

I have been in health care for over 30 years and in that time I have worked with good, poor and excellent colleagues and administrators. In my six + years at EPHC I have worked in both administrative and provider roles. This has allowed me to work closely with the physicians and the administrative staff. While I would not presume to have definitive knowledge about every conflict and event that has occurred, I will assert that I have first hand knowledge of many tremendous accomplishments that have resulted because Charles Guenther has been leading a team dedicated to the mission and values of Eastern Plumas Health Care. I contend that while he could not have done it by himself, the rest of EPHC would not have accomplished these things without him.

My observations purposefully focus on technological, system and service advances during Mr. Guenther's tenure. Every leader's character can be understood by the things he invests time and energy to accomplish. As someone once told me, "You can read a man by the entries in his checkbook."

1. Since Charles Guenther became CEO, patient charts have been arranged systematically, papers are secure, and dictation is often available for provider signature the day following a visit. Providers have the ability to view dictation, x-rays and lab results on their desktop as soon as they are processed. The normal delays and inaccuracies that accompany labor-intensive activities and hamper quality patient care were replaced by efficient and accurate technologies. This change has been part of a purposeful plan and process that continues to move toward an all-electronic patient chart. One only has to imagine a visit to the Emergency Room by a patient with multiple health care issues and their paper chart located in Graeagle or Loyalton to understand what a valuable objective this is.
2. Every provider has high speed access to online resources such as the University California Davis and MDConsult, online medical journals and patient education aids.
3. The establishment of Telemedicine with UCD and the expansion of telemedicine into the multiple campus sites has allowed for improved patient care as well as staff and provider educational opportunities.
4. The procurement of state of the art CAT scan, x-ray, mammogram and ultrasound equipment at the hospital and in the Graeagle Medical Clinic have expanded revenue and allowed patients to receive high quality and timely service.
5. The range and quality of laboratory services now available in our community rival facilities much larger than EPHC.
6. The New Skilled Nursing Facility in Portola serves the residents and their families in a setting that easily rivals any long term facility in the region.
7. The remodeling of Portola and the Graeagle Medical Clinics has improved appearance, patient confidentiality, comfort and the convenience of equipment, With the expansion of Graeagle came improved patient comfort, capacity and capabilities of the cardiac

services being used by Dr. Dhond for Echo's, treadmills, and ECG's, and allowed Dr. Fulmer the opportunity to perform onsite gynecologic ultrasound evaluations.

8. A quality dental practice has been developed and provides adult and pediatric preventative, restorative and routine dental care and provides the only Medi-Cal dental services in Eastern Plumas County.
9. Multiple educational meetings have been arranged for the providers and opportunities to grow as a team have been made available.
10. The establishment of the hospital Foundation. One result of their fundraising activities has been the acquisition a 4-wheel drive ambulance which enhanced emergency services and saved lives.
11. The strengthening and support for the Auxiliary helped acquire a new building which most notably addressed safety issues but also resulted in a doubling of their donations to EPHC.
12. The procurement and salvation of health care services in Loyalton. The avoidance of nearly forty patients and their families being forced to find alternative health care if Loyalton had been forced to close.
13. The establishment of an economically viable Skilled Nursing Facility in Loyalton, and a medical clinic with reliable staffing five days a week.
14. The building of a locum house providing quality housing for the Board Certified physicians that provide 24-hour Emergency Room coverage. ER coverage was provided by our Family Practice physicians who also worked the clinics. (It was only a few years ago that patients were cancelled from clinic visits because the physician was called away to cover the ER, or the physician took himself off the clinic schedule following a busy night in the ER and all the patients were cancelled so the provider could sleep.)
15. The recruitment of Drs. Whitley and Dhond that saw both Internal Medicine and Cardiology services added to Eastern Plumas Health Care. And this at a time when it was not obvious that we could support a cardiology practice. Both physicians were able to stay 3 years longer than their original commitment and Dr. Dhond continues to provide quality services for EPHC.
16. The recruitment of Dr. Fulmer our Gynecologist, Dr. Bugna and Ball, Orthopedic physicians, Dr. Vassar, Family Practice, Drs. Dahlman and Kitts, General Surgeons, Dr. Phen, and Lewis, Internal Medicine, Shari Schmidt, and Tara Rothwell, Certified Physician Assistants, The Radiology group that provides 24 hour, 7 days per week immediate service. Dr. Kylberg, and Dr. Ambaram our Dentists along with Cristy Sturgis and Pat Ball our Dental Hygienists. And the list could go on and on if I were to mention the certified support staff, Dental Assistants, Nurses, Business Office personnel and the hundreds of quality employees serving you through EPHC.

17. The cooperation with other health care districts and our establishment of contracts for cardiology and gynecologic services to Quincy and at one point as far as Chester in the case of Dr. Dhond.
18. The expansion of Home Health services to include Hospice and durable medical equipment.
19. Full disaster drills have been conducted, policies and procedures modified and working disaster systems tried and proven effective.
20. New phone systems have been installed, the lobby remodeled, office space developed, medical records systems improved and cost saving storage systems implemented.
21. Health Fairs conducted for the benefit of the community.
22. Community surveys and forums have been held to identify community health care needs and desires.
23. There has been continued participation by both medical and dental providers in Kindergarten Round-ups and contributions to various community services and activities.
24. New heating boiler, 2 domestic hot water boilers, chiller, cooling tower, stand-by-generator, emergency fuel tank, 4 air handler units, kitchen freezers, 4 transfer switches, fire alarm systems for Portola and Loyalton, nursing call systems for Portola and now Loyalton, ambulances, a ventilator, defibrillators, vital sign monitoring equipment, gurneys, exam tables, colposcope, multiple pacemakers and implantable defibrillators, hospital and clinic roofs, 40 new beds for Loyalton and all new patient furniture, bedding, decorations and equipment for the Portola SNF were all purchased. The shower/bathroom was remodeled in the acute hospital and remodeling continues in this area. Remodeled Ed. Center and new storage, maintenance and data processing buildings. A new reception area was built for the hospital, improving patient confidentiality and comfort.
25. Eastern Plumas Health Care became the first Critical Access Hospital in California. This was accomplished at a time when other facilities were questioning the wisdom of this designation and Mr. Guenther pursued this certification and improved our financial stability.
26. I could go on to speak of the parties initiated for staff enjoyment, recognition and/or the development of team work or community. I could mention the books and gifts provided by Mr. Guenther to the medical staff to encourage us to excel in our vision of health care or the numerous meetings with meals provided where we were encouraged to problem solve, define or share goals and objectives. The significant time provided to conduct studies, design policies and procedures, or evaluate systems and services at EPHC. Training sessions for clerical, nursing, technical and medical staff. Salary surveys and pay raises

that required the analysis of competition, and the balancing of the financial impact to EPHC with the needs of the employees.

While it has been a team effort that achieved these significant accomplishments it is Charles Guenther who provided the direction, kept the focus on values, and empowered us to accomplish individual tasks.

As you can tell, this is not meant to minimize the contributions anyone made before or after Charles Guenther came to EPHC. However, regardless of the accomplishments achieved before his arrival, no one had been able to mitigate the harm caused by outside management and the movement toward bankruptcy. Mr. Guenther is responsible for more than just making EPHC an attractive organization; he brought EPHC through bankruptcy and saved hundreds of jobs, including those of the medical staff.

We still have the potential to destroy this hospital. I have recently heard people on both sides of the recent conflict say, "If everyone would just get along." That would be nice, but I think it is too simplistic. I think there is a healthy and appropriate tension that should exist between Administration and the Medical Staff. Each group has different responsibilities and insights. Because resources are limited and perceived priorities sometimes conflict, there will always be a need to give and take over a multitude of issues. I believe our greatest productivity will come about when everyone, including the community is advocating for their respective needs while maintaining a respect and appreciation for one another's roles and contributions. Charles Guenther helped insure that we would be here today to talk about the future of EPHC and he deserves recognition and gratitude for the significant contributions he has made.