



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

Thursday, September 24, 2026 at 4:00 p.m.

1. Call to Order

Meeting was called to order at 4:00 p.m.

2. Roll Call

Augustine Corcoran, Board Chair; Bob Duncan, Board Member; Paul Swanson, M.D., Board Member; Linda Satchwell; Board Member (Absent); Marcia Hughes, Board Member.

Staff in attendance: Doug McCoy, CEO; Cody Canon, COO; Katherine Pairish, CFO; Penny Holland, CNO; Megan McCrorey, CSO; Donna Dorsey, ED Manager; Lorraine Noble, DON; Tracy Studer, Director of Clinics; Max Barroso, Director of Rehabilitation

3. Board Comments

None

4. Public Comment

None

5. Consent Calendar

- **Approval of Minutes** – Approval of the minutes from the August 27, 2026 Board of Directors Meeting and the agenda for the September 24, 2026 meeting.
- **ACTION** – Motion was made by Director Duncan, seconded by Director Swanson to approve the minutes as presented.

Roll Call Vote – AYES: Directors Corcoran, Hughes, Duncan, and Swanson

NAYS: None

Public Comment: None

6. Auxiliary Report

Director Hughes

A report was presented to the Board detailing the operating activities for the prior quarter and amendments to the Auxiliary Board bylaws.

7. Staff Reports

A. Chief Nursing Officer Report

See attached report

Penny Holland

B. SNF Director of Nursing

See attached report

Lorraine Noble

C. Director of Clinics

See attached report

Tracy Studer

D. Chief Strategy Officer

Megan McCrorey

E. Chief Operating Officer

Cody Canon

F. Chief Financial Officer

Katherine Pairish

See attached report

8. Committee Reports

Board Members

Regular Meeting of the Board of Directors of Eastern Plumas Health Care
September 24, 2026 MINUTES - Continued

A. Finance Committee

9. Acceptance of Draft Financials as Presented

Director Corcoran

ACTION: Motion was made by Director Swanson, seconded by Director Hughes to approve the draft financials as presented.

Roll Call Vote: AYES: Directors Corcoran, Swanson, Hughes, and Duncan,

Nays: None

Public Comment: None

10. Chief Executive Officer Report

Doug McCoy

ACTION: Motion was made to approve resolution #300 Conflict of Interest Code and corresponding policy as required by Plumas County.

Roll Call Vote: AYES: Directors Corcoran, Swanson, Hughes, and Duncan,

Nays: None

Public Comment: None

11. Policies

ACTION: Motion was made by Director Hughes, seconded by Director Swanson to approve the policies presented for August.

Roll Call Vote: AYES: Directors Swanson, Corcoran, Duncan, and Hughes

Nays: None

Public Comment: None.

12. Public Comment

None.

13. Board Closing Remarks

Director Corcoran

None

Open Session recessed at 5:09 p.m.

14. Closed Session- called to order at 5:11 p.m.

A. Pursuant Hearing (Health and Safety Code 32155)

Subject Matter: Staff Privileges

Clinic

- **Grant, Elizabeth - LMFT** - 60 day extension to complete application process
- **Gonzales, Corey - PHD** - Tele Psy services - 2 year appointment
- **Coll, Daniel - PA** - 2 year appointment
- **Coll, Shawni - M.D.** - 2-year appointment

Tele-Radiology

- **Eisinger, Philip - D.O.** - 2 year appointment
- **Kopec, Marcin - M.D.** - 2 year appointment

B. Public Employee Performance Evaluation (Government Code Section 54957) Subject Matter: CEO

Regular Meeting of the Board of Directors of Eastern Plumas Health Care
September 24, 2026 MINUTES - Continued

15. Open Session Report of Actions Taken in Closed Session

The Board returned at approximately 5:41 p.m.

A: ACTION- The Board approved a motion to provide staff privileges to all appointees listed on agenda item 14.A with the exception of Dr. Shawni Coll whose appointment was amended from 2 years to one year.

B: ACTION - No Action taken 14.B

16. Adjournment

Meeting adjourned at 5:42 p.m.

DRAFT

EASTERN PLUMAS HEALTH CARE AUXILIARY

BYLAWS – AMENDED 2026

ARTICLE I: DEFINITIONS

- A. "Auxiliary" means Eastern Plumas Health Care Auxiliary, 116 Commercial, Portola, CA 96122
- B. "Executive Board" means the elected officers of the Auxiliary.
- C. "Facilities" means the thrift store and other facilities and services operated by the Auxiliary.
- D. "Hospital" means Eastern Plumas Health Care (EPHC).

ARTICLE II: NAME

- A. The name of this organization shall be EASTERN PLUMAS HEALTH CARE AUXILIARY (EPHC or Auxiliary).

ARTICLE III: MISSION STATEMENT

- A. To provide our health system with financial support to upgrade medical equipment and to advance staff education.
- B. To improve the quality of life for our community by:
 - 1. Providing a means of obtaining some of life's necessities, such as clothing and household goods, and durable medical equipment as available.
 - 2. Providing an outlet for donations of excess goods thereby supporting recycling and reuse in our community.

ARTICLE IV: ORGANIZATION 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. This organization is registered as a public charity with the IRS (FEIN# 68-0219192); the California Registry of Charities and Fundraisers (Reg. #080394); and has tax exempt status with the California FTB (Entity ID# 9580151).
- 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.

shall be an ex officio member of all standing committees of the Auxiliary, except the nominating committee. In the event of an emergency, the President shall be empowered to act for the Executive Board with such action to be ratified at the next Executive Board meeting. The President may expend up to \$500 without approval. The President or an appointee is the liaison between the Auxiliary and EPHC.

2. The Vice-President, in the absence of the President, shall have executive powers and perform the duties of the President.
3. The Secretary shall keep records of all meetings of the organization and of the Executive Board in record books belonging to the Auxiliary. These records shall be stored in an agreed upon location. The Secretary will also be responsible for the Auxiliary's correspondence including sending acknowledgements of financial donation.
4. The Treasurer shall be responsible for keeping accurate records of all financial affairs of the Auxiliary and shall render a monthly financial report to the Executive Board. The Treasurer shall have charge of finances under the control and supervision of the Executive Board. 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.
5. The Members-At-Large shall perform duties allocated by the President or Executive Board.

E. MANAGEMENT AND CONTROL OF PROPERTY OF THE AUXILIARY

1. Shall be administered by the Executive Board on behalf of the membership. The Executive Board shall adopt its own rules of procedure consistent with these bylaws.

F. CONTRACTS OR DOCUMENTS

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

G. REGULAR MEETINGS OF THE EXECUTIVE BOARD

1. Shall be held at least once a quarter.

H. SPECIAL MEETINGS OF THE EXECUTIVE BOARD

1. Special meetings of the Executive Board may be held at any time when requested in writing by not fewer than three (3) members of the Executive Board.

I. QUORA

1. The majority of the members of the Executive Board 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.

J. NOTICE OF MEETING

1. There shall be a written notice posted of regular meetings of the Executive Board at Nifty Thrifty 72 hours prior to the meeting. For special meetings, there shall be at least 24 hours prior notice.

ARTICLE VII: GENERAL MEMBERSHIP MEETINGS

- A. There shall be a minimum of one annual meeting of the general Auxiliary membership.
- B. The time and place of the meetings will be determined by the Executive Board.
- C. The annual meeting shall be held each year with the installation of officers, annual reports of officers,

by the Executive Board. Debit cards may be held by the President, Treasurer and Nifty Thrifty Manager with a limit established by the Executive Board and no cash available.

D. The Treasurer will manage all electronic payments.

E. SCHOLARSHIP FUNDS

1. All direct donations go into the Scholarship Fund.
2. Scholarship Funds shall be expended by the Auxiliary to support opportunities related to training for hospital employees with the approval of the Executive Board.
3. Awardees are selected by the Scholarship Committee.
4. This section shall apply only as long as the Scholarship Program is active.

F. GENERAL FUNDS:

1. Shall consist of all undesignated funds.

G. PROPERTY OF THE AUXILIARY

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. DISSOLUTION

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) with the approval of Eastern Plumas Health Care Board of Directors.

ARTICLE XII: FISCAL YEAR

- A. The fiscal year of the Auxiliary shall commence May 1 and shall end on April 30.

ARTICLE XIII: PARLIAMENTARY AUTHORITY

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

ARTICLE XIV: AMENDMENTS

- A. 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. Notice of the proposed alteration, repeal or amendment must accompany notice of the meeting (regular or special) and shall be posted 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 XV: 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.

ADDENDUM A
NIFTY THRIFTY DAYCHAIR
DAILY TASKS CHECKLIST

The DayChair is the person responsible for the operation of the store on their chaired day.

A.M.

- ☐ Arrive in time to assess condition of store, greet volunteers, prepare store for customers
- ☐ Enter via front door
- ☐ Immediately lock door behind you
- ☐ Disarm alarm then close cover
- ☐ Count cash drawer and place in register
- ☐ Activate register
- ☐ Overhead lights on
- ☐ "Open" sign on at 10:00
- ☐ Check bathroom supplies & make sure door is open (to prevent odors)
- ☐ Check/adjust heater/air conditioner settings front and back rooms
- ☐ Assess donation situation in back room
- ☐ Place "Sorry we're full today" sign out if needed
- ☐ Try to make store presentable and clean (e.g. vacuum leaves at entrance)

P.M.

- ☐ Around 2:30 encourage volunteers to clean up individual work stations, vacuum, dump trash, leave place in good condition for next day
- ☐ "Open" sign off
- ☐ Steamer unplugged
- ☐ Coffee pot turned off
- ☐ CD players off
- ☐ Winter: heaters set at 55F
- ☐ Summer: ACs set to "off" when store not open
- ☐ Bathroom doors open
- ☐ Ascertain that all customers have left
- ☐ "Sorry we're full for today" sign in
- ☐ Anything on top of garbage bin pushed into bin (avoid overfull charges)
- ☐ Back door locked
- ☐ Lights off back room (emergency lights near back door will go on)
- ☐ Reconcile cash register: run Z on register, run Square for its total, count cash

ADDENDUM B
REMOVAL OF DAYCHAIR/VOLUNTEER

- A. Serving as a volunteer, including as DayChair, is at will.
 - 1. A volunteer may leave at any time, for any reason.
 - a. Volunteers are requested to advise their DayChair of planned absences or a resignation.
 - b. Volunteers are encouraged to share their thoughts and opinions regarding the organization in order to help us improve.

- B. If it becomes necessary to discipline a volunteer, the following sequence of steps will be followed unless the precipitating action is egregious:
 - 1. A verbal warning will be given by the DayChair, Manager, or a member of the Executive Board.
 - 2. A written warning will be given by the DayChair, Manager, or a member of the Executive Board.
 - 3. The volunteer's service will be terminated.

- C. If the precipitating action is egregious, e.g. theft, violence, substance abuse on the premises, the DayChair, Manager, or Board Member may dismiss the volunteer on the spot then inform the Manager or a member of the Executive Board.

Board Report 9-24-2026

- Staff is stable but need a fulltime RN and a full time ER technician that we are looking for candidates.
- The Billboard is up at Stead, Nv. That hopefully will help for all nursing needs in all the departments.
- Holidays are fast approaching and the need for coverage during the holidays becomes difficult but somehow things all work out for the good of all employees.
- This Saturday will be our Health and Wellness Fair-hoping for a good turn out to provide information to the different populations of the community.
- Looking at our Survey Results that are done on all inpatients, and the trend is a need for more education to improve results. A huge problem is that we get very few surveys back from patients which are sent out electronically. An example is out of 11 inpatients we only got 1 survey back. Plan can be at discharge to remind patients to please fill out survey when they get it and return it to help our numbers.(see attached.)
- Also attached are a few examples of comments made about their ER experience.



HCAHPS

Filter Options

Standard V19.0 (January 2025)

All Options

Most Recent 6 Quarters

Clear

Domains & Questions

Top Box Scores for 2025 Q1 to 2026 Q2

HCAHPS, Standard V19.0

☒ Trend Arrows
☒ N-values

2025 Q1 - 2026 Q2

	2026 Q2*	2026 Q1	2025 Q4	2025 Q3	2025 Q2	2025 Q1	Your Top Box	SS DB State Top Box	SS DB Natl Top Box
Communication with Nurses ▼	66.67% (2/3)	100.00% (3/3)	100.00% (12/12)	33.33% (1/3)	0.00% (0/0)	100.00% (6/6)	88.89%	81.48%	82.21%
During this hospital stay, how often did nurses treat you with courtesy and respect? (#1)	100.00% (1/1)	100.00% (1/1)	100.00% (4/4)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	100.00%	94.44%	88.56%
During this hospital stay, how often did nurses listen carefully to you? (#2)	100.00% (1/1)	100.00% (1/1)	100.00% (4/4)	0.00% (0/1)	0.00% (0/0)	100.00% (2/2)	88.89%	72.22%	80.14%
During this hospital stay, how often did nurses explain things in a way you could understand? (#3)	0.00% (0/1)	100.00% (1/1)	100.00% (4/4)	0.00% (0/1)	0.00% (0/0)	100.00% (2/2)	77.78%	77.78%	77.92%
Communication with Doctors ▼	100.00% (3/3)	0.00% (0/2)	100.00% (12/12)	33.33% (1/3)	0.00% (0/0)	66.67% (4/6)	76.92%	74.00%	83.06%
During this hospital stay, how often did doctors treat you with courtesy and respect? (#4)	100.00% (1/1)	0.00% (0/0)	100.00% (4/4)	100.00% (1/1)	0.00% (0/0)	50.00% (1/2)	87.50%	82.35%	88.84%
During this hospital stay, how often did doctors listen carefully to you? (#5)	100.00% (1/1)	0.00% (0/1)	100.00% (4/4)	0.00% (0/1)	0.00% (0/0)	50.00% (1/2)	66.67%	70.59%	81.98%
During this hospital stay, how often did doctors explain things in a way you could understand? (#6)	100.00% (1/1)	0.00% (0/1)	100.00% (4/4)	0.00% (0/1)	0.00% (0/0)	100.00% (2/2)	77.78%	68.75%	78.17%
Restfulness of Hospital Environment ▼	66.67% (2/3)	33.33% (1/3)	81.82% (9/11)	33.33% (1/3)	0.00% (0/0)	66.67% (4/6)	65.38%	54.00%	67.16%
During this hospital stay, how often were you able to get the rest you needed? (#8)	100.00% (1/1)	0.00% (0/1)	66.67% (2/3)	0.00% (0/1)	0.00% (0/0)	50.00% (1/2)	50.00%	31.25%	53.46%
During this hospital stay, how often was the area around your room quiet at night? (#9)	0.00% (0/1)	0.00% (0/1)	75.00% (3/4)	0.00% (0/1)	0.00% (0/0)	50.00% (1/2)	44.44%	35.29%	66.74%
During this hospital stay, did doctors, nurses and other hospital staff help you to rest and recover? (#18)	100.00% (1/1)	100.00% (1/1)	100.00% (4/4)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	100.00%	94.12%	81.08%
Care Coordination ▼	66.67% (2/3)	100.00% (1/1)	91.67% (11/12)	66.67% (2/3)	0.00% (0/0)	83.33% (5/6)	84.00%	75.51%	79.17%
During this hospital stay, how often were doctors, nurses and other hospital staff informed and up-to-	100.00% (1/1)	0.00% (0/0)	100.00% (4/4)	0.00% (0/1)	0.00% (0/0)	100.00% (2/2)	87.50%	68.75%	76.42%

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*Source: reports from April 2025. *Values are not being reported. This data marks the end of the reporting period.

This report was generated by Survey Solutions v. 3.0.0 and contains confidential information.

2025 Q1 - 2026 Q2									
	2026 Q2*	2026 Q1	2025 Q4	2025 Q3	2025 Q2	2025 Q1	Your Top Box	SS DB State Top Box	SS DB Natl Top Box
hospital staff work well together to care for you? (#11)									
Did doctors, nurses or other hospital staff work with you and your family or caregiver in making plans for your care after you left the hospital? (#19)	0.00% (0/1)	100.00% ↑ (1/1)	75.00% ↓ (3/4)	100.00% (1/1)	0.00% (0/0)	50.00% (1/2)	66.67%	70.59%	78.28%
Responsiveness of Hospital Staff ▼	50.00% (1/2)	0.00% ↓ (0/2)	60.00% ↓ (3/5)	100.00% (1/1)	0.00% (0/0)	100.00% (3/3)	61.54%	60.87%	71.62%
How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted? (#13)	100.00% ↑ (1/1)	0.00% ↓ (0/1)	33.33% (1/3)	0.00% (0/0)	0.00% (0/0)	100.00% (1/1)	50.00%	54.55%	71.00%
During this hospital stay, when you asked for help right away, how often did you get help as soon as you needed? (#14)	0.00% ↔ (0/1)	0.00% ↓ (0/1)	100.00% ↔ (2/2)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	71.43%	66.67%	72.17%
Communication about Medicines ▼	50.00% (1/2)	0.00% (0/0)	50.00% ↔ (2/4)	50.00% (1/2)	0.00% (0/0)	75.00% (3/4)	58.33%	57.89%	66.41%
Before giving you any new medicine, how often did hospital staff tell you what the medicine was for? (#16)	100.00% (1/1)	0.00% (0/0)	100.00% ↔ (2/2)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	100.00%	100.00%	77.72%
Before giving you any new medicine, how often did hospital staff describe possible side effects in a way you could understand? (#17)	0.00% (0/0)	0.00% (0/0)	0.00% ↔ (0/2)	0.00% (0/1)	0.00% (0/0)	50.00% (1/2)	16.67%	20.00%	55.04%
Cleanliness of Hospital Env. ▼	100.00% ↔ (1/1)	100.00% ↑ (1/1)	75.00% ↓ (3/4)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	88.89%	94.12%	81.75%
During this hospital stay, how often were your room and bathroom kept clean? (#7)	100.00% ↔ (1/1)	100.00% ↑ (1/1)	75.00% ↓ (3/4)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	88.89%	94.12%	81.75%
Information About Symptoms ▼	0.00% (0/0)	0.00% ↓ (0/1)	50.00% ↑ (1/2)	0.00% (0/1)	0.00% (0/0)	100.00% (1/1)	40.00%	41.67%	76.99%
Did doctors, nurses or other hospital staff give your family or other caregiver enough information about what symptoms or health problems to watch for after you left the hospital? (#20)	0.00% (0/0)	0.00% ↓ (0/1)	50.00% ↑ (1/2)	0.00% (0/1)	0.00% (0/0)	100.00% (1/1)	40.00%	41.67%	76.99%
Discharge Information ▼	0.00% (0/0)	100.00% ↑ (2/2)	75.00% ↓ (6/8)	100.00% (2/2)	0.00% (0/0)	50.00% (2/4)	75.00%	73.33%	85.28%
During this hospital stay, did doctors, nurses or other hospital staff talk with you about whether you would have the help you needed after you left the hospital? (#22)	0.00% (0/0)	100.00% ↑ (1/1)	50.00% ↓ (2/4)	100.00% (1/1)	0.00% (0/0)	50.00% (1/2)	62.50%	60.00%	85.58%
During this hospital stay, did you get information in writing about what symptoms or health problems to look out for after you left the hospital? (#23)	0.00% (0/0)	100.00% ↔ (1/1)	100.00% ↔ (4/4)	100.00% (1/1)	0.00% (0/0)	50.00% (1/2)	87.50%	86.67%	84.97%
Overall Hospital Rating ▼	0.00% (0/1)	100.00% ↔ (1/1)	100.00% ↔ (4/4)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	88.89%	77.78%	74.82%
Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay? (#24)	0.00% (0/1)	100.00% ↔ (1/1)	100.00% ↔ (4/4)	100.00% (1/1)	0.00% (0/0)	100.00% (2/2)	88.89%	77.78%	74.82%
	0.00% ↔ (0/1)	0.00% ↓ (0/1)	100.00% ↑ (4/4)	0.00% (0/1)	0.00% (0/0)	100.00% (2/2)			

Comments for 2026 Jan to 2026 Jun

ED - Digital

Search

Sentiment	Service Date	Completed	Survey Line	Comment
●	06/16/2026	07/10/2026	ED - Digital	I would just say everyone was extremely professional and Treated me within 5 minutes of my arrival. Daisy awards should go to everyone who partisipated.. Thank you, Thomas Bean Survey ID: 00517NE127EDC , Provider: LANDECK, SCOTT, Location: EASTERN PLUMAS HEALTH CARE
●	06/20/2026	07/08/2026	ED - Digital	The 2 nurses and the doctor were very kind and attentive. The room where I was seen and treated was uncomfortably cold with no adjustment of the temperature setting possible. The nurses offered warm blankets which helped a little but only temporarily. Survey ID: 0051Y786YGEDB , Provider: SIPHERD, RYAN, Location: EASTERN PLUMAS HEALTH CARE
●	06/29/2026	07/06/2026	ED - Digital	Dr. Kenney and the nurses were very kind and professional. The facility is in excellent condition. Survey ID: 0051N7R6CYEDA , Provider: J, Kenney, Gregory, Location: EASTERN PLUMAS HEALTH CARE
●	06/29/2026	07/05/2026	ED - Digital	Care during my visit was good. Thankyou. Survey ID: 0051Y4623FEDA , Provider: J, Kenney, Gregory, Location: EASTERN PLUMAS HEALTH CARE
●	06/26/2026	07/04/2026	ED - Digital	Very professional. Survey ID: 005136JIT9EDA , Provider: ADAMS, ROBERT, Location: EASTERN PLUMAS HEALTH CARE
●	06/20/2026	07/04/2026	ED - Digital	Really an excellent experience. Btw I research patient experience for my job and have published 100+ peer reviewed articles on the subject Survey ID: 0051DVU58IEDA , Provider: SIPHERD, RYAN, Location: EASTERN PLUMAS HEALTH CARE
●	06/17/2026	07/04/2026	ED - Digital	I was impressed how the ER physician was professional and friendly at the same time. His demeanor was relaxing and comforting. I loved the hometown atmosphere the nurse, Molly, and other staff provided. Survey ID: 0051UJSMLOEDA , Provider: SIPHERD, RYAN, Location: EASTERN PLUMAS HEALTH CARE
●	06/29/2026	07/04/2026	ED - Digital	In my experience, the whole er team seemed Seamless in coverage of my issue. I felt very well cared for. Survey ID: 005163X9WHEDA , Provider: J, Kenney, Gregory, Location: EASTERN PLUMAS HEALTH CARE
●	06/03/2026	06/21/2026	ED - Digital	No issues. Survey ID: 0051PTLSGMEDEB , Provider: PINE, DANIEL, Location: EASTERN PLUMAS HEALTH CARE
●	06/01/2026	06/21/2026	ED - Digital	This Emergency Room is always great with me. I appreciate the care and consideration they Express. The kindness is above and beyond what is expected. Thank you EPHC Survey ID: 005118IDYMEDEB , Provider: Ouimet, Adam, Location: EASTERN PLUMAS HEALTH CARE
●	06/08/2026	06/20/2026	ED - Digital	the staff was very attentive to both patient and husband. quickly determined no major injury then had to deal with other hospital's care instructions Survey ID: 0051A5J42BEDA , Provider: LANDECK, SCOTT, Location: EASTERN PLUMAS HEALTH CARE

**Eastern Plumas Health Care
Nursing Division
Skilled Nursing Facilities
Board Report 9/24/2026 LNoble**

- 1. Leadership Training was completed by both ADONs and MDS Coordinators.**
- 2. Activity Coordinator training was completed at both Facilities.**
- 3. Activity Connect (a website) is now available for all activity staff to utilize.**
- 4. New Nursing Assistant Training class started on 9/21/26 with 6 students. All are wanting to work for EPHC as C.N.A.s. Class will be finished on 10/23/26.**
- 5. DON and ADON attended & participated in the Senior Summit in Quincy on 9/16/26.**

9/24/2026 Current census is 59

- 25 Residents in Portola, one admit being planned but date is unclear.**
- 34 Residents in Loyalton, one admit planned for next week.**

Staffing: Thank you for the billboard

- 4-C.N.A. travelers in Loyalton**
- 3 RN travelers (2 in Loyalton, 1 in Portola)**
- 5 LVN travelers (3 in Loyalton, 2 in Portola)-2 of these will be replaced by new graduates**

Loyalton fire alarm system was down 9/4-9/7

Loyalton fire on roof gutter on 9/6/26. State was here and a plan of correction is being sent 9/25/26.

State Issues: We had a total of 16 items that state needs to review

- Still have 9 reported incidents that are pending a state visit.**
- State was here and reviewed 7 cases- all received "no deficiencies"**

EPHC Clinics Board Report

September 24, 2026

Recruitment

- Cynet Locum~ A podiatrist has been interviewed and invited to start work at EPHC. Dr. Anthony Nguyen will begin work with the tentative start date of Wednesday, November 18th.
- Pierce Morton and Raye Aster with Cynet Locums, located one dermatologist candidate who was interviewed on Monday, September 14, 2026.
- TACORE Recruitment~ No candidates in dermatology or podiatry
- Tamara Simon, MD – Gynecology

Colorectal Cancer Screening

- Clinics will concentrate on patients needing colorectal cancer screening orders/testing completed by 12/31/2026. According to PHP:
 - PMC~ 28 patients
 - LMC~ 11 patients
 - GMC~ 12 patients
- Clinic staff will work collaboratively with IT and Partnership Health Care to compile a report of PHP patients and other insured patients who meet the guidelines for Cologuard. The Cologuard Bulk order to go out early in 2027.

NARHC Webinar and Congressional District Spending Funds

Last month, staff attended a webinar regarding the process of applying for CDS (Congressional District Spending) funds. We are excited to pursue this funding opportunity on behalf of EPHC clinics.

- Relationship building~ invitations to Congressmen, Senators and Assembly Members.
- Identify needs~ find something unique, and already discussed and thought about.

Streamlining the Referral Process

- Megan McCrorey, Chief Strategy Officer and Charles Donovan, Informatics Manager, continue their work to improve and streamline the referral process. Our referral coordinators have been involved with this process.

EPHC Clinics Board Report
September 24, 2026

CARE Team

Clinic Alignment, Resources and Excellence

- Medical Assistants and LVNs are meeting regularly to align pediatric screening practices across all EPHC clinics.
- The CARE Team met on Thursday, September 17th to share ideas and choose tools that have been laminated and sent to each clinic.

Eastern Plumas Health Care
Financial Statements – Board Report
August 2026

Summary

For the two months ended August 31, 2026, we posted Gross Patient Revenues of \$11,539,335. This is an increase over last year of \$3,483,402.

Total Operating Revenue was higher than last year by \$1,838,244. Total Operating Expenses were higher than last year by \$1,078,034.

Revenues (Year-to-Date August 2026 Compared to Year-to-Date August 2025)

Total Inpatient Revenues were higher by \$540,924, with Skilled Nursing Revenues posting higher by \$340,800. Pro Fees were higher by \$103,734. Total Outpatient Revenues were higher by \$2,690,367 and Clinic Revenues were higher by \$148,377.

Expenses (Year-to-Date August 2025 Compared to Year-to-Date August 2024)

Salaries and Benefits: Combined Salaries and Benefits were higher by \$460,750.

Purchased Services - Medical: Purchased Services - Medical were higher by \$210,174.

Purchased Services – Other: Purchased Services – Other were higher by \$139,285.

Professional Fees- Medical: Professional Fees- Medical were higher by \$34,063.

Professional Fees – Other: Professional Fees – Other were higher by \$12,519.

Repairs & Maintenance: Repairs & Maintenance were higher by \$22,641.

Utilities: Utilities were lower by \$18,712.

Supplies: Supplies were higher by \$37,514.

Depreciation Expense: Depreciation Expense was lower by \$4,804.

Other Expenses: Other Expenses were higher by \$178,284. These include training, travel, and dues and subscriptions. This also includes an IGT administration fee of \$147,626. We will get the funds back when we receive the IGT back, which should be in November.

Revenue Cycle

Gross Accounts Receivable as of August 31, 2026 was \$9.2 million. This is a 25.08% increase over August 2025. AR Days as of August 31, 2026 was 49.

Balance Sheet

Total Cash and Cash Equivalents increased \$1,356,984. Net AR increased \$954,081. Total Liabilities increased \$286,787. Total Fund Balance increased \$4,342,031.

Additional Information

Days cash on hand on August 31, 2026, was 169. August 31, 2025, days cash on hand was 183. So far this year we have purchased \$1,373,028 in capital including the purchase of the Delleker building in the amount of \$750,000. We have also funded \$2,968,462 in IGT's.

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

	FYE	FYE	FYE	FYE	FYE 2027-2026	
	as of 8/31/26	8/31/2025	8/31/2024	8/31/2023	\$ Change	% Change
Assets						
Current Assets						
Cash	\$ 876,243	\$ 362,314	\$ 1,450,554	\$ 747,094	\$ 513,929	141.85%
Short-term Investments (LAIF)	\$ 21,534,695	\$ 20,691,639	\$ 17,751,994	\$ 14,883,327	\$ 843,055	4.07%
Total Cash and Equivalents	\$ 22,410,937	\$ 21,053,953	\$ 19,202,548	\$ 15,630,421	\$ 1,356,984	6.45%
Patient Accounts Receivable	\$ 9,163,966	\$ 7,326,309	\$ 10,196,896	\$ 15,575,557	\$ 1,837,657	25.08%
Accounts Receivable Reserves	\$ (3,403,284)	\$ (2,519,708)	\$ (4,780,945)	\$ (6,999,880)	\$ (883,576)	35.07%
Net Accounts Receivable	\$ 5,760,682	\$ 4,806,601	\$ 5,415,950	\$ 8,575,677	\$ 954,081	19.85%
% of Gross Account Receivables	62.9%	65.6%	53.1%	55.1%		
Inventory	\$ 571,936	\$ 534,784	\$ 582,173	\$ 556,171	\$ 37,152	6.95%
Other Assets	\$ 581,661	\$ 1,005,147	\$ 286,451	\$ 897,779	\$ (423,486)	-42.13%
Total Other Assets	\$ 1,153,597	\$ 1,539,931	\$ 868,624	\$ 1,453,950	\$ (386,334)	-25.09%
Total Current Assets	\$ 29,325,216	\$ 27,400,485	\$ 25,487,122	\$ 25,660,047	\$ 1,924,731	7.02%
Fixed Assets						
Land	\$ 1,209,214	\$ 1,209,214	\$ 1,166,344	\$ 1,166,344	\$ -	0.00%
Buildings	\$ 16,773,481	\$ 16,671,506	\$ 15,728,333	\$ 15,220,840	\$ 101,975	0.61%
Capital Equipment	\$ 17,917,996	\$ 17,353,353	\$ 16,729,048	\$ 15,930,981	\$ 564,643	3.25%
In Progress	\$ 3,540,449	\$ 407,711	\$ 810,718	\$ 3,169,432	\$ 3,132,738	768.37%
Total Plant & Equipment	\$ 39,441,140	\$ 35,641,784	\$ 34,434,443	\$ 35,487,596	\$ 3,799,356	10.66%
Accumulated Depreciation	\$ (24,853,001)	\$ (23,757,732)	\$ (22,519,769)	\$ (23,304,389)	\$ (1,095,269)	4.61%
Net Fixed Assets	\$ 14,588,139	\$ 11,884,052	\$ 11,914,673	\$ 12,183,207	\$ 2,704,087	22.75%
Total Assets	\$ 43,913,355	\$ 39,284,537	\$ 37,401,796	\$ 37,843,254	\$ 4,628,818	11.78%
LIABILITIES AND RETAINED EARNINGS						
Current Liabilities						
Accounts Payable	\$ 998,458	\$ 635,868	\$ 1,148,497	\$ 1,041,826	\$ 362,590	57.02%
Accrued Payroll & Benefits	\$ 1,909,402	\$ 1,618,323	\$ 1,508,041	\$ 1,313,748	\$ 291,079	17.99%
Other Current Liabilities	\$ 4,896	\$ 4,755	\$ 284,296	\$ 4,629	\$ 141	100.00%
Total Current Liabilities	\$ 2,912,756	\$ 2,258,946	\$ 2,940,834	\$ 2,360,203	\$ 653,810	28.94%
Long-Term Liabilities						
Loans	\$ 3,390,924	\$ 3,757,947	\$ 4,101,383	\$ 4,430,186	\$ (367,023)	-9.77%
Capitalized Leases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Long Term Liabilities	\$ 3,390,924	\$ 3,757,947	\$ 4,101,383	\$ 4,430,186	\$ (367,023)	-9.77%
Deferred Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LIABILITIES	\$ 6,303,680	\$ 6,016,893	\$ 7,042,216	\$ 6,790,389	\$ 286,787	4.77%
Fund Balance	\$ 37,609,675	\$ 33,267,644	\$ 30,359,580	\$ 31,052,865	\$ 4,342,031	13.05%
TOTAL LIABILITIES AND FUND BALANCE	\$ 43,913,355	\$ 39,284,537	\$ 37,401,796	\$ 37,843,254	\$ 4,628,818	11.78%

Eastern Plumas Health Care - August 31, 2026 Stats

As Of	AR Days	Change	% Change
8/31/2021	54.65		
8/31/2022	57.10	2.45	4.48%
8/31/2023	121.01	63.91	111.93%
8/31/2024	72.95	(48.06)	-39.72%
8/31/2025	53.82	(19.13)	-26.22%
8/31/2026	48.55	(5.27)	-9.79%
Target Goal	50.00		

YTD	Patient Revenue	Change	% Change
8/31/2021	8,439,823		
8/31/2022	7,932,741	(507,082)	-6.01%
8/31/2023	8,302,575	369,834	4.66%
8/31/2024	8,612,593	310,018	3.73%
8/31/2025	8,055,933	(556,660)	-6.46%
8/31/2026	11,539,335	3,483,402	43.24%
Target Goal	11,338,076	(Bugeted Amount)	

As Of	Days Cash	Change	% Change
8/31/2021	300.00		
8/31/2022	217.00	(83.00)	-27.67%
8/31/2023	151.00	(66.00)	-30.41%
8/31/2024	173.00	22.00	14.57%
8/31/2025	183.00	10.00	5.78%
8/31/2026	169.00	(14.00)	-7.65%
Target Goal	240.00		

YTD	Net Income	Change	% Change
8/31/2021	615,658		
8/31/2022	(1,646,051)	(2,261,709)	-367.36%
8/31/2023	(1,369,325)	276,726	-16.81%
8/31/2024	(1,068,677)	300,648	21.96%
8/31/2025	(1,517,941)	(449,264)	-42.04%
8/31/2026	(727,148)	790,793	52.10%
Target Goal	(485,803)	(Bugeted Amount)	

As Of	Current Ratio	Change	% Change
8/31/2021	2.19%		
8/31/2022	3.56%	0.01	62.56%
8/31/2023	10.64%	0.07	198.88%
8/31/2024	8.67%	(0.02)	-18.52%
8/31/2025	11.88%	0.03	37.02%
8/31/2026	10.07%	(0.02)	-15.24%
Target Goal	7.00%		

YTD	Expenses	Change	% Change
8/31/2021	5,575,800		
8/31/2022	6,901,165	1,325,365	23.77%
8/31/2023	6,626,783	(274,382)	-3.98%
8/31/2024	7,150,687	523,904	7.91%
8/31/2025	7,411,125	260,438	3.64%
8/31/2026	8,486,237	1,075,112	14.51%
Target Goal	8,401,891	(Bugeted Amount)	

YTD	IGT's	Change	% Change
8/31/2021	-		
8/31/2022	-	-	0.00%
8/31/2023	-	-	0.00%
8/31/2024	-	-	0.00%
8/31/2025	-	-	0.00%
8/31/2026	-	-	0.00%
Target Goal	28,979,106	(Bugeted Amount)	

As Of	Fund Balance	Change	% Change
8/31/2021	21,168,464		
8/31/2022	25,401,826	4,233,362	20.00%
8/31/2023	30,509,503	5,107,677	20.11%
8/31/2024	30,359,580	(149,923)	-0.49%
8/31/2025	33,267,644	2,908,064	9.58%
8/31/2026	37,609,675	4,342,031	13.05%
Target Goal	40,722,943		

Current ratio is the measurament of the hospital's ability to cover short-term obligations with it's current assets.

A strong current ratio for a hospital our size is 3%.

RESOLUTION NO. 300

Eastern Plumas Health Care District)

Resolution of the Board of Directors)
of the Eastern Plumas Health Care)
District Amending the Conflict)
of Interest Code)

WHEREAS, the Political Reform Act (Government Code Section 81000, et seq.) requires state and local government agencies to adopt and promulgate conflict of interest codes; and,

WHEREAS, the Fair Political Practices Commission ("FPPC") has adopted regulation 2 California Code of Regulations Section 18730, which contains the terms of a standard Conflict of Interest Code and can be incorporated by reference, and which will be amended by the FPPC to conform to statutory amendments of the Political Reform Act, after public notice and hearings conducted by the Fair Political Practices Commission; and,

WHEREAS, this Board of Directors wishes to amend its agency's conflict of interest code,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors, Eastern Plumas Health Care District, as follows:

1. The terms of 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission, along with the **attached Appendix** in which officers and employees are designated and disclosure categories are set forth, are hereby adopted and incorporated by reference here and constitute the Conflict of Interest Code for this agency.
2. Persons holding designated positions shall file statements of economic interest Form 700, pursuant to Section 18730(b)(4) of the California Code of Regulations.
3. **Officials Who Manage Public Investments:**
It has been determined that the positions of **Board Members, Chief Executive Officer, Chief Financial Officer, and Chief Operating Officer** manage public investments and will file a statement of economic interests, Form 700 pursuant to Government Code Section 87200.
4. Designated employees, if any, shall file their statements with this agency which shall make the statements available for public inspection and reproduction (Gov. Code Section 81008). Statements for all designated employees will be retained by the agency.

5. Failure to file the required statement in a timely fashion may result in the imposition of monetary sanctions under Government Code Section 91013(a).

The foregoing resolution was duly passed and adopted by the Board of Directors of Eastern Plumas Health Care District, at a special meeting of said board held on September 24, 2026 by the following vote:

AYES: *Swanson, Hughes, Duncan, Corcoran*

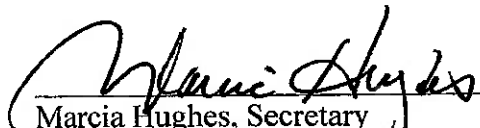
NOS: *None*

ABSENT: *Satchwell*



Augustine Corcoran, Chairman

ATTEST:



Marcia Hughes, Secretary

EASTERN PLUMAS HEALTH CARE

SUBJECT: CONFLICT OF INTEREST	POLICY # BOD-005
DEPARTMENT: BOARD OF DIRECTORS	Page 1 of 2
APPROVED BY: EPHC Board of Directors DATE: 9.24.2026	DISTRIBUTION: ☐ Global ☒ Departmental
EFFECTIVE: 9.24.2026	REVIEWED: 9.24.2026

*Reference: Government Codes 81000, 87200, 81008, 91013(a) and
California Code of Regulations Sections 18730, 18730(b) (4).*

Policy:

It is our policy to comply with the Political Reform Act (Government Code Section 81000, et seq.) requires state and local government agencies to adopt and promulgate conflict of interest codes; and, the Fair Political Practices Commission ("FPPC") has adopted regulation 2 California Code of Regulations Section 18730, which contains the terms of a standard Conflict of Interest Code and can be incorporated by reference, and which will be amended by the FPPC to conform to statutory amendments of the Political Reform Act, after public notice and hearings conducted by the Fair Political Practices Commission.

Procedure:

1. The terms of 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the Fair Political Practices Commission, in which the following officers and employees are designated and disclosure categories are set forth.
2. Persons holding designated positions shall file statements of economic interest Form 700, pursuant to Section 18730(b) (4) of the California Code of Regulations.
3. **Officials Who Manage Public Investments:**
It has been determined that the positions of **Board Members, Chief Executive Officer, Chief Financial Officer, and Chief Operating Officer** who manage public investments and will file a statement of economic interests, Form 700 pursuant to Government Code Section 87200.
4. Designated employees, if any, shall file their statements with this agency which shall make the statements available for public inspection and reproduction (Gov. Code Section 81008). Statements for all designated employees will be retained by the agency.
5. Failure to file the required statement in a timely fashion may result in the imposition of monetary sanctions under Government Code Section 91013(a).

Board of Directors
Department of Rehabilitation Report
October 22, 2026

- Areas of Practice:
 - Therapy and Wellness Center: Outpatient PT, OT (Portola), *Speech and Language Pathology*
 - Therapy and Wellness Center for Kids: Outpatient OT (Loyalton)
 - Inpatient: Acute and Swing (Portola)
 - Skilled Nursing Facilities: Portola and Loyalton
- Staff:
 - Rehabilitation Providers:
 - PT: 7 (4 Full time, 3 per diem)
 - OT: 2 (1 full time, 1 part time)
 - SLP: 1 Full time
 - Office and Tech Staff: 5 (4 Full Time, 1 per diem)
- Updates:
 - Staffing Update:
 - Hired Helena Sykas, DPT
 - Split inpatient/SNF and Therapy and Wellness Center
 - Hired Jacqueline (Jackie) Pena-Sosa, SLP-CCP:
 - Focus on Inpatient/SNF and will build outpatient practice
 - Patient Access:
 - Discussion
 - Staffing Strategy:
 - Short Term:
 - Job postings for PT, PTA and OT on our website
 - Offer competitive hiring package
 - Long-Term
 - Potential PT Spring 2027
 - Formalizing relationship with UNR PT Program to accept PT students for clinical rotations, projected to start Fall 2029

- Support an environment where staff and providers want to work and patients want to experience and receive care.

**Eastern Plumas Health Care
Financial Statements – Board Report
September 2026**

Summary

This report will cover the first quarter of the current fiscal year compared to the first quarter of the last fiscal year. We posted gross revenue in the amount of \$17,127,656. Last year we posted \$12,431,331. This is an increase of \$4,696,325.

Total Operating Revenue was higher than last year by \$1,227,713. Total Operating Expenses were higher than last year by \$1,402,527. We posted a net loss in the amount of \$1,107,831.

Revenues (Year-to-Date September 2026 Compared to Year-to-Date September 2025)

Total Inpatient Revenues were higher by \$800,831, with Skilled Nursing Revenues posting higher by \$542,089. Pro Fees were higher by \$163,574. Total Outpatient Revenues were higher by \$3,547,056 and Clinic Revenues were higher by \$184,864.

Expenses (Year-to-Date September 2026 Compared to Year-to-Date September 2025)

Salaries and Benefits: Combined Salaries and Benefits were higher by \$620,513.

Purchased Services - Medical: Purchased Services - Medical were higher by \$194,302.

Purchased Services – Other: Purchased Services – Other were higher by \$367,406.

Professional Fees- Medical: Professional Fees- Medical were higher by \$41,402.

Professional Fees – Other: Professional Fees – Other were higher by \$20,488.

Repairs & Maintenance: Repairs & Maintenance were higher by \$18,104.

Utilities: Utilities were lower by \$37,988.

Supplies: Supplies were lower by \$4,619.

Depreciation Expense: Depreciation Expense was lower by \$6,901.

Other Expenses: Other Expenses were higher by \$177,750. These include training, travel, and dues and subscriptions. This also includes an IGT administration fee of \$147,626.

Revenue Cycle

Gross Accounts Receivable as of September 30, 2026 was \$8.9 million. This is a 22.65% increase over September 2025. AR Days as of September 30, 2026 was 48.

Balance Sheet

Total Cash and Cash Equivalents decreased \$681,151. Net AR increased \$745,400. Total Liabilities decreased \$1,087,757. Total Fund Balance increased \$3,436,250.

Additional Information

Days cash on hand on September 30, 2026, was 159. September 30, 2025, days cash on hand was 185. So far this year we have purchased \$1,560,543 in capital equipment including the purchase of the Delleker building in the amount of \$750,000. We have also funded \$2,968,462 in IGT's.

Eastern Plumas Health Care
Income Statement
DRAFT
Year-to-Date Comparative

		% Net Pt Revenue	9/30/2026	9/30/2025	\$ Variance
1	REVENUE				
2	Inpatient Revenue		\$ 458,687	\$ 366,945	\$ 91,742
3	Inpatient Revenue - Swing Bed		\$ 770,000	\$ 603,000	\$ 167,000
4	Inpatient Revenue - SNF		\$ 3,329,197	\$ 2,787,108	\$ 542,089
	Inpatient Revenue		\$ 4,557,884	\$ 3,757,053	\$ 800,831
5	All Pro Fees		\$ 1,053,411	\$ 889,837	\$ 163,574
7	Outpatient Revenue		\$ 9,691,737	\$ 6,144,681	\$ 3,547,056
8	Clinics		\$ 1,824,624	\$ 1,639,760	\$ 184,864
9	Total Patient Revenue		\$ 17,127,656	\$ 12,431,331	\$ 4,696,325
11	Contractual Allowances		\$ (6,032,802)	\$ (3,743,299)	\$ (2,289,503)
12	Charity Discounts		\$ (24,173)	\$ (6,513)	\$ (17,660)
13	Other Allowances		\$ (15,404)	\$ 2,699	\$ (18,103)
14	Bad Debt		\$ (381,802)	\$ (175,740)	\$ (206,062)
15	Total Deductions		\$ (6,454,181)	\$ (3,922,853)	\$ (2,531,328)
16	Net Patient Revenue		\$ 10,673,475	\$ 8,508,478	\$ 2,164,997
17	% of Gross Revenue		62.32%	68.44%	-6.13%
18	Meaningful Use Revenue			\$ -	
19	Quality Payments		\$ -	\$ -	\$ -
20	IGT Payments		\$ 11,252	\$ -	\$ 11,252
21	Other Operating Revenue		\$ 214,486	\$ 1,163,022	\$ (948,536)
22	Total Operating Revenue		\$ 10,899,213	\$ 9,671,500	\$ 1,227,713
23	EXPENSES				
24	Salaries and PTO	47.8%	\$ (5,099,632)	\$ (4,635,313)	\$ (464,319)
25	Employee Benefits	17.4%	\$ (1,852,362)	\$ (1,696,167)	\$ (156,195)
26	Professional Fees - Medical	8.4%	\$ (896,301)	\$ (854,899)	\$ (41,402)
27	Professional Fees - Other	0.5%	\$ (51,127)	\$ (30,639)	\$ (20,488)
28	Supplies	7.8%	\$ (834,323)	\$ (838,942)	\$ 4,619
29	Purchased Services - Medical	10.7%	\$ (1,136,977)	\$ (942,675)	\$ (194,302)
30	Purchased Services - Other	12.4%	\$ (1,327,339)	\$ (959,934)	\$ (367,406)
31	Insurance	1.5%	\$ (155,400)	\$ (143,497)	\$ (11,903)
32	Rental and Leases	0.5%	\$ (53,341)	\$ (53,173)	\$ (168)
33	Repairs and Maintenance	1.6%	\$ (175,075)	\$ (156,971)	\$ (18,104)
34	Utilities and Telephone	2.3%	\$ (241,253)	\$ (279,241)	\$ 37,988
35	Depreciation Amortization	3.6%	\$ (383,433)	\$ (390,334)	\$ 6,901
36	Other Expenses	2.9%	\$ (307,115)	\$ (129,366)	\$ (177,750)
37	Total Operating Expenses	117.2%	\$ (12,513,678)	\$ (11,111,150)	\$ (1,402,527)
38	Income From Operations	-15.1%	\$ (1,614,465)	\$ (1,439,650)	\$ (174,814)
39	Tax Revenue	-2.0%	\$ 214,080	\$ 214,080	\$ -
40	Grants and Donations	0.0%	\$ 3,200	\$ 65,800	\$ (62,600)
41	Interest Income	-2.4%	\$ 261,024	\$ 217,185	\$ 43,839
42	Interest Expense	0.4%	\$ (41,176)	\$ (45,552)	\$ 4,376
43	Non-Operating Income (Expenses)	-0.7%	\$ 69,505	\$ 40,109	\$ 29,396
44	Total Non-Operating Gain (Loss)	-4.7%	\$ 506,633	\$ 491,622	\$ 15,011
45	Net Income	-10.4%	\$ (1,107,831)	\$ (948,028)	\$ (159,803)
46	Operating Margin %		-14.81%	-14.89%	0.07%
47	Net Margin %		-10.16%	-9.80%	-0.36%
48	Payroll as % of Operating Expense		55.56%	56.98%	

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

	FYE as of 9/30/26	FYE 9/30/2025	FYE 9/30/2024	FYE 9/30/2023	FYE 2027-2026 \$ Change	FYE 2027-2026 % Change
Assets						
Current Assets						
Cash	\$ 655,920	\$ 1,930,126	\$ 668,449	\$ 750,708	\$ (1,274,206)	-66.02%
Short-term Investments (LAIF)	\$ 20,434,695	\$ 19,841,639	\$ 17,051,994	\$ 14,083,327	\$ 593,055	2.99%
Total Cash and Equivalents	\$ 21,090,615	\$ 21,771,765	\$ 17,720,443	\$ 14,834,035	\$ (681,151)	-3.13%
Patient Accounts Receivable	\$ 8,868,450	\$ 7,230,813	\$ 10,284,297	\$ 17,499,493	\$ 1,637,637	22.65%
Accounts Receivable Reserves	\$ (3,317,668)	\$ (2,425,431)	\$ (4,882,261)	\$ (8,602,367)	\$ (892,237)	36.79%
Net Accounts Receivable	\$ 5,550,782	\$ 4,805,382	\$ 5,402,036	\$ 8,897,126	\$ 745,400	15.51%
% of Gross Account Receivables	62.6%	66.5%	52.5%	50.8%		
Inventory	\$ 572,197	\$ 541,844	\$ 581,597	\$ 558,494	\$ 30,353	5.60%
Other Assets	\$ 636,855	\$ 1,012,359	\$ 334,418	\$ 937,602	\$ (375,504)	-37.09%
Total Other Assets	\$ 1,209,052	\$ 1,554,203	\$ 916,015	\$ 1,496,096	\$ (345,151)	-22.21%
Total Current Assets	\$ 27,850,449	\$ 28,131,350	\$ 24,038,494	\$ 25,227,257	\$ (280,902)	-1.00%
Fixed Assets						
Land	\$ 1,209,214	\$ 1,209,214	\$ 1,166,344	\$ 1,166,344	\$ -	0.00%
Buildings	\$ 16,773,481	\$ 16,695,061	\$ 15,728,333	\$ 15,220,840	\$ 78,420	0.47%
Capital Equipment	\$ 17,917,996	\$ 17,382,993	\$ 16,729,048	\$ 15,928,706	\$ 535,003	3.08%
In Progress	\$ 3,702,204	\$ 593,057	\$ 860,376	\$ 3,176,862	\$ 3,109,147	524.26%
Total Plant & Equipment	\$ 39,602,895	\$ 35,880,325	\$ 34,484,101	\$ 35,492,752	\$ 3,722,570	10.37%
Accumulated Depreciation	\$ (24,978,066)	\$ (23,884,891)	\$ (22,629,550)	\$ (23,408,156)	\$ (1,093,175)	4.58%
Net Fixed Assets	\$ 14,624,829	\$ 11,995,434	\$ 11,854,551	\$ 12,084,596	\$ 2,629,395	21.92%
Total Assets	\$ 42,475,277	\$ 40,126,784	\$ 35,893,044	\$ 37,311,852	\$ 2,348,493	5.85%
LIABILITIES AND RETAINED EARNINGS						
Current Liabilities						
Accounts Payable	\$ 637,961	\$ 814,049	\$ 745,533	\$ 1,102,485	\$ (176,088)	-21.63%
Accrued Payroll & Benefits	\$ 1,195,674	\$ 1,741,808	\$ 1,577,805	\$ 1,407,116	\$ (546,134)	-31.35%
Other Current Liabilities	\$ 4,896	\$ 4,755	\$ 247,465	\$ 6,105	\$ 141	100.00%
Total Current Liabilities	\$ 1,838,531	\$ 2,560,612	\$ 2,570,803	\$ 2,515,706	\$ (722,081)	-28.20%
Long-Term Liabilities						
Loans	\$ 3,362,940	\$ 3,728,616	\$ 4,073,416	\$ 4,403,403	\$ (365,676)	-9.81%
Capitalized Leases	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Long Term Liabilities	\$ 3,362,940	\$ 3,728,616	\$ 4,073,416	\$ 4,403,403	\$ (365,676)	-9.81%
Deferred Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
TOTAL LIABILITIES	\$ 5,201,471	\$ 6,289,228	\$ 6,644,219	\$ 6,919,109	\$ (1,087,757)	-17.30%
Fund Balance	\$ 37,273,806	\$ 33,837,556	\$ 29,248,825	\$ 30,392,743	\$ 3,436,250	10.16%
TOTAL LIABILITIES AND FUND BALANCE	\$ 42,475,277	\$ 40,126,784	\$ 35,893,044	\$ 37,311,852	\$ 2,348,493	5.85%

Eastern Plumas Health Care - September 30, 2026 Stats

As Of	AR Days	Change	% Change
9/30/2021	53.27		
9/30/2022	58.88	5.61	10.53%
9/30/2023	134.13	75.25	127.80%
9/30/2024	72.84	(61.29)	-45.69%
9/30/2025	54.62	(18.22)	-25.01%
9/30/2026	47.57	(7.05)	-12.91%
Target Goal	50.00		

YTD	Patient Revenue	Change	% Change
9/30/2021	12,427,372		
9/30/2022	11,784,590	(642,782)	-5.17%
9/30/2023	12,722,307	937,717	7.96%
9/30/2024	12,831,720	109,413	0.86%
9/30/2025	12,431,331	(400,389)	-3.12%
9/30/2026	17,127,656	4,696,325	37.78%
Target Goal	16,824,242	(Bugeted Amount)	

As Of	Days Cash	Change	% Change
9/30/2021	303.00		
9/30/2022	206.00	(97.00)	-32.01%
9/30/2023	142.00	(64.00)	-31.07%
9/30/2024	161.00	19.00	13.38%
9/30/2025	185.00	24.00	14.91%
9/30/2026	159.00	(26.00)	-14.05%
Target Goal	240.00		

YTD	Net Income	Change	% Change
9/30/2021	502,488		
9/30/2022	(2,013,540)	(2,516,028)	-500.71%
9/30/2023	(2,006,804)	6,736	-0.33%
9/30/2024	(1,938,306)	68,498	3.41%
9/30/2025	(948,028)	990,278	51.09%
9/30/2026	(1,107,831)	(159,803)	-16.86%
Target Goal	(892,641)	(Bugeted Amount)	

As Of	Current Ratio	Change	% Change
9/30/2021	2.19%		
9/30/2022	4.59%	2.40%	109.59%
9/30/2023	9.84%	5.25%	114.38%
9/30/2024	10.32%	0.48%	4.88%
9/30/2025	10.78%	0.46%	4.46%
9/30/2026	15.15%	4.37%	40.54%
Target Goal	7.00%		

YTD	Expenses	Change	% Change
9/30/2021	8,056,809		
9/30/2022	10,241,270	2,184,461	27.11%
9/30/2023	9,968,609	(272,661)	-2.66%
9/30/2024	10,583,012	614,403	6.16%
9/30/2025	11,156,702	573,690	5.42%
9/30/2026	12,554,854	1,398,152	12.53%
Target Goal	12,585,603	(Bugeted Amount)	

YTD	IGT's	Change	% Change
9/30/2021	-		
9/30/2022	70,844	70,844	100.00%
9/30/2023	-	(70,844)	-100.00%
9/30/2024	-	-	0.00%
9/30/2025	-	-	0.00%
9/30/2026	11,252	11,252	100.00%
Target Goal	28,979,106	(Bugeted Amount)	

As Of	Fund Balance	Change	% Change
9/30/2021	21,055,295		
9/30/2022	26,174,309	5,119,014	24.31%
9/30/2023	30,392,743	4,218,434	16.12%
9/30/2024	29,248,825	(1,143,918)	-3.76%
9/30/2025	33,837,556	4,588,731	15.69%
9/30/2026	37,273,806	3,436,250	10.16%
Target Goal	40,412,643		

Current ratio is the measurement of the hospital's ability to cover short-term obligations with it's current assets.

A strong current ratio for a hospital our size is 3%.

AGENDA ITEM COVER SHEET

ITEM	CAH Committee Consent Agenda
RESPONSIBLE PARTY	Donna Dorsey, RN, BSN Emergency Room Manager
ACTION REQUESTED?	For Board Action
BACKGROUND: During the October 14 th , 2026 CAH Committee meeting, the committee made the following consent agenda item recommendations to the Board of Directors.	
SUMMARY/OBJECTIVES: Approval of the following consent agenda items: Annual Policy Reviews • Ambulance • Dietary • Environment of Care Committee • Human Resources • Infection Prevention • Laboratory • Nursing • Pharmacy • Radiology • Skilled Nursing • Senior Life Solutions	
SUGGESTED DISCUSSION POINTS: None	
SUGGESTED MOTION/ALTERNATIVES: Move to approve CAH Committee Consent Agenda as presented.	
LIST OF ATTACHMENTS: Policy List attached.	

Policy List: October 2026

Title

Area

Care After Death & Organ/Tissue Procurement	Nursing
Care of Danger to Self/Others or Gravely Disabled Patient	Nursing
Critical Lab Values	Laboratory
Daily Ambulance Inspection	Ambulance
Drug Procurement Inventory Control	Pharmacy
Emergency Off-Site Uhf Radio Communications	Ambulance
Fire Watch	Environment of Care Committee
Hot Beverage Temperatures	Dietary
In- House Testing and Analyzers	Laboratory
Lab Personnel Role Definitions	Laboratory
Laboratory Procedures	Laboratory
Light Sensitive Medications	Pharmacy
Look-Alike/Sound-Alike Medications	Pharmacy
Mammography Tracking of Positive Results	Radiology
MDRO (Multidrug-Resistant Organism) Control Plan	Infection Prevention
Medication Security While Ambulance is Out of EPHC Custody	Ambulance
Norcal EMS Policies and Procedures	Ambulance
Novel Respiratory Pandemic Readiness Plan	Infection Prevention
Pain Management	Nursing
Paper Signage Policy	Infection Prevention
Patient Admission - Acute	Nursing
Radiation Exposure/Monitoring Safety of Employees	Radiology
Reference Laboratories	Laboratory
Reflex Testing	Laboratory
Respirator Fit Testing Policy	Infection Prevention
Retention of Records	Laboratory
Scabies & Lice	Infection Prevention
Security Policy (Biometric Safe)	Ambulance
Senior Life Solutions Policy and Procedure Manual	SLS
Specimen Rejection Criteria	Laboratory
STAT Laboratory Procedures	Laboratory
Thyroid Protocol	Laboratory
Transfer of Mother and Newborn After Delivery	Nursing
Turn Around Time Policy	Laboratory
Use of Restraints	Nursing
Waived Testing	Laboratory