

DEL PUERTO HEALTH CARE DISTRICT

The district is doing great and is better than ever! We are seeing more patients, have the highest marks from our regulatory agencies, continue to grow our operating budget margin (this year's numbers are still expecting more revenue while all expenses are accounted for), staff are thriving, we have new partnerships with the County, City, and regional health systems. The County, in choosing Del Puerto as their patient access partner, has recognized us as the healthcare leader on the west side.

These are just a couple of the highlights representing key performance indicators not reflected in the Board survey. I hope these KPIs, as well as the other accomplishments, both mentioned and unmentioned, are given equal or greater consideration as the Board discusses their evaluation of my performance as their chief executive.

Over My Seven Tenure: 2016 - 2023 (v. 2009-2016)

- Increased Service Revenue by 41%
- Increased Other Revenue by 35%
- Professional Fees reduced by 35%
- Insurance Costs reduced by 20%
- Employee Benefit Costs reduced by 9%
- Average Annual Margin 9.8%
- Saved 34% of Tax Revenue (vs. 13% saved in the prior 7 years)
- Total Net Revenue \$3.9 million (vs. \$1 million saved in the prior 7 years)

CEO Salary Review for June 26, 2023 Like Size Public Agency Average Salary Paid, Annual Growth Per CPI-W, and Incumbent Salary History

Year	Market Midpoint Salary by Year	Market Rate Growth with Actual Consumer Price Index for Wage Earners	DPHCD CEO Salary History	Market Difference
2016	157,200	157,200 n/a	120,000	(37,200) -31.0%
2017	<i>not calculated</i>	161,130 2.5%	132,000	(29,130) -22.1%
2018	170,000	167,414 3.9%	145,000	(22,414) -15.5%
2019	<i>not calculated</i>	171,599 2.5%	158,000	(13,599) -8.6%
2020	184,000	174,517 1.7%	162,740	(11,777) -7.2%
2021	189,925	184,813 5.9%	167,622	(17,191) -10.3%
2022	<i>available until 2024</i>	200,892 8.7%	173,489	(27,403) -15.8%
2023	<i>available until 2025</i>	209,128 4.1%	201,425	(7,703) -3.8%
Avg Public Market Salary Growth		4.2%	Avg CPI-W Growth	4.2%
			Estimated Market Midpoint Salary	(166,417) Cumulative Market Difference
			16.1% increase to reach estimated public market mid-point	

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Vision: "A locally cultivated, healthier community."
 Mission: "To provide, promote, and partner in quality healthcare for all."
 Values: "Compassion – Commitment – Excellence"

June 2022 Board Input for 2022-23 Goals

- Regular review and discussion of strategic goals and deployment
- Health benefits for the community that connects to our vision, mission, and values.
- Leverage the board for community involvement.

Key Metrics FY 2022-23 (July thru March) Over Same Period Prior Year

Services Provided	2023	2022	Improvement
Health Center Visits	10,911	9,180	19%
Ambulance Dispatches	2,660	2,659	0%
Ambulance Transports	1,638	1,614	1.5%

Financial Performance (July-March)	2023	2022	Improvement
Operating Revenue	\$4,787,873	\$3,910,275	22%
Operating Expense	\$5,077,007	\$4,503,271	13%
Operating Gain (Loss)	(\$289,134)	(\$592,996)	51%
Operating Margin without tax income	(6%)	(15%)	150%
District Net Revenue with tax income	\$1,063,466	\$694,338	53%
District Margin with tax income	21%	15%	30%

Patient Satisfaction	2023	2022	Improvement
Ambulance Patient Experience Score (Q1)	97	91	+6
Health Center Net Promoter Score (April)	91	72	+19

Employee Satisfaction	May 2023	Aug 2022 (1 st measured)	Improvement
Employee Net Promoter Score	50	34	47%

Board of Directors

- Regularly reviewed and discussed strategic goals and deployment at each board meeting.
- Supported monthly meetings with agendas and governance or action item proposals.

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- Provided written monthly Board summaries to communicate key activities of the health center, ambulance, human resources, finance, administration, community engagement, and industry activities.
- Leveraged the board for community involvement, by proposing annual advocacy orientation and operations training for board members to experience the district's services, learn about current community health-related issues, and speak convincingly about the health care district.
- Transitioned from at-large to zoned elections for District Board seats
- Managed election process for three board member seats; one renewed, one new community recruit, one seat vacant
- Provided opportunities for Board members to attend special district conferences and training; one Board member attended CSDA Leadership Academy and reported to the Board with encouragement for additional directors and staff to participate.
- Triennial review of governance policies completed.
- Conducted 2023 board strategic planning incorporating results from the 2021 Community Health Needs Assessment
- In-process 2023 board strategic planning to establish board priorities and tactics for the 2023-24 fiscal year.
- Board of Directors to participate in the 2023 Apricot Fiesta booth.
- Identified and reported on quality measures that enable healthier lives.

Community Engagement

- Presented information to Supervisor Condit, the City of Patterson, and potential developers about a proposal to build a hospital in the city.
- Engaged regularly with City Manager, City Mayor, and City Parks and Recreation Department
- Actively addressed social media inquiries about a hospital in Patterson or complaints about services.
- Coordinated two district presentations about Community Drug Awareness in the Fall of 2022 at the Community Recreation Center by a health center provider.
- Participated in PJUSD
- Participated in Fentanyl Open Forum, Public Safety Day, Stanislaus County Sheriff and City of Patterson Fire Department active shooter training, PJUSD Every 15 Minutes presentation, City of Patterson Open forum on public safety, and the City of Patterson Council meetings.
- Assisted West Side Community Healthcare District through billing challenges leading to a 75% improvement in their net self-pay revenue.
- Operate first aid and health information booth at the annual Apricot Fiesta
- Active Member of Modesto Rotary

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Health Center

Progress on FY 2022-23 Health Center strategic objectives:

- **Acquire in-house automatic labs capacity** - added automated HbA1C and pediatric blood lead level testing.
- **Expand after-hours and Saturday care** - partnership building with Sutter Health and Stanislaus County to begin after-hours care effective January 1, 2024
- **Install & operate imaging services (x-ray and ultrasound)** – in development with Valley MRI

Quality Measurements	Goal	May-23	Feb-23	Nov-22	Satisfied	Not	Total
					Patients/ Episodes	Satisfied Patients/ Episodes	
Adolescent well-care visits	65%	48%	47%	41%	713	763	1476
Blood Pressure Control in Diabetes (140/90)	90%	46%	50%	71%	214	252	466
Blood Pressure Screening	100%	71%	74%	55%	1491	613	2104
Cervical Cancer Screening	65%	18%	13%	19%	214	1005	1219
Colorectal cancer screening	65%	10%	5%	9%	142	1317	1459
HbA1c Control < 8%	90%	48%	44%	50%	325	359	684
Well-child visits 18 months-3 years	100%	46%	39%	48%	70	82	152
Well-child visits birth-18 months	100%	71%	71%	69%	60	24	84

Additional Health Center Accomplishments

- Passed all state and insurance inspections with no corrections.
- Successfully engaged appropriate support for successful EHR (athenaHealth) revenue cycle management
- Successfully onboarded two advanced practice providers (i.e., NP and PA)
- Improved key metrics including same-day appointments for sick patients; every call answered by the third ring; new patient/well-child visits within two weeks.
- Improved online provider reviews and patient satisfaction by 50%.
- Upgraded all computers in the health center.

Ambulance

Progress on FY 2022-23 Ambulance strategic objectives:

- **Build, finance, & move into a new facility** – in process.
- **Continue to develop political relationships** – obtained local, county, and state support for our building project.
- **Increase hours of the third ambulance** - increased 8.8% over the prior year providing 46% of a third 24/7/365 unit.

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Additional Ambulance Accomplishments

- Successfully amended the Union MOU, including improving employee wages and steps, negotiating a compatible special event standby rate, an open hiring period, and an extension of the MOU from September 1, 2023, to February 28, 2024.
- Purchased and deployed one new ambulance. Decommissioned 2014 ambulance.
- Actively engaged in California Ambulance Association for legislative advocacy and revenue cycle management
- Negotiated and updated ambulance service contract with Stanislaus County Emergency Services Agency
- Patient Satisfaction Score for ambulance services above the national average and leading among like-sized companies.
- Added 1,129 P-93 hours to expand service area coverage.
- Completed annual reviews of departmental employees.
- Created EMT-to-Paramedic training scholarships through DPHCD Foundation
- Far above 90% compliance on all Stanislaus County EMS operational metrics.
- Management and operational support provided to West Side.
- Active involvement in Stanislaus LEMSA including providing templates for quality improvement reporting of all Stanislaus County EMS providers.

Human Resources

Progress on *FY 2022-23 Human Resource strategic objectives*:

- **Develop a highly engaged workforce** – increases in employee satisfaction and patient satisfaction score demonstrate improved workforce engagement.
- **Grow staff skills to increase role proficiency** – monthly training provided to health center staff; ongoing training for ambulance personnel.
- **Seek, hire & retain remarkable employees** – Nine employees left (Jul-Dec 2022). Ten employees were added from Nov 22-Feb 23.
- **Sponsor health care personnel education** – EMT to paramedic scholarship created for employees

Additional Human Resource Accomplishments

- Proposed, adopted by the board, and implemented Compensation Policies and Procedures on authority and limits.
- Transitioned HR Generalist position to part-time support in HR and part-time support in the health center.
- Provided “Total Compensation” statements to each employee at the annual benefits renewal.
- Received BETA ergonomics certification, which will result in a 2% discount (\$1,600) on the district’s annual workers’ compensation premium.
- Created department-specific annual employee evaluation standards.

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- Published semi-monthly employee newsletter "The Buzz."
- Conducted triennial compensation surveys for eight positions based on 2021 data with COLA adjustments to 2023.
- Established digital permanent employee files in Human Resource Information System (HRIS)
- During COVID public health emergency, regularly maintained and updated safety measures, policies, and protocols for office staff, patient-facing staff, and patients
- Transitions to digital advertising, hiring, and onboarding system.
- Transitioned to an electronic timecard system.
- Deployed employee satisfaction surveys
- Improved FMLA tracking and accrual system.
- In process – Legal review 2021 Personnel Rules Book

Legislation and Advocacy

- Participating as a member of the Association of California Healthcare Districts (ACHD) on Advocacy and Education Committees
- Member of the California Special Districts Association Legislation Committee
- Elected and served as Board Chair for ACHD (2021-2022) and Immediate Past Chair (2022-2023)
- Participated in ambulance and rural healthcare advocacy activities including for improved Medi-Cal reimbursement.
- Engaged with the state assemblymember and federal senators about DPHCD FY 2024 financial support requests for the district office and ambulance facility.
- Actively engaged with the Department of Health Care Services to advocate for better and faster reimbursement of RHC and EMS services.

Finance

- Passed a clean financial audit for the seventh year in a row!
- Lowered Worker Compensation rates by three percent.
- Established in-house cost reporting for Prospective Payment System, Medicare, and Ground Emergency Medical Transport reports saving \$11,000 annually.
- Submitted on time and accurately, all required reports to government agencies and external partners (e.g., Gross compensation report, BETA worker compensation quarterly reports, Local Government Financial Transactions Report).
- Tracked and reported all COVID-related expenses and loss of income for government cost accounting.

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- Paid off Keystone C and received \$53,000 in Keystone C net income from July 2022 thru March 2023.
- Established investment brokerage account to improve revenue on held funds.
- EHR financial reporting reconciled.
- Securely purged old documents; working to digitize historic District Board records.
- Written record retention policy completed.
- Comprehensive asset tracking system in place and updated annually.
- Submitted PPS increase request for Health Center Medi-Cal and Medicare visits.
- Established brokerage account for improved return on available cash.
- Expanded knowledge of government ambulance reimbursement programs

Facilities

- Annual and Biennial facilities maintenance schedules created and followed.
- Initiated additional land acquisition from Patterson Joint Unified School District to expand the building project area for secure parking.
- In-process – Conceptual design of new district office and ambulance headquarters.
- Serve as primary IT contact for all departments with Data Path performing advanced network solutions, network integrity, and periodic requests for service or software assistance.

Foundation

- Reported key outcomes on LCSW sponsorship in fulfillment of a \$103,000 grant.
- Obtained \$25,000 grant funding for “EMT to Paramedic” Scholarships on the west side.

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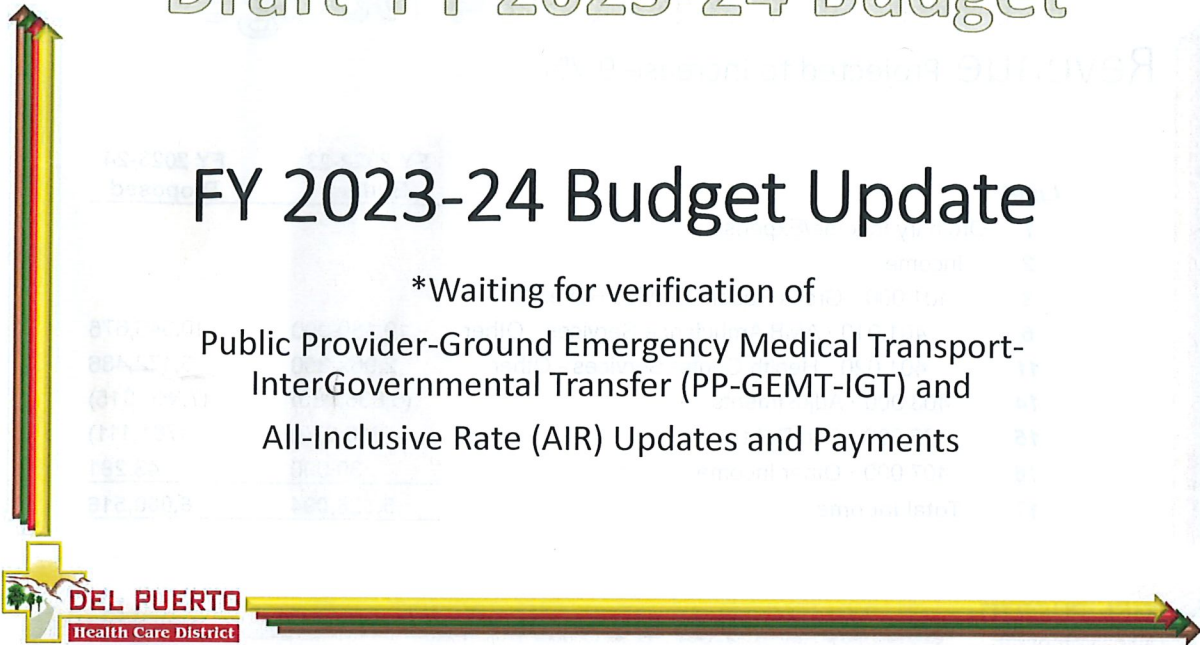

Budget Performance July 1, 2022 to March 31, 2023

	Jul '22 - Mar 23		
	Actual	Budget	% of Budget
Ordinary Income/Expense			
Income			
401.000 · Gross Patient Service Revenue	10,438,702	9,727,012	107%
403.000 · Adjustments	(5,206,518)	(5,127,137)	102%
405.000 · Bad Debt	(464,442)	(607,554)	76%
407.000 · Other Income	22,614	22,500	101%
Total Income	4,790,356	4,014,821	119%
Gross Profit	4,790,356	4,014,821	119%
Expense			
601.000 · Salaries & Wages	2,437,842	2,416,849	101%
602.000 · Employee Benefits	636,784	638,400	100%
603.000 · Professional Fees	425,173	447,098	95%
604.000 · Purchased Services	381,585	353,593	108%
605.000 · Supplies	137,007	137,851	99%
606.000 · Utilities	57,205	55,527	103%
607.000 · Rental and Lease	3,991	5,565	72%
608.000 · Insurance Coverages	263,789	266,942	99%
609.000 · Maintenance & Repairs	84,963	82,934	102%
610.000 · Depreciation and Amortization	255,157	256,184	100%
611.000 · Other operating expenses	393,511	410,108	96%
Total Expense	5,077,007	5,071,051	100%
Net Ordinary Income	(286,651)	(1,056,230)	27%
Other Income/Expense			
Other Income			
701.000 · District Tax Revenues	1,292,173	1,292,174	100%
702.000 · Impact Mitigation Fees			
703.000 · Investment Income	6,860		100%
704.000 · Interest Expense	(41,586)	(41,475)	100%
705.000 · Tenant Revenue	102,983	100,971	102%
710.000 · Misc Other Income	3,963		100%
Total Other Income	1,364,393	1,351,670	101%
Other Expense			
802.000 · Keystone District Expense	14,276	9,123	156%
810.000 · Misc Other Expense			
Total Other Expense	14,276	9,123	156%
Net Other Income	1,350,117	1,342,547	101%
Net Income	1,063,466	286,317	371%

Draft FY 2023-24 Budget

FY 2023-24 Budget Update

*Waiting for verification of
Public Provider-Ground Emergency Medical Transport-
InterGovernmental Transfer (PP-GEMT-IGT) and
All-Inclusive Rate (AIR) Updates and Payments



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Draft FY 2023-24 Budget

Disclosure

This presentation provides the Board of Directors and Public with an overview of the budget development.

We are waiting for verification of anticipated increases in Medi-Cal revenue.

1. The State of California has not verified our new All-Inclusive Rate (AIR) for Health Center Medi-Cal visits.
2. Health Net and Health Plan of San Joaquin have not begun paying the GEMT-IGT rate for Medi-Cal transports after January 1, 2023.




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Draft FY 2023-24 Budget

Revenue Projected to Increase 9.7%


Line#		FY 2022-23 Budget	FY 2023-24 Proposed
1	Ordinary Income/Expense		
2	Income		
3	401.000 · Gross Patient Service Revenue		
6	401.010 · AMB Ambulance Services - Other	10,180,000	10,346,675
11	401.020 · Health Center Services - Other	2,962,350	3,472,486
14	403.000 · Adjustments	(6,836,183)	(7,040,815)
15	405.000 · Bad Debt	(810,073)	(761,111)
16	407.000 · Other Income	30,000	43,281
17	Total Income	5,526,094	6,060,516

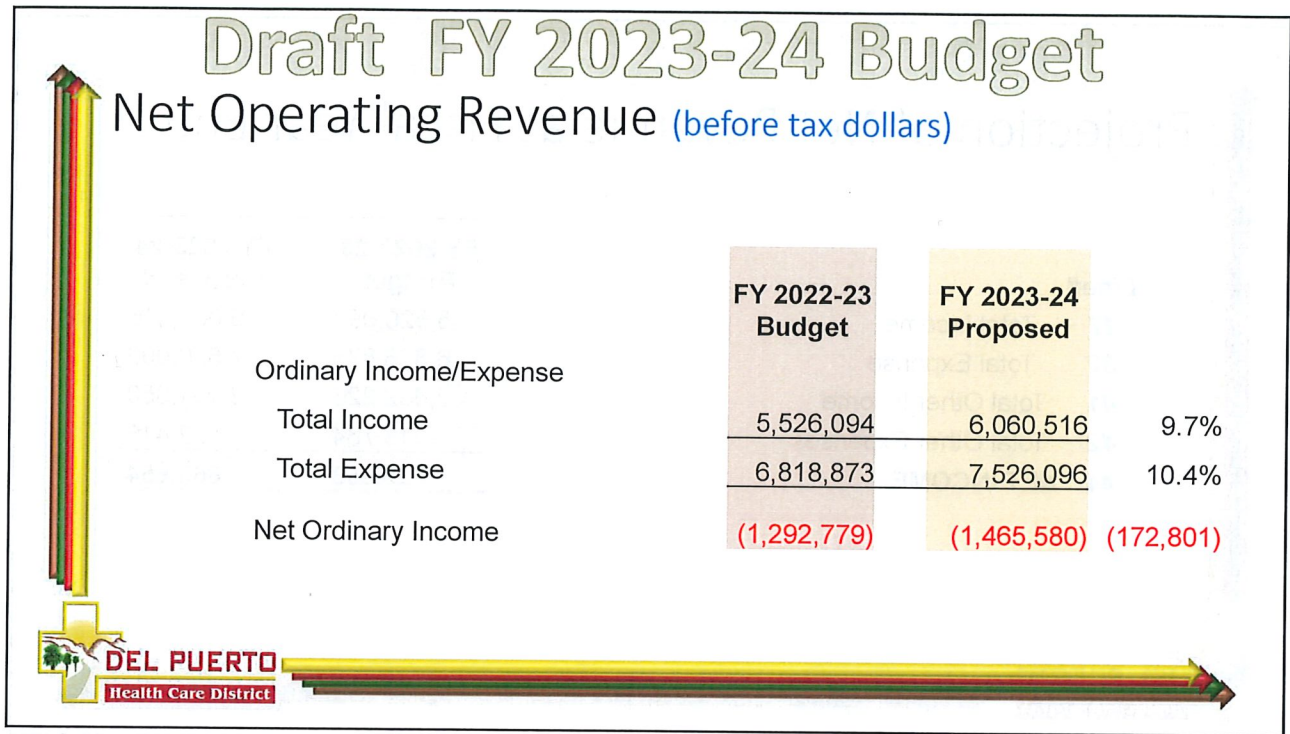


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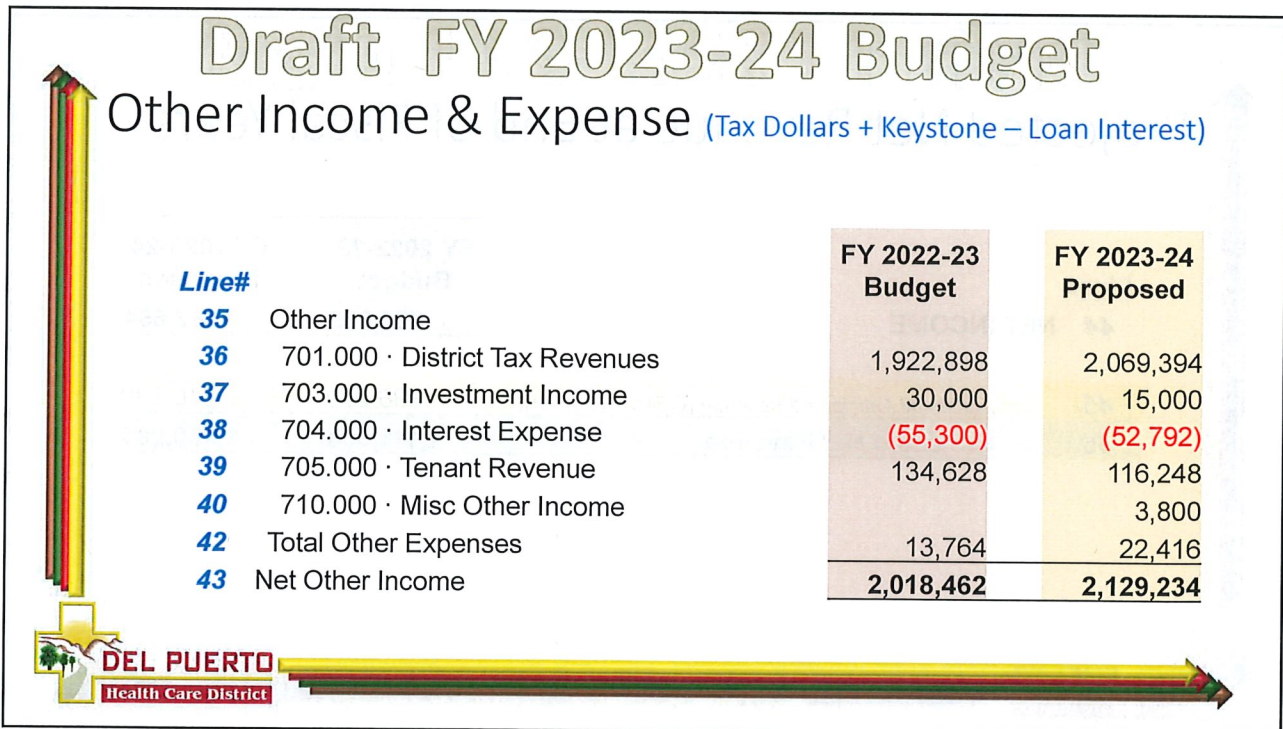
Expenses Projected to Increase 10.4%

Line#		FY 2022-23 Budget	FY 2023-24 Proposed
19	Expense		
20	601.000 · Salaries & Wages	3,215,556	3,549,970
21	602.000 · Employee Benefits	856,204	973,207
22	603.000 · Professional Fees	570,531	507,794
23	604.000 · Purchased Services	500,124	668,398
24	605.000 · Supplies	183,801	193,499
25	606.000 · Utilities	74,036	76,484
26	607.000 · Rental and Lease	7,420	2,730
27	608.000 · Insurance Coverages	358,256	407,352
28	609.000 · Maintenance & Repairs	110,579	119,459
29	610.000 · Depreciation and Amortization	341,578	346,838
30	611.000 · Other operating expenses	600,788	680,366
32	Total Expense	6,818,873	7,526,096





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Draft FY 2023-24 Budget

Projection of Net Revenue at Fiscal Year End

Line#	FY 2022-23 Budget	FY 2023-24 Proposed
17 Total Income	5,526,094	6,060,516
32 Total Expense	6,818,873	7,526,096
41 Total Other Income	2,032,226	2,151,650
42 Total Other Expenses	13,764	22,416
44 NET INCOME	725,683	663,654

DEL PUERTO
Health Care District

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Draft FY 2023-24 Budget

Projected Net Revenue at End of Fiscal Years

Line#	FY 2022-23 Budget	FY 2023-24 Proposed
44 NET INCOME	725,683	663,654
45 <i>Additional Anticipated Revenue (GEMT-IGT & AIR)</i>	386,200	816,630
46 Projected Net Revenue	1,111,883	1,480,284

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