

**EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, August 27, 2015
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 7.23.15 Regular Board Meeting			3-5
(C) Meeting Minutes of 7.23.15 Standing Finance Committee			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	Katie Tanner	I/D	
8. Chief of Staff Report	Eric Bugna, MD	I/D	
9. Committee Reports	Board Members	I/D	
• Finance Committee			
10. Chief Nursing Officer Report	April Fox	I/D	
11. Director of Clinics Report	Bryan Gregory	I/D	

12. Recommendation for Approval of Policies		I/D/A	
• End of Life Care Policy			
• Determination of Death Policy			
13. Chief Financial Officer Report	Jeri Nelson	I/D	7-18
• July Financials			
14. Chief Executive Officer Report	Tom Hayes	I/D	
• 2015-16 Operations Plan			18-22
• 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:			
a. Recommendation for One Year Provisional Privileges			
None			
b. Recommendation for Two Year Courtesy Privileges			
None			
16. Open Session Report of Actions Taken in Closed Session	Gail McGrath	I	
17. Adjournment	Gail McGrath	A	

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

Thursday, July 23, 2015

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, Jay Skutt, Lucie Kreth, Eric Bugna MD and Gail McGrath.

Absent: None

Staff: Tom Hayes, CEO, Jeri Nelson, CFO, and Alanna Wilson, Administrative Assistant.

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

3. Consent Calendar.

Dr. Swanson motioned to approve the consent calendar. A second was made by Mr. Skutt. None opposed, the motion was approved.

4. Board Chair Comments.

Ms. McGrath welcomed April Fox, CNO to the organization.

5. Board Comments.

None

6. Public Comment.

None

7. Auxiliary Report

Katie Tanner reported that the Nifty Thrifty grossed \$17,669.00 for the month of June. They had 728 volunteer hours and 25 hours in the lobby.

8. Chief of Staff Report

Dr. Bugna reported on staff changes in the clinic and EPHC's financial status, which continues to remain steady. Dr. Bugna stated that an update to the Med Staff Bylaws is in progress.

9. Committee Reports

• **Finance Committee**

Dr. Swanson reported an income of \$147,690.00 for the month of June due to a check received in the amount of \$200,000.00 from Anthem. The organization has a net year income of \$159,877.00. A/R days are at 55.

10. Director Of Nursing Report:

- Ms. Fox introduced herself and gave a quick description of her background.
- Ms. Fox reported that the Medication Error Reduction Plan survey had been conducted and she was pleased with the results.
- Ms. Fox stated that she is working on Policies for the organization to meet requirements by CMS.

11. Clinic Report:

- Mr. Gregory reported that the State and Federal Radiology inspection had gone well. He noted that Mishelle Dillon and the radiology staff did a great job.
- Mr. Gregory reported that Dr. Dapra, Neurologist will be starting in August. We also have a Urologist, Gynecologist and Dentist interested in joining EPHC.
- Mr. Gregory reported that the Graeagle Medical Clinic will be open five days a week starting in August.
- Mr. Gregory reported that the organization is looking at the possibility of providing Dermatology services through Telemedicine.
- The Pine Street Clinic is moving forward smoothly. We are awaiting State approval.
- Mr. Gregory reported that we received a \$75,000.00 grant from Plumas County which will be used to hire a consultant to offer recommendations on expanding Mental Health Services.

12. Recommendation for Approval of Policies:

- BOD Conflict of Interest
- SNF Annual Review

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

13. CFO Report:

- Ms Nelson reported that year end is looking good. The organization received a \$200,000.00 dollar check from Anthem. The year to date net revenue is \$159,877.00.
- Ms. Nelson reported that she will be filing the cost report soon.
- Ms. Nelson stated that the graphs show good results within departments. The balance sheet looks positive.
- The organization was able to pay off 3 USDA loans this past year.
- Ms. Nelson reported that A/R days are down to 55.

14. CEO Report:

- Mr. Hayes gave an update on the Operations Plan. The organization accomplished quite a bit over the past year. The goal for the upcoming year is to complete the remaining items on the plan. Mr. Hayes will present the 2015/16 Operations Plan at a future board meeting.
- Mr. Hayes reported that we have not received any news on the DP/SNF clawback. We have filed an exemption twice and have not received a reply.

**EASTERN PLUMAS HEALTH CARE DISTRICT
SPECIAL MEETING OF THE STANDING FINANCE COMMITTEE
OF THE BOARD OF DIRECTORS
Thursday, July 23, 2015
8:30 A.M.
EPHC's Administrative Conference Room**

Minutes

- 1. Call to Order:** The meeting was called to order at 8:40 a.m. by Paul Swanson, MD.
- 2. Roll Call:**
Present: Paul Swanson, M.D.
Absent: Janie McBride
Staff: Tom Hayes, CEO, Jeri Nelson, CFO, and Alanna Wilson, Executive Assistant
Guest: Nic Beddoe
- 3. Approval of Agenda:** The agenda was approved as submitted.
- 4. Approval of Minutes:** The minutes were approved as submitted.
- 5. Board Comments:** None
- 6. Public Comments:** None
- 7. CFO Report**

Ms. Nelson reported the month of June went well. The monthly net revenue was \$147,690.00. The year to date net income was \$159,877.00. A/R days are down to 55. Lab, Radiology, ED and clinics did well in June with higher than expected volumes. Expenses are up due to higher payroll and recruiting. All present discussed the financial graphs and handouts for June. There was also a discussion of handouts regarding department profitability and where the organization will see profit in the future.

Adjournment: Ms. McBride adjourned the meeting at 9:55am

Approval

Date

EASTERN PLUMAS HEALTH CARE DISTRICT

MEMORANDUM

Date: August 17, 2015
To: Board of Directors
From: Jeri Nelson, Chief Financial Officer
Subject: Summary of Financial Results – July 2015

Table 1. Consolidated Financial Results – July 2015

	This Year	Last Year	Variance
Total Revenue	\$3,195,745	\$3,424,367	\$(228,622)
Contractual Adjustments	\$1,357,827	\$1,383,920	\$(26,093)
Bad Debt/Admin Adjustments	\$66,840	\$172,429	\$(105,589)
Net Revenue	\$1,771,078	\$1,868,018	\$(96,940)
Total Expenses	\$1,970,787	\$1,824,250	\$146,537
Operating Income (Loss)	\$(199,710)	\$43,769	\$(243,479)
Non-Operating Income(Expense)	\$48,493	\$45,434	\$3,059
Net Income (Loss)	\$(151,217)	\$89,202	\$(240,419)

This is a little different format for the month than we're used to getting. We'll not have the new system up and running until September and it may take a few months before we generate financials with the budget format. Until then, we'll show actual results compared to last year to give us a sense of how we're doing. That said, patient revenue for hospital services were considerably less than last year. Our combined average daily census for Acute/Swing was 1 and 48.5 for SNF; last year 2 and 48 respectively. Ancillary services were also less than last year. The clinics' volumes were good, but not where we generate operating revenue. Salaries and benefits have greatly increased, as did supplies and purchased services. We are in the last month of training for Centriq, and we expect our staffing costs to run high, just not this high with the volumes where they are. Managed Medi-Cal is 23% of our hospital outpatient services and payments for services continue at about 12%. That is keeping contractuals higher than expected. We are working with the State of California and the 2 managed insurance plans to participate in an Inter Governmental Transfer program that will potentially bring us \$900,000 in additional reimbursement for the 13/14 fiscal year. This looks to be happening in February or March, so nothing will be booked until we're formally invoiced.

**EASTERN PLUMAS HEALTH CARE
STATEMENT OF REVENUE & EXPENSE
FOR THE MONTH ENDED
JULY 31, 2015**

	CURRENT PERIOD		YEAR TO DATE	
	THIS YEAR	LAST YEAR	THIS YEAR	LAST YEAR
OPERATING REVENUE				
INPATIENT ROUTINE	84,672	143,932	84,672	143,932
INPATIENT ANCILLARY	<u>76,686</u>	<u>132,883</u>	<u>76,686</u>	<u>132,883</u>
TOTAL INPATIENT	161,358	276,815	161,358	276,815
SWING ROUTINE	10,000	36,000	10,000	36,000
SWING ANCILLARY	<u>13,525</u>	<u>36,676</u>	<u>13,525</u>	<u>36,676</u>
TOTAL SWING BED	23,525	72,676	23,525	72,676
SKILLED NURSING ROUTINE	526,050	521,500	526,050	521,500
SKILLED NURSING ANCILLARY	<u>94,724</u>	<u>75,932</u>	<u>94,724</u>	<u>75,932</u>
TOTAL SKILLED NURSING	620,774	597,432	620,774	597,432
OUTPATIENT SERVICES	<u>2,382,509</u>	<u>2,475,953</u>	<u>2,382,509</u>	<u>2,475,953</u>
TOTAL PATIENT REVENUES	3,188,165	3,422,876	3,188,165	3,422,876
OTHER OPERATING REVENUE	7,580	1,491	7,580	1,491
TOTAL REVENUE	<u>3,195,745</u>	<u>3,424,367</u>	<u>3,195,745</u>	<u>3,424,367</u>
	=====	=====	=====	=====
DEDUCTIONS FROM REVENUE				
BAD DEBT/ADMINISTRATIVE ADJ'S	66,840	172,429	66,840	172,429
CONTRACTUAL ADJUSTMENTS	<u>1,357,827</u>	<u>1,383,920</u>	<u>1,357,827</u>	<u>1,383,920</u>
TOTAL DEDUCTIONS	<u>1,424,667</u>	<u>1,556,349</u>	<u>1,424,667</u>	<u>1,556,349</u>
NET REVENUE	<u>1,771,078</u>	<u>1,868,018</u>	<u>1,771,078</u>	<u>1,868,018</u>
	=====	=====	=====	=====
OPERATING EXPENSES				
SALARIES	912,034	826,585	912,034	826,585
BENEFITS	243,683	213,477	243,683	213,477
SUPPLIES	185,300	124,976	185,300	124,976
PROFESSIONAL FEES	232,693	274,649	232,693	274,649
REPAIRS & MAINTENANCE	26,823	38,701	26,823	38,701
PURCHASED SERVICES	151,357	111,158	151,357	111,158
UTILITIES/TELEPHONE	49,267	58,762	49,267	58,762
INSURANCE	36,310	33,763	36,310	33,763
RENT/LEASE EXPENSE	14,662	15,245	14,662	15,245
DEPRECIATION/AMORTIZATION	67,445	68,038	67,445	68,038
INTEREST EXPENSE	19,463	22,710	19,463	22,710
OTHER EXPENSES	<u>31,751</u>	<u>36,186</u>	<u>31,751</u>	<u>36,186</u>
TOTAL EXPENSES	<u>1,970,787</u>	<u>1,824,250</u>	<u>1,970,787</u>	<u>1,824,250</u>
OPERATING INCOME (LOSS)	<u>-199,710</u>	<u>43,769</u>	<u>-199,710</u>	<u>43,769</u>
	=====	=====	=====	=====
MISCELLANEOUS	2,651	2,638	2,651	2,638
CONTRIBUTIONS	2,175	0	2,175	0
PROPERTY TAX REVENUE	<u>43,667</u>	<u>42,795</u>	<u>43,667</u>	<u>42,795</u>
NON-OPERATING INCOME (EXPENSE)	<u>48,493</u>	<u>45,434</u>	<u>48,493</u>	<u>45,434</u>
NET INCOME (LOSS)	<u>-151,217</u>	<u>89,202</u>	<u>-151,217</u>	<u>89,202</u>
	=====	=====	=====	=====

	CURRENT PERIOD		YEAR TO DATE	
	THIS YEAR	LAST YEAR	THIS YEAR	LAST YEAR
STATISTICAL DATA				
ACUTE INPATIENT ADMISSIONS	9	16	9	16
ACUTE PATIENT DAYS	27	49	27	49
SKILLED NURSING PATIENT DAYS	1,503	1,518	1,503	1,518
SWING BED DAYS	5	18	5	18
E.R. VISITS	352	362	352	362
CLINIC VISITS	2,395	2,164	2,395	2,164

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

	JUNE 2015	JULY 2015	CHANGE
ASSETS			
CURRENT ASSETS			
CASH	\$ 989,408	\$ 1,256,036	\$ 266,628
LAIF SAVINGS	\$ 1,114,972	\$ 1,114,972	\$ -
ACCOUNTS RECEIVABLE NET	\$ 3,644,968	\$ 3,430,184	\$ (214,784)
ACCOUNTS RECEIVABLE OTHER	\$ 664,515	\$ 359,446	\$ (305,069)
INVENTORY	\$ 234,073	\$ 234,073	\$ -
PREPAID EXPENSES	\$ 69,097	\$ 129,576	\$ 60,479
TOTAL CURRENT ASSETS	<u>\$ 6,717,033</u>	<u>\$ 6,524,287</u>	<u>\$ (192,746)</u>
PROPERTY AND EQUIPMENT			
LAND AND IMPROVEMENTS	\$ 934,164	\$ 934,164	\$ -
BUILDINGS AND IMPROVEMENTS	\$ 10,147,957	\$ 10,147,957	\$ -
EQUIPMENT	\$ 10,280,613	\$ 10,513,356	\$ 232,743
IN PROGRESS	\$ 512,907	\$ 560,588	\$ 47,681
	<u>\$ 21,875,641</u>	<u>\$ 22,156,065</u>	<u>\$ 280,424</u>
ACCUMULATED DEPRECIATION	<u>\$ 14,696,974</u>	<u>\$ 14,764,329</u>	<u>\$ 67,355</u>
TOTAL PROPERTY AND EQUIPMENT	<u>\$ 7,178,667</u>	<u>\$ 7,391,736</u>	<u>\$ 213,069</u>
COSTS OF ISSUANCE NET	\$ 10,454	\$ 10,364	\$ (90)
TOTAL	<u>\$ 13,906,154</u>	<u>\$ 13,926,387</u>	<u>\$ 20,233</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
LEASES PAYABLE	\$ 116,991	\$ 113,345	\$ (3,646)
ACCOUNTS PAYABLE	\$ 1,372,630	\$ 1,388,187	\$ 15,557
ACCRUED PAYROLL/RELATED TAXES	\$ 1,019,546	\$ 1,008,964	\$ (10,582)
OTHER CURRENT LIABILITIES	\$ 167,670	\$ 167,670	\$ -
TOTAL CURRENT LIABILITIES	<u>\$ 2,676,837</u>	<u>\$ 2,678,166</u>	<u>\$ 1,329</u>
LEASES PAYABLE	\$ 196,986	\$ 382,153	\$ 185,167
CITY OF PORTOLA	\$ 305,705	\$ 303,610	\$ (2,095)
USDA LOANS	\$ 3,720,296	\$ 3,707,345	\$ (12,951)
DEFERRED REVENUE	\$ -	\$ -	\$ -
MEDI-CAL LTC	\$ 2,404,712	\$ 2,404,712	\$ -
TOTAL LIABILITIES	<u>\$ 9,304,536</u>	<u>\$ 9,475,986</u>	<u>\$ 171,450</u>
FUND BALANCE	\$ 4,601,618	\$ 4,601,618	\$ -
NET INCOME (LOSS)	\$ -	\$ (151,217)	\$ (151,217)
TOTAL	<u>\$ 13,906,154</u>	<u>\$ 13,926,387</u>	<u>\$ 20,233</u>

**EASTERN PLUMAS HEALTH CARE
BALANCE SHEET
FOR THE MONTH ENDED
JULY 31, 2015**

ASSETS

CURRENT ASSETS

CASH	\$ 1,256,036
INVESTMENTS	\$ 1,114,972
ACCOUNTS RECEIVABLE NET	\$ 3,430,184
ACCOUNTS RECEIVABLE OTHER	\$ 359,446
INVENTORY	\$ 234,073
PREPAID EXPENSES	<u>\$ 129,576</u>
TOTAL CURRENT ASSETS	\$ 6,524,286

PROPERTY AND EQUIPMENT	
LAND AND IMPROVEMENTS	\$ 934,164
BUILDINGS AND IMPROVEMENTS	\$ 10,147,957
EQUIPMENT	\$ 10,513,356
IN PROGRESS	<u>\$ 560,588</u>
TOTAL PROPERTY AND EQUIPMENT	\$ 22,156,065
ACCUMULATED DEPRECIATION	<u>\$ 14,764,329</u>
NET PROPERTY AND EQUIPMENT	\$ 7,391,737

COSTS OF ISSUANCE NET	\$ 10,364
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TOTAL	<u>\$ 13,926,387</u> =====
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LIABILITIES AND FUND BALANCE

CURRENT LIABILITIES

LEASES PAYABLE	\$ 113,345
ACCOUNTS PAYABLE	\$ 1,388,188
ACCRUED PAYROLL/RELATED TAXES	\$ 1,008,964
OTHER CURRENT LIABILITIES	<u>\$ 167,670</u>
TOTAL CURRENT LIABILITIES	\$ 2,678,166

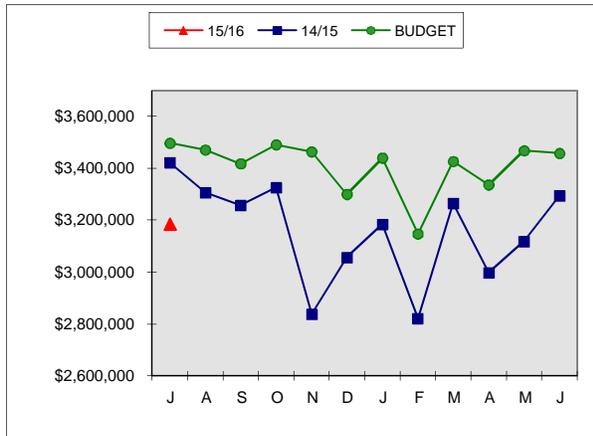
LEASES PAYABLE	\$ 382,153
USDA REPAIRS & DEFEASANCE	\$ -
CITY OF PORTOLA- PROPERTY LOAN	\$ 303,610
USDA LOANS SNF	\$ 3,238,766
PLUMAS BANK LOAN LOYALTON	\$ 468,579
USDA LOAN LOYALTON & PORTOLA	\$ -
DEFERRED REVENUE	\$ -
LTC MEDI-CAL NET	<u>\$ 2,404,712</u>
TOTAL LIABILITIES	\$ 9,475,986

FUND BALANCE	\$ 4,601,618
NET INCOME (LOSS)	\$ (151,217)

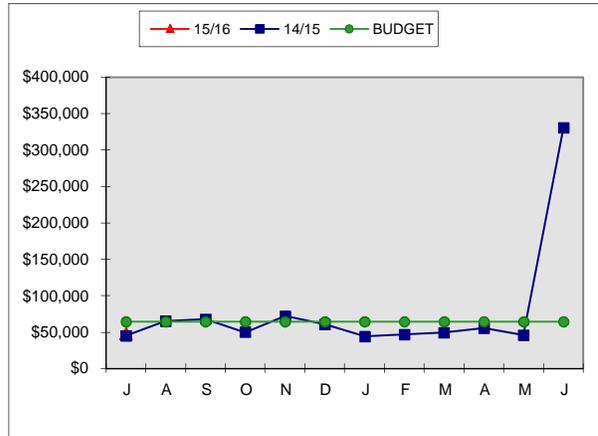
TOTAL	<u>\$ 13,926,387</u> =====
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EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2015

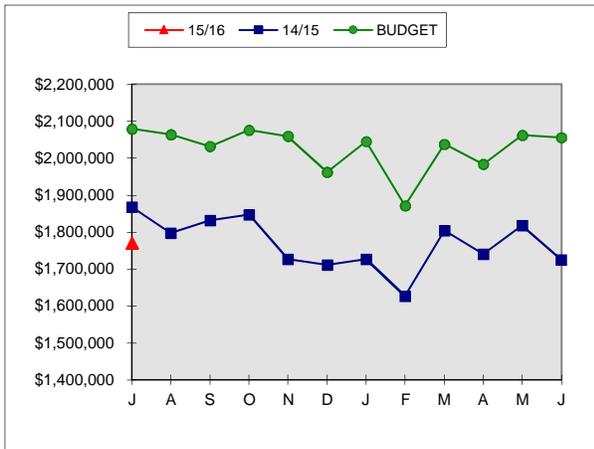
1. GROSS PATIENT REVENUE



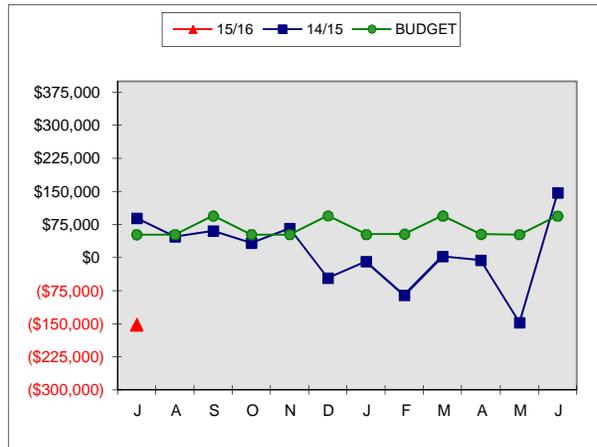
4. NON-OPERATING INCOME



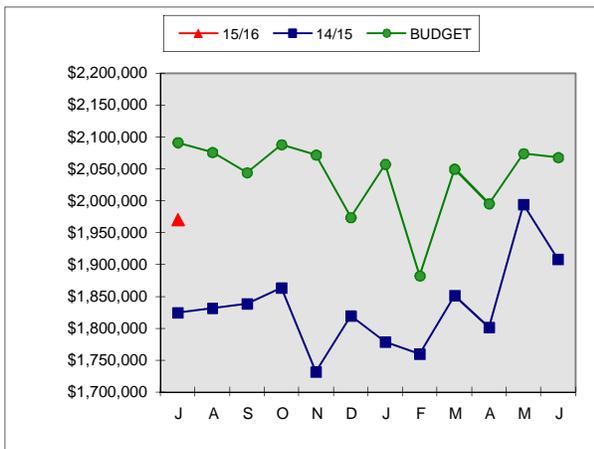
2. ESTIMATED NET REVENUE



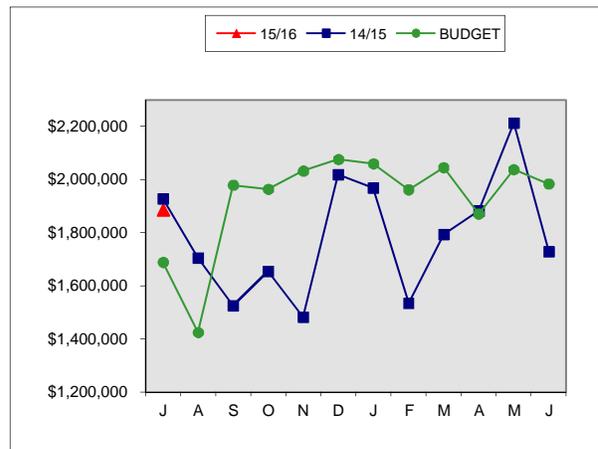
5. NET INCOME (LOSS)



3. OPERATING EXPENSES

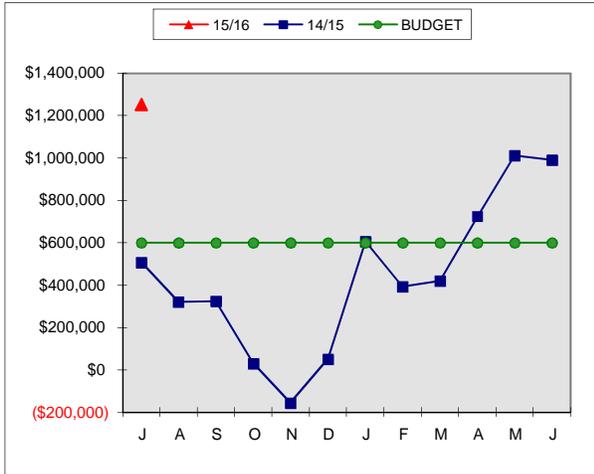


6. CASH RECEIPTS

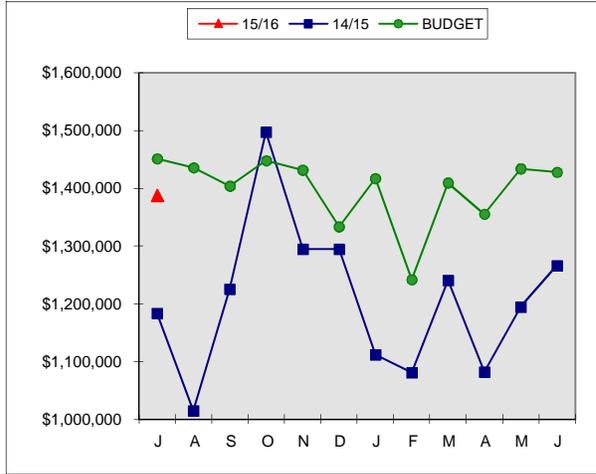


EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2015

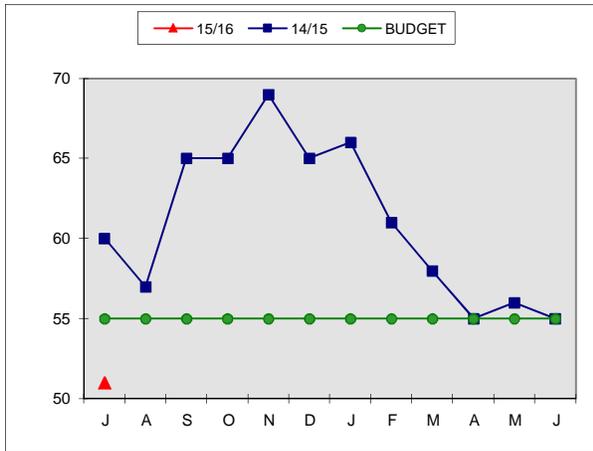
7. OPERATING CASH



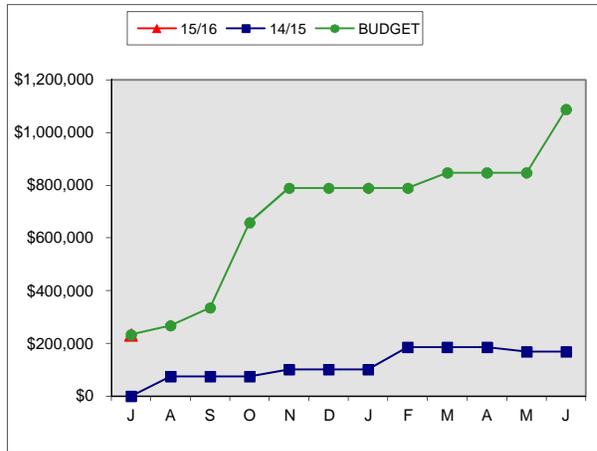
10. ACCOUNTS PAYABLE



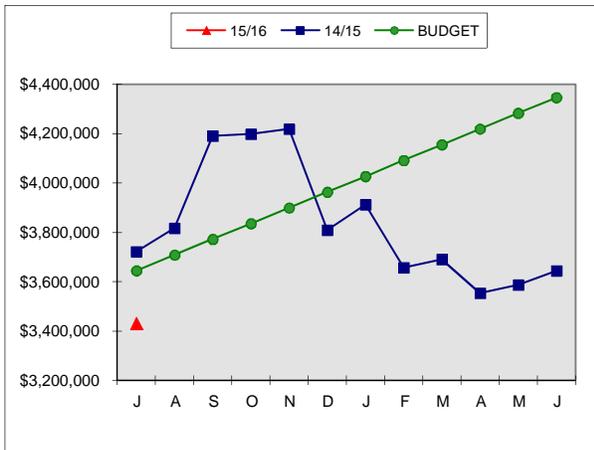
8. ACCOUNTS RECEIVABLE-DAYS



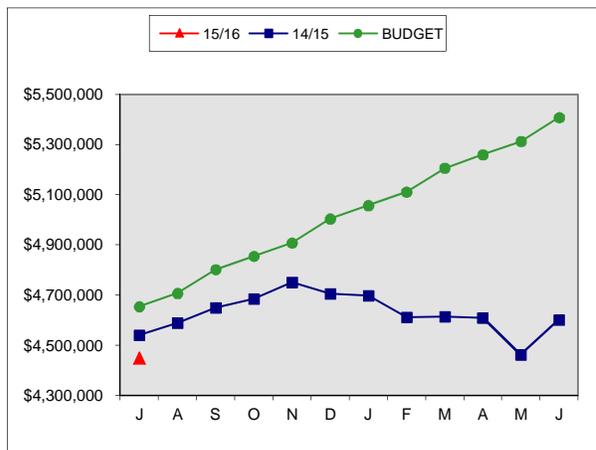
11. CAPITAL EXPENDITURES-YTD



9. ACCOUNTS RECEIVABLE, NET

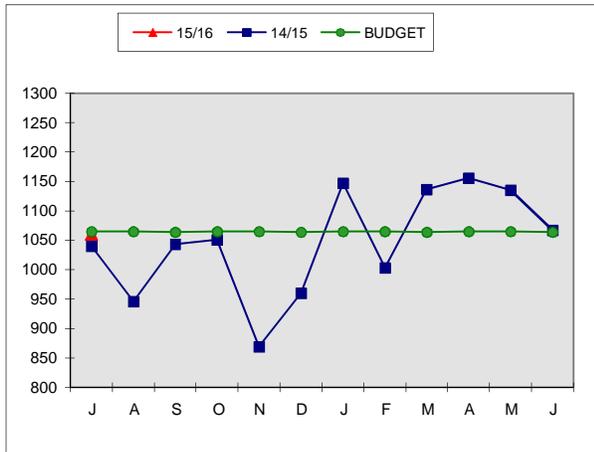


12. FUND BALANCE + NET INCOME (LOSS)

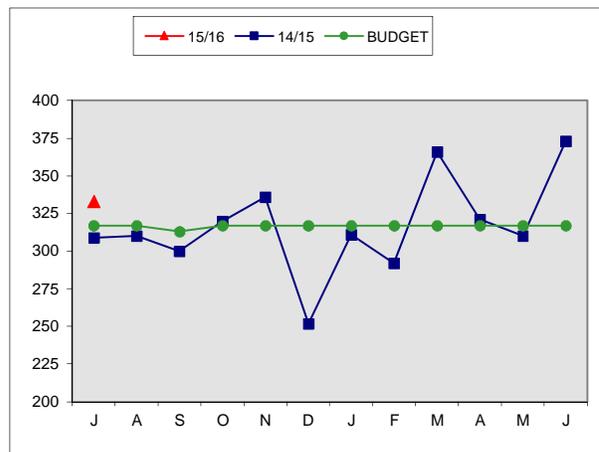


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2015

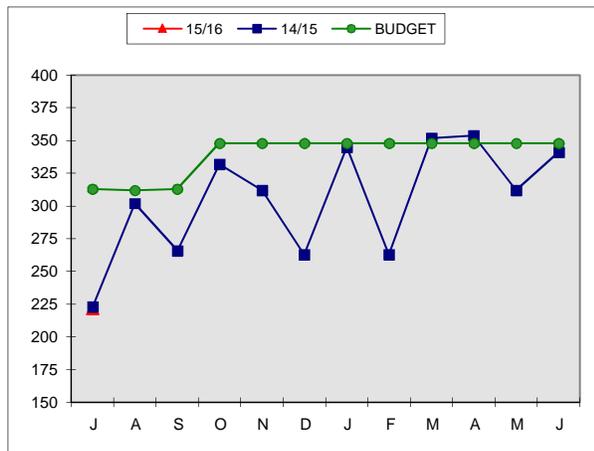
13. PORTOLA MEDICAL CLINIC VISITS



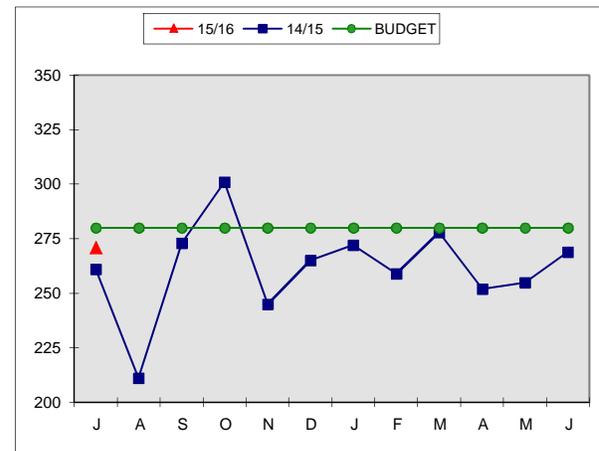
16. LOYALTON MEDICAL CLINIC VISITS



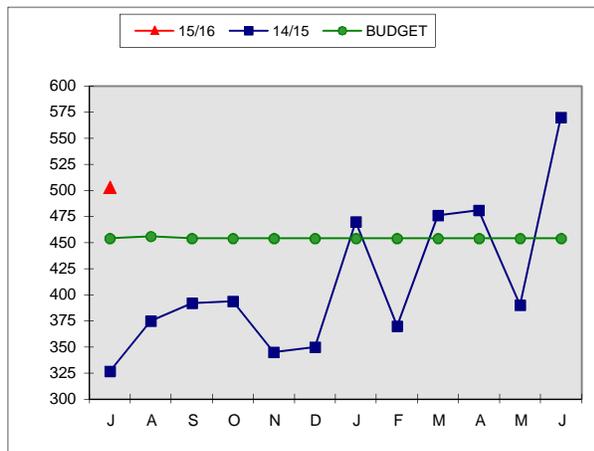
14. PORTOLA DENTAL CLINIC VISITS



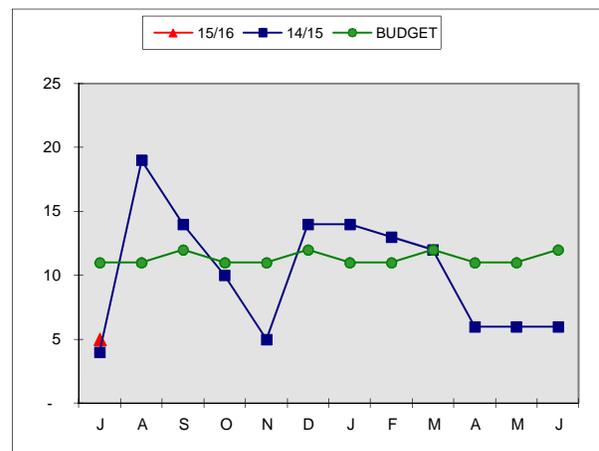
17. INDIAN VALLEY MEDICAL CLINIC VISITS



15. GRAEAGLE MEDICAL CLINIC VISITS

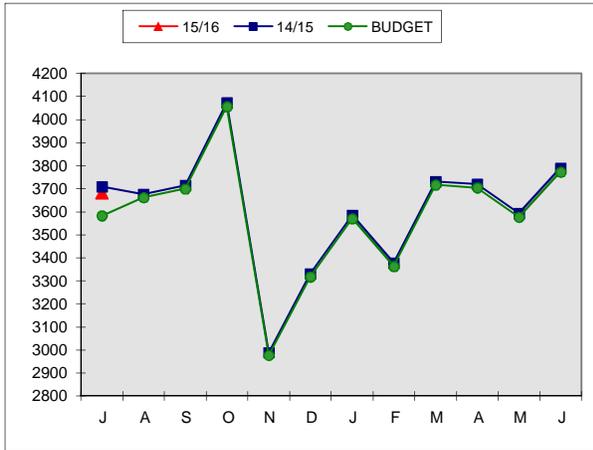


18. PORTOLA ANNEX VISITS

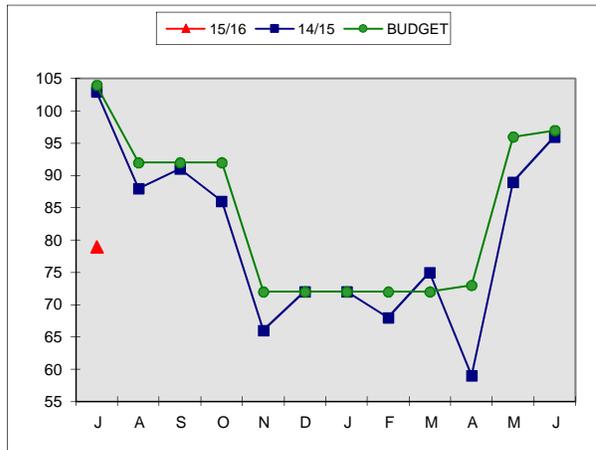


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2015

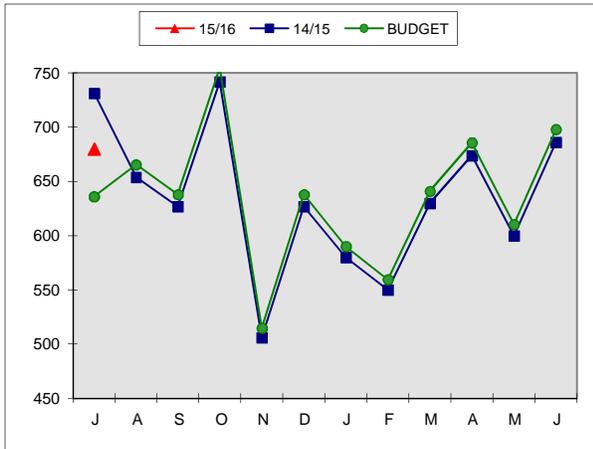
19. LABORATORY PROCEDURES



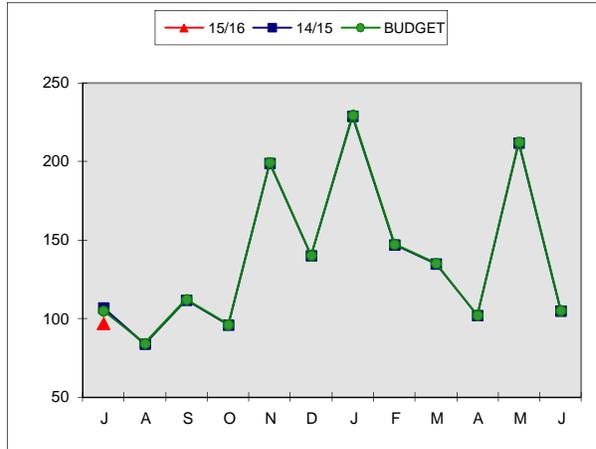
22. AMBULANCE RUNS



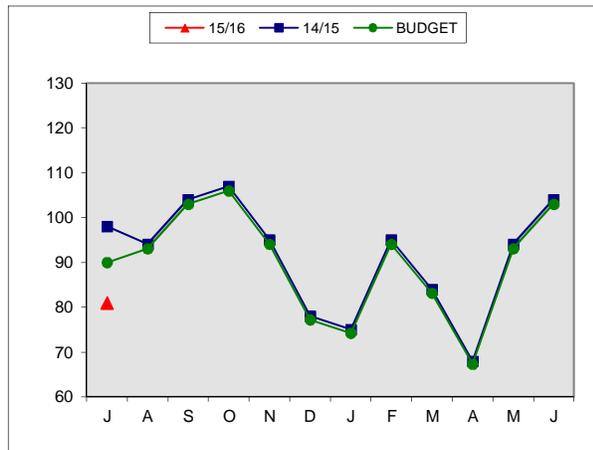
20. RADIOLOGY PROCEDURES



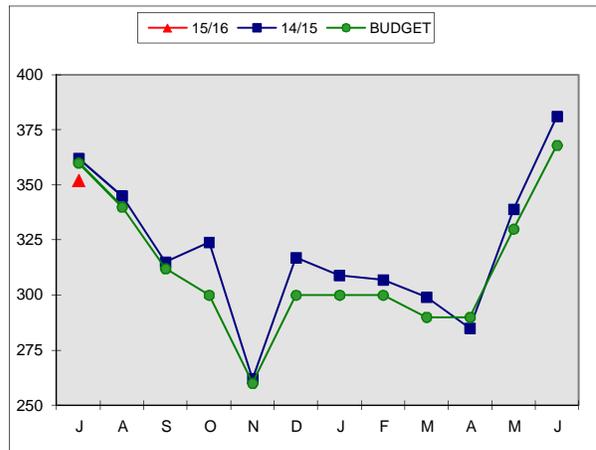
23. RESPIRATORY PROCEDURES



21. ECGS

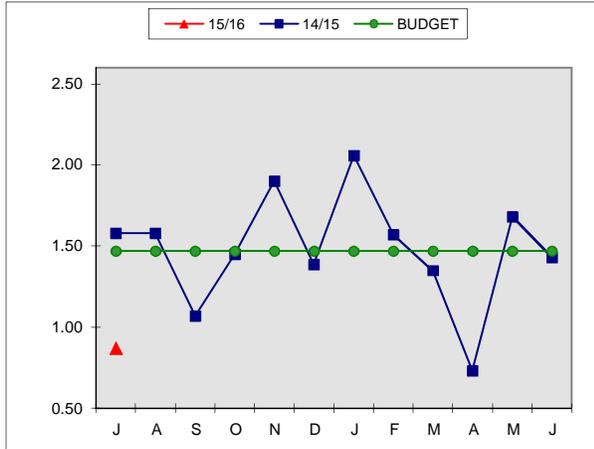


24. EMERGENCY ROOM VISITS

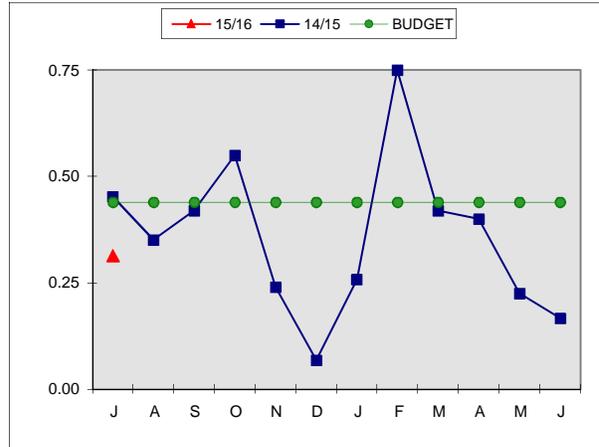


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2015

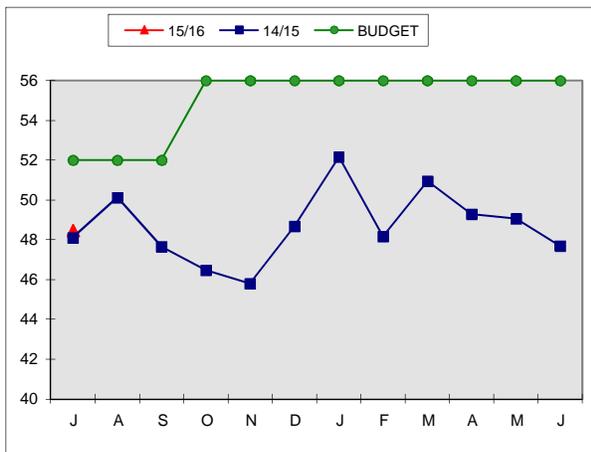
25. AVERAGE DAILY CENSUS - ACUTE



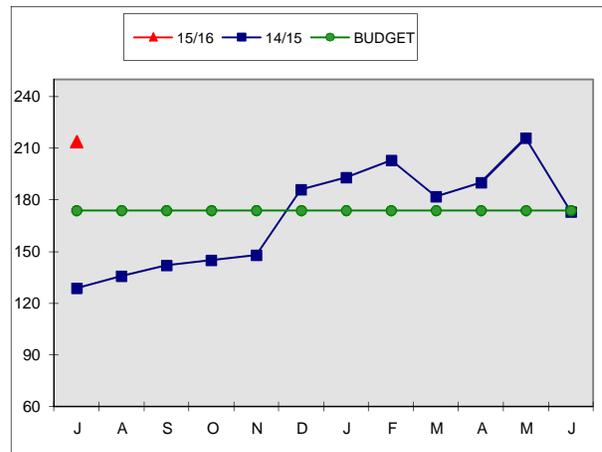
28. AVERAGE DAILY CENSUS - OBSERVATION



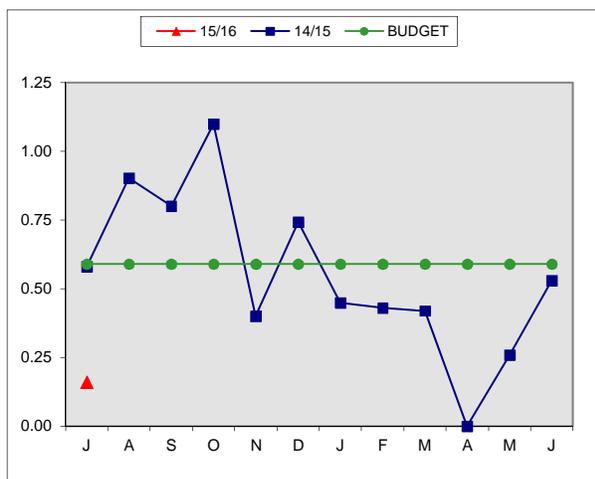
26. AVERAGE DAILY CENSUS - SNF



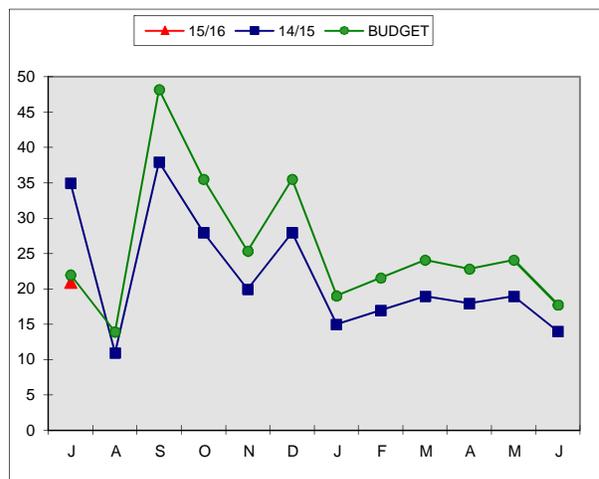
29. TELEMEDICINE VISITS



27. AVERAGE DAILY CENSUS-SWING

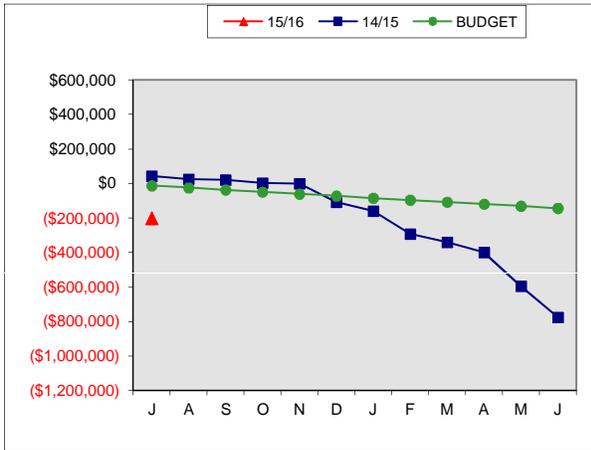


30. ENDOSCOPY PROCEDURES

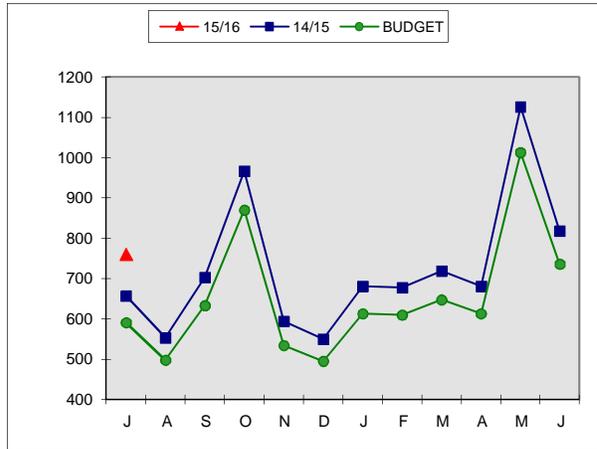


EASTERN PLUMAS HEALTH CARE
 MONTHLY FINANCIAL GRAPHS
 FOR THE YEAR ENDED JUNE 30, 2015

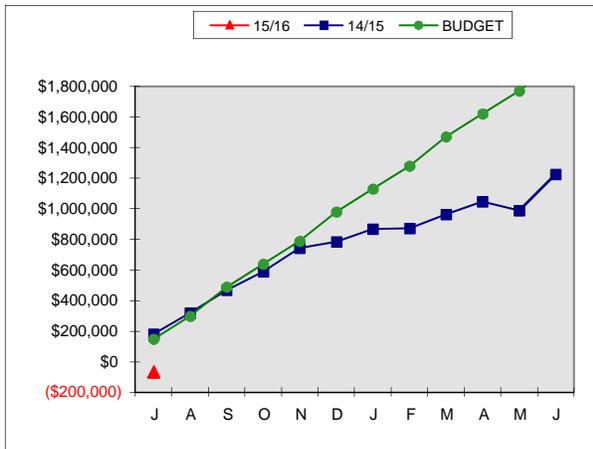
31. YEAR TO DATE OPERATING INCOME (LOSS)



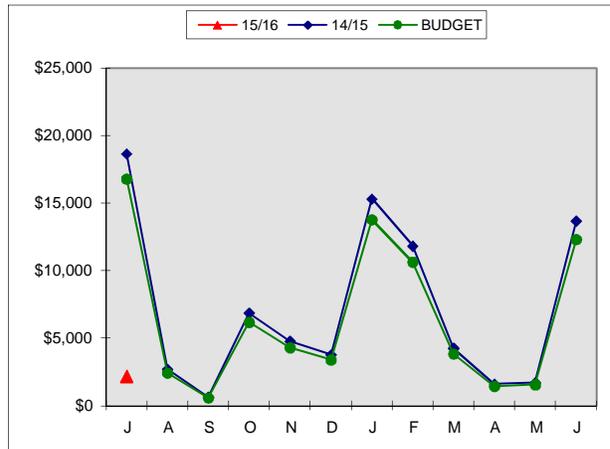
34. OVERTIME HOURS



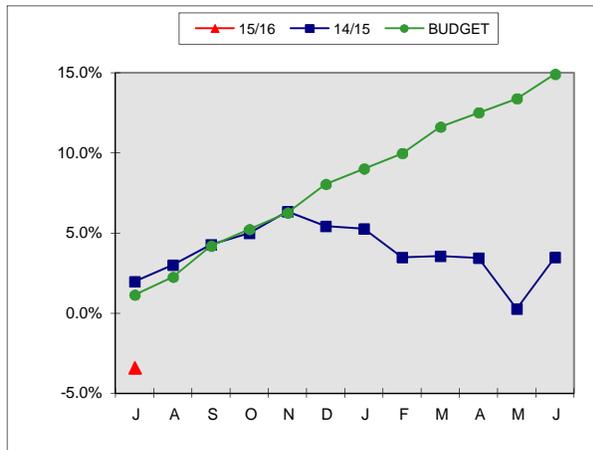
32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION



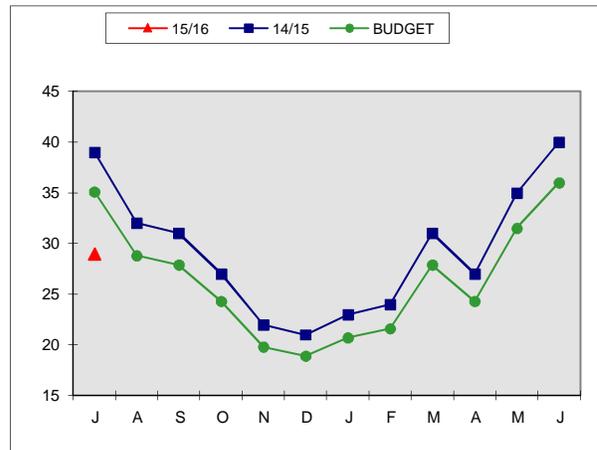
35. DENIALS



34. RETURN ON EQUITY



36. EMERGENCY DEPARTMENT TRANSFERS





2015-16 OPERATIONS PLAN

EASTERN PLUMAS HEALTH CARE

Prepared by:

**Thomas P. Hayes
Chief Executive Officer**

July 2015

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INTRODUCTION

The following is the Operations Plan for the 2015-16 fiscal year. Responsible individuals are listed at the end of each item.

OPERATIONS

1. Expand census in Loyalton SNF to 30 patients. Responsibility, Tomala King and April Fox.
2. Maintain Portola SNF Census at 26 patients. Responsibility, Lorraine Noble and April Fox.
3. Implement Centriq EMR conversion. (3rd quarter 2015) Responsibility, Rick Boyd and Executive Team.
4. Achieve 2015/2016 budgeted net operating income. Responsibility, Executive Team.
5. Reduce costs of Proscripts Dictation in clinics 50 percent by June 30, 2015 using Dragon Dictation. Responsibility, Bryan Gregory
6. Implement ICD 10 coding changes and achieve 90 percent accuracy of coding by fiscal year end. Responsibility, Jeri Nelson, Cathy Teehee and April Martin.
7. Reduce overtime by 25% compared to 2014/15 fiscal year. Responsibility, Lori Crown, Tom Hayes, Jeri Nelson and Bryan Gregory.

HUMAN RESOURCES

1. Plan and conduct at least six management training sessions by fiscal year end. Responsibility, Lori Crown.
2. Reduce the number of workers compensation claims in order to reduce workers comp modification ratio by 25 percent by July 2016. Responsibility, Lori Crown.
3. Conduct an employee satisfaction survey. Responsibility, Lori Crown.
4. Complete implementation of Performance Improvement System. Responsibility, Lori Crown.

FACILITES

1. Develop financing options for boiler replacement project. Responsibility, Tom Hayes and Jeri Nelson.
2. Complete ADA facility compliance projects by end of calendar year 2015. Responsibility, Stan Peiler and Tom Hayes.
3. Complete installation of Nurse Call system. Responsibility, Stan Peiler and Rick Boyd.
4. Complete exterior painting of all Portola facilities by end of the fiscal year 2015/16. Responsibility, Stan Peiler.
5. Complete lot line adjustment for Portola property. Responsibility, Tom Hayes.
6. Complete remodel of Portola Clinic for implementation of mental health services, to include replacement of HVAC unit. Responsibility, Stan Peiler.

CLINIC AND HOSPITAL

1. Recruit permanent full time Internal Medicine or Family Practice physician by end of fiscal 2015. Responsibility, Bryan Gregory and Tom Hayes.
2. Recruit and add additional specialists for Portola and Graeagle clinics (Neurology, Urology, Gynecology, Dermatology and General Surgery). Responsibility, Bryan Gregory and Tom Hayes.
3. Recruit replacement midlevel for IVMC or create partnership with PDH for staffing of clinic. Responsibility, Bryan Gregory and Tom Hayes.
4. Open new Rural Health Clinic (Pine Street Clinic) for Dental and Primary Care Services. Responsibility, Bryan Gregory and Jeri Nelson.
5. Expand invasive cardiac services within hospital with Dr. Dhond (pacemaker, defibrillators, etc.). Responsibility, April Fox and Bryan Gregory.
6. Achieve financial break even for Telemedicine services in Portola Clinic. Responsibility, Bryan Gregory.
7. Implement project for DSRIP IGT funds. Responsibility, April Fox, Jeri Nelson, Bryan Gregory.

8. Develop program for offering Mental Health Services in Eastern Plumas County. Responsibility, Bryan Gregory.

MISCELLANEOUS

1. Complete update and approve Board Policy Manual. Responsibility, Tom Hayes and Board of Directors.
2. Review all EPHC policies and procedures to ensure compliance with State and CMS regulations. Responsibility, April Fox.
3. Standardize policies and procedures between Portola and Loyalton SNFø. Responsibility, April Fox.
4. Implement a more structured hospital and board compliance program. Responsibility, Tom Hayes and Board of Directors.
5. Complete revision and update of medical staff bylaws. Responsibility, Tom Hayes and Dr. Bugna.
6. Expand the role of the EPHC Foundation by creating a planned gift and long term giving program. Also, work with the Foundation to add new members and volunteers.
7. Depending on interest from Sierra County Supervisors, begin the process of annexing the Sierra Valley Hospital District into the EPHC District.