EASTERN PLUMAS HEALTH CARE DISTRICT
REGULAR MEETING OF THE BOARD OF DIRECTORS
Thursday, January 15, 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.

<table>
<thead>
<tr>
<th>Presenter(s)</th>
<th>I/D/A</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Call to Order</td>
<td>Gail McGrath</td>
<td>A</td>
</tr>
<tr>
<td>2. Roll Call</td>
<td>Gail McGrath</td>
<td>I</td>
</tr>
<tr>
<td>3. Consent Calendar</td>
<td>Gail McGrath</td>
<td>A</td>
</tr>
<tr>
<td>(A) Agenda</td>
<td></td>
<td>1-2</td>
</tr>
<tr>
<td>(B) Meeting Minutes of 12.4.14 Standing Finance Committee</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>(C) Meeting Minutes of 12.4.14 Organizational Meeting</td>
<td></td>
<td>4-5</td>
</tr>
<tr>
<td>(D) Meeting Minutes of 12.4.14 Regular Board Meeting</td>
<td></td>
<td>6-9</td>
</tr>
<tr>
<td>(E) Meeting Minutes of 1.14.15 Special Meeting of B.O.D.</td>
<td></td>
<td>10-11</td>
</tr>
<tr>
<td>4. Board Chair Comments</td>
<td>Gail McGrath</td>
<td>I/D</td>
</tr>
<tr>
<td>5. Board Comments</td>
<td>Board Members</td>
<td>I</td>
</tr>
<tr>
<td>6. Public Comment</td>
<td>Members of the Public</td>
<td>I</td>
</tr>
<tr>
<td>7. Auxiliary Report</td>
<td>Katie Tanner</td>
<td>I/D</td>
</tr>
<tr>
<td>• Auxiliary By-Laws</td>
<td></td>
<td>12-23</td>
</tr>
<tr>
<td>8. Chief of Staff Report</td>
<td>Eric Bugna, MD</td>
<td>I/D</td>
</tr>
<tr>
<td>9. Committee Reports</td>
<td>Board Members</td>
<td>I/D</td>
</tr>
<tr>
<td>• Finance Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Director of Nursing Report</td>
<td>Linda Jameson</td>
<td>I/D</td>
</tr>
<tr>
<td>11. Director of Clinic Report</td>
<td>Bryan Gregory</td>
<td>I/D</td>
</tr>
</tbody>
</table>
12. IT Report

Rick Boyd I/D

13. Recommendation for Approval of Policies

- Pupil Dilation Protocol
- MERP
- IIPP

14. Chief Financial Officer Report

Jeri Nelson I/D

- November/December Financials
- ICD 10 Conversion Report

15. Chief Executive Officer Report

Tom Hayes I/D

- Operations Plan 2014-15
- Rural Health Care Symposium
- Performance Management Program/Organizational Goals
- Other

16. 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
   - Dr. Christine Lajeunesse—Extension Provisional (6 Months)

b. Recommendation for Two Year Provisional Privileges
   - Donald Ball, MD (Med Staff)
   - Mark Cope, CRNA (Allied Health)

c. Approval of Virtual Radiology Schedule 1

17. Open Session Report of Actions Taken in Closed Session

Gail McGrath I

18. Adjournment

Gail McGrath A
Minutes

1. **Call to Order:** The meeting was called to order at 8:35 am by Dr. Paul Swanson

2. **Roll Call:**
   - Present: Paul Swanson, M.D., Janie McBride
   - Staff: Tom Hayes, CEO, Jeri Nelson, CFO, Linda Jameson DON, Alanna Wilson, Administrative Assistant
   - Guest: None

3. **Approval of Agenda:** The agenda was approved as submitted.

4. **Board Comments:** None

5. **Public Comments:** None

6. **CFO Report**
   - **October 2014 Financials:** Mr. Hayes reported on behalf of Ms. Nelson that revenue was close to budget. Expenses for the month of October were good. The clinic volume was up, however acute and skilled nursing were down. AR days remain high at 65. Ms. Nelson reported that Managed MediCal money is taking a while to come in. They have up to 3 years to make payments on what we are submitting now.
   - **Other:** A discussion was held regarding the managed MediCal system and how they pay. The organization needs to continue to take advantage of different programs that are available to bring in more revenue.

**Adjournment:** The meeting was adjourned at 9:48 a.m.
Minutes

1. Call to Order.
The meeting was called to order at 10:00 am by Gail McGrath.

2. Roll Call.
Present: Gail McGrath, Jay Skutt, Lucie Kreth, Janie McBride and Paul Swanson
Absent: None
Staff: Tom Hayes, CEO, Jeri Nelson, CFO, Dr. Bugna, Chief of Staff, and Alanna Wilson, Administrative Assistant.
Visitors: Approximately 2 visitors were present at the start of the meeting.

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

4. Roll Call- Removed from Agenda

5. Board Chair Comments.
None

6. Board Comments.
None

7. Public Comment.
None

8. Annual Organizational Meeting
   A) Resolution 245: Meeting Dates for 2015.
   Ms. McGrath briefly explained Resolution 245-meeting dates for 2015. Special meetings in Loyalton and Greenville were discussed and will be scheduled as needed. Ms. McGrath moved to adopt Resolution 245. A second was made by Ms. McBride. After a brief discussion, the motion was passed by a roll call vote with no opposition.

   B) Election of Officers
   Mr. Skutt motioned to keep the current appointments. A second was provided by Dr. Swanson. None opposed, the motion was approved.

   C) Confirmation and/or Reconsideration of Subcommittee Assignments
   Ms. McGrath motioned to keep the current appointments in place. A second was provided by Ms. McBride. None opposed, the motion was approved.
9. **Adjournment.** Ms. McGrath adjourned the meeting at 10:10 am.

_____________________________________

Approval       Date
1. **Call to Order.**
The meeting was called to order at 10:10 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 2 visitors were present at the start of the meeting

3. **Consent Calendar.**
   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.**
   None

5. **Board Comments.**
   Mr. Skutt discussed the recent Special District Association meeting and the information he received regarding LAFCO while attending.

6. **Public Comment.**
   None

7. **Resolution 246:***
   Mr. Hayes briefly discussed resolution 246 to establish a new Rural Health Clinic. Ms. McGrath motioned to adopt Resolution 246. A second was made by Ms. Kreth, The motion was passed by a roll call vote with no opposition.

8. **Resolution 247:***
   Mr. Hayes briefly discussed resolution 247. Mr. Skutt motioned to adopt Resolution 247 to revise the Conflict of Interest Policy. A second was made by Dr. Swanson. The motion was passed by a roll call vote with no opposition.

9. **Auxiliary Report**
   Ms. Tanner reported that the Nifty Thrifty The lobby hours for October were 16.3. For November they were 12-3/4 hours. The November hours for the Nifty Thrifty had not been calculated at the time of the Board Meeting.
10. **Chief of Staff Report**  
Dr. Bugna stated that over the last year he sees the organization working and aiming for the same goals. A brief discussion was had by all present regarding the positive direction the organization is headed in.

11. **Committee Reports**  
- **Finance Committee**  
  Dr. Swanson briefly discussed the finance meeting. Ms. Nelson will give more details in her report.

12. **Director Of Nursing Report:** Ms. Jameson reported the following:  
- Ms. Jameson reported that the flu vaccine clinic was very successful this year. Graeagle administered 257 vaccines and Portola had 350.  
- The hospital recently took part in an educational Ebola drill which was very educational.  
- Ms. Jameson reported that Dr. Dhond had installed a pacemaker in November and Dr. Porot will be adding availability to his schedule for epidurals.  
- Ms. Jameson discussed the patient satisfaction survey in both the hospital and long term care units. Overall the hospital is receiving positive feedback.  
- Ms. Jameson reported on the fundraiser this weekend for the EPHC Gives Back program.

13. **Clinic Report:** Mr. Gregory reported the following:  
- Mr. Gregory reported that the organization will have two new providers joining us in the month of December, Dr. Syed Mustafa and Elsie Taylor PA.  
- Patients will start receiving mailers as part of a recall system being put into place.  
- The digital x-ray machine for the Dental Clinic has been installed and will be put to use the second week in December. Wednesdays in the clinic will be child only days.  
- The Portola and Graeagle clinics did well in terms of volume in the month of November.  
- Mr. Gregory will be implementing a Patient Satisfaction Survey in the clinics and will report the results at the January board meeting.

14. **Recommendation for Approval of Policies:**  
None

15. **CFO Report:**  
- Ms. Nelson reported that October was a great month for revenue. However, we are currently struggling with higher contractuals with the MediCal managed care system and the payments tied to those. The state has up to 3 years to make those payments.

16. **CEO Report:** Mr. Hayes reported the following:  
- Mr. Hayes discussed the CEO and Board Member job description and evaluation forms. The Board will review these at the upcoming retreat being held in January.  
- A brief discussion was held regarding the 34 acre parcel and possible interest from a buyer.
• Mr. Hayes discussed the upcoming CHA Rural Health Symposium being held in February.
• Mr. Hayes discussed that we will be discontinuing the general surgery program for the near future because of difficult CRNA availability.
• Mr. Hayes discussed the upcoming Legislative Meeting in Quincy. It will be a chance to speak with Legislative aides regarding local Health Care issues. The Board and Exec team are invited to attend.

17. Closed Session.
Ms. McGrath announced the Board would move into closed session at 12:13 a.m.; pursuant to Health and Safety Code 32155 and Government Code Section 54957.

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. Mr. Skutt 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.

   a. Recommendation for One Year Provisional Privileges
   • Syed Mustafa, MD-90 days
   • Elsie Taylor, PA

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

   b. Recommendation for One Year Provisional Privileges
   • Dr. Shawni Coll-OB/Gyn
   • Dr. Thompson-OB/Gyn
   • Dr. Kenneth Robinson-Hospital/ER
   • Dr. Eric Goldberg-Radiology
   • John Evans, FNP-Allied Health
   • Teresa Donaldson-CRNA Allied Health-Retiring Dec. 31, 2014
c. 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.

**c. Updated Schedule 1-Virtual Radiology**

**III. Adjournment.** Ms. Mc Grath subsequently adjourned the meeting at 12:31 p.m.

_________________________  ____________
Approval                                      Date
1. **Call to Order.**
The meeting was called to order at 10:15 am by Gail McGrath

2. **Roll Call.**
Present: Gail McGrath, Dr. Paul Swanson, Janie McBride, Lucie Kreth, Jay Skutt, and Tom Hayes.

3. **Approval of Agenda.**
Ms. McBride motioned to accept the Agenda as submitted. A second was made by Mr. Skutt. None opposed, the motion was approved.

4. **Board Comments.**
None

5. **Review of Board Job Description**
The Board thoroughly reviewed the two Board Job Descriptions sent out. Changes were made to consolidate the two into one document. A draft job description will be prepared and reviewed at another special planning session to be scheduled in February.

6. **Board Self Assessment**
After considerable discussion of the Board self assessment process, it was agreed that the check list forms used in the past were not helpful and too time consuming to complete. Instead a new form will be completed based on the new job description. The evaluation criteria to be used will include “very effective”, “effective”, “needs improvement”, and “comments”. When the forms are filled out, the member will be strongly encouraged to note in the comments section what needs to be improved.

7. **CEO Job Description**
The Board reviewed both the CEO Job Description as well as the CEO Evaluation form. It was agreed that the evaluation form will no longer be completed and the CEO evaluation will instead be a review of what has been accomplished during the year as well as a discussion about goals for the coming year, where are we going, etc.

8. **Closed Session**
Ms. McGrath announced the Board would move into closed session at 1:30 p.m., pursuant to Health and Safety Code 32155.

The Board returned to open session at approximately 2:25 pm:

9. The meeting was adjourned at 2:30 pm

_________________________________   _______________________
Approval                               Date
ARTICLE I: DEFINITIONS

A. "Auxiliary" means Eastern Plumas Health Care Auxiliary, P.O. Box 735, Portola, CA 96122.

B. "Executive Board" means the elected officers of the Auxiliary.

C. "Board of Directors" means elected officers and all committee Chairpersons.

D. "Facilities" means the thrift store and other facilities and services operated by the Auxiliary.

E. "Hospital" means EPHC, EPHC Foundation and EPHC Board of Trustees.

ARTICLE II: NAME

The name of this organization shall be EASTERN PLUMAS HEALTH CARE AUXILIARY.

ARTICLE III: ORGANIZATION, PURPOSE AND POWERS

A. ORGANIZATION.

1. EPHC Auxiliary is an arm of EPHC District and accountable to the EPHC Board of Trustees.

2. Charitable provision. This organization is organized exclusively for charitable purposes within the meaning of section 501 (c) (3) of the Internal Revenue Code.

3. Notwithstanding any other provision of these articles, the organization shall not carry on any other activities not permitted to be carried on: (a) by any organization exempt from Federal Income Tax under section 501(c)(3) of the Internal Revenue code of 1986 (or corresponding provision of any future United States Internal Revenue law) or, (b) by an organization contributions to which are deductible under section 170(c) (2) of the Internal Revenue code of 1986 (or corresponding provision of any future United States Internal Revenue Law).
4. No substantial part of the activities of this organization shall consist of carrying on propaganda or otherwise attempting to influence legislation, and the organization shall not participate or intervene in any political campaign (including the publishing or distribution of any statements) on behalf of any candidate for public office.

B. PURPOSE

1. The purpose of this organization is to render service to Eastern Plumas Health Care District, its patients and community, and to assist them in promoting the health and welfare of the community in accordance with objectives established by the governing board of Eastern Plumas Health Care District.

C. POWERS.

1. The powers of the Executive Board include, but are not necessarily limited to, the following:

   a. To prescribe the duties and powers of the officers, chairpersons, and members of the Auxiliary; to establish such committees as may be appropriate and to appoint members to those offices; to determine the number of and appoint all such committee members.

   b. To establish, maintain and operate, or provide assistance in the operation of the thrift store or any other programs, services and facilities and activities for the benefit of the Auxiliary or the people served by the Auxiliary.

ARTICLE IV: MEMBERSHIP

A. Membership in the auxiliary is open to all persons who are interested in Eastern Plumas Health Care and who are willing to conform to the bylaws and policies of the Auxiliary. All memberships shall be renewed annually in May by the payment of dues.

B. TYPES OF MEMBERSHIP:

1. Active Members shall be those who regularly participate in active service programs of the Auxiliary, or who serve on standing or special committees, or have attended at least two meetings of the General Membership within the last year, are current in payment of dues.

2. Associate Members shall be those interested in the purpose of the Auxiliary, but do not participate as active members.
3. Junior Members shall be those teen-age volunteers who work at the 
hospital or the thrift store under the supervision of the adult chairperson. 
All of this group shall be approved by the Board of Directors of the 
Auxiliary.

4-2. Life Members shall be those honored with a life membership, or 
those who have contributed the sum of $100.00, or more, to the Auxiliary.

C. VOTING PRIVILEGES

1. All active members in good standing shall have the right to participate in 
and vote at General Membership meetings of the Auxiliary.

D. RESIGNATION

1. The resignation of a member shall be in writing and become effective 
upon the delivery of same to the President, Secretary or Treasurer, and its 
acceptance by the organization's Executive Board, providing that all 
indebtedness of such member is paid or waived by the action of the 
Executive Board. Nonpayment of dues shall constitute the resignation of a 
member.

ARTICLE V: DUES AND CONTRIBUTIONS

A. AMOUNT OF DUES:

1. Active and associate member dues shall be collected annually in May, the 
amount to be set by the Executive Board of Directors at the March 
meeting.

2. Junior members' dues shall be collected annually in May, the amount to 
be set by the Board of Directors at the March meeting.

3. Life Members pay a one-time minimum of $100.00.

B. REINSTATEMENT.

1. Any person whose membership has been terminated for nonpayment of 
dues may be reinstated by paying dues in full for the current year.

C. All dues or contributions paid or made to the Auxiliary become the property of 
the Auxiliary and the members or contributors shall have no further claim or 
rights thereto.
ARTICLE VI: EXECUTIVE BOARD

A. GENERAL POWERS

1. The Executive Board is the governing body of the Auxiliary. All Auxiliary powers shall be exercised by or under the direction of the Executive Board. The Executive Board is authorized to make appropriate delegations of its powers and authority to officers and volunteers. The Executive Board shall evaluate the performance of its officers and members and also its own performance.

B. OPERATION OF FACILITIES

1. The Executive Board shall be responsible for the operation of the facilities owned, leased or operated by the Auxiliary, according to the best interests of the public health, and shall make and enforce all rules, regulations, contracts and bylaws necessary for the administration, governance, protection and maintenance of the facilities under the Auxiliary management and all property belonging thereto.

2. EPHC Auxiliary operations are subject to supervision and ultimate approval of EPHC Board of Trustees.

3. EPHC Auxiliary shall maintain reasonable financial controls under the auspices of EPHC Board of Trustees.

C. NUMBER AND QUALIFICATION

1. The Executive Board shall consist of five members, each to be a member of good standing.

2. The Executive Board of the Auxiliary shall consist of the President, First and Second Vice-Presidents, Recording Secretary, Corresponding Secretary, and Treasurer, elected by the majority vote of the members in good standing present and voting at the February meeting.

3. The Executive Board shall be elected at the February meeting for a one year term and shall be installed in May at the Annual Meeting.

4. In case of a vacancy occurring during the year, the Executive Board shall appoint a member to fill the post, except for the Presidency, which shall be filled by the First Vice-President.

5. The majority of the members of the Executive Board shall constitute a quorum.
ARTICLE VII: BOARD OF DIRECTORS

A. Shall consist of the Executive Board and all Chairpersons of Standing Committees appointed by the President. The administrator of the hospital and the director of volunteer services shall be ex officio members of the Board of Directors.

B. DUTIES OF EXECUTIVE OFFICERS

1. The President shall be the chief executive officer of the Auxiliary, and of the Executive Board of Directors and shall have the supervision of the general management of the organization. The President shall appoint the Parliamentarian—chairpersons of such ad hoc committees as occasion may demand, plus chairpersons caused by vacancies, shall be an ex officio member of all standing committees of the Auxiliary, except the nominating committee, and shall counter-sign all checks (see exceptions in Article XI-C). In the event of an emergency, the President shall be empowered to act for, together with all other elected officers, (The Executive Board) to act for the Executive Board of Directors in emergencies, with such action to be ratified at the next Executive Board meeting. The President may expend up to $500 without approval. The President shall work closely with the hospital administrator and the director of volunteer services. The President shall give, or appoint someone to give, a report at the regular meetings of the Board of Directors of Eastern Plumas Health Care District.

2. The First Vice-President shall be in charge of all arrangements and programs at all general membership meetings and in the absence of the President shall have executive powers and perform the duties of the President.

3. The Second Vice-President shall act as membership chairperson. The Second Vice-President shall keep and maintain a membership book-list containing the names and addresses of each member. Termination of any membership shall be recorded in this book together with the date on which the membership ceased. In the absence of the President and First Vice-President, the Second Vice-President shall have executive powers and perform the duties of the President.

4. The Recording Secretary shall keep records of all meetings of the organization and of the Executive Board of Directors in record books belonging to the Auxiliary. These records shall be stored in an agreed upon location. The Recording Secretary shall retain custody of all such records and shall perform such other duties as usually pertain to that
office. The Secretary will also be responsible for the Auxiliary’s correspondence.

5. The Corresponding Secretary is responsible for the Auxiliary’s general correspondence and acknowledges all gifts for the patients and the Auxiliary. The Corresponding Secretary shall be the Sunshine Chairperson.

6. The Treasurer shall be responsible to keep accurate records of all financial affairs of the Auxiliary, shall render a monthly financial report to the Auxiliary Executive Board, and shall provide an audited annual report at the end of the fiscal year to the Chief Financial Officer at Eastern Plumas Health Care. The Treasurer shall have charge of finances under the control and supervision of the Executive Board of Directors. All monies or funds of any kind shall be recorded through the Treasurer’s books. All expenditures, other than routine operating expenditures, must be approved by the Executive Board of Directors. The President may expend up to $100.00 of these funds without approval of the Executive Board of Directors.

E. All actions of the Executive Board of Directors are subject to the approval of the Eastern Plumas Health Care District. With the above limitation, management and control of property, funds and the affairs of the Auxiliary shall be administered by the Executive Board of Directors on behalf of the membership. The Executive Board of Directors shall adopt its own rules of procedure consistent with these bylaws.

F. All contracts or documents made, accepted or executed by the Executive Board shall be signed by the President or President’s representative.

G. Regular meetings of the Executive Board of Directors shall be held once a month, with the exception of December, unless otherwise established by the Executive Board of Directors, at such time and place as the Executive Board of Directors and/or the President may determine.

H. Special meetings of the Executive Board of Directors may be held at any time and place determined by the President, and, in addition shall bear when called when requested in writing by not fewer than four (4) three (3) members of the Executive Board of Directors.
The majority of the members of the Executive Board of Directors shall constitute a quorum at any meeting of the Board. In the absence of a quorum no decisions binding on the Auxiliary may be made.

There shall be a written notice of regular meetings of the Executive Board of Directors. For special meetings, there shall be at least 48 hours prior notice.

ARTICLE VIII: GENERAL MEMBERSHIP MEETINGS

A. There shall be quarterly meetings of the Auxiliary membership.

B. The time and place of the meetings will be determined by the First Vice-President.

C. The annual meeting shall be held in May of each year with the installation of officers, annual reports of officers, standing committees and such other business as may properly come before the meeting.

D. The voting members present shall constitute a quorum at any meeting of the Auxiliary.

E. All members shall be given two weeks notice of the quarterly meeting date. At least ten days prior notice shall be given for special meetings.

ARTICLE IX: STANDING AND AD HOC COMMITTEES

A. Standing committees of the Auxiliary shall be appointed by the President for a term of one year and may be re-appointed to the same office. The President shall appoint all chairpersons, with the approval of the Executive Board of Directors.

B. Each standing committee chairperson, in conference with the President, shall appoint members to the committee chaired.

C. The chairperson of each standing committee shall be responsible for making regular reports to the Executive Board of Directors and submitting a summary report in writing to the general membership at the Annual Meeting in May.

D. The President of the Auxiliary may appoint ad hoc committees necessary to carry out the purposes of the organization. Ad hoc committees shall be automatically dissolved when they have discharged their functions.
The President may remove chairpersons for conflict of interest or for causing divisions among members of the committee or of the Auxiliary. A first and second warning shall be given.

**ARTICLE XIX: DUTIES OF STANDING COMMITTEES**

**A. The Nominating Committee** shall be composed of at least three active members in good standing, one of whom shall serve as chairperson. The Executive Board of Directors shall appoint the committee at the June meeting of the Executive Board of Directors.

1. The committee shall function throughout the fiscal year (May 1 – April 30).

2. At the regular meeting in February this committee shall present the name of at least one active member of the Auxiliary for each office.

3. Additional members may be placed in nomination from the floor, providing they are in good standing, and have given consent for their names to be placed in nomination.

4. Members of the Nominating Committee may be candidates for office.

**B. The Historian**

1. The Historian shall be appointed by the President.

2. The Historian shall keep the history of the organization up-to-date, and keep a scrapbook of newspaper clippings, pictures and items pertinent to the Auxiliary’s history.

**C. Thrift Store Day-Chairpersons**

1. The Thrift Store Day-Chairpersons shall be appointed by the President.

2. The Day-Chairpersons are responsible for all activities listed under their duties in the thrift store book of Policies and Procedures. The President may remove any Day-Chairperson with a conflict-of-Interest or who is causing divisions among the members of the Auxiliary. A first and second warning shall be given.

**D. Thrift Store Personnel DirectorManager(s)**

1. The Thrift Store Personnel DirectorManager(s) shall be appointed by the President.
2. The duties of the Thrift Store Personnel /Manager(s) are listed in the policies and procedures book for the Thrift Store.

E. The Other Committees are:

1. Art
2. Blood Bank Drive
3. Crafts EPHC Lobby
4. EPHC Liaison Historian
5. Patient Services Newsletter
6. Nifty Thrifty Publicity
7. Pink Patter Refreshments
8. Publicity Scholarship
9. Memorials Social Media
10. Telephone
11. Thrift Store

F. The President shall appoint ad hoc committees as needs arise. Such committees are to be disbanded when their duties have been concluded.

1. Examples of Ad Hoc Committees:
   a. Fashion Show
   b. Health Fair

ARTICLE XI: MEETINGS

A. Regular meetings of the General Membership shall be held quarterly in May, August, November and February. The time and place is to be set by the First Vice-President.

B. Regular meetings of the Executive Board of Directors shall be held monthly. The time and place is to be set by the President.

C. Special meetings of the General Membership or of the Executive Board of Directors may be called by the President or upon written petition signed by not fewer than four (4) three (3) members of the Executive Board of Directors.

ARTICLE XII: FUNDS

A. All fund-raising activities, other than regular membership dues, shall be subject to the approval of the Executive Board of Directors.
B. The proceeds from all fund-raising, other than membership dues, shall be expended only for purposes approved by the Executive Board of Directors.

C. All checks drawn against organization funds shall be signed by the Treasurer and countersigned by the President. In the absence of the Treasurer or the President, or both, checks shall be signed and countersigned by any two of the following: President, Treasurer, Recording Secretary or an active member of the Executive Board. All bank accounts of the Auxiliary shall be established by resolution of the Executive Board of Directors of the Auxiliary.

D. The President may expend up to $100.00 of these funds without approval of the Executive Board of Directors of the Auxiliary.

E. MEMORIAL-SCHOLARSHIP FUNDS

1. Shall consist of all Scholarship funds come from memorial donations.

2. Memorial Scholarship Funds shall be expended for EASTERN PLUMAS HEALTH CARE DISTRICT equipment and improvements only on the approval of the Executive Board of Directors.

2.3. Exceptions to Scholarship Guidelines shall be considered on an as-needed basis.

F. GENERAL FUNDS:

1. Shall consist of all undesignated funds.

G. The property of this organization is irrevocably dedicated to charitable purposes and no part of the net income or assets of this organization shall ever inure to the benefit of any director, officer or private person.

H. Upon the dissolution or winding up of the organization, its assets remaining after payment or provision for payment, of all debts and liabilities of this organization shall be distributed to a nonprofit fund, foundation, or corporation, which is organized and operated exclusively for charitable purposes and which has established its tax-exempt status under IRC Section 501(c)(3).

ARTICLE XIII. FISCAL YEAR

A. The fiscal year of the Auxiliary shall commence May 1, and shall end on April 30.
ARTICLE XIV: PARLIAMENTARY AUTHORITY

A. Robert’s Rules of Order (Revised) shall be the authority upon all questions not covered in these bylaws.

ARTICLE XIV: AMENDMENTS

These bylaws may be repealed or amended by the affirmative vote of a majority of those present and voting at any regular or special meeting of the Auxiliary, provided notice of the proposed alteration, repeal or amendment accompanies a notice of the meeting (regular or special) mailed to the membership at least two weeks in advance of the meeting. No amendment to these bylaws shall be effective until approved by the Governing Board of the Eastern Plumas Health Care District.

ARTICLE XVI: APPROVAL

A. These bylaws shall become effective immediately by a majority vote of the Auxiliary members present and voting, and after approval of the Board of Directors of EASTERN PLUMAS HEALTH CARE DISTRICT OR their Administrator.

ADOPTED BY:

EASTERN PLUMAS HEALTH CARE AUXILIARY

Carla J. Hardin

___________________________

PRESIDENT

November 17, 2004

___________________________

DATE

APPROVED BY:
Date: December 18, 2014

To: Board of Directors

From: Jeri Nelson, Chief Financial Officer

Subject: Summary of Financial Results – November 2014

Table 1. Consolidated Financial Results – November 2014

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$2,897,753</td>
<td>$2,992,077</td>
</tr>
<tr>
<td>Contractual Adjustments</td>
<td>$1,065,812</td>
<td>$1,112,906</td>
</tr>
<tr>
<td>Bad Debt/Admin Adjustments</td>
<td>$105,037</td>
<td>$146,390</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>$1,726,904</td>
<td>$1,732,781</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$1,731,444</td>
<td>$1,845,128</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>$(4,539)</td>
<td>$(112,347)</td>
</tr>
<tr>
<td>Non-Operating Income (Expense)</td>
<td>$71,888</td>
<td>$47,654</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>$67,349</td>
<td>$(64,694)</td>
</tr>
</tbody>
</table>

Table 2. Consolidated Financial Results – Five Months Ended November 2014

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$16,223,347</td>
<td>$16,115,450</td>
</tr>
<tr>
<td>Contractual Adjustments</td>
<td>$6,582,068</td>
<td>$6,060,515</td>
</tr>
<tr>
<td>Bad Debt/Admin Adjustments</td>
<td>$551,724</td>
<td>$788,366</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>$9,089,556</td>
<td>$9,266,569</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$9,089,774</td>
<td>$9,249,040</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>$(218)</td>
<td>$17,529</td>
</tr>
<tr>
<td>Non-Operating Income (Expense)</td>
<td>$300,987</td>
<td>$263,269</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>$300,769</td>
<td>$280,798</td>
</tr>
</tbody>
</table>

We’ve had positive net income each of the five months and that is no small accomplishment. Graph 5 shows last year’s results and compared to where we were this time last year, we have improved our financial position by $545,000. Patient revenues are up almost $1 million due to increased days in Swing (105); Skilled Nursing (439); and clinic visits (843). Expenses are up $500 thousand mostly for salaries, benefits and professional fees relating to the increased services. Operating income this year is almost at breakeven, leaving us with our contributions and property tax money to use towards needs other than expenses. Cash collections were low in November causing AR days to increase to 69. We’re managing vendor payments and looking to improve cash flow as claim processing improves.
### EASTERN PLUMAS HEALTH CARE
### STATEMENT OF REVENUE & EXPENSE
### FOR THE MONTH ENDED
### NOVEMBER 30, 2014

<table>
<thead>
<tr>
<th>OPERATING REVENUE</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ACTUAL</td>
<td>BUDGET</td>
<td>VARIANCE</td>
</tr>
<tr>
<td>INPATIENT ROUTINE</td>
<td>169698</td>
<td>166790</td>
<td>2908</td>
</tr>
<tr>
<td>INPATIENT ANCILLARY</td>
<td>168314</td>
<td>154187</td>
<td>14127</td>
</tr>
<tr>
<td>TOTAL INPATIENT</td>
<td>338012</td>
<td>320978</td>
<td>17034</td>
</tr>
<tr>
<td>SWING ROUTINE</td>
<td>24000</td>
<td>13530</td>
<td>10470</td>
</tr>
<tr>
<td>SWING ANCILLARY</td>
<td>15521</td>
<td>13810</td>
<td>1711</td>
</tr>
<tr>
<td>TOTAL SWING BED</td>
<td>39521</td>
<td>27340</td>
<td>12181</td>
</tr>
<tr>
<td>SKILLED NURSING ROUTINE</td>
<td>480900</td>
<td>546055</td>
<td>-65155</td>
</tr>
<tr>
<td>SKILLED NURSING ANCILLARY</td>
<td>104905</td>
<td>84645</td>
<td>20260</td>
</tr>
<tr>
<td>TOTAL SKILLED NURSING</td>
<td>585805</td>
<td>630700</td>
<td>-44895</td>
</tr>
<tr>
<td>OUTPATIENT SERVICES</td>
<td>1873783</td>
<td>2006898</td>
<td>-133115</td>
</tr>
<tr>
<td>TOTAL PATIENT REVENUES</td>
<td>2837121</td>
<td>2985915</td>
<td>-148794</td>
</tr>
<tr>
<td>OTHER OPERATING REVENUE</td>
<td>60633</td>
<td>6162</td>
<td>54471</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>2897753</td>
<td>2992077</td>
<td>-94324</td>
</tr>
</tbody>
</table>

#### DEDUCTIONS FROM REVENUE

<table>
<thead>
<tr>
<th>DEDUCTIONS FROM REVENUE</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAD DEBT/ADMINISTRATIVE ADJ'S</td>
<td>105037</td>
<td>146390</td>
<td>-41353</td>
</tr>
<tr>
<td>CONTRACTUAL ADJUSTMENTS</td>
<td>1065812</td>
<td>1112906</td>
<td>-47094</td>
</tr>
<tr>
<td>TOTAL DEDUCTIONS</td>
<td>1170849</td>
<td>1259296</td>
<td>-88447</td>
</tr>
<tr>
<td>NET REVENUE</td>
<td>1726904</td>
<td>1732781</td>
<td>-5877</td>
</tr>
</tbody>
</table>

#### OPERATING EXPENSES

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES</td>
<td>799903</td>
<td>808608</td>
<td>-8705</td>
</tr>
<tr>
<td>BENEFITS</td>
<td>215142</td>
<td>244272</td>
<td>-29130</td>
</tr>
<tr>
<td>SUPPLIES</td>
<td>95890</td>
<td>191043</td>
<td>-95153</td>
</tr>
<tr>
<td>PROFESSIONAL FEES</td>
<td>258994</td>
<td>249252</td>
<td>-9742</td>
</tr>
<tr>
<td>REPAIRS &amp; MAINTENANCE</td>
<td>37307</td>
<td>44006</td>
<td>-6699</td>
</tr>
<tr>
<td>PURCHASED SERVICES</td>
<td>113331</td>
<td>94694</td>
<td>18637</td>
</tr>
<tr>
<td>UTILITIES/TELEPHONE</td>
<td>57648</td>
<td>59425</td>
<td>-1777</td>
</tr>
<tr>
<td>INSURANCE</td>
<td>33763</td>
<td>34975</td>
<td>-1212</td>
</tr>
<tr>
<td>RENT/LEASE EXPENSE</td>
<td>14813</td>
<td>15109</td>
<td>-296</td>
</tr>
<tr>
<td>DEPRECIATION/AMORTIZATION</td>
<td>66504</td>
<td>76943</td>
<td>-10439</td>
</tr>
<tr>
<td>INTEREST EXPENSE</td>
<td>20690</td>
<td>18115</td>
<td>2575</td>
</tr>
<tr>
<td>OTHER EXPENSES</td>
<td>17459</td>
<td>8684</td>
<td>8775</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>1731444</td>
<td>1845128</td>
<td>-113684</td>
</tr>
</tbody>
</table>

#### OPERATING INCOME (LOSS)

<table>
<thead>
<tr>
<th>OPERATING INCOME (LOSS)</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-4539</td>
<td>-112347</td>
<td>107808</td>
</tr>
</tbody>
</table>

#### MISCELLANEOUS

<table>
<thead>
<tr>
<th>MISCELLANEOUS</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>3083</td>
<td>-3080</td>
<td>33707</td>
</tr>
<tr>
<td>CONTRIBUTIONS</td>
<td>28218</td>
<td>0</td>
<td>28218</td>
</tr>
</tbody>
</table>

#### PROPERTY TAX REVENUE

<table>
<thead>
<tr>
<th>PROPERTY TAX REVENUE</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>43667</td>
<td>44570</td>
<td>-903</td>
<td>231309</td>
</tr>
</tbody>
</table>

#### NON-OPERATING INCOME (EXPENSE)

<table>
<thead>
<tr>
<th>NON-OPERATING INCOME (EXPENSE)</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>71888</td>
<td>47654</td>
<td>24234</td>
<td>300987</td>
</tr>
<tr>
<td>NET INCOME (LOSS)</td>
<td>67349</td>
<td>-64694</td>
<td>132043</td>
</tr>
<tr>
<td>STATISTICAL DATA</td>
<td>CURRENT PERIOD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>----------------</td>
<td>----------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>ACTUAL</td>
<td>BUDGET</td>
<td>VARIANCE</td>
</tr>
<tr>
<td>ACUTE INPATIENT ADMISSIONS</td>
<td>19</td>
<td>21</td>
<td>-2</td>
</tr>
<tr>
<td>ACUTE PATIENT DAYS</td>
<td>57</td>
<td>60</td>
<td>-3</td>
</tr>
<tr>
<td>SKILLED NURSING PATIENT DAYS</td>
<td>1374</td>
<td>1560</td>
<td>-186</td>
</tr>
<tr>
<td>SWING BED DAYS</td>
<td>12</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>E.R. VISITS</td>
<td>262</td>
<td>254</td>
<td>8</td>
</tr>
<tr>
<td>CLINIC VISITS</td>
<td>2112</td>
<td>2251</td>
<td>-139</td>
</tr>
</tbody>
</table>
## EASTERN PLUMAS HEALTH CARE
### COMPARATIVE BALANCE SHEET
#### FOR THE MONTHS ENDED

<table>
<thead>
<tr>
<th></th>
<th>October 2014</th>
<th>November 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CASH</td>
<td>$128,121</td>
<td>$(153,001)</td>
<td>$(281,122)</td>
</tr>
<tr>
<td>LAIF SAVINGS</td>
<td>$1,112,866</td>
<td>$1,112,866</td>
<td>0</td>
</tr>
<tr>
<td>ACCOUNTS RECEIVABLE NET</td>
<td>$4,198,346</td>
<td>$4,219,112</td>
<td>$20,766</td>
</tr>
<tr>
<td>ACCOUNTS RECEIVABLE OTHER</td>
<td>$670,484</td>
<td>$933,716</td>
<td>$263,232</td>
</tr>
<tr>
<td>INVENTORY</td>
<td>$237,249</td>
<td>$237,249</td>
<td>0</td>
</tr>
<tr>
<td>PREPAID EXPENSES</td>
<td>$105,083</td>
<td>$99,300</td>
<td>$(5,783)</td>
</tr>
<tr>
<td>TOTAL CURRENT ASSETS</td>
<td>$6,452,149</td>
<td>$6,449,242</td>
<td>$(2,907)</td>
</tr>
<tr>
<td><strong>PROPERTY AND EQUIPMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAND AND IMPROVEMENTS</td>
<td>$934,164</td>
<td>$934,164</td>
<td>0</td>
</tr>
<tr>
<td>BUILDINGS AND IMPROVEMENTS</td>
<td>$10,147,957</td>
<td>$10,147,957</td>
<td>0</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$10,331,116</td>
<td>$10,356,611</td>
<td>$25,495</td>
</tr>
<tr>
<td>IN PROGRESS</td>
<td>$326,708</td>
<td>$365,101</td>
<td>$38,393</td>
</tr>
<tr>
<td>ACCUMULATED DEPRECIATION</td>
<td>$14,331,892</td>
<td>$14,396,392</td>
<td>$64,500</td>
</tr>
<tr>
<td>TOTAL PROPERTY AND EQUIPMENT</td>
<td>$7,408,053</td>
<td>$7,407,441</td>
<td>$(612)</td>
</tr>
<tr>
<td>COSTS OF ISSUANCE NET</td>
<td>$11,173</td>
<td>$11,083</td>
<td>$(90)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$13,871,375</td>
<td>$13,867,766</td>
<td>$(3,609)</td>
</tr>
</tbody>
</table>

### LIABILITIES AND FUND BALANCE

<table>
<thead>
<tr>
<th></th>
<th>October 2014</th>
<th>November 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEASES PAYABLE</td>
<td>$87,874</td>
<td>$79,888</td>
<td>$(7,986)</td>
</tr>
<tr>
<td>ACCOUNTS PAYABLE</td>
<td>$1,497,398</td>
<td>$1,294,843</td>
<td>$(202,555)</td>
</tr>
<tr>
<td>ACCRUED PAYROLL/RELATED TAXES</td>
<td>$761,253</td>
<td>$938,083</td>
<td>$176,830</td>
</tr>
<tr>
<td>OTHER CURRENT LIABILITIES</td>
<td>$373,228</td>
<td>$364,747</td>
<td>$(8,481)</td>
</tr>
<tr>
<td>TOTAL CURRENT LIABILITIES</td>
<td>$2,719,753</td>
<td>$2,677,561</td>
<td>$(42,192)</td>
</tr>
<tr>
<td>LEASES PAYABLE</td>
<td>$238,948</td>
<td>$238,948</td>
<td>0</td>
</tr>
<tr>
<td>CITY OF PORTOLA</td>
<td>$322,407</td>
<td>$320,326</td>
<td>$(2,081)</td>
</tr>
<tr>
<td>USDA LOANS</td>
<td>$3,838,793</td>
<td>$3,812,108</td>
<td>$(26,685)</td>
</tr>
<tr>
<td>DEFERRED REVENUE</td>
<td>$167,670</td>
<td>$167,670</td>
<td>0</td>
</tr>
<tr>
<td>MEDI-CAL LTC</td>
<td>$1,729,804</td>
<td>$1,729,804</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>$9,017,375</td>
<td>$8,946,417</td>
<td>$(70,958)</td>
</tr>
<tr>
<td>FUND BALANCE</td>
<td>$4,620,580</td>
<td>$4,620,580</td>
<td>0</td>
</tr>
<tr>
<td>NET INCOME (LOSS)</td>
<td>$233,420</td>
<td>$300,769</td>
<td>$67,349</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$13,871,375</td>
<td>$13,867,766</td>
<td>$(3,609)</td>
</tr>
</tbody>
</table>
## ASSETS

### CURRENT ASSETS
- **Cash**: $-153,001
- **Investments**: $1,112,866
- **Accounts Receivable Net**: $4,219,112
- **Accounts Receivable Other**: $933,716
- **Inventory**: $237,249
- **Prepaid Expenses**: $99,300

**Total Current Assets**: $6,449,242

### PROPERTY AND EQUIPMENT
- **Land and Improvements**: $934,164
- **Buildings and Improvements**: $10,147,957
- **Equipment**: $10,356,611
- **In Progress**: $365,101

**Total Property and Equipment**: $21,803,834

- **Accumulated Depreciation**: $14,396,393

**Net Property and Equipment**: $7,407,441

**Costs of Issuance Net**: $11,083

**Total**: $13,867,766

## LIABILITIES AND FUND BALANCE

### CURRENT LIABILITIES
- **Leases Payable**: $79,888
- **Accounts Payable**: $1,294,843
- **Accrued Payroll/Related Taxes**: $938,083
- **Other Current Liabilities**: $364,747

**Total Current Liabilities**: $2,677,562

- **Leases Payable**: $238,948
- **USDA Repairs & Deference**: $21,158
- **City of Portola - Property Loan**: $320,326
- **USDA Loans SNF**: $3,312,548
- **Plumas Bank Loan Loyalton**: $478,401
- **USDA Loan Loyalton & Portola**: $0
- **Deferred Revenue**: $167,670
- **LTC Medi-Cal Net**: $1,729,804

**Total Liabilities**: $8,946,417

**Fund Balance**: $4,620,580

**Net Income (Loss)**: $300,769

**Total**: $13,867,766
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

14. PORTOLA DENTAL CLINIC VISITS

15. GRAEAGLE MEDICAL CLINIC VISITS

16. LOYALTON MEDICAL CLINIC VISITS

17. INDIAN VALLEY MEDICAL CLINIC VISITS

18. PORTOLA ANNEX VISITS
19. LABORATORY PROCEDURES

20. RADIOLOGY PROCEDURES

21. ECGS

22. AMBULANCE RUNS

23. RESPIRATORY PROCEDURES

24. EMERGENCY ROOM VISITS
Date: January 15, 2015

To: Board of Directors

From: Jeri Nelson, Chief Financial Officer

Subject: Summary of Financial Results – December 2014

Table 1. Consolidated Financial Results – December 2014

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$3,058,757</td>
<td>$3,040,432</td>
</tr>
<tr>
<td>Contractual Adjustments</td>
<td>$1,315,288</td>
<td>$1,125,253</td>
</tr>
<tr>
<td>Bad Debt/Admin Adjustments</td>
<td>$31,523</td>
<td>$148,602</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>$1,711,946</td>
<td>$1,766,577</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$1,819,115</td>
<td>$1,824,094</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>$(107,170)</td>
<td>$(57,517)</td>
</tr>
<tr>
<td>Non-Operating Income(Expense)</td>
<td>$60,882</td>
<td>$72,654</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>$(46,288)</td>
<td>$15,137</td>
</tr>
</tbody>
</table>

Table 2. Consolidated Financial Results – Six Months Ended December 2014

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$19,282,104</td>
<td>$19,155,883</td>
</tr>
<tr>
<td>Contractual Adjustments</td>
<td>$7,897,356</td>
<td>$7,185,768</td>
</tr>
<tr>
<td>Bad Debt/Admin Adjustments</td>
<td>$583,247</td>
<td>$936,968</td>
</tr>
<tr>
<td>Net Revenue</td>
<td>$10,801,501</td>
<td>$11,033,146</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$10,908,889</td>
<td>$11,073,134</td>
</tr>
<tr>
<td>Operating Income (Loss)</td>
<td>$(107,388)</td>
<td>$(39,987)</td>
</tr>
<tr>
<td>Non-Operating Income(Expense)</td>
<td>$361,869</td>
<td>$335,923</td>
</tr>
<tr>
<td>Net Income (Loss)</td>
<td>$254,481</td>
<td>$295,935</td>
</tr>
</tbody>
</table>

Our first loss month this year and it is due primarily to contractual adjustments. Bad debt surprises me at 38% under budget. I‘m told we are working these accounts and not falling behind. Contractual adjustments reflect a Medicare interim rate adjustment for this fiscal year totaling $131,000. Patient revenue and statistics look good in all major areas. Swing, SNF, Laboratory, Diagnostic Imaging and Clinic volumes all up. Expenses overall under budget and well maintained in salaries and supplies. Cash receipts exceeded $2 million, a first for us in December which is never a good collection month! This brought A/R days to 65 and our goal is to get back in the 55-60 range by year end. Accounts payable remained at $1.3 million, a reflection of our higher spending and cash constraints. Finally, we see our Medicare cost report money for last year coming our way. $533,000 will be deposited in our bank account on Monday. We have to pay back the $131,000 for this year and the rest will replenish our savings account.
## EASTERN PLUMAS HEALTH CARE
### STATEMENT OF REVENUE & EXPENSE

**FOR THE MONTH ENDED DECEMBER 31, 2014**

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>CURRENT PERIOD</th>
<th>YEAR TO DATE</th>
<th>ANNUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ACTUAL</td>
<td>BUDGET</td>
<td>VARIANCE</td>
</tr>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INPATIENT ROUTINE</td>
<td>131246</td>
<td>174353</td>
<td>-43107</td>
</tr>
<tr>
<td>INPATIENT ANCILLARY</td>
<td>107103</td>
<td>161179</td>
<td>-54076</td>
</tr>
<tr>
<td><strong>TOTAL INPATIENT</strong></td>
<td>238349</td>
<td>335532</td>
<td>-97183</td>
</tr>
<tr>
<td>SWING ROUTINE</td>
<td>46000</td>
<td>13530</td>
<td>32470</td>
</tr>
<tr>
<td>SWING ANCILLARY</td>
<td>29601</td>
<td>13810</td>
<td>15791</td>
</tr>
<tr>
<td><strong>TOTAL SWING BED</strong></td>
<td>75601</td>
<td>27340</td>
<td>48261</td>
</tr>
<tr>
<td>SKILLED NURSING ROUTINE</td>
<td>528150</td>
<td>563991</td>
<td>-35841</td>
</tr>
<tr>
<td>SKILLED NURSING ANCILLARY</td>
<td>78474</td>
<td>88276</td>
<td>-9802</td>
</tr>
<tr>
<td><strong>TOTAL SKILLED NURSING</strong></td>
<td>606624</td>
<td>652266</td>
<td>-45642</td>
</tr>
<tr>
<td>OUTPATIENT SERVICES</td>
<td>2134975</td>
<td>2E+06</td>
<td>115842</td>
</tr>
<tr>
<td><strong>TOTAL PATIENT REVENUES</strong></td>
<td>3055549</td>
<td>3E+06</td>
<td>21278</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALARIES</td>
<td>823101</td>
<td>835168</td>
<td>-12067</td>
</tr>
<tr>
<td>BENEFITS</td>
<td>228461</td>
<td>247492</td>
<td>-19031</td>
</tr>
<tr>
<td>SUPPLIES</td>
<td>100888</td>
<td>156669</td>
<td>-55781</td>
</tr>
<tr>
<td>PROFESSIONAL FEES</td>
<td>243226</td>
<td>231264</td>
<td>11962</td>
</tr>
<tr>
<td>REPAIRS &amp; MAINTENANCE</td>
<td>48620</td>
<td>44006</td>
<td>4614</td>
</tr>
<tr>
<td>PURCHASED SERVICES</td>
<td>162108</td>
<td>94694</td>
<td>67414</td>
</tr>
<tr>
<td>UTILITIES/TELEPHONE</td>
<td>64329</td>
<td>57974</td>
<td>6355</td>
</tr>
<tr>
<td>INSURANCE</td>
<td>33763</td>
<td>34975</td>
<td>-1212</td>
</tr>
<tr>
<td>RENT/LEASE EXPENSE</td>
<td>14587</td>
<td>15109</td>
<td>-522</td>
</tr>
<tr>
<td>DEPRECIATION/AMORTIZATION</td>
<td>66591</td>
<td>76943</td>
<td>-10352</td>
</tr>
<tr>
<td>INTEREST EXPENSE</td>
<td>20572</td>
<td>18115</td>
<td>2457</td>
</tr>
<tr>
<td>OTHER EXPENSES</td>
<td>12870</td>
<td>11684</td>
<td>1186</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>1819115</td>
<td>2E+06</td>
<td>-4979</td>
</tr>
<tr>
<td><strong>OPERATING INCOME (LOSS)</strong></td>
<td>-107170</td>
<td>-57517</td>
<td>-49653</td>
</tr>
<tr>
<td><strong>MISCELLANEOUS</strong></td>
<td>14215</td>
<td>3083</td>
<td>11132</td>
</tr>
<tr>
<td>CONTRIBUTIONS</td>
<td>3000</td>
<td>25000</td>
<td>-22000</td>
</tr>
<tr>
<td>PROPERTY TAX REVENUE</td>
<td>43667</td>
<td>44570</td>
<td>-903</td>
</tr>
<tr>
<td><strong>NON-OPERATING INCOME (EXPENSE)</strong></td>
<td>60882</td>
<td>72654</td>
<td>-11772</td>
</tr>
<tr>
<td><strong>NET INCOME (LOSS)</strong></td>
<td>-46288</td>
<td>15137</td>
<td>-61425</td>
</tr>
<tr>
<td>STATISTICAL DATA</td>
<td>CURRENT PERIOD</td>
<td></td>
<td>YEAR TO DATE</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------</td>
<td>----------</td>
<td>--------------</td>
</tr>
<tr>
<td></td>
<td>ACTUAL</td>
<td>BUDGET</td>
<td>VARIANCE</td>
</tr>
<tr>
<td>ACUTE INPATIENT ADMISSIONS</td>
<td>17</td>
<td>21</td>
<td>-4</td>
</tr>
<tr>
<td>ACUTE PATIENT DAYS</td>
<td>43</td>
<td>62</td>
<td>-19</td>
</tr>
<tr>
<td>SKILLED NURSING PATIENT DAYS</td>
<td>1509</td>
<td>1612</td>
<td>-103</td>
</tr>
<tr>
<td>SWING BED DAYS</td>
<td>23</td>
<td>7</td>
<td>16</td>
</tr>
<tr>
<td>E.R. VISITS</td>
<td>317</td>
<td>267</td>
<td>50</td>
</tr>
<tr>
<td>CLINIC VISITS</td>
<td>2104</td>
<td>1866</td>
<td>238</td>
</tr>
</tbody>
</table>
## EASTERN PLUMAS HEALTH CARE
### COMPARATIVE BALANCE SHEET
#### FOR THE MONTHS ENDED

<table>
<thead>
<tr>
<th></th>
<th>NOVEMBER 2014</th>
<th>DECEMBER 2014</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CASH</td>
<td>$ (153,001)</td>
<td>$ 71,849</td>
<td>$ 224,850</td>
</tr>
<tr>
<td>LAIF SAVINGS</td>
<td>$ 1,112,866</td>
<td>$ 1,112,866</td>
<td>$ -</td>
</tr>
<tr>
<td>ACCOUNTS RECEIVABLE NET</td>
<td>$ 4,219,112</td>
<td>$ 3,810,181</td>
<td>$(408,931)</td>
</tr>
<tr>
<td>ACCOUNTS RECEIVABLE OTHER</td>
<td>$ 933,716</td>
<td>$ 1,105,156</td>
<td>$ 171,440</td>
</tr>
<tr>
<td>INVENTORY</td>
<td>$ 237,249</td>
<td>$ 237,249</td>
<td>$ -</td>
</tr>
<tr>
<td>PREPAID EXPENSES</td>
<td>$ 99,300</td>
<td>$ 93,518</td>
<td>$(5,782)</td>
</tr>
<tr>
<td>TOTAL CURRENT ASSETS</td>
<td>$ 6,449,242</td>
<td>$ 6,430,819</td>
<td>$(18,423)</td>
</tr>
<tr>
<td>PROPERTY AND EQUIPMENT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LAND AND IMPROVEMENTS</td>
<td>$ 934,164</td>
<td>$ 934,164</td>
<td>$ -</td>
</tr>
<tr>
<td>BUILDINGS AND IMPROVEMENTS</td>
<td>$ 10,147,957</td>
<td>$ 10,147,957</td>
<td>$ -</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$ 10,356,611</td>
<td>$ 10,356,611</td>
<td>$ -</td>
</tr>
<tr>
<td>IN PROGRESS</td>
<td>$ 365,101</td>
<td>$ 366,464</td>
<td>$ 1,363</td>
</tr>
<tr>
<td>ACCUMULATED DEPRECIATION</td>
<td>$ 14,396,392</td>
<td>$ 14,462,894</td>
<td>$ 66,502</td>
</tr>
<tr>
<td>TOTAL PROPERTY AND EQUIPMENT</td>
<td>$ 7,407,441</td>
<td>$ 7,342,302</td>
<td>$(65,139)</td>
</tr>
<tr>
<td>COSTS OF ISSUANCE NET</td>
<td>$ 11,083</td>
<td>$ 10,993</td>
<td>$(90)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 13,867,766</td>
<td>$ 13,784,114</td>
<td>$(83,652)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>NOVEMBER 2014</th>
<th>DECEMBER 2014</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES AND FUND BALANCE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEASES PAYABLE</td>
<td>$ 79,888</td>
<td>$ 72,586</td>
<td>$(7,302)</td>
</tr>
<tr>
<td>ACCOUNTS PAYABLE</td>
<td>$ 1,294,843</td>
<td>$ 1,294,629</td>
<td>$(214)</td>
</tr>
<tr>
<td>ACCRUED PAYROLL/RELATED TAXES</td>
<td>$ 938,083</td>
<td>$ 924,820</td>
<td>$(13,263)</td>
</tr>
<tr>
<td>OTHER CURRENT LIABILITIES</td>
<td>$ 364,747</td>
<td>$ 366,522</td>
<td>$ 1,775</td>
</tr>
<tr>
<td>TOTAL CURRENT LIABILITIES</td>
<td>$ 2,677,561</td>
<td>$ 2,660,557</td>
<td>$(17,004)</td>
</tr>
<tr>
<td>LEASES PAYABLE</td>
<td>$ 238,948</td>
<td>$ 238,948</td>
<td>$ -</td>
</tr>
<tr>
<td>CITY OF PORTOLA</td>
<td>$ 320,326</td>
<td>$ 318,244</td>
<td>$(2,082)</td>
</tr>
<tr>
<td>USDA LOANS</td>
<td>$ 3,812,108</td>
<td>$ 3,793,830</td>
<td>$(18,278)</td>
</tr>
<tr>
<td>DEFERRED REVENUE</td>
<td>$ 167,670</td>
<td>$ 167,670</td>
<td>$ -</td>
</tr>
<tr>
<td>MEDI-CAL LTC</td>
<td>$ 1,729,804</td>
<td>$ 1,729,804</td>
<td>$ -</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td>$ 8,946,417</td>
<td>$ 8,909,053</td>
<td>$(37,364)</td>
</tr>
<tr>
<td>FUND BALANCE</td>
<td>$ 4,620,580</td>
<td>$ 4,620,580</td>
<td>$ -</td>
</tr>
<tr>
<td>NET INCOME (LOSS)</td>
<td>$ 300,769</td>
<td>$ 254,481</td>
<td>$(46,288)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$ 13,867,766</td>
<td>$ 13,784,114</td>
<td>$(83,652)</td>
</tr>
</tbody>
</table>
# EASTERN PLUMAS HEALTH CARE
## BALANCE SHEET
### FOR THE MONTH ENDED
#### DECEMBER 31, 2014

## ASSETS

### CURRENT ASSETS
- **Cash**: 71,849
- **Investments**: 1,112,866
- **Accounts Receivable Net**: 3,810,181
- **Accounts Receivable Other**: 1,105,156
- **Inventory**: 237,249
- **Prepaid Expenses**: 93,517

**Total Current Assets**: 6,430,817

### PROPERTY AND EQUIPMENT
- **Land and Improvements**: 934,164
- **Buildings and Improvements**: 10,147,957
- **Equipment**: 10,356,611
- **In Progress**: 366,464

**Total Property and Equipment**: 21,805,197

- **Accumulated Depreciation**: 14,462,894

**Net Property and Equipment**: 7,342,303

### Costs of Issuance Net
- 10,993

**Total**: 13,784,114

### LIABILITIES AND FUND BALANCE

### CURRENT LIABILITIES
- **Leases Payable**: 72,586
- **Accounts Payable**: 1,294,629
- **Accrued Payroll/Related Taxes**: 924,820
- **Other Current Liabilities**: 368,522

**Total Current Liabilities**: 2,660,557

### Leases Payable
- 238,948

### USDA Repairs & Defeasance
- 0

### City of Portola- Property Loan
- 318,244

### USDA Loans SNF
- 3,316,146

### Plumas Bank Loan Loyalton
- 477,684

### USDA Loan Loyalton & Portola
- 0

### Deferred Revenue
- 167,670

### LTC Medi-Cal Net
- 1,729,804

**Total Liabilities**: 8,909,053

### Fund Balance
- 4,620,580

**Net Income (Loss)**
- 254,481

**Total**: 13,784,114
1. **GROSS PATIENT REVENUE**

![Gross Patient Revenue Chart]

- 14/15
- 13/14
- Budget

2. **ESTIMATED NET REVENUE**

![Estimated Net Revenue Chart]

- 14/15
- 13/14
- Budget

3. **OPERATING EXPENSES**

![Operating Expenses Chart]

- 14/15
- 13/14
- Budget

4. **NON-OPERATING INCOME**

![Non-Operating Income Chart]

- 14/15
- 13/14
- Budget

5. **NET INCOME (LOSS)**

![Net Income (Loss) Chart]

- 14/15
- 13/14
- Budget

6. **CASH RECEIPTS**

![Cash Receipts Chart]

- 14/15
- 13/14
- Budget
EASTERN PLUMAS HEALTH CARE
MONTHLY FINANCIAL GRAPHS
FOR THE YEAR ENDED JUNE 30, 2015

7. OPERATING CASH

8. ACCOUNTS RECEIVABLE-DAYS

9. ACCOUNTS RECEIVABLE, NET

10. ACCOUNTS PAYABLE

11. CAPITAL EXPENDITURES-YTD

12. FUND BALANCE + NET INCOME (LOSS)
2014-2015 OPERATIONS PLAN

EASTERN PLUMAS HEALTH CARE

Prepared by:

Thomas P. Hayes
Chief Executive Officer

Updated January 2015
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATIONS</td>
<td>3</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
<td>3</td>
</tr>
<tr>
<td>FACILITIES</td>
<td>3</td>
</tr>
<tr>
<td>CLINIC AND HOSPITAL</td>
<td>3</td>
</tr>
<tr>
<td>MISCELLANEOUS</td>
<td>3</td>
</tr>
</tbody>
</table>
INTRODUCTION

The following is the Operations Plan for the 2014-2015 fiscal year. Responsible individuals are listed at the end of each item.

OPERATIONS

1. Expand swing bed census by one patient per day compared to past year census. Responsibility, Linda Jameson. Swing bed census has increased by 70 days vs. last year.

2. Expand DP/SNF census at both facilities to 26 patients per day on average compared to last year. Responsibility, Linda Jameson, Lorraine Noble, Sue Whitfield. Census at Portola facility currently at 26. Loyalton census at 24, as of January 15, 2015.


5. Achieve 2015/2016 budget net income. Actual net income year to date is $254,481.00 vs. budget of $295,935.00.

HUMAN RESOURCES

1. Develop and implement new performance improvement program for employee evaluations. Responsibility, Lori Crown. System developed and training currently being completed for implementation.

2. Implement management training program for directors and front line supervisors. Responsibility, Lori Crown. Several training sessions completed. Additional training programs to be scheduled.

3. Evaluate the possibility of establishing campus wide no smoking policy at EPHC. Responsibility, Lori Crown. Incomplete. Will complete by fiscal year end.

FACILITES

1. Develop plans (with architects) for replacement of boiler systems within hospital. Also, develop financing options for project. Responsibility, Tom Hayes, Jeri Nelson. **Awaiting analysis as to whether Biomass is feasible.**

2. Develop and implement plan for ADA facility compliance changes. Responsibility, Tom Hayes, Stan Pieler. Plan developed. **Several changes completed in parking lot work. Additional work to be implemented summer 2015.**

3. Obtain lot line adjustment for 36 acre parcel based on facility master plan. Responsibility, Tom Hayes. **Civil engineer working on. To be completed spring 2015.**

4. Obtain OSHPD approval and install nurse call system at Portola Campus. Responsibility, Tom Hayes. **Contract awarded to vendor. Currently awaiting OSHPD approval before installation can begin.**

CLINIC AND HOSPITAL

1. Recruit permanent full time Internal Medicine physician for Portola Clinic. Responsibility, Bryan Gregory, Tom Hayes. **IM physician recruited for 90 day contract. To be evaluated in April 2015.**

2. Expand visits to all clinics for wellness/prevention programs. Responsibility, Bryan Gregory. **Clinic visits in Portola and Greenville less than last year. Visits in Graeagle and Loyalton higher. Overall visits to all clinics exceed last year.**

3. Expand surgery program at EPHC with new general surgeon. Responsibility, Bryan Gregory, Linda Jameson. **Surgeon recruited but not successful. Discontinuing general surgery program until further notice due to low volume.**

4. Develop new epidural program for EPHC with Dr. Porot. Responsibility, Bryan Gregory, Linda Jameson. **Completed. Epidural program underway.**

5. Expand cardiac services within hospital with Dr. Dhond (pacemaker, defibrillators, etc.). Responsibility, Bryan Gregory, Linda Jameson **Completed.**
MISCELLANEOUS


3. Revise and update medical staff bylaws. Responsibility, Tom Hayes, Medical Executive committee. In process with Medical Staff.
setting the course
The 30th Annual Rural Health Care Symposium

The seas are changing.
For rural hospitals, change is coming swiftly. It's going to take all hands on deck and a strong team to implement ACA while continuing to meet the needs of rural communities.

Your destination is in sight, but how will you lead your team there? This two-day executive-level program will provide you with innovative ideas, insights and tools to set your facility on a course to success. Topics for this year's program include:

• Considerations for alliance and collaboration — evaluating your services
• Federal rural health policy — what to expect regarding value-based purchasing and the bundled payment initiative
• Generating excellence — leadership role in transforming the culture of your organization
• Challenging patients in the ED — management and transitions for vulnerable populations
• Good governance — how trustees can help their hospitals prosper
• And much more.

Make plans to attend today and don't forget to invite your trustees to this year's event.

WEDNESDAY, FEBRUARY 18
3:00 – 6:00 pm | Symposium Check-In/Registration
3:30 – 6:00 pm
Rural Healthcare Center Advisory Board Meeting
The Rural Healthcare Center's leadership conducts its first quarterly meeting of 2015. All symposium attendees are welcome to attend.
6:00 – 7:00 pm
Welcome Reception
Gather together and visit with colleagues at this informal event.

THURSDAY, FEBRUARY 19
8:00 – 9:00 am | Symposium Check-In/Registration
9:00 – 9:15 am
Opening and Welcome
Jim Raggio, Chair, Rural Healthcare Center Advisory Board and Chief Executive Officer, Lompoc Valley Medical Center; and Peggy Broussard Wheeler, Vice President, Rural Health Care and Governance, California Hospital Association
9:15 – 10:30 am | Keynote Session
Succeeding Through Collaboration, Alliances and Networks
Rich McKeown, Chief Executive Officer, Leavitt Partners
Rural hospitals are encountering pressures — health reform, economic and political — that are driving rural providers to reshape business behaviors in response to this changing environment. Affiliation may be one potential solution. This session will describe the eight elements necessary to create successful alliances and explain how to find the right allies, and create a framework to lead and prosper.
10:45 am – 12:00 pm | General Session
Health and Human Services Region IX Update
Melissa Stafford Jones, Region IX Director, US Department of Health and Human Services
Listen to the newly-appointed Region IX director provide an update on federal health care policy and share perspectives on the challenges facing rural hospitals. Bring your questions for this interactive session.
12:00 – 1:15 pm | Hosted Luncheon

Legislative and Regulatory Update
William J. Emmerson, DDS, Senior Vice President, State Relations and Advocacy, California Hospital Association

In this annual update, participants will hear about the political landscape and CHA's state and federal advocacy priorities for 2015. Find out how CHA plans to protect rural hospitals’ interests.

1:30 – 3:00 pm | General Session

Federal Rural Health Policy — Advocacy in Action
Brock Slabach, MPH, FACHE, Senior Vice President, Member Services, National Rural Health Association

Big changes are on the national horizon for rural health care. This presentation will illustrate the current landscape for rural health and outline what to expect in coming years. Participants will learn how to prepare for value-based purchasing and bundled payments, and hear the latest on the CARE Act — pending legislation to improve rural health care and develop innovative delivery models.

3:30 – 5:30 pm | General Session

Creating an Organization of Excellence
Victor Buzachero, Corporate Senior Vice President for Innovation, Human Resources and Performance Management, Scripps Health

This session will explain how to unify your hospital's perspective and practices to a single focus: to be the best hospital it can be. Hear a recognized leader in operational excellence explain the four crucial elements required for culture change — alignment, accountability, communications and leadership — and the steps to create a workplace of choice that exceeds patient and leadership expectations.

4:30 – 5:30 pm | General Session

Managing Challenging Patients in Your ED
M. Steven Lupton, Partner, Hooper Lundy and Bookman, PC; and Linda Garrett, JD, Risk Management Services

For a small ED, a challenging patient can stress the entire department. This session will describe the common issues an ED faces when treating patients with mental illness, substance use disorders and homelessness, and how to appropriately manage these patients throughout their stay. Presenters will clarify common misconceptions surrounding 5150s, EMTALA, consent for treatment and more. Participants will take home a checklist with practical tips for patient management.

5:30 – 6:30 pm

Reception
Relax with colleagues while enjoying wine and hors d’oeuvres.

FRIDAY, FEBRUARY 20

7:30 – 8:30 am | Continental Breakfast

Rural Health Care Clinic Association Update
Gail Nickerson, Director of Clinic Services, Adventist Health, and Founder of the California Association of Rural Health Clinics

8:30 – 10:00 am | General Session

Annual CEO Panel Discussion
Moderator, Steven Rousso, MBA, MPA, Principal, HFS Consultants; John McCormick, President/CEO, Oak Valley Hospital District; Jim Reggio, Chief Executive Officer, Lompoc Valley Medical Center; Linda Wagner, Chief Executive Officer, Seneca Healthcare District; and Victoria Alexander-Lane, Chief Executive Officer, Northern Inyo Hospital

In this popular annual session, CEOs will discuss how they plan to “set the course” to meet the needs of their rural communities. Topics include: financial and operational improvement, board alignment, meaningful use advances and facility improvement to meet seismic standards.

10:15 – 11:15 am | General Session

Best Practices in the Boardroom
Karma Bass, MPH, FACHE, Principal, Via Healthcare Consulting

Rural trustee roles and responsibilities have shifted with recent industry changes and challenges. This session will detail what top-performing boards are doing to ensure they stay abreast of current requirements and provide leadership during these turbulent times. Participants will leave with real-world ideas and solutions to some of the small and rural hospital board’s most pressing issues.

11:15 am – 12:15 pm | General Session

Update on Expanded Coverage and Impact on Rural Hospitals
Amber Kemp, Vice President, Health Care Coverage, California Hospital Association

This session will provide an update on the implementation of the ACA coverage expansion and how it is impacting rural hospitals in California. Discussions will also cover recent developments in the state’s Medi-Cal waiver and other financing mechanisms, as well as sharing information about the move from providing care to managing health.
Financial:

1. Increase volumes over last year within all areas of the hospital and clinics
   - In-patients, Swing beds
   - Procedures-Epidurals, Cardiac, Colonoscopy
   - Ancillary services, Lab, X-ray, Imaging
   - Clinic visits, Primary Care and Specialty-Neurology, Dermatology and Urology
   - Dental
   - SNF, 26 patients at each facility

2. Maintain expenses at budgeted levels or lower.

3. Reduce overtime to minimal levels 10% decrease.

4. Reduce denials by 25 percent.

5. Reduce A/R days to 55 days.

Community:

1. Establish a new Rural Health Clinic for Dental and Primary Care.

2. Recruit full time permanent primary care physician. (IM or FP)

3. Continue to offer community outreach clinic specials throughout the year. (i.e. diabetes screening, skin cancer, etc.)

Compliance:

1. Maintain 100% compliance with CDPH and MediCare regulations in the acute care and DP/SNF departments.

2. Implement DSRIP program with state.

3. Enhance and expand hospital compliance program.

4. Maintain all existing QA indicators at 95% compliance.
**Employees:**

1. Retain all physicians and maintain coverage continuity in all clinics, and acute care hospital.
2. Achieve a 90% participation rate for employee satisfaction survey.
3. Increase routine and regular communication to staff and providers.
4. Complete safety training in all high risk departments.

**Patient:**

1. Implement average patient satisfaction survey in Acute Care, ER, Clinic, and Outpatient Services.

**Organizational Development:**

1. Successfully convert to Centrique by end of 3rd Quarter of 2015.
2. Complete management training programs for front line supervisors and managers.
3. Complete implementation of Performance Management Program for all employees.