



BOARD OF DIRECTORS

Steve Pittson, DC, President
Daniel Robinson, Vice-President
Becky Campo, Secretary
Anne Stokman, RN, Treasurer
Vacant, Member

PO Box 187, Patterson, CA 95363
Phone (209) 892-8781 Fax (209) 892-3755

BOARD OF DIRECTORS REGULAR MEETING
October 28, 2019
6:30 pm
Del Puerto Health Center Conference Room

1700 Keystone Pacific Parkway, Unit B,
Patterson, CA

The Del Puerto Health Care District welcomes you to this meeting, which is regularly held the last Monday of each month, and your interest is encouraged and appreciated.

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Board, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda. If you wish to speak on an item on the agenda, you are welcome to do so during consideration of the agenda item itself. If you wish to speak on a matter that does not appear on the agenda, you may do so during the Public Comment period, however California law prohibits the Board from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Board of Directors. Persons speaking during the Public Comment will be limited to five minutes or, depending on the number of persons wishing to speak, it may be reduced to allow all members of the public the opportunity to address the Board. Public comments must be addressed to the board as a whole through the President. Comments to individuals or staff are not permitted.

CONSENT CALENDAR: These matters include routine financial and administrative actions and are identified with an asterisk (*). All items on the consent calendar will be voted on as a single action at the beginning of the meeting under the section titled "Consent Calendar" without discussion. If you wish to discuss an item on the Consent Calendar, please notify the Clerk of the Board prior to the beginning of the meeting or you may speak about the item during Public Comment Period.

REGULAR CALENDAR: These items will be individually discussed and include all items not on the consent calendar, all public hearings and correspondence.

CLOSED SESSION: Is the portion of the meeting conducted in private without the attendance of the public or press to discuss certain confidential matters specifically permitted by the Brown Act. The public will be provided an opportunity to comment on any matter to be considered in closed session prior to the Board adjourning into closed session.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE BOARD ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the item is announced by the Board President. In order that interested parties have an opportunity to speak, any person addressing the Board will be limited to a maximum of 5 minutes unless the President of the Board grants a longer period of time.

BOARD AGENDAS AND MINUTES: Board agendas and minutes are typically posted on the Internet on Friday afternoons preceding a Monday meeting at the following website: <https://dphealth.specialdistrict.org/board-meeting-agendas>.

Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection in the District office at 875 E Street, Patterson, CA during normal business hours. Such documents are also available online, subject to staff's ability to post the documents before the meeting, at the following website <https://dphealth.specialdistrict.org/board-meeting-agendas>.

NOTICE REGARDING NON-ENGLISH SPEAKERS: Board of Director meetings are conducted in English and translation to other languages is not provided. Please make arrangements for an interpreter if necessary.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (209) 892-8781. Notification 72 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to this meeting.

Cell phones must be silenced or set in a mode that will not disturb District business during the meeting.

Del Puerto Health Care District Board of Directors

October 28, 2019

Regular Meeting Agenda

Page 2 of 3

1. **Call to Order**
2. **Pledge of Allegiance**
3. **Board of Directors Roll Call**
4. **Reading of the Mission Statement**
"The District's primary mission is to provide the highest quality health care services through Patterson District Ambulance and Del Puerto Health Center, while continuing to expand healthcare availability to the citizens of the Del Puerto Health Care District."
5. **Public Comment Period** *[Members of the public may address the Board on any issues on the Consent Calendar and items not listed on the agenda that are within the purview of the District. Comments on matters that are list on the agenda may be made at the time the Board is considering each item. Each speaker is allowed a maximum of five minutes. Board members may not comment or acting on items not on the agenda.]*
6. **Declarations of Conflict** *[Board members disclose any conflicts of interest with agenda items]*
7. **Approval of Agenda** **Action**
*[*Directors may request any consent calendar item be moved to regular calendar or change the order of the agenda items.]*
8. **Consent Calendar*** *[Routine committee reports, minutes, and non-controversial items]* **Action**
 - A. *Approve Board Minutes for September 30,2019
 - B. *Approve Special Board Minutes for September 30,2019
 - C. *Approve Finance Committee Meeting Minutes for September 18, 2019
 - D. *Accept Financial Report & Warrants for September 2019
 - E. *Resolution to transfer Mitigation account from Bank of the West to Oak Valley Community Bank
9. **Regular Calendar**
 - A. Ambulance Director Compensation Policy **Action**
 - B. Retirement Plan 1 Increase to 4% Resolution **Action**
 - C. MVEMSA Contractor Agreement **Action**
 - D. * Any Consent calendar items moved to regular calendar
10. **Reports**

<u>Employee Anniversaries & New Hires</u>	<u>October</u>	<u>Years</u>
Ambulance:	Brandon Cousins	5
	Kirsten Nelson	5
Health Center:	Yaneth Castillas	4
Administration	Cheryle Pickle	1
	Danae Skinner	1

 - B. District Wide Community Assessment – Director Stokman
 - C. West Side Health Care Task Force – Director Mac Master
 - D. Ambulance – Director Paul Willette
 - E. Health Center - Manager, Suzie Talamantes
 - F. Administration – Administrative Director/CEO, Karin Hennings



BOARD OF DIRECTORS MEETING

September 30, 2019 @ 6:30 pm

Del Puerto Health Center Conference Room,
1700 Keystone Pacific Parkway, Unit B, Patterson

Board of Directors Minutes

1. **Call to order** @ 6:46, pm

2. **Pledge of Allegiance**

3. **Board of Directors Roll Call.**

Directors Present: Director, Steve Pittson
Director, Dan Robinson
Director, Anne Stokman
Director, Becky Campo
Director, Gallo Mac Masters

Directors Absent: None

Staff Present: Administrative Director/CEO, Karin Hennings
Ambulance Director, Paul Willette
Health Center Manager, Suzie Talamantes
Maria Reyes, Financial Account Manager
Clerk of the Board, Cheryle Pickle

District Legal Council: Elizabeth M. Fratarcangeli, Cole, Huber, LLP

We have a Quorum

4. **Reading of the Mission Statement**

"The District's primary mission is to provide the highest quality health care services through Patterson District Ambulance and Del Puerto Health Center, while continuing to expand healthcare availability to the citizens of the Del Puerto Health Care District."

5. **Public Comment Period**

Present: None

6. **Declarations of Conflict:** There were no conflicts of interest.

7. **Approval of Agenda**

M/S/C To accept the agenda. /Director Campo / Director Robinson

Ayes: Directors Pittson, Robinson, Stokman, Campo.
Mac Master

Nays: None

Abstain: None

Passed



BOARD OF DIRECTORS MEETING
September 30, 2019 @ 6:30 pm
Del Puerto Health Center Conference Room,
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Board of Directors Minutes

8. Consent Calendar * [Routine committee reports, minutes, and non-controversial items]

- A. * Approval of Board Minutes August 26, 2019
- B. *Approve Finance Committee Meeting Minutes for August 21, 2019
- C. *Accept Financial Report & Warrants for August 2019
- D. *Accept Expense Reimbursement: Travel/Business Policy

M/S/C That the Board of Directors accept the Consent Calendar as presented. /Director Campo / Director Stokman
Ayes: Directors, Pittson, Robinson, Stokman, Campo., Mac Master

Nays: None

Abstain: None

Passed

9. Regular Calendar

- A. *Any Consent calendar items moved to regular Calendar None
- B. Capital Expense Request – Ambulance Request for Stryker Gurney

Currently we have 5 ambulances and four gurneys. There was discussion of where the funds would come from. It was decided that the funds would be from the Mitigation funds.

M/S/C To approve the purchase of the Stryker Power Cot (gurney) to be funded with Mitigation funds. / Director Robinson/ Director Pittson.

ROLL CALL VOTE

Ayes: Director Pittson
Director Robinson
Director Stokman
Director Campo
Director Mac Master

Nays: None

Passed

- C. Capital Expense Request – Ambulance Request for Stair Chair

There were no questions.

M/S/C To approve the Stryker Pro (stair Chair) as recommended by the Finance Committee. /Director Stokman/ Director Robinson



BOARD OF DIRECTORS MEETING

September 30, 2019 @ 6:30 pm

Del Puerto Health Center Conference Room,
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Board of Directors Minutes

ROLL CALL VOTE

Ayes: Director Pittson
Director Robinson
Director Stokman
Director Campo
Director Mac Master

Nays: None

Passed

D. Ratification of MOU with USW/TEMSA

The board has received a copy and reviewed a copy of what was negotiated with the union. The MOU was ratified by the Union this afternoon. We ask that the board ratify the MOU. Back pay will be made from September 01, 2019 with all other terms being effective September 30 ,2019 thru August 31, 2023. We now need the Board to ratify.

M/S/C To ratify the MOU with USW/TEMSA

/ Director Stokman/ Director Campo

ROLL CALL VOTE

Ayes; Director Pittson
Director Robinson
Director Stokman
Director Campo
Director Mac Master

Nays: None

Passed

10. Reports

A. Employee Anniversaries & New Hires

Ambulance:

September

Years

William Calderon	2
Sean Mangskau	16
Ricardo Marquez	2
Mia Marroquin	2
Mario Villanueva	2

Health Center:

Aracely Ortiz-Rodriquez	2
Yesenia Sanchez	4

Administration



BOARD OF DIRECTORS MEETING
September 30, 2019 @ 6:30 pm
Del Puerto Health Center Conference Room,
1700 Keystone Pacific Parkway, Unit B, Patterson

Board of Directors Minutes

Maria Reyes-Palad

1

B. District Wide Community Assessment – Director Stokman

Director Stokman stated that they were making progress. The Public Health Department of Stanislaus County they are working with are gathering the information for the 4 zip codes that fall into our district. The company we are working with are looking for the raw data and developing questions. Suzie has been helping with the coding. They will be working with the company and developing survey questions.

C. West Side Health Care Task Force - George Galloway Mac Masters

Interesting Group. Went to the meeting in Newman. Jim D. Martini presented. Was difficult to hear. Still promoting the biggest Loser program.

D. Ambulance – Paul Willette, Director of Ambulance Operations

Mr. Willette presented his report. Stated that the Hospitals have seen in the flu. This is an early presentation of the flu. They were very busy as well. As far as mutual aid we were able to handle the call volume in July 97.3% of the time and in August 91.5 % of the time. We also had 19 calls in AMRs area. We were busy and could have used the Unit # 93 but we did not have the MOU agreement that we needed to do so.

As a reminder it is early in the reporting period so the numbers in the Urban area can appear low. As far as compliance I have to report a failure. For the first time since I have been here, there was 20 hours we did not have 2 units on the road. I could only staff 1.

The new MOU has a few provisions which should help us be more successful with recruiting. First of all, the update pay scale should make us more competitive. Also, the director will be able to place experienced people at the appropriate level with no step cap, like the previous MOU. Also the change in the Step structure will allow them to move up faster.

E. Health Center - Suzie Talamantes, Health Center Manager

Ms. Talamantes gave her report. The numbers are down. She stated that they had provider vacations as well as a provider out on bereavement leave. They have two providers that have added additional hours in the mornings to accommodate more patients. They did a Health Fair for the City of Patterson. They did 58 finger sticks and were able to send a new patient to the clinic. They also did a Health Fair at Hammond Center.

The State did an unscheduled audit while Ms. Talamantes was out on leave. The results were very good. They were impressed with the staff. There were -0- findings.



BOARD OF DIRECTORS MEETING
September 30, 2019 @ 6:30 pm
Del Puerto Health Center Conference Room,
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Board of Directors Minutes

As far as the pediatrics department, Dr. Ma declined our offer. He accepted an offer in the Bay area. However; it appears that Dr. Blythe may be returning. Her husband has accepted an offer and she is very interested in returning to the clinic.

F. Administration – Karin Hennings, Administrative Director / CEO

Ms. Hennings reported that because we have a loan with USDA, they will be doing their biannual audit and inspection on Monday.

The Health Center received a \$19K HEDIS bonus from HealthNet.
We were approved from ACHCD as a Certified Health Care District

G.

11. Upcoming Regular Board and Standing Committee Meeting Dates

Finance –Wednesday, October 23	Board – Monday, October 28
Finance – Wednesday, November 20	Board – Monday, November 25
Finance – None	Board – Monday, December, 30

Adjourn to Closed Session @7:20 pm

12. **Closed Session** [Board of Directors may recess to closed session for discussion of certain matters as legally permitted. Any action taken shall be reported in open session.]

- | | |
|-------------------------------|--|
| A. Gov't Code section 54956.8 | Conference with Real Property Negotiator
Property: APN 0131-024-007 |
| B. Gov't Code § 54956.9(b) | Conference with Legal Counsel – Anticipated litigation or
significant exposure to litigation: One (1) potential case. |

13. Reconvene to Open Session – Report of Closed Session @ 7:32

No actionable items to report

Adjourn @ 7:33



BOARD OF DIRECTORS MEETING
September 30, 2019 @ 6:30 pm
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Board of Directors Minutes

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13. Reconvene to Open Session – Report of Closed Session @ 7:32

No actionable items to report

Adjourn @ 7:33



SPECIAL BOARD OF DIRECTORS MEETING

September 30, 2019 @ 5:30 pm

Del Puerto Health Center Conference Room,
1700 Keystone Pacific Parkway, Unit B, Patterson

Board of Directors Minutes

Call to order @ 5:32, pm

1. Pledge of Allegiance

2. Board of Directors Roll Call.

Directors Present: Director, Dan Robinson
Director, Anne Stokman
Director, Becky Campo
Director, George Galloway Mac Masters

Directors Absent: Director, Steve Pittson

Staff Present: Administrative Director/CEO, Karin Hennings
Ambulance Director, Paul Willette
Accounting Finance Manager, Maria Reyes
Clerk of the Board, Cheryle Pickle

District Legal Council: Elizabeth M. Fratacangeli, Cole, Huber, LLP

We have a Quorum

3. Reading of the Mission Statement

"The District's primary mission is to provide the highest quality health care services through Patterson District Ambulance and Del Puerto Health Center, while continuing to expand healthcare availability to the citizens of the Del Puerto Health Care District."

4. Public Comment Period

Present: None

Adjourn to Closed Session @5:33 pm

9. Closed Session [Board of Directors may recess to closed session for discussion of certain matters as legally permitted. Any action taken shall be reported in open session.]

A. Gov't Code section 54957.6

Conference with Labor Negotiator

Employee Organization: USW TEMSA Local 12911

Negotiators: David Ritchie, JD, Karin Hennings
Paul Willette

@6:29, pm Director Pittson arrived.

B. Reconvene to Open Session – Report of Closed Session @ 6:35 PM

No reportable action.

C. Adjourn @6:36

DEL PUERTO HEALTH CARE DISTRICT
875 E Street - Patterson, California 95363
FINANCE MEETING
MINUTES SEPTEMBER 18, 2019

I. Call to order/Attendance

The meeting was called to order by Anne Stokman, Committee Chair, 3:01 PM

Other Board Members Present: Becky Campo, Committee Member

Other Staff Members Present: Karin Hennings, Administrative Director/CEO; Maria Reyes-Palad, Finance and Accounting Manager; Paul Willette, Ambulance Director; Suzie Talamantes, Health Center Manager; and Danae Skinner, Administrative Staff Accountant.

II. Public Participation - No comments

III. Acceptance of Agenda

M/S/C Anne Stokman/Becky Campo - to accept the agenda as presented.

IV. Finance Report Review

A. Review for Approval: August 21, 2019 Minutes

M/S/C Becky Campo/Anne Stokman – to accept the minutes for August 21, 2019 as presented.

B. Review Financial Report for August 2019

Maria Reyes-Palad reviewed the report and answered all questions regarding the Financial Report.

M/S/C Anne Stokman/Becky Campo to recommend to the Board to accept the Financial Report as presented.

C. Review for Recommendation August 2019 Warrants

Maria Reyes-Palad reviewed the report and answered all questions regarding the warrants.

M/S/C Anne Stokman/Becky Campo to recommend to the Board to approve the warrants as presented.

V. Old Business – None

VI. New Business

A. Capital Expense Request – Ambulance Request for Stryker Gurney

M/S/C Becky Campo/Anne Stokman to recommend to the Board to approve the Ambulance request for Stryker Gurney as presented.

B. Capital Expense Request – Ambulance Request for Stair Chair.

M/S/C Becky Campo/Anne Stokman to recommend to the Board to approve the Ambulance request for Stryker Stair Chair as presented.

C. Keystone C1 Lease End

Maria Reyes-Palad reviewed the Keystone C1 Lease End report. Karin Hennings explained that Dr. West will be moving out of Keystone C1 probably by the end of January. We are investigating the possibility of offering dental services as part of the Health Center due to its status as a Rural Health Clinic. The committee recommended that we have a Plan B and look at the market value for leasing the space out.
Information only – No Action Taken.

D. Expense Reimbursement Policy - Draft

M/S/C Becky Campo/Anne Stokman to recommend to the Board to approve the Expense Reimbursement Policy with the change in the title to include Travel/Business.

DEL PUERTO HEALTH CARE DISTRICT
875 E Street - Patterson, California 95363
FINANCE MEETING
MINUTES SEPTEMBER 18, 2019

- E. Ambulance Director Compensation Policy
Karin Hennings gave a description of the current issues regarding the Ambulance Director's regular salaried hours and that he fills shifts on an Ambulance as a Paramedic outside of his regular salaried hours. The committee discussed staffing and not wanting to overwork Paul. Karin Hennings told the committee that the policy was not yet completed and the Committee wanted to investigate the matter further.
Information only – No Action Taken.

VII. Accounting and Finance Manager Report

- A. TCB Loan Payment Options
Maria Reyes-Palad reviewed the TCB Loan Payment Options report and answered all questions regarding the report.
Information only – No Action Taken.
- B. Account Reconciliations presented for Committee review
Committee reviewed the Account Reconciliations for each account with their supporting documents.

VIII. Meeting adjourned – 4:33 PM

Respectfully submitted,



Anne Stokman, Treasurer

Del Puerto Health Care District
Balance Sheet
As of September 30, 2019

	%				
	Sep 30, 19	Aug 31, 19	Change Sep 30, 18	% Change	
ASSETS					
Current Assets					
Total Checking/Savings	2,691,350	2,548,325	6%	1,782,664	51%
Total Accounts Receivable	774,679	889,257	(13%)	887,412	(13%)
Total Other Current Assets	491,097	380,493	29%	478,925	3%
Total Current Assets	3,957,126	3,818,075	4%	3,149,001	26%
Fixed Assets					
Total 151,000 · Capital assets	5,155,729	5,176,018	(0%)	5,338,066	(3%)
Total Fixed Assets	5,155,729	5,176,018	(0%)	5,338,066	(3%)
TOTAL ASSETS	9,112,855	8,994,093	1%	8,487,067	7%
LIABILITIES & EQUITY					
Liabilities					
Total Current Liabilities	496,154	460,654	8%	429,440	16%
Total Long Term Liabilities	2,712,984	2,720,828	(0%)	2,876,887	(6%)
Total Liabilities	3,209,138	3,181,482	1%	3,306,327	(3%)
Equity					
350,000 · Unrestricted Assets	961,326	961,326		1,701,416	(43%)
Total 360,000 · Assigned Fund Balance	1,967,000	1,967,000		1,180,000	67%
Total 370,000 · Restricted Fund Balance	226,440	226,440		205,245	10%
390,000 · Net Fixed Assets (Capital)	2,492,762	2,492,762		2,055,580	21%
Net Income	256,190	165,083	55%	38,497	565%
Total Equity	5,903,718	5,812,611	2%	5,180,738	14%
TOTAL LIABILITIES & EQUITY	9,112,856	8,994,093	1%	8,487,065	7%
Operating Acct					
Month End Cash on Hand	\$ 2,691,350				
1007 · TCB - Keystone C 8641	\$ (146,943)				
1003a · TCB-USDA Debt Reserve 7237	\$ (109,717)				
3901 - Mitigation Fees	\$ (119,804)				
3902 · Asset Replacement Fund	\$ (656,000)				
3906 · Operating Cash Reserve	\$ (1,311,000)				
A/P & Payroll Liability	\$ (398,874)				
Unencumbered cash	\$ (50,988)				

Del Puerto Health Care District
YTD by Class
July through September 2019

	Total 01 DPHCD			Total 02 Patterson District Ambulance			Total 03 Del Puerto Health Center			Total 06 Keystone Bldg C			TOTAL		
	Jul - Sep 19	Budget	% of Budget	Jul - Sep 19	Budget	% of Budget	Jul - Sep 19	Budget	% of Budget	Jul - Sep 19	Budget	% of Budget	Jul - Sep 19	Budget	% of Budget
Ordinary Income/Expense															
Income															
401.000 · Gross Patient Service Revenue				2,251,164	1,937,500	116%	556,404	575,000	97%				2,807,568	2,512,500	112%
401.021 · Del Puerto Health Center				(1,454,539)	(1,318,750)	110%	41,402	5,000	828%				(1,413,137)	(1,313,750)	108%
403.000 · Adjustments				(202,550)	(161,487)	125%	(11,551)	(3,050)	379%				(214,101)	(164,537)	130%
405.000 · Bad Debt HC & Amb				1,130	7,212	16%	19,555	899	2,175%				21,015	8,608	244%
407.000 · Other Income	330	497	66%												
Total Income	330	497	66%	595,205	464,475	128%	605,810	577,849	105%				1,201,345	1,042,821	115%
Gross Profit	330	497	66%	595,205	464,475	128%	605,810	577,849	105%				1,201,345	1,042,821	115%
Expense															
601.000 · Salaries & Wages	108,931	103,959	105%	213,782	258,045	83%	232,929	239,658	97%				555,642	601,662	92%
602.000 · Employee Benefits	23,440	23,517	100%	51,439	57,137	90%	65,184	58,500	111%				140,063	139,154	101%
603.000 · Professional Fees	7,324	20,875	35%	27,110	12,750	213%	169,410	177,688	95%				203,844	211,313	96%
604.000 · Purchased Services	2,943	2,750	107%	45,266	41,194	110%	73,283	71,156	103%				121,492	115,100	106%
605.000 · Supplies	2,657	1,685	158%	17,262	16,840	103%	21,440	24,254	88%				41,359	42,779	97%
606.000 · Utilities	1,835	1,738	106%	4,466	3,811	117%	10,757	10,997	98%				17,058	16,546	103%
607.000 · Rental and Lease	1,147	1,185	97%	95	75	127%	1,688	1,734	97%				2,930	2,994	98%
608.000 · Insurance Coverages	8,185	8,042	102%	37,342	37,287	100%	30,315	30,258	100%				75,842	75,587	100%
609.000 · Maintenance & Repairs	785	1,000	79%	17,855	23,935	75%	6,029	11,023	55%				24,669	35,958	69%
610.000 · Depreciation and Amortization	7,903	7,750	102%	30,458	36,254	84%	21,351	21,310	100%				59,712	65,314	91%
611.000 · Other operating expenses	8,727	11,595	75%	56,190	40,569	139%	16,563	17,434	95%				81,480	69,598	117%
Total Expense	173,877	184,096	94%	501,265	527,897	95%	648,949	664,012	98%				1,324,091	1,376,005	96%
Net Ordinary Income				(173,547)	(183,599)	95%	93,940	(63,422)	(148%)	(43,139)	(86,163)	50%	(122,746)	(333,184)	37%
Other Income/Expense															
Other Income															
701.000 · District Tax Revenues	307,547	309,500	99%	60,481	60,000	101%							368,028	369,500	100%
702.000 · Impact Mitigation Fees															
703.000 · Investment Income	5,329	3,625	147%				0		0%				5,329	3,625	147%
704.000 · Interest Expense							(16,461)	(15,603)	105%				(16,461)	(15,603)	105%
705.000 · Tenant Revenue							1,800	1,800	100%				47,115	47,756	99%
710.000 · Misc Other Income							1,988		100%				1,988		100%
Total Other Income	312,876	313,125	100%	60,481	60,000	101%	(12,673)	(13,803)	92%				405,999	405,278	100%
Other Expense															
802.000 · Keystone District Expense															
810.000 · Misc Other Expense							457		100%				457		100%
Total Other Expense							457		100%				457		100%
Net Other Income	312,876	313,125	100%	60,481	60,000	101%	(13,130)	(13,803)	95%				26,606	27,338	97%
Total Other Expense															
Net Other Income	139,329	129,526	108%	154,421	(3,422)	(4,513%)	(56,269)	(99,966)	56%				18,709	18,618	100%
Net Income													256,190	44,756	572%

**Del Puerto Health Care District
Warrants by Bank Account
September 2019**

Type	Date	Num	Name	Credit	NOTES
101.000 - Cash and cash equivalents					
101.010 - Tri Counties Bank					
101.011 - TCB-Operating Checking 1739					
Check	09/15/2019	eft	USDA Rural Development Loan-EFT	11,066.00	
Bill Pmt -Check	09/17/2019	EFT	City Of Patterson-H2O, sewer, garbage	223.33	
Bill Pmt -Check	09/17/2019	EFT	TSYS Health Services - CC processing	80.54	
Check	09/02/2019	wd	Lease Finance - CC Machine	45.72	
Check	09/02/2019	wd	Lease Finance - CC Machine	45.72	
Check	09/04/2019	101	Del Puerto Health Care District		
Check	09/04/2019	28468	U.S. Bank Corporate Payment Center	7,616.24	
Check	09/04/2019	28469	Del Puerto Health Care District	11,611.31	fund transfer to Mitigation acct
Check	09/04/2019	28470	Blue Cross Blue Shield of TN	634.50	
Bill Pmt -Check	09/04/2019	28471	BICSEC Security, Inc	25.00	
Bill Pmt -Check	09/04/2019	28472	Bound Tree Medical LLC	977.91	
Bill Pmt -Check	09/04/2019	28473	CA Occupational Physicians	339.00	
Bill Pmt -Check	09/04/2019	28474	Cavanaugh, Christine	577.00	
Bill Pmt -Check	09/04/2019	28475	Comcast - E Street	69.53	
Bill Pmt -Check	09/04/2019	28476	Data Path, Inc	4,815.00	
Bill Pmt -Check	09/04/2019	28477	Graphic Print Stop	51.62	
Bill Pmt -Check	09/04/2019	28478	Greenway Health	1,927.79	
Bill Pmt -Check	09/04/2019	28479	Jorgensen & Co.	60.00	
Bill Pmt -Check	09/04/2019	28480	M & M Computer Services	181.00	
Bill Pmt -Check	09/04/2019	28481	Malm Fagundes LLP	1,344.17	
Bill Pmt -Check	09/04/2019	28482	McAuley Ford	662.96	
Bill Pmt -Check	09/04/2019	28483	Mission Linen Supply	360.10	
Bill Pmt -Check	09/04/2019	28484	O'Reilly Auto Parts	136.93	
Bill Pmt -Check	09/04/2019	28485	PG&E	33.64	
Bill Pmt -Check	09/04/2019	28486	Physicians Service Bureau	246.50	
Bill Pmt -Check	09/04/2019	28487	Ray's Radio Shop	644.39	
Bill Pmt -Check	09/04/2019	28488	Ray-Datta, Ishani (MD)	21,602.58	
Bill Pmt -Check	09/04/2019	28489	Rodriguez, Jose (MD)	33,333.33	
Bill Pmt -Check	09/04/2019	28490	Staples Advantage	126.74	
Bill Pmt -Check	09/04/2019	28491	Thompson Chevrolet Buick GMC Inc.	43.37	
Bill Pmt -Check	09/04/2019	28492	TID Turlock Irrigation District +06	2,025.75	
Bill Pmt -Check	09/04/2019	28493	Verizon Wireless	358.61	
Bill Pmt -Check	09/04/2019	28494	Vortex	867.20	
Check	09/09/2019	28495	Guerrero, Gabriel	1,554.00	
Bill Pmt -Check	09/09/2019	28496	MedTech Billing Services, Inc	10,774.05	
Bill Pmt -Check	09/17/2019	28497	Airgas USA, LLC	172.07	
Bill Pmt -Check	09/17/2019	28498	AMR-American Medical Response	5,746.71	
Bill Pmt -Check	09/17/2019	28499	Arrow / Teleflex	1,202.13	
Bill Pmt -Check	09/17/2019	28500	Brown Industries, Inc.	32.49	
Bill Pmt -Check	09/17/2019	28501	City Of Patterson-H2O, sewer, garbage	477.20	
Bill Pmt -Check	09/17/2019	28502	Cole Huber (Cota Cole)	3,332.50	
Bill Pmt -Check	09/17/2019	28503	Comcast - E Street	181.87	
Bill Pmt -Check	09/17/2019	28504	Comcast Business Voice Edge	1,740.35	
Bill Pmt -Check	09/17/2019	28505	Crescent Work & Outdoor #1	1,434.48	

Del Puerto Health Care District
Warrants by Bank Account
September 2019

Type	Date	Num	Name	Credit	NOTES
Bill Pmt -Check	09/17/2019	28506	EVO Emergency Vehicle Outfitters	680.81	
Bill Pmt -Check	09/17/2019	28507	Frontier-3755	198.34	
Bill Pmt -Check	09/17/2019	28508	Frontier - HC 8639	191.11	
Bill Pmt -Check	09/17/2019	28509	GreenWorks Janitorial Services	4,055.00	
Bill Pmt -Check	09/17/2019	28510	Language Line	188.06	
Bill Pmt -Check	09/17/2019	28511	Life-Assist	627.67	
Bill Pmt -Check	09/17/2019	28512	McKesson Medical Surgical Inc.	922.25	
Bill Pmt -Check	09/17/2019	28513	Mid Valley IT	360.00	
Bill Pmt -Check	09/17/2019	28514	Mountain-Valley EMS Agency	250.00	
Bill Pmt -Check	09/17/2019	28515	Pacific Records Management	180.54	
Bill Pmt -Check	09/17/2019	28516	Patterson Irrigator	30.00	
Bill Pmt -Check	09/17/2019	28517	Paul Oil Co., Inc.	2,165.95	
Bill Pmt -Check	09/17/2019	28518	ReadyRefresh by Nestle	28.04	
Bill Pmt -Check	09/17/2019	28519	Shred-it US JV LLC	341.17	
Bill Pmt -Check	09/17/2019	28520	Staples Advantage	165.50	
Bill Pmt -Check	09/17/2019	28521	Streamline/Digital Deployment	200.00	
Bill Pmt -Check	09/17/2019	28522	Stryker Sales Corporation	3,227.01	
Bill Pmt -Check	09/17/2019	28523	West Interactive Services Corporation	342.82	
Bill Pmt -Check	09/17/2019	28524	Westside Landscape & Concrete	292.50	
Bill Pmt -Check	09/17/2019	28525	Workbench True Value Hdwe.	49.88	
Bill Pmt -Check	09/20/2019	28526	A West Side Self Storage	214.20	
Bill Pmt -Check	09/20/2019	28527	Beta Healthcare - Workers Comp	4,587.00	
Bill Pmt -Check	09/20/2019	28528	Beta Healthcare Group	16,496.88	
Bill Pmt -Check	09/20/2019	28529	DHCS GEMT-QAF	9,724.11	Qtr 1 Fees
Bill Pmt -Check	09/20/2019	28530	Keystone Pacific Business Park Owners	3,948.93	
Bill Pmt -Check	09/20/2019	28531	McKesson Medical Surgical Inc.	550.12	
Bill Pmt -Check	09/20/2019	28532	West Side Storage Baldwin	180.90	
Bill Pmt -Check	09/20/2019	28533	Zoll	650.25	
Total 101.011 · TCB-Operating Checking 1739				179,630.37	
101.012 · TCB-Payroll Account 2999					
Liability Check	09/04/2019		QuickBooks Payroll Service	45,419.59	
Liability Check	09/18/2019		QuickBooks Payroll Service	47,001.98	
Liability Check	09/01/2019	EFT	Metlife - Group Benefits	568.88	
Liability Check	09/05/2019	EFT	California State Disbursement Unit	1,138.31	
Liability Check	09/19/2019	EFT	California State Disbursement Unit	1,163.41	
Liability Check	09/05/2019	E-pay	Internal Revenue Service	19,660.98	
Liability Check	09/05/2019	E-pay	EDD State of California	3,120.00	
Liability Check	09/05/2019	E-pay	EDD State of California	275.04	
Liability Check	09/19/2019	E-pay	EDD State of California	3,433.95	
Liability Check	09/19/2019	E-pay	Internal Revenue Service	20,185.76	
Liability Check	09/19/2019	E-pay	EDD State of California	153.23	
Paycheck	09/05/2019	24331	Employee Payroll	445.74	
Paycheck	09/05/2019	24332	Employee Payroll	1,659.41	
Paycheck	09/05/2019	24333	Employee Payroll	1,170.76	
Paycheck	09/05/2019	24334	Employee Payroll	1,431.86	
Paycheck	09/05/2019	24335	Employee Payroll	937.54	
Paycheck	09/05/2019	24336	Employee Payroll	3,597.72	
Liability Check	09/05/2019	24337	Franchise Tax Board	195.83	
Liability Check	09/05/2019	24338	VALIC	8,488.15	

Del Puerto Health Care District
Warrants by Bank Account
 September 2019

Type	Date	Num	Name	Credit	NOTES
Liability Check	09/05/2019	24339	United Steelworkers	324.50	
Paycheck	09/19/2019	24341	Employee Payroll	1,170.78	
Paycheck	09/19/2019	24342	Employee Payroll	1,426.58	
Paycheck	09/19/2019	24343	Employee Payroll	955.17	
Paycheck	09/19/2019	24344	Employee Payroll	4,635.51	
Paycheck	09/19/2019	24345	Employee Payroll	1,570.05	
Liability Check	09/19/2019	24346	Franchise Tax Board	251.82	
Liability Check	09/19/2019	24347	United Steelworkers	359.47	
Liability Check	09/19/2019	24348	VALIC	8,017.49	
Liability Check	09/23/2019	24349	CA Choice	25,227.15	
Liability Check	09/23/2019	24350	Delta Dental	3,005.65	
Liability Check	09/23/2019	24351	MES Vision	506.14	
Liability Check	09/26/2019	24352	AFLAC	2,071.18	
Paycheck	09/30/2019	24353	Employee Payroll	672.96	
Total 101.012 · TCB-Payroll Account 2999				<u>210,242.59</u>	
101.015 · TCB - Keystone C 8641					
Bill Pmt -Check	09/04/2019	EFT	Tri Counties Bank-EFT	7,442.07	
Bill Pmt -Check	09/04/2019	10154	TID Turlock Irrigation District +06	594.68	
Bill Pmt -Check	09/17/2019	10155	City Of Patterson-H2O, sewer, garbage	130.26	
Bill Pmt -Check	09/17/2019	10156	Gilberto Arroyo-06	355.00	
Bill Pmt -Check	09/20/2019	10157	Keystone Pacific Business Park Owners	3,150.07	
Total 101.015 · TCB - Keystone C 8641				<u>11,672.08</u>	
Total 101.010 · Tri Counties Bank				<u>401,545.04</u>	
Total 101.000 · Cash and cash equivalents				<u>401,545.04</u>	
103.000 · Restricted Funds					
103.100 · TCB-USDA Debt Reserve 7237					
Check	09/15/2019	eft	USDA Rural Development Loan-EFT	10,060.00	
Total 103.100 · TCB-USDA Debt Reserve 7237				<u>10,060.00</u>	
Total 103.000 · Restricted Funds				<u>10,060.00</u>	
105.000 · BOTW-Mitigation Fee Acct					
Check	09/30/2019		Harland Clarke	67.84	
Check	09/04/2019	101	Del Puerto Health Care District	200,520.91	fund transfer to operating re: 2018 ambulance
Total 105.000 · BOTW-Mitigation Fee Acct				<u>200,588.75</u>	
TOTAL				<u>612,193.79</u>	
Total Warrants (excluding irregular items)				<u>390,337.46</u>	

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – October 28, 2019

Agenda Item 8.E

Resolution# 2019-11

Transfer Bank of the West account to Oak Valley Bank

Page 1 of 2

Department: Chief Executive Office

CEO Concurrence: Yes

Consent Calendar: Yes

4/5 Vote Required: No

SUBJECT: Bank of the West Account Transfer to Oak Valley Community Bank

STAFF RECOMMENDATION: The Board adopt a resolution to move Bank of the West Mitigation account to Oak Valley Community Bank.

CONSIDERATIONS: Mitigation monies are deposited to Bank of the West where inferior quality of customer service were consistently experienced. Was brought to Finance Committee and they recommended to Board.

DISTRICT PRIORITY: Fiscal Transparency

POLICY ISSUE: Cash Management

FISCAL IMPACT: None

STAFFING IMPACT: None

CONTACT PERSON: Karin Hennings

ATTACHMENT(S): Resolution # 19-11

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: No

RECOMMENDED MOTION: I move the Board of Directors adopt Resolution 19-11 to move account and open a new account with Oak Valley Community Bank.

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – October 28, 2019

Agenda Item 9.A

Page 1 of 2

Director of Ambulance Operations Extraordinary Duty Compensation Policy

Department: Chief Executive Office

CEO Concurrence: Yes

Consent Calendar: No

4/5 Vote Required: No

SUBJECT: Ambulance Director Extraordinary Duty Compensation Policy

RECOMMENDATION: To adopt a policy that the Ambulance Director be compensated at a rate of \$35.00 per hour when working on the ambulance in a Paramedic role after-hours (M-F 6:00 PM – 8:00 AM) and any hours on Saturday or Sunday. Such compensation is also appropriate when the Ambulance Director works at certain special events.

CONSIDERATIONS: The Director of Ambulance Operations does not normally work on an ambulance. It is expected that the Ambulance Director may fill in for temporary vacancies (e.g., paramedic or EMT at school activity) periodically during business hours. If, however, a shift vacancy or last-minute call-off cannot be filled with a staff member, the Director may need to fill in the empty shift after-hours to assure the District has two ambulances in service. Additionally, certain special events may require the Ambulance Director to staff a supervisor unit on weekends.

DISTRICT PRIORITY: Staffing and operational supervision of ambulances as needed.

POLICY ISSUE: Provide fair and reasonable compensation.

FISCAL IMPACT: The hourly compensation for all paramedic ambulance employees ranges from \$24.65 to \$31.79 (overtime rate) per hour. The Director of Ambulance Operation hourly rate is approximately \$45.00/hour. A rate of \$35.00/hour is recommended with annual COLA of the same percentage as the ambulance bargaining group.

STAFFING IMPACT: The Ambulance Director has seven-days-per-week operational supervision responsibilities which can be conducted remotely after-hours and on weekends. It is often not practical to shift regular-work hours or provide compensatory time-off for extra-hours worked on the ambulance. Therefore, establishing a compensation rate for after-hours staffing an ambulance or certain special activities appropriately compensates the Ambulance Director for work above and beyond his regular Director responsibilities.

CONTACT PERSON: Karin Hennings, Administrative Director / CEO

ATTACHMENT(S): None

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: YES NO

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – October 28, 2019

Agenda Item 9.A

Page 2 of 2

Director of Ambulance Operations Extraordinary Duty Compensation Policy

RECCOMENDED MOTION: *I move the Board of Directors adopt the Director of Ambulance Operations Extraordinary Duty Compensation Policy.*

MOTION AMENDED: YES NO

AMENDMENT: _____

<i>Motion Made By</i>	<i>Motion</i>	<i>Second</i>
<i>President Pittson</i>		
<i>Vice President Robinson</i>		
<i>Secretary Campo</i>		
<i>Treasurer Stokman</i>		
<i>Director Mac Master</i>		

VOICE VOTE TAKEN: YES NO

_____ *Pass* _____ *Fail* _____ *Mixed – take Roll Call Vote*

<i>Roll Call Vote</i>	<i>Aye</i>	<i>No</i>	<i>Abstain</i>	<i>Absent</i>
<i>President Pittson</i>				
<i>Vice President Robinson</i>				
<i>Secretary Campo</i>				
<i>Treasurer Stokman</i>				
<i>Director Mac Master</i>				

THE MOTION IS:

_____ *Approved* _____ *Denied* _____ *Approved as amended* _____ *Other*

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Meeting – October 28, 2019

Agenda Item 9.B – Resolution# 2019-10 Retirement Plan 1 Contribution

Page 1 of 2

Department: Chief Executive Office

CEO Concurrence: Yes

Consent Calendar: No

4/5 Vote Required: No

SUBJECT: Increase of Retirement Plan 1 Contribution

STAFF RECOMMENDATION: The Board adopt a resolution to increase the District’s contribution to Plan 1 to 4%.

CONSIDERATIONS: Retirement benefits are a valuable recruiting and retention tool. The Board approved the increase in the Plan 1 contribution as part of the compensation strategy during labor negotiations.

DISTRICT PRIORITY: Fiscal Transparency

POLICY ISSUE: Provide fair and reasonable compensation

FISCAL IMPACT: One percent (1%) per year of employee compensation in 2019 would equal \$22,381 vested at 20% per year of employment.

STAFFING IMPACT: None

CONTACT PERSON: Karin Hennings

ATTACHMENT(S): Resolution #

RECOMMENDED BOARD ACTION:

ROLL CALL REQUIRED: YES

RECOMMENDED MOTION: I move the Board of Directors adopt Resolution 19-10 to increase the Plan 1 District contribution to 4%.

Del Puerto Health Care District

RESOLUTION 19-10

A RESOLUTION OF THE BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT TO INCREASE THE DISTRICT'S CONTRIBUTION TO RETIREMENT PLAN 1.

WHEREAS, The District adopted the Money Purchase Pension Plan (Plan 001) on January 1, 1989;
and

WHEREAS, the District amended Plan 001 on January 1, 2016;

WHEREAS, the District Board of Directors is authorized to amend Article G.3.a.(iii) Contributions and Forfeitures; and

WHEREAS, the District wishes to increase the Contribution to 4%;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of Del Puerto Health Care District to increase the Plan 1 contribution to 4%.

The above Resolution was passed by the following vote of the Board of Directors of the Del Puerto Health Care District at a regular meeting held on October 28, 2019.

<i>Motion Made By</i>	<i>Motion</i>	<i>Second</i>
<i>President Pittson</i>		
<i>Vice President Robinson</i>		
<i>Secretary Campo</i>		
<i>Treasurer Stokman</i>		
<i>Director</i>		

VOICE VOTE TAKEN: YES NO

_____ Pass _____ Fail _____ Mixed – take Roll Call Vote

<i>Roll Call Vote</i>	<i>Aye</i>	<i>No</i>	<i>Abstain</i>	<i>Absent</i>
<i>President Pittson</i>				
<i>Vice President Robinson</i>				
<i>Secretary Campo</i>				
<i>Treasurer Stokman</i>				
<i>Director</i>				

MOTION IS:

_____ Approved _____ Denied _____ Approved as amended _____ Other

Becky Campo, Secretary
Board of Directors

BOARD OF DIRECTORS OF DEL PUERTO HEALTH CARE DISTRICT

Board Action Summary

AGENDA DATE: 10/2//19

AGENDA # & Title 9.C MVEMSA Contractor Agreement

BOARD MEETING ACTION SUMMARY

RECOMMENDED MOTION: To ratify the terms of the MVEMSA contract.

MOTION AMENDED: YES NO

AMENDMENT: _____

<i>Motion Made By</i>	<i>Motion</i>	<i>Second</i>
<i>President Pittson</i>		
<i>Vice President Robinson</i>		
<i>Secretary Campo</i>		
<i>Treasurer Stokman</i>		
<i>Director Mac Master</i>		

VOICE VOTE TAKEN: YES NO
_____ *Pass* _____ *Fail* _____ *Mixed – take Roll Call Vote*

<i>Roll Call Vote</i>	<i>Aye</i>	<i>No</i>	<i>Abstain</i>	<i>Absent</i>
<i>President Pittson</i>				
<i>Vice President Robinson</i>				
<i>Secretary Campo</i>				
<i>Treasurer Stokman</i>				
<i>Director Mac Master</i>				

MOTION IS:
_____ *Approved*
_____ *Denied*
_____ *Approved as amended*
_____ *Other*



Executive Summary Snapshot

09/30/19 08/31/19 16 Month Avg

Gross Charges

\$775,490.00 \$736,933.00 \$655,840.81

Transports

175 176 155

Collections

\$223,608.00 \$115,417.00 \$153,609.71

Contractual Adjustments

\$407,501.00 \$513,340.00 \$493,179.22

Write Offs

\$126,447.00 \$25,468.00 \$60,872.50

Average Daily Revenue

\$25,849.67 \$23,772.03 \$21,861.36

Revenue Per Transport

\$4,431.37 \$4,187.12 \$4,236.36

Collections Per Transport

\$1,277.76 \$655.78 \$992.23

Contractual Allowance Per Transport

\$2,328.58 \$2,916.70 \$3,185.66

Month Ending

09/30/19 08/31/19 16 Month Avg

09/30/19

Collection % Gross

28.8% 15.7% 23.4%

Accounted for Funds

81.4% 71.0% 85.6%

Aging by Range

Payor Class	Current Month	Previous Month	16 Month Avg
0 - 30	\$255,172.00	\$262,253.00	\$213,400.37
31 - 60	\$246,684.00	\$173,691.00	\$147,306.55
61 - 90	\$139,026.00	\$112,885.00	\$95,668.59
91 - 120	\$62,423.00	\$46,301.00	\$47,176.36
120+	\$131,013.00	\$135,929.00	\$173,885.95

Aging Payor Class

Payor Class	Current Month	Previous Month	16 Month Avg
Medicare	\$48,377.00	\$35,170.00	\$43,934.59
Medicaid	\$68,159.00	\$47,268.00	\$28,664.61
Insurance	\$378,384.00	\$314,753.00	\$310,799.33
Self Pay	\$335,095.00	\$333,868.00	\$291,082.84
Facility	\$4,305.00	\$0.00	\$2,956.56

Days Sales Outstanding

32 28 26

Revenue Cycle Performance

09/30/19 08/31/19 16 Month Avg

Charges by Class

Payor Class	Current Month	Previous Month	16 Month Avg
Medicare	\$278,075.00	\$225,948.00	\$261,959.56
Medicaid	\$245,355.00	\$248,455.00	\$198,895.63
Insurance	\$162,265.00	\$144,455.00	\$123,579.38
Self Pay	\$89,795.00	\$118,075.00	\$71,406.25
Facility		\$0.00	

Collections by Class

Payor Class	Current Month	Previous Month	16 Month Avg
Medicare	\$39,866.00	\$28,470.00	\$33,908.13
Medicaid	\$88,246.00	\$10,082.00	\$16,381.41
Insurance	\$84,754.00	\$70,551.00	\$93,981.25
Self Pay	\$10,742.00	\$6,314.00	\$9,338.92
Facility			

Transports by Class

Payor Class	Current Month	Previous Month	16 Month Avg
Medicare	62	51	58
Medicaid	56	58	48
Insurance	34	33	28
Self Pay	23	34	21
Facility		0	

Pay Mix Transports

Payor Class	Current Month	Previous Month	16 Month Avg
Medicare	35.4%	29.0%	37.5%
Medicaid	32.0%	33.0%	30.9%
Insurance	19.4%	18.8%	17.9%
Self Pay	13.1%	19.3%	13.7%
Facility	0.0%	0.0%	0.0%

Pay Mix Aging

Payor Class	Current Month	Previous Month	16 Month Avg
Medicare	5.8%	4.8%	6.5%
Medicaid	8.2%	6.5%	4.2%
Insurance	45.4%	43.1%	45.9%
Self Pay	40.2%	45.7%	43.0%
Facility	0.5%	0.0%	0.4%

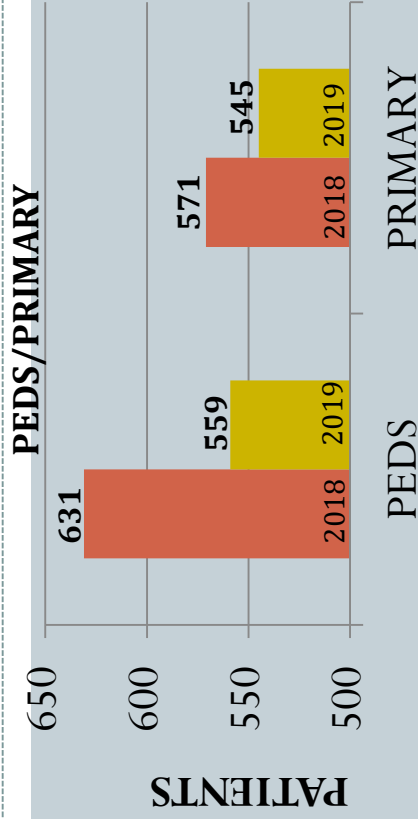
DEL PUERTO HEALTH CENTER

September 2018/2019

2018= 1,202
2019= 1,104

- 8.2 %

PRIMARY CARE



PEDIATRICS

2018 RODRIGUEZ/ CHRISTINE/ LENNARD
2019 RODRIGUEZ/ CHRISTINE/ LENNARD

PEDIATRICS

2018 CHRISTINE/RODRIGUEZ/LENNARD
2019 CHRISTINE/RODRIGUEZ/ LENNARD /RAY-DATTA

2018 = 83
2019 = 68

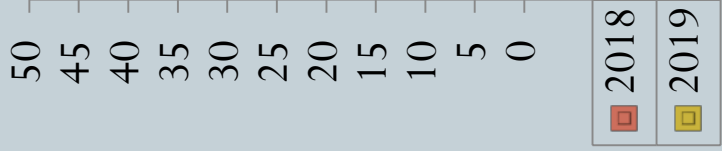
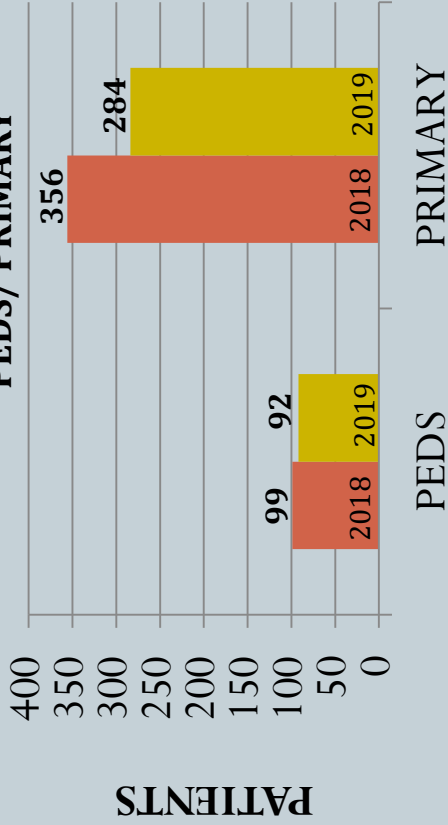
- 18.1 %

**NEW PATIENT VOLUME
PEDS / PRIMARY**

2018= 356
2019= 284

- 20.2 %

SAME DAY APPOINTMENTS



Productivity per Provider September 2017-2019

