



**REGULAR MEETING OF THE BOARD OF DIRECTORS  
AGENDA  
Thursday, May 27, 2021 at 9:30 a.m.  
Loyalton Skilled Nursing Conference Room, Loyalton, CA**

**ATTENTION: As permitted by Governor Newsom’s Executive Order N-29-20 proclaiming a State of Emergency in the State of California, the May 27, 2021 Board of Directors meeting will be held in a virtual setting. The Board meeting location at the EPHC Clinic Conference Room will not be accessible to the public. The meeting is accessible to the public via Hangouts Meet (See the connection information below). Public comment will be accepted on any item on the agenda as called for by the Board chair until the close of public comment for each item.**

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

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

	<u>Presenter(s)</u>	<u>I/D/A</u>	<u>Page(s)</u>
1. <b><u>Call to Order</u></b>	Gail McGrath	A	
2. <b><u>Roll Call</u></b>	Gail McGrath	I	
3. <b><u>Board Comments</u></b>	Board Members	I/D	
• Deletions/Corrections to the Posted Agenda			
4. <b><u>Consent Calendar</u></b>	Gail McGrath	I/D/A	
A. Agenda			1-2
B. Meeting Minutes of 4.22.21 Board Meeting			3-6
C. Meeting Minutes of 4.22.21 Finance Committee			7-8
5. <b><u>Auxiliary Report</u></b>	Gail McGrath	I/D	
6. <b><u>Staff Reports</u></b>			
A. Infection Control/COVID-19	Michelle Romero	I/D	
B. Chief Nursing Officer Report	Penny Holland	I/D	
C. Chief Financial Officer Report	Katherine Parish	I/D	9-20
7. <b><u>Chief Executive Officer Report</u></b>	Doug McCoy	I/D/A	
A. Loyalton Clinic Property updates			
8. <b><u>Policies</u></b>		I/D/A	21-22
A. Policy Review			
The CAH Committee recommends the following for approval by the Board of Directors:			
<u>Annual Policy Review</u>			
• Admitting, Pharmacy, Nursing, Infection Prevention, and Skilled Nursing			

Regular Meeting of the Board of Directors of Eastern Plumas Health Care  
**April 22, 2021 AGENDA – Continued**

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9. **Committee Reports** Board Members I/D  
A. Finance Committee
10. **Ignite the Patient Experience Seminar** Doug McCoy I/D
11. **Public Comment** Members of the Public I  
This is an opportunity for members of the public to address the Board on items which are not on the agenda. Comments are limited to three minutes ordinarily, unless the Board Chair indicates a different amount will be allotted. Comments should be limited to matters within the jurisdiction of the Board. The Board Chair may choose to acknowledge the comment, or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting. Like any other member of the hospital district, an employee or a contracted employee can address the Board in the proper forum at the proper time. However, the Board will not hear personnel issues or grievances, or matter that affect the employees personally.
12. **Board Closing Remarks** Board Members I/D
13. **Closed Session** Gail McGrath I/D/A  
A. Public Employee Performance Evaluation (Government Code Section 54957)  
CEO
14. **Open Session Report of Actions** Gail McGrath I  
Taken in Closed Session
15. **Adjournment** Gail McGrath A

*The next regularly scheduled meeting of the Board of Directors of Eastern Plumas Health Care is June 24, 2021 at the Portola Medical Clinic Conference Room, 480 1<sup>st</sup> Avenue, Portola, CA 96122.*



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

**Thursday, April 22, 2021 at 9:30 a.m.**

**1. Call to Order**

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

**2. Roll Call**

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

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

**3. Board Comments**

No comment was received.

**4. Consent Calendar**

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

AYES: Directors McGrath, Whitfield, and Corcoran

NAYS: None

**5. Auxiliary Report**

Director McGrath reported that the Nifty Thrifty has been receiving a ton of donations.

**6. Staff Reports**

**A. Infection Control/COVID-19**

Michelle Romero

Michelle Romero reported that Plumas County is now in the "Orange Tier" and Sierra County is in the "Yellow Tier." Plumas County Public Health has taken over the vaccine distribution and the MyTurn Platform. 55% of employees and 85% of SNF residents are vaccinated.

Visitors with restrictions are now allowed in SNF and Acute.

Discussion was held by the Board about ways to increase the staff vaccination rates including sending out more educational information to employees, possibly offering an incentive, or one on one conversations to dispel any misinformation.

**B. Chief Nursing Officer Report**

Penny Holland

Penny Holland recognized all the work staff and Infection Prevention has done to educate the staff, keep COVID out of the SNF, and distribute vaccines to the community. Penny Holland also reported that 5 new nurses have recently been hired, there are seeing about 3 new patients per week, and training is being done for the new ultrasound wand for deep veins.

**C. HR Director Report**

Lori Tange

Lori Tange gave a job market update. In April, there have been 8 new hires, 6 CNA students, and 2 recruiting agencies that specialize in critical access hospitals as well as a virtual job fair that week. An employee satisfaction survey is planned to kick off in June with expected results by September.

Director Whitfield asked if the employee satisfaction survey was going to be hosted by an outside company to ensure the results could not be altered.

**D. Chief Financial Officer Report**

Katherine Pairish

E. See attached March financial reports. Budget will be ready to present in June or July.

7. **Chief Executive Officer Report**

Doug McCoy

A. Disclosure to place an offer on 701 Main Street in Loyalton, CA as the future site of the Loyalton Medical Clinic.

B. **OPERATIONAL PLAN OVERVIEW:**

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

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

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

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

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

**PERSONNEL CHANGES:**

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

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

**EMR/IT:**

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

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

**QUALITY/REGULATORY:**

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

**8. Policies**

Director Whitfield questioned the details in the policy "Inappropriate Patient Behavior." Joanna Garneau, Front Office Lead, is going to be taking point on this policy to make sure it is being implemented correctly with a new tracking system.

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

AYES: Directors McGrath, Corcoran, and Swanson.

NAYS: None

**9. Committee Reports**

**A.** Finance Committee: Director Swanson reported that discussion was held regarding the cost of travelers compared to increased wages and bonus to hire more employees.

**B.** Quality Assurance Committee: Director Whitfield reported that the QA committee is on track and commended SNF for the improvements they have made.

**10. Board Attorney Contract Rate Adjustment**

Doug McCoy presented a request from legal counsel, Steve Gross of Porter Simon, for a rate increase from \$200 per hour to \$250 per hour. There has been no rate increase since 2007; the new rate represents a 2% increase over the last 14 years.

**ACTION:** Motion was made by Director Swanson, seconded by Director Satchwell to approve the rate increase.  
AYES: Directors McGrath, Corcoran, and Whitfield.  
NAYS: None

**11. Public Comment**

No comment was received.

**12. Board Closing Remarks**

Director Whitfield called attention to the letter the Board wrote and submitted to Plumas County regarding the proposed asphalt mine. Based on the long standing relationship EPHC has had with Porter Simon, Director Whitfield recommended review of other legal counsel options to compare services and costs. Director Whitfield inquired about conflicts of interest given representation of both EPHC and the City of Portola by Porter Simon. Administration reviewed the process used by both parties to avoid any conflict of interest matters

**Open Session recessed at 10:30 a.m.**

**13. Closed Session**

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

Subject Matter: CEO

Discussion was held on a privileged item.

**B. Conference with Real Property Negotiators (Government Code Section 54954.5)**

*No resolution is needed*

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

*Subject Matter: Staff Privileges*

• **Provisional 1 Year Appointment**

- Kwame Buabeng, MD                      Tele-Psychiatrist
- Dana Culp, NP-C                              Family Practice
- Catherine Colpitts, MD                      Family Medicine

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

The Board returned at approximately 11:34 am. Action was taken to approve all staff privileges presented.

**15. Adjournment**

Meeting adjourned at 11:36 a.m.

**EASTERN PLUMAS HEALTH CARE DISTRICT  
MEETING OF THE STANDING FINANCE COMMITTEE  
OF THE BOARD OF DIRECTORS  
MINUTES  
Thursday, April 22, 2021 at 8:30 a.m.**

**1. Call to Order**

Meeting was called to order at 8:30 a.m.

**2. Roll Call**

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

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

**3. Consent Calendar**

The consent calendar and minutes were approved as submitted.

Motion: Director Corcoran, Seconded by: Director Swanson

**4. Board Comments**

None.

**5. Public Comments**

None.

**6. CFO Report**

**Report of March Financials**

**Summary**

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

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

**Revenues**

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

**Expenses**

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

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

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

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

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

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

Meeting of the Standing Finance Committee of Eastern Plumas Health Care  
**April 22, 2021 MINUTES - Continued**

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

**Revenue Cycle**

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

**Balance Sheet**

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

**Additional Information**

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

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

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

**7. Discussion:**

Discussion was help on the money spent over budget on pay/wages due to COVID-19 overtime and unbudgeted raises to departments and wage scales to remain competitive. Committee would like to look at money spent on travelers compared to raises for staff for retention and recruitment.

**8. Adjournment**

Meeting adjourned at 9:18 a.m.



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

**Summary**

Year-to-date through April 30, 2021 we posted net income in the amount of \$3,346,563. As mentioned previously, this was due mainly to IGT's coming in higher than budget.

Year-to-date total Operating Expenses were over budget by \$663,548.

**Revenues**

Year-to-Date Inpatient Revenue was under budget by \$892,512. Outpatient Revenue was over budget by \$374,977. Clinic Revenue was under budget by \$113,028.

**Expenses**

Salaries and Benefits: Year-to-Date combined Salaries and Benefits were over budget by \$276,420.

Professional Fees: Year-to-Date Professional Fees were under budget by \$47,007.

Repairs & Maintenance: Year-to-Date Repairs & Maintenance were under budget by \$162,012.

Supplies: Year-to-Date Supplies were over budget by \$35,778.

Purchased Services: Year-to-Date Purchased Services were over budget by \$611,272. This included architectural fees, payments to our outside lab for COVID testing and travelers.

Depreciation Expense: Year-to-Date Depreciation Expense was under budget by \$44,507.

Other Expenses: Other expenses were under budget by \$41,321. These include training, travel, and dues and subscriptions.

**Revenue Cycle**

Gross Accounts Receivable ended the month at \$6.2M. Gross Accounts Receivable days at April 30, 2021 were 60. We budgeted 45 and best practice is 55. We have seen an uptick in AR days and have identified the causes. The Business Office staff is working to bring AR days down and closer to budget.

**Balance Sheet**

Total Assets increased by \$3,487,887 or 18.46% (not including the funds received for CARES Act, Medicare Advance and PPP).

**Additional Information**

Days cash on hand at April 30, 2021 was 267. Without the CARES Act, Medicare Advance, and PPP funds, days cash on hand would be 144. April 30, 2020 days cash on hand was 90.

Medicare has begun to take back the advanced funds. We have until April of next year to pay them back in full.

We funded \$1,806,503 for Rate Range IGT's in April and expect to receive our return funds back sometime before year-end.

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

	% Net Pt Revenue	Month-to-Date			% Net Pt Revenue	Year-to-Date Budget		
		Actual	Budget	\$ Variance		Actual	Year-to-Date Budget	\$ Variance
<b>1 REVENUE</b>								
2 Inpatient Revenue - Acute		\$ 161,797	\$ 277,162	\$ (115,365)		\$ 1,071,396	\$ 1,246,308	\$ (174,912)
3 Inpatient Revenue - Acute Pro Fees		\$ 9,073	\$ 14,215	\$ (5,142)		\$ 77,633	\$ 103,315	\$ (25,682)
4 Inpatient Revenue - Swing Bed		\$ 82,000	\$ 133,180	\$ (51,180)		\$ 790,000	\$ 931,840	\$ (141,840)
5 Inpatient Revenue - SNF		\$ 784,000	\$ 681,334	\$ 102,666		\$ 6,531,200	\$ 6,813,332	\$ (282,132)
6 Inpatient Revenue - Ancillary		\$ 161,859	\$ 183,711	\$ (21,852)		\$ 1,310,939	\$ 1,578,885	\$ (267,946)
7 Inpatient Revenue		\$ 1,198,729	\$ 1,289,602	\$ (90,873)		\$ 9,781,168	\$ 10,673,680	\$ (892,512)
8 Outpatient		\$ 1,972,530	\$ 1,918,758	\$ 53,772		\$ 18,628,333	\$ 18,253,356	\$ 374,977
9 Clinics		\$ 413,418	\$ 421,518	\$ (8,100)		\$ 4,102,151	\$ 4,215,179	\$ (113,028)
<b>10 Total Patient Revenue</b>		<b>\$ 3,584,677</b>	<b>\$ 3,629,878</b>	<b>\$ (45,201)</b>		<b>\$ 32,511,652</b>	<b>\$ 33,142,215</b>	<b>\$ (630,563)</b>
11 Contractual Allowances		\$ 306,193	\$ (1,265,112)	\$ 1,571,305		\$ (10,143,147)	\$ (12,275,102)	\$ 2,131,955
12 Charity Discounts		\$ (1,227)	\$ (8,501)	\$ 7,274		\$ (32,780)	\$ (82,448)	\$ 49,668
13 Other Allowances		\$ (25,731)	\$ (13,175)	\$ (12,556)		\$ (161,451)	\$ (128,777)	\$ (32,674)
14 Bad Debt		\$ (36,712)	\$ (56,629)	\$ 19,917		\$ (577,471)	\$ (578,463)	\$ 992
<b>15 Total Deductions</b>		<b>\$ 242,523</b>	<b>\$ (1,343,417)</b>	<b>\$ 1,585,940</b>		<b>\$ (10,914,849)</b>	<b>\$ (13,064,790)</b>	<b>\$ 2,149,941</b>
<b>16 Net Patient Revenue</b>		<b>\$ 3,827,200</b>	<b>\$ 2,286,461</b>	<b>\$ 1,540,739</b>		<b>\$ 21,596,803</b>	<b>\$ 20,077,425</b>	<b>\$ 1,519,378</b>
17 % of Gross Revenue		106.77%	62.99%	43.78%		66.43%	60.58%	5.85%
18 Meaningful Use Revenue		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -
19 Quality Payments		\$ -	\$ -	\$ -		\$ 272,792	\$ 68,970	\$ 203,822
20 IGT Payments		\$ -	\$ -	\$ -		\$ 5,209,721	\$ 2,661,990	\$ 2,547,731
21 Other Operating Revenue		\$ (4,471)	\$ 5,581	\$ (10,052)		\$ 83,235	\$ 36,056	\$ 47,179
<b>22 Total Operating Revenue</b>		<b>\$ 3,822,729</b>	<b>\$ 2,292,042</b>	<b>\$ 1,530,687</b>		<b>\$ 27,162,551</b>	<b>\$ 22,844,441</b>	<b>\$ 4,318,110</b>
<b>23 EXPENSES</b>								
24 Salaries and Wages	28.0%	\$ (1,070,187)	\$ (1,114,453)	\$ 44,266	49.6%	\$ (10,707,727)	\$ (10,550,465)	\$ (157,262)
25 Employee Benefits	11.8%	\$ (451,535)	\$ (415,079)	\$ (36,456)	20.0%	\$ (4,318,902)	\$ (4,199,744)	\$ (119,158)
26 Professional Fees - Medical	6.0%	\$ (230,669)	\$ (203,363)	\$ (27,306)	9.4%	\$ (2,028,761)	\$ (2,033,597)	\$ 4,836
27 Professional Fees - Other	0.1%	\$ (3,919)	\$ (11,375)	\$ 7,456	0.4%	\$ (89,758)	\$ (131,929)	\$ 42,171
28 Supplies	6.2%	\$ (238,581)	\$ (193,680)	\$ (44,901)	9.1%	\$ (1,972,727)	\$ (1,936,949)	\$ (35,778)
29 Purchased Services	5.8%	\$ (220,946)	\$ (157,714)	\$ (63,232)	10.4%	\$ (2,252,223)	\$ (1,640,951)	\$ (611,272)
30 Insurance	-0.6%	\$ 24,480	\$ (30,734)	\$ 55,214	1.2%	\$ (257,172)	\$ (307,338)	\$ 50,166
31 Rental and Leases	0.1%	\$ (5,122)	\$ (5,181)	\$ 59	0.2%	\$ (51,220)	\$ (51,812)	\$ 592
32 Repairs and Maintenance	2.0%	\$ (77,972)	\$ (19,708)	\$ (58,264)	2.9%	\$ (633,549)	\$ (795,561)	\$ 162,012
33 Utilities and Telephone	1.9%	\$ (74,283)	\$ (56,336)	\$ (17,947)	3.2%	\$ (684,597)	\$ (598,914)	\$ (85,683)
34 Depreciation Amortization	2.5%	\$ (95,943)	\$ (96,715)	\$ 772	4.9%	\$ (1,065,030)	\$ (1,109,537)	\$ 44,507
35 Other Expenses	1.9%	\$ (72,553)	\$ (42,352)	\$ (30,201)	2.0%	\$ (437,366)	\$ (478,687)	\$ 41,321
<b>36 Total Operating Expenses</b>	<b>65.8%</b>	<b>\$ (2,517,230)</b>	<b>\$ (2,346,690)</b>	<b>\$ (170,540)</b>	<b>113.4%</b>	<b>\$ (24,499,032)</b>	<b>\$ (23,835,484)</b>	<b>\$ (663,548)</b>
<b>37 Income From Operations</b>	<b>34.1%</b>	<b>\$ 1,305,499</b>	<b>\$ (54,648)</b>	<b>\$ 1,360,147</b>	<b>12.3%</b>	<b>\$ 2,663,519</b>	<b>\$ (991,043)</b>	<b>\$ 3,654,562</b>
38 Tax Revenue	-1.5%	\$ 55,875	\$ 50,417	\$ 5,458	-2.6%	\$ 553,288	\$ 504,170	\$ 49,118
39 Non Capital Grants and Donations	-3.2%	\$ 122,000	\$ 115,000	\$ 7,000	-0.8%	\$ 168,000	\$ 156,500	\$ 11,500
40 Interest Income	0.0%	\$ -	\$ -	\$ -	-0.5%	\$ 117,613	\$ 120,000	\$ (2,387)
41 Interest Expense	0.5%	\$ (18,793)	\$ (21,210)	\$ 2,417	1.0%	\$ (207,416)	\$ (212,102)	\$ 4,686
42 Non-Operating Income (Expenses)	-0.6%	\$ 24,483	\$ 42,625	\$ (18,142)	-0.2%	\$ 51,559	\$ 66,250	\$ (14,691)
43 Total Non-Operating Gain (Loss)	-4.8%	\$ 183,565	\$ 186,832	\$ (3,267)	-3.2%	\$ 683,044	\$ 634,818	\$ 48,226
<b>44 Net Income</b>	<b>38.9%</b>	<b>\$ 1,489,064</b>	<b>\$ 132,184</b>	<b>\$ 1,356,880</b>	<b>15.5%</b>	<b>\$ 3,346,563</b>	<b>\$ (356,225)</b>	<b>\$ 3,702,788</b>
45 Operating Margin %		34.15%	-2.38%	36.54%		9.81%	-4.34%	14.14%
46 Net Margin %		38.95%	5.77%	33.19%		12.32%	-1.56%	13.88%
47 Payroll as % of Operating Expense		60.45%	65.18%			61.34%	61.88%	

**Eastern Plumas Health Care  
Income Statement  
13-Month Trend Ended April 30, 2021**

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21
<b>1 REVENUE</b>													
2 Inpatient Revenue - Acute	\$ 95,497	\$ 144,892	\$ 26,344	\$ 30,231	\$ 60,895	\$ 128,427	\$ 79,032	\$ 73,326	\$ 155,211	\$ 129,129	\$ 91,991	\$ 161,357	\$ 161,797
3 Inpatient Revenue - Acute Pro Fees	\$ 7,643	\$ 13,599	\$ 2,313	\$ 2,261	\$ 5,676	\$ 8,106	\$ 6,251	\$ 6,075	\$ 13,751	\$ 10,074	\$ 6,215	\$ 10,151	\$ 9,073
4 Inpatient Revenue - Swing Bed	\$ 26,000	\$ 76,000	\$ 106,000	\$ 72,000	\$ 64,000	\$ 116,000	\$ 214,000	\$ 124,000	\$ 72,000	\$ 10,000	\$ 22,000	\$ 14,000	\$ 82,000
5 Inpatient Revenue - SNF	\$ 685,481	\$ 702,400	\$ 665,600	\$ 675,200	\$ 658,000	\$ 649,200	\$ 666,800	\$ 622,800	\$ 626,800	\$ 625,600	\$ 578,400	\$ 644,400	\$ 784,000
6 Inpatient Revenue - Ancillary	\$ 88,350	\$ 121,483	\$ 103,581	\$ 43,453	\$ 61,668	\$ 164,986	\$ 196,554	\$ 145,340	\$ 160,632	\$ 121,467	\$ 88,823	\$ 166,155	\$ 161,859
7 Inpatient Revenue	\$ 902,971	\$ 1,058,374	\$ 903,838	\$ 823,145	\$ 850,239	\$ 1,066,719	\$ 1,162,637	\$ 971,541	\$ 1,028,394	\$ 896,270	\$ 787,429	\$ 996,063	\$ 1,198,729
8 Outpatient	\$ 1,056,061	\$ 1,630,764	\$ 1,782,275	\$ 2,120,138	\$ 2,124,611	\$ 1,891,075	\$ 1,885,289	\$ 1,657,368	\$ 1,651,561	\$ 1,657,638	\$ 1,567,531	\$ 2,100,596	\$ 1,972,530
9 Clinics	\$ 190,902	\$ 262,399	\$ 400,119	\$ 419,597	\$ 395,680	\$ 441,672	\$ 466,443	\$ 388,798	\$ 388,242	\$ 351,251	\$ 374,754	\$ 462,283	\$ 413,418
<b>10 Total Patient Revenue</b>	<b>\$ 2,149,934</b>	<b>\$ 2,951,537</b>	<b>\$ 3,086,232</b>	<b>\$ 3,362,880</b>	<b>\$ 3,370,530</b>	<b>\$ 3,399,466</b>	<b>\$ 3,514,369</b>	<b>\$ 3,017,707</b>	<b>\$ 3,068,197</b>	<b>\$ 2,905,159</b>	<b>\$ 2,729,714</b>	<b>\$ 3,558,942</b>	<b>\$ 3,584,677</b>
11 Contractual Allowances	\$ (1,266,196)	\$ (594,082)	\$ (1,005,169)	\$ (1,142,215)	\$ (937,672)	\$ (1,117,578)	\$ (1,404,731)	\$ (1,207,637)	\$ (1,127,945)	\$ (1,169,064)	\$ (1,056,489)	\$ (1,426,251)	\$ 306,193
12 Charity Discounts	\$ 316	\$ (37,472)	\$ (9,302)	\$ 52	\$ 5,618	\$ (387)	\$ (17,460)	\$ (10,381)	\$ 340	\$ -	\$ (8,222)	\$ (1,113)	\$ (1,227)
13 Other Allowances	\$ (36,818)	\$ (32,604)	\$ (10,376)	\$ (9,799)	\$ (20,517)	\$ (18,670)	\$ (9,611)	\$ (10,349)	\$ (22,283)	\$ (11,649)	\$ (15,502)	\$ (17,336)	\$ (25,731)
14 Bad Debt	\$ 9,850	\$ (11,610)	\$ (38,433)	\$ (60,875)	\$ (97,443)	\$ (68,022)	\$ (97,996)	\$ (40,383)	\$ (64,925)	\$ (54,909)	\$ (3,329)	\$ (52,875)	\$ (36,712)
<b>15 Total Deductions</b>	<b>\$ (1,292,848)</b>	<b>\$ (675,768)</b>	<b>\$ (1,063,280)</b>	<b>\$ (1,212,837)</b>	<b>\$ (1,050,014)</b>	<b>\$ (1,204,657)</b>	<b>\$ (1,529,798)</b>	<b>\$ (1,268,750)</b>	<b>\$ (1,214,813)</b>	<b>\$ (1,235,622)</b>	<b>\$ (1,083,542)</b>	<b>\$ (1,497,575)</b>	<b>\$ 242,523</b>
<b>16 Net Patient Revenue</b>	<b>\$ 857,086</b>	<b>\$ 2,275,769</b>	<b>\$ 2,022,952</b>	<b>\$ 2,150,043</b>	<b>\$ 2,320,516</b>	<b>\$ 2,194,809</b>	<b>\$ 1,984,571</b>	<b>\$ 1,748,957</b>	<b>\$ 1,853,384</b>	<b>\$ 1,669,537</b>	<b>\$ 1,646,172</b>	<b>\$ 2,061,367</b>	<b>\$ 3,827,200</b>
17 % of Gross Revenue	39.87%	77.10%	65.55%	63.93%	68.85%	64.56%	56.47%	57.96%	60.41%	57.47%	60.31%	57.92%	106.77%
18 Meaningful Use Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19 Quality Payments	\$ 50,221	\$ -	\$ 218,130	\$ -	\$ -	\$ 108,036	\$ 321	\$ -	\$ -	\$ 101,208	\$ -	\$ 100,672	\$ -
20 IGT Payments	\$ 3,814,192	\$ 4,014,605	\$ -	\$ -	\$ -	\$ 12,268	\$ 523,267	\$ 1,262,250	\$ -	\$ -	\$ 1,697,607	\$ 1,697,601	\$ -
21 Other Operating Revenue	\$ 4,205	\$ 11,686	\$ 4,310	\$ 2,466	\$ 72,275	\$ 7,239	\$ 11,284	\$ 5,193	\$ 94,931	\$ 5,042	\$ 5,159	\$ 3,648	\$ (4,471)
<b>22 Total Operating Revenue</b>	<b>\$ 4,725,704</b>	<b>\$ 6,302,060</b>	<b>\$ 2,245,392</b>	<b>\$ 2,152,509</b>	<b>\$ 2,392,791</b>	<b>\$ 2,322,352</b>	<b>\$ 2,519,443</b>	<b>\$ 3,016,400</b>	<b>\$ 1,948,315</b>	<b>\$ 1,775,787</b>	<b>\$ 3,348,938</b>	<b>\$ 3,863,288</b>	<b>\$ 3,822,729</b>
<b>23 EXPENSES</b>													
24 Salaries & Wages	\$ (998,179)	\$ (1,016,136)	\$ (995,825)	\$ (1,035,560)	\$ (1,054,164)	\$ (1,016,621)	\$ (1,116,843)	\$ (1,050,070)	\$ (1,068,440)	\$ (1,083,822)	\$ (979,439)	\$ (1,232,581)	\$ (1,070,187)
25 Employee Benefits	\$ (380,632)	\$ (370,086)	\$ (370,344)	\$ (447,500)	\$ (394,504)	\$ (355,947)	\$ (422,165)	\$ (418,457)	\$ (497,099)	\$ (449,467)	\$ (437,997)	\$ (444,231)	\$ (451,535)
26 Professional Fees - Medical	\$ (137,063)	\$ (180,277)	\$ (202,588)	\$ (191,796)	\$ (198,153)	\$ (189,821)	\$ (212,565)	\$ (184,524)	\$ (183,832)	\$ (203,514)	\$ (202,535)	\$ (222,160)	\$ (230,669)
27 Professional Fees - Other	\$ (14,813)	\$ (15,440)	\$ (7,839)	\$ (5,249)	\$ (17,370)	\$ (6,578)	\$ (4,945)	\$ (7,855)	\$ (3,937)	\$ (13,801)	\$ (27,044)	\$ (8,254)	\$ (3,919)
28 Supplies	\$ (151,729)	\$ (148,196)	\$ (68,715)	\$ (188,428)	\$ (179,795)	\$ (201,692)	\$ (197,269)	\$ (239,863)	\$ (226,299)	\$ (143,001)	\$ (165,108)	\$ (192,689)	\$ (238,581)
29 Purchased Services	\$ (143,265)	\$ (127,556)	\$ (300,736)	\$ (164,166)	\$ (194,035)	\$ (192,446)	\$ (281,199)	\$ (214,397)	\$ (245,778)	\$ (284,018)	\$ (225,829)	\$ (229,410)	\$ (220,946)
30 Insurance	\$ (29,409)	\$ (29,409)	\$ (29,073)	\$ (31,217)	\$ (31,217)	\$ (31,217)	\$ (31,217)	\$ (31,078)	\$ (31,357)	\$ (31,636)	\$ (31,357)	\$ (31,357)	\$ 24,480
31 Rental and Leases	\$ (6,572)	\$ (8,236)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)	\$ (5,122)
32 Repairs and Maintenance	\$ (77,954)	\$ (66,261)	\$ (59,178)	\$ (61,400)	\$ (83,704)	\$ (43,013)	\$ (63,115)	\$ (76,045)	\$ (52,642)	\$ (38,289)	\$ (74,875)	\$ (62,495)	\$ (77,972)
33 Utilities and Telephone	\$ (61,926)	\$ (72,718)	\$ (84,492)	\$ (39,007)	\$ (77,351)	\$ (48,639)	\$ (67,242)	\$ (77,007)	\$ (84,068)	\$ (80,476)	\$ (61,933)	\$ (74,592)	\$ (74,283)
34 Depreciation Amortization	\$ (89,455)	\$ (90,127)	\$ (187,118)	\$ (109,142)	\$ (107,956)	\$ (108,633)	\$ (113,490)	\$ (113,761)	\$ (114,772)	\$ (108,941)	\$ (96,338)	\$ (96,054)	\$ (95,943)
35 Other Expenses	\$ (22,667)	\$ (28,402)	\$ (184,222)	\$ (32,616)	\$ (91,542)	\$ (31,347)	\$ (34,884)	\$ (30,394)	\$ (38,524)	\$ (33,975)	\$ (31,700)	\$ (39,828)	\$ (72,553)
<b>36 Total Operating Expenses</b>	<b>\$ (2,113,664)</b>	<b>\$ (2,152,844)</b>	<b>\$ (2,495,252)</b>	<b>\$ (2,311,203)</b>	<b>\$ (2,434,913)</b>	<b>\$ (2,231,076)</b>	<b>\$ (2,550,056)</b>	<b>\$ (2,448,573)</b>	<b>\$ (2,551,870)</b>	<b>\$ (2,476,062)</b>	<b>\$ (2,339,277)</b>	<b>\$ (2,638,773)</b>	<b>\$ (2,517,230)</b>
<b>37 Income From Operations</b>	<b>\$ 2,612,040</b>	<b>\$ 4,149,216</b>	<b>\$ (249,860)</b>	<b>\$ (158,694)</b>	<b>\$ (42,122)</b>	<b>\$ 91,276</b>	<b>\$ (30,613)</b>	<b>\$ 567,827</b>	<b>\$ (603,555)</b>	<b>\$ (700,275)</b>	<b>\$ 1,009,661</b>	<b>\$ 1,224,515</b>	<b>\$ 1,305,499</b>
38 Tax Revenue	\$ 50,417	\$ 50,417	\$ 50,417	\$ 50,417	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875	\$ 55,875
39 Non Capital Grants and Donations	\$ 786	\$ 62,038	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 40,000	\$ -	\$ 122,000
40 Interest Income	\$ 18,890	\$ -	\$ -	\$ 50,064	\$ -	\$ -	\$ 37,921	\$ -	\$ -	\$ 29,553	\$ -	\$ 3	\$ -
41 Interest Expense	\$ (29,891)	\$ (27,418)	\$ (6,387)	\$ (22,044)	\$ (22,139)	\$ (22,078)	\$ (21,663)	\$ (21,817)	\$ (21,275)	\$ (19,160)	\$ (19,283)	\$ (19,165)	\$ (18,793)
42 Non-Operating Income (Expenses)	\$ 21,100	\$ 2,844	\$ 2,801	\$ 3,325	\$ 2,653	\$ 20	\$ -	\$ 7,880	\$ 3,125	\$ 3,444	\$ 3,375	\$ 3,327	\$ 24,483
<b>43 Total Non-Operating Gain (Loss)</b>	<b>\$ 61,302</b>	<b>\$ 87,881</b>	<b>\$ 46,831</b>	<b>\$ 82,762</b>	<b>\$ 36,389</b>	<b>\$ 33,817</b>	<b>\$ 72,133</b>	<b>\$ 41,938</b>	<b>\$ 42,725</b>	<b>\$ 69,712</b>	<b>\$ 79,967</b>	<b>\$ 40,040</b>	<b>\$ 183,565</b>
<b>44 Net Income</b>	<b>\$ 2,673,342</b>	<b>\$ 4,237,097</b>	<b>\$ (203,029)</b>	<b>\$ (75,932)</b>	<b>\$ (5,733)</b>	<b>\$ 125,093</b>	<b>\$ 41,520</b>	<b>\$ 609,765</b>	<b>\$ (560,830)</b>	<b>\$ (630,563)</b>	<b>\$ 1,089,628</b>	<b>\$ 1,264,555</b>	<b>\$ 1,489,064</b>
45 Operating Margin %	55.27%	65.84%	-11.13%	-7.37%	-1.76%	3.93%	-1.22%	18.82%	-30.98%	-39.43%	30.15%	31.70%	34.15%
46 Net Margin %	56.57%	67.23%	-9.04%	-3.53%	-24.00%	5.39%	1.65%	20.21%	-28.79%	-35.51%	32.54%	32.73%	38.95%
47 Payroll as % of Operating Expense	65.23%	64.39%	54.75%	64.17%	59.50%	61.52%	60.35%	59.97%	61.35%	61.92%	60.59%	63.55%	60.45%

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

	FYE	FYE	FYE	FYE	FYE 2021-2020	
	as of 4/30/21	4/30/2020	4/30/2019	4/30/2018	\$ Change	% Change
<b>Assets</b>						
Current Assets						
Cash	\$ 843,846	\$ 871,137	\$ 531,808	\$ 345,755	\$ (27,291)	-3.13%
Short-term Investments (LAIF)	\$ 19,930,015	\$ 10,641,458	\$ 333,114	\$ 1,418,790	\$ 9,288,557	87.29%
<b>Total Cash and Equivalents</b>	<b>\$ 20,773,861</b>	<b>\$ 11,512,595</b>	<b>\$ 864,922</b>	<b>\$ 1,764,546</b>	<b>\$ 9,261,266</b>	<b>80.44%</b>
Patient Accounts Receivable	\$ 6,237,689	\$ 3,689,705	\$ 5,237,572	\$ 5,479,874	\$ 2,547,984	69.06%
Accounts Receivable Reserves	\$ (2,245,553)	\$ (1,425,276)	\$ (2,057,546)	\$ (2,068,844)	\$ (820,277)	57.55%
<b>Net Accounts Receivable</b>	<b>\$ 3,992,136</b>	<b>\$ 2,264,429</b>	<b>\$ 3,180,026</b>	<b>\$ 3,411,030</b>	<b>\$ 1,727,707</b>	<b>76.30%</b>
% of Gross Account Receivables	64.0%	61.4%	60.7%	62.2%		
Inventory	\$ 269,801	\$ 233,441	\$ 229,621	\$ 200,598	\$ 36,360	15.58%
Other Assets	\$ 705,676	\$ 262,056	\$ 137,244	\$ 533,183	\$ 443,620	169.28%
Total Other Assets	\$ 975,477	\$ 495,497	\$ 366,866	\$ 733,781	\$ 479,980	96.87%
<b>Total Current Assets</b>	<b>\$ 25,741,474</b>	<b>\$ 14,272,521</b>	<b>\$ 4,411,813</b>	<b>\$ 5,909,357</b>	<b>\$ 11,468,953</b>	<b>80.36%</b>
Fixed Assets						
Land	\$ 1,123,344	\$ 1,120,209	\$ 948,686	\$ 948,686	\$ 3,135	0.28%
Buildings	\$ 14,837,671	\$ 14,149,712	\$ 14,087,815	\$ 10,608,171	\$ 687,959	4.86%
Capital Equipment	\$ 14,462,563	\$ 13,542,096	\$ 12,598,701	\$ 12,514,448	\$ 920,466	6.80%
In Progress	\$ 10,500	\$ 962,774	\$ 494,625	\$ 3,230,328	\$ (952,274)	-98.91%
Total Plant & Equipment	\$ 30,434,077	\$ 29,774,791	\$ 28,129,827	\$ 27,301,634	\$ 659,286	2.21%
Accumulated Depreciation	\$ (21,237,232)	\$ (19,895,008)	\$ (18,693,889)	\$ (17,683,393)	\$ (1,342,224)	6.75%
<b>Net Fixed Assets</b>	<b>\$ 9,196,845</b>	<b>\$ 9,879,784</b>	<b>\$ 9,435,938</b>	<b>\$ 9,618,241</b>	<b>\$ (682,938)</b>	<b>-6.91%</b>
<b>Total Assets</b>	<b>\$ 34,938,320</b>	<b>\$ 24,152,305</b>	<b>\$ 13,847,751</b>	<b>\$ 15,527,597</b>	<b>\$ 10,786,015</b>	<b>44.66%</b>
<b>LIABILITIES AND RETAINED EARNINGS</b>						
Current Liabilities						
Accounts Payable	\$ 386,192	\$ 391,773	\$ 711,825	\$ 877,880	\$ (5,581)	-1.42%
Accrued Payroll & Benefits	\$ 1,263,623	\$ 1,104,130	\$ 1,029,995	\$ 1,017,457	\$ 159,493	14.45%
Other Current Liabilities	\$ 12,600,825	\$ 5,429,567	\$ 1,911,072	\$ 776,494	\$ 7,171,258	132.08%
<b>Total Current Liabilities</b>	<b>\$ 14,250,640</b>	<b>\$ 6,925,470</b>	<b>\$ 3,652,892</b>	<b>\$ 2,671,831</b>	<b>\$ 7,325,169</b>	<b>105.77%</b>
Long-Term Liabilities						
Loans	\$ 5,278,051	\$ 6,071,978	\$ 6,437,140	\$ 6,013,502	\$ (793,927)	-13.08%
Capitalized Leases	\$ -	\$ -	\$ 46,073	\$ 447,688	\$ -	0.00%
<b>Total Long Term Liabilities</b>	<b>\$ 5,278,051</b>	<b>\$ 6,071,978</b>	<b>\$ 6,483,213</b>	<b>\$ 6,461,190</b>	<b>\$ (793,927)</b>	<b>-13.08%</b>
Deferred Revenue	\$ -	\$ -	\$ 101,143	\$ 608,240	\$ -	0.00%
<b>TOTAL LIABILITIES</b>	<b>\$ 19,528,691</b>	<b>\$ 12,997,448</b>	<b>\$ 10,237,248</b>	<b>\$ 9,741,261</b>	<b>\$ 6,531,243</b>	<b>50.25%</b>
<b>Fund Balance</b>	<b>\$ 15,409,629</b>	<b>\$ 11,154,857</b>	<b>\$ 3,610,504</b>	<b>\$ 5,786,336</b>	<b>\$ 4,254,772</b>	<b>38.14%</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 34,938,320</b>	<b>\$ 24,152,305</b>	<b>\$ 13,847,751</b>	<b>\$ 15,527,597</b>	<b>\$ 10,786,015</b>	<b>44.66%</b>

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

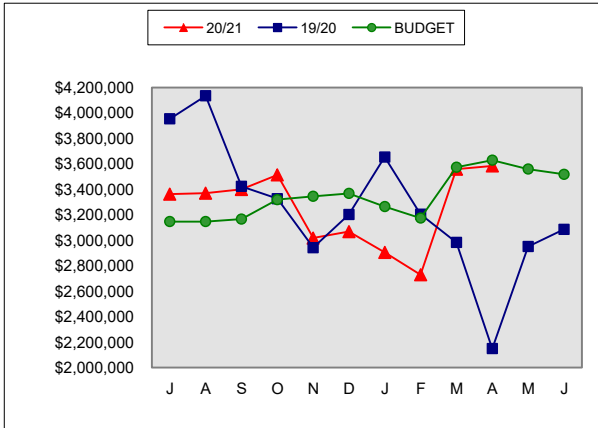
		MONTH TO DATE			YEAR TO DATE	
		CURRENT MONTH Apr-21	PRIOR MONTH Mar-21	PRIOR YEAR MONTH Apr-20	Jul-20 - Jun-21	Jul-19 - Jun-20
1	Acute Inpatient					
	Admissions	6	10	9	87	121
	Discharges	8	7	8	86	122
2	Observations Admissions	4	6	4	66	68
3	Endoscopy	28	26	0	172	154
4	Ambulatory Services	55	20	32	490	591
5	Ambulance	64	73	49	684	807
6	Emergency Visits	246	247	170	2394	3032
7	Lab Procedures	3736	4271	1704	36495	27908
8	Diagnostic Imaging					
	CT Scan	149	129	89	1352	1466
	Mammography	29	29	12	359	402
	MRI	17	14	8	152	164
	Radiology Procedures	228	250	141	2272	2779
	Ultrasound	68	88	27	712	674
9	Respiratory	88	80	59	696	2063
10	Cardiology	99	80	52	1101	938
11	Physical Therapy	1133	1301	914	10769	7750
12	Occupational Therapy	606	546	372	4535	4055
13	ACUTE CARE					
14	Acute Patient Days	48	51	30	331	444
15	Acute ADC	1.60	1.65	1.00	1.09	1.46
16	% Occupancy Acute	17.78%	18.28%	11.11%	12.10%	16.17%
17	Avg Length of Stay	9.6	3	3.5	3.8	3.7
18	Swing Bed Days	41	7	13	395	621
19	Swing Bed ADC	1.37	0.23	0.43	1.30	2.04
20	Avg Length of Stay	4.00	7.00	16.00	18.70	14.60
21	Observations Hours	123	106	87	1238	1591
22	Observations ADC	0.17	0.14	0.12	0.17	0.22
23	Total ADC	3.14	2.01	1.55	2.56	3.71
	SKILLED NURSING UNIT					
24	Patient Days	1568	1611	1713	15874	16515
25	SNF Average Census	52.27	51.97	57.10	52.22	54.33
26	% Occupancy SNF	79.19%	78.74%	86.52%	79.12%	82.04%
	TOTAL					
27	Patient Days	1657	1669	1756	16600	17580
28	Average Daily Census	55.23	53.84	58.53	54.61	57.83

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

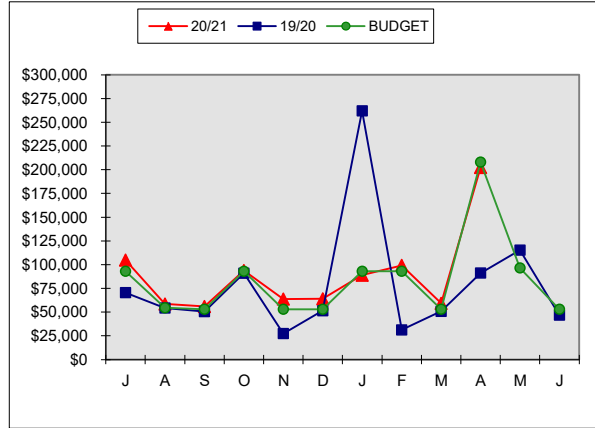
	MONTH TO DATE			YEAR TO DATE	
	CURRENT MONTH Apr-21	PRIOR MONTH Mar-21	PRIOR YEAR MONTH Apr-20	Jul-20 - Jun-21	Jul-19 - Jun-20
<b>Provider Visits</b>					
Adams, Robert	96	42	1	187	5
Adkins, Stacia	83	101	0	801	781
Aggarwal, Shruti	0	0	0	0	885
Ball, Donald	0	0	0	0	273
Brooks, Michael	75	73	19	732	643
Bugna, Eric	65	62	36	524	460
Coll, Shawni	0	18	0	47	37
Corvera, Amanda	0	0	0	1	0
Cox, Charles	5	4	0	23	59
Dhond, Milind	82	48	53	551	512
Dupuis, William	44	73	0	586	0
Ettinger, Victor	17	10	9	150	142
Farias, Ginger	2	9	0	39	50
Feil, Frederick	0	0	0	69	173
Flapan, Wendy	0	0	0	0	294
Foley, Trish	36	73	86	677	675
Freitas, Paul	0	1	0	4	13
Gould, Roxanne	24	19	0	179	290
Grier, Barnett	243	216	154	1910	1803
Hibler, John	69	84	13	648	921
Hill, Beth	0	0	99	658	1528
Hoffman, Daniel	207	248	41	1864	2205
Hunt, Ben	15	21	5	144	181
Jaquez, Robin	29	25	30	300	555
Mills, William	1	0	1	8	9
Morrison, Mary	111	170	0	1335	525
Muto-Isolani, Antonio	1	0	0	8	1
Nielsen, Marc	2	0	0	7	16
Ouyang, Debra	0	0	0	0	53
Phen, Lovsho	0	125	105	1048	1320
Potter, Christina	219	344	179	2497	2302
Prichard, Gail	0	0	0	0	1
Printz, Richard	14	4	0	71	83
Robinson, Ken	4	0	1	28	48
Sapir, Leora	118	139	72	1234	847
Scott, John	0	0	0	0	64
Skiles, Sunny	7	0	0	43	69
Spencer, Christine	55	87	31	715	706
Stoll, Daniel	128	130	107	1149	1195
Streit, Cara	0	0	0	36	21
Sturgis, Cristy	0	0	0	0	63
Swanson, Paul	31	30	2	128	29
Taylor, Peter	11	0	6	33	29
Thompson, Steven	0	0	0	35	26
Vo, Quang	5	5	1	60	74
Walters, Marc	1	0	0	14	14
Williams, Anne	0	0	0	0	34
Wojek, Irene	95	119	106	1035	865
<b>Total</b>	<b>1895</b>	<b>2280</b>	<b>1157</b>	<b>19578</b>	<b>20879</b>
<b>Clinics</b>					
Graeagle Medical Clinic	260	265	181	2233	2569
Loyalton Medical Clinic	291	393	221	3069	2966
Pine Street Dental Clinic	0	0	0	0	0
Pine Street Medical Clinic	0	0	0	0	103
Portola Dental Clinic	358	441	41	3430	3339
Portola Medical Clinic	828	957	463	8704	9772
Behavioral Health	129	182	169	1588	1518
Telemed	29	42	82	554	612
<b>Total</b>	<b>1895</b>	<b>2280</b>	<b>1157</b>	<b>19578</b>	<b>20879</b>

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

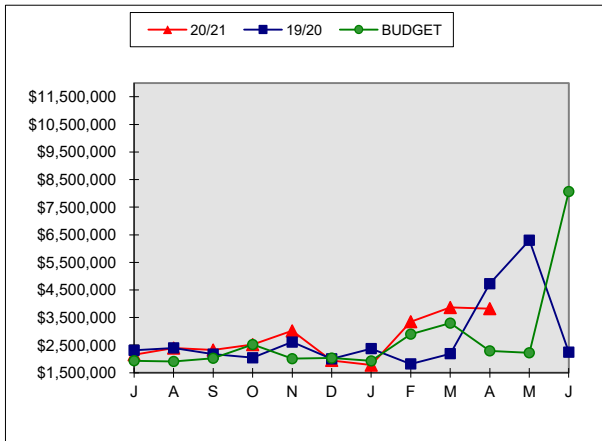
## 1. GROSS PATIENT REVENUE



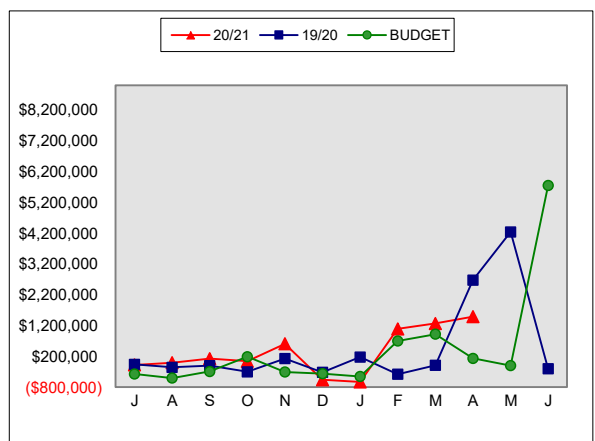
## 4. NON-OPERATING INCOME



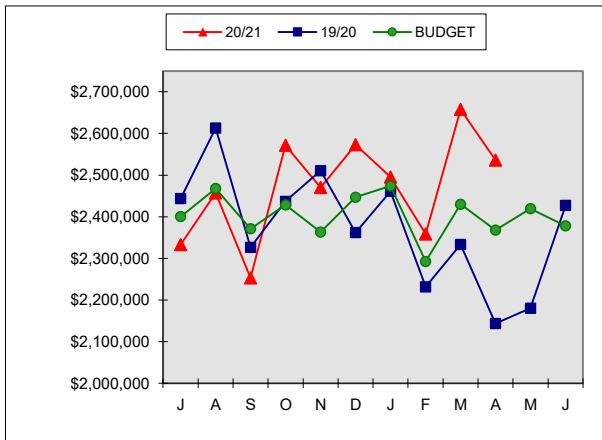
## 2. ESTIMATED NET REVENUE



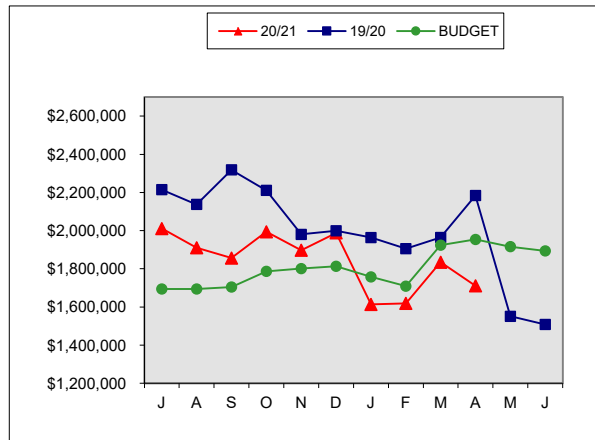
## 5. NET INCOME (LOSS)



## 3. OPERATING EXPENSES

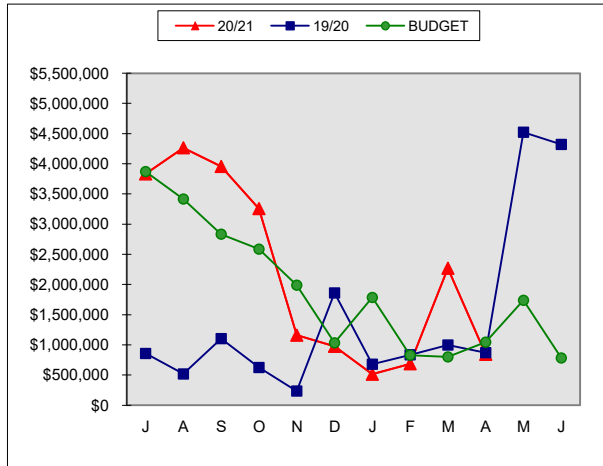


## 6. CASH RECEIPTS

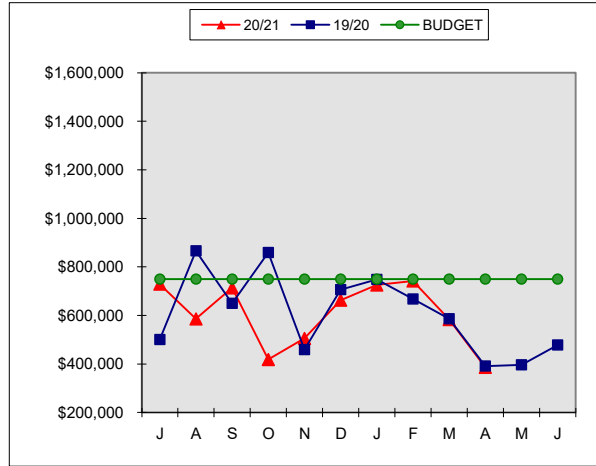


**EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021**

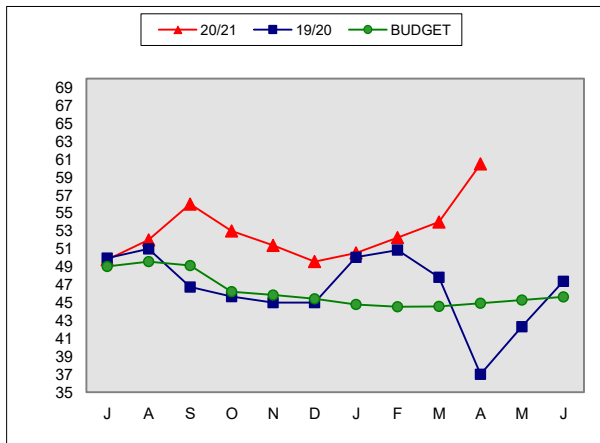
**7. OPERATING CASH**



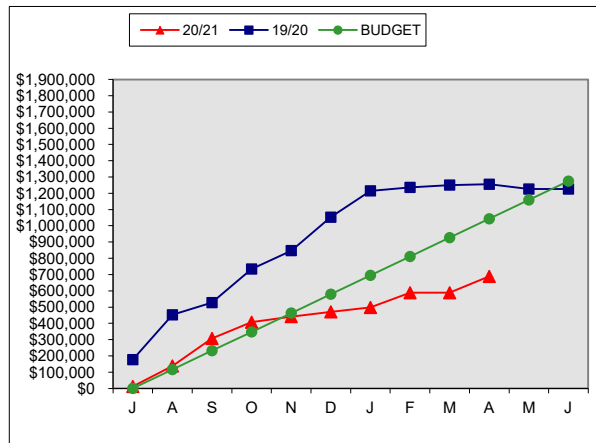
**10. ACCOUNTS PAYABLE**



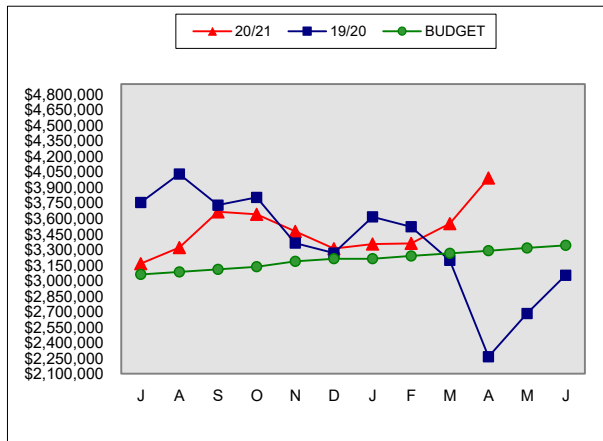
**8. ACCOUNTS RECEIVABLE-DAYS**



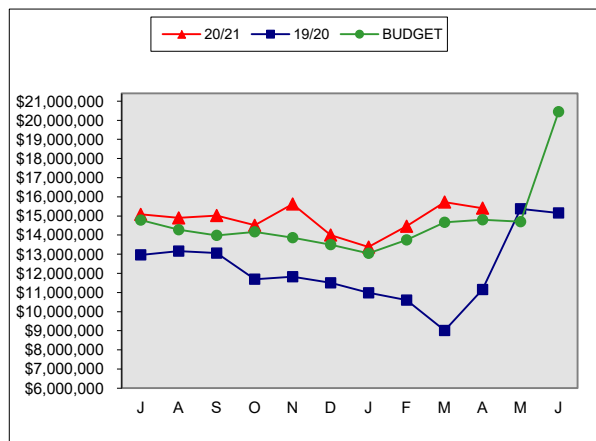
**11. CAPITAL EXPENDITURES-YTD**



**9. ACCOUNTS RECEIVABLE, NET**



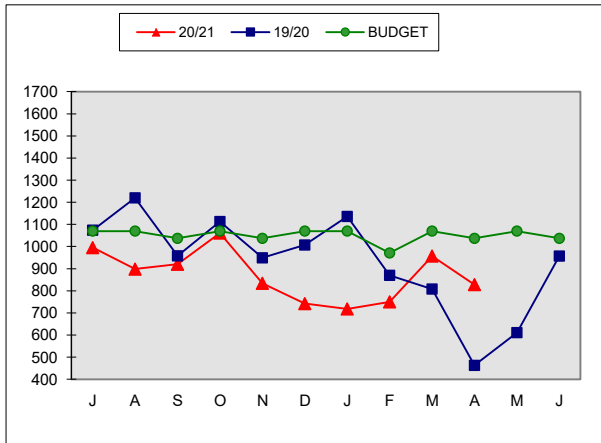
**12. FUND BALANCE + NET INCOME (LOSS)**



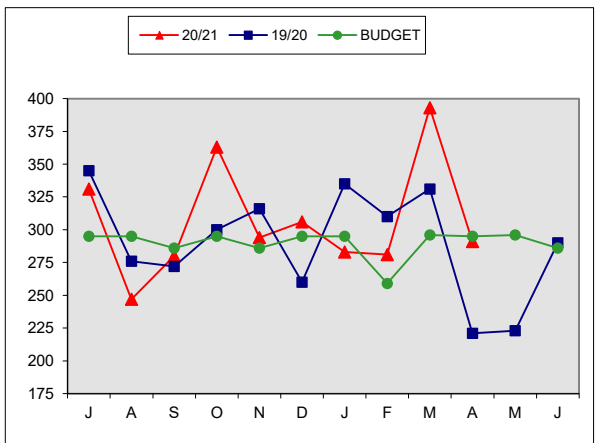


EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
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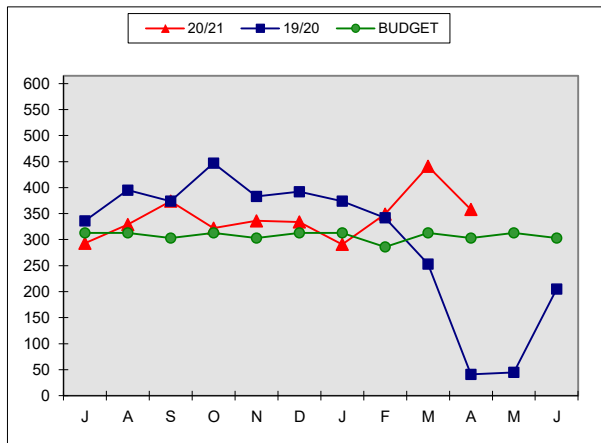
**13. PORTOLA MEDICAL CLINIC VISITS**



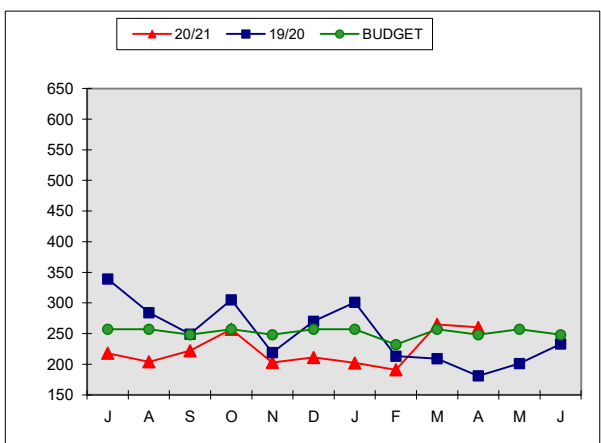
**16. LOYALTON MEDICAL CLINIC VISITS**



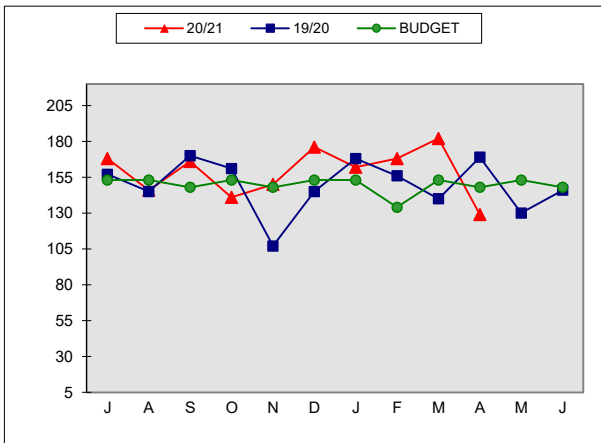
**14. PORTOLA DENTAL CLINIC VISITS**



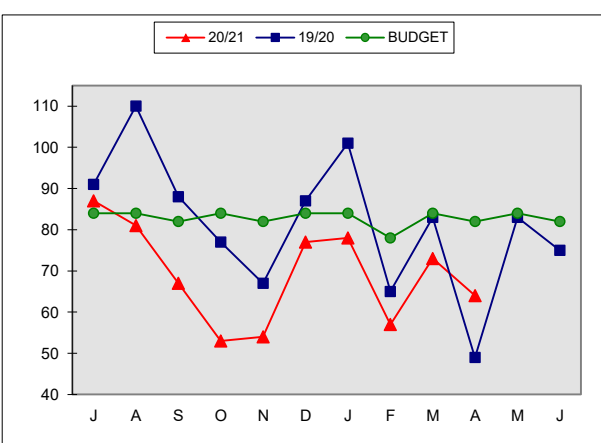
**17. GRAEAGLE MEDICAL CLINIC VISITS**



**15. BEHAVIORAL HEALTH VISITS**

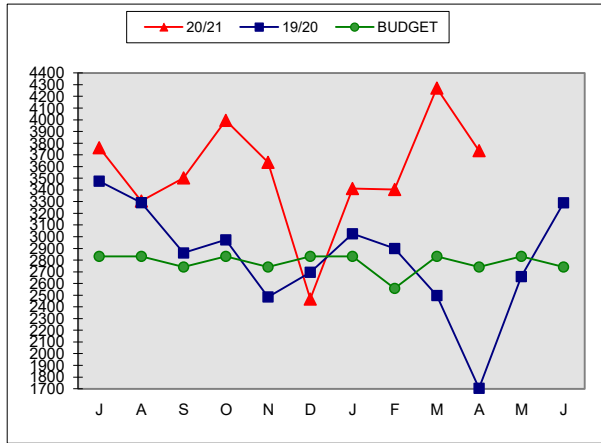


**18. AMBULANCE RUNS**

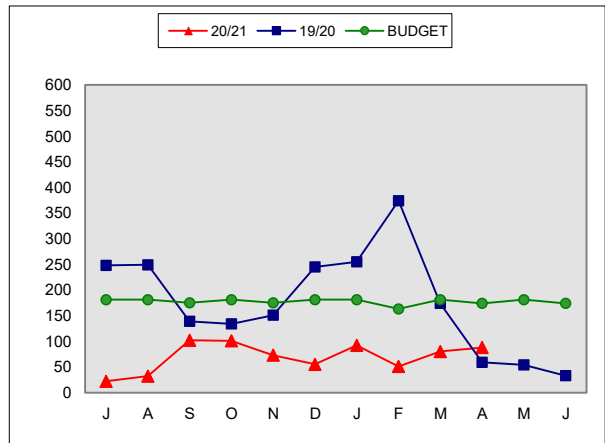


**EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021**

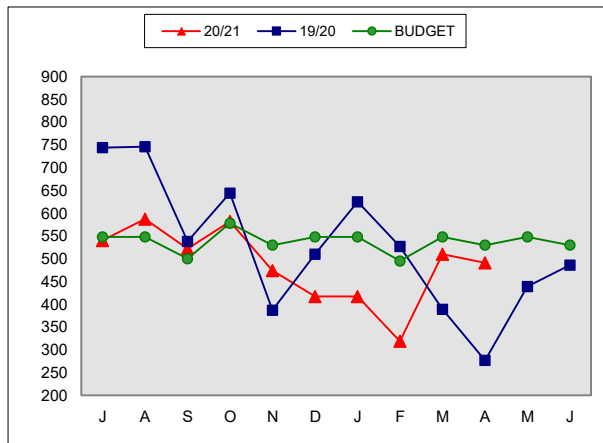
**19. LABORATORY PROCEDURES**



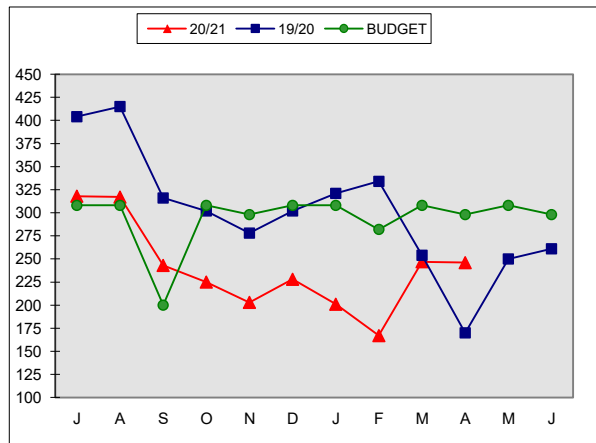
**22. RESPIRATORY PROCEDURES**



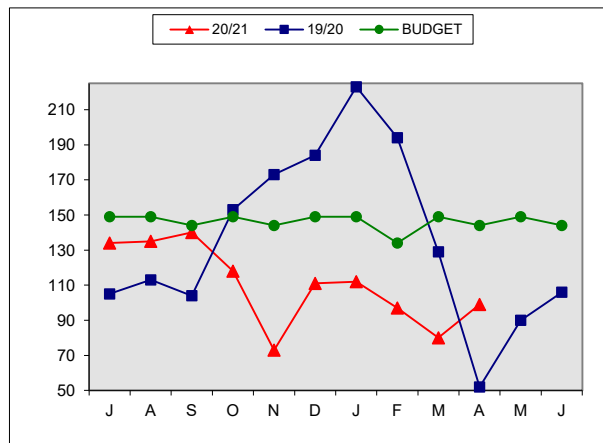
**20. RADIOLOGY PROCEDURES**



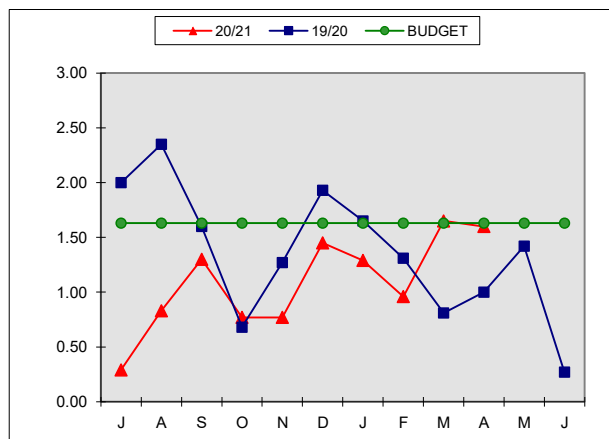
**23. EMERGENCY ROOM VISITS**



**21. ECGS**

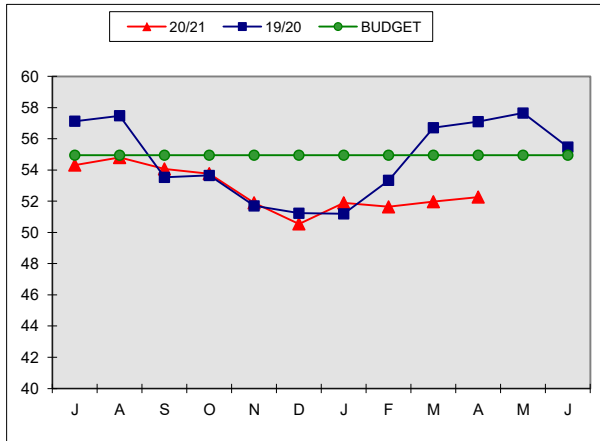


**24. AVERAGE DAILY CENSUS - ACUTE**

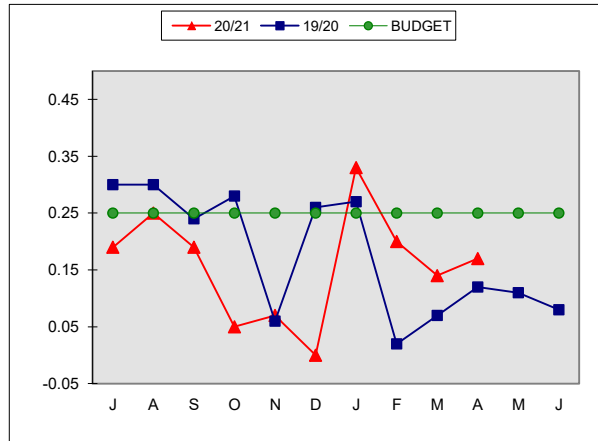


EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021

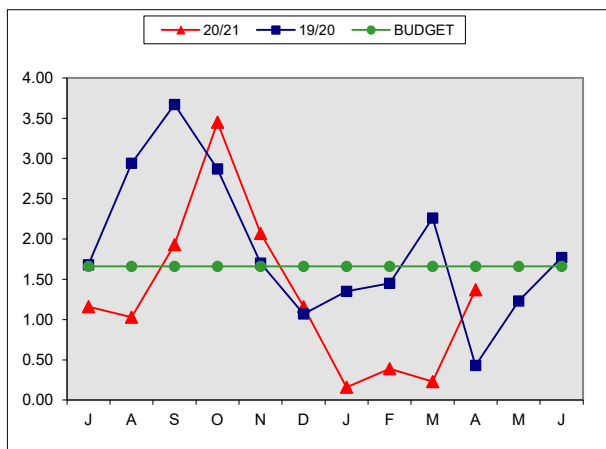
**25. AVERAGE DAILY CENSUS - SNF**



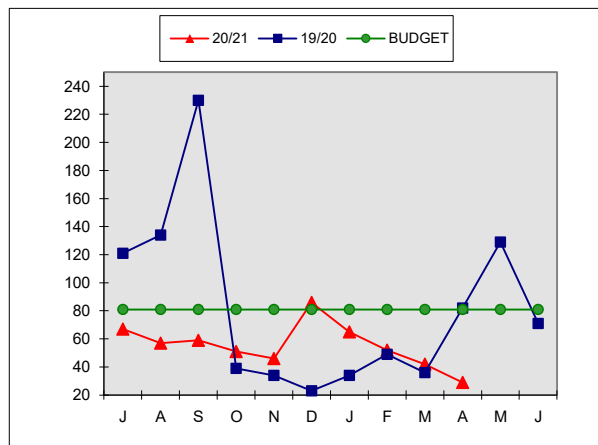
**28. AVERAGE DAILY CENSUS - OBSERVATION**



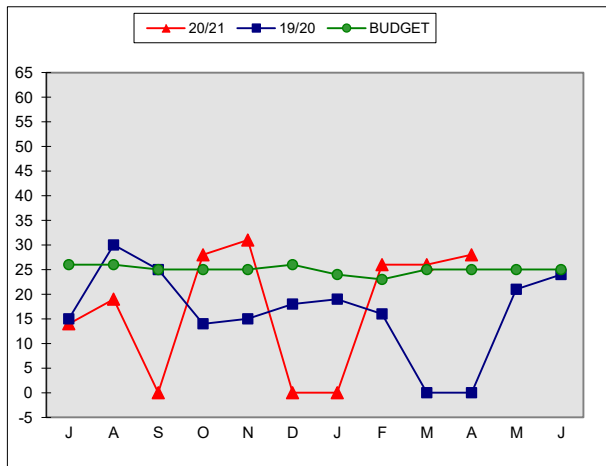
**26. AVERAGE DAILY CENSUS-SWING**



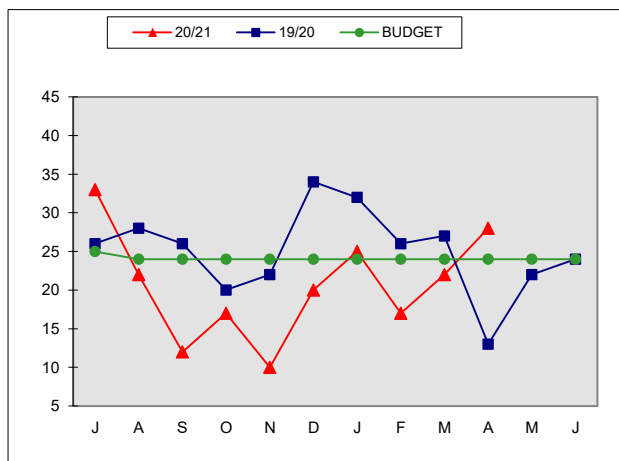
**29. TELEMEDICINE VISITS**



**27. ENDOSCOPY PROCEDURES**

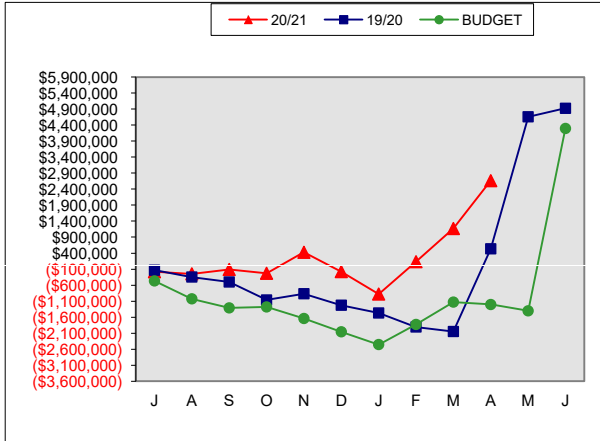


**30. EMERGENCY DEPARTMENT TRANSFERS**

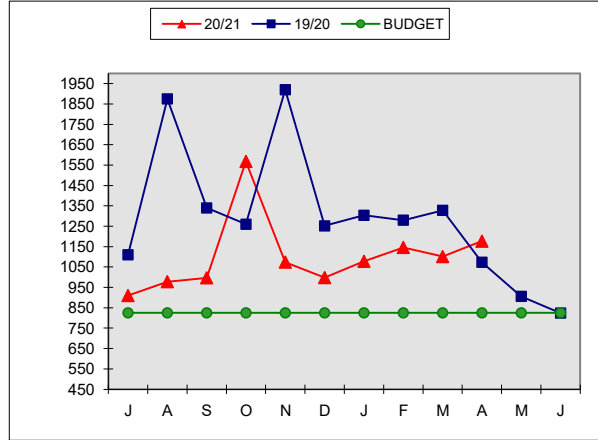


**EASTERN PLUMAS HEALTH CARE  
MONTHLY FINANCIAL GRAPHS  
FOR THE YEAR ENDED JUNE 30, 2021**

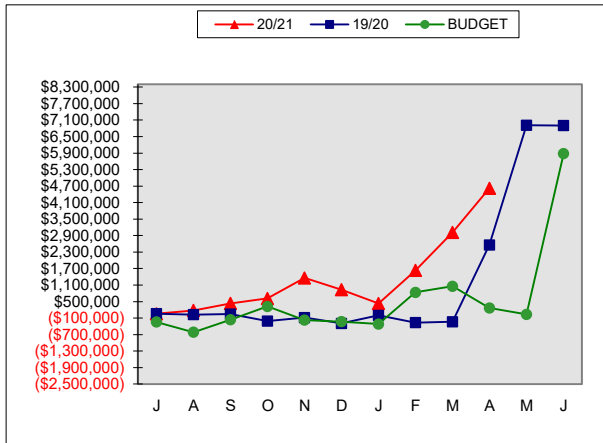
**31. YEAR TO DATE OPERATING INCOME (LOSS)**



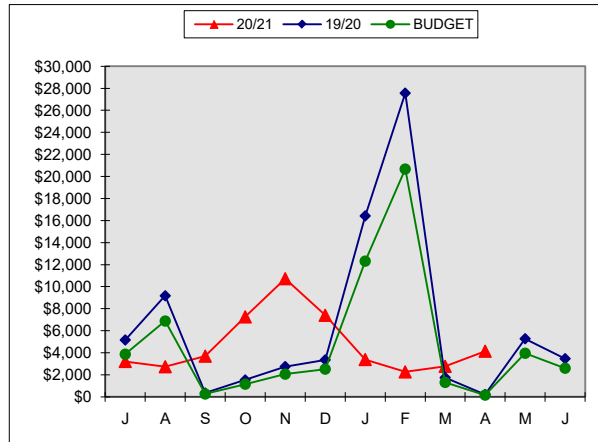
**34. OVERTIME HOURS**



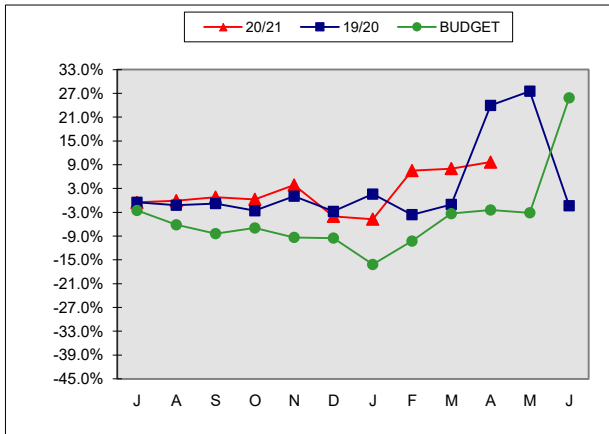
**32. EARNINGS BEFORE INTEREST, DEPRECIATION & AMORTIZATION**



**35. DENIALS**



**33. RETURN ON EQUITY**



# AGENDA ITEM COVER SHEET

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

***Policy List***

<b>PolicyStat ID</b>	<b>Title</b>	<b>Area</b>
9620256	Ambulance Cleaning/Decontamination	Ambulance
9620251	Ambulance Controlled Substance	Ambulance
9620252	Ambulance Dress Code and Appearance Standards	Ambulance
9620253	Ambulance Non-Patient Passenger	Ambulance
9620254	Ambulance Restocking & Expiration Checks	Ambulance
9620255	Daily Ambulance Inspection	Ambulance
9620250	Driver Requirements	Ambulance
9620249	Fire Camp	Ambulance
9620259	Inter-Facility Transfers	Ambulance
9620257	Medication Security While Ambulance is out of EPHC Custody	Ambulance
9620258	Non-Emergent Patient Transportation	Ambulance
9620245	Norcal EMS Policies and Procedures	Ambulance
9620247	Patient Care Reports (PCR) and Proper Distribution	Ambulance
9620248	Patient Contact and Scene Authority	Ambulance
9620261	Security Policy (Biometric Safe)	Ambulance
9620260	Staging of Ambulances	Ambulance
9658528	Hot Beverage Policy	Dietary
9395573	Code Pink/Purple: Infant/Child Abduction	EOP
8593440	Release of Information Copying Costs	Health Information Management
9395586	Central Line Insertion, Use, Maintenance and Removal	Infection Prevention
9395591	Assessment/Reassessment Policy	Nursing
9331758	Determining Patient Acuity Levels for Staffing	Nursing
9409962	Disposition Code (Discharge, Transfer or Admission) Policy	Nursing
9620244	Patient Valuables	Nursing
9331786	Floor Stock	Pharmacy
9620256	Ambulance Cleaning/Decontamination	Ambulance
9620251	Ambulance Controlled Substance	Ambulance
9620252	Ambulance Dress Code and Appearance Standards	Ambulance
9620253	Ambulance Non-Patient Passenger	Ambulance
9620254	Ambulance Restocking & Expiration Checks	Ambulance
9620255	Daily Ambulance Inspection	Ambulance
9620250	Driver Requirements	Ambulance