



EL CENTRO REGIONAL MEDICAL CENTER
BOARD OF TRUSTEES – REGULAR MEETING

MONDAY, JANUARY 22, 2024
5:30 PM

MOB CONFERENCE ROOM 1&2
1271 ROSS AVENUE, EL CENTRO, CA

PRESIDENT: Tomas Oliva

MEMBERS: Sylvia Marroquin; Martha Cardenas-Singh; Edgard Garcia; Sonia Carter; Patty Maysent-CEO, UCSD Health; Christian Tomaszewski-M.D.-CMO, UCSD; Pablo Velez-CEO ECRMC

CLERK: Belen Gonzalez

ATTORNEY: Elizabeth Martyn, City Attorney

This is a public meeting. If you are attending in person, and there is an item on the agenda on which you wish to be heard, please come forward to the microphone. Address yourself to the president. You may be asked to complete a speaker slip; while persons wishing to address the Board are not required to identify themselves (Gov't. Code § 54953.3), this information assists the Board by ensuring that all persons wishing to address the Board are recognized and it assists the Board Executive Secretary in preparing the Board meeting minutes. The president reserves the right to place a time limit on each person asking to be heard. If you wish to address the board concerning any other matter within the board's jurisdiction, you may do so during the public comment portion of the agenda.

BOARD MEMBERS, STAFF AND THE PUBLIC MAY ATTEND VIA ZOOM.

To participate and make a public comment in person, via Zoom or telephone, please raise your hand, speak up and introduce yourself.

Join Zoom Meeting: <https://ecrmc.zoom.us/j/82535827931?pwd=Z0qkyNL55jB8sIraSKRyaGIWUQUMjD.1>

Optional dial-in number: (669) 444-9171

Meeting ID: 825 3582 7931 **Passcode:** 260068

Public comments via zoom are subject to the same time limits as those in person.

OPEN SESSION AGENDA

ROLL CALL:

PLEDGE OF ALLEGIANCE:

PUBLIC COMMENTS: Any member of the public wishing to address the Board concerning matters within its jurisdiction may do so at this time. Three minutes is allowed per speaker with a cumulative total of 15 minutes per group, which time may be extended by the President. Additional information regarding the format for public comments may be provided at the meeting.

BOARD MEMBER COMMENTS:

CONSENT AGENDA: (Item 1-5)

All items appearing here will be acted upon for approval by one motion, without discussion. Should any Board member or other person request that any item be considered separately, that item will be taken up at a time as determined by the President.

1. Review and Approval of Board of Trustees Minutes of Regular Meeting of December 18, 2023.
2. Review and Approval of Board of Trustees Minutes of Special Meeting of December 29, 2023.

3. Triennial Review and Approval of Dress and Grooming Policy (*Board Quality*)
4. Triennial Review and Approval of Timekeeping Edits Policy (*Finance*)
5. Monthly Human Resources Statistical Update for December 2023—**Informational** (*Finance*)

FINANCE and OPERATIONAL UPDATE

6. Presentation of Financial Statements for Month and Year-to-Date as of December 2023 (*Finance*)
7. Presentation of Current Weekly Cash Budget—**Informational** (*Finance*)

CHIEF EXECUTIVE OFFICER UPDATE

8. Verbal Report from the CEO to the Board of Trustees—**Informational**
9. Manager Update—Patty Maysent—**Informational**

RECESS TO CLOSED SESSION:

A. HEARING/DELIBERATIONS RE MEDICAL QUALITY COMMITTEE REPORTS/STAFF PRIVILEGES. The Hospital Board will recess to closed session pursuant to Government Code Section 37624.3 for a hearing and/or deliberations concerning reports of the ___ hospital medical audit committee, or X quality assurance committees, or X staff privileges.

B. TRADE SECRETS. The Hospital Board will recess to closed session pursuant to Govt. Code Section 37606(b) for the purpose of discussion and/or deliberation of reports involving hospital trade secret(s) as defined in subdivision (d) of Section 3426.1 of the Civil Code and which is necessary, and would, if prematurely disclosed create a substantial probability of depriving the hospital of a substantial economic benefit:

<u>Discussion of:</u>	<u>Number of Items:</u>
<u>X</u> hospital service;	<u>4</u>
<u> </u> program;	<u>0</u>
<u>X</u> hospital facility	<u>1</u>

C. LABOR NEGOTIATIONS. The Hospital Board will recess to closed session pursuant to Government Code 54957.6 **Agency Negotiator:** Chief Executive Officer. **Employee organization:** Teamsters Union Local 542

RECONVENE TO OPEN SESSION – BOARD PRESIDENT

ANNOUNCEMENT OF CLOSED SESSION ACTIONS, IF ANY – GENERAL COUNSEL

11. Approval of Report of Medical Executive Committee’s Credentials Recommendations Report for Appointments, Reappointments, Resignations and Other Credentialing/Privileging Actions of Medical Staff and/or AHP Staff (*Approved in Closed Session*)

ADJOURNMENT: Adjourn. (Time:) Subject to additions, deletions, or changes.



El Centro Regional Medical Center
BOARD OF TRUSTEES – REGULAR MINUTES
OPEN SESSION MINUTES
 MOB CONFERENCE ROOMS 1 & 2
 1271 Ross Avenue, El Centro, CA 92243

Zoom Meeting link: <https://ecrmc.zoom.us/j/85644020718?pwd=eGa4SPjWjf7ghrx3eZs3W41y49FzSh.1>

Monday, December 18, 2023

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
ROLL CALL	<p>PRESENT: Oliva; Marroquin (<i>present at 5:37pm</i>); Garcia; Carter; Maysent; Tomaszewski; Chief Executive Officer Pablo Velez and Executive Board Secretary Belen Gonzalez</p> <p>ABSENT: Cardenas-Singh</p> <p>ALSO PRESENT: Sunny Richley, M.D., Chief of Staff; City of El Centro Manager Cedric Ceseña</p> <p>VIA Zoom: Elizabeth Martyn, City of El Centro Attorney</p>	
CALL TO ORDER		The Board of Trustees convened in open session at 5:32 p.m. Board President Oliva called the meeting to order.
OPENING CEREMONY	The Pledge of Allegiance was recited in unison.	None
NOTICE OF MEETING	Notice of meeting was posted and mailed consistent with legal requirements.	None
PUBLIC COMMENTS	None	None

Regular Meeting
December 18, 2023 at 5:30 p.m.

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
BOARD MEMBER COMMENTS	None	None
<p>CONSENT AGENDA: (Item 1-4)</p> <p>Item 1. Review and Approval of Board of Trustees Minutes of Regular Meeting of November 27, 2023.</p> <p>Item 2. Review and Approval of New Policy: Emergency Operations Plan Policy 21534_0</p> <p>Item 3. Review and Approval of New Policy: Continuity of Operations Plan Policy 21549_1</p> <p>Item 4. Review and Approval Updated Triennial Policy: Value Analysis Program</p>	<p>All items appearing here were acted upon for approval by one motion (or as to information reports, acknowledged receipt by the Board and directed to be appropriately filed) without discussion.</p>	<p>MOTION: by Garcia, seconded by Carter and carried to approve the Consent Agenda.</p> <p>All present in favor; none opposed.</p>
<p>FINANCE and OPERATIONAL UPDATE</p> <p>Item 5. Presentation of Financial Statements for Month and Year-to-Date as of November 2023</p>	<p>David Momberg provided an overview and summary of the Financial Statements for Month and Year-to-Date as of November 2023.</p> <p>The report included:</p> <ul style="list-style-type: none"> • Comparative volumes vs. Prior Month/Year • Balance Sheet vs. Prior Month comparison • Operating Statement vs. Prior Month comparison • Monthly Cash Flow (Fiscal Year to Date) 	<p>MOTION: by Garcia, seconded by Marroquin and carried to approve the Financial Statements for Month and Year-to-Date as of November 2023.</p> <p>All present in favor; none opposed.</p>
<p>Item 6. Presentation of Current Weekly Cash Budget—Informational</p>	<p>David Momberg presented the current weekly cash budget handout and answered questions.</p>	<p>Informational</p>

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
<p>Item 7. Presentation of DP-SNF Affiliation with El Centro Post-Acute Care—Informational</p>	<p>Item to be discussed in Closed Session</p>	<p>Informational</p>
<p>CHIEF EXECUTIVE OFFICER UPDATE Item 8. Verbal Report from the CEO to the Board of Trustees—Informational</p>	<p>Item to be discussed in Closed Session</p>	<p>Informational</p>
<p>Item 9. Manager Update—Patty Maysent—Informational</p>	<p>Item to be discussed in Closed Session</p> <p>Trustee Maysent announced Dr. Tomaszewski as the new Chief Medical Officer for Alvarado Hospital Medical Center. He will be working with Dr. Gwon on transitioning Dr. Gwon to Chief Medical Officer for ECRMC.</p> <p>Dr. Tomaszewski will continue to work at ECRMC but will decrease his hours at ECRMC.</p>	<p>Informational</p>
<p>RECESS TO CLOSED SESSION</p>		<p>MOTION: by Marroquin, seconded by Carter and carried to recess to Closed Session at 5:54 p.m. for HEARING/ DELIBERATIONS RE MEDICAL QUALITY COMMITTEE REPORTS/STAFF PRIVILEGES, TRADE SECRETS, and CONFERENCE WITH LEGAL COUNSEL.</p> <p>All present in favor to recess to Closed Session. None opposed.</p>

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
RECONVENE TO OPEN SESSION		The Board of Trustees reconvened to Open Session at 7:30 p.m.
ANNOUNCEMENT OF CLOSED SESSION ACTIONS		<p>[A. HEARING/DELIBERATIONS RE MEDICAL QUALITY COMMITTEE REPORTS/STAFF PRIVILEGES— GOVERNMENT CODE SECTION 37624.3]</p> <p>MOTION: by Maysent, seconded by Carter and carried to approve the Report of Medical Executive Committee’s Credentials Recommendations Report for Appointments, Reappointments, Resignations and Other Credentialing/Privileging Actions of Medical Staff and/or AHP Staff.</p> <p>All present in favor; none opposed</p> <p>[C. <u>CONFERENCE WITH LEGAL COUNSEL</u>—Anticipated Litigation, Significant exposure to litigation pursuant to Government Code Section 54956.9(d)(2)—1 claim</p> <p>MOTION: by Maysent, seconded by Tomaszewski and carried to approve the</p>

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
		response from ECRMC to claim; to be mailed out via certified USPS mail.
ADJOURNMENT		There being no further business, meeting was adjourned at approximately 7:31 p.m.

BELEN GONZALEZ, BOARD EXECUTIVE SECRETARY

APPROVED BY

TOMAS OLIVA, PRESIDENT



**El Centro Regional Medical Center
BOARD OF TRUSTEES – SPECIAL MINUTES
OPEN SESSION MINUTES
MOB CONFERENCE ROOMS 1 & 2
1271 Ross Avenue, El Centro, CA 92243**

Zoom Meeting link: <https://ecrmc.zoom.us/j/84060744461?pwd=ZAt4cKhJlVWdfoOpgpUFIJqNhTByNO.1>

Friday, December 29, 2023

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
ROLL CALL	<p>PRESENT: Oliva; Garcia; and Executive Board Secretary Belen Gonzalez</p> <p>Via Zoom: Maysent; Marroquin; Carter; Cardenas-Singh; Tomaszewski; Chief Executive Officer Pablo Velez; Chief of Staff, Sunny Richley; City of El Centro Manager Cedric Ceseña; City of El Centro Attorney Elizabeth Martyn</p> <p>ABSENT: -</p> <p>ALSO PRESENT: David Momberg-CFO</p>	
CALL TO ORDER		The Board of Trustees convened in open session at 1:03 p.m. Board President Oliva called the meeting to order.
OPENING CEREMONY	The Pledge of Allegiance was recited in unison.	None
NOTICE OF MEETING	Notice of meeting was posted and mailed consistent with legal requirements.	None
PUBLIC COMMENTS	None	None
BOARD MEMBER COMMENTS	None	None
RECESS TO CLOSED SESSION		MOTION: by Garcia seconded by Cardenas-Singh and carried to recess to

Special Meeting
December 29, 2023, 1:00 p.m.

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
		Closed Session at 1:06 p.m. for LABOR NEGOTIATIONS, and TRADE SECRETS. All present in favor to recess to Closed Session. None opposed.
RECONVENE TO OPEN SESSION		The Board of Trustees reconvened to Open Session at 2:17 p.m.
ANNOUNCEMENT OF CLOSED SESSION ACTIONS, IF ANY— GENERAL COUNSEL		
ADJOURNMENT		There being no further business, meeting was adjourned at approximately 2:18 p.m.

BELEN GONZALEZ, BOARD EXECUTIVE SECRETARY

APPROVED BY

TOMAS OLIVA, PRESIDENT

Special Meeting
December 29, 2023, 1:00 p.m.



TO: HOSPITAL BOARD MEMBERS
FROM: Luis Castro, Chief Human Resources Officer
DATE: January 22, 2024
COMMITTEE: Board of Quality Committee

SUBJECT: Dress and Grooming Standards

BUDGET IMPACT: Does not Apply
A. Does the action impact/affect financial resources? Yes No
B. If yes, what is the impact amount: _____

BACKGROUND/DISCUSSION:

This policy has been modified and is being brought to the El Centro Regional Medical Center (ECRMC) Board of Trustees for approval.

ECRMC is maintained, in part, by the image that employees present to patients and the public. The Dress and Grooming Standards policy requires that all employees dress and groom themselves in a manner that reflects a professional healthcare environment and is appropriate for the position.

RECOMMENDATION: Approval of policy


ATTACHMENT(S):

- Revised "Dress and Grooming Standards" Policy with changes

Approved for agenda, Chief Executive Officer

Date and Signature: Pablo Velazquez 1-11-24



		Department: Human Resources	
		Document Owner/Author: Chief Human Resources Officer	
		Category: Hospital Wide	Approval Type: Triennial
Date Created: 03/1994	Date Board Approved: 01/09/2017	Date Last Review: 01/08/2024	Date of Next Review: 01/08/2027
Policy Name: Dress and Grooming Standards			

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Purpose

El Centro Regional Medical Center (ECRMC) strives to provide the highest possible level of patient satisfaction and visitor/customer service. The Dress and Grooming Standards policy supports that goal and requires that all employees dress and groom themselves in a manner that reflects a professional healthcare environment and is appropriate for the position and responsibilities performed, and recognizes the individuality of employees. El Centro Regional Medical Center reserves the right, at its sole discretion, to determine what constitutes appropriate attire or appearance.

Scope

Facility wide

Policy Statement

The professional atmosphere of ECRMC is maintained, in part, by the image that employees present to patients and the public. Employees will therefore utilize good taste and professional judgment in determining their dress and appearance. Attire must meet the necessary safety and infection control requirements of the employee’s particular work area(s). Any time attire is reported to be a distraction for our patients, visitors, or co-workers, the Department Director/Manager will assess the attire for compliance with the goals of this policy. Employees who report to work inappropriately dressed will be sent home, without pay, and directed to return to work in proper attire.

Standards of dress and personal appearance are to be followed by all staff while on duty. These guidelines apply when the employee is attending on or off-campus meetings/seminars, officially representing the organization.

Responsibilities

Person/Title	Responsibilities
Director / Manager	Assess attire and ensure compliance with policy

28 **Procedure/Plan**

29

30 **APPROPRIATE ATTIRE:**

31 Must be neat, clean, appropriately fitting, matched and coordinated and have a professional or
32 business-like appearance. Fabric and fit of all clothing must project a professional image. Scrubs
33 must be appropriately fitting as well, neither too large nor too tight; pants may not touch the
34 ground. Scrubs or jackets branded with another organization name or logo (including health care
35 or a hospital) are prohibited.

36

- 37 • Shoes must be safe and appropriate for the type and location of work performed as determined
38 by the department director / manager in collaboration with Employee Health and Human
39 Resources.

40

41 **INAPPROPRIATE ATTIRE:**

42 Here are some examples of inappropriate attire:

43

44 Revealing or see-through clothes showing cleavage or undergarments, excessively baggy
45 clothing, sun-dresses, inappropriate length dresses or mini-skirts with hem lines shorter than 3
46 inches above the knee, bare-back dresses, halter tops, tank tops, t-shirts, casual denim or jeans,
47 leggings, unprofessional capri pants, cargo pants, shorts or walking-shorts, and thong/flip-flop
48 sandals (even with back straps) are some examples of inappropriate attire. T-Shirts/Tops that
49 expose chest hair are not allowed. "Hoodies" or hooded jackets of any kind are not permitted.
50 Department jackets are to be approved by the department manager.

51

52 **SHOES**

53 Shoes are to be appropriate for the position and must be clean, in good repair, and meet the
54 safety of El Centro Regional Medical Center's environment.

55

56 Open-toed shoes may not be worn in patient care areas by those providing direct patient care.

57

58 Closed toe shoes are required in the patient care areas and other areas in which safety requires
59 closed toe shoes.

60

61 Flip-flops, thong shoes or locker-room sandals are not acceptable.

62

63 High heels greater than three (3) inches and platform shoes are not safe in our work environment
64 at El Centro Regional Medical Center and may not be worn.

65

66 **1. NAME/ID BADGES**

67 Employees and contract staff are required to wear the official El Centro Regional Medical Center
68 ID badge at all times while on duty. The ID badge must be worn so that the picture and name can

69 be seen and must be chest high or above. No marks, stickers (other than flu vaccine compliance),
70 etc., may be on the badge; it must include a current picture and not be faded or worn. If an
71 employee or contingent workforce member is visiting El Centro Regional Medical Center while
72 not on duty, they are not to wear their ID badge, nor represent that they are on duty; they may
73 not perform any work.

74

75 **2. TATTOOS AND BODY JEWELRY**

76 Tattoos may not be visible and must be covered while at work or on work premises.

77

78 Jewelry must be discreet, tasteful, provide no risk to the wearer or patients. Visible face and/or
79 body jewelry (outside of traditional ear piercings) are not permitted while on duty (i.e. nose, lips,
80 eyebrow, or tongue jewelry are not permitted).

81

82 **3. FINGERNAILS**

83 Employees who have direct contact with patients (those employees who touch patients as a part
84 of their job description) and those indirectly involved in patient care, such as Pharmacy,
85 Housekeeping, Laboratory, Nutrition Services, and Sterile Processing must comply with the
86 following guidelines.

87

- 88 • Nails must be kept clean, short and natural.
- 89 • Artificial nails, acrylics or other artificial materials (including nail jewelry) applied over the
90 nails are prohibited. These are dried ground nail products (acrylics or gels).
- 91 • Nail polish is permissible in most areas if used in good taste, with non-shocking colors or
92 decor, and is maintained without chips or cracks.
- 93 • Nails should not be visible when holding the palm side of the hand up.

94

95 Non-direct caregivers (those employees without “hands on” patient contact) must comply, as
96 follows:

97

- 98 • Nails (including artificial) must be kept clean and neatly trimmed or filed.
- 99 • Short nail length is defined as the white nail tip not greater than 1/4 inch.
- 100 • Nail polish is permissible if used in good taste, with non-shocking colors or decor, and is
101 maintained without chips or cracks.

102

103 **4. HICKEYS**

104 Hickeys can be considered offensive, unprofessional and distracting in nature, and must be
105 covered up by clothing or band aids.

106

107 **5. PERFUME, COLOGNE, AND FRAGRANCE**

108 Will be light and restricted to use in non-patient care areas only.

109

110 **6. PERSONAL HYGIENE**

111 Employees are expected to maintain a high standard of cleanliness, oral hygiene and deodorant.

112
113 Employees shall have neatly combed and clean hair. Extreme hairstyles or hair colors are not
114 acceptable. Protective hair covering shall be worn where required to comply with hospital
115 infection control procedures.

116
117 Clinical employees should style their hair in a manner that prevents infection control issues.

118
119 Beards, mustaches, and sideburns are to be neatly trimmed and groomed.

120
121 **7. MAKE-UP**

122 Be in moderation and good taste and professional. Body glitter is not allowed. Dietary staff may
123 not wear false/fake eyelashes.

124
125 **8. DESIGNATED UNIFORM COLOR**

126 Staff in departments identified below must comply with the appropriate scrub and/or uniform
127 colors:

128

<u>DEPARTMENT</u>	<u>COLOR</u>
Dietary	Black
Housekeeping	Black or gray
Medical Imaging	Ceil blue, black, gray, and pink
Nursing	<u>RN/LVN:</u> Navy Blue <u>C N A/ MA/ Tele Tech:</u> Royal Blue <u>Unit Secretary:</u> Plum
Rehab Services	Black

129
130 **ENFORCEMENT RESPONSIBILITIES**

131 The responsibility to determine the appropriateness of employee appearance and attire and for
132 enforcing uniform/dress code requirements rests with leadership. Employees who fail to follow
133 personal appearance and hygiene guidelines will be sent home without pay and be instructed to
134 return to work in proper form.

135 El Centro Regional Medical Center leadership reserves the right to object to attire believed to be
136 unprofessional and not in alignment with the intent of this policy and does not support the

137 culture, mission, vision and values of ECRMC. Employees may be subject to progressive
138 disciplinary action for violation of this policy.

139

140 **References**

141 None

FINAL FOR APPROVAL



Department: Human Resources	
Document Owner/Author: Chief Human Resources Officer	
Category: Hospital Wide	Approval Type: Triennial
Date Created: 03/1994	Date Board Approved: 01/09/17
Date Last Review: 01/08/2024	Date of Next Review: 01/08/2027

Policy Name:
Dress and Grooming Standards

POLICY

Purpose El Centro Regional Medical (ECRMC) strives to provide the highest possible level of patient satisfaction and visitor/customer service. The Dress and Grooming Standards policy supports that goal and requires that all employees dress and groom themselves in a manner that reflects a professional healthcare environment and is appropriate for the position and responsibilities performed, and recognizes the individuality of employees. El Centro Regional Medical Center reserves the right, at its sole discretion, to determine what constitutes appropriate attire or appearance.

Scope
Facility wide

Policy Statement
The professional atmosphere of ECRMC is maintained, in part, by the image that employees present to patients and the public. Employees will therefore utilize good taste and professional judgment in determining their dress and appearance. Attire must meet the necessary safety and infection control requirements of the employee's particular work area(s). Any time attire is reported to be a distraction for our patients, visitors, or co-workers, the Department Director/Manager will assess the attire for compliance with the goals of this policy. Employees who report to work inappropriately dressed will be sent home, without pay, and directed to return to work in proper attire. Standards of dress and personal appearance are to be followed by all staff while on duty. These guidelines apply when the employee is attending on or off-campus meetings/seminars, officially representing the organization.

Deleted: Administration

Deleted: Click here for specific information on:¶
[Review History](#) ¶ [Attire](#) ¶
[Footwear](#) ¶ [Personal Hygiene](#) and [Nail Care](#) ¶
[ID Badge](#) ¶ [Jewelry](#) ¶
[Tattoos](#) ¶ [Hats or Head Coverings](#) ¶
[Piercings](#) ¶ [Adherence to Policy](#) ¶
[Exceptions to Policy](#) ¶

Deleted: Hospital employees are an important part of the hospital's public image, and therefore

Deleted:

Deleted: Center ("ECRMC") expects all employees to dress appropriately for the workplace, to instill confidence and to reflect the organization's and the public's expectation of professionalism, safety, good taste and judgment which is appropriate for a hospital. ¶

The intent of this policy is not to cover every type of style of dress, but rather to provide guidelines for decisions and interpretations regarding professional appearance. ¶

Employee attire must not interfere with or detract from the completion of the employee's job duties and responsibilities and must conform to the requirements of their department. ¶

The following attire is not appropriate for wear as work clothing at ECRMC at any time during work hours, unless approved by administration in advance: ¶

Blue denim jeans (white or black denim jeans are permitted) Please see Casual Friday section below¶
 "Low rise" pants intended to sit low on, or below the hips, which can inadvertently allow for exposure of undergarments or buttocks.¶
 Athletic attire or attire that resembles athletic attire appropriate for exercise (undershirt type T-shirts, gym shorts, transparent or tight fitting clothing, sweat suits/warm-ups and leggings). ¶
 Pajama or sleep attire¶
 Shorts (of any kind)¶

Deleted: Hair, including facial hair, must be kept clean, well-groomed and properly confined. Hair should never cascade into a patient when bending or retracting nor impede patient care in any manner. Protective hair covering shall be worn where required to comply with hospital infection control procedures.¶

Deleted: Piercings shall be removed or covered.¶
 Visible body piercings, jewelry (other than ears) is not acceptable. ¶
 Exposed body piercings on eyebrows, tongue, cheek, lip, nose, chest, back or belly are prohibited. Flesh-tone bandages may be

Deleted: Should sincerely held religious beliefs or practices conflict with this policy, reasonable accommodation will be made for employees as provided by Title VII and/or the EEOC, as long as the accommodation does not pose a safety hazard.¶

Deleted: EXCEPTIONS TO POLICY¶
 Alternative attire can be worn for special projects and events as determined and approved by the Department Director. Any other exceptions to this policy may be granted upon advance written

Deleted: BUSINESS CASUAL FRIDAYS¶
 Business casual dress will be permitted on Fridays, except during specified and announced¶
 periods when casual days will be suspended. Some departments may require specific guidelines¶

Deleted: Administration

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Responsibilities

Person/Title	Responsibilities
<u>Director/Manager</u>	<u>Assess attire and ensure compliance with policy.</u>

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Procedure/Plan

APPROPRIATE ATTIRE

Must be neat, clean, appropriately fitting, matched, and coordinated and have a professional or business-like appearance. Fabric and fit of all clothing must project a professional image. Scrubs must be appropriately fitting as well, neither too large nor too tight; pants may not touch the ground. Scrubs or jackets branded with another organization name or logo (including health care or a hospital) are prohibited.

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• Shoes must be safe and appropriate for the type and location of work performed as determined by the department director / manager in collaboration with Employee Health and Human Resources.

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INAPPROPRIATE ATTIRE:

Here are some examples of inappropriate attire:

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Revealing or see-through clothes showing cleavage or undergarments, excessively baggy clothing, sun-dresses, inappropriate length dresses or mini-skirts with hem lines shorter than 3 inches above the knee, bare-back dresses, halter tops, tank tops, t-shirts, casual denim or jeans, leggings, unprofessional capri pants, cargo pants, shorts or walking-shorts, and thong/flip-flop sandals (even with back straps) are some examples of inappropriate attire. T-Shirts/Tops that expose chest hair are not allowed. "Hoodies" or hooded jackets of any kind are not permitted. Department jackets are to be approved by the department manager.

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SHOES

Shoes are to be appropriate for the position and must be clean, in good repair, and meet the safety of El Centro Regional Medical Center's environment.

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Open-toed shoes may not be worn in patient care areas by those providing direct patient care.

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Closed toe shoes are required in the patient care areas and other areas in which safety requires closed toe shoes.

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Flip-flops, thong shoes or locker-room sandals are not acceptable.

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Deleted: Business casual for Fridays is defined as follows:¶
Casual shirts: All shirts with collars, business casual crewneck or V-neck shirts, blouses, golf and polo shirts with El Centro Regional Medical Center logo. Examples of inappropriate shirts include T-shirts, shirts with inappropriate slogans, tank tops, muscle shirts, camouflage and crop tops. In specified circumstances, T-shirts may be approved and provided for specific events only.¶
Pants: Casual slacks and trousers and jeans without holes, frays, and stone wash, or loose baggy jeans, etc. Examples of inappropriate pants include shorts (except for walking-length shorts), camouflage and pants worn below the waist or hip line. ¶
Footwear: Casual loafers, boots, flats, slip-on or tie shoes, leather casual shoes and athletic shoes if approved by the department. Examples of inappropriate footwear include floppy sandals, flip-flops and construction or hunting boots.¶

ADHERENCE TO POLICY¶
Judgment of the appropriateness and acceptability of an employee's appearance will be made by the Department Director in keeping with the standards of this policy. Employees not meeting the standards of the policy will be sent home on their own time to change their appearance so that it conforms to this policy. Continued violations of this policy may result in disciplinary action, up to and including termination. ¶

Deleted: ECRMC Uniform Preference Listing (Current as of January 2012)¶
DEPARTMENT

Deleted: ¶

Deleted: Administration

305 High heels greater than three (3) inches and platform shoes are not safe in our work
306 environment at El Centro Regional Medical Center and may not be worn.

307 **1. NAME/ID BADGES**

309 Employees and contract staff are required to wear the official El Centro Regional Medical
310 Center ID badge at all times while on duty. The ID badge must be worn so that the picture and
311 name can be seen and must be chest high or above. No marks, stickers (other than flu vaccine
312 compliance), etc., may be on the badge; it must include a current picture and not be faded or
313 worn. If an employee or contingent workforce member is visiting El Centro Regional Medical
314 Center while not on duty, they are not to wear their ID badge, nor represent that they are on
315 duty; they may not perform any work.

316 **2. TATTOOS AND BODY JEWELRY**

318 Tattoos may not be visible and must be covered while at work or on work premises.
319 Jewelry must be discreet, tasteful, provide no risk to the wearer or patients. Visible face and/or
320 body jewelry (outside of traditional ear piercings) are not permitted while on duty (i.e. nose,
321 lips, eyebrow, or tongue jewelry are not permitted).

322 **3. FINGERNAILS**

324 Employees who have direct contact with patients (those employees who touch patients as a
325 part of their job description) and those indirectly involved in patient care, such as Pharmacy,
326 Housekeeping, Laboratory, Nutrition Services, and Sterile Processing must comply with the
327 following guidelines.

- 329 • Nails must be kept clean, short and natural.
- 330 • Artificial nails, acrylics or other artificial materials (including nail jewelry) applied over
331 the nails are prohibited. These are dried ground nail products (acrylics or gels).
- 332 • Nail polish is permissible in most areas if used in good taste, with non-shocking colors or
333 decor, and is maintained without chips or cracks.
- 334 • Nails should not be visible when holding the palm side of the hand up.

335 Non-direct caregivers (those employees without “hands on” patient contact) must comply, as
336 follows:

- 338 • Nails (including artificial) must be kept clean and neatly trimmed or filed.
- 339 • Short nail length is defined as the white nail tip not greater than 1/4 inch.
- 340 • Nail polish is permissible if used in good taste, with non-shocking colors or decor, and is
341 maintained without chips or cracks.

342 **4. HICKEYS**

344 Hickeys can be considered offensive, unprofessional and distracting in nature, and must be
345 covered up by clothing or band aids.

346 **5. PERFUME, COLOGNE, AND FRAGRANCE**

348 Will be light and restricted to use in non-patient care areas only.

349 **6. PERSONAL HYGIENE**

351 Employees are expected to maintain a high standard of cleanliness, oral hygiene and
352 deodorant.

353
354 Employees shall have neatly combed and clean hair. Extreme hairstyles or hair colors are not
355 acceptable. Protective hair covering shall be worn where required to comply with hospital
356 infection control procedures.

357 Clinical employees should style their hair in a manner that prevents infection control issues.

358
359 Beards, mustaches, and sideburns are to be neatly trimmed and groomed.

360
361 **7. MAKE-UP**

362 Be in moderation and good taste and professional. Body glitter is not allowed. Dietary staff
363 may not wear false/fake eyelashes.

364
365 **8. DESIGNATED UNIFORM COLOR**

366 Staff in departments identified below must comply with the appropriate scrub and/or uniform
367 colors:

<u>DEPARTMENT</u>	<u>COLOR</u>
<u>Dietary</u>	<u>Black</u>
<u>Housekeeping</u>	<u>Black or gray</u>
<u>Medical Imaging</u>	<u>Ceil blue, black, gray, and pink</u>
<u>Nursing</u>	<u>RN/LVN: Navy Blue</u> <u>C N A/ MA/ Tele Tech: Royal Blue</u> <u>Unit Secretary: Plum</u>
<u>Rehab Services</u>	<u>Black</u>

370
371 **ENFORCEMENT RESPONSIBILITIES**

372 The responsibility to determine the appropriateness of employee appearance and attire and for
373 enforcing uniform/dress code requirements rests with leadership. Employees who fail to follow
374 personal appearance and hygiene guidelines will be sent home without pay and be instructed to
375 return to work in proper form.

376 El Centro Regional Medical Center leadership reserves the right to object to attire believed to be
377 unprofessional and not in alignment with the intent of this policy and does not support the culture,
378 mission, vision and values of ECRMC. Employees may be subject to progressive disciplinary
379 action for violation of this policy.

380
381 **References**

382 None



TO: HOSPITAL BOARD MEMBERS
FROM: David Momberg, Chief Financial Officer
DATE: January 22, 2024
MEETING: Board of Trustees

SUBJECT: Time Keeping Policy

BUDGET IMPACT: Does not Apply
A. Does the action impact/affect financial resources? Yes No
B. If yes, what is the impact amount: _____

BACKGROUND:

In order to best ensure full compensation for staff members work hours, ECRMC is removing the rounding policy. Staff members will be paid by the minute of work performed which will better reflect true and actual compensation.

DISCUSSION: N/A

RECOMMENDATION: N/A


ATTACHMENT(S):

- Time Keeping Policy

Approved for agenda, Chief Executive Officer

Date and Signature: Pablo Velazquez



		Department: General Accounting	
		Document Owner/Author: Chief Financial Officer (CFO)	
		Category: Hospital Wide	Approval Type: Triennial
Date Created: 09/01/1998	Date Board Approved: 01/09/2017	Date Last Review: 01/08/2024	Date of Next Review: 01/08/2027
Policy Name: Timekeeping Edits			

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Purpose

To establish the protocol for the appropriate documentation of Timekeeping edits

Scope

Hospital Wide

Policy Statement

Every employee of El Centro Regional Medical Center, as described in the "Timekeeping Users and Passwords" policy, will be trained in the editing of their individual timecards.

Department supervisors and above will also be trained in the supervisory functions of the API Time and Attendance, Staffing and Scheduling (TASS) system, which includes the review and approval of employee requests and timecards.

Responsibilities

Person/Title	Responsibilities
Payroll Coordinator	Processes payroll through use of the TASS system

Procedure/Plan

Pay Period and Rounding Definition

The pay period for all employees is bi-weekly, starting at 0000 (midnight) on Sunday and ending at 2359 on Saturday, fourteen (14) calendar days following.

Example: An employee clocks in at 2000 on Saturday (last day of the current pay period) and clocks out at 0600 on Sunday (first day of the next pay period). The employee hours will be reflected on the current pay period.

The hospital pays [per the minute for all time worked](#). The below table outlines the [Minute to Decimal Conversion Chart](#) as it applies to the TASS system and payroll.

Deleted: in

Deleted: quarter hour increments and therefore punches are rounded accordingly. When calculating payroll hours, the system rounds up and down to the nearest quarter hour. For instance 0813 is rounded up to 0815 and 1706 is rounded down to 1700.

Deleted: rounding

Deleted: rule

Minute to Decimal Conversion Chart							
Minute	Decimal	Minute	Decimal	Minute	Decimal	Minute	Decimal
1	.02	16	.27	31	.52	46	.77
2	.03	17	.28	32	.53	47	.78
3	.05	18	.30	33	.55	48	.80
4	.07	19	.32	34	.57	49	.82
5	.08	20	.33	35	.58	50	.83
6	.10	21	.35	36	.60	51	.85
7	.12	22	.37	37	.62	52	.87
8	.13	23	.38	38	.63	53	.88
9	.15	24	.40	39	.65	54	.90
10	.17	25	.42	40	.67	55	.92
11	.18	26	.43	41	.68	56	.93
12	.20	27	.45	42	.70	57	.95
13	.22	28	.47	43	.72	58	.97
14	.23	29	.48	44	.73	59	.98
15	.25	30	.50	45	.75	60	1.00

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Pay Day Definition

Pay day for all employees is the immediate Friday following the end of a pay period. Each pay check covers work performed through the completion of the previous pay period.

Missed Punch Edit

The employee should add a clocking request within TASS. The request will then be forwarded to the employee supervisor for approval.

Move Hours from One Department to Another

Employees should be using the time clocks to transfer from one department to another. If the wrong department is selected, an edit can be performed on the original punch by overriding the incorrect department and entering the correct department number. The modification must then be approved by the supervisor of the employee.

Vacation and Sick

Paid Time Off (PTO) Edit: An eligible employee must request vacation time at least fourteen (14) days in advance. Vacation requests must be submitted through the TASS system. To request PTO, the employee must add a calendar request using pay code 'PTO'. Once all of the applicable information is entered, the request will be sent to the supervisor for approval. Once approved, if the employee does not have enough hours in his/her benefit balance, the system will automatically reduce the PTO request and show those hours as 'PTOU' (Paid Time Off Unpaid).

PTO Sick Edit

PTO Sick is entered into the TASS system as instructed above under the 'Paid Time Off Edit'. A calendar request must be added and the pay code used should be 'PTOSK'. This request will also be sent to the supervisor for approval. If the employee calls in sick, the employee can verbally approve management to add PTO Sick for that day to their timecard. Although management can add PTO to employee timecards, it is ultimately the employees' responsibility to review and ensure that their timecards are accurate.

Standby

Deleted: 1
Deleted: Minutes

Deleted: to the Central Staffing Office (CSO)
Deleted: the
Deleted: Central Staffing Office
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Deleted: the CSO

79 When an employee is placed on standby, the employee shall be paid the rate defined in the 'Standby, Call
 80 Back, Call In' policy for the hours the employee is on standby. The standby schedule and hours placed on
 81 standby are entered into the appropriate employee's timecards by management. The TASS system will
 82 automatically calculate the number of Standby hours to be paid, taking into account call back hours and
 83 overlapping schedules. If an employee was placed on standby and it does not appear on their timecard,
 84 they must contact management immediately.

Deleted: by the Central Staffing Office

Deleted: the CSO

Deleted: The CSO will investigate by contacting the department manager for verification. If approved, the CSO will then add the standby schedule to the employee timecard. If the standby was for a prior period, the CSO must contact payroll to make the adjustment, any monies due to the employee will be paid out during the next pay period.

Shift Differentials

87 Shift Differential pay is defined in the 'Shift Differential' policy. The TASS system will automatically
 88 calculate shift differential based upon the employee punches/worked hours.

Storage of Edit Sheet

91 Edit Sheets are to be used only in special situations that require the Payroll Coordinator to process
 92 payment for employees outside of the system's standard functionality. These situations must be pre-
 93 approved by the appropriate personnel and they are typically temporary solutions to staffing needs. It
 94 shall be the responsibility of each individual person to forward the original approved copy of the edit
 95 sheets to the Payroll Coordinator prior to the payroll close deadline, the Payroll Coordinator shall
 96 maintain the original copies of the edit sheets for the permanent files in accordance with 'Records
 97 Retention for Hospital' Policy. This will ensure that the payroll information will be available for audit
 98 purposes.

Due Dates

101 The timecard approval deadline for all hospital employees is the Monday before payday at 12:00 PM. This
 102 includes the employee signoff and supervisor approval. Any and all edits must be made by this date and
 103 time, unless otherwise specified by the Payroll Coordinator. It is advised that each supervisor give the
 104 employees within their departments an earlier deadline to ensure they have enough time to review and
 105 approve all edits and timecards prior to the noon deadline.

Late Edit Sheets

108 Any edits submitted after the due date will be paid on the subsequent pay date. These edits must be
 109 communicated to the Payroll Coordinator with supervisor approval.

Associated Policies/Plans/Protocols/Procedures/Forms

Title	Number	Location (Hyperlink)
Records Retention for Hospital	v2	https://ecrmc.navexone.com/content/dotNet/documents/?docid=5160
Standby, Call Back, Call In	v2	https://ecrmc.navexone.com/content/dotNet/documents/?docid=6872
Shift Differential Policy	v3	https://ecrmc.navexone.com/content/dotNet/documents/?docid=11199

121
122 **References**
123 None

approval



TO: HOSPITAL BOARD MEMBERS
FROM: Luis Castro, Chief Human Resources Officer
DATE: January 22, 2024
COMMITTEE: Finance Committee

SUBJECT: Statistical data for the Human Resources Department for the month of December 2023.

BUDGET IMPACT: Does not Apply
A. Does the action impact/affect financial resources? Yes No
B. If yes, what is the impact amount: _____

BACKGROUND/DISCUSSION:

Report includes statistical data such as total number of new hires, total number of separations, workers compensation data, and turnover percentages. Data is compared to the previous month; as well as the same month last year.

RECOMMENDATION: Informational only.

ATTACHMENT(S):

- 2024 1 – January Finance Committee Report

Approved for agenda, Chief Executive Officer

Date and Signature: Pablo Velazquez 1/11/24



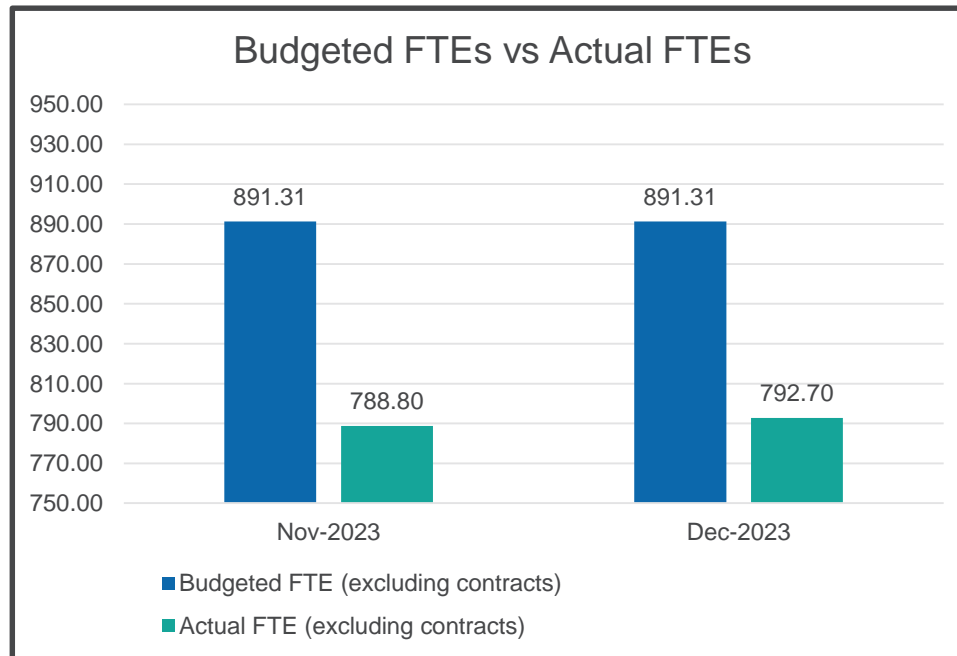
Human Resources Report

January 2024

Manpower

Manpower	September 2023	October 2023	November 2023	December 2023
Full Time Employee Head Count	764	769	768	762
Part Time Employee Head Count	47	49	51	55
Per Diem Employee Head Count	124	127	119	117
Budgeted FTE	891.31	891.31	891.31	891.31
Actual FTE	791.5	798.2	788.8	792.7

This data represents a comparison of current ECRMC full-time, part-time, and per-diem employees to the prior month and the prior year.



Statistics

Statistics	September 2023	October 2023	November 2023	December 2023
Total New Hires	7	24	10	13
New Hires (RN only)	3	4	1	2
New Hires (LVN only)	0	0	0	0
New Hires (Nurse Intern / Resident)	0	0	0	0
Total Separations	18	14	15	14
Separations (RN only)	1	2	4	1
Voluntary Separations (RN only)	1	2	4	1
Total Open Positions	31	23	29	31
Litigation	0	0	0	0
Total No. of Employees on Leave	47	44	32	29
*Employees on Maternity Leave	7	9	11	11

This data represents the number of new employees hired during the reporting period, employees separated during the period and the number of open jobs at the Medical Center. Additionally, we also capture the number of HR related law suits in process in this chart. Note: These numbers are drawn from different points in the month, so they are independent from the data depicted in other charts.

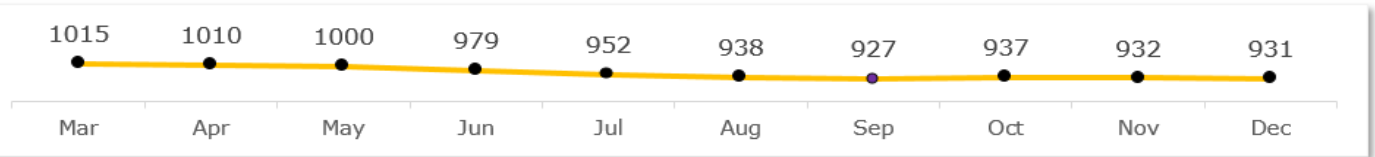
** This number is included in "Employees on Leave" calculation section*

EMPLOYEE RETENTION DASHBOARD

2023

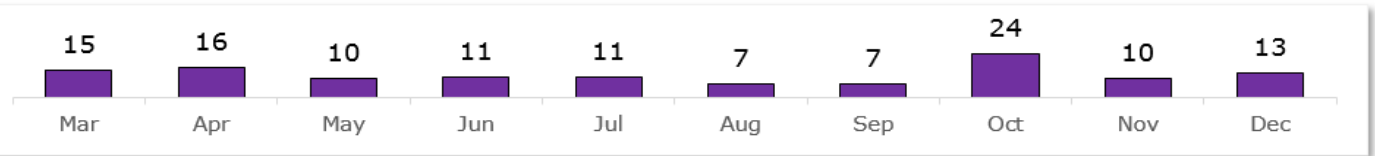
ACTIVE EMPLOYEES

931



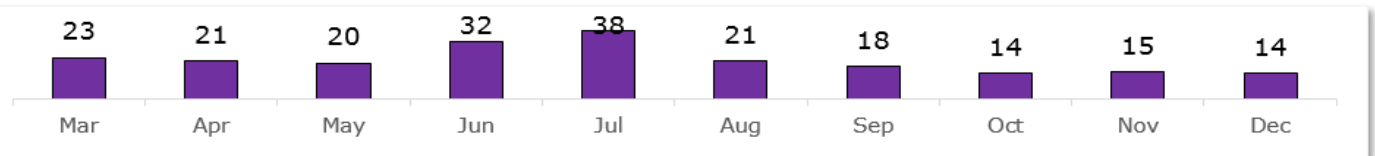
HIRES

124



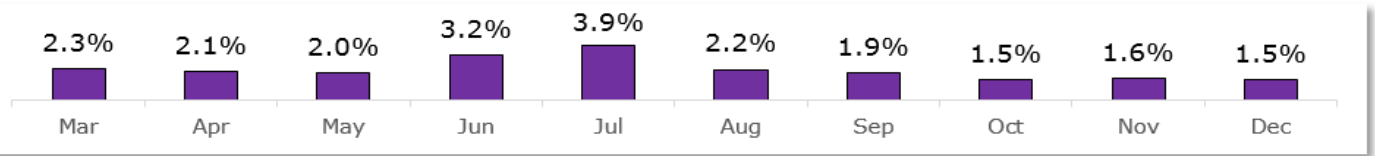
EXITS

286



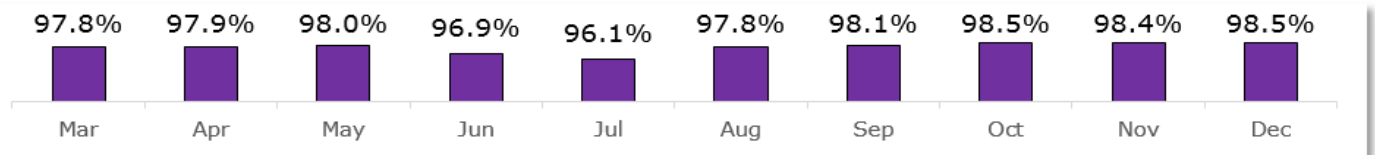
TURNOVER RATE

28.5%



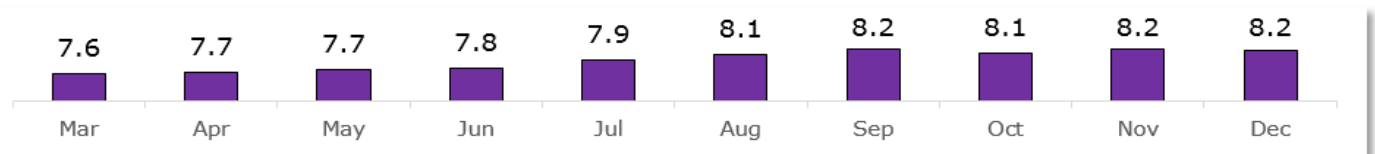
RETENTION RATE

75.6%



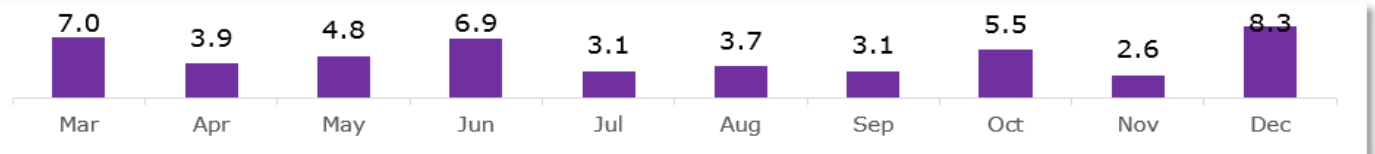
AVG. TENURE (YRS)

8.2



AVG. TENURE (YRS) OF EXITS

4.9

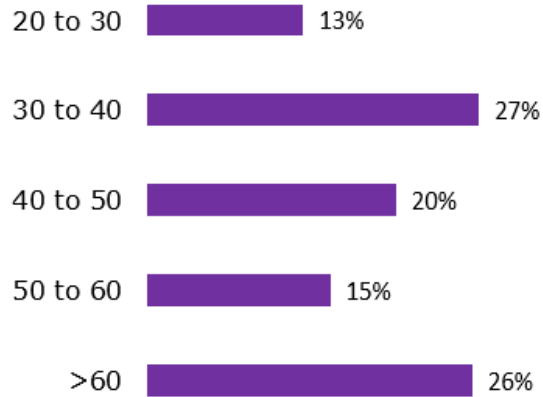


EL CENTRO REGIONAL MEDICAL CENTER SNAPSHOT DASHBOARD

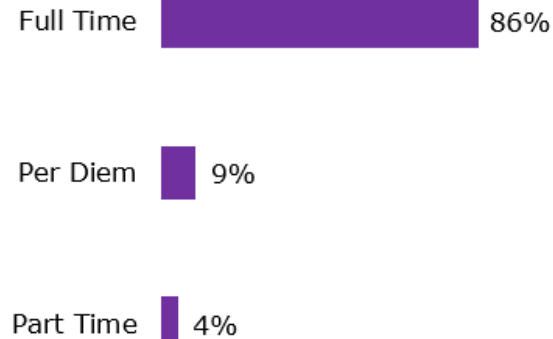
Employees

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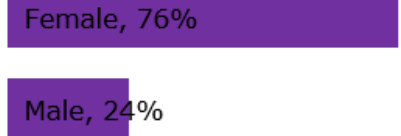
AGE



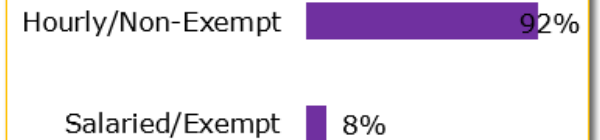
JOB TYPE



GENDER



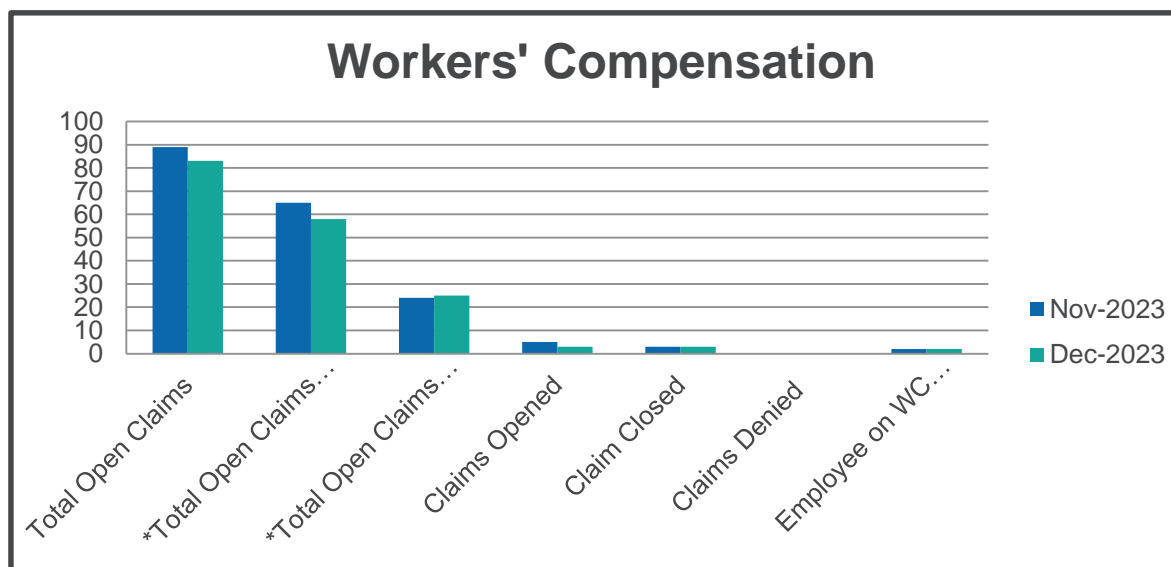
JOB CATEGORY



Workers' Compensation

Workers' Compensation	November 2023	December 2023
Total Open Claims	89	83
*Total Open Claims (Active Employees)	65	58
*Total Open Claims (Separated Employees)	24	25
Claims Opened	5	3
Claims Closed	3	3
Claims Denied	0	0
Employees on WC Leave	2	2

- This number is included in "Total Open Claims" row

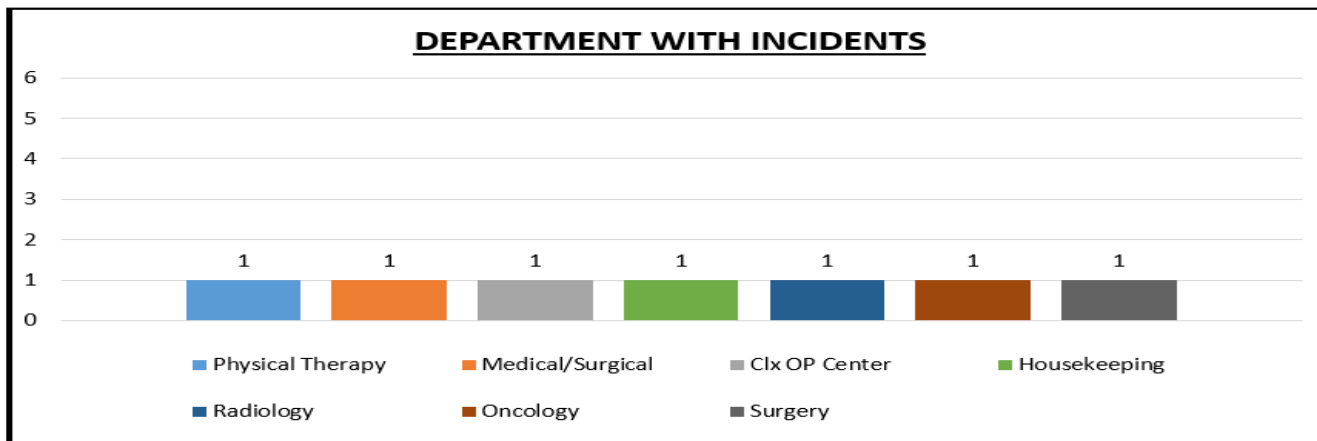


Workers' Compensation

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
TOTAL INCIDENTS	11	15	14	11	10	7
TOTAL REPORTABLE	6	7	9	8	5	3
NOT REPORTED TO Athens	5	8	5	3	5	4
DEPT W/HIGHEST INJURIES	Maintenance	EVS	ER	ER / EVS	Laboratory	N/A

REPORTED INCIDENTS

1	Back strain	1	Left shoulder strain
1	Razor cut to mid finger	1	Scratch to left side of neck
2	Right wrist strain, rep motion	1	Needle stick to right finger



THANK YOU



TO: HOSPITAL BOARD MEMBERS
FROM: David Momberg, Chief Financial Officer
DATE: January 22, 2024
MEETING: Board of Trustees

SUBJECT: December 2023 Month and Year-to-Date Financial Statements

BUDGET IMPACT: Does not Apply
A. Does the action impact/affect financial resources? Yes No
B. If yes, what is the impact amount: _____

BACKGROUND: The month of December resulted in net operating loss of \$1M, a Negative margin of 9.2% and positive EBIDA of \$12K. FYTD EBIDA is positive at \$2.1M and positive margin increase from 2.1% to 3%.

DISCUSSION: For a more detailed description of financial performance, please see the attached Financial Report.

RECOMMENDATION: (1) Approve (2) Do not approve

ATTACHMENT(S):

- Financial Packet for December 2023

Approved for agenda, Pablo Velez

Date and Signature: _____ *Pablo Velez*



December 2023 Financial Report

January 22, 2023

To: Finance Committee

From: David Momberg, Chief Financial Officer

The following package contains:

- Comparative volumes vs. Prior Month/Year
- Balance Sheet vs. Prior Month comparison
- Operating Statement vs. Prior Month comparison
- Monthly Cash Flow (Fiscal Year to Date)

Balance Sheet:

- a) Cash balance decreased (\$2.6M) mainly due to high dollar payments for construction projects (Nielsen \$1.3M) coupled with larger payments made for aged vendor accounts.
- b) Net patient receivables decreased (\$1.2M) mainly due to lower admissions (274 vs. 282 last month), lower outpatient visits (6,318 vs. 7,199 last month), lower RHC visits (5,975 vs 7,228 last month) and lower oncology visits/procedures (1,917 vs. 2,263). Lower volumes (mainly RHCs) are a consequence of the Holiday season.
- c) Other receivables decreased (\$55k) due to interest received from Wells Fargo sweep account.
- d) Due from third-party payers increased (\$1.2M), no supplemental payments received during the month.
- e) Prepaid expenses increased (\$77k) due to Cardinal Health prepaid orders.
- f) Accounts payable and Accrued Expenses decreased (\$1.3M) mainly due to large payments for construction projects (Nielsen).

- g) Days in A/R decreased to 39.89 from 41.43 days. The goal is 50 days.
- h) Accounts payable days decreased, 87.46 vs. 88.81 days from previous month.
- i) Current Ratio decreased to 0.80 vs. 0.83 previous month.

Income Statement – Current Month Actual vs. Prior Month:

- a) Our Inpatient Revenue is 3.2% lower than prior month due to lower admissions (274 vs. 282 prior) and lower observation days (143 vs. 213 prior).
- b) Outpatient Revenue is 5.1% lower outpatient visits (6,318 vs. 7,199 last month), lower RHC visits (5,975 vs 7,228 last month) and lower oncology visits/procedures (1,917 vs. 2,263). Lower volumes (mainly RHCs) are a consequence of the Holiday season.
- c) Contractuals for the month are 18.4% of gross revenues (18.8% prior).
- d) Charity and Bad debt decreased \$8k directly related to lower gross revenues.
- e) Other third-party programs are 18.4% lower due to higher supplemental programs received than budget (HQAF \$357K) in November, returning to normal activity.
- f) Salary expense is 11.4% higher directly related to month's days (31 in Dec. vs. 30 in Nov) coupled with Nurse-Practitioner quarterly bonuses (\$131k) and higher overtime related to Holidays (\$50k).
- g) Registry expense is 45.9% lower related to lower inpatient and outpatient volumes.
- h) Employee benefits expense is 22.7% lower related to lower workers comp. required reserve.
- i) Medical Prof Fee expense is 21.5% lower due to lower inpatient and outpatient.
- j) Supplies medical and non-medical are 17.96% lower related to lower volumes.
- k) Repairs and maintenance is 19.5% lower mainly due to Information Systems contract no longer required (Halogen-talent space \$23k) and DaVinci robot expense true-up (\$40k) according to GASB-87 rules.

- l) Lease rental is 110% lower related to Pet Scan trailer rent reclassified to capital asset according to GASB-87 rule.
- m) Rent expense is higher \$30k related to Shared Imaging lease true-up.
- n) Insurance expense is 45.5% lower due to timing on Marsh Malpractice and Workers comp. installments.
- o) December 2023 shows a Net loss of \$1.7M (*\$12k positive EBIDA*), showing steady expense control, however, low revenues (driven by low volumes) keep affecting the bottom line.

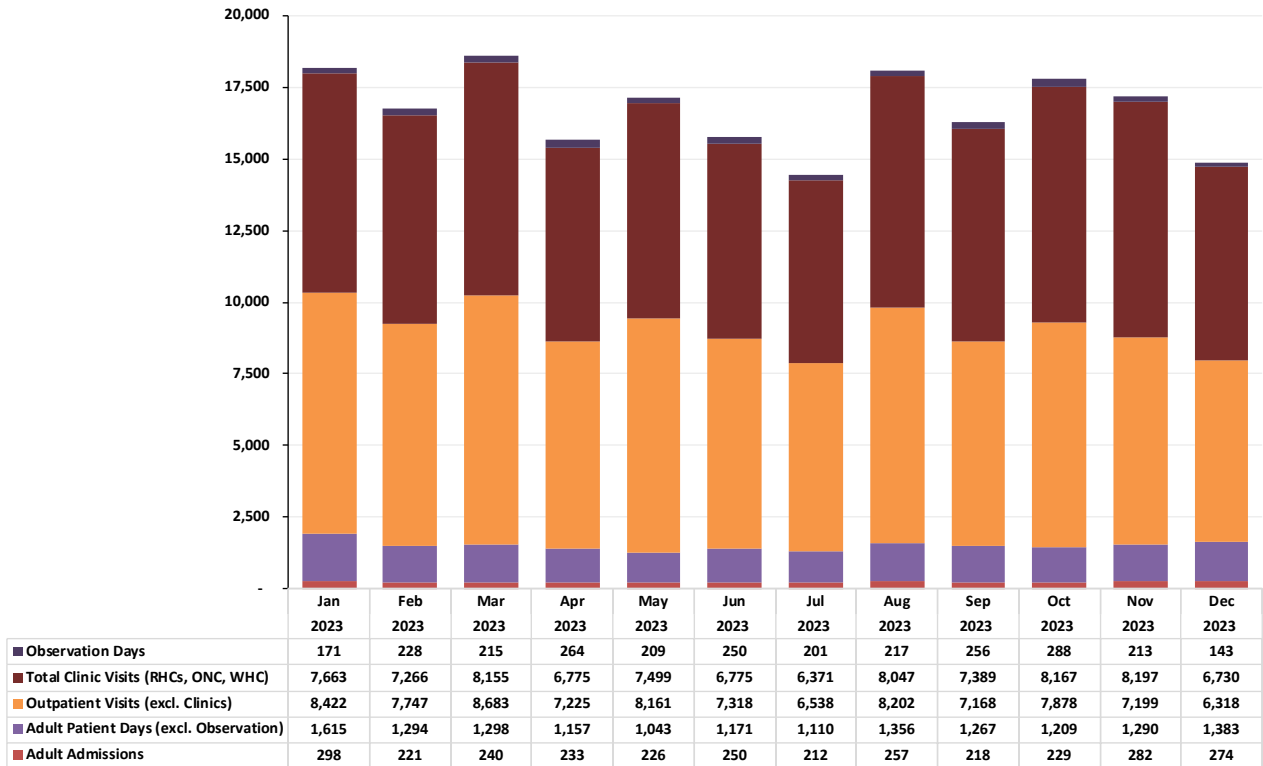
Definitions:

- **EBIDA** - Earnings Before Interest, Depreciation, and Amortization.
- **Contribution Margin** – Total Revenue minus Expenses (excluding functional areas of IT, Finance, HR, and management assessments/restructuring costs).
- **EBIDA Margin** – EBIDA/Total Revenue.
- **Operating Expenses Per Day** – Total Expenses less Depreciation divided by Days.
- **Operating Revenue Per Day** – Operating Income/Days.
- **Days Cash on Hand** – Cash/Operating Expenses per Day.
- **Days Revenue in A/R** – Accounts Receivable/Operating Revenue per Day.
- **Current Ratio** – Current Assets/Current Liabilities.
- **Equity Financing Ratio** – Total Capital/Total Debt.

EI Centro Regional Medical Center Comparative Volumes as of December 31, 2023

	Sep 2023	Oct 2023	Nov 2023	Dec 2023	YTD Actual	YTD Budget	YTD Variance
Adult Admissions (excl. Observation)	218	229	282	274	1,472	1,889	(417)
Patient Days (excl. Observation)	1,267	1,209	1,290	1,383	7,615	9,652	(2,037)
Average Length of Stay (excl. Observation)	5.8	5.3	4.6	5.0	5.2	5.1	0.1
Average Daily Census (excl. Observation)	42.2	39.0	43.0	44.6	41.4	41.4	-
Average Daily Census (ADC) Observation	8.5	9.3	7.1	4.6	7.2	6.9	0.3
Total ADC (including Observation)	50.8	48.3	50.1	49.2	48.5	48.3	0.3
Observation Days (excluding Obstetrics)	256	288	213	143	1,318	1,271	47
Outpatient Visits (excluding Clinics)	7,168	7,878	7,199	6,318	43,303	49,637	(6,334)
Emergency Room Visits	2,673	2,858	2,898	2,834	16,806	19,829	(3,023)
EI Centro Rural Health Clinic Visits	3,657	4,061	4,007	3,373	21,911	25,857	(3,946)
Calexico Rural Health Clinic Visits	2,946	3,224	3,221	2,602	17,803	18,507	(704)
Rural Health Clinic Visits - Total	6,603	7,285	7,228	5,975	39,714	44,364	(4,650)
Wound Healing Center Visits	178	222	210	158	1,106	1,059	47
Oncology Center Visits	608	660	759	597	4,081	4,079	2
Oncology Center Infusion Procedures	1,309	1,426	1,504	1,320	8,085	8,087	(2)
Surgeries without C-Sections	474	540	465	436	2,925	3,055	(130)
DaVinci Cases	47	56	59	60	343	210	133

Rolling-12 Volume Trend



ECRMC BALANCE SHEET COMPARED TO PRIOR MONTH

	December 31, 2023	November 30, 2023	Variance (\$)	Variance (%)
Assets				
Current Assets:				
Cash and Cash Equivalents	\$ 20,866,300	\$ 23,386,252	\$ (2,519,951)	-11%
Net Patient Accounts Receivable	14,427,839	15,654,026	(1,226,187)	-8%
Other Receivables	147,222	202,164	(54,942)	-27%
Due from Third-Party Payors	19,013,065	17,809,106	1,203,959	7%
Inventories	2,830,580	2,792,946	37,635	1%
Prepaid Expenses & Other	3,139,481	3,061,924	77,557	3%
Total Current Assets	60,424,488	62,906,417	(2,481,929)	-4%
Assets Limited as to Use				
Restricted Building Capital Fund	23,833	23,733	100	0%
Funds Held by Trustee for Debt Service	12,347,737	11,685,198	662,539	6%
Restricted Programs	11,497	11,497	-	0%
Total Assets Limited as to Use	12,383,068	11,720,428	662,640	6%
Property, Plant, and Equipment: Net	144,565,836	145,202,576	(636,740)	0%
Other Assets	262,595	262,595	-	0%
Total Assets	217,635,987	220,092,015	(2,456,029)	-1%
Deferred Outflows of Resources				
Deferred Outflows of Resources - Pension	1,843,414	2,219,400	(375,986)	-17%
Total Deferred Outflows of Resources	1,843,414	2,219,400	(375,986)	-17%
Total Assets and Deferred Outflows of Resources	\$ 219,479,401	\$ 222,311,415	\$ (2,832,015)	-1%
Liabilities				
Current Liabilities:				
Current Portion of Bonds	1,310,000	1,305,000	5,000	0%
Current Portion of Capital Lease Obligations	1,331,408	1,348,764	(17,356)	-1%
Accounts Payable and Accrued Expenses	26,130,542	27,453,629	(1,323,087)	-5%
Accrued Compensation and Benefits	8,431,604	7,959,847	471,756	6%
Due to Third-Party Payors	38,097,181	38,097,181	-	0%
Total Current Liabilities	75,300,734	76,164,421	(863,687)	-1%
Long-Term Bond Payable, Less Current Portion	112,066,343	112,157,610	(91,267)	0%
Capital Lease Obligations, Less Current Portion	3,388,097	3,661,834	(273,737)	-7%
Net Pension Liability	39,119,000	39,119,000	-	0%
Total Liabilities	229,874,174	231,102,865	(1,228,691)	-1%
Deferred Inflows of Resources				
Deferred Inflows of Resources - Pension	7,448,200	7,448,200	-	0%
Total Deferred Inflows of Resources	7,448,200	7,448,200	-	0%
Net Position				
Restricted Fund Balance	17,238	17,238	-	0%
Fund Balance	(17,860,212)	(16,256,889)	(1,603,324)	10%
Total Net Position	(17,842,974)	(16,239,650)	(1,603,324)	10%
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 219,479,401	\$ 222,311,415	\$ (2,832,015)	-1%
Days Cash on Hand	47.10	54.12		
Days Revenue in A/R	39.89	41.43		
Days in A/P	87.46	88.81		
Current Ratio	0.80	0.83		
Debt Service Coverage Ratio	(0.82)	(1.39)		

STATEMENTS OF OPERATIONS COMPARISON TO BUDGET

	MTD September 30, 2023	MTD October 31, 2023	MTD November 30, 2023	MTD December 31, 2023	YTD December 31, 2022	YTD December 31, 2023	YTD FLEX December 31, 2023
Adult Admissions	218	229	282	274	2,153	1,472	1,472
Adult Patient Days (excl. Observation)	1,267	1,209	1,290	1,383	10,066	7,615	7,615
Outpatient Visits (excl. Clinics)	7,168	7,878	7,199	6,318	47,301	43,303	43,303
Total Clinic Visits (RHCs, ONC, WHC)	7,389	8,167	8,197	6,730	50,797	44,901	44,901
Observation Days	256	288	213	143	1,192	1,318	1,318
OPERATING REVENUE							
I/P Revenue	\$ 13,975,989	\$ 14,356,601	\$ 16,086,283	\$ 15,570,835	\$ 108,726,668	\$ 87,425,669	\$ 85,127,169
O/P Revenue - Laboratory	6,489,172	6,662,846	6,516,066	5,939,106	40,711,461	38,672,196	39,391,819
O/P Revenue - CT Scanner	6,670,978	6,284,614	6,053,020	6,058,167	38,316,024	38,083,228	36,275,325
O/P Revenue - Emergency Room	5,730,037	6,015,509	6,132,301	5,955,077	36,887,190	35,815,925	34,811,124
O/P Revenue - Oncology	5,447,711	5,742,087	6,490,018	5,197,115	30,393,851	34,001,987	34,657,701
O/P Revenue - Others	17,796,902	20,606,460	17,770,753	17,607,160	113,521,458	111,911,661	107,042,916
Gross Patient Revenues	56,110,789	59,668,118	59,048,441	56,327,461	368,556,652	345,910,666	337,306,054
Other Operating Revenue	358,280	316,468	257,669	286,607	2,336,132	1,960,611	2,773,470
Total Operating Revenue	56,469,068	59,984,585	59,306,110	56,614,068	370,892,785	347,871,278	340,079,523
Contractuals							
IP Contractuals	11,667,150	11,939,998	10,752,946	11,847,646	83,930,766	68,685,258	73,772,446
OP Contractuals	34,739,706	37,008,939	37,190,467	34,095,880	209,516,937	214,307,021	203,342,833
Charity	312,890	320,558	281,285	270,574	4,342,101	1,729,321	8,239,108
Provision for Bad Debts	363,822	425,000	443,470	446,303	2,681,830	2,592,863	1,858,888
Other Third Party Programs	(1,591,268)	(1,591,268)	(1,949,241)	(1,591,268)	(6,893,313)	(10,140,028)	(9,547,606)
M/Cal Disproportionate Share	(226,793)	(226,793)	(226,793)	(226,793)	(1,156,972)	(2,376,487)	(1,360,757)
Total Deductions	45,265,508	47,876,434	46,492,135	44,842,343	292,421,349	274,797,948	276,304,912
Total Net Revenues	11,203,560	12,108,151	12,813,975	11,771,725	78,471,436	73,073,329	63,774,611
EXPENSES							
Salaries & Wages	4,787,273	4,955,883	4,771,365	5,315,930	33,216,285	29,901,665	27,307,137
Registry	83,764	87,098	99,986	54,108	6,377,371	550,161	547,090
Employee Benefits	1,235,362	1,277,736	1,165,193	900,752	7,438,067	7,008,670	7,221,892
Employee Benefits - Pension GASB 68	386,267	376,430	386,267	375,986	1,482,866	2,297,484	1,917,600
Professional Fees - Medical	1,401,289	1,492,069	1,436,498	1,127,234	9,069,859	7,962,154	9,047,948
Professional Fees - Non-Med	217,592	239,220	352,065	340,075	1,908,284	1,704,005	1,428,044
Supplies - Medical	2,374,400	2,389,927	2,182,866	2,157,393	13,992,574	13,712,406	12,756,953
Supplies - Non-Medical	90,468	160,376	164,907	144,038	1,269,359	841,950	1,262,806
Food	81,304	74,460	83,904	78,801	530,813	475,608	460,269
Repairs and Maintenance	531,844	608,083	645,726	519,683	4,454,764	3,562,967	4,280,618
Other Fees	665,824	637,405	676,853	640,547	4,178,052	3,602,387	4,009,167
Lease and Rental	1,545	8,707	38,115	(3,819)	462,847	123,313	279,943
Utilities	233,277	183,103	212,258	198,873	1,168,420	1,270,224	1,183,167
Depreciation and Amortization	659,358	679,455	656,343	709,727	4,127,963	4,077,653	4,224,678
Insurance	97,331	173,067	300,249	163,738	1,223,977	1,354,440	1,212,253
Other Expenses	115,526	123,164	118,663	134,683	956,953	713,203	889,683
Total Operating Expenses	12,962,425	13,466,181	13,291,256	12,857,748	91,858,454	79,158,289	78,029,248
Operating Income	(1,758,865)	(1,358,030)	(477,281)	(1,086,023)	(13,387,018)	(6,084,959)	(14,254,637)
Operating Margin %	-15.7%	-11.2%	-3.7%	-9.2%	-17.1%	-8.3%	-22.4%
Non-Operating Revenue and Expenses							
Investment Income	9,814	16,138	100,590	2,561	141,487	297,969	110,477
Grants and Contributions Revenue	2,930	18,565	12,500	1,360	367,087	199,282	338,398
Non Operating Revenue/(Expense)	8,283	8,283	704,754	9,143	157,866	1,382,070	997,014
Interest Expense	(604,069)	(601,808)	(610,132)	(600,468)	(3,666,104)	(3,619,436)	(3,629,912)
Total Non-Operating Rev. and Expenses	(583,041)	(558,822)	207,711	(587,404)	(2,999,665)	(1,740,114)	(2,184,023)
(Deficit)/Excess Rev. Over Exp.	\$ (2,341,907)	\$ (1,916,852)	\$ (269,570)	\$ (1,673,427)	\$ (16,386,683)	\$ (7,825,074)	\$ (16,438,661)
(Deficit)/Excess Rev. Over Exp. %	-20.9%	-15.8%	-2.1%	-14.2%	-20.9%	-10.7%	-25.8%
EBIDA	(692,213)	(259,160)	1,383,171	12,754	(7,109,750)	2,169,499	(6,666,471)
EBIDA %	-6.2%	-2.1%	10.8%	0.1%	-9.1%	3.0%	-10.5%

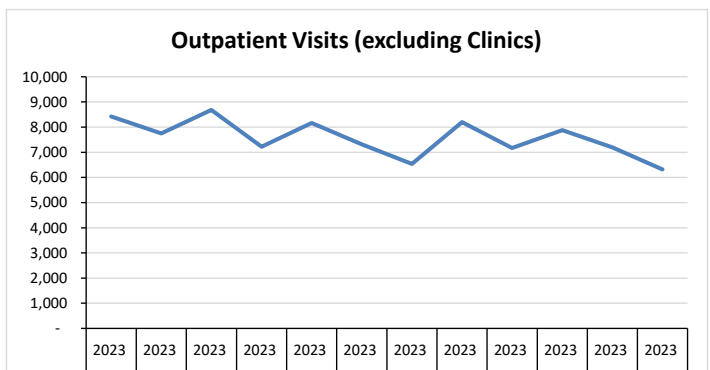
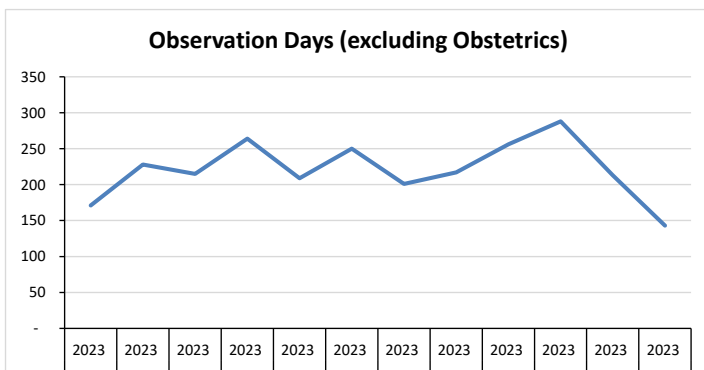
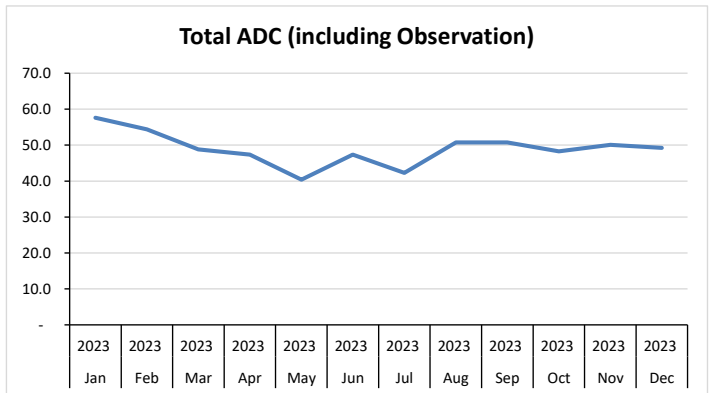
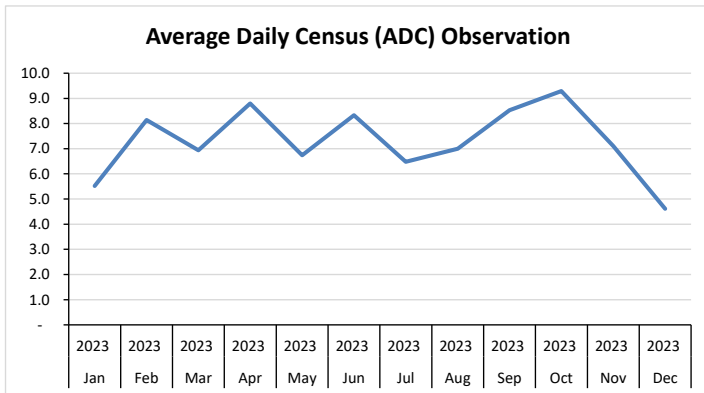
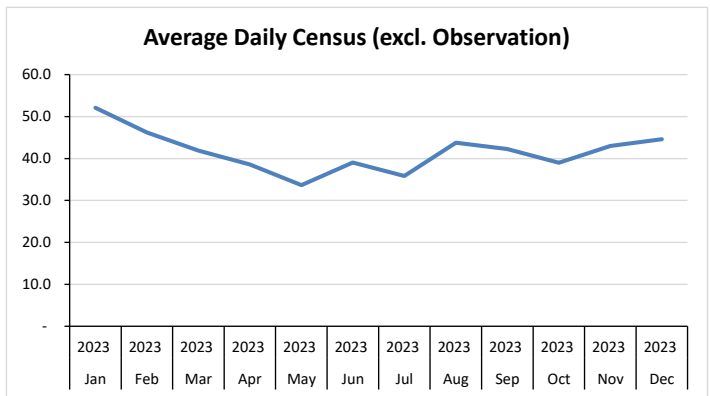
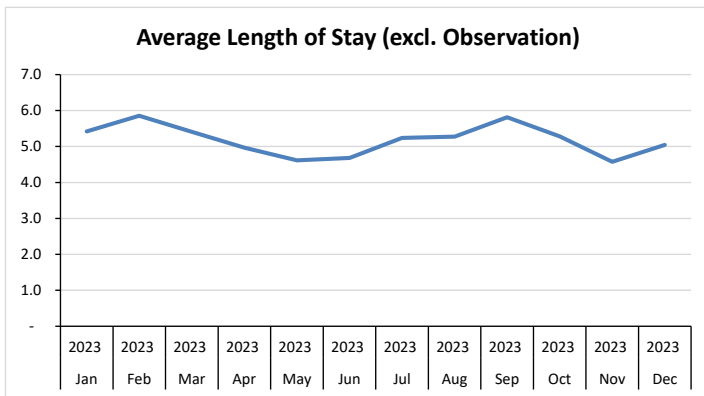
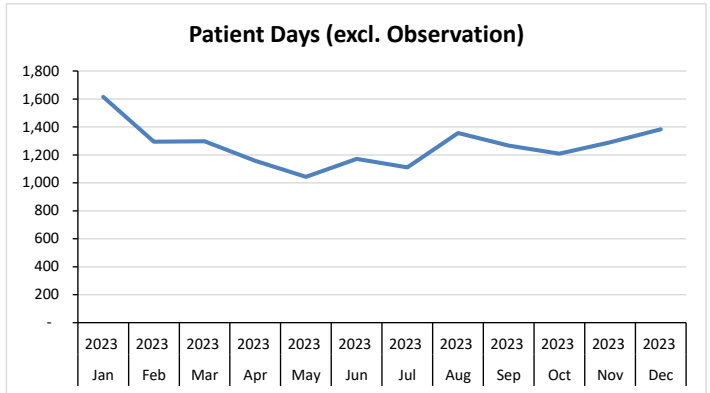
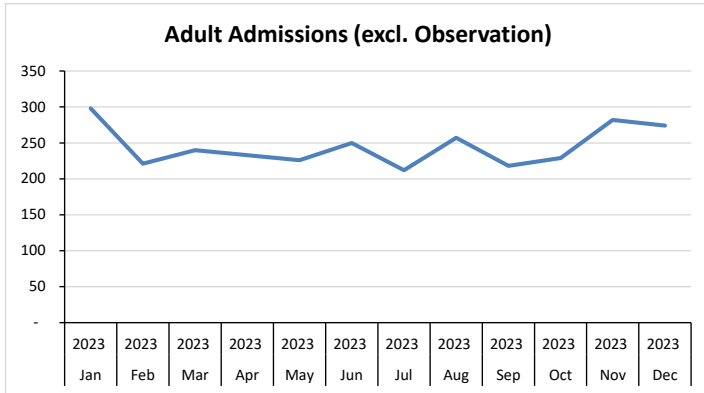
El Centro Regional Medical Center
Monthly Cash Flow

Unaudited

	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	Year-to-Date 2024
<u>Cash Flow From Operating Activities</u>							
Net Income/(Loss)	\$ (1,693,276)	\$ 83,018	\$ (2,341,907)	\$ (1,916,852)	\$ (282,630)	\$ (1,673,427)	\$ (7,825,074)
<i>Adjustments to reconcile net income to net cash:</i>							
Add: Depreciation	687,349	685,421	659,358	679,455	656,343	709,727	\$ 4,077,653
Capital Lease Interest	10,925	10,082	9,561	8,804	12,188	10,271	\$ 61,831
Bond Interest	588,073	588,073	588,073	588,073	588,073	588,073	\$ 3,528,439
Accounts Receivable	525,767	(874,155)	425,746	(840,534)	(1,508,166)	1,226,187	\$ (1,045,156)
Other Receivables	53,835	(135,607)	3,196	90,258	(63,653)	54,942	\$ 2,971
Inventory	(90,320)	62,497	3,184	(17,349)	3,621	(37,635)	\$ (76,002)
Prepaid Expenses/Other Assets	(135,337)	341,100	241,311	(101,557)	(158,490)	(77,557)	\$ 109,470
Accounts Payable and Accrued Expenses	378,705	96,138	2,040,657	1,838,873	261,768	(2,035,283)	\$ 2,580,859
Accrued Compensation and Benefits	339,108	(1,581,815)	281,567	612,150	342,711	579,715	\$ 573,436
Third-Party Liabilities	(1,818,060)	(1,842,679)	(1,781,141)	(1,174,454)	26,778,577	(1,203,959)	\$ 18,958,283
Net Pension Obligation	386,267	386,267	386,267	376,430	386,267	375,986	\$ 2,297,484
<i>Net Cash From Operating Activities</i>	<i>\$ (766,964)</i>	<i>\$ (2,181,659)</i>	<i>\$ 515,872</i>	<i>\$ 143,296</i>	<i>\$ 27,016,608</i>	<i>\$ (1,482,961)</i>	<i>\$ 23,244,193</i>
<u>Cash Flow From Investing Activities</u>							
Fixed Assets - Gross	\$ (21,365)	\$ (100,025)	\$ (625,596)	\$ (292,897)	\$ (4,187,130)	\$ (72,988)	\$ (5,300,001)
Intangible Assets - Gross	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Assets	4,509,875	(300,196)	(1,330,489)	468,290	(674,930)	(662,640)	\$ 2,009,909
<i>Net Cash From Investing Activities</i>	<i>\$ 4,488,509</i>	<i>\$ (400,221)</i>	<i>\$ (1,956,085)</i>	<i>\$ 175,393</i>	<i>\$ (4,862,061)</i>	<i>\$ (735,627)</i>	<i>\$ (3,290,092)</i>
<u>Cash Flow From Financing Activities</u>							
Bond Payable	\$ (4,661,219)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,661,219)
Capital Leases	(320,043)	(303,673)	(272,050)	30,075	(403,389)	(301,363)	\$ (1,570,443)
Notes Payable	-	-	-	-	-	-	\$ -
<i>Net Cash From Financing Activities</i>	<i>\$ (4,981,262)</i>	<i>\$ (303,673)</i>	<i>\$ (272,050)</i>	<i>\$ 30,075</i>	<i>\$ (403,389)</i>	<i>\$ (301,363)</i>	<i>\$ (6,231,662)</i>
<i>Total Change In FY 2024 Cash</i>	<i>\$ (1,259,717)</i>	<i>\$ (2,885,553)</i>	<i>\$ (1,712,263)</i>	<i>\$ 348,765</i>	<i>\$ 21,751,158</i>	<i>\$ (2,519,951)</i>	<i>\$ 13,722,439</i>
<i>Cash & Cash Equivalents, Beginning Balance</i>	<i>7,143,861</i>	<i>5,884,145</i>	<i>2,998,592</i>	<i>1,286,329</i>	<i>1,635,094</i>	<i>23,386,252</i>	<i>7,143,861</i>
<i>Cash & Cash Equivalents, Ending Balance</i>	<i>\$ 5,884,145</i>	<i>\$ 2,998,592</i>	<i>\$ 1,286,329</i>	<i>\$ 1,635,094</i>	<i>\$ 23,386,252</i>	<i>\$ 20,866,300</i>	<i>20,866,300</i>

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EI Centro Regional Medical Center Rolling-12 Volume trend

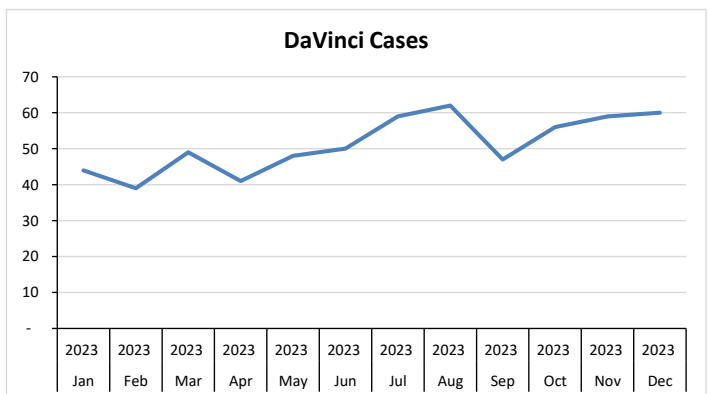
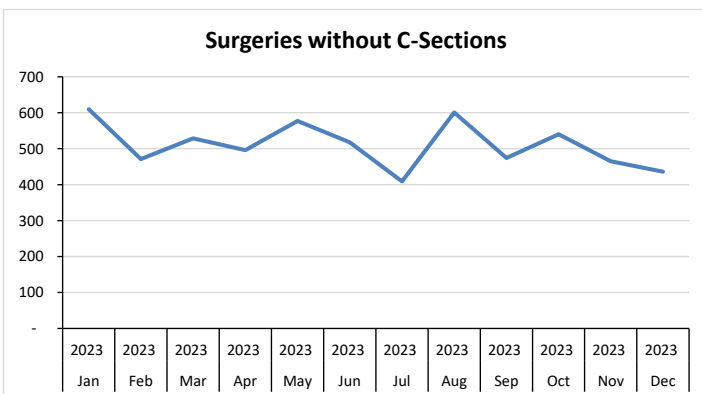
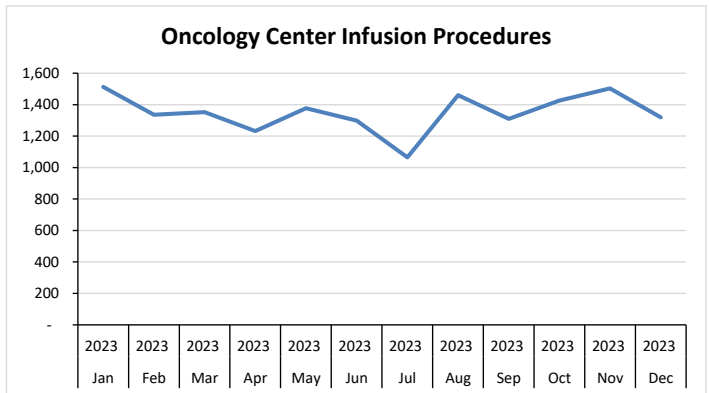
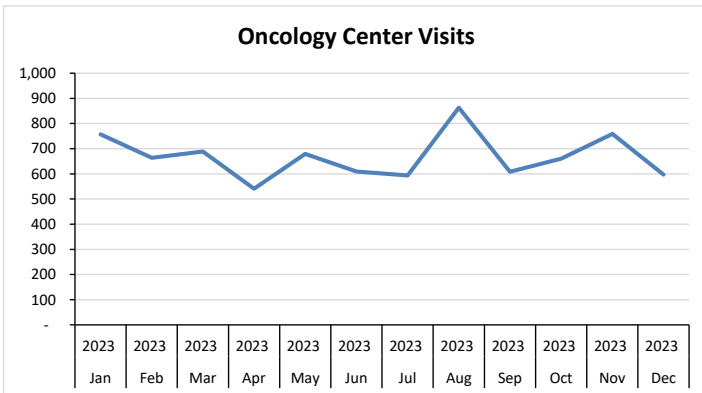
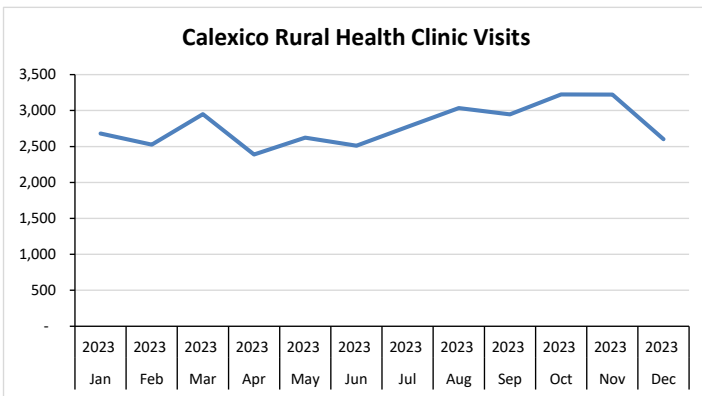
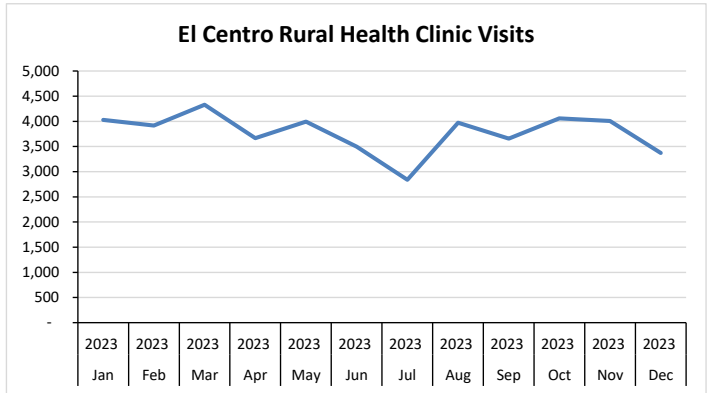
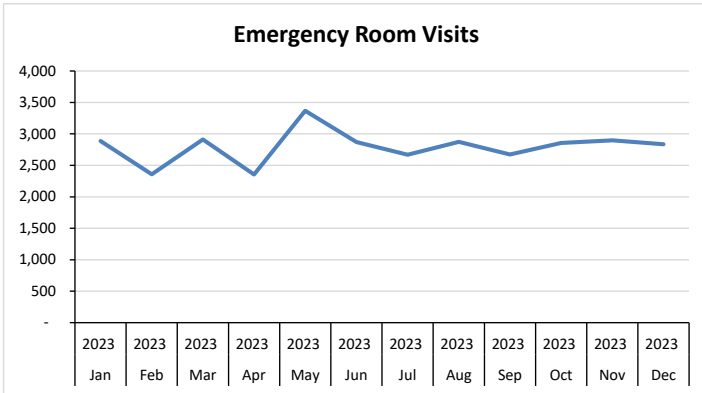


El Centro Regional Medical Center

Rolling-12 Volume trend

| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |

| Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |





TO: HOSPITAL BOARD MEMBERS
FROM: David Momberg, Chief Financial Officer
DATE: January 22, 2024
MEETING: Board of Trustees

SUBJECT: 2024 Fiscal Year Cash Flow Projection (Informational)

BUDGET IMPACT: Does not Apply
A. Does the action impact/affect financial resources? Yes No
B. If yes, what is the impact amount: _____

BACKGROUND:

Cash flow projection is an organizational overview to help leadership understand operational impacts of both cash receipts and disbursements. It is also a tool to ensure those cash outlays with significant impacts.

DISCUSSION: N/A

RECOMMENDATION: N/A

ATTACHMENT(S):

- Cash Flow Forecast –CY2024

Approved for agenda, Chief Executive Officer

Date and Signature: Pablo Velazquez

El Centro Regional Medical Center

Cash Flow Forecast dated: January 06, 2024

Actual/Projection	Actual	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Month	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024
Beginning Wells Fargo cash balance	20,152	15,976	20,004	14,794	16,215	32,314	33,920	35,926	36,982	36,662	34,688	34,689	35,873
Cash receipts													
Patient receipts	12,997	10,126	10,987	13,734	10,987	10,987	13,734	10,987	13,734	10,987	10,987	13,734	10,987
Cerner Implementation - AR Slowdown	-	-	-	-	-	-	-	-	(750)	(1,200)	(1,425)	(1,125)	818
Pharmacy receipts	47	40	53	66	53	53	66	53	66	53	53	66	53
Collector deposits	49	77	103	128	103	103	128	103	128	103	103	128	103
Rent collection	-	3	4	4	4	4	4	4	4	4	4	4	4
Cafeteria receipts	6	5	5	6	5	5	6	5	6	5	5	6	5
Other receipts	155	7,320	1,800	2,250	1,800	1,800	2,250	1,800	2,250	1,800	1,800	2,250	1,800
Total operating receipts	13,254	17,571	12,952	16,190	12,952	12,952	16,190	12,952	15,440	11,752	11,527	15,065	13,770
Total operating disbursements	(14,648)	(10,606)	(10,862)	(14,497)	(10,862)	(10,862)	(12,658)	(10,862)	(14,497)	(10,862)	(10,862)	(12,658)	(10,862)
Cash flow from operations	(1,395)	6,965	2,090	1,692	2,090	2,090	3,532	2,090	942	890	665	2,407	2,908
Supplemental receipts	-	-	(5,131)	1,945	17,978	890	(104)	340	-	(1,650)	550	-	1,737
Capital expenditures	(1,413)	(2,194)	(1,471)	(1,511)	(3,271)	(677)	(717)	(677)	(557)	(517)	(517)	(517)	(517)
Bond payments	(1,323)	(662)	(662)	(662)	(662)	(662)	(662)	(662)	(662)	(662)	(662)	(662)	(662)
Other loan payments	(74)	(55)	-	-	-	-	-	-	-	-	-	-	-
Transfers (to)/from bond funds	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers (to)/from UBS	-	-	-	-	-	-	-	-	-	-	-	-	-
Restructuring Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Net non-operating cash flows	(2,781)	(2,937)	(7,299)	(272)	14,010	(484)	(1,526)	(1,034)	(1,262)	(2,864)	(664)	(1,222)	523
Net cash flow excl. sweep transfers	(4,176)	4,028	(5,210)	1,421	16,100	1,606	2,005	1,056	(320)	(1,974)	1	1,184	3,431
Beginning unrestricted cash	19,558	15,383	19,410	14,201	15,621	31,721	33,327	35,332	36,388	36,068	34,094	34,095	35,280
Total net cash flow	(4,176)	4,028	(5,210)	1,421	16,100	1,606	2,005	1,056	(320)	(1,974)	1	1,184	3,431
Ending unrestricted cash	15,383	19,410	14,201	15,621	31,721	33,327	35,332	36,388	36,068	34,094	34,095	35,280	38,710