



**REGULAR MEETING OF THE BOARD OF DIRECTORS  
AGENDA**

**Thursday, April 22, 2021 at 9:30 a.m.  
Portola Medical Clinic Conference Room, Portola, CA**

**ATTENTION: As permitted by Governor Newsom’s Executive Order N-29-20 proclaiming a State of Emergency in the State of California, the April 22, 2021 Board of Directors meeting will be held in a virtual setting. The Board meeting location at the EPHC Clinic Conference Room will not be accessible to the public. The meeting is accessible to the public via Hangouts Meet (See the connection information below). Public comment will be accepted on any item on the agenda as called for by the Board chair until the close of public comment for each item.**

Any person with a disability may submit a request for reasonable modification or accommodation to the above-described means for accessing and offering comment at the meeting to Jessica Folchi at [jessica.folchi@ephc.org](mailto:jessica.folchi@ephc.org) who will swiftly resolve such request.

The Board meeting is accessible to the public via live streaming at: [meet.google.com/wii-fpej-upu](https://meet.google.com/wii-fpej-upu)  
Or by phone at: 1.407.440.0269 PIN: 720 083 054#

	<u>Presenter(s)</u>	<u>I/D/A</u>	<u>Page(s)</u>
<b>1. <u>Call to Order</u></b>	Gail McGrath	A	
<b>2. <u>Roll Call</u></b>	Gail McGrath	I	
<b>3. <u>Board Comments</u></b>	Board Members	I/D	
• Deletions/Corrections to the Posted Agenda			
<b>4. <u>Consent Calendar</u></b>	Gail McGrath	I/D/A	
A. Agenda			1-2
B. Meeting Minutes of 3.25.21 Board Meeting			3-5
C. Meeting Minutes of 3.25.21 Finance Committee			6-7
D. Meeting Minutes of 3.31.21 Ad-Hoc Meeting			8-10
<b>5. <u>Auxiliary Report</u></b>	Gail McGrath	I/D	
<b>6. <u>Staff Reports</u></b>			
A. Infection Control/COVID-19	Michelle Romero	I/D	
B. Chief Nursing Officer Report	Penny Holland	I/D	
C. HR Director Report	Lori Tange	I/D	
D. Chief Financial Officer Report	Katherine Pairish	I/D	11-22
E. Chief of Staff Report	Dr. Hibler	I/D	
<b>7. <u>Chief Executive Officer Report</u></b>	Doug McCoy	I/D/A	23-24
A. Disclosures of potential offer on property 701 Main Street, Loyalton, CA			
<b>8. <u>Policies</u></b>		I/D/A	25-26
A. Policy Review			
The CAH Committee recommends the following for approval by the Board of Directors:			
<u>Annual Policy Review</u>			



**REGULAR MEETING OF THE BOARD OF DIRECTORS  
AGENDA**

**Thursday, April 22, 2021 at 9:30 a.m.  
Portola Medical Clinic Conference Room, Portola, CA**

- Clinic, EOP, IT, Nursing, Pharmacy, and Skilled Nursing.

9. **Committee Reports** Board Members I/D  
A. Finance Committee
10. **Board Attorney Contract Rate Adjustment** Doug McCoy I/D/A
11. **Public Comment** Members of the Public I  
This is an opportunity for members of the public to address the Board on items which are not on the agenda. Comments are limited to three minutes ordinarily, unless the Board Chair indicates a different amount will be allotted. Comments should be limited to matters within the jurisdiction of the Board. The Board Chair may choose to acknowledge the comment, or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting. Like any other member of the hospital district, an employee or a contracted employee can address the Board in the proper forum at the proper time. However, the Board will not hear personnel issues or grievances, or matter that affect the employees personally.
12. **Board Closing Remarks** Board Members I/D
13. **Closed Session** Gail McGrath I/D/A  
A. Public Employee Performance Evaluation (Government Code Section 54957)  
*CEO*  
B. Conference with Real Property Negotiators (Government Code Section 54954.5)  
*No resolution is needed*  
C. Hearing (Health and Safety Code 32155)  
*Subject Matter: Staff Privileges*
  - **Provisional 1 Year Appointment**
    - Kwame Buabeng, MD Tele-Psychiatrist
    - Dana Culp, NP-C Family Practice
    - Catherine Colpitts, MD Family Medicine
14. **Open Session Report of Actions** Gail McGrath I  
**Taken in Closed Session**
15. **Adjournment** Gail McGrath A

*The next regularly scheduled meeting of the Board of Directors of Eastern Plumas Health Care is May 27, 2021 at the Loylaton Skilled Nursing Conference Room, 700 Third Street, Loylaton, CA 96118.*

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

**Thursday, March 25, 2021 at 9:30 a.m.**

**1. Call to Order**

Meeting was called to order at 9:32 a.m.

**2. Roll Call**

Board: Gail McGrath, Board Chair; Paul Swanson, M.D., Vice Chair; Teresa Whitfield, Board Member; Linda Satchwell, Board Member; and Augustine Corcoran, Board Member.

Staff in attendance: Doug McCoy, CEO; Katherine Pairish, CFO; Lori Tange, Human Resources Director; and Jessica Folchi, Executive Assistant

**3. Board Comments**

No comment was received.

**4. Consent Calendar**

**ACTION:** Motion was made by Director Whitfield, seconded by Director Swanson to approve all items on the consent calendar.

AYES: Directors McGrath, Satchwell, and Corcoran

NAYS: None

**5. Auxiliary Report**

Director McGrath reported that the Nifty Thrifty is now open on Tuesday from 12-3 pm. The Nifty Thirty had a \$3,729 net profit for the month of February.

**6. Staff Reports**

Staff reported on COVID-19 response and actions being taken.

- Infection Control/COVID-19 Michelle Romero
  - Doug McCoy reported from Michelle Romero as she is administering vaccines.
- Chief Nursing Officer Report Penny Holland
  - Penny Holland reported that the hospital is now open to swing patients and has seen a higher volume in acute over the last month. They have also hired 3 new RN's.
- HR Director Report Lori Tange
  - Lori Tange reported that there are several new employees this month including a new front desk supervisor for the clinics. HR has been working on creative ways to hire more qualified candidates including a sign on bonus for a paramedic. Updates have been made to the PTO balance cash out to accommodate short staffed departments. A new COVID-19 supplemental paid sick-leave and new law go into effect on March 27<sup>th</sup>.
- Chief Financial Officer Report Katherine Pairish
  - See attached February financial reports. Budget will be ready to present in June or July.
- SNF Director of Nursing Report Lorraine Noble
  - Lorraine Noble reported that the current SNF census is 52 with 2 rehabilitation admits and 2 more planned admits next week. No COVID cases and open to scheduled in room visits with family. Interviews for the CNA class that will begin in April 12<sup>th</sup>. Currently short on CNA's at least half the week in both facilities. Ms. Noble reported that she is confused by the respite program part of the strategic plan in SNF and wants a meeting with Mr. McCoy and Ms. Pairish. There is a contract with Tahoe Forest Hospice to offer 5 days of respite

care paid by Medicare on the acute floor. Ms. Noble questioned the need for respite care in the community.

**7. Chief Executive Officer Report**

Doug McCoy

Doug McCoy presented updates to the organizational strategic plan. Mr. McCoy responded to Ms. Noble that there are currently 120 seniors in Plumas County considered shut-in status with or without care as well as a growing number of family caring for family.

**8. Policies**

**ACTION:** Motion was made by Director Swanson, seconded by Director Whitfield to approve the policies as submitted.

AYES: Directors McGrath, Corcoran, and Swanson.

NAYS: None

**9. Committee Reports**

**A. Finance Committee:** Director Swanson presented a rate increase request from Board legal counsel; Steve Gross to \$250 per hours from the current rate of \$200 per hour. A rate increase has not happened since 2007. This increase reflects a 2% increase over the last 14 years.

The Board asked for this item to be added to the agenda next month as well as to review Mr. Gross's contract.

**10. Discussion on Proposed Industrial Mine/Asphalt in Portola**

Adrienne Stenson, Warren Simpson, Dr. Statton, Josh Hart, Valerie Simpson, Julie Thompson, and David Valle presented cases against the purposed asphalt mine on the edge of Portola.

**11. Public Comment**

No comment was received.

**12. Organizational Re-appointment**

The Board all agreed that with the current reorganization going on, they are going to stick with what is working well and remained in their current positions.

**13. Board Closing Remarks**

The Board thanked the community members that took the time to speak on the mine today.

**Open Session recessed at 10:51 a.m.**

**14. Closed Session**

**A. Public Employee Performance Evaluation (Government Code Section 54957)**

Subject Matter: CEO

Discussion was held on a privileged item.

**B. Hearing (Health and Safety Code 32155)**

*Subject Matter: Staff Privileges*

• **Provisional 1 Year Appointment**

- Sara Fletcher, MD           OB/Gynecology
- Claire Kerney, PA           Orthopedics
- Clara Gordon, PA           Orthopedics

- **Courtesy 2 Year Re-Appointment**
  - Benjamin Hunt, MD      Surgery

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

The Board returned at approximately 11:32 am. Action was taken to approve all staff privileges presented.

**16. Adjournment**

Meeting adjourned at 11:35 a.m.

DRAFT

**EASTERN PLUMAS HEALTH CARE DISTRICT  
MEETING OF THE STANDING FINANCE COMMITTEE  
OF THE BOARD OF DIRECTORS  
MINUTES  
Thursday, March 25, 2021 at 8:30 a.m.**

**1. Call to Order**

Meeting was called to order at 8:32 a.m.

**2. Roll Call**

Present: Paul Swanson, M.D., Board Member; and Augustine Corcoran, Board Member

Staff in attendance: Doug McCoy, CEO; Katherine Pairish, CFO; and Jessica Folchi, Executive Assistant

**3. Consent Calendar**

The consent calendar and minutes were approved as submitted.

Motion: Director Corcoran, Seconded by: Director Swanson

**4. Board Comments**

None.

**5. Public Comments**

None.

**6. CFO Report**

**Report of February Financials**

**Summary**

For the month of February, 2021 we posted a net profit in the amount of \$1,089,628 – Thanks to the HQAF6 IGT in the amount of \$1,697,607. As we have discussed, the IGT's are crucial to our continued success.

Total Patient Revenue for the month of February was under budget by \$445,461. Total Operating Expenses for the month were over budget by \$68,018. Year-to-date Net Income was \$592,943. We budgeted for a year-to-date Net Loss of \$1,409,244.

**Revenues**

Year-to-Date Inpatient Revenue was under budget by \$563,539. Outpatient Revenue was over budget by \$139,372. Clinic Revenue was under budget by \$145,707.

**Expenses**

Salaries and Benefits: Year-to-Date Combined Salaries and Benefits were over budget by \$97,080.

Professional Fees: Year-to-Date Professional Fees were under budget by \$82,533.

Repairs & Maintenance: Year-to-Date Repairs & Maintenance were under budget by \$195,245.

Supplies: Year-to-Date Supplies were under budget by \$8,139.

Purchased Services: Year-to-Date Purchased Services were over budget by \$493,738. This included architectural fees, payments to our outside lab for COVID testing and travelers.

Depreciation Expense: Year-to-Date Depreciation Expense was under budget by \$27,076.

Other Expenses: Other expenses were under budget by \$68,422. These include training, travel, and dues and subscriptions.

**Revenue Cycle**

Gross Accounts Receivable ended the month at \$5.3M. Gross Accounts Receivable days at February 28, 2021 were 52. We budgeted 45 and best practice is 55.

**Balance Sheet**

We paid off the Plumas Bank loan in February in the amount of \$375,341. Total Assets increased by \$3,098,436 or 16.74% (not including the funds received for CARES Act, Medicare Advance and PPP).

**Additional Information**

Our cash position is good. Days cash on hand at February 28, 2021 was 269. Without the CARES Act, Medicare Advance, and PPP funds, days cash on hand would be 127. February 29, 2020 days cash on hand was 59.

Year-to-date we have paid \$450,883 for COVID supplies and testing.

We will begin the 21/22 budget process the first part of April.

7. **Staff Comment:** Doug McCoy asked that the Finance Committee bring a rate adjustment for the Board's legal counsel to the Board meeting today. Steve Gross's hourly rate has not increased since 2007 and is current at \$200 per hour. Mr. Gross is asking for \$250 per hour which reflect a 2% increase year over the year for the last 14 years.

Motion: Director Swanson, Seconded by: Director Corcoran

8. **Adjournment**

Meeting adjourned at 9:23 a.m.

**EASTERN PLUMAS HEALTH CARE DISTRICT  
REGULAR MEETING OF THE BOARD OF DIRECTORS  
MINUTES  
Wednesday, March 31, 2020  
Electronic Ad-Hoc Meeting**

**1. Proposed Letter to the Plumas County Board of Supervisors and Plannign Commision:**

Email was sent via Clerk of the Board, Jessica Folchi, at 9:19 am.

- Per the discussion at the regular Board of Directors meeting on March 25<sup>th</sup>, 2021, the Board of Directors unanimously voted to write a letter to the Plumas County Board of Supervisors and Plumas County Planning Commission in opposition to the purposed asphalt mine in Portola.
- The purposed letter is attached.

**2. Action Taken via Email:**

**ACTION:** Motion was made by Director McGrath to approve the letter as submitted and seconded by Director Satchwell.

**AYES:** Director Whitfield, Director Augustine, and Director Swanson

**Abstention:** None

**NAYS:** None

**3. Board Comments**

No Board comment was received.



31 March 2021

Dear Plumas County Board of Supervisors:

Eastern Plumas Health Care’s Board of Directors are writing to voice our strong and unanimous opposition to the proposed Hat Creek Construction asphalt plant and mine site. Also, we oppose a scaled down version of the project, because a mine of any size this close to a residential area is unacceptable. And, it opens the door to the possibility that Hat Creek Construction may try to increase the scope of the project at a later date.

As outlined in our Mission Statement, we aim to “restore, preserve, and promote the health and well being of those we care for,” and we do this “in cooperation with our community.” At this time, the physical, mental, and emotional health of our patients, our staff, and our community is under threat by the proposed Hat Creek Project.

The significant risks to the health and well-being of the community we serve include air pollution, water pollution, noise, traffic congestion, mental health risks, financial risks, and more.

*Air pollution:*

The greater Portola area (including Portola, Iron Horse, Delleker, C-Road, Mohawk Vista, Plumas Eureka, Blairsden-Graeagle, Gold Mountain, Whitehawk, Clio, Johnsville, and portions of Lake Davis) has been unable to meet EPA air pollution standards for fine particulate matter (PM2.5) since 2016. The California Northern Sierra Air Quality Management District’s (NSAQMD) report on the mine’s impact concludes that the mine’s increased emissions will “make it impossible to demonstrate Attainment and negate years of work at great monetary expense that have been invested in cleaning up the air in and around Portola.”

Inhalation of small particles of silica that are produced by mining and grinding of rock cause the risk of a disease called silicosis. This causes permanent lung damage, and there is no cure for it. In addition, lime from the lime kiln causes skin and eye irritation, as well as gastrointestinal issues.

Also, the mine will at times be running 24/7, resulting in non-stop noise, which is extremely stressful on our community residents, especially those in close proximity to the mine. And, the dust, exhaust fumes, and traffic from the proposed 700 heavy truck trips that will be occurring at the mine on a daily basis will add to pollution and congestion in the area.

There are many homes, an elementary school, and our hospital (1.5 miles away), all of which are in close proximity to this mine, and it puts all of us at risk. Most at risk at EPHC are our elderly skilled nursing facility patients. We are usually their last home, and we take our job of protecting our vulnerable residents very seriously.



*Water pollution:*

Twenty residential properties border the mine, and most if not all get their water from wells. There is great likelihood that the 50,000 gallons per day the mine will require will lower the water table and will pollute the water. In addition, contaminated run off will flow into the Middle Fork of the Feather River, which is a federally designated Wild and Scenic River. Only 1% of the states waterways receive this designation, which is determined by their “free-flowing” nature, and that they “are unpolluted.” These rivers “possess extraordinary scenic, recreational, fishery, or wildlife values [and] shall be preserved in their free-flowing state, together with their immediate environments, for the benefit and enjoyment of the people of the state.” This mining project is likely to pollute the river through mine runoff and the leakage of hydrocarbons into the groundwater from mining.

*Financial risks:*

Studies of similar mining projects have shown marked health problems in residents as well as significant property devaluation [cf. Blue Ridge Environmental Defense League study]. In fact, local realtor Juli Thompson gave three recent examples of buyers who changed their minds when they heard of the nearby Hat Creek project. Property devaluation will have a direct effect on our hospital and our ability to offer the services our community needs. Special districts like ours are funded, in part, by property tax money. A significant decrease in property taxes could threaten the viability of our hospital.

The dangers to our hospital’s financial viability, the likely increase in complex health issues in our patients, the stress and anxiety caused by 24/7 noise and traffic congestion from the mine, and the risks to our groundwater and rivers all are essential reasons you, our Board of Supervisors, should oppose this project. Finally, at EPHC, we practice empathy. Ask yourselves this: if this mining project was next door to your home or your child’s or grandchild’s school, or near where your mother and father were living in a skilled nursing facility, would you support this mine? If your answer is no, please join us in opposing the Hat Creek mining project.

Sincerely,

Gail McGrath, Chairperson  
Eastern Plumas Health Care’s Board of Directors

**Eastern Plumas Health Care**  
**Financial Statements – Board Report**  
**March 2021**

**Summary**

For the month of March, 2021 we posted a net profit in the amount of \$1,264,555 – Thanks to the second HQAF6 IGT in the amount of \$1,697,607. We also saw improvement in revenues overall, posting just under budget by \$15,500.

Total Operating Expenses for the month were over budget by \$230,176. Year-to-date Net Income was \$1,857,499. We budgeted for a year-to-date Net Loss of \$488,410. The variance is due mainly to the fact that IGT's came in over budget by \$2,587,641.

**Revenues**

Year-to-Date Inpatient Revenue was under budget by \$801,639. Outpatient Revenue was over budget by \$321,205. Clinic Revenue was under budget by \$104,940. We saw improvement in clinic volumes in March and clinic revenue for the month was over budget by \$40,766. Rehab continues to do very well, posting year-to-date revenue over budget by \$580,576.

**Expenses**

Salaries and Benefits: Year-to-Date combined Salaries and Benefits were over budget by \$284,229.

Professional Fees: Year-to-Date Professional Fees were under budget by \$66,857.

Repairs & Maintenance: Year-to-Date Repairs & Maintenance were under budget by \$220,276.

Supplies: Year-to-Date Supplies were under budget by \$9,124.

Purchased Services: Year-to-Date Purchased Services were over budget by \$548,041. This included architectural fees, payments to our outside lab for COVID testing and travelers.

Depreciation Expense: Year-to-Date Depreciation Expense was under budget by \$43,735.

Other Expenses: Other expenses were under budget by \$71,521. These include training, travel, and dues and subscriptions.

**Revenue Cycle**

Gross Accounts Receivable ended the month at \$5.6M. Gross Accounts Receivable days at March 31, 2021 were 54. We budgeted 45 and best practice is 55.

**Balance Sheet**

Total Assets increased by \$5,914,804 or 34.95% (not including the funds received for CARES Act, Medicare Advance and PPP).

**Additional Information**

Days cash on hand at March 31, 2021 was 280. Without the CARES Act, Medicare Advance, and PPP funds, days cash on hand would be 144. March 31, 2020 days cash on hand was 43.

Year-to-date we have paid \$536,496 for COVID supplies and testing.

While the District Hospital Leadership Forum and other groups continue to push for forgiveness of the Medicare advance funds, Congress has yet to address the proposal; therefore, Medicare will recoup these funds. We are working on our application for PPP loan forgiveness. The deadline for the submission of the application is August, 2021.

Eastern Plumas Health Care  
Income Statement  
For the Month of March 2021

	% Net Pt Revenue	Actual	Month-to-Date Budget	\$ Variance	% Net Pt Revenue	Actual	Year-to-Date Budget	\$ Variance
<b>1 REVENUE</b>								
2 Inpatient Revenue - Acute		\$ 161,357	\$ 221,730	\$ (60,373)		\$ 909,599	\$ 969,146	\$ (59,547)
3 Inpatient Revenue - Acute Pro Fees		\$ 10,151	\$ 14,215	\$ (4,064)		\$ 68,560	\$ 89,100	\$ (20,540)
4 Inpatient Revenue - Swing Bed		\$ 14,000	\$ 133,180	\$ (119,180)		\$ 708,000	\$ 798,660	\$ (90,660)
5 Inpatient Revenue - SNF		\$ 644,400	\$ 681,334	\$ (36,934)		\$ 5,747,200	\$ 6,131,998	\$ (384,798)
6 Inpatient Revenue - Ancillary		\$ 166,155	\$ 183,705	\$ (17,550)		\$ 1,149,080	\$ 1,395,174	\$ (246,094)
7 Inpatient Revenue		\$ 996,063	\$ 1,234,164	\$ (238,101)		\$ 8,582,439	\$ 9,384,078	\$ (801,639)
8 Outpatient		\$ 2,100,596	\$ 1,918,761	\$ 181,835		\$ 16,655,803	\$ 16,334,598	\$ 321,205
9 Clinics		\$ 462,283	\$ 421,517	\$ 40,766		\$ 3,688,721	\$ 3,793,661	\$ (104,940)
<b>10 Total Patient Revenue</b>		\$ <b>3,558,942</b>	\$ <b>3,574,442</b>	\$ <b>(15,500)</b>		\$ <b>28,926,963</b>	\$ <b>29,512,337</b>	\$ <b>(585,374)</b>
11 Contractual Allowances		\$ (1,426,251)	\$ (1,265,112)	\$ (161,139)		\$ (10,549,183)	\$ (11,029,750)	\$ 480,567
12 Charity Discounts		\$ (1,113)	\$ (8,501)	\$ 7,388		\$ (31,553)	\$ (73,947)	\$ 42,394
13 Other Allowances		\$ (17,336)	\$ (13,175)	\$ (4,161)		\$ (135,720)	\$ (115,602)	\$ (20,118)
14 Bad Debt		\$ (52,875)	\$ (56,629)	\$ 3,754		\$ (540,759)	\$ (521,834)	\$ (18,925)
<b>15 Total Deductions</b>		\$ <b>(1,497,575)</b>	\$ <b>(1,343,417)</b>	\$ <b>(154,158)</b>		\$ <b>(11,257,215)</b>	\$ <b>(11,741,133)</b>	\$ <b>483,918</b>
<b>16 Net Patient Revenue</b>		\$ <b>2,061,367</b>	\$ <b>2,231,025</b>	\$ <b>(169,658)</b>		\$ <b>17,669,748</b>	\$ <b>17,771,204</b>	\$ <b>(101,456)</b>
17 % of Gross Revenue		57.92%	62.42%	-4.50%		61.08%	60.22%	0.87%
18 Meaningful Use Revenue		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
19 Quality Payments		\$ 100,672	\$ -	\$ 100,672		\$ 272,792	\$ 68,970	\$ 203,822
20 IGT Payments		\$ 1,697,601	\$ 1,060,995	\$ 636,606		\$ 5,249,631	\$ 2,661,990	\$ 2,587,641
21 Other Operating Revenue		\$ 3,648	\$ 5,579	\$ (1,931)		\$ 147,650	\$ 50,235	\$ 97,415
<b>22 Total Operating Revenue</b>		\$ <b>3,863,288</b>	\$ <b>3,297,599</b>	\$ <b>565,689</b>		\$ <b>23,339,821</b>	\$ <b>20,552,399</b>	\$ <b>2,787,422</b>
<b>23 EXPENSES</b>								
24 Salaries and Wages	59.8%	\$ (1,232,581)	\$ (1,067,101)	\$ (165,480)	54.5%	\$ (9,637,539)	\$ (9,436,012)	\$ (201,527)
25 Employee Benefits	21.6%	\$ (444,231)	\$ (422,562)	\$ (21,669)	21.9%	\$ (3,867,367)	\$ (3,784,665)	\$ (82,702)
26 Professional Fees - Medical	10.8%	\$ (222,160)	\$ (201,736)	\$ (20,424)	10.1%	\$ (1,784,098)	\$ (1,815,609)	\$ 31,511
27 Professional Fees - Other	0.4%	\$ (8,254)	\$ (13,000)	\$ 4,746	0.6%	\$ (99,833)	\$ (135,179)	\$ 35,346
28 Supplies	9.3%	\$ (192,689)	\$ (193,674)	\$ 985	9.8%	\$ (1,734,145)	\$ (1,743,269)	\$ 9,124
29 Purchased Services	11.1%	\$ (229,410)	\$ (175,107)	\$ (54,303)	11.5%	\$ (2,031,278)	\$ (1,483,237)	\$ (548,041)
30 Insurance	1.5%	\$ (31,357)	\$ (30,734)	\$ (623)	1.6%	\$ (281,652)	\$ (276,604)	\$ (5,048)
31 Rental and Leases	0.2%	\$ (5,122)	\$ (5,183)	\$ 61	0.3%	\$ (46,098)	\$ (46,631)	\$ 533
32 Repairs and Maintenance	3.0%	\$ (62,495)	\$ (87,525)	\$ 25,030	3.1%	\$ (555,577)	\$ (775,853)	\$ 220,276
33 Utilities and Telephone	3.6%	\$ (74,592)	\$ (56,334)	\$ (18,258)	3.5%	\$ (610,314)	\$ (542,578)	\$ (67,736)
34 Depreciation Amortization	4.7%	\$ (96,054)	\$ (112,713)	\$ 16,659	5.5%	\$ (969,087)	\$ (1,012,822)	\$ 43,735
35 Other Expenses	1.9%	\$ (39,828)	\$ (42,928)	\$ 3,100	2.1%	\$ (364,814)	\$ (436,335)	\$ 71,521
<b>36 Total Operating Expenses</b>	<b>128.0%</b>	\$ <b>(2,638,773)</b>	\$ <b>(2,408,597)</b>	\$ <b>(230,176)</b>	<b>124.4%</b>	\$ <b>(21,981,802)</b>	\$ <b>(21,488,794)</b>	\$ <b>(493,008)</b>
<b>37 Income From Operations</b>	<b>59.4%</b>	\$ <b>1,224,515</b>	\$ <b>889,002</b>	\$ <b>335,513</b>	<b>7.7%</b>	\$ <b>1,358,019</b>	\$ <b>(936,395)</b>	\$ <b>2,294,414</b>
38 Tax Revenue	-2.7%	\$ 55,875	\$ 50,417	\$ 5,458	-2.8%	\$ 497,414	\$ 453,753	\$ 43,661
39 Non Capital Grants and Donations	0.0%	\$ -	\$ -	\$ -	-0.3%	\$ 46,000	\$ 41,500	\$ 4,500
40 Interest Income	0.0%	\$ 3	\$ -	\$ 3	-0.7%	\$ 117,613	\$ 120,000	\$ (2,387)
41 Interest Expense	0.9%	\$ (19,165)	\$ (21,210)	\$ 2,045	1.1%	\$ (188,622)	\$ (190,893)	\$ 2,271
42 Non-Operating Income (Expenses)	-0.2%	\$ 3,327	\$ 2,625	\$ 702	-0.2%	\$ 27,075	\$ 23,625	\$ 3,450
43 Total Non-Operating Gain (Loss)	-1.9%	\$ 40,040	\$ 31,832	\$ 8,208	-2.8%	\$ 499,480	\$ 447,985	\$ 51,495
<b>44 Net Income</b>	<b>61.3%</b>	\$ <b>1,264,555</b>	\$ <b>920,834</b>	\$ <b>343,721</b>	<b>10.5%</b>	\$ <b>1,857,499</b>	\$ <b>(488,410)</b>	\$ <b>2,345,909</b>
45 Operating Margin %		31.70%	26.96%	4.74%		5.82%	-4.56%	10.37%
46 Net Margin %		32.73%	27.92%	4.81%		7.96%	-2.38%	10.33%
47 Payroll as % of Operating Expense		63.55%	61.85%			61.44%	61.52%	



**Eastern Plumas Health Care**  
**Comparative Balance Sheets - Board Report**  
**Dates as Indicated**

	FYE	FYE	FYE	FYE	FYE 2021-2020	
	as of 3/31/21	3/31/2020	3/31/2019	3/31/2018	\$ Change	% Change
<b>Assets</b>						
Current Assets						
Cash	\$ 2,269,585	\$ 997,772	\$ 795,345	\$ 72,891	\$ 1,271,813	127.47%
Short-term Investments (LAIF)	\$ 19,408,959	\$ 2,322,626	\$ 669,467	\$ 1,418,790	\$ 17,086,333	735.65%
<b>Total Cash and Equivalents</b>	<b>\$ 21,678,544</b>	<b>\$ 3,320,398</b>	<b>\$ 1,464,812</b>	<b>\$ 1,491,681</b>	<b>\$ 18,358,146</b>	<b>552.89%</b>
Patient Accounts Receivable	\$ 5,595,788	\$ 5,062,087	\$ 5,786,759	\$ 5,812,217	\$ 533,701	10.54%
Accounts Receivable Reserves	\$ (2,044,606)	\$ (1,865,397)	\$ (2,321,798)	\$ (2,218,510)	\$ (179,209)	9.61%
<b>Net Accounts Receivable</b>	<b>\$ 3,551,182</b>	<b>\$ 3,196,689</b>	<b>\$ 3,464,960</b>	<b>\$ 3,593,707</b>	<b>\$ 354,492</b>	<b>11.09%</b>
% of Gross Account Receivables	63.5%	63.1%	59.9%	61.8%		
Inventory	\$ 262,163	\$ 224,891	\$ 229,621	\$ 200,598	\$ 37,272	16.57%
Other Assets	\$ 708,882	\$ 216,237	\$ 117,034	\$ 317,401	\$ 492,645	227.83%
Total Other Assets	\$ 971,044	\$ 441,127	\$ 346,656	\$ 517,999	\$ 529,917	120.13%
<b>Total Current Assets</b>	<b>\$ 26,200,770</b>	<b>\$ 6,958,215</b>	<b>\$ 5,276,428</b>	<b>\$ 5,603,387</b>	<b>\$ 19,242,555</b>	<b>276.54%</b>
Fixed Assets						
Land	\$ 1,123,344	\$ 1,120,209	\$ 948,686	\$ 948,686	\$ 3,135	0.28%
Buildings	\$ 14,837,671	\$ 14,149,712	\$ 14,087,815	\$ 10,608,171	\$ 687,959	4.86%
Capital Equipment	\$ 14,372,618	\$ 13,542,096	\$ 12,598,701	\$ 12,514,448	\$ 830,521	6.13%
In Progress	\$ -	\$ 957,897	\$ 456,918	\$ 3,125,124	\$ (957,897)	-100.00%
Total Plant & Equipment	\$ 30,333,632	\$ 29,769,915	\$ 28,092,120	\$ 27,196,430	\$ 563,717	1.89%
Accumulated Depreciation	\$ (21,141,289)	\$ (19,805,553)	\$ (18,598,276)	\$ (17,594,163)	\$ (1,335,736)	6.74%
<b>Net Fixed Assets</b>	<b>\$ 9,192,343</b>	<b>\$ 9,964,362</b>	<b>\$ 9,493,844</b>	<b>\$ 9,602,266</b>	<b>\$ (772,018)</b>	<b>-7.75%</b>
<b>Total Assets</b>	<b>\$ 35,393,114</b>	<b>\$ 16,922,577</b>	<b>\$ 14,770,272</b>	<b>\$ 15,205,654</b>	<b>\$ 18,470,537</b>	<b>109.15%</b>
<b>LIABILITIES AND RETAINED EARNINGS</b>						
Current Liabilities						
Accounts Payable	\$ 583,163	\$ 586,602	\$ 792,968	\$ 1,107,522	\$ (3,439)	-0.59%
Accrued Payroll & Benefits	\$ 1,214,883	\$ 1,018,715	\$ 965,932	\$ 936,968	\$ 196,168	19.26%
Other Current Liabilities	\$ 12,557,012	\$ 206,082	\$ 1,911,072	\$ 787,101	\$ 12,350,930	5993.21%
<b>Total Current Liabilities</b>	<b>\$ 14,355,058</b>	<b>\$ 1,811,399</b>	<b>\$ 3,669,972</b>	<b>\$ 2,831,591</b>	<b>\$ 12,543,659</b>	<b>692.48%</b>
Long-Term Liabilities						
Loans	\$ 5,310,940	\$ 6,097,232	\$ 6,460,762	\$ 3,523,878	\$ (786,292)	-12.90%
Capitalized Leases	\$ -	\$ -	\$ 50,156	\$ 447,688	\$ -	0.00%
<b>Total Long Term Liabilities</b>	<b>\$ 5,310,940</b>	<b>\$ 6,097,232</b>	<b>\$ 6,510,917</b>	<b>\$ 3,971,566</b>	<b>\$ (786,292)</b>	<b>-12.90%</b>
Deferred Revenue	\$ -	\$ -	\$ 151,714	\$ 608,240	\$ -	0.00%
<b>TOTAL LIABILITIES</b>	<b>\$ 19,665,999</b>	<b>\$ 7,908,631</b>	<b>\$ 10,332,603</b>	<b>\$ 7,411,397</b>	<b>\$ 11,757,367</b>	<b>148.67%</b>
<b>Fund Balance</b>	<b>\$ 15,727,115</b>	<b>\$ 9,013,946</b>	<b>\$ 4,437,669</b>	<b>\$ 7,794,257</b>	<b>\$ 6,713,169</b>	<b>74.48%</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 35,393,114</b>	<b>\$ 16,922,577</b>	<b>\$ 14,770,272</b>	<b>\$ 15,205,654</b>	<b>\$ 18,470,537</b>	<b>109.15%</b>

**EASTERN PLUMAS HEALTH CARE  
ACTIVITY SUMMARY  
FOR THE MONTH OF MARCH 2021**

	MONTH TO DATE			YEAR TO DATE	
	CURRENT MONTH Mar-21	PRIOR MONTH Feb-21	PRIOR YEAR MONTH Mar-20	Jul-20 - Jun-21	Jul-19 - Jun-20
<b>Provider Visits</b>					
Adams, Robert	42	47	1	91	4
Adkins, Stacia	101	82	42	718	781
Aggarwal, Shruti	0	0	0	0	885
Ball, Donald	0	0	28	0	273
Brooks, Michael	73	75	37	657	624
Bugna, Eric	62	42	47	459	424
Coll, Shawni	18	0	0	47	1
Corvera, Amanda	0	0	0	1	37
Cox, Charles	4	6	0	18	59
Dhond, Milind	48	47	42	468	459
Dupuis, William	73	52	0	542	0
Ettinger, Victor	10	18	16	133	133
Farias, Ginger	9	1	4	37	50
Feil, Frederick	0	0	19	69	173
Flapan, Wendy	0	0	0	0	294
Foley, Trish	73	73	56	641	589
Freitas, Paul	1	0	2	4	13
Gould, Roxanne	19	30	0	155	290
Grier, Barnett	216	190	175	1667	1649
Hibler, John	84	50	91	579	908
Hill, Beth	0	0	139	658	1429
Hoffman, Daniel	248	185	211	1657	2164
Hunt, Ben	21	14	17	129	175
Jaquez, Robin	25	27	44	271	525
Mills, William	0	0	1	7	8
Morrison, Mary	170	134	0	1224	525
Muto-Isolani, Antonio	0	0	0	7	1
Nielsen, Marc	0	0	1	5	16
Ouyang, Debra	0	0	7	0	53
Phen, Lovsho	125	71	129	1048	1215
Potter, Christina	344	222	282	2278	2123
Prichard, Gail	0	0	0	0	1
Printz, Richard	4	0	7	57	83
Robinson, Ken	0	1	4	24	47
Sapir, Leora	139	122	80	1116	775
Scott, John	0	0	0	0	64
Skiles, Sunny	0	4	7	36	69
Spencer, Christine	87	45	73	660	675
Stoll, Daniel	130	96	105	1021	1088
Streit, Cara	0	18	0	36	21
Sturgis, Cristy	0	0	0	0	63
Swanson, Paul	30	27	2	97	27
Taylor, Peter	0	0	0	22	23
Thompson, Steven	0	0	12	35	26
Vo, Quang	5	3	9	55	73
Walters, Marc	0	0	3	13	14
Williams, Anne	0	0	0	0	34
Wojek, Irene	119	109	84	940	759
<b>Total</b>	<b>2280</b>	<b>1791</b>	<b>1777</b>	<b>17682</b>	<b>19722</b>
<b>Clinics</b>					
Graeagle Medical Clinic	265	191	209	1973	2389
Loyalton Medical Clinic	393	281	331	2778	2745
Pine Street Dental Clinic	0	0	0	0	0
Pine Street Medical Clinic	0	0	0	0	103
Portola Dental Clinic	441	349	253	3072	3298
Portola Medical Clinic	957	750	808	7875	9306
Behavioral Health	182	168	140	1459	1349
Telemed	42	52	36	525	532
<b>Total</b>	<b>2280</b>	<b>1791</b>	<b>1777</b>	<b>17682</b>	<b>19722</b>

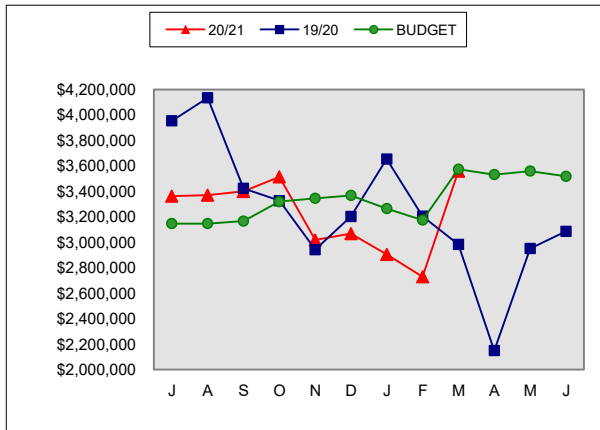
EASTERN PLUMAS HEALTH CARE  
ACTIVITY SUMMARY  
FOR THE MONTH OF MARCH 2021

		MONTH TO DATE			YEAR TO DATE	
		CURRENT MONTH Mar-21	PRIOR MONTH Feb-21	PRIOR YEAR MONTH Mar-20	Jul-20 - Jun-21	Jul-19 - Jun-20
1	Acute Inpatient					
	Admissions	10	7	6	81	112
	Discharges	7	8	9	78	114
2	Observations Admissions	6	4	3	48	1504
3	Endoscopy	26	26	0	144	154
4	Ambulatory Services	20	32	25	435	199
5	Ambulance	73	57	83	620	758
6	Emergency Visits	247	167	254	2149	2862
7	Lab Procedures	4271	3404	2497	32759	26204
8	Diagnostic Imaging					
	CT Scan	129	70	104	1203	1377
	Mammography	29	33	16	330	390
	MRI	14	16	9	135	156
	Radiology Procedures	250	151	219	2044	2638
	Ultrasound	88	49	41	644	647
9	Respiratory	80	51	174	608	2004
10	Cardiology	80	97	129	1011	1621
11	Physical Therapy	1301	923	986	9636	6806
12	Occupational Therapy	546	480	394	3929	3683
13	ACUTE CARE					
14	Acute Patient Days	51	27	25	283	414
15	Acute ADC	1.65	0.96	0.81	1.03	1.51
16	% Occupancy Acute	18.28%	10.71%	8.96%	11.43%	16.73%
17	Avg Length of Stay	3	3.5	3.4	3.2	3.7
18	Swing Bed Days	7	11	70	354	608
19	Swing Bed ADC	0.25	0.39	2.26	1.29	2.21
20	Avg Length of Stay	7.00	11.00	25.30	20.40	14.50
21	Observations Hours	106	133	52	1091	1504
22	Observations ADC	0.14	0.20	0.07	0.17	0.23
23	Total ADC	2.04	1.56	3.13	2.48	3.94
	SKILLED NURSING UNIT					
24	Patient Days	1611	1446	1758	14362	14802
25	SNF Average Census	57.54	51.64	56.71	52.23	53.83
26	% Occupancy SNF	87.18%	78.25%	85.92%	79.13%	81.55%
	TOTAL					
27	Patient Days	1669	1484	1853	14999	15824
28	Average Daily Census	53.84	53.00	59.77	54.54	57.54

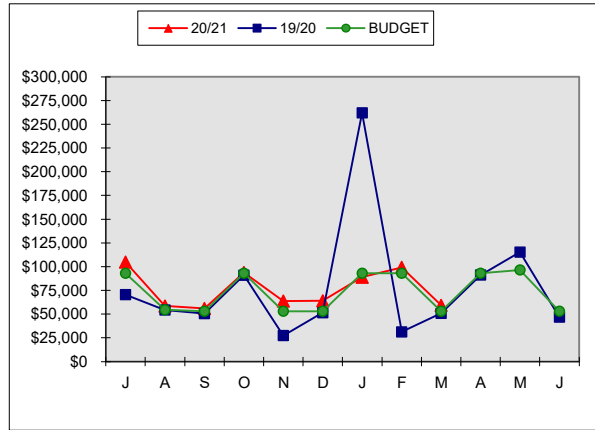


# EASTERN PLUMAS HEALTH CARE MONTHLY FINANCIAL GRAPHS FOR THE YEAR ENDED JUNE 30, 2021

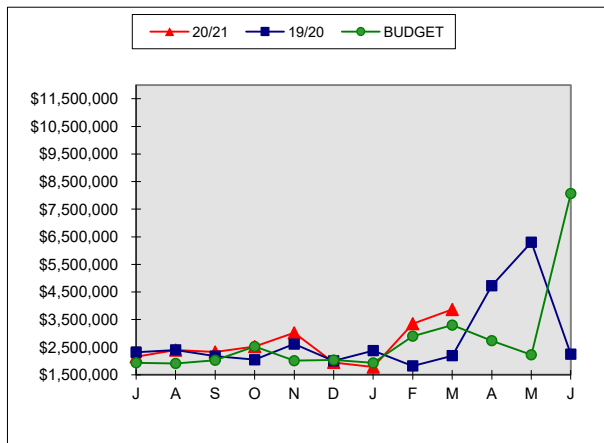
## 1. GROSS PATIENT REVENUE



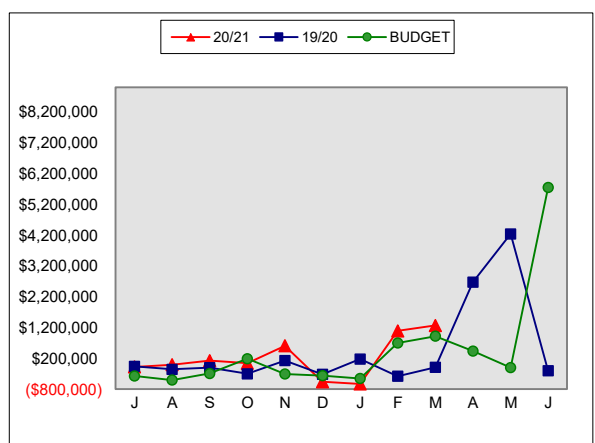
## 4. NON-OPERATING INCOME



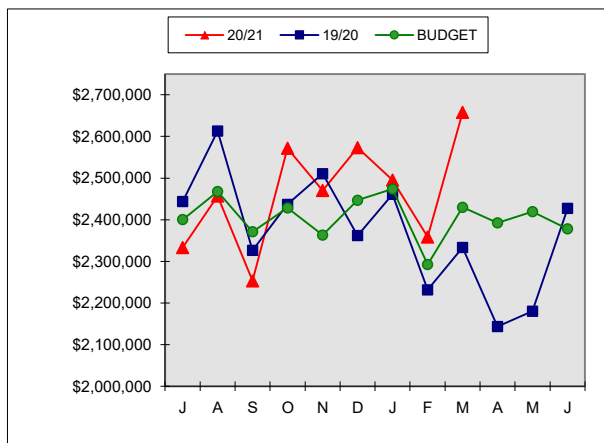
## 2. ESTIMATED NET REVENUE



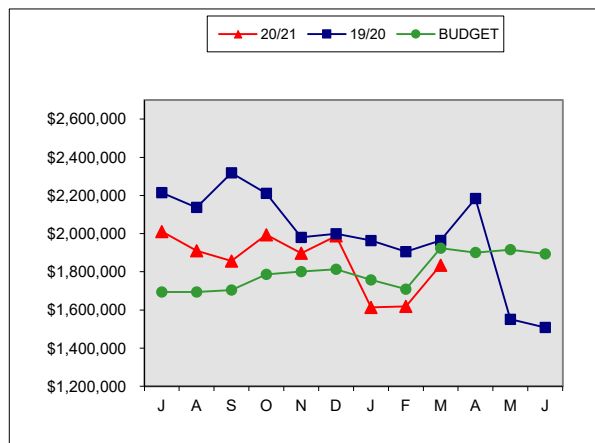
## 5. NET INCOME (LOSS)



## 3. OPERATING EXPENSES

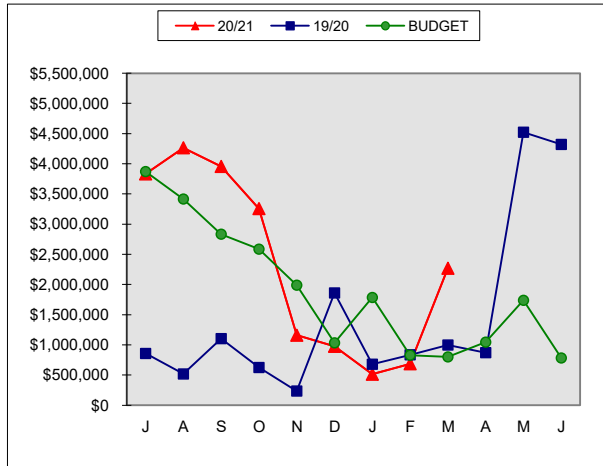


## 6. CASH RECEIPTS

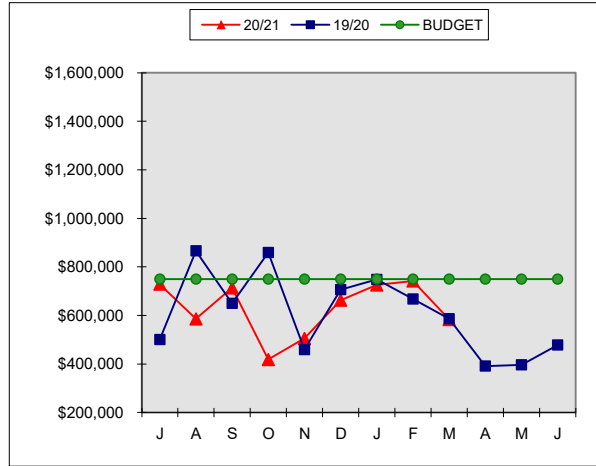


**EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021**

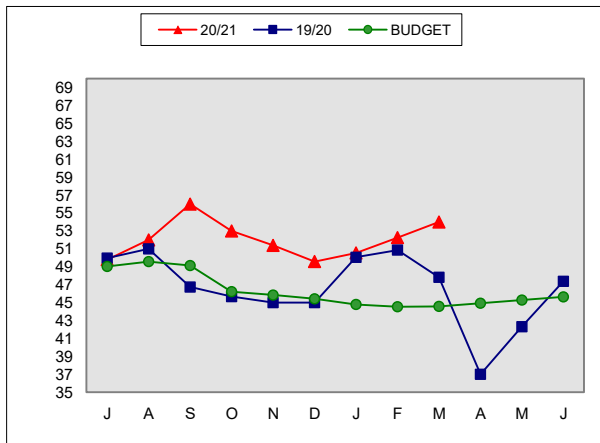
**7. OPERATING CASH**



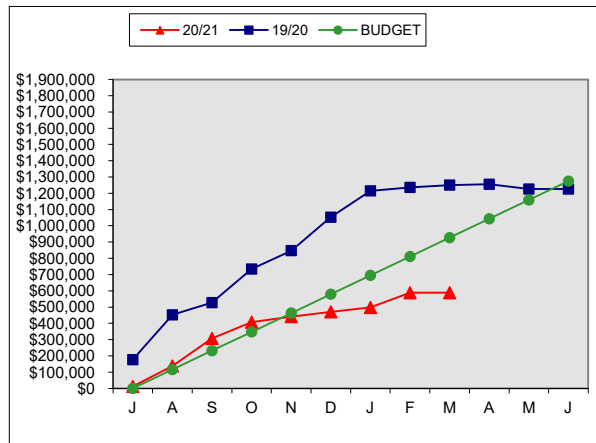
**10. ACCOUNTS PAYABLE**



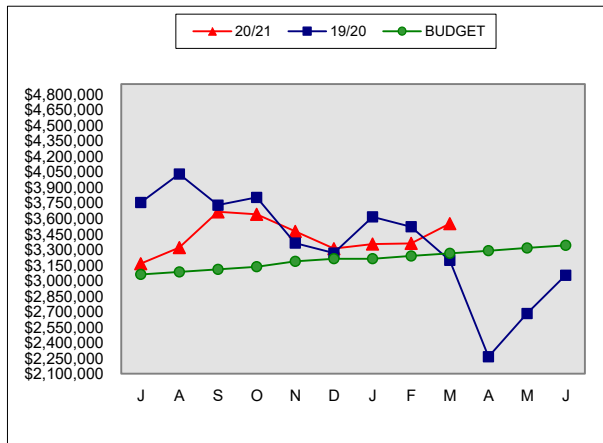
**8. ACCOUNTS RECEIVABLE-DAYS**



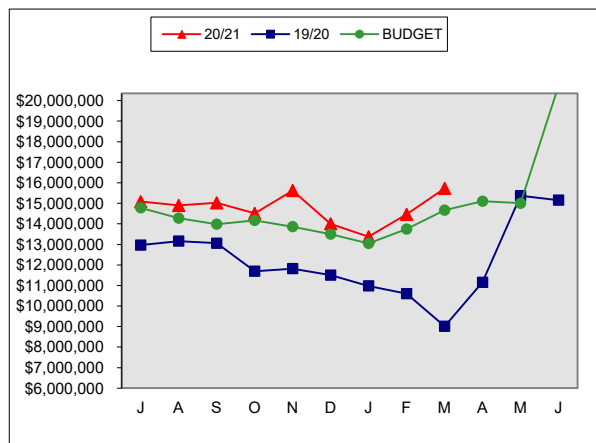
**11. CAPITAL EXPENDITURES-YTD**



**9. ACCOUNTS RECEIVABLE, NET**

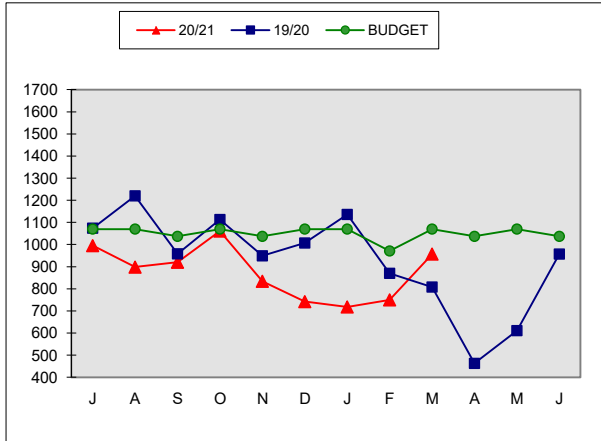


**12. FUND BALANCE + NET INCOME (LOSS)**

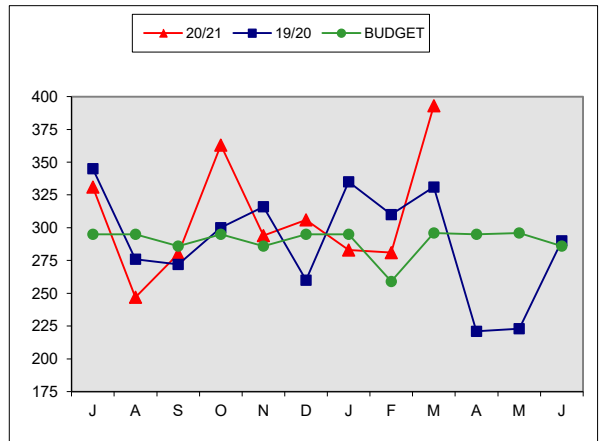


EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021

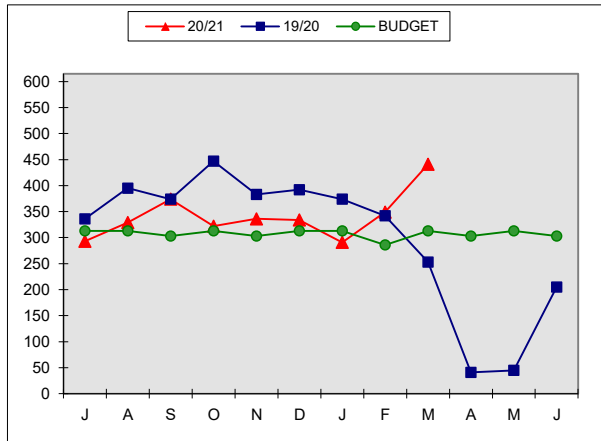
**13. PORTOLA MEDICAL CLINIC VISITS**



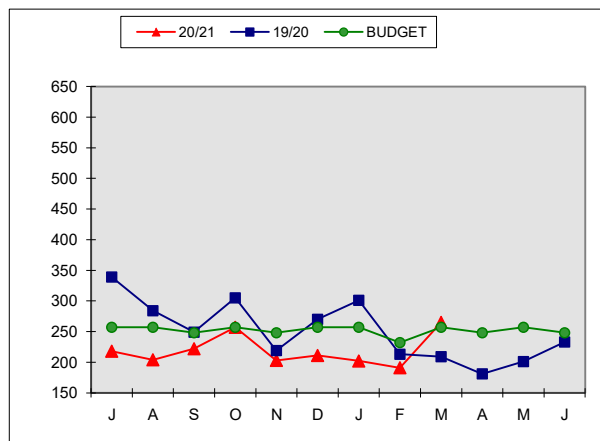
**16. LOYALTON MEDICAL CLINIC VISITS**



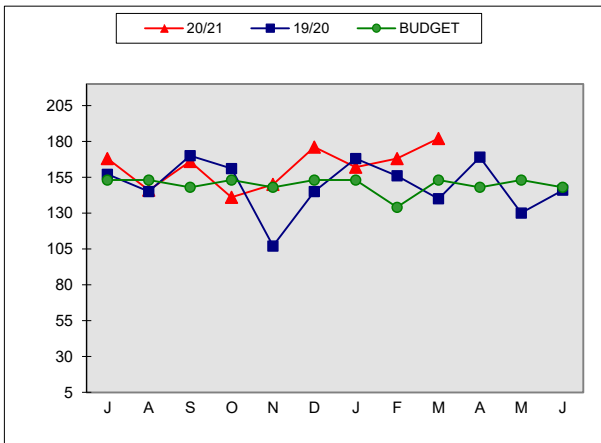
**14. PORTOLA DENTAL CLINIC VISITS**



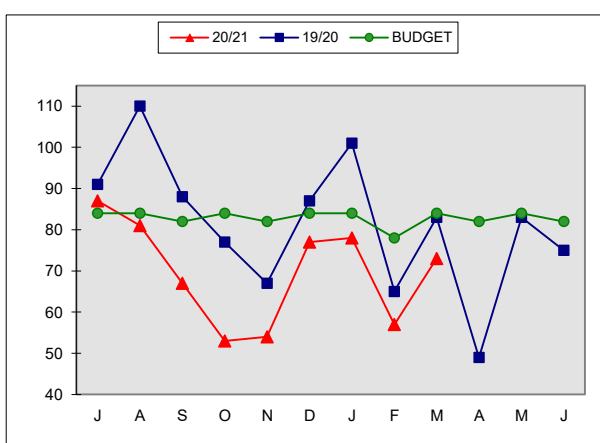
**17. GRAEAGLE MEDICAL CLINIC VISITS**



**15. BEHAVIORAL HEALTH VISITS**

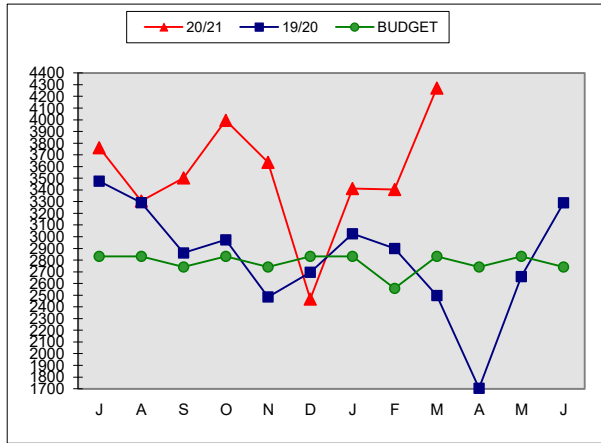


**18. AMBULANCE RUNS**

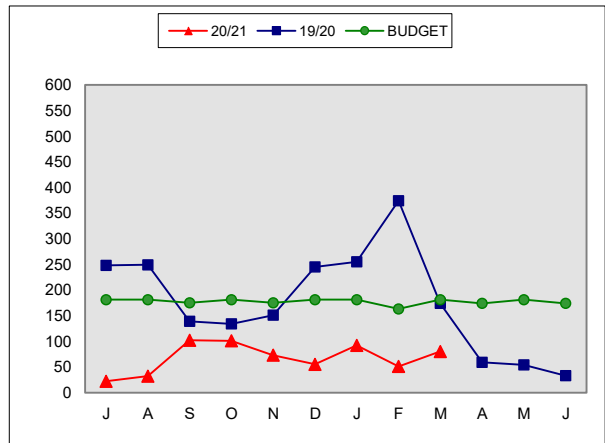


**EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021**

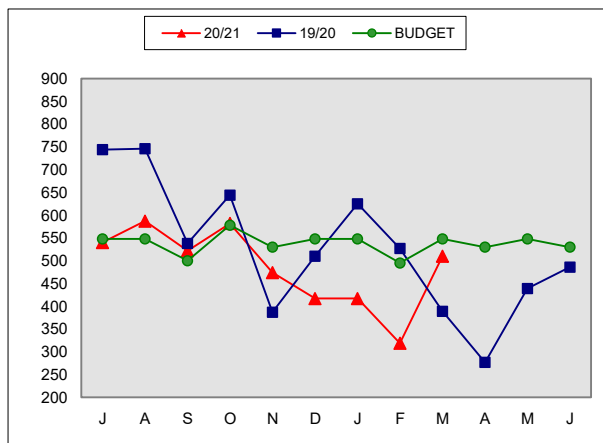
**19. LABORATORY PROCEDURES**



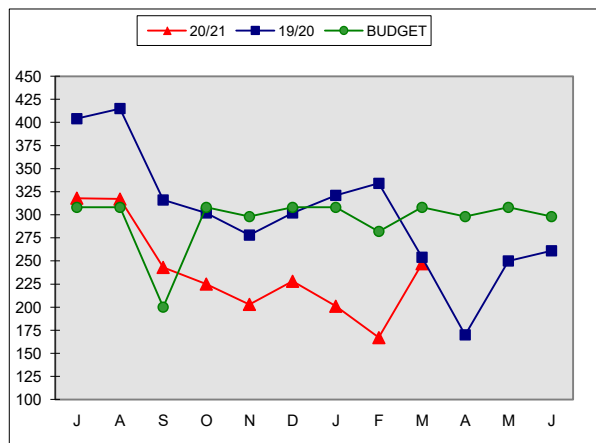
**22. RESPIRATORY PROCEDURES**



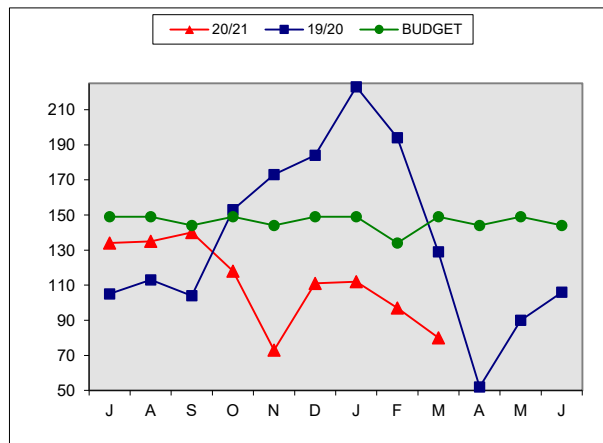
**20. RADIOLOGY PROCEDURES**



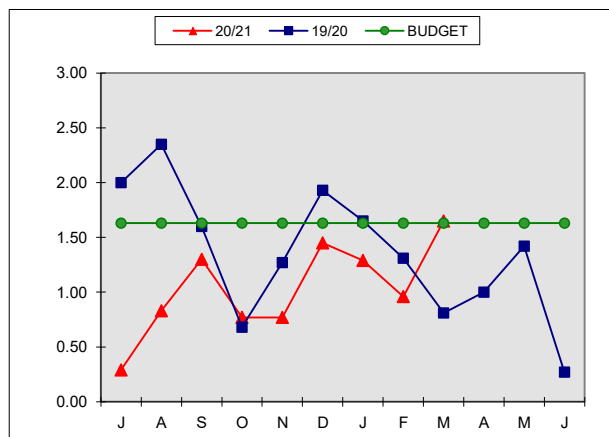
**23. EMERGENCY ROOM VISITS**



**21. ECGS**

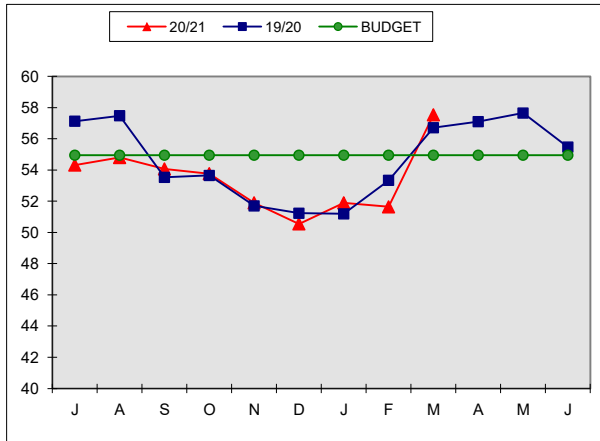


**24. AVERAGE DAILY CENSUS - ACUTE**

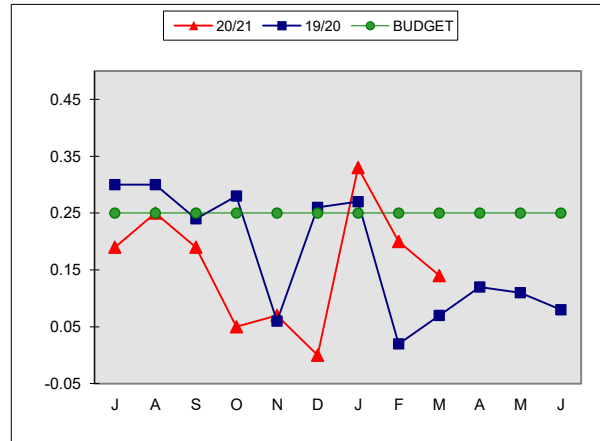


EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021

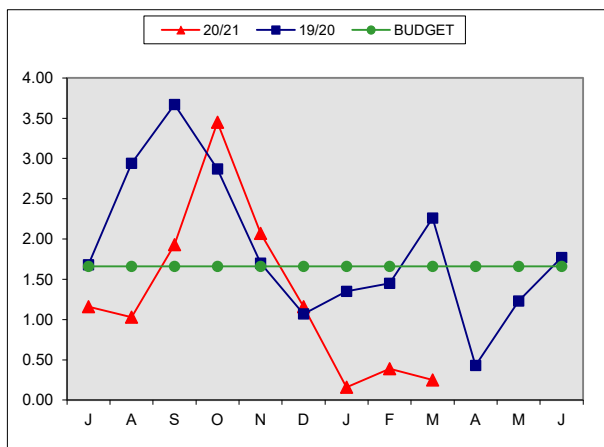
**25. AVERAGE DAILY CENSUS - SNF**



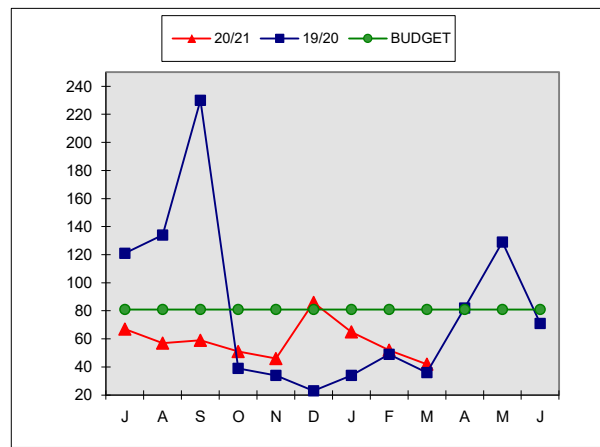
**28. AVERAGE DAILY CENSUS - OBSERVATION**



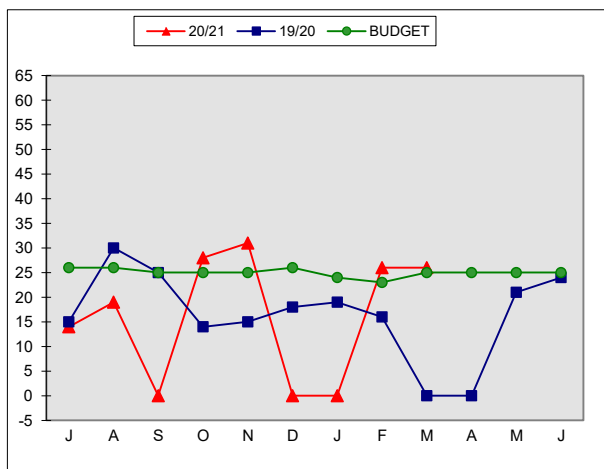
**26. AVERAGE DAILY CENSUS-SWING**



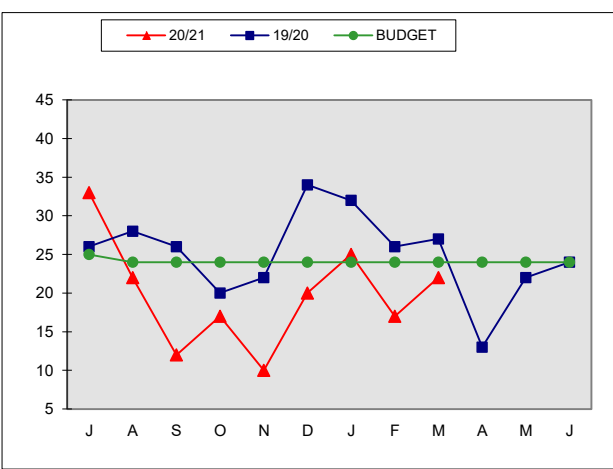
**29. TELEMEDICINE VISITS**



**27. ENDOSCOPY PROCEDURES**

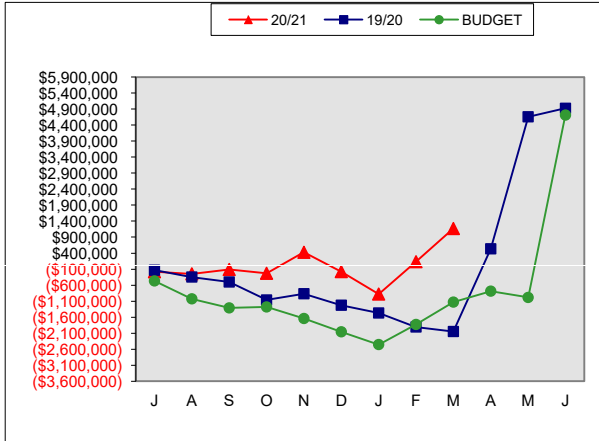


**30. EMERGENCY DEPARTMENT TRANSFERS**

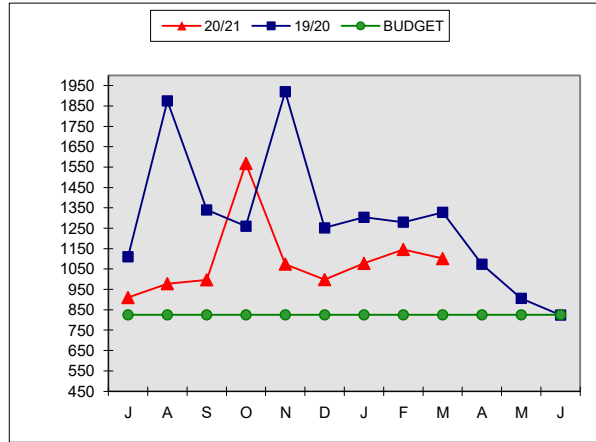


**EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021**

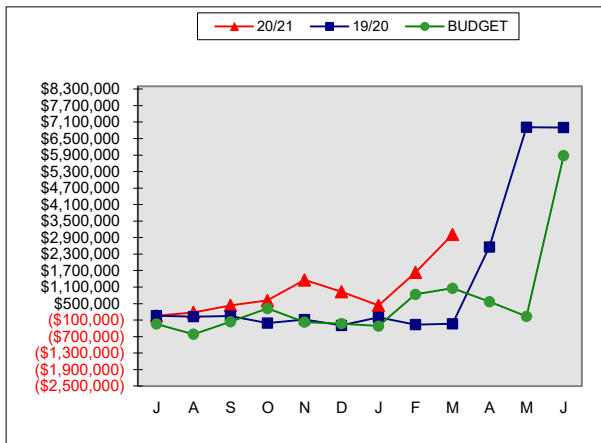
**31. YEAR TO DATE OPERATING INCOME (LOSS)**



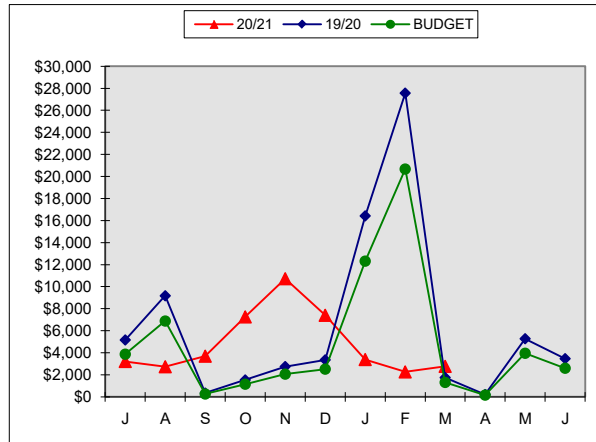
**34. OVERTIME HOURS**



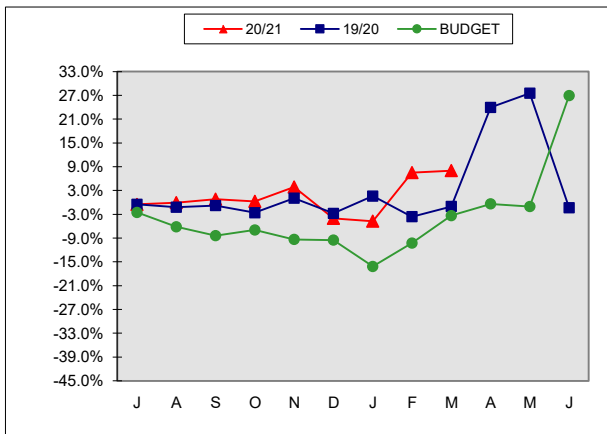
**32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION**



**35. DENIALS**



**33. RETURN ON EQUITY**





**Eastern Plumas Health Care  
Board Report  
Executive Summary**

**Date: April 22, 2021**

**OPERATIONAL PLAN OVERVIEW:**

After a low revenue performance to start 2021, March posted revenue was the highest for the 2020/21 fiscal year to date. Continued strong volumes in outpatient rehab and ancillary services along with increased performance in clinic volume helped increase overall revenue by 30% over February and 22% over January. Increased revenues and an IGT payment of \$1,697,607 resulted in a significant positive net income and variance to budget for the month.

EPHC continues to support Plumas County in weekly COVID vaccination clinics, and as of early April community members over the age of 18 are receiving vaccinations. We had been holding hospital beds for a potential surge in COVID patients in late 2020 and early 2021, but as of early March swing beds were reopened which will help with increased revenues for April. Based on CMS guidelines, patient visitation was reestablished, and we continue to have a zero-transmission rate for all acute and SNF patients.

After several postponements due to COVID, our 'Ignite the Patient Experience' on-site training event will be held on May 18-19. This program will add more structure and processes to our customer service program and is designed to also increase employee engagement and retention. Small focus group meetings will be facilitated by the Custom Learning Solutions team to include providers, board members, line staff, and department managers. The program has also been redesigned with a focus on building community confident in health care institutions as a result of the pandemic and specific implementation strategies.

Our new patient experience/feedback program continues to grow with a new customer survey process initiated in several departments including rehab, lab, and all three clinics. Comment cards are shared with employees and included in review of employee of the quarter candidates and posted on the EPHC website. We look forward to continued growth in this program to share valuable feedback with the community and be part of our ongoing quality assurance process.

The budget process for FY 2021/22 has been initiated and will continue through June with a Board presentation to be made in July. Based on the state increases in COVID cases from Oct-Dec and the vaccination process starting in January, we will again be making our best assumptions for the COVID impact on revenue growth and related expenses for the budget year. Several factors under consideration will be the testing and future vaccination requirements, impact to insurance rates (to include the 2020 fire issues), etc.

### **PERSONNEL CHANGES:**

After more than 12 years of service with EPHC Dr. Phen retired on 3/31. We sincerely appreciate her years of dedicated service to the members of our community and the residents of our skilled nursing facilities. Dr. Phen's patients will now be seen by Dr. Adams and our other new providers joining EPHC in the next few weeks. We are pleased to announce that Joanna Garneau joined us as the clinic front office manager in late March and continue our recruitment process for a clinic director which we hope to have completed in the next few weeks. We have also added several new nursing staff members to the hospital and started our SNF CNA training program on 4/12.

EPHC held a mid-March employee engagement event that was well received by staff. Our next weeklong event is scheduled for the week of May 10<sup>th</sup> in advance of our 'Ignite the Patient Experience' training session on 5/18.

### **EMR/IT:**

Our EMR vendor (CPSI) announced that they will be sunsetting their Centriq EMR system on January 1, 2023 and exchanging it with their Thrive system. This will require a significant transition for all departments currently using the Centriq platform. In advance of that transition EPHC is reviewing other EMR systems to determine the best option going forward. Product demonstrations have already been presented by AHT and Point Click Care for the SNF EMR system, and Cerner will be onsite to discuss their product on 4/20 with a live demo scheduled for 5/10. We anticipate the review of all EMR platforms to take 90-120 days and then decide and begin the contracting/implementation process at the end of the first quarter of the new fiscal year.

Recent health care industry cyber security threats have resulted in a review of our systems and process to prevent ransomware attacks or data breaches. We have completed a cyber risk assessment and intend to transition EPHC from a Google platform to a Microsoft based system for email and other related software packages. We anticipate this process to take 90-120 days and will save on the current annual spend in the first two years of implementation. Additional campus IT security measures have been implemented by Pro Technical to include enhanced security of our server room areas, addressing email threats and education with staff, etc.

### **QUALITY/REGULATORY:**

An abbreviated standard SNF survey was conducted In March for 8 self-reported incidents. No deficiencies were identified. CMS/CDPH has lifted the COVID restrictions for annual survey to be reinitiated, and we are expecting that process to occur for the campus in the next 90 days.



# AGENDA ITEM COVER SHEET

<b>ITEM</b>	CAH Committee Consent Agenda
<b>RESPONSIBLE PARTY</b>	Donna Dorsey, RN, BSN Emergency Room Manager
<b>ACTION REQUESTED?</b>	For Board Action
<b>BACKGROUND:</b> During the March 24, 2021 CAH Committee meeting, the committee made the following consent agenda item recommendations to the Board of Directors.	
<b>SUMMARY/OBJECTIVES:</b> Approval of the following consent agenda items:  Annual Policy Review: <ul style="list-style-type: none"><li>• Clinic</li><li>• EOP</li><li>• Information Technology</li><li>• Nursing</li><li>• Pharmacy</li><li>• Skilled Nursing</li></ul>	
<b>SUGGESTED DISCUSSION POINTS:</b> None	
<b>SUGGESTED MOTION/ALTERNATIVES:</b> Move to approve CAH Committee Consent Agenda as presented.	
<b>LIST OF ATTACHMENTS:</b> List attached.	

***Policy List***

<b>PolicyStat ID</b>	<b>Title</b>	<b>Area</b>
8836762	Inappropriate Patient Behavior	Clinic
8734579	Vaccine Storage and Handling Disaster Management Plan	Clinic
9331773	Code Yellow - Bomb Threat	EOP
9331762	Emergency Off-Site Uhf Radio Communications	Information Technology
9331763	Conscious (Moderate) Sedation	Nursing
9331781	Continuing Education Program for Nurses	Nursing
9331789	Emergency Department Log	Nursing
9331749	Lippincott Procedure Book for All Procedural Processes	Nursing
9331780	Referral Services List	Nursing
9331778	Transfer of Mother and Newborn After Delivery	Nursing
9331753	Use of Restraints	Nursing
9331775	Drug Samples	Pharmacy
9331751	Fentanyl Patch Order Policy	Pharmacy
9331754	Abuse Prevention	Skilled Nursing
9331769	Activities for Swing Bed Patients	Skilled Nursing
9331746	Bathing	Skilled Nursing
9331764	Change in Condition and Alert Charting	Skilled Nursing
9331779	Dental Services for Skilled Nursing Residents	Skilled Nursing
9331767	Field Trip	Skilled Nursing
9331748	Influenza and Pneumococcal Immunizations in Skilled Nursing Facility	Skilled Nursing
9331745	Laboratory Testing for Therapeutic Drug Levels for SNF Residents	Skilled Nursing
9331759	MDS-RAI Time Schedule	Skilled Nursing
9331777	Neurological Assessment and Neuro Check List for Residents	Skilled Nursing
9395570	Nurse Assistant Training Program (NATP)	Skilled Nursing
9331765	RAI and MDS Process	Skilled Nursing
9331750	Resident Care Fall Policy	Skilled Nursing
9331747	Resident Safety	Skilled Nursing
9331766	Skilled Nursing Facility Activity Program	Skilled Nursing
9383465	Smoking for Residents	Skilled Nursing
9383464	Temporary Absence of Resident	Skilled Nursing
9383466	Unusual Occurrences in Skilled Nursing	Skilled Nursing