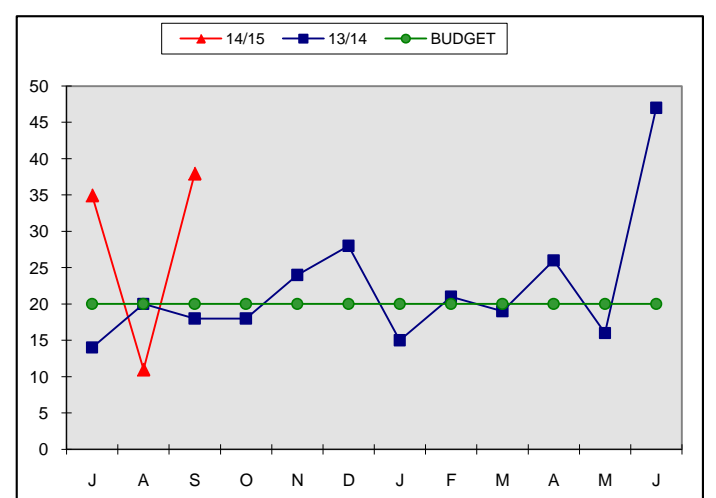
29. SURGERIES - IN & OUTPATIENT



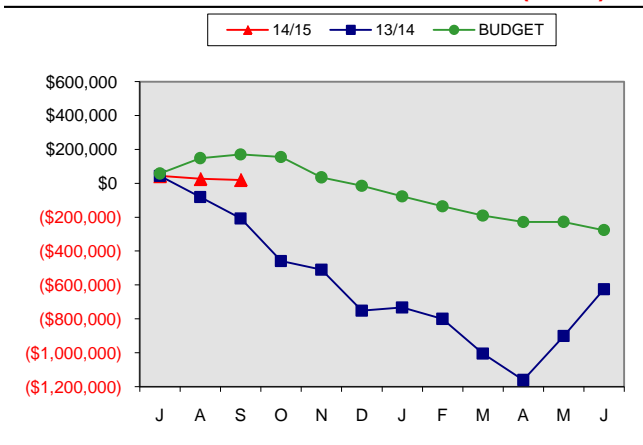
27. AVERAGE DAILY CENSUS-SWING



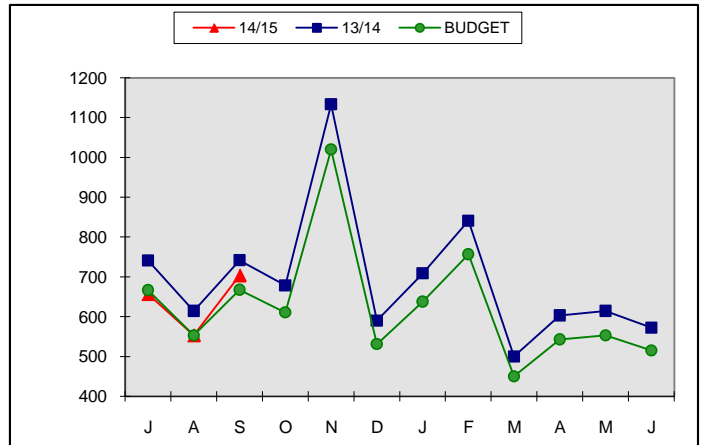
30. ENDOSCOPY PROCEDURES



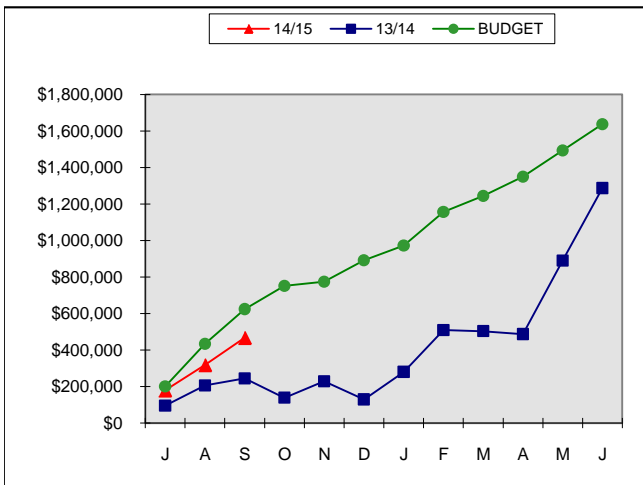
31. YEAR TO DATE OPERATING INCOME (LOSS)



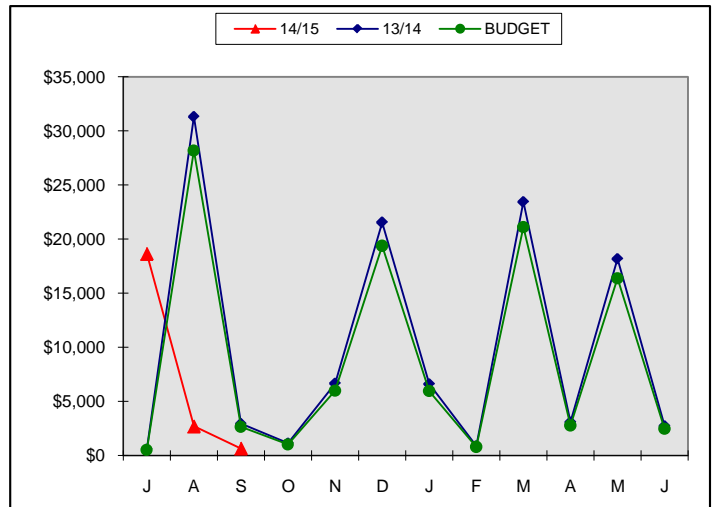
34. OVERTIME HOURS



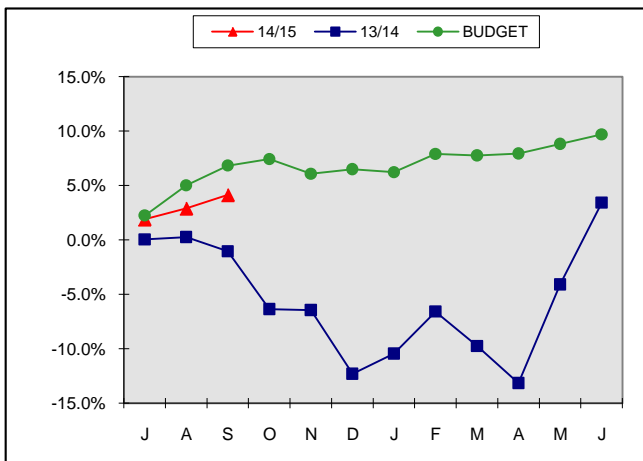
32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



35. DENIALS



34. RETURN ON EQUITY



36. EMERGENCY DEPARTMENT TRANSFERS

