

SOUTHERN INYO HEALTHCARE DISTRICT

Regular Meeting of the Board of Directors Minutes

Date: Tuesday, January 14, 2020

Time: 4:30 p.m.

Location: RCA Church

550 East Post St

Lone Pine, CA 93545

PRESENT

Jaque Hickman, President

Bruce Branson, Treasurer

Carma Roper, Secretary

Charles Carson, Vice President

Mark Lacey, Director (arrived at 4:37)

OTHERS

Peter Spiers, CEO

Chris Marks, IT

Chet Beedle, Financial Consultant

Maritza Perkins, Administrative Assistant

Jeff Sheffield, Director of Facilities

I. CALL TO ORDER

The meeting was called to order at 4:32 p.m.

Vice President Carson moved to approve the agenda for the 01/14/2020 Regular Board Meeting. Treasurer Branson seconded. All approved.

II. BUSINESS ITEMS

A. Election of Board Officers for 2020 (Board of Directors)

President Hickman nominates Charles Carson for President.

Vice President Carson nominates that we re-elect Jaque Hickman as President. Due to the bankruptcy he feels that the board should not make any changes. Treasurer Branson agrees.

Action: Treasurer Branson moves to approve to keep the existing elected officers. Vice President Carson seconded. All approved.

Jaque Hickman as President

Charles Carson, Vice President

Bruce Branson, Treasurer

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B. Appointment of Directors to Committees for 2020 (Board of Directors)

President Hickman appointed the following:

Finance Committee- Charles Carson and Bruce Branson
Joint Committee-Carma Roper and Jaque Hickman

Attorney Nave stated that the medial staff needs to meet quarterly. Quality improvement reports need to be presented to the board. CMS looks for that. President Hickman agrees and Attorney Nave will need to give guidance.

Director Lacey joined the meeting during this time.

**C. Discussion regarding future of Southern Inyo Hospital facilities.
(President/Attorney)**

Attorney Nave reported that SIHD is in the process of filing an amended plan and disclosure statement today. There was a hearing that was scheduled last week on the 7th but that hearing has been continued to Tues, Jan. 28th. This is along the lines of a status conference. The disclosure statement and proposed plan will not be approved at that hearing but believe at that hearing Jeff Golden will ask for approval for the language on the ballot to send out to the district's creditors. At this point in time varies people have been involved in negotiations with a number of our creditors from Peter Spiers, Jaque Hickman, Chet Beedle and Jeff Golden and we made some progress. We are at a place where we have a pretty good sense of what our plan is going to look like. At a prior board meeting we discussed ways to fund the plan. Assuming we are able to carry that out, I think we are in a good place to meet the requirements of the plan. In the end, we want the district to have a clean start as a result of the chapter 9. The last 2-3 months (starting in November), we made progress on the state of the bankruptcy case.

Questions: None.

D. Consent Agenda: These items are considered routine and non-controversial and will be approved by one motion. If a member of the Board or public wishes to discuss an item, it will removed from Consent and considered separately at the end of Business Items.

1. Approval of Medical Staff Privileges

- a. Martin Edwards, MD, Radiologist, One Year Medical Staff Privileges
- b. Dianna Chooljian, MD, Radiologist, One Year Medical Staff Privileges
- c. Robert Redlich, MD, Radiologist, One Year Medical Staff Privileges

Action: Secretary Roper moved to approve the one year medical staff privileges for Martin Edwards, MD, Dianna Chooljian, MD and Robert Redlich, MD. Treasurer Branson seconded. All approved.

E. Plant Renewal-Hospital & Clinic Signs (Director of Facilities)

Jeff Sheffield reviewed the proposal on the new signs for the hospital and the clinic.

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President Hickman requested that the yard sign and the wall sign for the clinic be "Southern Inyo Rural Health Clinic" The clinic signs should be identical.

Secretary Roper agrees that when it comes to branding there needs to be consistency.

Peter Spiers mentioned that he has put together a team, "Plant Renewal Team". Jeff Sheffield is leading that team. He is hoping that once the bankruptcy is closed we will paint the hospital. It will be the best way to show people we are still here. We will also do new landscaping. President Hickman is helping with that. The hospital will look fresh and new. We are expecting to have this done by the end of Quarter 2.

Jeff Sheffield stated that all the signs presented would cost \$2800-\$3000 with plywood. Alex printing will be able to mount the signs to the plywood. Cost without plywood would be around \$2300.

Treasurer Branson asked if SIH Salvation will account for this. Linda Tucker, President of the SIH Salvation stated that they will have a meeting the next day to discuss. Peter Spiers stated that we will find the funding.

Vice President Carson asked how many gallons it will take to paint the hospital. Jeff Sheffield is seeking bids. He already has one and is looking at the company that is painting a local bank.

Clinic wall sign and yard sign to be the same wording. (Southern Inyo Rural Health Clinic).
Emergency sign 7ft long
Hospital main entrance sign 6ft
Main hospital sign 4x8ft

Estimate as high as \$3000. Putting up the signs will be a house project. The plan is to use the existing piping that is already there. Anything made of wood we would like to replace. We will be using LED lighting near the signs not attached to the buildings. Jeff can do something with the building lighting above the door/windows. We may incur some more expense with the lighting and installation but the amount is not excessive.

Jeff Sheffield will be attending the SIH Salvation meeting.

Action: Treasurer Branson moved to approve the 5 signs by Alex Printing with the modification that the board suggested cap amount of 3k with notations that the lights and installation will be done by others (possibly in house). Director Lahey seconded. All approved.

F. Eastern Sierra Hospital Mutual Aid Network (CEO)

Peter Spiers stated in light of what we are trying to do across the Eastern Sierras with healthcare provider integration. This was a group that was put together awhile back and it went dormant. It has been rekindled.

Peter will be attending this revival meeting with Kori Novak, Kevin Flanigan and Mr. Parker on the 22nd. We will talk about what we are doing at SIH, NIH and Toiyabe and putting together an alignment strategy. Ultimately an integration strategy. This part is Peter Spier's restructure plan.

G. Michael Phillips, MD Clinic Contract (CEO)

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Dr. Phillips works at Mammoth and NIH. Dr. Flanigan requested for Peter and Dr. Phillips to meet. He came with high recommendation from Dr. Flanigan. He will start off working at the clinic and will also be a part of the ER rotation. He will primarily work in the clinic. He passed credentialing.

Attorney Nave reviewed this contract. Note-Correction of name on contract. Removed Brian Cotter and replaced with new CEO Peter Spiers.

Initially he will be doing one day a week. Peter stated that he has been doing clinic work for 7-8 years.

Action: Treasurer Branson moved to approve the Michael Phillips, MD clinic contract. Vice President Carson seconded. All approved

H. Employee Referral Program (CEO)

This was discussed at a finance committee meeting. Peter Spiers prepared the much needed attached employee referral program. We are not fully staffed. We are recruiting actively. This will help us. This is for full time and part time. There is a criteria. We will post a flyer to the staff if approved. This is an incentive for employees. This is a common template that is used.

President Hickman requested that Attorney Nave reviews this. Attorney Nave stated that he has looked at it. Employee bonuses for government agencies are tricky but the one presented does not violate any public funds law. It looks legal to Attorney Nave. The only comment is that in paragraph 1. It states "company" and not "district". Other than that he does not have any legal issues. Note: It is reportable income.

When public employees take their job, they take it under the terms and conditions that are offered at that time. We can't do retroactive bonuses but however this is a policy that applies to all employees it would not violate that rule.

Action: Director Lacey moved to approve the employee referral program with the change of "district" vs "company". Secretary Roper seconded. All approved.

I. ADP Quote # 02-2019-1221663.1 (HR)

This is informational for the board. We discussed this at the last finance committee meeting. Our hospital is still using paper. This will help us by having this digital platform. We felt we had this in the past and was being used. We found that they turned it off. We weren't sure why. HR & admin reviewed the invoice. It is still there and we are still paying for it. It's an error on ADP's part. We proved that we are already paying for it. We will be uploading policies and procedures, position control info and other HR stuff. It will be a huge help for the HR Dept.

No need for board approval.

J. Survey Solutions Proposal (CNO)

This is a HCAPS survey that is done for us to qualify for a flex grant. This satisfies DHCS requirements. We do need this to be in compliance. This is a 90 day out and a one year renewable. We can cancel at any time. Attorney Nave did not see any terms and

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conditions on the proposal. Shannon Jimerson did say that the flex grant should then reimburse the cost of this. It would be a wash.

Financial Consultant Chet Beedle said he is familiar with this flex grant and it's about 9k. The issue is we must front the money first then you report the results. We forecast the results when we apply for the grant. Flex grant has been submitted.

Treasurer Branson wanted to know why we needed both (clinic and hospital). Per Peter, they are different provider numbers. It includes all providers on staff, physicians and mid-levels.

This is quality aspect. The medical staff is required to do quality improvement reporting.

Action: Treasurer Branson moved to approve the Survey Solutions proposal with the conditions that Attorney Nave reviews the terms and conditions and conquers. Secretary Roper seconded. All approved.

K. Authorization on PTO Buy-out and PTO Policy and Procedure Update (CEO)

This is an update. Peter Spiers, CEO is now taking this over so this does not have to go to the board each time. It will be Peter's responsibility to review. He will be putting together a criteria for cash out of PTO. The board will be brought into the loop. Once the policy is completed Peter will present the board. Peter will be doing counseling on this too.

The first step is for a policy to be reviewed by Peter and revised if needed. Then the policy needs to be presented to the board for approval.

Per Attorney Nave stated that until the policy is approved by the board, the PTO requests still need to come to the board. Once the policy is approved by the board it will be in Peter's hand to review and approve the request.

L. Ronald Ostrom, MD Radiology Medical Directorship Agreement (CEO)

Peter Spiers stated that SIHD did not have a medical director in radiology. Its state mandated. We needed someone. Dr. Ostrom was certified trained to become a medical director for radiology. He will bring some value. He will help develop programs. We want to create more diagnostic imaging as well as how we use our CT machine and how we order tests. This is a much needed position. We will help us have a better quality radiology department. He will help our doctors use radiology more. Dr. Ostrom will also help with signing policies and procedures.

Financial Consultant Beedle stated that it should be an hourly amount for administrative hours at 150.00 per hour. Make sure that we are not just paying the maximum 150 per month. The director needs an assignment sheet and it needs to be signed off.

Treasurer Branson spoke with Peter Spiers and he was informed that Ostrom was the Chief of Staff too. Per Peter, not yet. Treasurer Branson asked if he is the Radiology Director and chief of staff would that be a conflict. Financial Consultant Beedle stated that the Chief of staff is elected by the Medical Staff. The board of directors do not elect. The board just approves it. Per Attorney Nave stated that it's not a conflict of interest.

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Medical staff is a distinct legal entity for the district. They have their own bylaws and operate with their own rules. They elect their own officers. The district hires the physicians and medical directors. From there it's up to the medical staff. There is no legal concerns with if he will be medical directorship and chief of staff.

Action: Director Lacey moved to approve the radiology medical directorship agreement with Dr. Ronald Ostrom. Secretary Roper seconded. All approved.

III. REPORTS

A. Financial Report

Financial Consultant Beedle reviewed the year to date portion and cash flow of the financials reported at the Finance Committee meeting on January 7th.

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Statement of Revenue and Expense
SOUTHERN INYO HEALTHCARE DISTRICT
LONE PINE, CALIFORNIA
Four Months Ended October 31, 2019

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	YEAR-TO-DATE				
	Actual 10/31/19	Budget 10/31/19	Positive (Negative) Variance	Percentage Variance	Prior Year 10/31/18
Gross Patient Revenue					
Inpatient Revenue	\$299,647	\$453,633	(\$153,985)	-33.94%	\$385,426
Clinic Revenue	404,265	348,915	55,350	15.86%	257,798
Outpatient Revenue	2,601,396	2,237,435	363,960	16.27%	1,866,802
Long Term Care Revenue	1,604,588	1,972,966	(368,380)	-18.67%	1,568,941
Other	0	6,294	(6,294)	-100.00%	6,081
Total Gross Patient Revenue	4,909,894	5,019,243	(109,349)	-2.18%	4,085,048
Deductions From Revenue					
Discounts and Allowances	(1,547,698)	(1,277,899)	(269,798)	-21.11%	(1,118,133)
Bad Debt Expense (Governmental Providers Only)	(160,112)	(100,385)	(59,727)	-59.50%	(122,551)
Settlements/Other	(22,500)	0	(22,500)	0.00%	0
Charity Care	(37,285)	(5,019)	(32,266)	-642.85%	(40,850)
Total Deductions From Revenue	(1,767,595)	(1,383,303)	(384,292)	-27.78%	(1,281,535)
Deductions as % of Gross Revenue	-36.0%	-27.6%			-31.4%
Net Patient Revenue	3,142,299	3,635,940	(493,641)	-13.58%	2,803,513
Other Operating Revenue	157,222	95,240	61,983	65.08%	46,445
Total Operating Revenue	3,299,521	3,731,179	(431,658)	-11.57%	2,849,959
Operating Expenses				Exp %/Net Rev	
Salaries and Wages	1,820,880	2,025,918	205,038	54.3%	1,466,339
Fringe Benefits	173,014	506,479	333,465	13.6%	366,585
Contract Labor	74,977	141,571	66,594	3.8%	105,618
Physicians Fees	576,070	493,199	(82,871)	13.2%	400,417
Purchased Services	58,955	96,739	37,784	2.6%	80,085
Supply Expense	138,433	190,395	51,962	5.1%	142,578
Utilities	85,399	69,890	(15,509)	1.9%	56,353
Repairs and Maintenance	13,682	43,218	29,536	1.2%	29,748
Insurance Expense	107,348	78,171	(29,178)	2.1%	62,838
All Other Operating Expenses	172,156	587,844	415,688	15.8%	553,892
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Leases and Rentals	26,422	68,566	42,145	1.8%	55,266
Depreciation and Amortization	2,120	70,442	68,321	1.9%	56,909
Interest Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Total Operating Expenses	3,249,456	4,372,432	1,122,976	117.2%	3,376,627
Net Operating Surplus/(Loss)	50,065	(641,253)	691,318	-107.81%	(526,668)
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	0	0	0	0.00%	0
Income Derived from Property Taxes	225,308	247,274	(21,967)	-8.88%	225,308
Interest Expense (Governmental Providers Only)	(86,497)	(121,355)	34,858	-28.72%	(86,497)
Other Non-Operating Revenue/(Expenses)	36,192	30,805	5,387	17.49%	36,192
Total Non Operating Revenue/(Expense)	175,002	156,724	18,278	11.66%	175,002
Total Net Surplus/(Loss)	\$225,067	(\$484,529)	\$709,596	-146.45%	(\$351,666)
Operating Margin	1.52%	-17.19%			-18.48%
Total Profit Margin	6.82%	-12.99%			-12.34%
EBITDA	-1.04%	-18.55%			-19.52%
Cash Flow Margin	9.51%	-7.85%			-7.31%

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Southern Inyo Healthcare District
Operational Cash Flow Actual w/Projections
Actual FY 2020

	Actual Jul-19	Actual Aug-19	Actual Sep-19	Actual Oct-19	Actual Nov-19	Actual Dec-19	Proj Jan-20	Proj Feb-20	Proj Mar-20	Proj Apr-20	Proj May-20	Proj Jun-20	FY TOTAL
Ave. Daily Census													
Acute Care	0.6	0.07	0.3	0.3	0.1	0.4	0.4	0.4	0.3	0.2	0.6	0.70	0.36
Swing	0.0	0.00	0.0	1.9	0.2	1.7	0.0	0.0	0.0	0.0	0.0	2.50	0.53
SNF	28.0	25.15	25.8	28.0	27.8	29.6	26.3	26.3	23.3	24.6	28.0	27.00	26.65
Beginning Balance	527,701	353,586	272,290	70,724	152,997	231,029	342,634	479,517	191,592	231,888	195,633	260,333	527,701
Cash Receipts													
Medicare	56,215	253,261	152,526	92,891	378,001	716,150	182,702	244,917	346,454	91,878	142,227	151,320	2,808,541
Medi-Cal	214,777	204,069	161,051	199,454	155,454	151,642	122,648	141,402	209,365	188,737	142,852	112,243	2,003,893
Insurance	168,229	81,226	143,494	183,434	48,483	82,610	44,151	62,342	72,049	67,077	47,861	94,121	1,095,078
Bad Debt Recovery	2,249	4,208	9,599	0	88,095	86,201	75,203	38,069	38,069	21,077	77,567	14,231	454,567
Credit Card Payments	9,283	6,551	18,803	40,844	14,024	19,292	3,617	8,654	54,587	16,026	0	5,121	195,802
Private Pay	28,226	21,462	20,029	21,130	41,675	30,307	55,740	31,427	60,796	25,172	29,426	36,240	401,619
Rebates & Refunds/Taxes/IGT	0	259,615	0	114,215	0	0	773,756	0	0	335,531	1,166,959	75,000	2,725,075
Miscellaneous Cash	16,049	883	1,080	26,016	14,111	10,411	42,351	51,851	56,114	24,873	60,811	31,258	339,808
Unapplied/Withholds	-67,668	-247,850	-148,510	-71,529	0	0	0	3,456	0	0	0	55,581	(476,520)
Total Cash Received	427,360	583,415	358,072	606,456	739,842	1,096,614	1,300,168	582,116	837,433	769,371	1,667,702	575,115	9,543,663
Salaries	402,690	400,736	433,237	440,000	435,000	739,286	434,187	426,627	431,538	410,000	426,400	441,000	5,420,701
Professional Fees	176,911	121,821	123,186	74,903	112,697	168,021	128,349	121,657	73,832	72,053	102,031	99,981	1,395,448
Supplies	21,873	11,766	10,629	2,836	20,128	44,111	53,897	111,899	38,426	16,898	16,146	54,200	404,567
Other/Purch Serv/Contract Labor	0	0	92,595	106,439	93,985	13,591	159,899	209,899	253,341	303,467	652,595	36,516	1,922,316
Inyo County Treas Repay/Medsphere	0	130,389	0	0	0	0	386,953	0	0	1,410	142,775	82,000	743,527
IGT Matching	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSE	601,474	664,711	659,638	624,183	661,810	985,009	1,163,285	870,042	797,137	805,626	1,353,002	713,697	9,886,560
Return of Medicare/Cal Overpmt.	0	0	0	0	0	0	0	0	0	0	0	0	0
Investment Account (LAF)	0	0	-100,000	-100,000	0	0	0	0	0	0	250,000	0	50,000
Total Payments	601,474	664,711	559,638	524,183	661,810	985,009	1,163,285	870,042	797,137	805,626	1,603,002	713,697	9,936,560
Cash Over/(Under)	353,586	272,290	70,724	152,997	231,029	342,634	479,517	191,592	231,888	195,633	260,333	121,751	121,751
Property Tax Fund	0	7,724	7,724	2,776	0	0	0	0	0	0	0	0	0
Business Reserve	7,724	(4,948)	0	7,351	7,709	7,659	7,613	7,613	7,613	7,613	7,613	7,613	7,613
Payroll Reserve	0	0	0	90,705	0	0	0	0	0	0	0	0	0
Reserve Add or Transfer	0	0	0	0	0	0	0	0	0	0	0	0	-
Net Cash Balance	361,310	275,066	78,448	253,828	238,738	350,293	487,130	199,205	239,501	203,246	267,947	129,364	129,364

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Ave. Daily Census													
Acute Care	0.7	0.3	1.4	1.1	1.1	0.7	0.4	0.4	0.3	0.2	0.6	0.70	0.67
Swing	2.5	2.1	0.4	0.4	0.4	0.0	0.0	0.0	0.0	0.0	0.0	2.50	0.69
SNF	22	26	24	23.3	23.3	26.5	26.3	26.3	23.3	24.6	28.0	27.00	25.05
Beginning Balance	403,831	82,132	165,741	125,781	-14,976	-145,154	-145,710	-8,827	-296,752	-256,456	-292,711	-228,011	403,831
Cash Receipts													
Medicare	55,305	511,028	161,975	201,526	270,827	380,334	182,702	244,917	346,454	91,878	142,227	151,320	2,740,492
Medi-Cal	178,834	120,275	186,815	207,235	145,299	166,803	122,648	141,402	209,365	188,737	142,852	112,243	1,922,507
Insurance	116,252	78,020	263,633	122,580	70,506	40,380	44,151	62,342	72,049	67,077	47,861	94,121	1,078,982
Bad Debt Recovery	9,035	9,511	9,835	9,061	89,636	62,089	75,203	38,069	38,069	21,077	77,567	14,231	453,282
Credit Card Payments	3,947	10,789	19,884	18,889	14,913	6,597	3,617	8,654	54,587	15,026	0	5,121	162,025
Private Pay	18,081	15,216	31,555	15,610	30,842	61,122	55,740	31,427	60,796	25,172	28,426	36,240	412,206
Rebates & Refunds/Taxes/IGT	0	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous Cash	375,887	56,395	850	10,355	73,237	7,466	42,351	51,851	56,114	24,873	60,811	31,258	791,448
Unapplied/Growth	83,201	888	0	0	0	0	0	3,456	0	0	0	0	143,125
Total Cash Received	840,522	802,122	674,547	586,265	695,159	724,791	1,300,168	582,116	837,433	769,371	1,667,702	575,115	10,055,310
Salaries	409,288	426,589	416,136	479,393	461,000	519,984	434,187	426,627	431,538	410,000	426,400	441,000	5,282,141
Professional Fees	96,891	88,265	93,939	102,789	125,512	147,369	128,349	121,657	73,832	72,053	102,031	99,981	1,252,699
Supplies	39,876	46,065	49,428	34,143	46,762	43,859	53,897	111,859	38,426	18,696	16,146	54,200	553,156
Other/Purch Serv/Contract Labor	232,133	167,595	130,476	110,696	192,063	14,135	159,899	209,899	253,341	303,467	652,595	36,516	2,462,814
Inyo County/Treas Repts/Medsphere	374,235	0	0	0	0	0	386,953	0	0	1,410	142,776	82,000	987,374
IGT Matching	0	0	24,527	0	0	0	0	0	0	0	0	0	24,527
TOTAL EXPENSE	1,152,220	728,514	714,507	727,022	825,337	725,347	1,163,285	870,042	797,137	805,626	1,353,002	713,697	10,562,681
Return of Medicare/Cal Overpmt Investment Account (LAF)*	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	250,000	0	250,000
	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Payments	1,152,220	728,514	714,507	727,022	825,337	725,347	1,163,285	870,042	797,137	805,626	1,603,002	713,697	10,812,681
Cash Over/(Under)	92,132	165,741	125,781	(14,976)	(145,154)	(145,710)	(8,827)	(296,752)	(256,456)	(292,711)	(228,011)	(366,593)	(366,593)
Operating Reserve Property Tax Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613
Med Opmt/Li/IGT/Grants Reserve Add or Transfer	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Balance	99,745	173,354	133,394	(7,363)	(137,541)	(138,097)	(1,214)	(289,139)	(248,843)	(285,098)	(220,397)	(358,960)	(358,980)

Public member Lynne Bunne asked about the bad debt recovery. How do you explain that? How do you get recovery for the bad debt? Financial Consultant stated that the recovery comes from the collection agency checks or if we are collecting ourselves.

Receivables have been coming down.

President Hickman stated that this is the first time we have numbers from someone and is transparent. First time for leadership where the board can see. The employees are working together. The board appreciates it.

B. CEO Report

Peter Spiers, CEO stated that basically in August 2019 was started the change in work and operating culture at SIHD. Peter layed out what he thought was wrong/broken and what we needed to fix. The staff has embraced this new way of operating. There is a lot a personal accountability. Lots of driving different attitudes about work. Lots of drilling down in the processes that are broken and requiring people to fix them.

Today we will be going over what we found, what we have done and how we are going into the future. Peter Spiers revised the PowerPoint presentation.

Board of Directors:

Jaqueline Hickman
President

Charles Carson
Vice President

Carma Roper
Secretary

Bruce Branson
Treasurer

Mark Lacey
Director

CEO Report

1

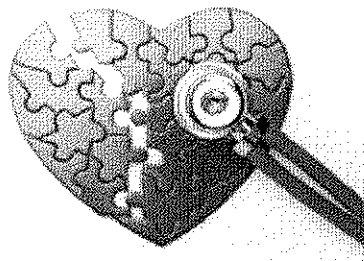
August – December 2019: Looking Back...Going Forward!

I. Hospital Wide Operational Assessment and Restructure

2

Operational Status August 2019

- Every area reviewed had structural/operational gaps
- Silos/communication/IT gaps across the organization
- Operating culture fragmented/morale low



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4 Initial Areas of Focus

Organizational Culture: *team - based , core value driven operations*

Growth / Create broader healthcare integration/access across Inyo County

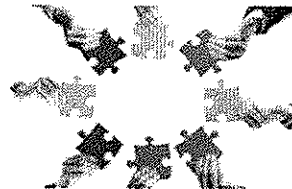
Revenue/Expense Performance

Capital Acquisition

Accountable Mergers Important
 Professional Collective Goals
 Stakeholder **ORGANIZATIONAL** Customer
 Group **CULTURE** Ideas
 Executive Performance Roles
 Change Knowledge Mission
 Workplace Support Leadership
 Behavior Managers Skills Valuable
 Growth Business Meetings Results

Operational Restructure / Teams

- Administrative Leadership Team (A-Team)
- SIHD Management Team (department managers)
- Pharmacy Services Development Team
- RHC Development Team
- PT Growth Team
- Salvation Foundation Campaign Planning Team
- Financial Services Re-structure Team
- Capital Acquisition Task Force
- Physical Plant Upgrade Team



Board of Directors:

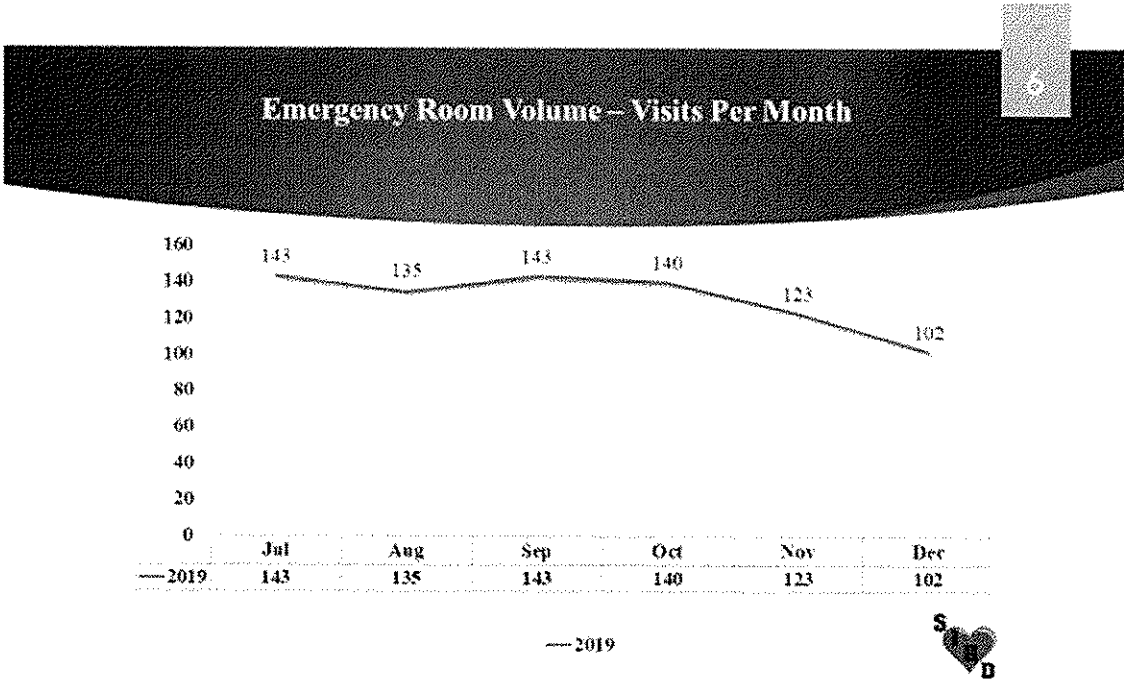
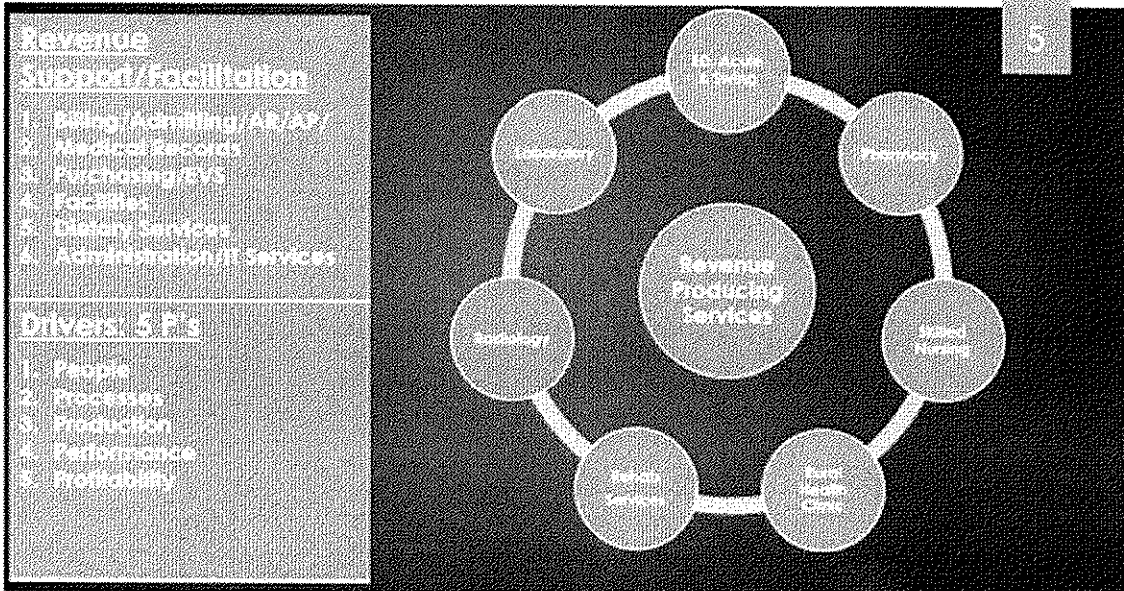
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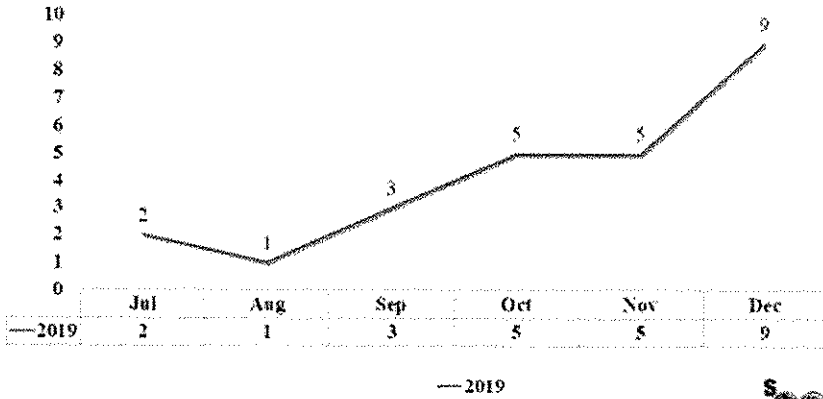
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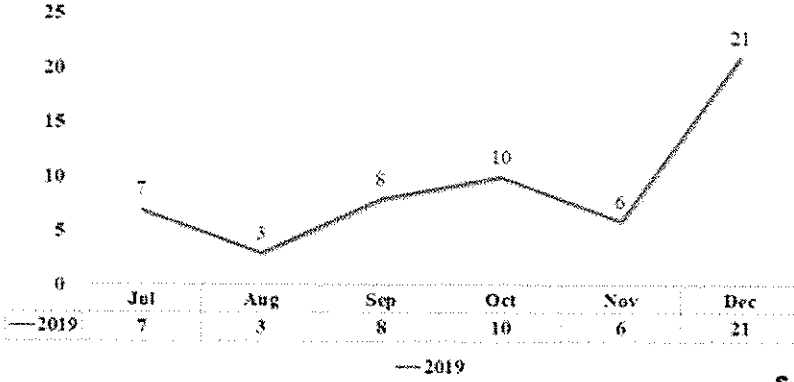
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Acute & Swing Room - Patients Per Month



Acute Room - Total Days in Acute



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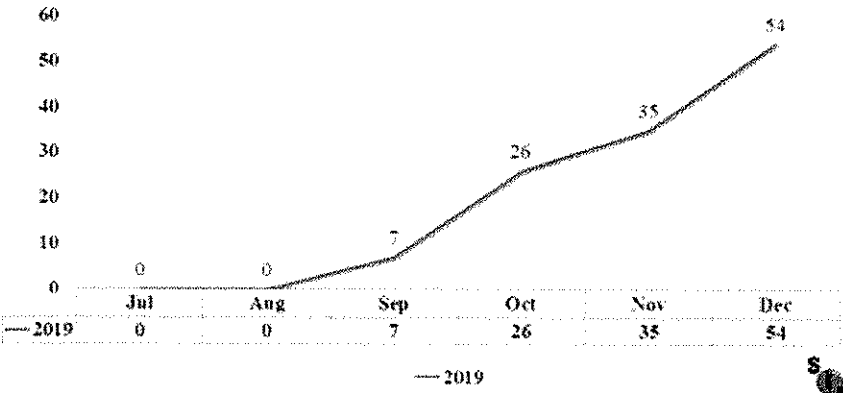
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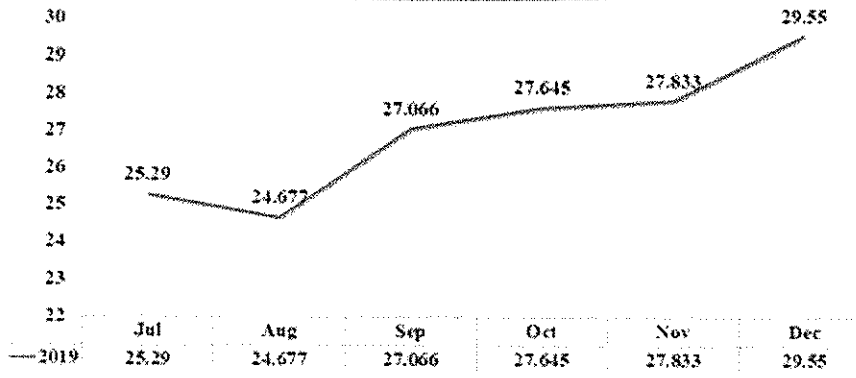
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Swing Bed Room – Total Days in Swing Bed



Skilled Nursing Facility Volumes – Monthly Census



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