



2025-01-23 Regular Meeting of the Board of Directors

Tahoe Forest Hospital - Eskridge Conference Room

10121 Pine Avenue, CA 96161

Truckee

Meeting Book - 2025-01-23 Regular Meeting of the Board of Directors

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16.1 President & Chief Executive Officer (CEO) Employment Agreement

No related materials at the time of posting.

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23. ADJOURN



TAHOE FOREST
HOSPITAL DISTRICT

**REGULAR MEETING OF THE
BOARD OF DIRECTORS
AGENDA**

Thursday, January 23, 2025 at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

2. ROLL CALL

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

4. INPUT AUDIENCE

This is an opportunity for members of the public to comment on any closed session item appearing before the Board on this agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Clerk of the Board 24 hours prior to the meeting to allow for distribution.

5. ITEMS FOR BOARD ACTION ♦

5.1. Resolution 2025-03 Master Equipment Lease/Purchase Agreement..... ATTACHMENT

The Board of Directors will review and consider approval of a resolution authorizing the execution and delivery of a Master Equipment Lease/Purchase Agreement and Separate Schedules thereto for the Acquisition, Financing and Leasing of Certain Equipment for the Public Benefit within the terms provided.

6. CLOSED SESSION

6.1. Liability Claims: (Gov. Code § 54956.95) ♦

Claimant: Aidan Osti

Claim Against: Tahoe Forest Hospital District

6.2. Approval of Closed Session Minutes ♦

6.2.1. 12/19/2024 Special Meeting

6.2.2. 12/19/2024 Regular Meeting

6.2.3. 01/08/2025 Special Meeting

6.3. Public Employee Appointment (Gov. Code § 54957)

Title: President & Chief Executive Officer

6.4. TIMED ITEM – 5:30PM - Hearing (Health & Safety Code § 32155) ♦

Subject Matter: Medical Staff Credentials

7. DINNER BREAK

APPROXIMATELY 6:00 P.M.

8. OPEN SESSION – CALL TO ORDER

9. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

10. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

11. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Board cannot take action on any item not on the agenda. The Board Chair may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

12. INPUT FROM EMPLOYEE ASSOCIATIONS

This is an opportunity for members of the Employee Associations to address the Board on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes.

13. MEDICAL STAFF EXECUTIVE COMMITTEE ♦

13.1. Medical Executive Committee (MEC) Meeting Consent Agenda ATTACHMENT

MEC recommends the following for approval by the Board of Directors:

Policy Review – With Changes:

- *MSGEN-1603, Immunizations / Vaccinations for Medical Staff and Allied Health Professional Staff*

Policy Review – With No Changes:

- *MSCP-1, Clinical Privileges that Cross Specialty Lines*

14. CONSENT CALENDAR ♦

These items are expected to be routine and non-controversial. They will be acted upon by the Board without discussion. Any Board Member, staff member or interested party may request an item to be removed from the Consent Calendar for discussion prior to voting on the Consent Calendar.

14.1. Approval of Minutes of Meetings

14.1.1. 12/19/2024 Special Meeting ATTACHMENT

14.1.2. 12/19/2024 Regular Meeting ATTACHMENT

14.1.3. 01/08/2025 Special Meeting ATTACHMENT

14.2. Financial Reports

14.2.1. Financial Report – December 2024 ATTACHMENT

14.3. Board Reports

14.3.1. Interim CEO/COO Board Report ATTACHMENT

14.3.2. CMO Board Report ATTACHMENT

14.3.3. CIIO Board Report ATTACHMENT

14.3.4. VP Provider Services Board Report ATTACHMENT

14.4. Approve Annual Resolution Authorizing Board Compensation

14.4.1. Resolution 2025-01 ATTACHMENT

14.5. Affirm Annual Board Committee List & Charters

14.5.1. Resolution 2025-02 ATTACHMENT

15. ITEMS FOR BOARD DISCUSSION

15.1. Chief Nursing Officer Staff Report..... ATTACHMENT

The Board of Directors will receive a staff report from the Chief Nursing Officer.

16. ITEMS FOR BOARD ACTION ◆

16.1. President & Chief Executive Officer (CEO) Employment Agreement

The Board of Directors will review and consider approval of a President & CEO Employment Agreement.

17. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

18. BOARD COMMITTEE REPORTS

19. BOARD MEMBERS REPORTS/CLOSING REMARKS

20. CLOSED SESSION CONTINUED

21. OPEN SESSION

22. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

23. ADJOURN

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is February 27, 2025 at Tahoe Forest Hospital – Eskridge Conference Room, 10121 Pine Avenue, Truckee, CA, 96161. A copy of the board meeting agenda is posted on the District’s web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting. Materials related to an item on this Agenda submitted to the Board of Directors, or a majority of the Board, after distribution of the agenda are available for public inspection in the Administration Office, 10977 Spring Lane, Truckee, CA 96161, during normal business hours.

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District’s public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Clerk of the Board at 582-3481 at least 24 hours in advance of the meeting.

MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT

This Master Equipment Lease/Purchase Agreement (the “*Agreement*”) dated as of February 1, 2025, and entered into by and between Banc of America Public Capital Corp, a Kansas corporation (together with its successors, assigns and transferees, and as more particularly defined herein, “*Lessor*”), and Tahoe Forest Hospital District, a public health care district organized and operated pursuant to Division 23 of the California Health and Safety Code (“*Lessee*”).

WITNESSETH:

WHEREAS, Lessee desires to lease and acquire from Lessor certain Equipment described in each Equipment Schedule (as each such term is defined herein), subject to the terms and conditions of and for the purposes set forth in each Lease; and

WHEREAS, the relationship between the parties shall be a continuing one and items of equipment and other personal property may be financed pursuant to one or more Leases entered into from time to time in accordance with this Agreement by execution and delivery of additional Equipment Schedules by the parties hereto, subject to the terms and conditions provided herein; and

WHEREAS, Lessee is authorized under the constitution and laws of the State (as such term is defined herein) to enter into this Agreement and each Equipment Schedule for the purposes set forth herein and therein;

NOW, THEREFORE, for good and valuable consideration, receipt and sufficiency of which are hereby acknowledged, and in consideration of the premises hereinafter contained, the parties hereby agree as follows:

ARTICLE I

Section 1.01. Definitions. The following terms will have the meanings indicated below unless the context clearly requires otherwise:

“*Acquisition Amount*” means, with respect to each Lease, the amount specified in the related Equipment Schedule and represented by Lessee to be sufficient, together with other funds of Lessee (if any) that are legally available for the purpose of acquiring and installing the Equipment listed in such Lease.

“*Acquisition Period*” means, with respect to each Lease for which an Escrow Account is established, that period identified in the related Equipment Schedule during which the Acquisition Amount attributable to such Lease may be expended on Equipment Costs pursuant to the related Escrow Agreement.

“*Agreement*” means this Master Equipment Lease/Purchase Agreement, including the exhibits hereto, together with any amendments and modifications to this Agreement pursuant to Section 13.04.

“*Casualty Value*” means, with respect to each Lease, the amount that is shown on the Payment Schedule for each Rental Payment Date under the column titled either (i) the Prepayment Price or the Casualty Value, if any.

“*Code*” means the Internal Revenue Code of 1986, as amended. Each reference to a Section of the Code in this Agreement and a Lease shall be deemed to include the relevant United States Treasury Regulations proposed or in effect thereunder.

“*Commencement Date*” means, for each Lease, the date when Lessee’s obligation to pay rent commences under such Lease, which date shall be the earlier of (a) the date on which the Equipment listed in such Lease is accepted by Lessee in the manner described in Section 5.01, or (b) the date on which sufficient moneys to acquire and install the Equipment listed in such Lease is deposited for that purpose in an Escrow Account; or (c) a combination of both (a) and (b).

“*Contract Rate*” means, with respect to each Lease, the rate identified as such in the related Payment Schedule.

“*Disbursement Request*” means, with respect to each Lease for which an Escrow Account is established, the disbursement request attached to the applicable Escrow Agreement as Schedule 1 and made a part thereof.

“*Equipment*” means, with respect to each Lease, the property listed in the related Equipment Schedule and all replacements, repairs, restorations, modifications and improvements thereof or thereto made pursuant to Article V or Section 8.01. Whenever reference is made in this Agreement to Equipment listed in a Lease, such reference shall be deemed to include all such replacements, repairs, restorations, modifications and improvements of or to such Equipment.

“*Equipment Costs*” means, with respect to each Lease, the total cost of the Equipment listed in the related Schedule, including related soft costs such as freight, installation and taxes and other capitalizable costs, legal fees, financing costs and other costs necessary to vest full, clear legal title to the Equipment in Lessee, subject to the security interest granted to and retained by Lessor as set forth in each Lease, and other costs incurred in connection with the acquisition, installation and/or financing of the Equipment as provided in the related Lease; *provided that* (a) any such soft costs on a cumulative basis shall not exceed a percentage approved by Lessor of the total cost of the Equipment subject to such Lease and (b) in no event shall capitalizable delivery costs, installation charges, taxes and similar capitalizable soft costs relating to such Equipment be included without Lessor’s prior consent.

“Equipment Schedule” means each separately numbered Equipment Schedule, substantially in the form of Exhibit A, together with the related Payment Schedule and any riders attached thereto.

“Escrow Account” means, with respect to any Lease, the account established and held by the Escrow Agent pursuant to the related Escrow Agreement.

“Escrow Agent” means, with respect to each Lease for which an Escrow Account is established, the Escrow Agent identified in the related Escrow Agreement, and its successors and assigns.

“Escrow Agreement” means, with respect to each Lease for which an Escrow Account is established, an Escrow and Account Control Agreement in form and substance acceptable to and executed by Lessee, Lessor and the Escrow Agent, pursuant to which an Escrow Account is established and administered.

“Event of Default” means an Event of Default described in Section 12.01.

“Lease” means an Equipment Schedule and the terms and provisions of this Agreement which are incorporated by reference into such Equipment Schedule.

“Lease Proceeds” means, with respect to each Lease for which an Escrow Account is established, the total amount of money to be paid by Lessor to the Escrow Agent for deposit and application in accordance with such Lease and the related Escrow Agreement.

“Lease Term” means, with respect to each Lease, the period from the Commencement Date identified in the related Equipment Schedule through the first business day after the last scheduled Rental Payment Date provided in the related Equipment Schedule.

“Lessee” means the entity referred to as Lessee in the first paragraph of this Agreement.

“Lessor” means (a) the entity referred to as Lessor in the first paragraph of this Agreement and its successors or (b) any assignee or transferee pursuant to Section 11.01 of any right, title or interest of Lessor in and to the Equipment under the applicable Lease (including the Rental Payments and other amounts due thereunder), any related Escrow Agreement and Escrow Account, but does not include any entity solely by reason of that entity retaining or assuming any obligation of Lessor to perform hereunder or under such Lease.

“Material Adverse Change” means (a) any change in Lessee’s creditworthiness that could have a material adverse effect on (i) the financial condition or operations of Lessee, or (ii) Lessee’s ability to perform its obligations under this Agreement or any Lease.

“Outstanding Balance” means, with respect to each Lease, the amount that is shown for each Rental Payment Date under the column titled “Outstanding Balance” on the Payment Schedule.

“*Payment Schedule*” means, with respect to each Lease, the Payment Schedule attached to and made a part of the related Equipment Schedule and substantially in the form of *Exhibit B* attached to this Agreement.

“*Prepayment Price*” means, with respect to each Lease, the amount that is shown for each Rental Payment Date under the column titled “Prepayment Price” on the Payment Schedule.

“*Principal Portion*” means, with respect to each Lease, the amount that is shown for each Rental Payment Date under the column titled “Principal Portion” on the Payment Schedule.

“*Related Documents*” means, with respect to each Lease, the Lease, this Agreement and, if applicable, the related Escrow Agreement, each as may be amended and supplemented.

“*Rental Payment Date*” means, with respect to each Lease, each date on which Lessee is required to make a Rental Payment under such Lease as specified in the related Payment Schedule.

“*Rental Payments*” means, with respect to each Lease, the basic rental payments payable by Lessee on the Rental Payment Dates and in the amounts as specified in the related Payment Schedule, consisting of a principal component and an interest component, and in all cases sufficient to repay the principal component under such Lease and interest thereon at the applicable Contract Rate (or Taxable Rate if then in effect).

“*SEC*” means the U.S. Securities and Exchange Commission.

“*State*” means the State of California.

“*Taxable Rate*” means, with respect to each Lease, for each day that the interest component of Rental Payments is taxable for Federal income tax purposes, an interest rate equal to the Contract Rate plus a rate sufficient such that the total interest to be paid on any Rental Payment Date would, after such interest was reduced by the amount of any Federal, state or local income tax (including any interest, penalties or additions to tax) actually imposed thereon, equal the amount of interest otherwise due to Lessor.

“*Vendor*” means the manufacturer, installer or supplier of the Equipment listed in an Equipment Schedule or any other person as well as the agents or dealers of the manufacturer, installer or supplier with whom Lessee arranged Lessee’s acquisition, installation, maintenance and/or servicing of the Equipment pursuant to the applicable Lease.

“*Vendor Agreement*” means any contract entered into by Lessee and any Vendor for the acquisition, installation, maintenance and/or servicing of the Equipment under a Lease.

ARTICLE II

Section 2.01. Representations and Covenants of Lessee. Lessee represents, covenants and warrants for the benefit of Lessor on the date hereof and as of the Commencement Date of each Lease as follows:

(a) Lessee is a political subdivision of the State within the meaning of Section 103(c) of the Code, duly organized and existing under the constitution and laws of the State, with full power and authority to enter into the Related Documents and the transactions contemplated thereby and to perform all of its obligations thereunder.

(b) Lessee has duly authorized the execution and delivery of the Related Documents by proper action of its governing body at a meeting duly called, regularly convened and attended throughout by the requisite quorum of the members thereof, or by other appropriate official approval, and all requirements have been met and procedures have occurred in order to ensure the validity and enforceability of the Related Documents.

(c) No event or condition that constitutes, or with the giving of notice or the lapse of time or both would constitute, an Event of Default exists at the date hereof.

(d) Lessee will do or cause to be done all things necessary to preserve and keep in full force and effect its existence as a political subdivision of the State.

(e) Lessee has complied with such procurement and public bidding requirements as may be applicable to the Related Documents and the acquisition and installation by Lessee of the Equipment as provided in each Lease.

(f) During the Lease Term under each Lease, the Equipment will be used by Lessee only for the purpose of performing essential governmental or proprietary functions of Lessee consistent with the permissible scope of Lessee's authority. Lessee does not intend to sell or otherwise dispose of the Equipment or any interest therein prior to the last Rental Payment scheduled to be paid under the related Lease.

(g) Lessee has kept, and throughout the Lease Term of each Lease shall keep, its books and records in accordance with generally accepted accounting principles and practices consistently applied, and shall deliver to Lessor (i) annual audited financial statements (including (1) a statement of net position, (2) statement of revenues, expenses and changes in net position, (3) statement of cash flows, and (4) footnotes, schedules and attachments to the financial statements) within two hundred seventy (270) days after the end of its fiscal year, (ii) such other financial statements and information as Lessor may reasonably request, and (iii) upon Lessor's request, its annual operating budget for any prior or current fiscal year or for the following fiscal year when approved. The financial statements described in this subsection (g)(i) shall be accompanied by an unqualified opinion of Lessee's independent auditor. Credit information relating to Lessee may be

disseminated among Lessor and any of its affiliates and any of their respective successors and assigns.

(h) Lessee has an immediate need for the Equipment listed on each Equipment Schedule and expects to make immediate use of the Equipment listed on each Equipment Schedule. Lessee's need for the Equipment is not temporary and Lessee does not expect the need for any item of the Equipment to diminish during the related Lease Term.

(i) The payment of the Rental Payments or any portion thereof is not (under the terms of any Lease or any underlying arrangement) directly or indirectly (x) secured by any interest in property used or to be used in any activity carried on by any person other than a state or local governmental unit or payments in respect of such property; or (y) on a present value basis, derived from payments (whether or not to Lessee) in respect of property, or borrowed money, used or to be used in any activity carried on by any person other than a state or local governmental unit. The Equipment will not be used, directly or indirectly, in any activity carried on by any person other than a state or local governmental unit. No portion of the Acquisition Amount relating to any Lease will be used, directly or indirectly, to make or finance loans to any person other than Lessee. Lessee has not entered into any management or other service contract with respect to the use and operation of the Equipment.

(j) There is no pending litigation, tax claim, proceeding or dispute that may adversely affect Lessee's financial condition or impairs its ability to perform its obligations under the Related Documents. Lessee will, at its expense, maintain its legal existence and do any further act and execute, acknowledge, deliver, file, register and record any further documents Lessor may reasonably request in order to protect Lessor's first priority security interest in the Equipment and the Escrow Account and Lessor's rights and benefits under each Lease and related Escrow Agreement.

(k) Lessee is the fee owner of the real estate where the Equipment under each Lease is and will be located (the "*Real Property*") and has good and marketable title thereto, and there exists no mortgage, pledge, lien, security interest, charge or other encumbrance of any nature whatsoever on or with respect to such Real Property; subject to Section 3.04 (viii) which requires waivers of interest in the event any component of the Real Property is not owned by Lessee.

(l) No event has occurred which would constitute an event of default under any debt, revenue bond or obligation which Lessee has issued during the past ten (10) years.

(m) In connection with the Lessee's compliance with any continuing disclosure undertakings (each, a "*Continuing Disclosure Agreement*") entered into by the Lessee pursuant to SEC Rule 15c2-12 promulgated pursuant to the Securities and Exchange Act of 1934, as amended (the "*Rule*"), the Lessee may be required to file with

the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access system, or its successor (“EMMA”), notice of its incurrence of its obligations under the Related Documents and notice of any accommodation, waiver, amendment, modification of terms or other similar events reflecting financial difficulties in connection with the Related Documents, in each case including posting a full copy thereof or a description of the material terms thereof (each such posting, an “EMMA Posting”). Except to the extent required by applicable law, including the Rule, the Lessee shall not file or submit or permit the filing or submission of any EMMA Posting that includes the following unredacted confidential information about the Lessor or its affiliates and any Escrow Agent in any portion of such EMMA Posting: address and account information of the Lessor or its affiliates and any Escrow Agent; e-mail addresses telephone numbers, fax numbers, names and signatures of officers, employees and signatories of the Lessor or its affiliates and any Escrow Agent; and the form of Disbursement Request that is attached to the Escrow Agreement.

The Lessee acknowledges and agrees that the Lessor and its affiliates are not responsible for the Lessee’s or any other entity’s (including, but not limited to, any broker-dealer’s) compliance or noncompliance (or any claims, losses or liabilities arising therefrom) with the Rule, any Continuing Disclosure Agreement or any applicable securities or other laws, including but not limited to those relating to the Rule.

ARTICLE III

Section 3.01. Lease of Equipment. Subject to the terms and conditions of this Agreement, Lessor agrees to provide the funds specified in each Lease to be provided by it for Lessee to acquire the Equipment described in the related Equipment Schedule. Upon the execution and delivery of each Lease, Lessor thereby demises, leases and transfers to Lessee, and Lessee thereby acquires, rents and leases from Lessor, the Equipment as set forth in such Lease and in accordance with the terms thereof. The Lease Term for each Lease shall be as identified in the related Equipment Schedule. Each Schedule signed and delivered by Lessor and Lessee pursuant to this Agreement shall constitute a separate and independent lease and installment purchase of the Equipment therein described.

Section 3.02. Lease Term. Lessee is responsible for all Rental Payments due during the Lease Term of each Lease. Lessee further intends to do all things lawfully within its power to obtain and maintain funds sufficient and available to discharge its obligation to make Rental Payments due under each Lease, including making provision for such payments to the extent necessary in each budget request submitted and adopted in accordance with applicable provisions of law.

Section 3.03. [Reserved]

Section 3.04. Conditions to Lessor's Performance. (a) As a prerequisite to the performance by Lessor of any of its obligations pursuant to any Lease, Lessee shall deliver to Lessor, in form and substance satisfactory to Lessor, the following:

- (i) A fully completed Equipment Schedule, executed by Lessee;
- (ii) If an Escrow Account is to be established with respect to such Lease, an Escrow Agreement substantially in the form attached hereto as *Exhibit I*, satisfactory to Lessor and executed by Lessee and the Escrow Agent;
- (iii) A certified copy of a resolution, ordinance or other official action of Lessee's governing body, substantially in the form attached hereto as *Exhibit C-1A* or *Exhibit C-1B*, as applicable, authorizing the execution and delivery of this Agreement and the applicable Lease and related Escrow Agreement, if any, entered into pursuant hereto and performance by Lessee of its obligations under this Agreement and the applicable Lease and related Escrow Agreement, if any, entered into pursuant hereto;
- (iv) A Certificate completed and executed by the Clerk or Secretary or other comparable officer of Lessee, substantially in the form attached hereto as *Exhibit C-2A* or *Exhibit C-2B*, as applicable, completed to the satisfaction of Lessor;
- (v) An opinion of counsel to Lessee, substantially in the form attached hereto as *Exhibit D*, and otherwise satisfactory to Lessor;
- (vi) Evidence of insurance as required by Section 7.02 hereof;
- (vii) All documents, including financing statements, affidavits, notices and similar instruments, which Lessor deems necessary or appropriate at that time pursuant to Section 6.02 hereof;
- (viii) A waiver or waivers of interest in the Equipment from any mortgagee or any other party having an interest in the real estate on which the Equipment will be located and/or landlord of the real estate on which the Equipment will be located;
- (ix) Reserved;
- (x) A copy of the Form 8038-G with respect to the Lease then being entered into, fully completed and executed by Lessee;
- (xi) In the event that Lessee is to be reimbursed for expenditures that it has paid more than sixty (60) days prior to the Commencement Date for the Lease then being entered into, evidence of the adoption of a reimbursement resolution or other official action covering the reimbursement from tax exempt proceeds of expenditures incurred not more than sixty (60) days prior to the date of such resolution;

(xii) If any items of Equipment are motor vehicles, properly completed certificates of title or certificates of origin (or applications therefor) for such vehicles with Lessor's interest noted thereon in accordance with the instructions of Lessor;

(xiii) Copies of invoices (and proofs of payment of such invoices, if Lessee seeks reimbursement) and bills of sale (if title to Equipment has passed to Lessee), to the extent required by Section 5.01(b) hereof;

(xiv) Wire instructions for payments to be made to Vendors and Form W-9 from each such Vendor; and

(xv) Such other items as are set forth in the related Equipment Schedule or are reasonably required by Lessor.

(b) In addition to satisfaction of the conditions set forth in subsection (a) of this Section 3.04, the performance by Lessor of any of its obligations under the Related Documents shall be subject to: (i) no Material Adverse Change having occurred since the date of this Agreement, (ii) no Event of Default having occurred and then be continuing under any Lease then in effect, and (iii) no Lease having been terminated as the result of the occurrence of an Event of Default.

(c) Subject to satisfaction of the foregoing, (i) Lessor will pay the Acquisition Amount for Equipment described in an Equipment Schedule to the Vendor or reimburse Lessee for its prior expenditures with respect to such Equipment (subject to satisfaction of Section 3.04(a)(xi) hereof), upon receipt of the documents described in Sections 5.01(a) and (b) hereof; and/or (ii) if an Escrow Account is being established with respect to the related Lease, Lessor will deposit the Lease Proceeds for Equipment described in the applicable Equipment Schedule with the Escrow Agent to be held and disbursed pursuant to the related Escrow Agreement.

(d) This Agreement is not a commitment by Lessor or Lessee to enter into any Lease not currently in existence, and nothing in this Agreement shall be construed to impose any obligation upon Lessor or Lessee to enter into any proposed Lease, it being understood that whether Lessor or Lessee enters into any proposed Lease shall be a decision solely within their respective discretion.

(e) Lessee will cooperate with Lessor in Lessor's review of any proposed Lease. Without limiting the foregoing, Lessee will provide Lessor with any documentation or information Lessor may request in connection with Lessor's review of any proposed Lease. Such documentation may include, without limitation, documentation concerning the Equipment and its contemplated use and location and documentation or information concerning the financial status of Lessee and other matters related to Lessee.

(f) In the event of any conflict in terms between an Equipment Schedule and this Agreement, the terms of the Equipment Schedule shall control in the interpretation of the Lease created thereby.

ARTICLE IV

Section 4.01. Rental Payments. Lessee shall promptly pay Rental Payments, in lawful money of the United States of America, to Lessor on the Rental Payment Dates and in such amounts as provided in each Lease. If any Rental Payment or other amount payable hereunder is not paid within ten (10) days of its due date, Lessee shall pay an administrative late charge of five percent (5%) of the amount not timely paid or the maximum amount permitted by law, whichever is less. Lessee shall not permit the Federal Government to guarantee any Rental Payments under any Lease. Rental Payments consist of principal and interest components as more fully detailed on the Payment Schedule for each Lease, the interest on which begins to accrue as of the Commencement Date for each such Lease.

Section 4.02. Interest and Principal Components. A portion of each Rental Payment is paid as, and represents payment of, interest, and the balance of each Rental Payment is paid as, and represents payment of, principal. Each Lease shall set forth the principal and interest components of each Rental Payment payable thereunder during the applicable Lease Term.

Section 4.03. Rental Payments to Constitute a Current Expense of Lessee. Lessor and Lessee understand and intend that the obligation of Lessee to pay Rental Payments under each Lease shall constitute a current expense of Lessee payable solely from its general fund or other funds that are legally available for that purpose, and nothing contained in this Agreement or in any Lease constitutes a pledge of the general tax revenues, funds or moneys of Lessee.

Section 4.04. Rental Payments to be Unconditional. The obligations of Lessee to make Rental Payments and to perform and observe the other covenants and agreements contained in each Lease shall be absolute and unconditional in all events without abatement, diminution, deduction, set-off or defense, for any reason, including without limitation any failure of the Equipment, disputes with the Lessor or Vendor of any Equipment, any defects, malfunctions, breakdowns or infirmities in the Equipment or any accident, condemnation or unforeseen circumstances or failure of any Vendor to deliver any Equipment or otherwise perform any of its obligations for whatever reason, including bankruptcy, insolvency, reorganization or any similar event with respect to any Vendor.

Section 4.05 Tax Covenants. Lessee agrees that it will not take any action that would cause the interest component of Rental Payments to be or to become ineligible for the exclusion from gross income of the owner or owners thereof for Federal income tax purposes, nor will it omit to take or cause to be taken, in a timely manner, any action, which omission would cause the interest component of Rental Payments to be or to become ineligible for the exclusion from gross income of the owner or owners thereof for Federal income tax purposes. In connection with the foregoing, Lessee hereby agrees that (a) so long as any Rental Payments under a Lease remain unpaid, moneys on deposit in the Escrow Account under any Escrow Agreement related to such Lease shall not be used in a manner that will cause such Lease to be classified as an "arbitrage bond" within the meaning of Section 148(a) of the Code; and (b) Lessee shall rebate, from funds legally available for the purpose, an amount equal to excess earnings on the Escrow Account under any Escrow Agreement to the Federal Government if required by, and in

accordance with, Section 148(f) of the Code, and make the determinations and maintain the records required by the Code.

Section 4.06. Event of Taxability. Upon the occurrence of an Event of Taxability with respect to a Lease, the interest component of Rental Payments under such Lease and any charge on Rental Payments or other amounts payable based on the Contract Rate shall have accrued and be payable at the Taxable Rate applicable to such Lease retroactive to the date as of which the interest component is determined by the Internal Revenue Service to be includible in the gross income of the owner or owners thereof for Federal income tax purposes (which retroactive date for such Lease shall be the earliest date as of which the interest component of any Rental Payment for such Lease is deemed includible in the gross income of the owner or owners thereof for Federal income tax purposes, which may be earlier than the date of delivery of such determination by the Internal Revenue Service), and Lessee will pay such additional amount as will result in the owner receiving the interest component at the Taxable Rate identified in the related Lease.

For purposes of this Section, “*Event of Taxability*” means the circumstance of the interest component of any Rental Payment paid or payable pursuant to a Lease becoming includible for Federal income tax purposes in an owner’s gross income as a consequence of any act, omission or event whatsoever, including but not limited to the matters described in the immediately succeeding sentence, and regardless of whether the same was within or beyond the control of Lessee. An Event of Taxability shall be presumed to have occurred upon (a) the receipt by Lessor or Lessee of an original or a copy of an Internal Revenue Service Technical Advice Memorandum or Statutory Notice of Deficiency or other written correspondence which legally holds that the interest component of any Rental Payment under such Lease is includable in the gross income of the owner thereof; (b) the issuance of any public or private ruling of the Internal Revenue Service that the interest component of any Rental Payment under such Lease is includable in the gross income of the owner thereof; or (c) receipt by Lessor or Lessee of a written opinion of a nationally recognized firm of attorneys experienced in matters pertaining to the tax-exempt status of interest on obligations issued by states and their political subdivisions, selected by Lessor and acceptable to Lessee, to the effect that the interest component of any Rental Payment under a Lease has become includable in the gross income of the owner thereof for Federal income tax purposes. For all purposes of this definition, an Event of Taxability shall be deemed to occur on the date as of which the interest component of any Rental Payment is deemed includable in the gross income of the owner thereof for Federal income tax purposes.

Section 4.07. Mandatory Prepayment. If Lease Proceeds are deposited into an Escrow Account, any funds not applied to Equipment Costs and remaining in such Escrow Account on the earlier of (a) the expiration of the applicable Acquisition Period, (b) the date on which Lessee delivers to the Lessor the executed Disbursement Request to effect the final disbursement to pay (or reimburse) Equipment Costs from such Escrow Account or (c) a termination of the Escrow Account as provided in the Escrow Agreement shall be applied by Lessor on each successive Rental Payment Date thereafter to pay all or a portion of the Rental Payment due and owing in the succeeding twelve (12) months and any remaining amounts shall be applied by Lessor as

prepayment to the applicable unpaid Principal Portion of Rental Payments owing under the related Lease in the inverse order of the Rental Payment Dates.

ARTICLE V

Section 5.01. Acquisition, Delivery Installation and Acceptance of Equipment. (a) With respect to each Lease, Lessee shall order the Equipment to be acquired and financed thereunder, cause the Equipment to be delivered and installed at the location specified in such Lease and pay any and all delivery and installation costs and other Equipment Costs in connection therewith. When the Equipment listed in a Lease has been delivered and installed, Lessee shall promptly accept such Equipment and evidence said acceptance by executing and delivering to Lessor a Final Acceptance Certificate in the form attached hereto as *Exhibit E*; *provided, however*, that if an Escrow Account has been established with respect to such Lease as provided in Section 3.04 hereof, Lessee shall execute and deliver Disbursement Requests to the Lessor pursuant to the related Escrow Agreement for the purpose of effecting disbursements from the Escrow Account to pay (or reimburse) Equipment Costs for the Equipment so acquired and installed pursuant to such Lease. In connection with the execution and delivery by Lessee to Lessor of the final Disbursement Request under the applicable Escrow Agreement for a Lease, Lessee shall deliver to Lessor a “Final Acceptance Certificate” in the form attached hereto as *Exhibit E*.

(b) (i) With respect to a Lease entered into without an Escrow Agreement, Lessee shall deliver to Lessor copies of invoices (and proof of payment of such invoices if Lessee seeks reimbursement for prior expenditures) and bills of sale (if title to such Equipment has passed to Lessee) relating to each item of Equipment accepted by Lessee. Lessee shall execute and deliver to Lessor an Equipment Schedule pursuant to Section 3.04(a)(i) within 5 business days of receipt from Lessor, subject to satisfaction of the conditions set forth in Section 3.04. (ii) (i) With respect to a Lease entered into with an Escrow Agreement, Lessor shall prepare an Equipment Schedule. In connection with the execution and delivery of the related Escrow Agreement, Lessee shall execute and deliver to Lessor such Equipment Schedule pursuant to Section 3.04(a)(i) within 5 business days of receipt, subject to satisfaction of the conditions set forth in Section 3.04. Lessee shall deliver to Lessor together with each Disbursement Request invoices (and proof of payment of such invoices if Lessee seeks reimbursement for prior expenditures) and bills of sale or other evidence of title transfer to Lessee relating to each item of Equipment accepted by Lessee as evidenced by such Disbursement Request. Once approved, Lessor shall deliver such Disbursement Request to the Escrow Agent for disbursement from the Escrow Account in accordance with the Escrow Agreement.

Section 5.02. Quiet Enjoyment of Equipment. So long as no Event of Default exists under the related Lease, neither Lessor nor any entity claiming by, through or under Lessor, shall interfere with Lessee’s quiet use and enjoyment of the Equipment during the Lease Term under such Lease.

Section 5.03. Location; Inspection. Once installed, no item of the Equipment will be moved or relocated from the location (or the base location with respect to motor vehicles) specified for it in the related Lease without Lessor’s prior written consent, which consent shall

not be unreasonably withheld. Lessor shall have the right at all reasonable times during regular business hours to enter into and upon the property where the Equipment is located for the purpose of inspecting the Equipment.

Section 5.04. Use and Maintenance of the Equipment. Lessee shall not install, use, operate or maintain the Equipment (or cause the Equipment to be installed, used, operated or maintained) improperly, carelessly, in violation of any applicable law or in a manner contrary to that contemplated by the related Lease. Lessee shall provide all permits and licenses, if any, necessary for the installation and operation of the Equipment. In addition, Lessee agrees to comply in all respects with all applicable laws, regulations and rulings of any legislative, executive, administrative or judicial body, including, without limitation, all anti-money laundering laws and regulations; *provided* that Lessee may contest in good faith the validity or application of any such law, regulation or ruling in any reasonable manner that does not, in the opinion of Lessor, adversely affect the interest of Lessor in and to the Equipment or its interest or rights under the related Lease.

Lessee agrees that it shall maintain, preserve and keep the Equipment in good repair and working order, in a condition comparable to that recommended by the manufacturer. Lessor shall have no responsibility to maintain, repair or make improvements or additions to the Equipment. In all cases, Lessee agrees to pay any costs necessary for the manufacturer to re-certify the Equipment as eligible for manufacturer's maintenance upon the return of the Equipment to Lessor as provided for in Section 12.02(b) of this Agreement.

Lessee shall not alter any item of Equipment or install any accessory, equipment or device on an item of Equipment if that would impair any applicable warranty, the originally intended function or the value of that Equipment. All repairs, parts, accessories, equipment and devices furnished, affixed to or installed on any Equipment, excluding temporary replacements, shall thereupon become subject to the security interest of Lessor.

ARTICLE VI

Section 6.01. Title to the Equipment. During the Lease Term under each Lease, and so long as Lessee is not in default under Article XII hereof, all right, title and interest in and to each item of the Equipment under the related Lease shall be vested in Lessee immediately upon its acceptance of each item of Equipment, subject to the terms and conditions hereof and under the applicable Lease. Lessee shall at all times protect and defend, at its own cost and expense, its title, and Lessor's first priority security interest, in and to the Equipment (and Lessor's other Collateral as defined in Section 6.02 hereof) from and against all claims, liens and legal processes of its creditors, and keep all Equipment (and such other Collateral) free and clear of all such claims, liens and processes. Upon the occurrence of an Event of Default under a Lease, full and unencumbered legal title to the Equipment shall, at Lessor's option, pass to Lessor, and Lessee shall have no further interest therein. In addition, upon the occurrence of such an Event of Default, Lessee shall execute and deliver to Lessor such documents as Lessor may request to evidence the passage of such legal title to Lessor and the termination of Lessee's interest therein, and upon request by Lessor shall deliver possession of the Equipment to Lessor in accordance

with Section 12.02 of this Agreement. Upon payment of all amounts due and owing under a Lease by Lessee in accordance with Section 10.01 hereof (including upon payment of all Rental Payments and other amounts payable under such Lease), Lessor's security interest or other interest in the Equipment under such Lease shall terminate, and Lessor shall execute and deliver to Lessee such documents as Lessee may request to evidence the termination of Lessor's security interest in the Equipment subject to the related Lease.

Section 6.02. Security Interest. As additional security for the payment and performance of all of Lessee's obligations under each Lease, upon the execution of such Lease, Lessee hereby grants to Lessor a first priority security interest constituting a first lien on (a) the Equipment subject to such Lease, (b) moneys and investments held from time to time in any related Escrow Account and (c) any and all proceeds of any of the foregoing, including, without limitation, insurance proceeds (collectively, the "*Collateral*"). Upon the execution of each Lease, Lessee authorizes Lessor to file (and Lessee agrees to execute, if applicable) such notices of assignment, chattel mortgages, financing statements and other documents, in form satisfactory to Lessor, which Lessor deems necessary or appropriate to establish and maintain Lessor's security interest in the Collateral, including, without limitation, such financing statements with respect to personal property and fixtures under Article 9 of the Uniform Commercial Code in effect in the State and treating such Article 9 as applicable to entities such as Lessee.

Section 6.03. Personal Property; No Encumbrances. The Equipment is, and during the period this Agreement is in force will remain either (i) personal property and will not be deemed to be affixed to or a part of the real estate on which it may be situated or, (ii) if any portion of the Equipment may be considered to be a fixture, the Lessee shall agree to filings being made with the applicable government officials and offices to create and preserve for Lessor a perfected first priority security interest in the Equipment. Lessee shall not create, incur, assume or permit to exist any mortgage, pledge, lien, security interest, charge or other encumbrance of any nature whatsoever on any of the real estate where the Equipment under a Lease is or will be located or enter into any agreement to sell or assign or enter into any sale/leaseback arrangement of such real estate without the prior written consent of Lessor; *provided*, that if Lessor or its assigns is furnished with a waiver of interest in the Equipment under such Lease acceptable to Lessor or its assigns in their respective discretion from any party taking an interest in any such real estate prior to such interest taking effect, such consent shall not be unreasonably withheld.

ARTICLE VII

Section 7.01. Liens, Taxes, Other Governmental Charges and Utility Charges. Lessee shall keep the Equipment under each Lease free of all levies, liens, and encumbrances except those created by such Lease. The parties to this Agreement contemplate that the Equipment under each Lease will be used for a governmental or proprietary purpose of Lessee and that the Equipment will therefore be exempt from all property taxes. If the lease, sale, purchase, operation, use, possession or acquisition of any Equipment is nevertheless determined to be subject to taxation, Lessee shall pay when due all taxes and governmental charges lawfully assessed or levied against or with respect to such Equipment. Lessee shall pay all utility and other charges incurred in the operation, use and maintenance of the Equipment. Lessee shall pay

such taxes, assessments or charges as the same may become due; *provided* that, with respect to any such taxes, assessments or charges that may lawfully be paid in installments over a period of years, Lessee shall be obligated to pay only such installments as accrue during the Lease Term under the affected Lease. During the Lease Term under each Lease, Lessor will not claim ownership of the Equipment thereunder for the purposes of any tax credits, benefits or deductions with respect to such Equipment.

Section 7.02. Insurance. Lessee shall, during the Lease Term under each Lease, maintain or cause to be maintained (a) casualty insurance naming Lessor and its assigns as loss payee and insuring the Equipment against loss or damage by fire and all other risks covered by the standard extended coverage endorsement then in use in the State, and any other risks reasonably required by Lessor, in an amount at least equal to the greater of (i) the then applicable Casualty Value of the Equipment under such Lease or (ii) the replacement cost of such Equipment; (b) liability insurance naming Lessor and its assigns as additional insured that protects Lessor from liability for bodily injury and property damage coverage (i) in such coverage amounts as may be required by Lessor for the applicable Equipment or (ii) in such minimum coverage amounts as may be agreed upon between Lessor and Lessee in connection with the execution and delivery of a Lease, and in all events under clauses (a) and (b) issued in form and amount satisfactory to Lessor and by an insurance company that is authorized to do business in the State and having a financial strength rating by A.M. Best Company of “A-” or better; and (c) worker’s compensation coverage as required by the laws of the State. Notwithstanding the foregoing, Lessee may self-insure against the risks described in clauses (a) and/or (b) through a government pooling arrangement, self-funded loss reserves, risk retention program or other self-insurance program, in each case with Lessor’s prior consent (which Lessor may grant, withhold or deny in its sole discretion) and provided that Lessee has delivered to Lessor such information as Lessor may request with respect to the adequacy of such self-insurance to cover the risks proposed to be self-insured and otherwise in form and substance acceptable to Lessor. In the event Lessee is permitted, at Lessor’s sole discretion, to self-insure as provided in this Section 7.02, Lessee shall provide to Lessor a self-insurance letter in substantially the form attached hereto as *Exhibit F*. Lessee shall furnish to Lessor evidence of such insurance or self-insurance coverage throughout the Lease Term under each Lease. Lessee shall not cancel or modify such insurance or self-insurance coverage in any way that would affect the interests of Lessor without first giving written notice thereof to Lessor at least thirty (30) days in advance of such cancellation or modification.

Section 7.03. Risk of Loss. Whether or not covered by insurance or self-insurance, Lessee hereby assumes all risk of loss of, or damage to and liability related to injury or damage to any persons or property arising from the Equipment under any Lease from any cause whatsoever, and no such loss of or damage to or liability arising from the Equipment under any Lease shall relieve Lessee of the obligation to make the Rental Payments or to perform any other obligation under any Lease. Whether or not covered by insurance or self-insurance, Lessee hereby agrees to reimburse Lessor (to the fullest extent permitted by applicable law, but only from legally available funds) for any and all liabilities, obligations, losses, costs, claims, taxes or damages suffered or incurred by Lessor, regardless of the cause thereof and all expenses incurred in connection therewith (including, without limitation, counsel fees and expenses, and penalties

connected therewith imposed on interest received) arising out of or as a result of (a) entering into this Agreement or any Lease or any of the transactions contemplated hereby or thereby, (b) the ordering, acquisition, ownership, use, operation, condition, purchase, delivery, acceptance, rejection, storage or return of any item of the Equipment under any Lease, (c) any accident in connection with the operation, use, condition, possession, storage or return of any item of the Equipment under any Lease resulting in damage to property or injury to or death to any person, and/or (d) the breach of any covenant of Lessee under or in connection with this Agreement or any Lease or any material misrepresentation provided by Lessee under or in connection with this Agreement or any Lease. The provisions of this Section 7.03 shall continue in full force and effect notwithstanding the full payment of all obligations under any or all Leases or the termination of the Lease Term under any or all Leases for any reason.

Section 7.04. Advances. In the event Lessee shall fail to keep the Equipment in good repair and working order or shall fail to maintain any insurance required by Section 7.02 hereof, Lessor may, but shall be under no obligation to, maintain and repair the Equipment or obtain and maintain any such insurance coverages, as the case may be, and pay the cost thereof. All amounts so advanced by Lessor shall constitute additional rent for the affected Lease, and Lessee covenants and agrees to pay such amounts so advanced by Lessor with interest thereon from the due date until paid at a rate equal to the Contract Rate (or the Taxable Rate if then in effect) *plus* five percent (5%) per annum or the maximum amount permitted by law, whichever is less.

ARTICLE VIII

Section 8.01. Damage, Destruction and Condemnation. If, prior to the termination of the Lease Term under the related Lease, (a) the Equipment or any portion thereof is destroyed, in whole or in part, or is damaged by fire or other casualty or (b) title to, or the temporary use of, the Equipment or any part thereof shall be taken under the exercise or threat of the power of eminent domain by any governmental body or by any person, firm or corporation acting pursuant to governmental authority, (i) Lessee and Lessor will cause the Net Proceeds of any insurance claim or condemnation award or sale under threat of condemnation to be applied to the prompt replacement, repair, restoration, modification or improvement of the Equipment or such part thereof and any balance of the Net Proceeds remaining after such work has been completed shall be paid to Lessee or (ii) Lessee shall exercise its option to prepay the obligations under the affected Lease in accordance with Section 10.01(b) hereof.

If Lessee elects to replace any item of the Equipment (the “*Replaced Equipment*”) pursuant to this Section 8.01, the replacement equipment (the “*Replacement Equipment*”) shall be new or of a quality type, utility and condition at least as good as the Replaced Equipment and shall be of equal or greater value than the Replaced Equipment as determined and approved by Lessor in its sole discretion. Lessee shall grant to Lessor a first priority security interest in any such Replacement Equipment. Lessee shall represent, warrant and covenant to Lessor that each item of Replacement Equipment is free and clear of all claims, liens, security interests and encumbrances, excepting only those liens created by or through Lessor, and shall provide to Lessor any and all documents as Lessor may reasonably request in connection with the replacement, including, but not limited to, documentation in form and substance satisfactory to

Lessor evidencing Lessor's security interest in the Replacement Equipment. Lessor and Lessee hereby acknowledge and agree that any Replacement Equipment acquired pursuant to this paragraph shall constitute "Equipment" for purposes of this Agreement and the related Lease. Lessee shall complete the documentation of Replacement Equipment on or before the next Rental Payment Date after the occurrence of a casualty event, or be required to prepay the obligations under the related Lease with respect to the damaged Equipment for an amount that shall be determined and approved by Lessor in its sole discretion.

For purposes of this Article VIII, the term "*Net Proceeds*" shall mean the amount remaining from the gross proceeds of any insurance claim or condemnation award or sale under threat of condemnation after deducting all expenses, including attorneys' fees, incurred in the collection thereof.

Section 8.02. Insufficiency of Net Proceeds. If the Net Proceeds are insufficient to pay in full the cost of any repair, restoration, modification or improvement referred to in Section 8.01, Lessee shall either (a) complete such replacement, repair, restoration, modification or improvement and pay any costs thereof in excess of the amount of the Net Proceeds, or (b) pay or cause to be paid to Lessor the amount of the then applicable Casualty Value under the related Lease *plus* all other amounts then owing thereunder, and, upon such payment, the applicable Lease Term shall terminate and Lessor's security interest in the Equipment shall terminate as provided in Section 6.01 hereof. The amount of the Net Proceeds remaining, if any, after completing such repair, restoration, modification or improvement or after paying such Casualty Value for such Lease *plus* all other amounts then owing thereunder shall be retained by Lessee. If Lessee shall make any payments pursuant to this Section 8.02, Lessee shall not be entitled to any reimbursement therefor from Lessor nor shall Lessee be entitled to any diminution of the amounts payable under Article IV.

ARTICLE IX

Section 9.01. Disclaimer of Warranties. Lessor makes no warranty or representation, either express or implied, as to the value, design, condition, merchantability or fitness for particular purpose or fitness for use of any of the Equipment under each Lease, or any other warranty or representation, express or implied, with respect thereto and, as to Lessor, Lessee's acquisition of the Equipment under each Lease shall be on an "as is" basis. In no event shall Lessor be liable for any incidental, indirect, special or consequential damage in connection with or arising out of this Agreement, any Lease, any Equipment or the existence, furnishing, functioning or Lessee's use of any item, product or service provided for in this Agreement or any Lease.

Section 9.02. Vendor Agreements; Warranties. Lessee covenants that it shall not in any material respect amend, modify, rescind or alter any Vendor Agreement for any Lease without the prior written consent of Lessor. Lessor hereby irrevocably appoints Lessee its agent and attorney-in-fact during the Lease Term under each Lease, so long as Lessee shall not be in default under such Lease, to assert from time to time whatever claims and rights (including without limitation warranties) relating to the Equipment that Lessor may have against a Vendor.

Lessee's sole remedy for the breach of such warranty, indemnification or representation shall be against the applicable Vendor of the Equipment and not against Lessor. Any such matter shall not have any effect whatsoever on the rights and obligations of Lessor with respect to any Lease, including the right to receive full and timely Rental Payments and other payments under each Lease. Lessee expressly acknowledges that Lessor makes, and has made, no representations or warranties whatsoever as to the existence or the availability of such warranties relating to any of the Equipment under each Lease.

ARTICLE X

Section 10.01. Prepayment; Payment in Full.

(a) *Prepayment.* Lessee shall have the option to prepay or satisfy all, but not less than all, of its obligations under a Lease, at the following times and upon the following terms:

(i) *Optional Prepayment.* From and after the date specified (if any) in the applicable Payment Schedule (the "*Prepayment Option Commencement Date*"), on the Rental Payment Dates specified in such Payment Schedule, upon not less than thirty (30) days prior written notice, and upon payment in full of the sum of all Rental Payments then due under the related Lease *plus* the then applicable Prepayment Price, which may include a prepayment premium on the unpaid Outstanding Balance as set forth in such Payment Schedule *plus* all other amounts then owing thereunder; or

(ii) *Casualty or Condemnation Prepayment.* In the event of substantial damage to or destruction or condemnation of substantially all of the Equipment listed in a Lease, on the day specified in Lessee's notice to Lessor of its exercise of the prepayment option (which shall be the earlier of the next Rental Payment Date or sixty (60) days after the casualty event) upon payment in full to Lessor of (A) in the event such prepayment occurs on a Rental Payment Date, the sum of (i) all Rental Payments then due under such Lease *plus* (ii) the then applicable Casualty Value for such Lease *plus* (iii) all other amounts then owing thereunder OR, (B) in the event such prepayment for such Lease occurs on a date other than a Rental Payment Date, the sum of (i) the applicable Casualty Value shown on the Payment Schedule for such Lease for the Rental Payment Date immediately preceding the applicable date of such prepayment (or if the date of such prepayment occurs prior to the first Rental Payment Date for such Lease, the earliest Casualty Value shown on the related Payment Schedule *plus* (ii) accrued interest at the Contract Rate (or the Taxable Rate if then in effect) on the Outstanding Balance as of the Rental Payment Date immediately preceding the applicable date of such prepayment from such Rental Payment Date (or if the date of such prepayment occurs prior to the first Rental Payment Date, the Commencement Date for such Lease) to the date of such prepayment *plus* (iii) all other amounts then owing thereunder.

(b) *Payment in Full.* Upon the expiration of the Lease Term under a Lease, payment in full of all Rental Payments then due and all other amounts then owing under such Lease by Lessee to Lessor.

(c) Lessor's security interests in and to the related Equipment under such Lease will be terminated and Lessee will own such Equipment free and clear of Lessor's security interest in such Equipment after either (i) payment of either (A) the applicable Prepayment Price and all other amounts then owing under a Lease in accordance with Section 10.01(a)(i) of this Agreement or (B) the applicable Casualty Value and all other amounts then owing under a Lease in accordance with Section 10.01(a)(ii) of this Agreement or (ii) upon the expiration of the Lease Term of a Lease and payment in full of all Rental Payments then due and all other amounts then owing thereunder in accordance with Section 10.01(b) of this Agreement.

ARTICLE XI

Section 11.01. Assignment by Lessor. (a) Lessor's right, title and interest in and to the Rental Payments and any other amounts payable by Lessee under any and all of the Leases and the Escrow Agreement relating to any Lease, its security interest in the Equipment subject to the related Lease and in any related Escrow Account, and all proceeds therefrom (collectively, with respect to each Lease and related Escrow Agreement, the "*Related Assigned Rights*"), may be assigned and reassigned by Lessor at any time, in whole or in part, to one or more assignees or sub-assignees without the necessity of obtaining the consent of Lessee; *provided*, that any such assignment, transfer or conveyance (i) shall be made only to investors each of whom Lessor reasonably believes is a "*qualified institutional buyer*" as defined in Rule 144A(a)(1) promulgated under the Securities Act of 1933, as amended, or an "*accredited investor*" as defined in Section 501(a)(1), (2), (3) or (7) of Regulation D promulgated under the Securities Act of 1933, as amended, and in either case is purchasing the Related Assigned Rights (or any interest therein) for its own account with no present intention to resell or distribute such Related Assigned Rights (or interest therein), subject to each investor's right at any time to dispose of the Related Assigned Rights (or any interest therein) as it determines to be in its best interests, (ii) shall not result in more than 5 owners of the Related Assigned Rights with respect to a Lease or the creation of any interest in the Related Assigned Rights with respect to a Lease in an aggregate principal component that is less than \$1,000,000 and (iii) shall not require Lessee to make Rental Payments, to send notices or otherwise to deal with respect to matters arising under the Related Assigned Rights with respect to a Lease with or to more than one Lease Servicer (as such term is defined below), and any trust agreement, participation agreement or custodial agreement under which multiple ownership interests in the Related Assigned Rights with respect to a Lease are created shall provide the method by which the owners of such interests shall establish the rights and duties of a single entity, trustee, owner, servicer or other fiduciary or agent acting on behalf of all of the assignees (herein referred to as the "*Lease Servicer*") to act on their behalf with respect to the Related Assigned Rights with respect to a Lease, including with respect to the exercise of rights and remedies of Lessor on behalf of such owners upon the occurrence of an Event of Default under the related Lease. Lessor and Lessee hereby acknowledge and agree that the restrictions and limitations on transfer as provided in this

Section 11.01 shall apply to the first and subsequent assignees and sub-assignees of any of the Related Assigned Rights with respect to a Lease (or any interest therein).

(b) Unless to an affiliate controlling, controlled by or under common control with Lessor, no assignment, transfer or conveyance permitted by this Section 11.01 shall be effective as against Lessee until Lessee shall have received a written notice of assignment that discloses the name and address of each such assignee; *provided*, that if such assignment is made to a bank or trust company as trustee or paying agent for owners of certificates of participation, participation interests, trust certificates or partnership interests with respect to the Rental Payments payable under a Lease, it shall thereafter be sufficient that Lessee receives notice of the name and address of the bank, trust company or other entity that acts as the Lease Servicer for such Lease. Notices of assignment provided pursuant to this Section 11.01(b) shall contain a confirmation of compliance with the transfer requirements imposed by Section 11.01(a) hereof. During the Lease Term under each Lease, Lessee shall keep, or cause to be kept, a complete and accurate record of all such assignments in form necessary to comply with Section 149 of the Code. Lessee shall retain all such notices as a register of all assignees and shall make all payments to the assignee or assignees or Lease Servicer last designated in such register. Lessee shall not have the right to and shall not assert against any assignee any claim, counterclaim or other right Lessee may have against Lessor or any Vendor. Assignments in part may include, without limitation, assignment of all of Lessor's security interest in and to the Equipment listed in a particular Lease and all rights in, to and under the Lease related to such Equipment and all of Lessor's security interest in and to the related Escrow Account, or all rights in, to and under the related Escrow Agreement.

(c) If Lessor notifies Lessee of its intent to assign a Lease, Lessee agrees that it shall execute and deliver to Lessor a Notice and Acknowledgement of Assignment with respect to such Lease, substantially in the form of *Exhibit H* attached hereto, within ten (10) business days after its receipt of such request.

Section 11.02. Assignment and Subleasing by Lessee. None of Lessee's right, title and interest in, to and under this Agreement, any Lease or any portion of the Equipment, any Escrow Agreement or the Escrow Account related thereto may be assigned, encumbered or subleased by Lessee for any reason, and any purported assignment, encumbrance or sublease without Lessor's prior written consent shall be null and void.

ARTICLE XII

Section 12.01. Events of Default Defined. Any of the following events shall constitute an "Event of Default" under a Lease:

(a) Failure by Lessee to (i) pay any Rental Payment or other payment required to be paid under any Lease within ten (10) days of the date when due as specified therein, (ii) maintain insurance as required under such Lease (including Section 7.02 of this Agreement, which is incorporated therein), or (iii) observe and perform any covenant,

condition or agreement on its part to be observed or performed under Section 6.01 or 6.02 hereof for any Lease;

(b) Failure by Lessee to observe and perform any covenant, condition or agreement contained in this Agreement or any Lease on its part to be observed or performed, other than as referred to in subsection (a) above, for a period of thirty (30) days after written notice specifying such failure and requesting that it be remedied is given to Lessee by Lessor, unless Lessor shall agree in writing to an extension of such time prior to its expiration; *provided* that, if the failure stated in the notice cannot be corrected within the applicable period, Lessor will not unreasonably withhold its consent to an extension of such time if corrective action is instituted by Lessee within the applicable period and diligently pursued until the default is corrected;

(c) Any statement, representation or warranty made by Lessee in or pursuant to this Agreement or any Lease or its execution, delivery or performance shall prove to have been false, incorrect, misleading or breached in any material respect on the date when made;

(d) Any default occurs under any other agreement for borrowing money, lease financing of property or otherwise receiving credit under which Lessee is an obligor, if such default (i) arises under any other agreement for borrowing money, lease financing of property or provision of credit provided by Lessor or any affiliate of Lessor (including, without limitation, the occurrence of any Event of Default under any other Lease), or (ii) arises under any obligation under which there is outstanding, owing or committed an aggregated amount in excess of \$100,000.00;

(e) Lessee shall (i) apply for or consent to the appointment of a receiver, trustee, custodian or liquidator of Lessee, or of all or a substantial part of the assets of Lessee, (ii) be unable, fail or admit in writing its inability generally to pay its debts as they become due, (iii) make a general assignment for the benefit of creditors, (iv) have an order for relief entered against it under applicable Federal bankruptcy law, or (v) file a voluntary petition in bankruptcy or a petition or an answer seeking reorganization or an arrangement with creditors or taking advantage of any insolvency law or any answer admitting the material allegations of a petition filed against Lessee in any bankruptcy, reorganization, moratorium or insolvency proceeding; or

(f) An order, judgment or decree shall be entered by any court of competent jurisdiction, approving a petition or appointing a receiver, trustee, custodian or liquidator for Lessee or of all or a substantial part of the assets of Lessee, in each case without its application, approval or consent, and such order, judgment or decree shall continue unstayed and in effect for any period of thirty (30) consecutive days.

Section 12.02. Remedies on Default. Whenever any Event of Default exists under any Lease, Lessor shall have the right, at its sole option without any further demand or notice, to take one or any combination of the following remedial steps with respect to any or all Leases with an

Event of Default under this Agreement, including those with an Event of Default pursuant to Section 12.01(d) (each a “*Defaulted Lease*”):

(a) By written notice to Lessee, Lessor may declare all Rental Payments payable by Lessee pursuant to one or more Defaulted Leases and other amounts payable by Lessee under each such Defaulted Lease to be immediately due and payable;

(b) With or without terminating the Lease Term under any one or more Defaulted Leases, Lessor may enter the premises where the Equipment listed in any one or more of each such Defaulted Leases is located and retake possession of such Equipment or require Lessee at Lessee’s expense to promptly return any or all of such Equipment to the possession of Lessor at such place within the United States as Lessor shall specify, and sell or lease such Equipment or, for the account of Lessee, sublease such Equipment, continuing to hold Lessee liable, but solely from legally available funds, for the difference between (i) the Rental Payments payable by Lessee pursuant to each such Defaulted Lease and other amounts related to each such Defaulted Lease that are payable by Lessee to the end of the Lease Term, and (ii) the net proceeds of any such sale, leasing or subleasing (after deducting all expenses of Lessor in exercising its remedies under each such Defaulted Lease, including without limitation all expenses of taking possession, storing, reconditioning and selling or leasing such Equipment and all brokerage, auctioneer’s and attorney’s fees). The exercise of any such remedies respecting any such Event of Default under any such Defaulted Lease shall not relieve Lessee of any other liabilities under each such Defaulted Lease or any other Lease that Lessor determines not to treat as a Defaulted Lease or with respect to the Equipment listed therein;

(c) Lessor may terminate the Escrow Agreement relating to any one or more of such Defaulted Leases and apply any proceeds in each such applicable Escrow Account thereunder to the Rental Payments scheduled to be paid under any one or more of such Defaulted Leases as Lessor shall determine; and/or

(d) Lessor may take whatever action at law or in equity as may appear necessary or desirable to enforce its rights under any one or more of such Defaulted Leases or each such Escrow Agreement relating thereto or as a secured party in any or all of the Equipment subject to any one or more of such Defaulted Leases or with respect to the related Escrow Account for one or more of such Defaulted Leases.

Section 12.03. No Remedy Exclusive. No remedy herein conferred upon or reserved to Lessor is intended to be exclusive and every such remedy shall be cumulative and shall be in addition to every other remedy given hereunder and/or under any Lease now or hereafter existing at law or in equity. No delay or omission to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver thereof, but any such right or power may be exercised from time to time and as often as may be deemed expedient. In order to entitle Lessor to exercise any remedy reserved to it in this Article XII it

shall not be necessary to give any notice other than such notice as may be required in this Article XII.

Section 12.04. Application of Moneys. Any net proceeds from the exercise of any remedy under this Agreement, including the application specified in Section 12.02(b)(ii) (after deducting all expenses of Lessor in exercising such remedies including without limitation all expenses of taking possession, storing, reconditioning and selling or leasing Equipment and all brokerage, auctioneer's or attorney's fees), shall be applied as follows:

(a) If such remedy is exercised solely with respect to a single Defaulted Lease, Equipment listed in such Defaulted Lease or rights thereunder, then to amounts due pursuant to such Defaulted Lease and to other amounts related to such Defaulted Lease or such Equipment.

(b) If such remedy is exercised with respect to more than one Defaulted Lease, Equipment listed in more than one Defaulted Lease or rights under more than one Defaulted Lease, then to amounts due pursuant to one or more of such Defaulted Leases as Lessor shall determine and distribute on a pro rata basis or on such other basis as Lessor shall determine.

ARTICLE XIII

Section 13.01. Notices. All notices, certificates or other communications under this Agreement or any Lease shall be sufficiently given and shall be deemed given when delivered or mailed by registered mail, postage prepaid, or delivered by overnight courier, or sent by facsimile transmission (with electronic confirmation) to the parties hereto at the addresses immediately after the signatures to this Agreement (or at such other address as either party hereto shall designate in writing to the other for notices to such party) and to any assignee at its address as it appears on the registration books maintained by Lessee.

Section 13.02. Binding Effect. This Agreement and each Lease shall inure to the benefit of and shall be binding upon Lessor and Lessee and their respective successors and assigns.

Section 13.03. Severability. In the event any provision of this Agreement or any Lease shall be held invalid or unenforceable by any court of competent jurisdiction, such holding shall not invalidate or render unenforceable any other provision hereof or thereof.

Section 13.04. Amendments, Changes and Modifications. This Agreement and each Lease may only be amended by Lessor and Lessee in writing.

Section 13.05. Execution in Counterparts. This Agreement and each Lease may be simultaneously executed in several counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument; *provided* that only Counterpart No. 1 of each Lease (including the terms and provisions of this Agreement incorporated therein by

reference) shall constitute chattel paper for purposes of the applicable Uniform Commercial Code.

Section 13.06. Applicable Law; Venue; Waiver of Jury Trial. This Agreement and each Lease shall be governed by and construed in accordance with the laws of the State. The parties hereto consent and submit to the jurisdiction of the State and venue in any state or Federal court of such State for the purposes of any suit, action or other proceeding arising in connection with this Agreement or any Lease, and each party expressly waives any objections that it may have to the venue of such courts. The parties hereto expressly waive any right to trial by jury in any action brought on or with respect to this Agreement or any Lease.

Section 13.07. Captions. The captions or headings in this Agreement and in each Lease are for convenience only and in no way define, limit or describe the scope or intent of any provisions or sections of this Agreement or any Lease.

Section 13.08. No Advisory or Fiduciary Relationship. In connection with all aspects of each transaction contemplated by this Agreement and each Lease thereunder (including in connection with any amendment, waiver or other modification hereof or of any other related document), the Lessee acknowledges and agrees that: (a) (i) the transactions regarding this Agreement and each Lease thereunder provided by the Lessor and any affiliate thereof are arm's-length commercial transactions between the Lessee, on the one hand, and the Lessor and its affiliates, on the other hand, (ii) the Lessee has consulted its own legal, accounting, regulatory and tax advisors to the extent it has deemed appropriate, and (iii) the Lessee is capable of evaluating, and understands and accepts, the terms, risks and conditions of the transactions contemplated by this Agreement and each Lease thereunder and by the other related documents; (b) (i) the Lessor and its affiliates each is and has been acting solely as a principal and, except as expressly agreed in writing by the relevant parties, has not been, is not, and will not be acting as an advisor, agent or fiduciary, for the Lessee, or any other person and (ii) neither the Lessor nor any of its affiliates has any obligation to the Lessee with respect to the transactions contemplated by this Agreement and each Lease thereunder except those obligations expressly set forth herein and in the other related documents; and (c) the Lessor and its affiliates may be engaged in a broad range of transactions that involve interests that differ from those of the Lessee, and neither the Lessor nor any of its affiliates has any obligation to disclose any of such interests to the Lessee. To the fullest extent permitted by law, the Lessee, hereby waives and releases any claims that it may have against the Lessor or any of its affiliates with respect to any breach or alleged breach of agency or fiduciary duty in connection with any aspect of any transactions contemplated by this Agreement and each Lease thereunder.

Section 13.09. Entire Agreement. The parties agree that this Agreement and each Lease hereunder constitutes the final and entire agreement between the parties superseding all conflicting terms or provisions of any prior proposals, term sheets, solicitation documents, requests for proposals, award notices, approval letters or any other agreements or understandings between the parties.

IN WITNESS WHEREOF, Lessor and Lessee have caused this Master Equipment Lease/Purchase Agreement to be executed in their names by their duly authorized representatives as of the date first above written.

LESSOR:
Banc of America Public Capital Corp
600 Peachtree St., NE, 11th Floor
Atlanta, Georgia 30308-2265
Attention: Contract Administration

LESSEE:
Tahoe Forest Hospital District
10121 Pine Avenue
Truckee, California 96161
Attention: Chief Financial Officer

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

Signature Page of Master Equipment Lease/Purchase Agreement

LIST OF EXHIBITS

Exhibit A	Form of Schedule of Property
Exhibit B	Form of Rental Payment Schedule
Exhibit C-1A	Form of Authorizing Resolution (Agreement)
Exhibit C-1B	Form of Authorizing Resolution (Lease)
Exhibit C-2A	Form of Incumbency and Authorization Certificate (Agreement)
Exhibit C-2B	Form of Incumbency and Authorization Certificate (Lease)
Exhibit D	Form of Opinion of Counsel to Lessee
Exhibit E	Form of Final Acceptance Certificate
Exhibit F	Form of Self-Insurance Certificate
Exhibit G	Form of Notice and Acknowledgement of Assignment
Exhibit H	Form of Escrow and Account Control Agreement

EXHIBIT A

FORM OF EQUIPMENT SCHEDULE NO. _____

Re: Master Equipment Lease/Purchase Agreement, dated as of _____,
between Banc of America Public Capital Corp, a Kansas corporation, as
Lessor, and Tahoe Forest Hospital District, as Lessee

1. *Defined Terms.* All terms used herein have the meanings ascribed to them in the above-referenced Master Equipment Lease/Purchase Agreement (the “*Agreement*”).

2. *Equipment.* For purposes of the Lease created hereby, the following items of Equipment are hereby included under this Equipment Schedule together with all attachments, additions, accessions, parts, repairs, improvements, replacements and substitutions thereto as provided in the Agreement.

QUANTITY	DESCRIPTION	SERIAL NO.	MODEL NO.	LOCATION
----------	-------------	------------	-----------	----------

3. *Payment Schedule.*

(a) *Rental Payments; Commencement Date.* The Rental Payments shall be in such amounts and payable on such Rental Payment Dates as set forth in the Payment Schedule attached to this Equipment Schedule as *Exhibit B* and incorporated herein by this reference, subject to adjustment upon the occurrence of an Event of Taxability as provided in Section 4.06 of the Agreement. Lessee’s obligation to pay Rental Payments under the Lease created hereby shall commence on the earlier of (i) the date on which the Equipment listed in this Equipment Schedule is accepted by Lessee in the manner described in Section 5.01 of the Agreement, as evidenced by the Final Acceptance Certificate executed by Lessee and substantially in the form of *Exhibit E* attached to the Agreement, or (ii) the date on which sufficient moneys to acquire and install the Equipment listed in this Equipment Schedule are deposited with an Escrow Agent pursuant to Section 3.04(c) of the Agreement (the earlier of such two dates being herein referred to as the “*Commencement Date*”).

(b) *Prepayment Price Schedule.* The Prepayment Price on each Rental Payment Date shall be the amount set forth for such Rental Payment Date in the “Prepayment Price” column of the Payment Schedule attached to this Equipment Schedule *plus* all Rental Payments then due

(including the Rental Payment due on such Rental Payment Date) *plus* all other amounts then owing under this Equipment Schedule.

4. *Representations, Warranties and Covenants.* Lessee hereby represents, warrants and covenants that its representations, warranties and covenants set forth in the Agreement (particularly Section 2.01 thereof) are true and correct as though made on the Commencement Date. Lessee further represents and warrants that (a) no Material Adverse Change has occurred since the dated date of the Agreement; (b) no Event of Default has occurred and is continuing under any Lease currently in effect; (c) no Lease has been terminated as the result of the occurrence of an Event of Default; (d) the governing body of Lessee has authorized the execution and delivery of the Agreement and this Equipment Schedule; (e) the Equipment listed in this Equipment Schedule is essential to the functions of Lessee or to the services Lessee provides its citizens; (f) Lessee has an immediate need for, and expects to make immediate use of, substantially all such Equipment, which will be used by Lessee only for the purpose of performing one or more of Lessee's governmental or proprietary functions consistent with the permissible scope of its authority; and (g) Lessee expects and anticipates adequate funds to be available for all future payments or rent due after the current budgetary period.

5. *The Lease.* The terms and provisions of the Agreement (other than to the extent that they relate solely to other Equipment Schedules or Equipment listed on other Equipment Schedules) are hereby incorporated into this Equipment Schedule by reference and made a part hereof.

[OPTION: IF ESCROW AGREEMENT IS USED:

6. *Lease Proceeds.* The Lease Proceeds that Lessor shall pay to the Escrow Agent for deposit into the Escrow Account in connection with this Equipment Schedule is \$ _____ \$ _____ of Lease Proceeds shall be paid directly to Vendors for costs of issuance of the Equipment Schedule. It is expected that by [six (6)] [twelve (12)] [eighteen (18)] months from the date of this Equipment Schedule No. _____, Lessee will have taken possession of all items of Equipment shown above and that the Lessee's final Disbursement Request pursuant to the Escrow Agreement will be signed by Lessee, approved by Lessor and delivered to the Escrow Agent on or before [six (6)] [twelve (12)] [eighteen (18)] months from the date of this Equipment Schedule.

OR IF VENDOR PAID DIRECTLY USE:

6. *Acquisition Amount.* The Acquisition Amount for the Equipment listed in this Schedule to be paid to the Vendor (or reimbursed to Lessee) is \$ _____.]

[OPTION: IF ESCROW AGREEMENT IS USED:

7. *Acquisition Period.* The Acquisition Period applicable to this Equipment Schedule shall end at the conclusion of the _____ month following the date hereof.]

[8]

Lease Term. The Lease Term shall commence of the Commencement Date and end on _____, subject to earlier termination pursuant to the Agreement.[9]*Purchase Option Commencement Date.* For purposes of Section 10.01 of the Lease, the Purchase Option Commencement Date is _____.

[OPTION: IF MOTOR VEHICLES ARE BEING FINANCED:

[9][10]. *Registration.* Any Equipment that is a motor vehicle is to be registered and titled as follows:

- (a) *Registered Owner:* [_____]
- (b) *Lienholder:* Banc of America Public Capital Corp
600 Peachtree Street NE
Atlanta, Georgia 30308

Lessee shall be responsible for the correct titling of all Equipment leased hereunder. Lessee will cause the original Certificates of Title to be delivered to Lessor for retention in Lessor’s files throughout the Lease Term of the Lease created hereby.

Dated: _____

LESSOR:
Banc of America Public Capital Corp
600 Peachtree Street NE
Atlanta, Georgia 30308
Attention: Contract Administration

LESSEE:
Tahoe Forest Hospital District

Attention: _____

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

Counterpart No. _____ of _____ manually executed and serially numbered counterparts. To the extent that the Lease created hereby constitutes chattel paper (as defined in the applicable Uniform Commercial Code), no security or ownership interest herein may be created through the transfer or possession of any Counterpart other than Counterpart No. 1.

EXHIBIT B

FORM OF PAYMENT SCHEDULE

RENTAL PAYMENT DATE	RENTAL PAYMENT AMOUNT	INTEREST PORTION	PRINCIPAL PORTION	OUTSTANDING BALANCE	PREPAYMENT PRICE [including prepayment premium; if applicable]	CASUALTY VALUE [including casualty premium; if applicable]
---------------------------	-----------------------------	---------------------	----------------------	------------------------	---	---

Contract Rate; Taxable Rate. The Contract Rate for this Equipment Schedule is _____% per annum. The Taxable Rate for this Equipment Schedule is _____% per annum.

Prepayment Option Commencement Date. For purposes of Section 10.01 of the Agreement, the Prepayment Option Commencement Date for this Equipment Schedule is _____.

LESSOR:
Banc of America Public Capital Corp

LESSEE:
Tahoe Forest Hospital District

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

EXHIBIT C-1A

FORM OF AUTHORIZING RESOLUTION (AGREEMENT)

A RESOLUTION OF THE GOVERNING BODY OF TAHOE FOREST HOSPITAL DISTRICT, AUTHORIZING THE EXECUTION AND DELIVERY OF A MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT AND SEPARATE EQUIPMENT SCHEDULES THERETO FOR THE ACQUISITION, FINANCING AND LEASING OF CERTAIN EQUIPMENT FOR THE PUBLIC BENEFIT WITHIN THE TERMS HEREIN PROVIDED; AUTHORIZING THE EXECUTION AND DELIVERY OF OTHER DOCUMENTS REQUIRED IN CONNECTION THEREWITH; AND AUTHORIZING THE TAKING OF ALL OTHER ACTIONS NECESSARY TO THE CONSUMMATION OF THE TRANSACTIONS CONTEMPLATED BY THIS RESOLUTION.

WHEREAS, Tahoe Forest Hospital District (the “*Lessee*”), a local healthcare district duly organized and existing under the laws of the State of California, is authorized by the laws of the State of California to acquire, finance and lease personal property (tangible and intangible) for the benefit of the Lessee and its inhabitants and to enter into contracts with respect thereto; and

WHEREAS, the governing body of the Lessee (the “*Board*”) has determined that a need exists for the acquisition and financing of certain property consisting of _____, which constitutes personal property necessary for the Lessee to perform essential governmental functions (collectively, the “*Equipment*”) on the terms herein provided; and

WHEREAS, in order to acquire such Equipment, the Lessee proposes to enter into that certain Master Equipment Lease/Purchase Agreement (the “*Agreement*”) with Banc of America Public Capital Corp (or one of its affiliates), as lessor (the “*Lessor*”), substantially in the proposed form presented to the Board at this meeting, and separate Equipment Schedules thereto substantially in the form attached to the Agreement; and

WHEREAS, the Board deems that for the benefit of the Lessee and for the efficient and effective administration thereof to enter into the Agreement and separate Equipment Schedules thereunder and other documentation relating thereto from time to time as provided in the Agreement for the acquisition, financing and leasing of the Equipment to be therein described on the terms and conditions therein and herein provided;

NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED by the Board of the Lessee as follows:

Section 1. Findings and Determinations. It is hereby found and determined that the terms of the Agreement (including the form of Equipment Schedule and the form of Payment Schedule, both attached thereto), in the form presented to the Board at this meeting, are in the best interests of the Lessee for the acquisition financing and leasing of the Equipment.

Section 2. Approval of Documents. The form, terms and provisions of the Agreement (including the form of Equipment Schedule and the form of Payment Schedule, both attached thereto) are hereby approved in substantially the forms presented at this meeting, with such insertions, omissions and changes as shall be approved by _____ [insert title of officials] or other members of the governing body of the Lessee (the “*Authorized Officials*”) executing the same, the execution of such documents being conclusive evidence of such approval. The Authorized Officials are each hereby authorized and directed to sign and deliver on behalf of the Lessee the Agreement, each Equipment Schedule thereto under which a separate Lease (as defined in the Agreement) is created, each Payment Schedule attached thereto, any related Escrow Agreement and any related exhibits attached thereto if and when required; *provided, however,* that, without further authorization from the governing body of the Lessee, (a) the aggregate principal component of Rental Payments under all Leases entered into pursuant to the Agreement shall not exceed \$ _____; (b) the maximum term under any Lease entered into pursuant to the Agreement shall not exceed [_____] years; and (c) the maximum interest rate used to determine the interest component of Rental Payments under each Lease shall not exceed the lesser of the maximum rate permitted by law or [__ percent (___%)] per annum. The Authorized Officials may sign and deliver Leases to the Lessor on behalf of the Lessee pursuant to the Agreement on such terms and conditions as they shall determine are in the best interests of the Lessee up to the maximum aggregate principal component, maximum term and maximum interest rate provided above. The foregoing authorization shall remain in effect for a period of [two] years from the date hereof during which the Authorized Officials are authorized to sign and deliver Leases pursuant to the Agreement on the terms and conditions herein provided and to be provided in each such Lease.

Section 3. Other Actions Authorized. The officers and employees of the Lessee shall take all action necessary or reasonably required by the parties to the Agreement to carry out, give effect to and consummate the transactions contemplated thereby (including the execution and delivery of Final Acceptance Certificates, Escrow Agreements, Disbursement Requests and any tax certificate and agreement, as contemplated in the Agreement) and to take all action necessary in conformity therewith, including, without limitation, the execution and delivery of any closing and other documents required to be delivered in connection with the Agreement and each Lease.

Section 4. [Reserved]

Section 5. Appointment of Authorized Lessee Representatives. The Chief Executive Officer and Chief Financial Officer of the Lessee are each hereby designated to act as authorized representatives of the Lessee for purposes of each Lease and related Escrow Agreement until such time as the governing body of the Lessee shall designate any other or different authorized representative for purposes of the Agreement and any Lease or Escrow Agreement.

Section 6. Severability. If any section, paragraph, clause or provision of this Resolution shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Resolution.

Section 7. Repealer. All bylaws, orders and resolutions or parts thereof, inconsistent herewith, are hereby repealed to the extent only of such inconsistency with respect to this Resolution. This repealer shall not be construed as reviving any bylaw, order, resolution or ordinance or part thereof.

Section 8. Effective Date. This Resolution shall be effective immediately upon its approval and adoption.

ADOPTED AND APPROVED by the governing body of the Lessee this _____ day of _____.

TAHOE FOREST HOSPITAL DISTRICT,
as Lessee

[SEAL]

By: _____
Printed Name: _____
Title: _____

ATTEST:

By: _____
Printed: Name: _____
Title: _____

The undersigned, a duly elected or appointed and acting _____
[Secretary] [City Clerk] [County Clerk] of the Lessee identified in the above Resolution No. ____
(the "*Resolution*"), hereby certifies that the Resolution is a full, true and correct copy of such
Resolution as adopted by the governing body of the Lessee on _____, 20___. The
Resolution is in full force and effect on the date hereof and has not been amended, modified or
otherwise changed by the governing body of the Lessee since the date of adoption of the
Resolution.

DATED this ____ day of _____, 20__.

Name: _____
Title: _____

EXHIBIT C-1B

FORM OF AUTHORIZING RESOLUTION (LEASE ONLY)

A RESOLUTION OF THE GOVERNING BODY OF TAHOE FOREST HOSPITAL DISTRICT, AUTHORIZING THE EXECUTION AND DELIVERY OF AN EQUIPMENT SCHEDULE TO THE MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT FOR THE ACQUISITION, FINANCING AND LEASING OF CERTAIN EQUIPMENT FOR THE PUBLIC BENEFIT WITHIN THE TERMS PROVIDED HEREIN; AUTHORIZING THE EXECUTION AND DELIVERY OF OTHER DOCUMENTS REQUIRED IN CONNECTION THEREWITH; AND AUTHORIZING THE TAKING OF ALL OTHER ACTIONS NECESSARY TO THE CONSUMMATION OF THE TRANSACTIONS CONTEMPLATED BY THIS RESOLUTION.

WHEREAS, Tahoe Forest Hospital District (the “*Lessee*”), a local healthcare district duly organized and existing under the laws of the State of California, is authorized by the laws of the State of California to acquire, finance and lease personal property (tangible and intangible) for the benefit of the Lessee and its inhabitants and to enter into contracts with respect thereto; and

WHEREAS, the governing body of the Lessee (the “*Board*”) has determined that a need exists for the acquisition and financing of certain property consisting of _____ which constitutes personal property necessary for the Lessee to perform essential governmental functions (collectively, the “*Equipment*”) on the terms herein provided; and

WHEREAS, in order to acquire such Equipment, the Lessee proposes to enter into that certain Equipment Schedule of Property No. ___ (the “*Schedule*”) with Banc of America Public Capital Corp (or one of its affiliates), as lessor (the “*Lessor*”), substantially in the proposed form presented to the Board at this meeting, which Equipment Schedule incorporates by reference the terms and provisions of that certain Master Equipment Lease/Purchase Agreement dated as of _____ by and between Lessor and Lessee (the “*Agreement*”); and

WHEREAS, the Board deems it for the benefit of the Lessee and for the efficient and effective administration thereof to enter into the Equipment Schedule and the other documentation relating to the acquisition, financing and leasing of the Equipment to be therein described on the terms and conditions therein and herein provided;

NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED by the Board of the Lessee as follows:

Section 1. Findings and Determinations. It is hereby found and determined that the terms of the Equipment Schedule and the form of Payment Schedule, in the form presented to the Board at this meeting, are in the best interests of the Lessee for the acquisition financing and leasing of the Equipment.

Section 2. Approval of Documents. The form, terms and provisions of the Equipment Schedule and Payment Schedule are hereby approved in substantially the forms presented at this meeting, with such insertions, omissions and changes as shall be approved by _____ [insert title of officials] of the Lessee or other members of the governing body (the “*Authorized Officials*”) executing the same, the execution of such documents being conclusive evidence of such approval. The Authorized Officials are each hereby authorized and directed to sign and deliver on behalf of the Lessee the Equipment Schedule under which a separate Lease (as defined in the Agreement) is created, the Payment Schedule attached thereto, any related Escrow Agreement, and any related exhibits attached thereto or are a part thereof.

Section 3. Other Actions Authorized. The officers and employees of the Lessee shall take all action necessary or reasonably required by the parties to the Lease to carry out, give effect to and consummate the transactions contemplated thereby (including the execution and delivery of a Final Acceptance Certificate, the Escrow Agreement, Disbursement Requests and any tax certificate and agreement, as contemplated in the Agreement) and to take all action necessary in conformity therewith, including, without limitation, the execution and delivery of any closing and other documents required to be delivered in connection with the Lease.

Section 4. [Reserved]

Section 5. Appointment of Authorized Lessee Representatives. The Chief Executive Officer and Chief Financial Officer of the Lessee are each hereby designated to act as authorized representatives of the Lessee for purposes of the Lease and the Escrow Agreement until such time as the governing body of the Lessee shall designate any other or different authorized representative for purposes of the Lease or the Escrow Agreement.

Section 6. Severability. If any section, paragraph, clause or provision of this Resolution shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Resolution.

Section 7. Repealer. All bylaws, orders and resolutions or parts thereof, inconsistent herewith, are hereby repealed to the extent only of such inconsistency with respect to this Resolution. This repealer shall not be construed as reviving any bylaw, order, resolution or ordinance or part thereof.

Section 8. Effective Date. This Resolution shall be effective immediately upon its approval and adoption.

ADOPTED AND APPROVED by the governing body of the Lessee this _____ day of _____.

TAHOE FOREST HOSPITAL DISTRICT,
as Lessee

[SEAL]

By: _____
Printed Name: _____
Title: _____

ATTEST:

By: _____
Printed: Name: _____
Title: _____

The undersigned, a duly elected or appointed and acting _____
[Secretary] [City Clerk] [County Clerk] of the Lessee identified in the above Resolution No. ____
(the "*Resolution*"), hereby certifies that the Resolution is a full, true and correct copy of such
Resolution as adopted by the governing body of the Lessee on _____, 20___. The
Resolution is in full force and effect on the date hereof and has not been amended, modified or
otherwise changed by the governing body of the Lessee since the date of adoption of the
Resolution.

DATED this ____ day of _____, 20__.

Name: _____
Title: _____

EXHIBIT C-2A

FORM OF INCUMBENCY AND AUTHORIZATION CERTIFICATE (AGREEMENT)

The undersigned, a duly elected or appointed and acting _____
[Secretary] [City Clerk] [County Clerk] of Tahoe Forest Hospital District ("*Lessee*") certifies as follows:

A. The following listed persons are duly elected or appointed and acting officials of Lessee (the "*Officials*") in the capacity set forth opposite their respective names below and the facsimile signatures below are true and correct as of the date hereof; and

B. THE OFFICIALS ARE DULY AUTHORIZED, ON BEHALF OF LESSEE, TO NEGOTIATE, EXECUTE AND DELIVER THE MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT DATED AS OF _____ (THE "*AGREEMENT*") AND SEPARATE EQUIPMENT SCHEDULES RELATING THERETO FROM TIME TO TIME AS PROVIDED IN THE AGREEMENT (COLLECTIVELY, THE "*EQUIPMENT SCHEDULES*"), EACH BY AND BETWEEN LESSEE AND BANC OF AMERICA PUBLIC CAPITAL CORP ("*LESSOR*"), THE ESCROW AND ACCOUNT CONTROL AGREEMENT DATED AS OF _____ BY AND AMONG LESSOR, LESSEE AND _____ AS ESCROW AGENT, ALL DOCUMENTS RELATED THERETO AND DELIVERED IN CONNECTION THEREWITH, AND ANY FUTURE MODIFICATION(S) OR AMENDMENTS THEREOF (COLLECTIVELY, THE "*OPERATIVE AGREEMENTS*"), AND THE OPERATIVE AGREEMENTS ARE BINDING AND AUTHORIZED AGREEMENTS OF LESSEE, ENFORCEABLE IN ALL RESPECTS IN ACCORDANCE WITH THEIR RESPECTIVE TERMS.

Name of Official	Title	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____

DATED: _____

BY: _____
NAME: _____
TITLE: _____

(THE SIGNER OF THIS CERTIFICATE CANNOT BE LISTED ABOVE AS AUTHORIZED TO EXECUTE THE OPERATIVE AGREEMENTS.)

EXHIBIT C-2B

FORM OF INCUMBENCY AND AUTHORIZATION CERTIFICATE (LEASE)

The undersigned, a duly elected or appointed and acting _____
[Secretary] [City Clerk] [County Clerk] of Tahoe Forest Hospital District ("*Lessee*") certifies as follows:

A. The following listed persons are duly elected or appointed and acting officials of Lessee (the "*Officials*") in the capacity set forth opposite their respective names below and the facsimile signatures below are true and correct as of the date hereof; and

B. THE OFFICIALS ARE DULY AUTHORIZED, ON BEHALF OF LESSEE, TO NEGOTIATE, EXECUTE AND DELIVER EQUIPMENT SCHEDULE NO. ___ DATED AS OF _____ (THE "*EQUIPMENT SCHEDULE*"), WHICH INCORPORATES BY REFERENCE THE TERMS AND PROVISIONS OF THE MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT DATED AS OF _____ (THE "*AGREEMENT*"), EACH BY AND BETWEEN LESSEE AND BANC OF AMERICA PUBLIC CAPITAL CORP ("*LESSOR*"), THE ESCROW AND ACCOUNT CONTROL AGREEMENT DATED AS OF _____ BY AND AMONG LESSOR, LESSEE _____ AS ESCROW AGENT, AND ALL DOCUMENTS RELATED THERETO AND DELIVERED IN CONNECTION THEREWITH, AND ANY FUTURE MODIFICATION(S) OR AMENDMENTS THEREOF (COLLECTIVELY, THE "*OPERATIVE AGREEMENTS*"), AND THE OPERATIVE AGREEMENTS ARE BINDING AND AUTHORIZED AGREEMENTS OF LESSEE, ENFORCEABLE IN ALL RESPECTS IN ACCORDANCE WITH THEIR RESPECTIVE TERMS.

Name of Official	Title	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____

DATED: _____

BY: _____

NAME: _____

TITLE: _____

(THE SIGNER OF THIS CERTIFICATE CANNOT BE LISTED ABOVE AS AUTHORIZED TO EXECUTE THE OPERATIVE AGREEMENTS.)

EXHIBIT D

FORM OF OPINION OF COUNSEL TO LESSEE
(to be typed on letterhead of counsel)

Banc of America Public Capital Corp
600 Peachtree Street NE
Atlanta, Georgia 30308

Re: Equipment Schedule No. _____, dated _____, to Master Equipment Lease/Purchase Agreement, dated as of _____, by and between Banc of America Public Capital Corp, as Lessor, and Tahoe Forest Hospital District, as Lessee

Ladies and Gentlemen:

As legal counsel to Tahoe Forest Hospital District ("*Lessee*"), I have examined (a) an executed counterpart of that certain Master Equipment Lease/Purchase Agreement, dated as of _____ (the "*Agreement*") and Exhibits thereto, by and between Banc of America Public Capital Corp, as lessor ("*Lessor*"), and Lessee; (b) an executed counterpart of Equipment Schedule No. _____, dated _____, by and between Lessor and Lessee, which incorporates by reference the terms and provisions of the Agreement (such Equipment Schedule No. _____ together with such incorporated terms and provisions are herein referred to collectively as the "*Equipment Schedule*"), has attached the Payment Schedule with respect thereto (the "*Payment Schedule*") executed by Lessee, and provides for the lease of certain property listed in the Equipment Schedule (the "*Equipment*"); (c) an executed counterpart of that certain Escrow and Account Control Agreement dated as of _____ (the "*Escrow Agreement*"), by and among Lessor, Lessee and _____, as Escrow Agent; (d) an executed counterpart of the ordinances or resolutions of Lessee with respect to authorization of the transaction contemplated by the Agreement, the Equipment Schedule, the Escrow Agreement and documents related thereto; and (e) such other opinions, documents and matters of law as I have deemed necessary in connection with the following opinions. The Agreement, the Equipment Schedule, including the terms and provisions of the Agreement incorporated therein by reference, the related Payment Schedule, the Escrow Agreement and the documents relating thereto are herein collectively referred to as the "*Transaction Documents*".

Based on the foregoing, I am of the following opinions:

1. Lessee is a [city] [county] [school district] [special district] [body corporate and politic], duly organized and existing under the laws of the State, and is a political subdivision of the State within the meaning of Section 103(c) of the Internal Revenue Code of 1986, as amended (the "*Code*") and the obligations of Lessee under the Lease will constitute an obligation of Lessee within the meaning of Section 103(a) of the Code, notwithstanding Section 103(b) of the Code.

2. Lessee has the requisite power and authority to lease and acquire the Equipment and to execute and deliver the Transaction Documents and to perform its obligations under the Transaction Documents.

3. The Transaction Documents have been duly authorized, approved, executed and delivered by and on behalf of Lessee and the Transaction Documents are legal, valid and binding obligations of Lessee, enforceable against Lessee in accordance with their respective terms, except to the extent limited by State and Federal law affecting creditor's remedies and by bankruptcy, reorganization, moratorium or other laws of general application relating to or affecting the enforcement of creditors' rights.

4. The authorization, approval, execution and delivery of the Transaction Documents and all other proceedings of Lessee relating to the transactions contemplated thereby have been performed in accordance with all open meeting laws, procurement and public bidding laws and all other applicable State or Federal laws.

5. There is no proceeding pending or threatened in any court or before any governmental authority or arbitration board or tribunal that, if adversely determined, would adversely affect the transactions contemplated by the Transaction Documents or the security interest of Lessor or its assigns, as the case may be, in the Equipment under the Lease, the Escrow Account or other Collateral thereunder.

6. The portion of Rental Payments designated as and constituting interest paid by Lessee and received by Lessor is excluded from Lessor's gross income for Federal income tax purposes under Section 103 of the Code and is exempt from State of _____ personal income taxes; and such interest is not a specific item of tax preference or other collateral for purposes of the Federal individual or corporate alternative minimum taxes.

All capitalized terms herein shall have the same meanings as in the Transaction Documents, unless otherwise provided herein. Lessor and its successors and assigns, and any counsel rendering an opinion on the tax-exempt status of the interest components of the Rental Payments under the Lease, are entitled to rely on this opinion.

Printed Name: _____
Firm: _____
Address: _____
Telephone No.: _____

Signature: _____
Dated: _____

EXHIBIT E

FORM OF FINAL ACCEPTANCE CERTIFICATE

Banc of America Public Capital Corp
600 Peachtree Street NE
Atlanta, Georgia 30308

Re: Equipment Schedule No. _____, dated _____, to Master Equipment Lease/Purchase Agreement, dated as of _____, by and between Banc of America Public Capital Corp, as Lessor, and Tahoe Forest Hospital District, as Lessee

Ladies and Gentlemen:

In accordance with the above-referenced Master Equipment Lease/Purchase Agreement (the "*Agreement*"), the undersigned Lessee hereby certifies and represents to, and agrees with, Lessor as follows:

1. All of the Equipment listed in the above-referenced Equipment Schedule (the "*Equipment Schedule*") has been delivered, installed and accepted on the date hereof.
2. Lessee has conducted such inspection and/or testing of the Equipment listed in the Equipment Schedule as it deems necessary and appropriate and hereby acknowledges that it accepts the Equipment for all purposes.
3. Lessee is currently maintaining the insurance coverage required by Section 7.02 of the Agreement.
4. Lessee hereby reaffirms that the representations, warranties and covenants contained in the Agreement and incorporated into the Equipment Schedule by reference are true and correct as of the date hereof.
5. (a) No event or condition that constitutes, or with notice or lapse of time, or both, would constitute, an Event of Default exists at the date hereof under any Lease currently in effect; (b) no Material Adverse Change has occurred since the date of the execution and delivery of the Agreement; and (c) no Lease has been terminated as the result of the occurrence of an Event of Default.

Capitalized terms used, but not defined, in this Final Acceptance Certificate shall have the same meanings as when such terms are used in the Agreement.

Date: _____

LESSEE:

Tahoe Forest Hospital District

By: _____

Name: _____

Title: _____

EXHIBIT F

FORM OF SELF-INSURANCE CERTIFICATE

Banc of America Public Capital Corp
600 Peachtree Street NE
Atlanta, Georgia 30308

Re: Equipment Schedule No. _____, dated _____, to Master Equipment Lease/Purchase Agreement, dated as of _____, by and between Banc of America Public Capital Corp, as Lessor, and Tahoe Forest Hospital District, as Lessee

In connection with the above-referenced Equipment Schedule (the "*Equipment Schedule*"), Tahoe Forest Hospital District (the "*Lessee*") hereby warrants and represents to Banc of America Public Capital Corp the following information. The terms capitalized herein but not defined herein shall have the meanings assigned to them in the above-referenced Master Equipment Lease/Purchase Agreement incorporated into the Equipment Schedule by reference.

1. The Lessee is self-insured for damage or destruction to the Equipment listed in the Equipment Schedule (herein, the "*Equipment*"). The dollar amount limit for property damage to the Equipment under such self-insurance program is \$ _____. [The Lessee maintains an umbrella insurance policy for claims in excess of Lessee's self-insurance limits for property damage to the Equipment which policy has a dollar limit for property damage to the Equipment under such policy of \$ _____.]

2. The Lessee is self-insured for liability for injury or death of any person or damage or loss of property arising out of or relating to the condition or operation of the Equipment. The dollar limit for such liability claims under the Lessee's self-insurance program is \$ _____. [The Lessee maintains an umbrella insurance policy for claims in excess of Lessee's self-insurance limits for liability which policy has a dollar limit for liabilities for injury and death to persons as well as damage or loss of property arising out of or relating to the condition or operation of the Equipment in the amount of \$ _____.]

[3]. The Lessee maintains a self-insurance fund. Monies in the self-insurance fund [are/are not] subject to annual appropriation. The total amount maintained in the self-insurance fund to cover Lessee's self-insurance liabilities is \$ _____. [Amounts paid from the Lessee's self-insurance fund are subject to a dollar per claim of \$ _____.]

[3]. The Lessee does not maintain a self-insurance fund. The Lessee obtains funds to pay claims for which it has self-insured from the following sources: _____.
Amounts payable for claims from such sources are limited as follows: _____
_____.

4. Attached hereto are copies of certificates of insurance with respect to policies maintained by Lessee.

LESSEE:

Tahoe Forest Hospital District

By: _____

Name: _____

Title: _____

EXHIBIT G

FORM OF NOTICE AND ACKNOWLEDGEMENT OF ASSIGNMENT

Dated _____

BANC OF AMERICA PUBLIC CAPITAL CORP (“Assignor”) hereby gives notice that, as of _____, 20__, it has assigned and sold to _____ (“Assignee”) all of Assignor’s right, title and interest in, to and under Equipment Schedule No. _____, dated _____ (including the Payment Schedule attached thereto, the “Schedule”), which incorporates by reference the terms and provisions of that certain Master Equipment Lease/Purchase Agreement dated as of _____ (the “Agreement”), each by and between Assignor and Tahoe Forest Hospital District (“Lessee”), together with all exhibits, schedules, riders, addenda and attachments related thereto, and all certifications and other documents delivered in connection therewith, the Rental Payments and other amounts due under the Lease (as such term is hereinafter defined), all of Assignor’s right, title and interest in the Equipment listed in the Schedule and all of Assignor’s right, title and interest in, to and under the Escrow and Account Control Agreement dated as of _____, 20__ (the “Escrow Agreement”) by and among Lessee, Assignor and _____, as Escrow Agent, together with the Escrow Account related thereto (collectively, the “Assigned Property”).

For purposes of this Notice and Acknowledgment of Assignment (the “Acknowledgment”), “Lease” means collectively the Equipment Schedule and the terms and provisions of the Agreement incorporated therein by reference, together with all exhibits, schedules, riders, addenda and attachments related thereto, and all certifications and other documents delivered in connection therewith. The term “Lease” specifically excludes all other Equipment Schedules entered into under the Agreement and Rental Payments other than with respect to the Equipment Schedule. Each capitalized term used but not defined herein has the meaning set forth in the Agreement.

1. Lessee hereby acknowledges the effect of the assignment of the Assigned Property and absolutely and unconditionally agrees to deliver to Assignee all Rental Payments and other amounts coming due under the Lease in accordance with the terms thereof on and after the date of this Acknowledgment.

2. Lessee hereby agrees that: (i) Assignee shall have all the rights of Lessor under the Lease and all related documents, including, but not limited to, the rights to issue or receive all notices and reports, to give all consents or agreements to modifications thereto, to receive title to the Equipment in accordance with the terms of the Lease, to declare a default and to exercise all rights and remedies thereunder in connection with the occurrence of an Event of Default; and (ii) the obligations of Lessee to make Rental Payments and to perform and observe the other

covenants and agreements contained in the Lease shall be absolute and unconditional in all events without abatement, diminution, deduction, set-off or defense.

3. Lessee agrees that, as of the date of this Notice and Acknowledgment of Assignment (this "*Acknowledgement*"), the following information about the Lease is true, accurate and complete:

Number of Rental Payments Remaining	_____
Amount of Each Rental Payment	\$ _____
Total Amount of Rental Payments	\$ _____
Remaining	
Frequency of Rental Payments	_____
Next Rental Payment Due	_____
Funds Remaining in Escrow Account	\$ _____

4. The Lease remains in full force and effect, has not been amended, no Event of Default (or event which with the passage of time or the giving of notice or both would constitute a default) has occurred thereunder.

5. Assignor hereby acknowledges the transfer restrictions imposed by Section 11.01 of the Agreement and confirms that the assignment to Assignee has been made in accordance with the provisions of that Section.

6. Any inquiries of Lessee related to the Lease and any requests for disbursements from the Escrow Account, if applicable, and all Rental Payments and other amounts coming due pursuant to the Lease on and after the date of this Acknowledgment should be remitted to Assignee at the following address (or such other address as provided to Lessee in writing from time to time by Assignee):

ACKNOWLEDGED AND AGREED:

LESSEE: _____
[FOR EXHIBIT PURPOSES ONLY]

By: _____
Name: _____
Title: _____

ASSIGNOR: BANC OF AMERICA PUBLIC CAPITAL CORP

[FOR EXHIBIT PURPOSES ONLY]

By: _____
Name: _____
Title: _____

EXHIBIT H

ESCROW AND ACCOUNT CONTROL AGREEMENT

EQUIPMENT SCHEDULE OF PROPERTY NO. 1

Re: Master Equipment Lease/Purchase Agreement, dated as of February 1, 2025, between Banc of America Public Capital Corp, a Kansas corporation, as Lessor, and Tahoe Forest Hospital District, as Lessee

1. *Defined Terms.* All terms used herein have the meanings ascribed to them in the above-referenced Master Equipment Lease/Purchase Agreement (the “*Agreement*”).

2. *Equipment.* For purposes of the Lease created hereby, the following items of Equipment are hereby included under this Equipment Schedule together with all attachments, additions, accessions, parts, repairs, improvements, replacements and substitutions thereto as provided in the Agreement.

See Exhibit A

3. *Payment Schedule.*

(a) *Rental Payments; Commencement Date.* The Rental Payments shall be in such amounts and payable on such Rental Payment Dates as set forth in the Payment Schedule attached to this Equipment Schedule as *Exhibit B* and incorporated herein by this reference, subject to adjustment upon the occurrence of an Event of Taxability as provided in Section 4.06 of the Agreement. Lessee’s obligation to pay Rental Payments under the Lease created hereby shall commence on the earlier of (i) the date on which the Equipment listed in this Equipment Schedule is accepted by Lessee in the manner described in Section 5.01 of the Agreement, as evidenced by the Final Acceptance Certificate executed by Lessee and substantially in the form of *Exhibit E* attached to the Agreement, or (ii) the date on which sufficient moneys to acquire and install the Equipment listed in this Equipment Schedule are deposited with an Escrow Agent pursuant to Section 3.04(c) of the Agreement (the earlier of such two dates being herein referred to as the “*Commencement Date*”). Commencement Date can also be a combination of funding of Equipment with Lease Proceeds and a deposit of the remainder into Escrow.

(b) *Prepayment Price Schedule.* The Prepayment Price on each Rental Payment Date shall be the amount set forth for such Rental Payment Date in the “Prepayment Price” column of the Payment Schedule attached to this Equipment Schedule *plus* all Rental Payments then due (including the Rental Payment due on such Rental Payment Date) *plus* all other amounts then owing under this Equipment Schedule.

4. *Representations, Warranties and Covenants.* Lessee hereby represents, warrants and covenants that its representations, warranties and covenants set forth in the Agreement (particularly Section 2.01 thereof) are true and correct as though made on the Commencement Date. Lessee further represents and warrants that (a) no Material Adverse Change has occurred since the dated date of the Agreement; (b) no Event of Default has occurred and is continuing under any Lease currently in effect; (c) no Lease has been terminated as the result of the occurrence of an Event of Default; (d) the governing body of Lessee has authorized the execution and delivery of the Agreement and this Equipment Schedule; (e) the Equipment listed in this Equipment Schedule is essential to the functions of Lessee or to the services Lessee provides its citizens; (f) Lessee has an immediate need for, and expects to make immediate use of, substantially all such Equipment, which will be used by Lessee only for the purpose of performing one or more of Lessee's governmental or proprietary functions consistent with the permissible scope of its authority; and (g) Lessee expects and anticipates adequate funds to be available for all future payments or rent due after the current budgetary period.

5. *The Lease.* The terms and provisions of the Agreement (other than to the extent that they relate solely to other Equipment Schedules or Equipment listed on other Equipment Schedules) are hereby incorporated into this Equipment Schedule by reference and made a part hereof.

6. *Lease Proceeds.* The Lease Proceeds available for Equipment Schedule No. 1 is \$6,000,000. Of that amount \$1,340,631.87 is for the acquisition of the Equipment listed in this Equipment Schedule to be reimbursed to Lessee at Closing; \$_____ shall be paid directly to Vendors for costs of issuance of the Equipment Schedule at Closing; and the remaining \$_____ is for deposit into the Escrow Account for future Equipment acquisition in connection with this Equipment Schedule. It is expected that by thirty-six (36) months from the date of this Equipment Schedule No. 1, Lessee will have taken possession of all items of Equipment referenced above and that the Lessee's final Disbursement Request pursuant to the Escrow Agreement will be signed by Lessee, approved by Lessor and delivered to the Escrow Agent on or before thirty-six (36) months from the date of this Equipment Schedule.

7. *Acquisition Period.* The Acquisition Period applicable to this Equipment Schedule shall end at the conclusion of the 36th month following the date hereof.

8. *Lease Term.* The Lease Term shall commence on the Commencement Date and end on February 13, 2032, subject to earlier termination pursuant to the Agreement.

9. *Purchase Option Commencement Date.* For purposes of Section 10.01 of the Lease, the Purchase Option Commencement Date is February 13, 2027.

Dated: February 13, 2025

LESSOR:
Banc of America Public Capital Corp
600 Peachtree Street NE
Atlanta, Georgia 30308
Attention: Contract Administration

LESSEE:
Tahoe Forest Hospital District
10121 Pine Avenue
Truckee, California 96161
Attention: Chief Financial Officer

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

Counterpart No. _____ of _____ manually executed and serially numbered counterparts. To the extent that the Lease created hereby constitutes chattel paper (as defined in the applicable Uniform Commercial Code), no security or ownership interest herein may be created through the transfer or possession of any Counterpart other than Counterpart No. 1.

EXHIBIT 1

Various medical and healthcare related equipment, plus installation and improvements thereto including specifically or from categories as follows: CT Scanner, X-Ray, Flouro, Nuclear Medicine, PET Scanner, PACS, Community Health Center, Gateway RHC, Fabian Clinic, Surgical Services, Anesthesia, Laboratory, Therapy and miscellaneous equipment and installation expenses.

PAYMENT SCHEDULE

RENTAL PAYMENT DATE	RENTAL PAYMENT AMOUNT	INTEREST PORTION	PRINCIPAL PORTION	OUTSTANDING BALANCE	PREPAYMENT PRICE [including prepayment premium; if applicable]
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Contract Rate; Taxable Rate. The Contract Rate for this Equipment Schedule is _____% per annum. The Taxable Rate for this Equipment Schedule is _____% per annum.

Prepayment Option Commencement Date. For purposes of Section 10.01 of the Agreement, the Prepayment Option Commencement Date for this Equipment Schedule is February 13, 2027. Thereafter, on any Rental Payment Date, upon 30 days prior written notice, Lessee may prepay in full all amounts outstanding under the Lease, including accrued interest, principal balance, other unpaid charges, and during months 25-60 of the Lease Term an amount equal to 1% of the principal balance outstanding. For months 61-84 of the Lease Term no prepayment premium will be a component of the Prepayment Price.

LESSOR:
Banc of America Public Capital Corp

LESSEE:
Tahoe Forest Hospital District

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

Escrow and Account Control Agreement

This Escrow and Account Control Agreement (this “Agreement”), dated February 13, 2025 by and among Banc of America Public Capital Corp, a Kansas corporation (together with its successors and assigns, hereinafter referred to as “Lessor”), Tahoe Forest Hospital District, a political subdivision existing under the laws of the State of California (hereinafter referred to as “Lessee”) and U.S. Bank, National Association, a national banking association organized under the laws of the United States of America (hereinafter referred to as “Escrow Agent”).

Reference is made to that certain Equipment Schedule of Property No. 1 dated February 13, 2025 to Master Equipment Lease/Purchase Agreement dated as of February 1, 2025 between Lessor and Lessee (hereinafter referred to as the “Lease”), covering the acquisition of a certain property described therein (the “Equipment”). It is a requirement of the Lease that whatever portion of the Acquisition Amount that is not disseminated at the Commencement Date pursuant to the Certificate of Acceptance and Payment Instructions (\$_____) be deposited into a segregated escrow account under terms satisfactory to Lessor, for the purpose of fully funding the Lease, and providing a mechanism for the application of such amounts to the purchase of and payment for the Equipment.

Lessor and Lessee acknowledge that: (i) Escrow Agent is not a party to and has no duties or obligations under the Lease; (ii) all references in this Agreement to the Lease are solely for the convenience of Lessor and Lessee; and (iii) Escrow Agent shall have no implied duties beyond the express duties set forth in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. Creation of Escrow Account.

(a) There is hereby created an escrow fund to be known as the “Tahoe Forest Hospital District Equipment Schedule of Property No. 1 Escrow Account” (the “Escrow Account”) to be held by the Escrow Agent for the purposes stated herein, for the benefit of Lessor and Lessee, to be held, disbursed and returned in accordance with the terms hereof.

(b) Lessee may, from time to time, provide written instructions for Escrow Agent to use any available cash in the Escrow Account to purchase any money market fund or liquid deposit investment vehicle that Escrow Agent from time to time makes available to the parties hereto. Such written instructions shall be provided via delivery to Escrow Agent of a signed and completed Escrow Account Investment Selection Form attached hereto as Schedule 2. All funds invested by Escrow Agent at the direction of Lessee in such short-term investments (as more particularly described in Escrow Agent's Escrow Account Investment Form) shall be deemed to be part of the Escrow Account and subject to all the terms and conditions of this Agreement. If any cash is received for the Escrow Account after the cut-off time for the designated short-term investment vehicle, the Escrow Agent shall hold such cash uninvested until the next Business Day. Escrow Agent shall have no obligation to pay interest on cash in respect of any period during which it remains uninvested. Lessee shall be solely responsible for ascertaining that all proposed

investments and reinvestments are Qualified Investments and that they comply with federal, state and local laws, regulations and ordinances governing investment of such funds and for providing appropriate notice to the Escrow Agent for the reinvestment of any maturing investment. Accordingly, neither the Escrow Agent nor Lessor shall be responsible for any liability, cost, expense, loss or claim of any kind, directly or indirectly arising out of or related to the investment or reinvestment of all or any portion of the moneys on deposit in the Escrow Account, and Lessee agrees to and does hereby release the Escrow Agent and Lessor from any such liability, cost, expenses, loss or claim. Interest on the Escrow Account shall become part of the Escrow Account, and gains and losses on the investment of the moneys on deposit in the Escrow Account shall be borne by the Escrow Account. The Escrow Agent shall have no discretion whatsoever with respect to the management, disposition or investment of the Escrow Account. The Escrow Agent shall not be responsible for any market decline in the value of the Escrow Account and has no obligation to notify Lessor and Lessee of any such decline or take any action with respect to the Escrow Account, except upon specific written instructions stated herein. For purposes of this Agreement, "Qualified Investments" means to the extent permitted by applicable law (a) money market funds registered under the Investment Company Act of 1940 whose shares are registered under the Securities Act of 1933 and which have a rating of "AAAm-G", "AAAm" or "AAM" of Standard & Poor's Rating Services, and which are operationally available through the Escrow Agent, or (b) liquid deposit vehicles offered by the Escrow Agent that are insured by the Federal Deposit Insurance Corporation to the fullest extent permitted by law, or (c) the Local Agency Investment Fund (LAIF) managed by the State of California.

(c) Unless the Escrow Account is earlier terminated in accordance with the provisions of paragraph (d) below, amounts in the Escrow Account shall be disbursed by the Escrow Agent in payment of amounts described in Section 2 hereof upon receipt of written instruction(s) from Lessor, as is more fully described in Section 2 hereof. If the amounts in the Escrow Account are insufficient to pay such amounts, Lessee shall provide any balance of the funds needed to complete the acquisition of the Equipment. Any moneys remaining in the Escrow Account on or after the earlier of (i) the expiration of the Acquisition Period; (ii) the date on which Lessee executes and delivers to Escrow Agent a Final Acceptance Certificate; or (iii) the date the Lease is terminated pursuant to an Event of Default shall be applied as provided in Section 4 hereof.

(d) The Escrow Account shall be terminated at the earliest of (i) the final distribution of amounts in the Escrow Account; (ii) the date on which Lessee executes and delivers to Escrow Agent a Final Acceptance Certificate; or (iii) written notice given by Lessor to Escrow Agent of the occurrence of an Event of Default under the Lease. Notwithstanding the foregoing, this Agreement shall not terminate, nor shall the Escrow Account be closed until all funds deposited hereunder have been disbursed.

(e) The Escrow Agent may act in reliance upon any writing or instrument or signature which it, in good faith, believes to be genuine and may assume the validity and accuracy of any statement or assertion contained in such a writing or instrument. The Escrow Agent shall not be liable in any manner for the sufficiency or correctness as to form, manner of execution, or validity of any instrument nor as to the identity, authority, or right of any person executing the same; and its duties hereunder shall be limited to the receipt of such moneys, instruments or other documents received by it as the Escrow Agent, and for the disposition of the same in accordance

herewith. Notwithstanding and without limiting the generality of the foregoing, concurrent with the execution of this Agreement, Lessee and Lessor, respectively, shall deliver to the Escrow Agent an authorized signers form in the form of Exhibit A-1 (Lessee) and Exhibit A-2 (Lessor) attached hereto. Notwithstanding the foregoing sentence, the Escrow Agent is authorized to comply with and rely upon any notices, instructions or other communications believed by it to have been sent or given by the parties or by a person or persons authorized by the parties. The Escrow Agent specifically allows for receiving direction by written or electronic transmission from an authorized representative with the following caveat, Lessee and Lessor agree to indemnify and hold harmless the Escrow Agent against any and all claims, losses, damages, liabilities, judgments, costs and expenses (including reasonable attorneys' fees) (collectively, "Losses") incurred or sustained by the Escrow Agent as a result of or in connection with the Escrow Agent's reliance upon and compliance with instructions or directions given by written or electronic transmission given by each, respectively, provided, however, that such Losses have not arisen from the gross negligence or willful misconduct of the Escrow Agent, it being understood that forbearance on the part of the Escrow Agent to verify or confirm that the person giving the instructions or directions, is, in fact, an authorized person shall not be deemed to constitute gross negligence or willful misconduct.

In the event conflicting instructions as to the disposition of all or any portion of the Escrow Account are at any time given by Lessor and Lessee, the Escrow Agent shall abide by the instructions or entitlement orders given by Lessor without consent of the Lessee.

(f) Unless the Escrow Agent is guilty of gross negligence or willful misconduct with regard to its duties hereunder, Lessee agrees to and does hereby release and indemnify and hold harmless the Escrow Agent and each director, officer and employee of Escrow Agent from any and all claims, liabilities, losses, actions, suits or proceedings at law or in equity, or any other expense, fees or charges of any character or nature, which it may incur or with which it may be threatened by reason of its acting as Escrow Agent under this Agreement; and in connection therewith, does to the extent permitted by law indemnify the Escrow Agent and each director, officer and employee of Escrow Agent against any and all expenses; including reasonable attorneys' fees and the cost of defending any action, suit or proceeding or resisting any claim.

(g) If at any time a dispute exists with respect to any obligation of Escrow Agent under this Agreement or Escrow Agent is unable to determine proper actions with respect to its obligations hereunder, the Escrow Agent may, but shall not be required to, file an appropriate civil action including an interpleader action to resolve the disagreement. The Escrow Agent shall be reimbursed by Lessee for all costs, including reasonable attorneys' fees, in connection with such civil action, and shall be fully protected in suspending all or part of its activities under this Agreement until a final judgment in such action is received.

(h) The Escrow Agent may consult with counsel of its own choice and shall have full and complete authorization and protection with the opinion of such counsel. The Escrow Agent shall otherwise not be liable for any mistakes of fact or errors of judgment, or for any acts or omissions of any kind unless caused by its willful misconduct.

(i) The compensation for Escrow Agent's services under this Agreement is \$750 on the Commencement Date; and \$1,500 annually thereafter for the term of this Agreement. Lessee shall reimburse the Escrow Agent for all reasonable costs and expenses, including those of

the Escrow Agent's attorneys, agents and employees incurred for non-routine administration of the Escrow Account and the performance of the Escrow Agent's powers and duties hereunder in connection with any Event of Default under the Lease, or in connection with any dispute between Lessor and Lessee concerning the Escrow Account.

(j) The Escrow Agent or any successor may at any time resign by giving mailed notice to Lessee and Lessor of its intention to resign and of the proposed date of resignation (the "Effective Date"), which shall be a date not less than 60 days after such notice is delivered to an express carrier, charges prepaid, unless an earlier resignation date and the appointment of a successor shall have been approved by the Lessee and Lessor. After the Effective Date, the Escrow Agent shall be under no further obligation except to hold the Escrow Account in accordance with the terms of this Agreement, pending receipt of written instructions from Lessor regarding further disposition of the Escrow Account.

(k) The Escrow Agent will not be responsible for delays or failures in performance resulting from Acts of God, strikes, lockouts, riots, acts of war or terror, epidemics, fire, power failures or earthquakes or generally events beyond its control.

(l) In no event will Escrow Agent be liable for incidents, indirect, special, consequential or punitive damages or penalties of any kind (including but not limited to lost profits) even if Escrow Agent has been advised of the likelihood of such damages or penalty and regardless of the form of action.

(m) If any portion of the Escrow Account is at any time attached, garnished or levied upon, or otherwise subject to any writ, order, decree or process of any court, or in case disbursement of funds from the Escrow Account is stayed or enjoined by any court order, Escrow Agent is authorized in its sole discretion to respond as it deems appropriate or to comply with all writs, orders, decrees or process so entered or issued, whether with or without jurisdiction. To the extent permitted by law, the Escrow Agent shall inform the Lessor and Lessee in writing about any such attachment, garnishment, levy, court order, judgment or decree within ten (10) business days of its receipt of any such attachment, garnishment, levy, court order, judgment or decree. If Escrow Agent relies upon or complies with any such writ, order, decree or process, it will not be liable to any of the parties hereto or to any other person or entity by reason of such compliance even if such order is reversed, modified, annulled, set aside or vacated.

(k) The Escrow Agent shall have no responsibilities, obligations or duties other than those expressly set forth in this Agreement and no implied duties, responsibilities or obligations shall be read into this Agreement.

2. Acquisition of Property.

(a) Acquisition Leases. Lessee will arrange for, supervise and provide for, or cause to be supervised and provided for, the acquisition of the Equipment, with moneys available in the Escrow Account. Lessee represents the estimated costs of the Equipment are within the funds estimated to be available therefor, and Lessor makes no warranty or representation with respect thereto. Lessor shall have no liability under any of the acquisition or construction Leases. Lessee shall obtain all necessary permits and approvals, if any, for the acquisition, equipping and

installation of the Equipment, and the operation and maintenance thereof. Escrow Agent shall have no duty to monitor or enforce Lessee's compliance with the foregoing covenant.

(b) Authorized Escrow Account Disbursements. It is agreed as between Lessee and Lessor that disbursements from the Escrow Account shall be made for the purpose of paying (including the reimbursement to Lessee for advances from its own funds to accomplish the purposes hereinafter described) the cost of acquiring the Equipment.

(c) Requisition Procedure. No disbursement from the Escrow Account shall be made unless and until Lessor has approved such requisition. Prior to disbursement from the Escrow Account there shall be filed with the Escrow Agent a requisition for such payment in the form of Disbursement Request attached hereto as Schedule 1, stating each amount to be paid and the name of the person, firm or corporation to whom payment thereof is due and the manner of disbursement (check or wire). The Escrow Agent is authorized to obtain and rely on confirmation of such Disbursement Request and payment instructions by telephone call-back to the person or persons designated for verifying such requests on Exhibit A-2 (such person verifying the request shall be different than the person initiating the request). The Lessor and Lessee hereby confirm that any call-back performed by Escrow Agent to verify a disbursement instruction before release shall be made to Lessor only and Escrow Agent shall have no obligation to call-back Lessee.

Each such Disbursement Requisition shall be signed by an authorized representative of Lessee (an "Authorized Representative") and by Lessor, and shall be subject to the following conditions, which Escrow Agent shall conclusively presume have been satisfied at such time as a Disbursement Requisition executed by Lessee and Lessor is delivered to it:

1. Delivery to Lessor of an executed Disbursement Request in the form attached hereto as Schedule 1.
2. Delivery to Lessor of invoices (and proofs of payment of such invoices, if Lessee seeks reimbursement) and bills of sale (if title to such Property has passed to Lessee) therefor as required by the Lease and any additional documentation reasonably requested by Lessor.
3. The disbursement shall occur during the Acquisition Period.

Lessee and Lessor agree that their execution of the form attached hereto as Schedule 1 and delivery of the executed form to Escrow Agent confirms that all of the requirements and conditions with respect to disbursements set forth in this Section 2 have been satisfied.

3. Deposit to Escrow Account. Upon satisfaction of the conditions specified in the Lease, Lessor will cause the Acquisition Amount to be deposited in the Escrow Account. Lessee agrees to pay any costs with respect to the Equipment in excess of amounts available therefor in the Escrow Account.

4. Excessive Escrow Account. Upon receipt of written instructions from Lessor including a representation that one of the following conditions has been satisfied (upon which representation Escrow Agent shall conclusively rely, any funds remaining in the Escrow Account

on or after the earlier of (a) the expiration of the Acquisition Period or (b) the date on which Lessee executes and delivers to Escrow Agent a Final Disbursement Request, or (c) upon a termination of the Escrow Account as otherwise provided herein, shall be distributed by the Escrow Agent to the Lessor in order for the Lessor to apply such funds to amounts owed by Lessee under the Lease in accordance with the Lease.

5. Security Interest. The Escrow Agent and Lessee acknowledge and agree that the Escrow Account and all proceeds thereof are being held by Escrow Agent for disbursement or return as set forth herein. Lessee hereby grants to Lessor a first priority perfected security interest in the Escrow Account, and all proceeds thereof, and all investments made with any amounts in the Escrow Account. If the Escrow Account, or any part thereof, is converted to investments as set forth in this Agreement, such investments shall be made in the name of Escrow Agent and the Escrow Agent hereby agrees to hold such investments as bailee for Lessor so that Lessor is deemed to have possession of such investments for the purpose of perfecting its security interest.

6. Control of Escrow Account. In order to perfect Lessor's security interest by means of control in (i) the Escrow Account established hereunder, (ii) all securities entitlements, investment property and other financial assets now or hereafter credited to the Escrow Account, (iii) all of Lessee's rights in respect of the Escrow Account, such securities entitlements, investment property and other financial assets, and (iv) all products, proceeds and revenues of and from any of the foregoing personal property (collectively, the "Collateral"), Lessor, Lessee and Escrow Agent further agree as follows:

(a) All terms used in this Section 6 which are defined in the Commercial Code of the state of California ("Commercial Code") but are not otherwise defined herein shall have the meanings assigned to such terms in the Commercial Code, as in effect on the date of this Agreement.

(b) Escrow Agent will comply with all entitlement orders originated by Lessor with respect to the Collateral, or any portion of the Collateral, without further consent by Lessee.

(c) Provided that account investments shall be held in the name of the Escrow Agent, Escrow Agent hereby represents and warrants (a) that the records of Escrow Agent show that Lessee is the sole owner of the Collateral, (b) that Escrow Agent has not been served with any notice of levy or received any notice of any security interest in or other claim to the Collateral, or any portion of the Collateral, other than Lessor's claim pursuant to this Agreement, and (c) that Escrow Agent is not presently obligated to accept any entitlement order from any person with respect to the Collateral, except for entitlement orders that Escrow Agent is obligated to accept from Lessor under this Agreement and entitlement orders that Escrow Agent, subject to the provisions of paragraph (e) below, is obligated to accept from Lessee.

(d) Without the prior written consent of Lessor, Escrow Agent will not enter into any agreement by which Escrow Agent agrees to comply with any entitlement order of any person other than Lessor or, subject to the provisions of paragraph (e) below, Lessee, with respect to any portion or all of the Collateral. Escrow Agent shall promptly notify Lessor if any person requests Escrow Agent to enter into any such agreement or otherwise asserts or seeks to assert a lien, encumbrance or adverse claim against any portion or all of the Collateral.

(e) Except as otherwise provided in this paragraph (e) and subject to Section 1(b) hereof, Lessee may affect sales, trades, transfers and exchanges of Collateral within the Escrow Account, but will not, without the prior written consent of Lessor, withdraw any Collateral from the Escrow Account. Escrow Agent acknowledges that Lessor reserves the right, by delivery of written notice to Escrow Agent, to prohibit Lessee from effecting any withdrawals (including withdrawals of ordinary cash dividends and interest income), sales, trades, transfers or exchanges of any Collateral held in the Escrow Account. Further, Escrow Agent hereby agrees to comply with any and all written instructions delivered by Lessor to Escrow Agent (once it has had a reasonable opportunity to comply therewith) and has no obligation to, and will not, investigate the reason for any action taken by Lessor, the amount of any obligations of Lessee to Lessor, the validity of any of Lessor's claims against or agreements with Lessee, the existence of any defaults under such agreements, or any other matter.

(f) Lessee hereby irrevocably authorizes Escrow Agent to comply with all instructions and entitlement orders delivered by Lessor to Escrow Agent.

(g) Escrow Agent will not attempt to assert control, and does not claim and will not accept any security or other interest in, any part of the Collateral, and Escrow Agent will not exercise, enforce or attempt to enforce any right of setoff against the Collateral, or otherwise charge or deduct from the Collateral any amount whatsoever.

(h) Escrow Agent and Lessee hereby agree that any property held in the Escrow Account shall be treated as a financial asset under such section of the Commercial Code as corresponds with Section 8-102 of the Uniform Commercial Code, notwithstanding any contrary provision of any other agreement to which Escrow Agent may be a party.

(i) Escrow Agent will grant the Lender and the Lessee online access for the purpose of retrieving monthly Escrow Account statements.

7. Information Required Under USA PATRIOT ACT. The parties acknowledge that in order to help the United States government fight the funding of terrorism and money laundering activities, pursuant to Federal regulations that became effective on October 1, 2003 (Section 326 of the USA PATRIOT Act) all financial institutions are required to obtain, verify, record and update information that identifies each person establishing a relationship or opening an account. The parties to this Agreement agree that they will provide to the Escrow Agent such information as it may request, from time to time, in order for the Escrow Agent to satisfy the requirements of the USA PATRIOT Act, including but not limited to the name, address, tax identification number and other information that will allow it to identify the individual or entity who is establishing the relationship or opening the account and may also ask for formation documents such as articles of incorporation or other identifying documents to be provided.

8. Miscellaneous. Capitalized terms not otherwise defined herein shall have the meanings assigned to them in the Lease. This Agreement may not be amended except in writing signed by all parties hereto. Nothing in this Agreement, express or implied, is intended to or will confer upon any person other than the signatory parties hereto any right, benefit or remedy of any nature whatsoever under or by reason of this Agreement. This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original instrument and each shall

have the force and effect of an original and all of which together constitute, and shall be deemed to constitute, one and the same instrument. Notices hereunder shall be made in writing and shall be deemed to have been duly given when personally delivered or when deposited in the mail, first class postage prepaid, or delivered to an express carrier, charges prepaid, or sent by facsimile with electronic confirmation, addressed to each party at its address below.

Notices and other communications hereunder may be delivered or furnished by electronic mail provided that any formal notice be attached to an email message in PDF format and provided further that any notice or other communication sent to an e-mail address shall be deemed received upon and only upon the sender's receipt of affirmative acknowledgement or receipt from the intended recipient. For purposes hereof no acknowledgement of receipt generated on an automated basis shall be deemed sufficient for any purpose hereunder or admissible as evidence of receipt.

If to Lessor: Banc of America Public Capital Corp
600 Peachtree Street, NE, 11th Floor
Atlanta, Georgia 30084
Attn: Alida Elguera, Lease Administration
E-Mail: alida.e.elguera@bofa.com
Fax: (678) 287-2525

If to Lessee: Tahoe Forest Hospital District
10121 Pine Avenue
Truckee, California 96160
Attn: Crystal Felix, CFO
E-Mail: cfelix@tfhd.com
Fax:

If to Escrow Agent U.S. Bank, National Association
One California Street, Suite 1000
San Francisco, California 94111
Attn: Global Corporate Trust
David A. Jason, Vice President
E-Mail: david.jason@usbank.com
Fax:

9. Lessee and Lessor understand and agree that they are required to provide the Escrow Agent with a properly completed and signed Tax Certification (as defined below) and that the Escrow Agent may not perform its duties hereunder without having been provided with such Tax Certification. As used herein "Tax Certification" shall mean an IRS form W-9 or W-8 as described above. The Escrow Agent will comply with any U.S. tax withholding or backup withholding and reporting requirements that are required by law. With respect to earnings allocable to a foreign person, the Escrow Agent will withhold U.S. tax as required by law and report such earnings and taxes withheld, if any, for the benefit of such foreign person on IRS Form 1042-S (or any other required form), unless such earnings and withheld taxes are exempt from

reporting under Treasury Regulation Section 1.1461-1(c)(2)(ii) or under other applicable law. With respect to earnings allocable to a United States person, the Escrow Agent will report such income, if required, on IRS Form 1099 or any other form required by law. The IRS Forms 1099 and/or 1042-S shall show the Escrow Agent as payor and Lessee as payee. Escrow Agent shall recognize Lessee as the designated party for regulatory reporting purposes.

Lessee and Lessor agree that they are not relieved of their respective obligations, if any, to prepare and file information reports under Code Section 6041, and the Treasury regulations thereunder, with respect to amounts of imputed interest income, as determined pursuant to Code Sections 483 or 1272. The Escrow Agent shall not be responsible for determining or reporting such imputed interest.

10. This Agreement shall be governed by and construed in accordance with the laws of the State of California and the parties hereto consent to jurisdiction in the State of California and venue in any state or Federal court located in the City of Sacramento. Each of the parties hereto waives any right to trial by jury in any action in connection with this Agreement.

11. Any bank or corporation into which the Escrow Agent may be merged or with which it may be consolidated, or any bank or corporation to whom the Escrow Agent may transfer a substantial amount of its escrow business, shall be the successor to the Escrow Agent without the execution or filing of any paper or any further act on the part of any of the parties, anything herein to the contrary notwithstanding. Any bank or corporation into which Lessor may be merged or with which it may be consolidated, or any bank or corporation to whom Lessor may transfer a substantial amount of its business, shall be the successor to Lessor, subject to Section 13.

12. This Agreement may be amended, modified, and/or supplemented only by an instrument in writing executed by all parties hereto.

13. No party hereto shall assign its rights hereunder until its assignee has submitted to the Escrow Agent (i) any and all documentation and information requested by Escrow Agent to satisfy its compliance requirements, including Patriot Act disclosure and know-your-customer materials and the Escrow Agent has determined that it may accept such assignee as a customer and (ii) assignee has delivered an IRS Form W-8 or W-9, as appropriate, to the Escrow Agent which the Escrow Agent has determined to have been properly signed and completed.

14. Lessee represents and warrants at the date of this Agreement and at all times until the termination of this Agreement that it is not and is not acting on behalf of (i) an "employee benefit plan" within the meaning of Section 3(3) of the Employee Retirement Income Security Act of 1974, as amended ("ERISA") that is subject to Part 4 of Subtitle B of Title I of ERISA; (ii) a plan within the meaning of Section 4975 (e)(1) of the Internal Revenue Code of 1986, as amended (the "Code"), to which Section 4975 of the Code applies; (iii) an entity whose underlying assets include "plan assets" subject to Title I of ERISA or Section 4974 of the Code by reason of Section 3(42) of ERISA, U.S. Department of Labor Regulation 29 CFR Section 25 10.3-101 or otherwise; or (iv) a "governmental plan" (as defined In ERISA or the Code) or another type of plan (or an entity whose assets are considered to include the assets of any such governmental or other plan) that is subject to any law, rule or restriction that is substantially similar or of similar effect to Section 406 of ERISA or Section 4975 of the Code. Lessee will provide written notice to Escrow

Agent if it is aware that it is in breach of this representation and warranty or is aware that with the passing of time, giving of notice or expiring of any applicable grace period It will be In breach of this representation and warranty.

15. Escrow Agent will treat information related to this Agreement as confidential but, unless prohibited by law, Lessee and Lessor authorize the transfer or disclosure of any information relating to the Agreement to and between the subsidiaries, officers, affiliates and other representatives and advisors of Escrow Agent and third parties selected by any of them, wherever situated, for confidential use in the ordinary course of business, and further acknowledge that Escrow Agent and any such subsidiary, officer, affiliate or third party may transfer or disclose any such information as required by any law, court, regulator or legal process.

Lessor will treat information related to this Agreement as confidential but, unless prohibited by law, Escrow Agent and Lessee authorize the transfer or disclosure of any information relating to the Agreement to and between the subsidiaries, officers, affiliates, other representatives and advisors of Lessor and debt and equity sources and third parties selected by any of them, and to their prospective assignees wherever situated, for confidential use in the ordinary course of business, and further acknowledge that Lessor and any such subsidiary, officer, affiliate, debt and equity source or third party or prospective assignee may transfer or disclose any such information as required by any law, court, regulator or legal process.

Lessee will treat the terms of this Agreement as confidential except on a "need to know" basis to persons within or outside Lessee's organization (including affiliates of such party), such as attorneys, accountants, bankers, financial advisors, auditors and other consultants of such party and its affiliates, except as required by any law, court, regulator or legal process and except pursuant to the express prior written consent of the other parties, which consent shall not be unreasonably withheld;

In Witness Whereof, the parties have executed this Escrow and Account Control Agreement as of the date first above written.

Banc of America Public Capital Corp
as Lessor

Tahoe Forest Hospital District
as Lessee

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

U.S. Bank, National Association
As Escrow Agent

By: _____

Name: _____

Title: _____

SCHEDULE 1
to the Escrow and Account Control Agreement

FORM OF DISBURSEMENT REQUEST

Re: Equipment Schedule of Property No. 1 dated February 13, 2025 to Master Equipment Lease/Purchase Agreement dated as of February 1, 2025 by and between Banc of America Public Capital Corp, as Lessor and Tahoe Forest Hospital District, as Lessee (the “Lease”) (Capitalized terms not otherwise defined herein shall have the meanings assigned to them in the Lease.)

In accordance with the terms of the Escrow and Account Control Agreement, dated February 13, 2025 by and among Banc of America Public Capital Corp (“Lessor”), Tahoe Forest Hospital District, (“Lessee”) and U.S. Bank, National Association, (the “Escrow Agent”), the undersigned hereby requests the Escrow Agent pay the following persons the following amounts from the Escrow Account created under the Escrow Account and Account Control Agreement for the following purposes:

Disbursement Amounts:

Payee’s Name and Address (if disbursement via wire, must include wire transfer instructions)	Invoice Number	Dollar Amount	Purpose

Lessee hereby represents, covenants and warrants for the benefit of Lessor on the date hereof as follows:

(i) (a) Each obligation specified in the table herein titled as “Disbursement Amounts” has been incurred by Lessee in the stated amount, (b) the same is a proper charge against the

Escrow Account for costs relating to the Equipment identified in the Lease, and (c) has not been paid (or has been paid by Lessee and Lessee requests reimbursement thereof).

(ii) Each item of Equipment relating to an obligation specified in the table herein titled as "Disbursement Amounts" has been delivered, installed and accepted by Lessee. Attached hereto is the original invoice with respect to such obligation.

(iii) The undersigned, as Authorized Representative, has no notice of any vendor's, mechanic's or other liens or rights to liens, chattel mortgages, conditional sales Leases or security interest which should be satisfied or discharged before such payment is made.

(iv) This requisition contains no item representing payment on account, or any retained percentages which Lessee is, at the date hereof, entitled to retain (except to the extent such amounts represent a reimbursement to Lessee).

(v) The Equipment is insured in accordance with the Lease.

(vi) No Event of Default, and no event which with notice or lapse of time, or both, would become an Event of Default, under the Lease has occurred and is continuing at the date hereof.

(vii) The disbursement shall occur during the Acquisition Period.

(viii) The representations, warranties and covenants of Lessee set forth in the Lease are true and correct as of the date hereof.

(ix) No Material Adverse Change has occurred since the date of the execution and delivery of the Lease.

Dated: _____

TAHOE FOREST HOSPITAL DISTRICT,
LESSEE

By: _____

Name: _____

Title: _____

Disbursement of funds from the Escrow Account in accordance with the foregoing Disbursement Request hereby is authorized

BANC OF AMERICA PUBLIC CAPITAL CORP
as Lessor under the Lease

By: _____

Name:

Title:

June, 2017

EXHIBIT A-1

FORM OF INCUMBENCY AND AUTHORIZATION CERTIFICATE

The undersigned, a duly elected or appointed and acting Secretary of Tahoe Forest Hospital District, ("*Lessee*") certifies as follows:

A. The following listed persons are duly elected or appointed and acting officials of Lessee (the "*Officials*") in the capacity set forth opposite their respective names below and that the facsimile signatures are true and correct as of the date hereof;

B. The Officials are duly authorized, on behalf of Lessee, to negotiate, execute and deliver the Equipment Schedule of Property No. 1 dated February 13, 2025 to Master Equipment Lease/Purchase Agreement dated as of February 1, 2025 by and between Lessee and Banc of America Public Capital Corp ("*Lessor*"), the Escrow and Account Control Agreement dated February 13, 2025 among Lessor, Lessee and U.S. Bank, National Association, as Escrow Agent, and all documents related thereto and delivered in connection therewith (collectively, the "*Agreements*"), and the Agreements each are the binding and authorized agreements of Lessee, enforceable in all respects in accordance with their respective terms.

Name of Official	Title	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____

Dated: _____

By: _____

Name: _____

Title: _____

(The signer of this Certificate cannot be listed above as authorized to execute the Agreements.)

[AN "EXHIBIT A-2" MUST BE COMPLETED AND EXECUTED AT TIME OF EXECUTION OF THE AGREEMENT]

EXHIBIT A-2

Escrow and Account Control Agreement dated February 13, 2025 by and among Banc of America Public Capital Corp, Lessor, Tahoe Forest Hospital District, as Lessee and U.S. Bank, National Association, Escrow Agent

Certificate of Authorized Representatives – [Lessor]

Name: _____

Name: _____

Title: Authorized Agent

Title: Authorized Agent

Phone: _____

Phone: _____

Facsimile: _____

Facsimile: _____

E-mail: _____

E-mail: _____

Signature: _____

Signature: _____

Fund Transfer / Disbursement Authority Level:

- Initiate
- Verify transactions initiated by others

Fund Transfer / Disbursement Authority Level:

- Initiate
- Verify transactions initiated by others

Name: _____

Name: _____

Title: Authorized Agent

Title: Authorized Agent

Phone: _____

Phone: _____

Facsimile: _____

Facsimile: _____

E-mail: _____

E-mail: _____

Signature: _____

Signature: _____

Fund Transfer / Disbursement Authority Level:

- Initiate
- Verify transactions initiated by others

Fund Transfer / Disbursement Authority Level:

- Initiate
- Verify transactions initiated by others

The Escrow Agent is authorized to comply with and rely upon any notices, instructions or other communications believed by it to have been sent or given by the person or persons identified above including without limitation, to initiate and verify funds transfers as indicated.

Banc of America Public Capital Corp

By: _____

Name:

Title:

Date: _____

June, 2017

AUTHORIZING RESOLUTION NO. 2025-003

A RESOLUTION OF THE BOARD OF DIRECTORS OF TAHOE FOREST HOSPITAL DISTRICT, AUTHORIZING THE EXECUTION AND DELIVERY OF A MASTER EQUIPMENT LEASE/PURCHASE AGREEMENT AND SEPARATE SCHEDULES THERETO FOR THE ACQUISITION, FINANCING AND LEASING OF CERTAIN EQUIPMENT FOR THE PUBLIC BENEFIT WITHIN THE TERMS HEREIN PROVIDED; AUTHORIZING THE EXECUTION AND DELIVERY OF OTHER DOCUMENTS REQUIRED IN CONNECTION THEREWITH; AND AUTHORIZING ALL OTHER ACTIONS NECESSARY TO THE CONSUMMATION OF THE TRANSACTION CONTEMPLATED BY THIS RESOLUTION.

WHEREAS, Tahoe Forest Hospital District (the “*Lessee*”), a local healthcare district duly organized and existing under the laws of the State of California, is authorized by the laws of the State of California to acquire, finance and lease personal property (tangible and intangible) for the benefit of the Lessee and its inhabitants and to enter into contracts with respect thereto; and

WHEREAS, the Board of Directors of the Lessee (the “*Board*”) has determined that a need exists for the acquisition and financing of certain property consisting of various medical and healthcare related equipment, including installation and improvements thereto (collectively, the “*Equipment*”) on the terms herein provided; and

WHEREAS, in order to acquire such Equipment, the Lessee proposes to enter into that certain Master Equipment Lease/Purchase Agreement (the “*Agreement*”) with Banc of America Public Capital Corp, as lessor (the “*Lessor*”), substantially in the proposed form presented to the Board at this meeting, and two or more Schedules thereto substantially in the form attached to the Agreement; and

WHEREAS, the Board deems that for the benefit of the Lessee and for the efficient and effective administration thereof to enter into the Agreement and the Schedules thereto as provided in the Agreement for the acquisition, financing and leasing of the Equipment to be therein described on the terms and conditions therein and herein provided;

NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED by the Board of the Lessee as follows:

Section 1. Findings and Determinations. It is hereby found and determined that the terms of the Agreement (including the form of Schedule of Property and the form of Rental Payment Schedule, both attached thereto), in the form presented to the Board at this meeting, are in the best interests of the Lessee for the acquisition financing and leasing of the Equipment.

Section 2. Approval of Documents. The form, terms and provisions of the Agreement (including the form of Schedule of Property and the form of Rental Payment Schedule, both attached thereto) are hereby approved in substantially the forms presented at this meeting, with such insertions, omissions and changes as shall be approved by the Chair or Vice Chair of the

Board or the Chief Executive Officer or Chief Financial Officer of the Lessee or other officers of the Lessee authorized to do so by Board resolution (the “*Authorized Officials*”) executing the same, the execution of such documents being conclusive evidence of such approval. The Authorized Officials are each hereby authorized and directed to sign and deliver on behalf of the Lessee the Agreement, each of the Schedules thereto under which separate Leases (as defined in the Agreement) are created, the Rental Payment Schedule attached to each Schedule, any related Escrow Agreements and any related exhibits attached thereto if and when required; *provided, however,* that, without further authorization from the Board of the Lessee, (a) the aggregate principal component of Rental Payment under the Lease entered into pursuant to the Agreement shall not exceed \$10,000,000; (b) the maximum term under the Lease entered into pursuant to the Agreement shall not exceed ten years; and (c) the maximum interest rate used to determine the interest component of Rental Payments under the Lease shall not exceed the lesser of the maximum rate permitted by law or six percent (6%) per annum. The Authorized Officials may sign and deliver the Leases to the Lessor on behalf of the Lessee pursuant to the Agreement on such terms and conditions as they shall determine are in the best interests of the Lessee up to the maximum aggregate principal component, maximum term and maximum interest rate provided above. The foregoing authorization shall remain in effect for a period of three years from the date hereof during which the Authorized Officials are authorized to sign and deliver Leases pursuant to the Agreement on the terms and conditions herein provided and to be provided in each such Lease.

Section 3. Other Actions Authorized. The officers and employees of the Lessee shall take all action necessary or reasonably required by the parties to the Agreement to carry out, give effect to and consummate the transactions contemplated thereby (including the execution and delivery of Final Acceptance Certificate, Escrow Agreement, Disbursement Requests and any tax certificate and agreement, as contemplated in the Agreement) and to take all action necessary in conformity therewith, including, without limitation, the execution and delivery of any closing and other documents required to be delivered in connection with the Agreement and the Leases.

Section 4. [Reserved].

Section 5. Appointment of Authorized Lessee Representatives. The Chief Executive Officer and Chief Financial Officer of the Lessee are each hereby designated to act as authorized representatives of the Lessee for purposes of the Leases and related Escrow Agreements until such time as the Board of the Lessee shall designate any other or different authorized representative for purposes of the Agreement and the Leases or Escrow Agreements.

Section 6. Severability. If any section, paragraph, clause or provision of this Resolution shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Resolution.

Section 7. Repealer. All orders and resolutions or parts thereof, inconsistent herewith, are hereby repealed to the extent only of such inconsistency with respect to this Resolution. This repealer shall not be construed as reviving any order, resolution or ordinance or part thereof.

Section 8. Effective Date. This Resolution shall be effective immediately upon its approval and adoption.

ADOPTED AND APPROVED by the Board of the Lessee this 23rd day of January, 2025.

AYES:
NOES:
ABSTAIN:
ABSENT:

TAHOE FOREST HOSPITAL DISTRICT,
as Lessee

By: Michael McGarry

Title: Board Chair

The undersigned, a duly elected or appointed and acting Board Secretary of the Lessee identified in the above Resolution No. 2025-003 (the "*Resolution*"), hereby certifies that the Resolution is a full, true and correct copy of such Resolution as adopted by the governing body of the Lessee on January 23, 2025. The Resolution is in full force and effect on the date hereof and has not been amended, modified or otherwise changed by the governing body of the Lessee since the date of adoption of the Resolution.

DATED this 23rd day of January, 2025.

Name: Alyce Wong

Title: Board Secretary

AGENDA ITEM COVER SHEET

ITEM	Medical Executive Committee (MEC) Consent Agenda
RESPONSIBLE PARTY	Johanna Koch, MD Chief of Staff
ACTION REQUESTED	For Board Action
<p>BACKGROUND: During the January 16, 2025 Medical Executive Committee meeting, the committee made the following open session consent agenda item recommendations to the Board of Directors at the January 23, 2025 meeting.</p>	
<p><u>Revised Policies</u></p> <ul style="list-style-type: none"> • Immunizations/ Vaccinations for Medical Staff and Allied Health Professional Staff, MSGEN-1603 <p><u>Reviewed Policies – No Changes</u></p> <ul style="list-style-type: none"> • Clinical Privileges that Cross Specialty Lines, MSCP-1 	
<p>SUGGESTED DISCUSSION POINTS: None.</p>	
<p>SUGGESTED MOTION/ALTERNATIVES: Move to approve the Medical Executive Committee Consent Agenda as presented.</p>	

Immunizations/Vaccinations for Medical Staff and Allied Health Professional Staff, MSGEN-1603

RISK:

Failure to ensure that Health Care Professionals (HCPs) are immune to vaccine-preventable diseases as outlined in the policy could result in significant health and safety risks. These risks include the potential spread of infectious diseases among employees, patients, family members, and the community, leading to increased morbidity and mortality. Non-compliance with the vaccination and screening requirements may also result in legal liabilities, financial losses due to potential outbreaks, and damage to the reputation of the Tahoe Forest Hospital District. Additionally, unvaccinated HCPs may face restrictions on their presence in the facility and a lapse in their professional privileges, affecting the hospital's operational efficiency and staff morale.

POLICY:

A. The Federal Advisory Committee on Immunization Practices (ACIP), the Centers for Disease Control (CDC) and the California Department of Public Health (CDPH) make recommendations for vaccine administration to healthcare personnel. There are no federal or state laws that require healthcare personnel to accept any vaccination. However, those who choose not to be vaccinated must sign a *declination form for the particular vaccine and follow the procedure below (See "Procedure"). The following vaccines are required per Aerosol Transmissible Disease (ATD) and Blood Borne Pathogen (BBP) standards:

1. **Hepatitis B**
 - a. Proof of 3 vaccines
 - b. OR proof of immunity (do not draw titer unless it is 1-2 months following the 3rd vaccine).
 - c. Medical Staff may *decline this vaccine, but it is being offered free of charge for those who are at risk of coming in contact with blood and other potentially infectious body fluids.
2. **Measles, Mumps, and Rubella (MMR)**
 - a. Proof of 2 vaccines
 - b. OR laboratory evidence of immunity (Titers)
3. **Varicella (Chicken Pox)**
 - a. Proof of 2 vaccines
 - b. OR history of Varicella from a provider
 - c. OR laboratory evidence of immunity (Titers)
4. **Influenza**
 - a. Proof of current year's vaccination.
 - b. Education on annual influenza is provided at the time of new medical staff orientation.
 - c. *Declination of annual influenza requires that a surgical mask be worn while working throughout the flu season as defined by the County Health Officer.
5. **Tdap**
 - a. Proof of one time vaccination booster.
6. **TB Screening**
 - a. No previous history of a positive screening
 - i. Quantiferon blood test result performed within the last 3 years, and completion of annual TB Risk Assessment Questionnaire.
 - b. History of positive TB screening in past:
 - i. Show proof of chest x-ray (one view is acceptable) and provide history of review of symptoms related to TB.
 - ii. Must complete the TB Risk Assessment Questionnaire annually as the TB

Immunizations/Vaccinations for Medical Staff and Allied Health Professional Staff, MSGEN-1603

screening

~~7. Effective February 2022, proof of full COVID-19 Vaccine.~~

- B. Tahoe Forest Hospital District ("TFHD"), through Occupational Health Services, will ensure that all healthcare personnel are offered immunizations/vaccines based on the recommendations and guidelines from ACIP, CDC, and CDPH.
- C. Health Care Professionals ("HCPs") not employed by TFHD may be eligible for MMR, Varicella, Hepatitis B and Tdap vaccines at low or no cost, in accordance with the TFHD policy on Professional Courtesy Discounts for Health Care Professionals.

PROCEDURE:

The prevention and control of infections is a shared responsibility among all clinical and non-clinical people in the hospital.

- A. Medical Staff Services will maintain the record of immunity status for all HCPs not employed by TFHD. Occupational Health will maintain the record of immunity status for all HCPs employed by TFHD.
- B. All HCPs will receive a flu/influenza vaccination annually per Tahoe Forest Hospital District policy.
- C. Upon initial credentialing application, applicants are required to provide proof of immunity and annual TB screening, as indicated above.
- D. All HCPs are required to have an annual TB screening per TFHD, as indicated above.
- E. The District will provide other immunizations on a case by case basis following exposure/events.
- F. *If declination of vaccines is requested for religious or other reasons, the request must be in writing and provided to the Medical Staff Services office who will provide it to the Occupational Health nurse to make a determination whether the request is acceptable and will notify the Medical Staff Services office of the medical exception. Medical Staff Services will maintain a record of any approved medical exceptions for all HCPs not employed by TFHD. If a declination is accepted, the Medical Staff Services office will notify the HCP and the HCP's appropriate department manager who will monitor the unvaccinated HCP to ensure the HCP is wearing a mask (for flu) to protect patients. Restrictions on presence in the facility may be placed on the HCP at any time based upon current exposures.
- G. The privileges of those HCPs who do not begin the vaccination schedule or receive a medical exception will lapse until they meet this requirement.
- H. All current HCPs will follow the procedures listed above for continuation of privileges.

Special Instructions / Definitions:

Health Care Professional ("HCPs) means members of the Tahoe Forest Hospital or Incline Village Community Hospital Medical or Allied Health Professional Staff or Residents, or medical students; or, applicants requesting Medical or Allied Health Professional Staff membership and privileges, or Residents who request clinical privileges.

References:

Immunization and Immunity Testing Recommendations, California Department of Public Health; AICP guidelines for "Evidence of Immunity", www.cdc.gov/vaccines/hcp/acip-recs/index.html, www.immunize.org/acip, Title 8 Section 5199

<https://public-inspection.federalregister.gov/2023-11449.pdf>

Commented [PD1]: Per CMS:

*"G. Enforcement of Staff Vaccination Provisions
Federal rules generally become effective 60 days after publication; however, the COVID-19 PHE expired on May 11, 2023. Our decision to terminate the omnibus facility staff vaccination requirements in this final rule reflect our determination that the emergency circumstances which occasioned these vaccination provisions no longer exist. Since facilities are no longer operating under PHE circumstances, and considering the lower policy priority of enforcement within the remaining time, we will not be enforcing the staff vaccination provisions between now and [INSERT DATE 60 DAYS AFTER DATE OF PUBLICATION IN THE FEDERAL REGISTER]."*

Immunizations/Vaccinations for Medical Staff and Allied Health Professional Staff, MSGEN-1603

"G. Enforcement of Staff Vaccination Provisions

Federal rules generally become effective 60 days after publication; however, the COVID-19 PHE expired on May 11, 2023. Our decision to terminate the omnibus facility staff vaccination requirements in this final rule reflect our determination that the emergency circumstances which occasioned these vaccination provisions no longer exist. Since facilities are no longer operating under PHE circumstances, and considering the lower policy priority of enforcement within the remaining time, we will not be enforcing the staff vaccination provisions between now and [INSERT DATE 60 DAYS AFTER DATE OF PUBLICATION IN THE FEDERAL REGISTER]."

Clinical Privileges that Cross Specialty Lines, MSCP-1

RISK:

Inconsistent processes for clinical privileges exercised by multiple specialties and departments, can lead to varying criteria, disputes, and miscommunication.

POLICY:

Whenever a Medical Staff member requests clinical privileges that traditionally at this Hospital have been exercised only by individuals from another specialty or whenever there is a dispute between departments concerning jurisdiction over specific privileges, the process described herein shall be initiated. In the instance in which the member is requesting privileges traditionally exercised by another specialty, the request will not be processed until the steps outlined in this section have been completed and a determination has been made regarding the staff member's eligibility to request the clinical privileges in question.

PROCEDURE:

- A. The Medical Executive Committee, either through a subcommittee or an ad hoc committee appointed for this purpose, shall conduct an inquiry concerning the privileges/procedure in question. In doing so it may consult with experts, including those on the Hospital's Medical Staff (appropriate department or division chairpersons or individuals on the Medical Staff with special interest and/or expertise in the privileges in question) or those outside the Hospital, including but not limited to, other hospitals, residency training programs, and specialty societies.
- B. The Medical Executive Committee shall then develop recommendations, as needed, regarding:
 1. The minimum education, training, and experience necessary to perform the clinical privileges in question;
 2. The extent of monitoring and supervision that should be required; and,
 3. The resolution of any jurisdictional disputes among departments over the exercise of such privileges.
- C. These recommendations may or may not permit individuals from different specialties to request the privileges at issue. The Medical Executive Committee shall forward its recommendation to the Board of Trustees for final action.
- D. Once threshold qualifications are approved, specific requests from eligible Medical Staff members may be processed.

Approved by:

Quality Review Report



SPECIAL MEETING OF THE BOARD OF DIRECTORS

DRAFT MINUTES

Thursday, December 19, 2024 at 1:00 p.m.

Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 1:08 p.m.

2. ROLL CALL

Board: Alyce Wong, Board Chair; Michael McGarry, Vice Chair; Mary Brown, Secretary; Dale Chamblin, Treasurer; Dr. Robert Darzynkiewicz, Board Member

Staff in attendance: Martina Rochefort, Clerk of the Board

Other: Mackenzie Anderson, Assistant General Counsel; Mark Andrew of WittKieffer (via zoom)

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

Clerk of the Board departed the meeting at 1:09 p.m.

Open Session recessed at 1:09 p.m.

4. CLOSED SESSION

4.1. Public Employee Appointment (Gov. Code § 54957)

Title: President & Chief Executive Officer

Discussion was held on a privileged item.

4.2. Public Employment (Gov. Code § 54957)

Title: President & Chief Executive Officer

Discussion was held on a privileged item.

Open Session reconvened at 2:41 p.m.

5. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

No reportable action was taken in Closed Session.

6. ADJOURN

Meeting adjourned at 2:41 p.m.



REGULAR MEETING OF THE BOARD OF DIRECTORS **DRAFT MINUTES**

Thursday, December 19, 2024 at 4:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 4:01 p.m.

2. ROLL CALL

Board: Alyce Wong, Board Chair; Michael McGarry, Vice Chair; Mary Brown, Secretary; Dale Chamblin, Treasurer; Dr. Robert Darzynkiewicz, Board Member

Staff in attendance: Louis Ward, Interim Chief Executive Officer/Chief Operating Officer; Crystal Felix, Chief Financial Officer; Dr. Brian Evans, Chief Medical Officer; Dylan Crosby, Vice President of Facilities Management and Construction; Martina Rochefort, Clerk of the Board

Other: Mackenzie Anderson, Assistant General Counsel

3. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

No changes were made to the agenda.

4. INPUT AUDIENCE

No public comment was received.

CMO departed at 4:04 p.m.

Open Session recessed at 4:04 p.m.

5. CLOSED SESSION

5.1. Conference with Real Property Negotiator (Gov. Code § 54956.8)

APN: 019-650-007

Agency Negotiator: Louis Ward

Negotiating Party: Coyote Rock 2023 LLC

Under Negotiation: Price & Terms of Payment

Discussion was held on a privileged item.

5.2. Approval of Closed Session Minutes

5.2.1. 11/21/2024 Regular Meeting

5.2.2. 12/11/2024 – 1:30 PM Special Meeting

5.2.3. 12/11/2024 – 4:00 PM Special Meeting

5.2.4. 12/12/2024 Special Meeting

5.2.5. 12/13/2024 Special Meeting

Discussion was held on a privileged item.

5.3. Public Employee Performance Evaluation (Government Code § 54957)

Title: Interim President & Chief Executive Officer

Discussion was held on a privileged item.

5.4. TIMED ITEM – 5:30PM - Hearing (Health & Safety Code § 32155)

Subject Matter: Medical Staff Credentials

Discussion was held on a privileged item.

6. DINNER BREAK

7. OPEN SESSION – CALL TO ORDER

Open Session reconvened at 6:00 p.m.

8. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

General Counsel reported there was no reportable action taken on item 5.1. Closed Session Minutes items 5.2.1 through 5.2.5. were approved on a 5-0 vote. There was no reportable action taken on item 5.3. Public Employee Performance Evaluation. Item 5.4. Medical Staff Credentials was approved on a 5-0 vote.

9. DELETIONS/CORRECTIONS TO THE POSTED AGENDA

No changes were made to the agenda.

10. INPUT – AUDIENCE

Public comment was received from Meg Heim and Deirdre Henderson.

11. INPUT FROM EMPLOYEE ASSOCIATIONS

Public comment was received from Julie Morgan.

12. ITEMS FOR BOARD DISCUSSION

12.1. Proclamation Honoring Former Board Member, Robert Barnett

The Board of Directors read a proclamation honoring Director Robert Barnett for his service as a Tahoe Forest Hospital District Board Member.

13. CONSENT CALENDAR

13.1. Approval of Minutes of Meetings

- 13.1.1. 11/21/2024 Regular Meeting
- 13.1.2. 12/11/2024 – 1:30 PM Special Meeting
- 13.1.3. 12/11/2024 – 4:00 PM Special Meeting
- 13.1.4. 12/12/2024 Special Meeting
- 13.1.5. 12/13/2024 Special Meeting

13.2. Financial Reports

- 13.2.1. Financial Report – November 2024

13.3. Board Reports

- 13.3.1. Interim CEO/COO Board Report
- 13.3.2. CNO Board Report

13.3.3. CMO Board Report

13.3.4. CIO Board Report

13.3.5. VP Provider Services Board Report

13.4. Approve Updated Board Policies

13.4.1. Financial Assistance Program Full Charity Care and Discount Partial Charity Care Policies, ABD-09

13.4.2. Credit and Collection Policy, ABD-8

No public comment was received.

ACTION: Motion made by Director Chamblin to approve the Consent Calendar as presented, seconded by Director Brown.

AYES: Directors Darzynkiewicz, Chamblin, Brown, McGarry and Wong

Abstention: None

NAYS: None

Absent: None

14. ITEMS FOR BOARD DISCUSSION

14.1. Patient & Family Advisory Council (PFAC) Presentation

Alix Crone, Patient Experience Specialist, and Carina Toledo, PFAC Advisory Member, presented the 2024 calendar year accomplishments of the Patient & Family Advisory Council. Discussion was held.

14.2. 2024 Cancer Center Quality Report

Dr. Sonia Reichert, Cancer Center Quality Director, presented the 2024 quality report from the District's Gene Upshaw Memorial Tahoe Forest Cancer Center. Discussion was held.

15. ITEMS FOR BOARD ACTION

15.1. Board Culture & Norms

The Board of Directors reviewed and considered approval of Board Culture & Norms. Discussion was held.

ACTION: Motion made by Director Brown to approve Board Culture & Norms as presented.

The Board of Directors agreed to add an item under the Interactions with Public section to read "Communicate that you are representing your own views, not that of the collective board."

No public comment was received.

ACTION: Director Brown amended her motion to approve Board Culture & Norms to include the additional statement, seconded by Director Chamblin.

AYES: Directors Darzynkiewicz, Chamblin, Brown, McGarry and Wong

Abstention: None

NAYS: None

Absent: None

16. DISCUSSION OF CONSENT CALENDAR ITEMS PULLED, IF NECESSARY

Not applicable.

17. BOARD OFFICER ELECTION

17.1. Election of 2025 Board Officers

The Board elected board officers for the 2025 calendar year.

ACTION: Director Chamblin nominated Director McGarry as Board Chair, seconded by Director Brown. Director McGarry accepted.

Director Chamblin moved to closed nominations, seconded by Director Brown.

AYES: Directors Darzynkiewicz, Chamblin, Brown, McGarry and Wong

Abstention: None

NAYS: None

Absent: None

ACTION: Director Brown nominated Director Darzynkiewicz as Vice Chair, seconded by Director Chamblin. Director Darzynkiewicz accepted.

Director Brown moved to closed nominations, seconded by Director Chamblin.

AYES: Directors Darzynkiewicz, Chamblin, Brown, McGarry and Wong

Abstention: None

NAYS: None

Absent: None

ACTION: Director Brown nominated Director Wong as Secretary, seconded by Director Chamblin. Director Wong accepted.

Director Darzynkiewicz moved to close nominations, seconded by Director Chamblin.

AYES: Directors Darzynkiewicz, Chamblin, Brown, McGarry and Wong

Abstention: None

NAYS: None

Absent: None

ACTION: Director Wong nominated Director Brown as Treasurer, seconded by Director Darzynkiewicz. Director Brown accepted.

Director Chamblin moved to close nominations, seconded by Director Wong.

AYES: Directors Darzynkiewicz, Chamblin, Brown, McGarry and Wong

Abstention: None

NAYS: None
Absent: None

18. BOARD COMMITTEE REPORTS

Director Wong provided an update on the November 22, 2024 Board Governance Committee meeting.

Director McGarry provided an update on the Board Quality Committee and TFHS Foundation. November 1, 2025 will be the date for next year's gala.

19. BOARD MEMBERS REPORTS/CLOSING REMARKS

Happy Holidays and Happy New Year!

20. CLOSED SESSION CONTINUED

Not applicable.

21. OPEN SESSION

Not applicable.

22. REPORT OF ACTIONS TAKEN IN CLOSED SESSION, IF NECESSARY

Not applicable.

23. ADJOURN

Meeting adjourned at 7:53 p.m.



SPECIAL MEETING OF THE BOARD OF DIRECTORS

DRAFT MINUTES

Wednesday, January 8, 2025 at 4:30 p.m.

Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. CALL TO ORDER

Meeting was called to order at 4:34 p.m.

2. ROLL CALL

Board: Chamblin, Wong, Brown, Darzynkiewicz, McGarry

Staff in attendance: Alex MacLennan, Chief Human Resources Officer; Martina Rochefort, Clerk of the Board; Sarah Jackson, Executive Assistant

Other: Mark Andrew of WittKieffer; David Ruderman, General Counsel

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

Open Session recessed at 4:36 p.m.

4. CLOSED SESSION

4.1. **Public Employee Appointment (Gov. Code § 54957)**

Title: President & Chief Executive Officer

Discussion was held a privileged item.

4.2. **Public Employment (Gov. Code § 54957)**

Title: President & Chief Executive Officer

Discussion was held a privileged item.

4.3. **Conference with Labor Negotiator (Gov. Code § 54957.6)**

Agency Negotiator to Attend Closed Session: Mary Brown and Alyce Wong

Unrepresented Employee: President & Chief Executive Officer

Discussion was held a privileged item.

Open Session reconvened at 5:27 p.m.

5. REPORT OF ACTIONS TAKEN IN CLOSED SESSION

No reportable action was taken in Closed Session.

6. ADJOURN

Meeting adjourned at 5:27 p.m.

**TAHOE FOREST HOSPITAL DISTRICT
DECEMBER 2024 FINANCIAL REPORT
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Board of Directors
Of Tahoe Forest Hospital District
DECEMBER 2024 FINANCIAL NARRATIVE

The following is the financial narrative analyzing financial and statistical trends for the six months ended December 31, 2024.

Activity Statistics

- ❑ TFH acute patient days were 458 for the current month compared to budget of 459. This equates to an average daily census of 14.8 compared to budget of 14.8.
- ❑ TFH Outpatient volumes were above budget in the following departments by at least 5%: Home Health visits, Surgery cases, Oncology Lab, Pathology, Blood units, EKGs, MRIs and Oncology Drugs Sold to Patients.
- ❑ TFH Outpatient volumes were below budget in the following departments by at least 5%: Emergency Department visits, Hospice visits, Mammography, Medical Oncology procedures, Radiation Oncology procedures, CT Scans, Gastroenterology cases, Tahoe City Physical and Occupational Therapies, and Outpatient Physical, Aquatic, Speech & Occupational Therapies.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 50.7% in the current month compared to budget of 46.8% and to last month's 45.6%. Year-to-Date Net Patient Revenue as a percentage of Gross Patient Revenue was 46.9% compared to budget of 46.9% and prior year's 46.8%.
- ❑ EBIDA was \$6,062,737 (9.8%) for the current month compared to budget of \$3,181,319 (5.4%), or \$2,881,418 (4.5%) above budget. Year-to-date EBIDA was \$21,936,758 (6.2%) compared to budget of \$14,873,398 (4.4%), or \$7,063,360 (1.9%) above budget.
- ❑ Net Income was \$5,266,322 for the current month compared to budget of \$2,659,542 or \$2,606,779 above budget. Year-to-date Net Income was \$21,337,871 compared to budget of \$11,688,860 or \$9,649,011 above budget.
- ❑ Cash Collections for the current month were \$28,525,981 which is 99% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$130,953,078 at the end of December compared to \$139,470,585 at the end of November.

Balance Sheet

- ❑ Working Capital is at 40.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 214.6 days. Working Capital cash decreased a net \$23,621,000, but our overall cash position increased \$6,466,008. Accounts Payable increased \$2,609,000 and Accrued Payroll & Related Costs increased \$2,005,000. The District received reimbursement from the CY24 HQAF program for \$404,000 and \$28,000 from the SNF Supplemental reimbursement program. Cash Collections were below target by 1%. The District transferred \$10m from its Chandler Investment fund and \$30m from its US Bank Maintenance & Operating account into the LAIF fund for greater interest earnings capacity.
- ❑ Net Patient Accounts Receivable increased a net \$1,321,000. Cash collections were 99% of target. EPIC Days in A/R were 68.1 compared to 74.5 at the close of November, a 6.40 days decrease.
- ❑ Estimated Settlements, Medi-Cal & Medicare increased a net \$742,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME/QIP programs, received \$404,000 from the Districts participation in the CY24 HQAF program and \$28,000 from the CY24 SNF Supplemental Reimbursement program.
- ❑ Unrealized Gain/(Loss) Cash Investment Fund decreased \$239,000 after recording the unrealized losses in its funds held with Chandler Investments for the month of December.
- ❑ Investment in TSC, LLC decreased a net \$112,000 after recording the estimated loss for December and truing up the losses for November.
- ❑ To comply with GASB No. 96, the District recorded Amortization Expense for December on its Right-To-Use Subscription assets, decreasing the asset \$319,000.
- ❑ Accounts Payable increased \$2,609,000 due to the timing of the final check run in December.
- ❑ Accrued Payroll & Related Costs increased a net \$2,005,000 due to an increase in Accrued Payroll days in December.
- ❑ To comply with GASB No. 96, the District recorded a decrease in its Right-To-Use Subscription Liability for December, decreasing the liability \$291,000.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$61,667,065 compared to budget of \$59,459,885 or \$2,207,180 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$9,944,074 compared to budget of \$8,595,709 or \$1,348,365 above budget.
- ❑ Current month’s Gross Outpatient Revenue was \$51,722,991 compared to budget of \$50,864,176 or \$858,815 above budget.
- ❑ Current month’s Gross Revenue Mix was 36.83% Medicare, 15.84% Medi-Cal, .0% County, 0.94% Other, and 46.39% Commercial Insurance compared to budget of 40.15% Medicare, 15.78% Medi-Cal, .0% County, 1.17% Other, and 42.90% Commercial Insurance. Last month’s mix was 43.84% Medicare, 14.65% Medi-Cal, .0% County, 0.83% Other, and 40.68% Commercial Insurance. Year-to-Date Gross Revenue Mix was 40.07% Medicare, 16.44% Medi-Cal, .0% County, 1.04% Other, and 42.45% Commercial Insurance compared to budget of 40.10% Medicare, 15.63% Med-Cal, .0% County, 1.20% Other, and 43.07% Commercial.
- ❑ Current month’s Deductions from Revenue were \$30,425,706 compared to budget of \$31,666,114 or \$1,240,408 below budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with 3.32% decrease in Medicare, a 0.06% increase to Medi-Cal, County at budget, a 0.23% decrease in Other, and Commercial Insurance was above budget 3.49%, 2) Revenues were above budget 3.7%, 3) AR over 90 days decreased 5.61% from November.

DESCRIPTION	December 2024 Actual	December 2024 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	11,338,654	11,566,745	228,091	
Employee Benefits	3,618,445	3,349,422	(269,023)	
Benefits – Workers Compensation	60,411	105,867	45,456	
Benefits – Medical Insurance	2,993,929	2,642,413	(351,516)	We are seeing higher claims being processed by our Third Party Administrator, creating a negative variance in Benefits-Medical Insurance.
Medical Professional Fees	547,104	471,544	(75,560)	Anesthesia and Diagnostic Imaging Physician fees were above budget, creating a negative variance in Medical Professional Fees.
Other Professional Fees	463,189	363,760	(99,429)	Outsourced consulting services for the Districts new Health Insurance TPA, Employee Relations services, and outsourced legal fees for Administration were above budget, creating a negative variance in Other Professional Fees.
Supplies	4,813,680	4,643,452	(170,228)	Medical Supplies sold to Patients Revenue was above budget 18.42%, creating a negative variance in Patient and Other Medical Supplies.
Purchased Services	2,069,113	2,163,079	93,966	Outsourced billing and collection services and Department repairs were below budget, creating a positive variance in Purchased Services.
Other Expenses	1,241,077	1,181,076	(60,001)	Marketing campaigns, Utility costs, and Building Rent expenses were above budget, creating a negative variance in Other Expenses.
Total Expenses	27,145,602	26,487,358	(658,244)	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
DECEMBER 2024

	Dec-24	Nov-24	Dec-23	
ASSETS				
CURRENT ASSETS				
* CASH	\$ 33,872,889	\$ 57,493,761	\$ 24,993,932	1
PATIENT ACCOUNTS RECEIVABLE - NET	48,975,647	47,655,006	45,620,185	2
OTHER RECEIVABLES	12,879,853	11,706,381	15,830,847	
GO BOND RECEIVABLES	2,678,025	2,222,392	2,610,803	
ASSETS LIMITED OR RESTRICTED	10,853,351	10,703,870	11,416,323	
INVENTORIES	5,559,818	5,569,388	5,253,747	
PREPAID EXPENSES & DEPOSITS	4,430,477	4,427,599	3,837,613	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	27,630,396	26,887,973	23,726,793	3
TOTAL CURRENT ASSETS	146,880,457	166,666,369	133,290,244	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	50,799,062	10,799,062	10,337,968	1
* CASH INVESTMENT FUND	96,734,909	106,648,030	106,001,773	1
UNREALIZED GAIN/(LOSS) CASH INVESTMENT FUND	3,003,395	3,242,388	(277,893)	4
TOTAL BOND TRUSTEE 2017	22,672	22,586	21,592	
TOTAL BOND TRUSTEE 2015	834,662	707,016	863,039	
TOTAL BOND TRUSTEE GO BOND		-	5,764	
GO BOND TAX REVENUE FUND	1,361,748	1,361,748	1,358,370	
DIAGNOSTIC IMAGING FUND	3,616	3,616	3,462	
DONOR RESTRICTED FUND	1,187,428	1,187,427	1,159,432	
WORKERS COMPENSATION FUND	21,591	19,336	10,768	
TOTAL	153,969,083	123,991,209	119,484,275	
LESS CURRENT PORTION	(10,853,351)	(10,703,870)	(11,416,323)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	143,115,732	113,287,339	108,067,951	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(4,405,143)	(4,292,817)	(3,708,847)	5
PROPERTY HELD FOR FUTURE EXPANSION	1,716,972	1,716,972	1,715,390	
PROPERTY & EQUIPMENT NET	195,522,754	195,309,137	198,195,312	
GO BOND CIP, PROPERTY & EQUIPMENT NET	1,936,839	1,915,497	1,791,406	
TOTAL ASSETS	484,767,610	474,602,496	439,351,456	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	213,337	216,570	252,126	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	154,402	154,402	294,283	
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	4,134,121	4,157,825	4,418,577	
GO BOND DEFERRED FINANCING COSTS	402,953	405,274	430,803	
DEFERRED FINANCING COSTS	106,108	107,148	118,591	
INTANGIBLE LEASE ASSET NET OF ACCUM AMORTIZATION	10,958,631	11,095,567	7,263,745	
RIGHT-TO-USE SUBSCRIPTION ASSET NET OF ACCUM AMORTIZATION	25,204,826	25,523,517	28,809,717	6
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 41,174,378	\$ 41,660,303	\$ 41,587,843	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	12,375,830	9,766,461	\$ 12,234,427	7
ACCRUED PAYROLL & RELATED COSTS	25,999,817	23,994,359	22,901,411	8
INTEREST PAYABLE	375,932	317,090	555,711	
INTEREST PAYABLE GO BOND	1,257,263	1,005,810	1,308,096	
SUBSCRIPTION LIABILITY	26,936,916	27,227,747	30,137,606	9
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	3,226,634	3,226,634	290,618	
HEALTH INSURANCE PLAN	2,939,536	2,939,536	2,722,950	
WORKERS COMPENSATION PLAN	2,297,841	2,297,841	3,287,371	
COMPREHENSIVE LIABILITY INSURANCE PLAN	2,771,063	2,771,063	2,586,926	
CURRENT MATURITIES OF GO BOND DEBT	2,440,000	2,440,000	2,195,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	4,126,098	4,126,098	3,979,480	
TOTAL CURRENT LIABILITIES	84,746,931	80,112,641	82,199,597	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	25,668,286	25,871,753	25,108,130	
GO BOND DEBT NET OF CURRENT MATURITIES	87,751,076	87,769,031	90,651,543	
DERIVATIVE INSTRUMENT LIABILITY	154,402	154,402	294,283	
TOTAL LIABILITIES	198,320,695	193,907,828	198,253,553	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	326,433,866	321,167,545	281,526,315	
RESTRICTED	1,187,428	1,187,427	1,159,432	
TOTAL NET POSITION	\$ 327,621,293	\$ 322,354,972	\$ 282,685,746	

* Amounts included for Days Cash on Hand calculation












TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
DECEMBER 2024

1. Working Capital is at 40.1 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 214.6 days. Working Capital cash decreased a net \$23,621,000, but our overall cash position increased \$6,466,008. Accounts Payable increased \$2,609,000 (See Note 7) and Accrued Payroll & Related Costs increased \$2,005,000 (See Note 8). The District received reimbursement from the CY24 HQAF program for \$404,000 and \$28,000 from the CY24 SNF Supplemental reimbursement program (See Note 3). Cash Collections were below target by 1% (See Note 2). The District transferred \$10m from its Chandler Investment fund and \$30m from its US Bank Maintenance & Operating Fund into the LAIF program for greater interest earnings capacity.
2. Net Patient Accounts Receivable increased a net \$1,321,000. Cash collections were 99% of target. EPIC Days in A/R were 68.1 compared to 74.5 at the close of November, a 6.40 days decrease.
3. Estimated Settlements, Medi-Cal & Medicare increased a net \$742,000. The District recorded its monthly estimated receivables due from the Medi-Cal Rate Range, Hospital Quality Assurance Fee, and Medi-Cal PRIME/QIP programs, received \$404,000 from the Districts participation in the CY24 HQAF program and \$28,000 from the CY24 SNF Supplemental Reimbursement program.
4. Unrealized Gain/(Loss) Cash Investment Fund decreased \$239,000 after recording the unrealized losses in its funds held with Chandler Investments for the month of December.
5. Investment in TSC, LLC decreased a net \$112,000 after recording the estimated loss for December and truing up the losses for November.
6. To comply with GASB No. 96, the District recorded Amortization Expense for December on its Right-To-Use Subscription assets, decreasing the asset \$319,000.
7. Accounts Payable increased \$2,609,000 due to the timing of the final check run in December.
8. Accrued Payroll & Related Costs increased a net \$2,005,000 due to an increase in Accrued Payroll days in December.
9. To comply with GASB No. 96, the District recorded a decrease in its Right-To-Use Subscription Liability for December, decreasing the liability \$291,000.

**Tahoe Forest Hospital District
Cash Investment
December 31, 2024**

WORKING CAPITAL			
US Bank	\$ 32,744,236	4.18%	
US Bank/Incline Village Thrift Store	27,225		
US Bank/Truckee Thrift Store	67,929		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,033,500</u>	2.02%	
Total			\$ 33,872,889
BOARD DESIGNATED FUNDS			
US Bank Savings	\$ -		
Chandler Investment Fund	<u>96,734,909</u>	4.02%	
Total			\$ 96,734,909
Building Fund	\$ -		
Cash Reserve Fund	<u>50,799,062</u>	4.62%	
Local Agency Investment Fund			\$ 50,799,062
Municipal Lease 2018			\$ -
Bonds Cash 2017			\$ 22,672
Bonds Cash 2015			\$ 834,662
GO Bonds Cash 2008			\$ 1,361,748
DX Imaging Education	\$ 3,616		
Workers Comp Fund - B of A	21,591		
Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
Total			<u>\$ 25,207</u>
TOTAL FUNDS			\$ 183,651,149
RESTRICTED FUNDS			
Gift Fund			
US Bank Money Market	\$ 8,380	0.09%	
Foundation Restricted Donations	27,309		
Local Agency Investment Fund	<u>1,151,738</u>	4.62%	
TOTAL RESTRICTED FUNDS			<u>\$ 1,187,428</u>
TOTAL ALL FUNDS			<u><u>\$ 184,838,577</u></u>

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
KEY FINANCIAL INDICATORS
DECEMBER 2024**

	Current Status	Desired Position	Target	<u>Bond Covenants</u>	<u>FY 2025</u> Jul 24 to Dec 24	<u>FY 2024</u> Jul 23 to June 24	<u>FY 2023</u> Jul 22 to June 23	<u>FY 2022</u> Jul 21 to June 22	<u>FY 2021</u> Jul 20 to June 21	<u>FY 2020</u> Jul 19 to June 20	<u>FY 2019</u> Jul 18 to June 19
Return On Equity: <u>Increase (Decrease) in Net Position</u> Net Position	 	↑	FYE 5.9% Budget 2nd Qtr 3.6%		6.5%	12.4%	11.2%	13.0%	12.3%	17.1%	13.1%
EPIC Days in Accounts Receivable (excludes SNF) <u>Gross Accounts Receivable</u> 90 Days		↓	FYE 60 Days		68	69	59	63	65	89	69
<u>Gross Accounts Receivable</u> 365 Days					71	71	62	67	67	73	71
Days Cash on Hand Excludes Restricted: <u>Cash + Short-Term Investments</u> (Total Expenses - Depreciation Expense)/ by 365	 	↑	Budget FYE 217 Days Budget 2nd Qtr 186 Projected 2nd Qtr 207 Days	Bond Covenant 60 Days A- 234 Days BBB- 136 Days	215	229	197	234	272	246	179
EPIC Accounts Receivable over 120 days (excludes payment plan, legal and charitable balances)		↓	22%		40%	31%	24%	27%	26%	31%	35%
EPIC Accounts Receivable over 120 days (includes payment plan, legal and charitable balances)		↓	27%		42%	35%	33%	36%	32%	40%	42%
Cash Receipts Per Day (based on 60 day lag on Patient Net Revenue)	 	↑	FYE Budget \$850,123 End 2nd Qtr Based on Budgeted Net Revenue \$841,108 End 2nd Qtr Based on Actual Net Revenue \$889,346		\$896,161	\$804,216	\$713,016	\$634,266	\$603,184	\$523,994	\$473,890
Debt Service Coverage: Excess Revenue over Exp + <u>Interest Exp + Depreciation</u> Debt Principal Payments + Interest Expense		↑	Without GO Bond 13.12 With GO Bond 4.85	1.95	16.31 5.89	15.47 6.88	9.74 5.25	9.72 5.22	8.33 4.49	9.50 5.06	20.45 4.12

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
DECEMBER 2024

CURRENT MONTH				YEAR TO DATE				PRIOR YTD DEC 2023
ACTUAL	BUDGET	VAR\$	VAR%	ACTUAL	BUDGET	VAR\$	VAR%	
OPERATING REVENUE								
\$ 61,667,065	\$ 59,459,885	\$ 2,207,180	3.7%	\$ 351,926,451	\$ 340,777,168	\$ 11,149,283	3.3%	1 \$ 311,299,784
Total Gross Revenue								
Gross Revenues - Inpatient								
\$ 4,085,336	\$ 3,794,332	\$ 291,004	7.7%	\$ 20,513,669	\$ 21,028,111	\$ (514,442)	-2.4%	\$ 20,123,032
5,858,738	4,801,377	1,057,361	22.0%	26,122,174	24,689,718	1,432,456	5.8%	23,972,734
9,944,074	8,595,709	1,348,365	15.7%	46,635,843	45,717,829	918,014	2.0%	44,095,766
Total Gross Revenue - Inpatient								
51,722,991	50,864,176	858,815	1.7%	305,290,608	295,059,339	10,231,269	3.5%	267,204,018
51,722,991	50,864,176	858,815	1.7%	305,290,608	295,059,339	10,231,269	3.5%	267,204,018
Total Gross Revenue - Outpatient								
Deductions from Revenue:								
29,468,233	29,568,715	100,482	0.3%	184,490,013	168,834,134	(15,655,879)	-9.3%	2 164,736,059
459,390	1,189,198	729,808	61.4%	1,460,363	6,815,543	5,355,180	78.6%	2 64,605
498,083	908,201	410,118	45.2%	2,074,779	5,208,425	3,133,646	60.2%	2 3,032,658
-	-	-	0.0%	(988,772)	-	988,772	0.0%	2 (2,241,709)
30,425,706	31,666,114	1,240,408	3.9%	187,036,383	180,858,102	(6,178,281)	-3.4%	165,591,613
Total Deductions from Revenue								
83,418	108,884	25,466	23.4%	610,364	654,801	44,437	6.8%	642,819
1,883,563	1,766,022	117,541	6.7%	10,907,027	10,346,399	560,628	5.4%	3 9,242,904
Property Tax Revenue- Wellness Neighborhood								
Other Operating Revenue								
33,208,340	29,668,677	3,539,663	11.9%	176,407,459	170,920,266	5,487,193	3.2%	155,593,894
TOTAL OPERATING REVENUE								
OPERATING EXPENSES								
11,338,654	11,566,745	228,091	2.0%	66,237,072	67,654,099	1,417,027	2.1%	4 61,400,591
3,618,445	3,349,422	(269,023)	-8.0%	22,088,748	21,164,302	(924,446)	-4.4%	4 20,061,484
60,411	105,867	45,456	42.9%	378,880	635,202	256,322	40.4%	4 483,779
2,993,929	2,642,413	(351,516)	-13.3%	15,326,837	15,854,478	527,641	3.3%	4 13,163,928
547,104	471,544	(75,560)	-16.0%	3,100,530	2,766,215	(334,315)	-12.1%	5 3,180,250
463,189	363,760	(99,429)	-27.3%	2,121,702	2,509,560	387,858	15.5%	5 1,459,114
4,813,680	4,643,452	(170,228)	-3.7%	27,090,968	26,854,049	(236,919)	-0.9%	6 24,086,334
2,069,113	2,163,079	93,966	4.3%	11,923,255	11,967,863	44,608	0.4%	7 10,817,736
1,241,077	1,181,076	(60,001)	-5.1%	6,202,707	6,641,100	438,393	6.6%	8 5,671,245
27,145,602	26,487,358	(658,244)	-2.5%	154,470,701	156,046,868	1,576,167	1.0%	140,324,461
TOTAL OPERATING EXPENSE								
6,062,737	3,181,319	2,881,418	90.6%	21,936,758	14,873,398	7,063,360	47.5%	15,269,433
NET OPERATING REVENUE (EXPENSE) EBIDA								
NON-OPERATING REVENUE/(EXPENSE)								
896,546	871,080	25,466	2.9%	5,269,422	5,224,985	44,437	0.9%	9 4,532,181
455,633	455,633	0	0.0%	2,733,799	2,733,799	(0)	0.0%	2,670,814
305,458	248,077	57,381	23.1%	2,276,333	1,464,526	811,807	55.4%	10 1,566,084
38,947	110,428	(71,481)	-64.7%	482,857	662,571	(179,714)	-27.1%	11 447,795
(112,326)	(83,750)	(28,576)	-34.1%	(463,400)	(502,500)	39,100	7.8%	12 (298,000)
(157,332)	100,000	(257,332)	257.3%	2,434,912	600,000	1,834,912	-305.8%	13 3,130,804
-	-	-	0.0%	-	-	-	0.0%	14 -
-	-	-	0.0%	-	-	-	0.0%	15 -
-	-	-	0.0%	37,450	-	37,450	0.0%	16 -
(1,785,295)	(1,785,253)	(42)	0.0%	(10,710,636)	(10,708,580)	(2,056)	0.0%	17 (10,110,755)
(178,526)	(178,469)	(57)	0.0%	(1,092,324)	(1,092,037)	(287)	0.0%	18 (1,251,482)
(259,523)	(259,523)	0	0.0%	(1,567,302)	(1,567,302)	(0)	0.0%	(1,625,331)
(796,416)	(521,777)	(274,639)	-52.6%	(598,887)	(3,184,538)	2,585,651	81.2%	(937,890)
TOTAL NON-OPERATING REVENUE/(EXPENSE)								
\$ 5,266,322	\$ 2,659,542	\$ 2,606,779	98.0%	\$ 21,337,871	\$ 11,688,860	\$ 9,649,011	82.5%	\$ 14,331,543
INCREASE (DECREASE) IN NET POSITION								
NET POSITION - BEGINNING OF YEAR				306,283,422				
NET POSITION - AS OF DECEMBER 31, 2024				\$ 327,621,293				
9.8%	5.4%	4.5%		6.2%	4.4%	1.9%		4.9%
RETURN ON GROSS REVENUE EBIDA								







TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
DECEMBER 2024

		<u>Variance from Budget</u>																																															
		<u>Fav / <Unfav></u>																																															
		<u>DEC 2024</u>	<u>YTD 2025</u>																																														
1) Gross Revenues																																																	
<p>Acute Patient Days were below budget 0.22% or 1 day. Swing Bed days were above budget 116.67% or 7 days. We saw higher acuity levels in our patients, creating a positive variance in Inpatient Ancillary Revenues.</p> <p>Outpatient volumes were above budget in the following departments: Home Health visits, Surgery cases, Laboratory tests, Oncology Lab, Pathology, Blood units, EKGs, Diagnostic Imaging, Nuclear Medicine, MRI, Ultrasound, PET CT and Oncology Drugs Sold to Patients.</p> <p>Outpatient volumes were below budget in the following departments: Emergency Department visits, Hospice Visits, Lab Send Out tests, Mammography, Medical Oncology procedures, Radiation Oncology procedures, Briner Ultrasounds, CT Scans, Drugs Sold to Patients, Respiratory Therapy, Gastroenterology cases, Tahoe City Physical and Occupational Therapy, Outpatient Physical Therapy, Physical Therapy Aquatic, Speech, and Occupational Therapies.</p>	<table border="0" style="width: 100%;"> <tr> <td>Gross Revenue -- Inpatient</td> <td style="text-align: right;">\$ 1,348,365</td> <td style="text-align: right;">\$ 918,014</td> </tr> <tr> <td>Gross Revenue -- Outpatient</td> <td style="text-align: right;">858,815</td> <td style="text-align: right;">10,231,269</td> </tr> <tr> <td>Gross Revenue -- Total</td> <td style="text-align: right;">\$ 2,207,180</td> <td style="text-align: right;">\$ 11,149,283</td> </tr> </table>	Gross Revenue -- Inpatient	\$ 1,348,365	\$ 918,014	Gross Revenue -- Outpatient	858,815	10,231,269	Gross Revenue -- Total	\$ 2,207,180	\$ 11,149,283																																							
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2) Total Deductions from Revenue																																																	
<p>The payor mix for December shows a 3.32% decrease to Medicare, a 0.06% increase to Medi-Cal, 0.23% decrease to Other, County at budget, and a 3.49% increase to Commercial when compared to budget. We saw a shift from Medicare into Commercial and AR over 90 Days decreased 5.61% from November, creating a positive variance in Contractual Allowances.</p> <p>We are seeing fewer Charity Care applications which is lending to the positive variance in Charity Care.</p>	<table border="0" style="width: 100%;"> <tr> <td>Contractual Allowances</td> <td style="text-align: right;">\$ 100,482</td> <td style="text-align: right;">\$ (15,655,879)</td> </tr> <tr> <td>Charity Care</td> <td style="text-align: right;">729,808</td> <td style="text-align: right;">5,355,180</td> </tr> <tr> <td>Bad Debt</td> <td style="text-align: right;">410,118</td> <td style="text-align: right;">3,133,646</td> </tr> <tr> <td>Prior Period Settlements</td> <td style="text-align: right;">-</td> <td style="text-align: right;">988,772</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 1,240,408</td> <td style="text-align: right;">\$ (6,178,281)</td> </tr> </table>	Contractual Allowances	\$ 100,482	\$ (15,655,879)	Charity Care	729,808	5,355,180	Bad Debt	410,118	3,133,646	Prior Period Settlements	-	988,772	Total	\$ 1,240,408	\$ (6,178,281)																																	
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3) Other Operating Revenue																																																	
<p>Retail Pharmacy revenues were above budget 25.90%.</p> <p>IVCH ER Physician Guarantee is tied to collections which came in below budget in December.</p> <p>Additional volumes were budgeted starting in October with the expectation space expansion would be complete. This is creating a negative variance in Children's Center revenues.</p> <p>Quality Metrics Incentive and Prop 56 funding created a positive variance in Miscellaneous.</p>	<table border="0" style="width: 100%;"> <tr> <td>Retail Pharmacy</td> <td style="text-align: right;">\$ 173,641</td> <td style="text-align: right;">\$ 801,639</td> </tr> <tr> <td>Hospice Thrift Stores</td> <td style="text-align: right;">1,777</td> <td style="text-align: right;">4,283</td> </tr> <tr> <td>The Center (non-therapy)</td> <td style="text-align: right;">19,852</td> <td style="text-align: right;">42,069</td> </tr> <tr> <td>IVCH ER Physician Guarantee</td> <td style="text-align: right;">(37,408)</td> <td style="text-align: right;">(222,520)</td> </tr> <tr> <td>Children's Center</td> <td style="text-align: right;">(37,320)</td> <td style="text-align: right;">(53,889)</td> </tr> <tr> <td>Miscellaneous</td> <td style="text-align: right;">12,332</td> <td style="text-align: right;">(10,955)</td> </tr> <tr> <td>Oncology Drug Replacement</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> </tr> <tr> <td>Grants</td> <td style="text-align: right;">(15,333)</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ 117,541</td> <td style="text-align: right;">\$ 560,628</td> </tr> </table>	Retail Pharmacy	\$ 173,641	\$ 801,639	Hospice Thrift Stores	1,777	4,283	The Center (non-therapy)	19,852	42,069	IVCH ER Physician Guarantee	(37,408)	(222,520)	Children's Center	(37,320)	(53,889)	Miscellaneous	12,332	(10,955)	Oncology Drug Replacement	-	-	Grants	(15,333)	0	Total	\$ 117,541	\$ 560,628																					
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4) Salaries and Wages																																																	
<p>We saw negative variances in Paid Leave and Sick Leave which is creating a positive variance in Salaries and Wages.</p>	<table border="0" style="width: 100%;"> <tr> <td>Total</td> <td style="text-align: right;">\$ 228,091</td> <td style="text-align: right;">\$ 1,417,027</td> </tr> </table>	Total	\$ 228,091	\$ 1,417,027																																													
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<p>We saw increased use of Paid Leave and Sick Leave during the holidays, creating a negative variance in PL/SL.</p> <p>An employment related matter created a negative variance in Nonproductive.</p>	<table border="0" style="width: 100%;"> <tr> <td>PL/SL</td> <td style="text-align: right;">\$ (218,751)</td> <td style="text-align: right;">\$ (748,881)</td> </tr> <tr> <td>Nonproductive</td> <td style="text-align: right;">(77,010)</td> <td style="text-align: right;">(252,816)</td> </tr> <tr> <td>Pension/Deferred Comp</td> <td style="text-align: right;">(2,632)</td> <td style="text-align: right;">(17,108)</td> </tr> <tr> <td>Standby</td> <td style="text-align: right;">5,242</td> <td style="text-align: right;">58,770</td> </tr> <tr> <td>Other</td> <td style="text-align: right;">24,129</td> <td style="text-align: right;">35,588</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ (269,023)</td> <td style="text-align: right;">\$ (924,446)</td> </tr> </table>	PL/SL	\$ (218,751)	\$ (748,881)	Nonproductive	(77,010)	(252,816)	Pension/Deferred Comp	(2,632)	(17,108)	Standby	5,242	58,770	Other	24,129	35,588	Total	\$ (269,023)	\$ (924,446)																														
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Nonproductive	(77,010)	(252,816)																																															
Pension/Deferred Comp	(2,632)	(17,108)																																															
Standby	5,242	58,770																																															
Other	24,129	35,588																																															
Total	\$ (269,023)	\$ (924,446)																																															
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<p>Employee Benefits - Medical Insurance</p> <p>We continue to see higher claims being processed through our Third Party Administrator, creating a negative variance in Employee Benefits - Medical Insurance.</p>	<table border="0" style="width: 100%;"> <tr> <td>Total</td> <td style="text-align: right;">\$ 45,456</td> <td style="text-align: right;">\$ 256,322</td> </tr> </table>	Total	\$ 45,456	\$ 256,322																																													
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<p>Anesthesia Physician Fees and Diagnostic Imaging Physician Fees were above budget. Physicians converting back to a Contracted Model from Employment is lending to the negative variance.</p> <p>Consulting Services provided by the District's new Health Insurance TPA and services provided for external employee relations created a negative variance in Human Resources.</p> <p>Call Coverage was below budget, creating a positive variance in IVCH ER Physicians.</p> <p>Outsourced Legal and Consulting services were above budget, creating a negative variance in Administration.</p> <p>Emergency Department Physician fees were below budget, creating a positive variance in TFH Locums.</p> <p>Decreased use of outsourced resources for implementations/integrations created a positive variance in Information Technology.</p>	<table border="0" style="width: 100%;"> <tr> <td>Miscellaneous</td> <td style="text-align: right;">\$ (127,649)</td> <td style="text-align: right;">\$ (444,776)</td> </tr> <tr> <td>Human Resources</td> <td style="text-align: right;">(47,987)</td> <td style="text-align: right;">(160,206)</td> </tr> <tr> <td>IVCH ER Physicians</td> <td style="text-align: right;">11,140</td> <td style="text-align: right;">(32,567)</td> </tr> <tr> <td>Oncology</td> <td style="text-align: right;">2,699</td> <td style="text-align: right;">(26,985)</td> </tr> <tr> <td>Managed Care</td> <td style="text-align: right;">(500)</td> <td style="text-align: right;">(11,406)</td> </tr> <tr> <td>Corporate Compliance</td> <td style="text-align: right;">-</td> <td style="text-align: right;">(2,470)</td> </tr> <tr> <td>Medical Staff Services</td> <td style="text-align: right;">(5,237)</td> <td style="text-align: right;">19,978</td> </tr> <tr> <td>Marketing</td> <td style="text-align: right;">(4,490)</td> <td style="text-align: right;">45,409</td> </tr> <tr> <td>Administration</td> <td style="text-align: right;">(89,846)</td> <td style="text-align: right;">48,896</td> </tr> <tr> <td>Patient Accounting/Admitting</td> <td style="text-align: right;">8,691</td> <td style="text-align: right;">50,702</td> </tr> <tr> <td>Financial Administration</td> <td style="text-align: right;">9,101</td> <td style="text-align: right;">57,299</td> </tr> <tr> <td>Multi-Specialty Clinics</td> <td style="text-align: right;">(435)</td> <td style="text-align: right;">61,659</td> </tr> <tr> <td>TFH Locums</td> <td style="text-align: right;">33,633</td> <td style="text-align: right;">68,117</td> </tr> <tr> <td>Multi-Specialty Clinics Administration</td> <td style="text-align: right;">7,758</td> <td style="text-align: right;">169,603</td> </tr> <tr> <td>Information Technology</td> <td style="text-align: right;">28,132</td> <td style="text-align: right;">210,289</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$ (174,989)</td> <td style="text-align: right;">\$ 53,542</td> </tr> </table>	Miscellaneous	\$ (127,649)	\$ (444,776)	Human Resources	(47,987)	(160,206)	IVCH ER Physicians	11,140	(32,567)	Oncology	2,699	(26,985)	Managed Care	(500)	(11,406)	Corporate Compliance	-	(2,470)	Medical Staff Services	(5,237)	19,978	Marketing	(4,490)	45,409	Administration	(89,846)	48,896	Patient Accounting/Admitting	8,691	50,702	Financial Administration	9,101	57,299	Multi-Specialty Clinics	(435)	61,659	TFH Locums	33,633	68,117	Multi-Specialty Clinics Administration	7,758	169,603	Information Technology	28,132	210,289	Total	\$ (174,989)	\$ 53,542
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TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
DECEMBER 2024

		<u>Variance from Budget</u>	
		<u>Fav / <Unfav></u>	
		<u>DEC 2024</u>	<u>YTD 2025</u>
6) <u>Supplies</u>			
We saw negative variances in Other Non-Medical Supplies in the Obstetrics, MSC Plastics, Surgery, and Engineering.	Pharmacy Supplies	\$ 8,431	\$ (528,334)
Medical Supplies Sold to Patients Revenue was above budget 18.42%, creating a negative variance in Patient and Other Medical Supplies.	Minor Equipment	(2,929)	(5,414)
	Other Non-Medical Supplies	(14,689)	8,309
	Food	5,505	14,701
	Office Supplies	6,771	29,840
	Patient & Other Medical Supplies	(173,317)	243,979
	Total	\$ (170,228)	\$ (236,919)
7) <u>Purchased Services</u>			
Employee Health screenings and post go-live support for the Ultimate payroll upgrade created a negative variance in Human Resources.	Medical Records	\$ 4,043	\$ (239,897)
Genetic Disease screenings created a negative variance in Laboratory.	Human Resources	(17,977)	(89,152)
Outsourced billing and collection services were below budget, creating a positive variance in Patient Accounting.	Laboratory	(19,832)	(63,008)
Behavioral Health validation support services and expenses advanced for the Foundation's 75th Anniversary event created a negative variance in Miscellaneous.	Diagnostic Imaging Services - All The Center	451	(35,176)
Department repairs were below budget in Diagnostic Imaging, Copy Machine and Engineering, creating a positive variance in this category.	Pharmacy IP	(4,715)	(10,397)
Budgeted Information Technology projects did not kick off as anticipated during the budgeting process, creating a positive variance in this category.	Patient Accounting	1,618	(5,034)
	Community Development	9,899	6,510
	Home Health/Hospice	3,333	9,800
	Miscellaneous	(172)	11,455
	Multi-Specialty Clinics	(4,199)	32,410
	Department Repairs	(209)	68,774
	Information Technology	28,491	113,300
	Total	\$ 93,235	\$ 245,022
		\$ 93,966	\$ 44,608
8) <u>Other Expenses</u>			
Media Branding, Marketing Campaigns for Orthopedics, Occupational Health and Retail Pharmacy, and Website maintenance were above budget, creating a negative variance in Marketing.	Marketing	\$ (84,197)	\$ (140,128)
A rental rate increase for the IVCH Physical Therapy building and Common Area Maintenance invoices for outlier buildings created a negative variance in Other Building Rent.	Other Building Rent	(10,409)	(57,509)
Natural Gas/Propane and Diesel costs were above budget, creating a negative variance in Utilities.	Physician Services	1,323	1,041
Outside Training and Travel were below budget, creating a positive variance.	Multi-Specialty Clinics Bldg. Rent	388	1,563
	Multi-Specialty Clinics Equip Rent	467	1,890
	Equipment Rent	2,547	3,149
	Dues and Subscriptions	(474)	6,379
	Insurance	(78)	22,202
	Human Resources Recruitment	6,490	36,751
	Utilities	(13,197)	117,947
	Outside Training & Travel	36,986	167,073
	Miscellaneous	152	278,035
	Total	\$ (60,001)	\$ 438,393
9) <u>District and County Taxes</u>			
	Total	\$ 25,466	\$ 44,437
10) <u>Interest Income</u>			
Interest rates with our funds held with LAIF and our US Bank Investment account were above budget, creating a positive variance in Interest Income.	Total	\$ 57,381	\$ 811,807
11) <u>Donations</u>			
	IVCH	\$ (51,118)	\$ (287,058)
	Operational	(20,363)	107,345
	Total	\$ (71,481)	\$ (179,714)
12) <u>Gain/(Loss) on Joint Investment</u>			
	Total	\$ (28,576)	\$ 39,100
13) <u>Gain/(Loss) on Market Investments</u>			
The District booked the value of unrealized losses in its holdings with Chandler Investments.	Total	\$ (257,332)	\$ 1,834,912
14) <u>Loss on Investments - TIRHR</u>			
	Total	\$ -	\$ -
15) <u>Gain/(Loss) on Sale or Disposal of Assets</u>			
	Total	\$ -	\$ -
16) <u>Gain/(Loss) on Sale or Disposal of Equipment</u>			
	Total	\$ -	\$ 37,450
17) <u>Depreciation Expense</u>			
	Total	\$ (42)	\$ (2,056)
18) <u>Interest Expense</u>			
	Total	\$ (57)	\$ (287)

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
KEY FINANCIAL INDICATORS
DECEMBER 2024**

	Current Status	Desired Position	Target	FY 2025 Jul 24 to Dec 24	FY 2024 Jul 23 to June 24	FY 2023 Jul 22 to June 23	FY 2022 Jul 21 to June 22	FY 2021 Jul 20 to June 21	FY 2020 Jul 19 to June 20	FY 2019 Jul 18 to June 19
Total Margin: <u>Increase (Decrease) In Net Position</u> Total Gross Revenue		↑	FYE 2.7% 2nd Qtr 3.4%	6.1%	5.9%	6.3%	6.2%	5.8%	8.5%	5.7%
Charity Care: <u>Charity Care Expense</u> Gross Patient Revenue		↓	FYE 2.0% 2nd Qtr 2.0%	.4%	.1%	.6%	2.6%	3.4%	4.0%	3.8%
Bad Debt Expense: <u>Bad Debt Expense</u> Gross Patient Revenue		↓	FYE 1.5% 2nd Qtr 1.5%	.6%	1.2%	1.2%	-.01%	1.2%	1.4%	.1%
Incline Village Community Hospital: EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 15.7% 2nd Qtr 17.0%	14.5%	12.0%	12.2%	12.2%	13.7%	.1%	11.5%
Operating Expense Variance to Budget (Under<Over>)		↑	-0-	\$1,576,167	\$380,780	\$(1,499,954)	\$(10,431,192)	\$(8,685,969)	\$(9,484,742)	\$(13,825,198)
EBIDA: Earnings before interest, Depreciation, amortization <u>Net Operating Revenue <Expense></u> Gross Revenue		↑	FYE 3.7% 2nd Qtr 4.4%	6.2%	6.1%	6.3%	7.9%	7.8%	6.2%	7.1%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
DECEMBER 2024

CURRENT MONTH				YEAR TO DATE				PRIOR YTD DEC 2023		
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
				OPERATING REVENUE						
\$ 4,197,628	\$ 4,151,021	\$ 46,607	1.1%	Total Gross Revenue	\$ 26,526,915	\$ 25,071,606	\$ 1,455,309	5.8%	1	\$ 22,217,821
				Gross Revenues - Inpatient						
\$ -	\$ -	\$ -	0.0%	Daily Hospital Service	\$ -	\$ -	\$ -	0.0%		\$ -
-	-	-	0.0%	Ancillary Service - Inpatient	-	-	-	0.0%		-
-	-	-	0.0%	Total Gross Revenue - Inpatient	-	-	-	0.0%	1	-
4,197,628	4,151,021	46,607	1.1%	Gross Revenue - Outpatient	26,526,915	25,071,606	1,455,309	5.8%		22,217,821
4,197,628	4,151,021	46,607	1.1%	Total Gross Revenue - Outpatient	26,526,915	25,071,606	1,455,309	5.8%	1	22,217,821
				Deductions from Revenue:						
1,806,933	1,822,655	15,722	0.9%	Contractual Allowances	12,827,656	11,019,454	(1,808,202)	-16.4%	2	10,675,094
82,957	83,020	63	0.1%	Charity Care	426,774	501,432	74,658	14.9%	2	88,491
79,611	62,265	(17,346)	-27.9%	Bad Debt	641,994	376,074	(265,920)	-70.7%	2	658,086
-	-	-	0.0%	Prior Period Settlements	(291,973)	-	291,973	0.0%	2	(149,617)
1,969,500	1,967,940	(1,560)	-0.1%	Total Deductions from Revenue	13,604,452	11,896,960	(1,707,492)	-14.4%	2	11,272,054
26,371	95,191	(68,821)	-72.3%	Other Operating Revenue	164,202	617,193	(452,991)	-73.4%	3	434,660
2,254,498	2,278,272	(23,774)	-1.0%	TOTAL OPERATING REVENUE	13,086,665	13,791,839	(705,174)	-5.1%		11,380,427
				OPERATING EXPENSES						
715,506	669,745	(45,761)	-6.8%	Salaries and Wages	4,172,324	4,370,195	197,871	4.5%	4	3,951,224
229,987	193,367	(36,620)	-18.9%	Benefits	1,276,164	1,282,230	6,066	0.5%	4	1,147,433
(4,434)	3,160	7,594	240.3%	Benefits Workers Compensation	6,026	18,957	12,931	68.2%	4	20,426
186,851	165,194	(21,657)	-13.1%	Benefits Medical Insurance	956,417	991,162	34,745	3.5%	4	806,685
179,512	192,301	12,789	6.7%	Medical Professional Fees	1,052,107	1,026,931	(25,176)	-2.5%	5	918,189
2,514	2,431	(83)	-3.4%	Other Professional Fees	14,108	14,586	478	3.3%	5	13,488
80,023	118,234	38,211	32.3%	Supplies	668,259	738,586	70,327	9.5%	6	706,338
90,150	91,015	865	1.0%	Purchased Services	488,988	490,402	1,414	0.3%	7	358,295
117,644	97,134	(20,510)	-21.1%	Other	613,818	587,478	(26,340)	-4.5%	8	761,943
1,597,753	1,532,581	(65,172)	-4.3%	TOTAL OPERATING EXPENSE	9,248,208	9,520,527	272,319	2.9%		8,684,021
656,745	745,691	(88,946)	-11.9%	NET OPERATING REV(EXP) EBIDA	3,838,457	4,271,312	(432,855)	-10.1%		2,696,406
				NON-OPERATING REVENUE/(EXPENSE)						
-	51,118	(51,118)	-100.0%	Donations-IVCH	19,652	306,711	(287,059)	-93.6%	9	173,569
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10	-
(203,527)	(203,527)	(0)	0.0%	Depreciation	(1,221,074)	(1,219,226)	(1,848)	-0.2%	11	(738,272)
(1,059)	(1,059)	-	0.0%	Interest Expense	(6,759)	(6,759)	-	0.0%	12	(8,576)
(204,586)	(153,468)	(51,118)	-33.3%	TOTAL NON-OPERATING REVENUE/(EXP)	(1,208,180)	(919,274)	(288,906)	-31.4%		(573,279)
\$ 452,158	\$ 592,223	\$ (140,065)	-23.7%	EXCESS REVENUE(EXPENSE)	\$ 2,630,277	\$ 3,352,038	\$ (721,761)	-21.5%		\$ 2,123,127
15.6%	18.0%	-2.3%		RETURN ON GROSS REVENUE EBIDA	14.5%	17.0%	-2.6%			12.1%

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
DECEMBER 2024**

		Variance from Budget	
		Fav<Unfav>	
		DEC 2024	YTD 2025
1) Gross Revenues			
<p>Outpatient volumes were above budget in Surgery cases, Lab Tests, Diagnostic Imaging, Mammography, Ultrasounds, Drugs Sold to Patients, Oncology Drugs Sold to Patients and Occupational Therapy.</p> <p>Outpatient volumes were below budget in Emergency Department Visits, Lab Send Out Tests, EKGs, CT Scans, Respiratory Therapy, Physical and Speech Therapies.</p>	<p>Gross Revenue -- Inpatient</p> <p>Gross Revenue -- Outpatient</p> <p>Total</p>	<p>\$ -</p> <p>\$ 46,607</p> <p>\$ 46,607</p>	<p>\$ -</p> <p>\$ 1,455,309</p> <p>\$ 1,455,309</p>
2) Total Deductions from Revenue			
<p>We saw a shift in our payor mix with a 4.51% decrease in Medicare, a 0.64% increase in Medicaid, a 4.46% increase in Commercial insurance, a 0.59% decrease in Other, and County was at budget. We saw a positive variance in Contractual Allowances due to the shift in Payor Mix from Medicare to Commercial and A/R over 90 Days decreased 10.98% from November.</p>	<p>Contractual Allowances</p> <p>Charity Care</p> <p>Bad Debt</p> <p>Prior Period Settlement</p> <p>Total</p>	<p>\$ 15,722</p> <p>63</p> <p>(17,346)</p> <p>-</p> <p>\$ (1,560)</p>	<p>\$ (1,808,202)</p> <p>74,658</p> <p>(265,920)</p> <p>291,973</p> <p>\$ (1,707,492)</p>
3) Other Operating Revenue			
<p>IVCH ER Physician Guarantee is tied to collections, coming in below budget in December.</p> <p>Negative variance in Miscellaneous is related to the timing of the Nevada Private Hospital Provider Tax program participation.</p>	<p>IVCH ER Physician Guarantee</p> <p>Miscellaneous</p> <p>Total</p>	<p>\$ (37,408)</p> <p>(31,413)</p> <p>\$ (68,821)</p>	<p>\$ (222,520)</p> <p>(230,471)</p> <p>\$ (452,991)</p>
4) Salaries and Wages			
<p>We saw negative variances in Technical, RN and Management Salaries.</p>	<p>Total</p>	<p>\$ (45,761)</p>	<p>\$ 197,871</p>
Employee Benefits			
<p>Increased use of Paid Leave during the holiday season created a negative variance in PL/SL.</p>	<p>PL/SL</p> <p>Pension/Deferred Comp</p> <p>Standby</p> <p>Other</p> <p>Nonproductive</p> <p>Total</p>	<p>\$ (44,493)</p> <p>0</p> <p>853</p> <p>(1,220)</p> <p>8,240</p> <p>\$ (36,620)</p>	<p>\$ (70,139)</p> <p>0</p> <p>(554)</p> <p>13,552</p> <p>63,207</p> <p>\$ 6,066</p>
Employee Benefits - Workers Compensation			
	<p>Total</p>	<p>\$ 7,594</p>	<p>\$ 12,931</p>
Employee Benefits - Medical Insurance			
	<p>Total</p>	<p>\$ (21,657)</p>	<p>\$ 34,745</p>
5) Professional Fees			
<p>Decreased use of Call coverage created a positive variance in IVCH ER Physicians.</p>	<p>IVCH ER Physicians</p> <p>Administration</p> <p>Foundation</p> <p>Miscellaneous</p> <p>Multi-Specialty Clinics</p> <p>Total</p>	<p>\$ 11,140</p> <p>-</p> <p>(83)</p> <p>343</p> <p>1,304</p> <p>\$ 12,705</p>	<p>\$ (32,567)</p> <p>-</p> <p>480</p> <p>1,314</p> <p>6,076</p> <p>\$ (24,697)</p>
6) Supplies			
<p>Medical Supplies Sold to Patients revenues were above budget 8.14%, creating a negative variance in Patient & Other Medical Supplies.</p> <p>Transfer of pharmaceutical supplies from TFH to IVCH was below budget, creating a positive variance in Pharmacy Supplies.</p>	<p>Patient & Other Medical Supplies</p> <p>Non-Medical Supplies</p> <p>Food</p> <p>Minor Equipment</p> <p>Office Supplies</p> <p>Pharmacy Supplies</p> <p>Total</p>	<p>\$ (12,174)</p> <p>2,742</p> <p>(183)</p> <p>(1,307)</p> <p>(275)</p> <p>49,408</p> <p>\$ 38,211</p>	<p>\$ (19,331)</p> <p>(9,742)</p> <p>(2,446)</p> <p>(993)</p> <p>1,370</p> <p>101,468</p> <p>\$ 70,327</p>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
DECEMBER 2024**

		Variance from Budget	
		Fav<Unfav>	
		DEC 2024	YTD 2025
7) <u>Purchased Services</u>			
Waste Management Services, Facility maintenance and Security services created a negative variance in Engineering/Plant/Communications.	Engineering/Plant/Communications	\$ (2,159)	\$ (11,198)
Laundry & Linen costs were below budget, creating a positive variance in EVS/Laundry.	Miscellaneous	319	(7,239)
Department repairs were above budget in Surgery, Lab and Engineering.	Diagnostic Imaging Services - All	104	(4,584)
	Multi-Specialty Clinics	(554)	(432)
	Pharmacy	720	(53)
	EVS/Laundry	2,557	117
	Laboratory	978	5,076
	Foundation	1,867	5,683
	Department Repairs	(2,966)	14,045
	Total	\$ 865	\$ 1,414
8) <u>Other Expenses</u>			
A legal matter related to Construction created a negative variance in Miscellaneous.	Miscellaneous	\$ (24,843)	\$ (50,282)
Budgeted Marketing campaigns were below budget, creating a positive variance in this category.	Other Building Rent	(5,531)	(33,184)
Outside Training and Travel was below budget, creating a positive variance in this category.	Multi-Specialty Clinics Bldg. Rent	(538)	(3,480)
	Equipment Rent	(729)	(3,465)
	Physician Services	-	-
	Marketing	3,107	2,500
	Insurance	58	2,807
	Dues and Subscriptions	2,665	12,455
	Utilities	1,784	16,942
	Outside Training & Travel	3,515	29,366
	Total	\$ (20,510)	\$ (26,340)
9) <u>Donations</u>	Total	\$ (51,118)	\$ (287,059)
10) <u>Gain/(Loss) on Sale</u>	Total	\$ -	\$ -
11) <u>Depreciation Expense</u>	Total	\$ -	\$ (1,848)
12) <u>Interest Expense</u>	Total	\$ -	\$ -

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED FYE 2024		BUDGET FYE 2025	PROJECTED FYE 2025	ACTUAL DEC 2024	BUDGET DEC 2024	DIFFERENCE	ACTUAL 1ST QTR	ACTUAL 2ND QTR	PROJECTED 3RD QTR	PROJECTED 4TH QTR
Net Operating Rev/(Exp) - EBIDA	39,087,677		24,816,849	31,920,912	\$ 6,062,737	\$ 3,181,317	\$ 2,881,420	10,393,751	11,583,711	5,331,415	4,612,035
Interest Income	3,282,148		3,000,000	3,644,103	179,585	160,000	19,585	1,070,746	1,073,356	750,000	750,000
Property Tax Revenue	10,670,390		10,420,000	10,502,792	-	-	-	570,592	132,200	5,700,000	4,100,000
Donations	8,217,116		1,325,000	998,795	2,092	110,417	(108,324)	200,422	135,873	331,250	331,250
Debt Service Payments	(3,477,709)		(3,588,480)	(3,381,035)	(193,169)	(198,269)	5,100	(1,149,659)	(579,506)	(786,023)	(865,847)
Property Purchase Agreement	(811,928)		(811,927)	(811,927)	(67,661)	(67,661)	-	(202,982)	(202,982)	(202,982)	(202,982)
2018 Muni Lease/2025 Muni Lease	(715,417)		(396,294)	(335,428)	-	-	-	-	-	(83,857)	(251,571)
Copier	(41,568)		(61,200)	-	-	(5,100)	5,100	-	-	-	-
2017 VR Demand Bond	(122,530)		(743,423)	(777,718)	-	-	-	(689,828)	-	(87,890)	-
2015 Revenue Bond	(1,786,265)		(1,575,636)	(1,455,962)	(125,508)	(125,508)	(0)	(256,850)	(376,525)	(411,294)	(411,294)
Physician Recruitment	(146,666)		(1,000,000)	(588,000)	-	(83,333)	83,333	-	(88,000)	(250,001)	(249,999)
Investment in Capital											
Equipment	(4,906,204)		(3,026,710)	(3,597,457)	(257,014)	(388,114)	131,100	(815,094)	(2,113,275)	(568,088)	(101,000)
Municipal Lease Reimbursement	-		2,200,000	1,825,000	-	-	-	-	-	1,340,000	485,000
IT/EMR/Business Systems	(39,200)		(2,053,081)	(744,170)	-	(191,137)	191,137	-	-	(372,085)	(372,085)
Building Projects/Properties	(11,602,725)		(25,877,332)	(21,263,281)	(1,306,572)	(2,002,667)	696,095	(1,464,737)	(2,414,212)	(8,355,000)	(9,029,332)
Change in Accounts Receivable	(2,970,723)	N1	1,437,080	4,322,889	(1,320,641)	(1,449,866)	129,225	4,489,776	(1,939,760)	3,802,055	(2,029,182)
Change in Settlement Accounts	5,273,357	N2	2,005,000	1,613,042	(742,423)	(861,667)	119,244	(4,239,029)	(6,649,704)	3,874,244	8,627,531
Change in Other Assets	(4,969,324)	N3	(3,600,000)	(7,364,488)	(313,565)	500,000	(813,565)	(2,884,641)	(2,579,847)	(1,100,000)	(800,000)
Change in Other Liabilities	1,034,327	N4	(3,850,000)	(9,468,587)	4,354,978	500,000	3,854,978	(985,268)	(5,983,319)	(2,400,000)	(100,000)
Change in Cash Balance	39,452,464		2,208,325	8,420,515	6,466,008	(723,318)	7,189,326	5,186,858	(8,077,236)	7,297,768	5,358,371
Beginning Unrestricted Cash	144,844,775		184,297,240	184,297,240	174,940,853	174,940,853	-	184,297,240	189,484,098	181,406,862	188,704,630
Ending Unrestricted Cash	184,297,240		186,505,565	192,717,755	181,406,861	174,217,535	7,189,326	189,484,098	181,406,862	188,704,630	194,063,001
Operating Cash	184,297,240		186,505,565	192,717,755	181,406,861	174,217,535	7,189,326	189,484,098	181,406,862	188,704,630	194,063,001
Expense Per Day	803,390		860,294	855,977	845,451	854,016	(8,565)	825,149	845,451	853,707	855,977
Days Cash On Hand	229		217	225	215	204	11	230	215	221	227

Footnotes:

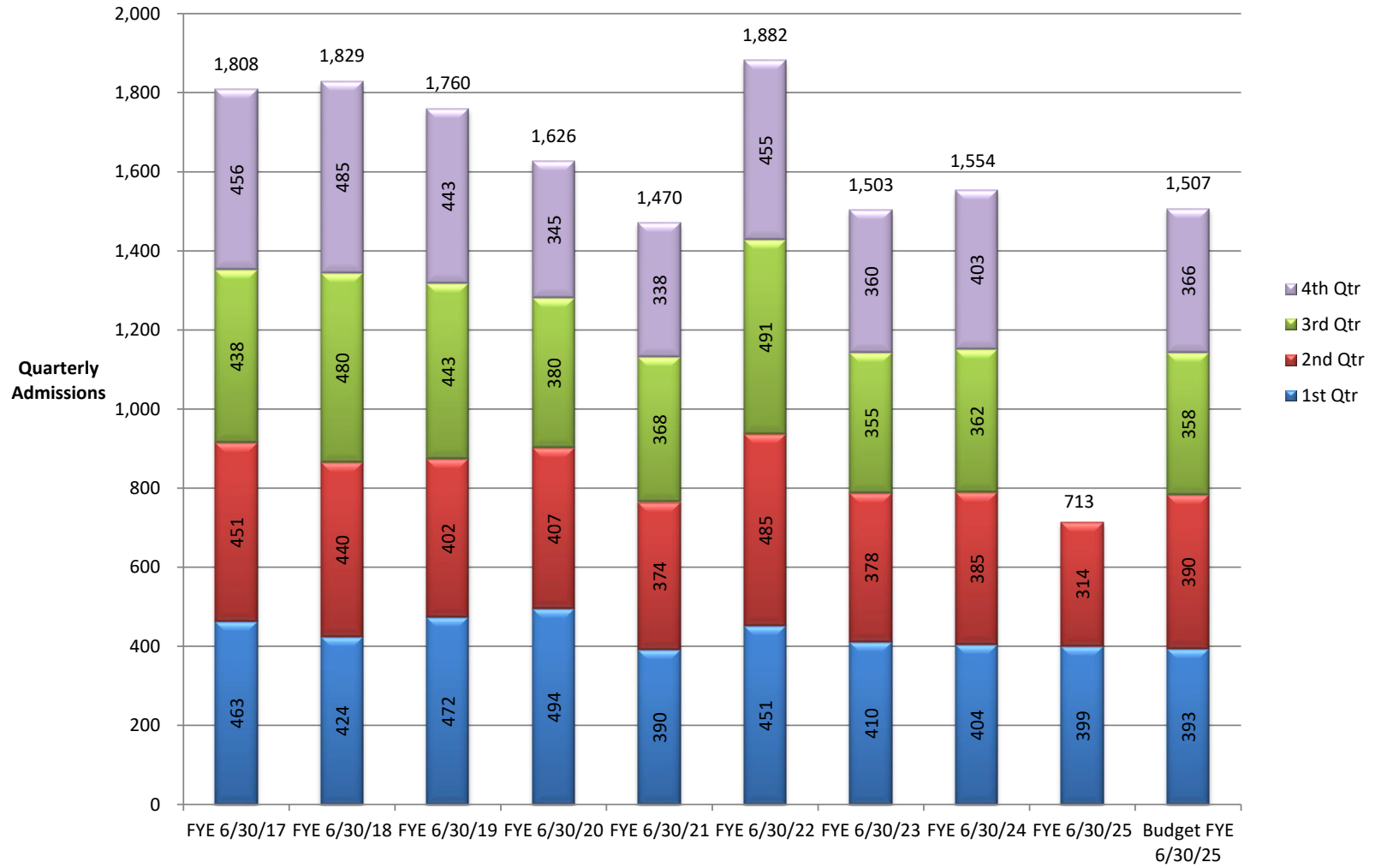
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

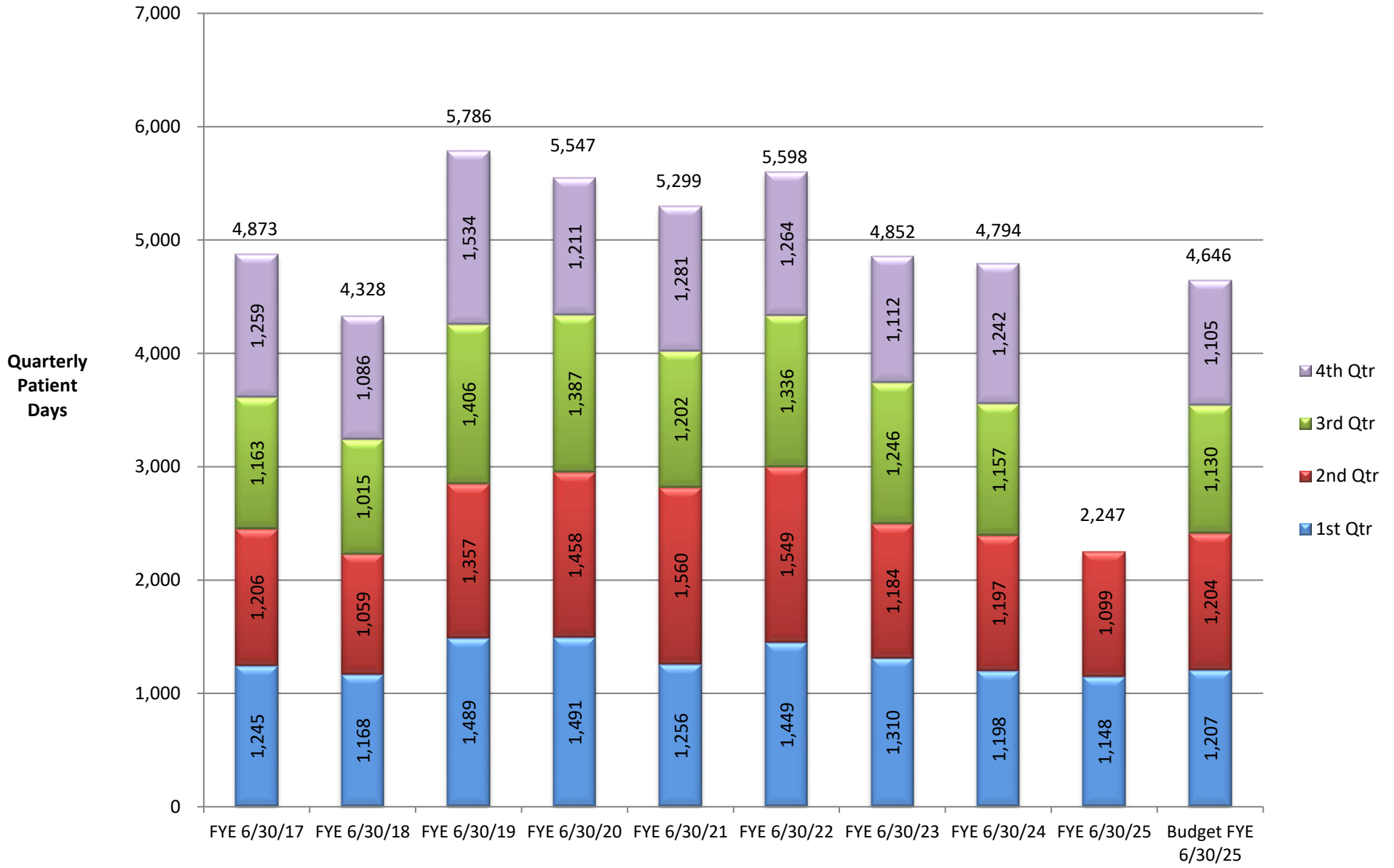
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

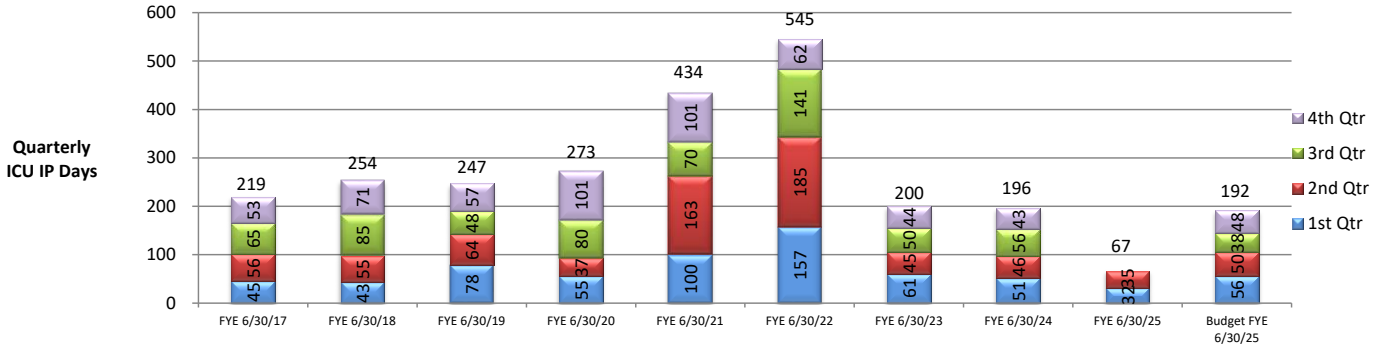
TOTAL TFH ADMISSIONS



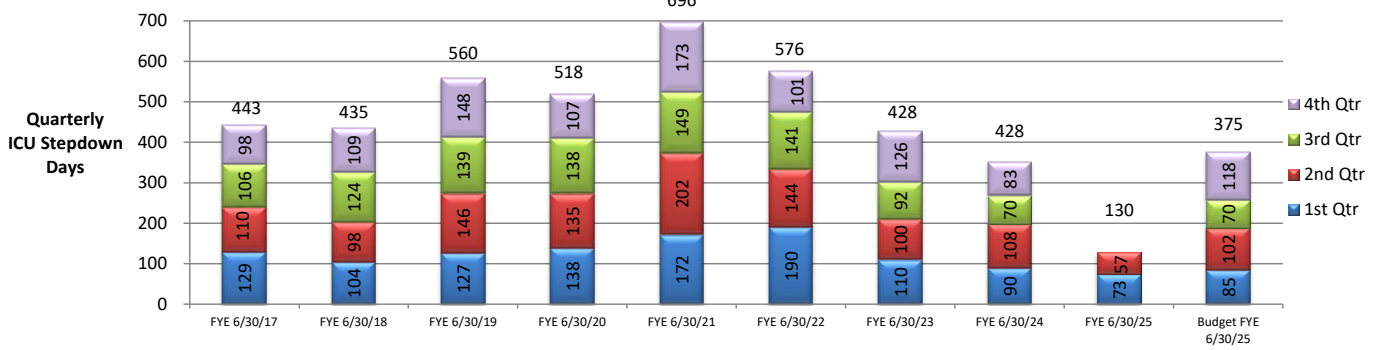
TOTAL TFH PATIENT DAYS



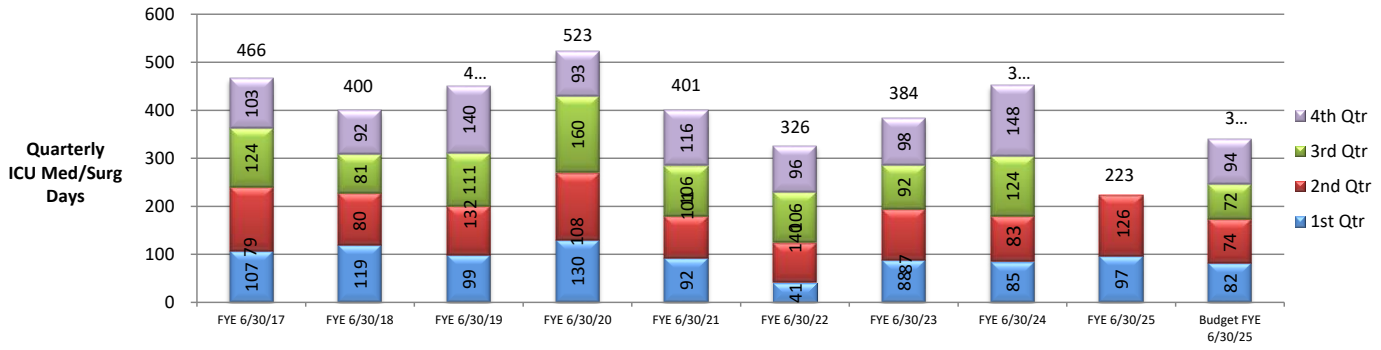
TOTAL TFH ICU INPATIENT DAYS



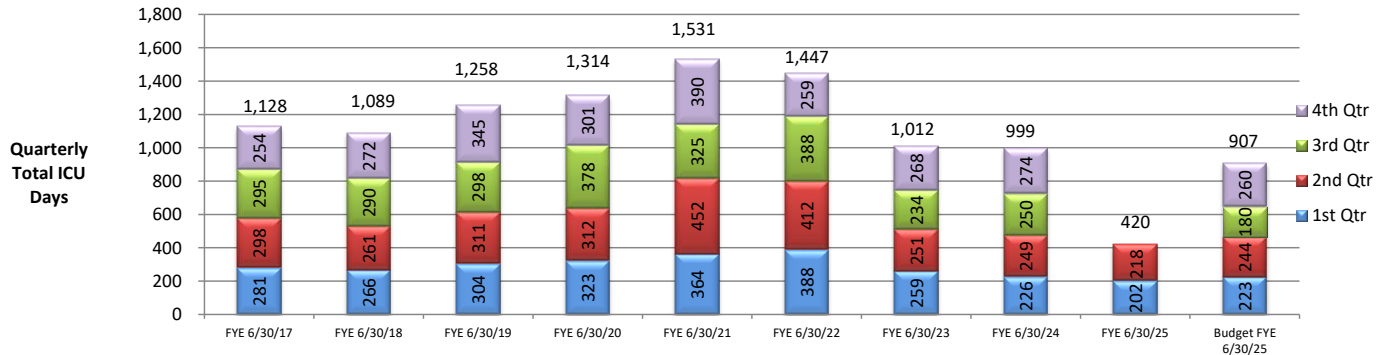
TOTAL TFH ICU STEPDOWN DAYS



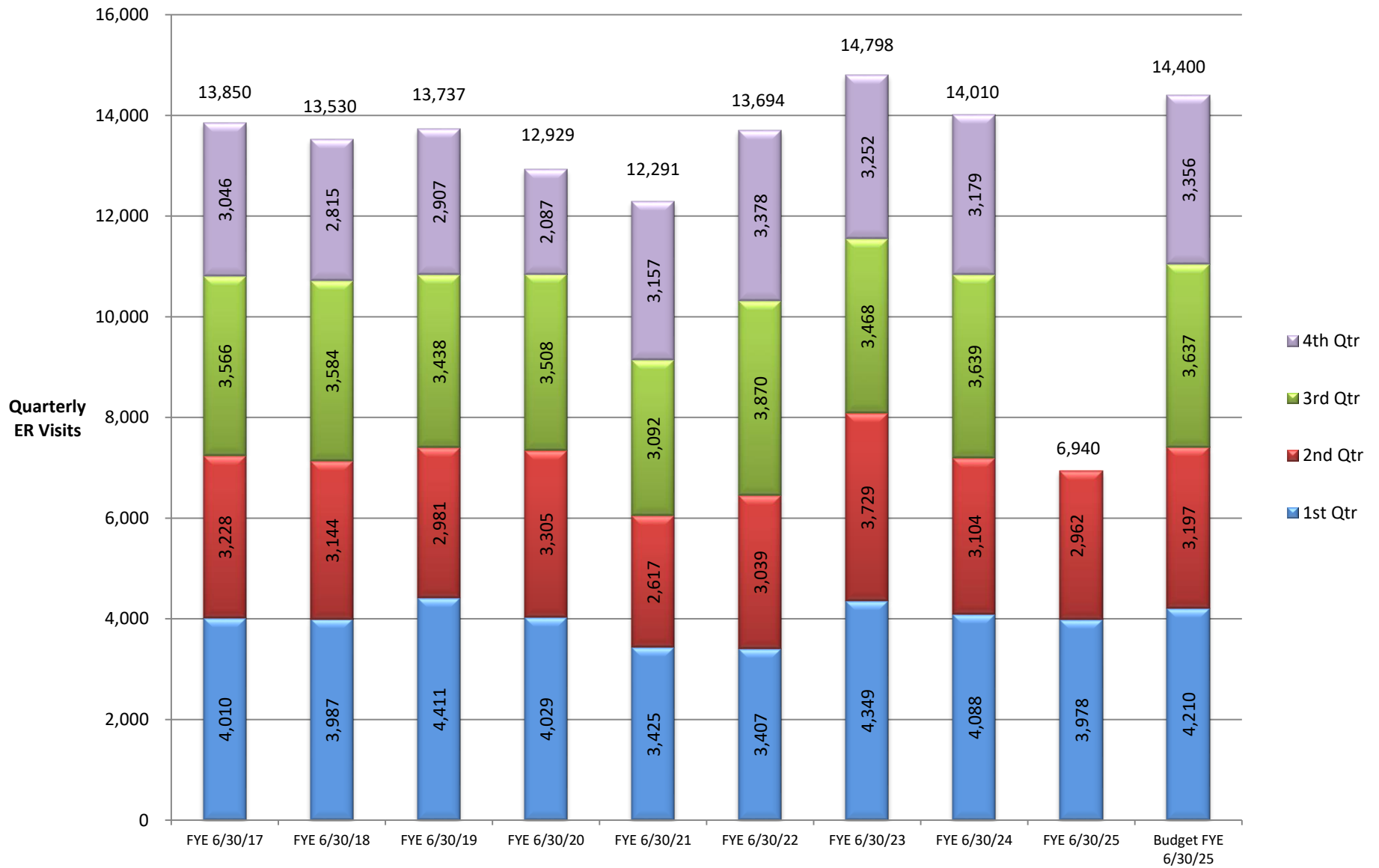
TOTAL TFH ICU MED/SURG DAYS



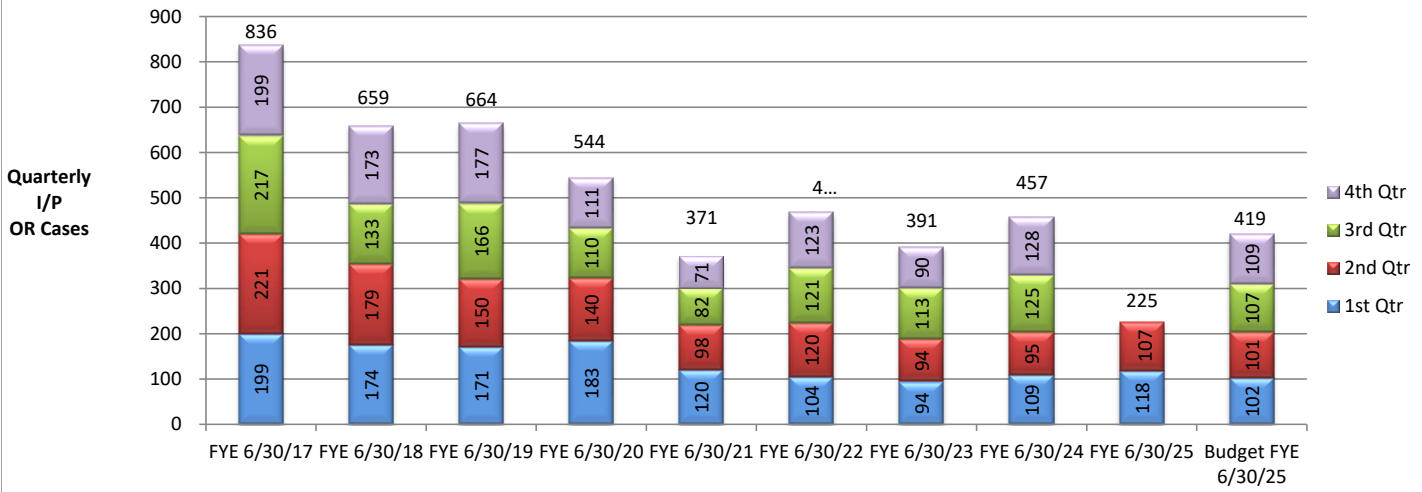
TOTAL TFH ICU DAYS



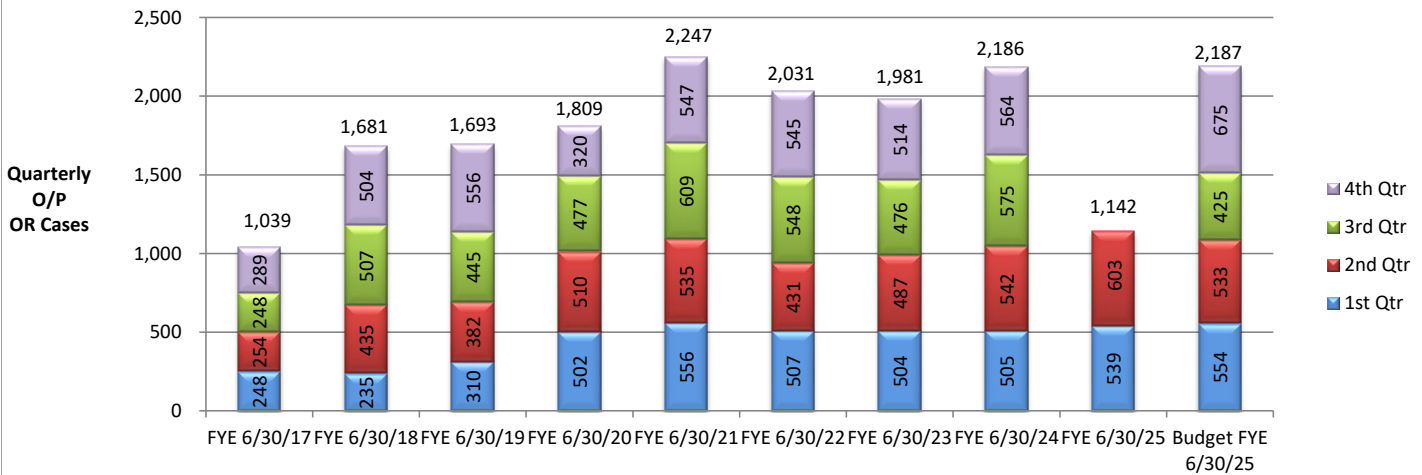
TOTAL TFH ER VISITS



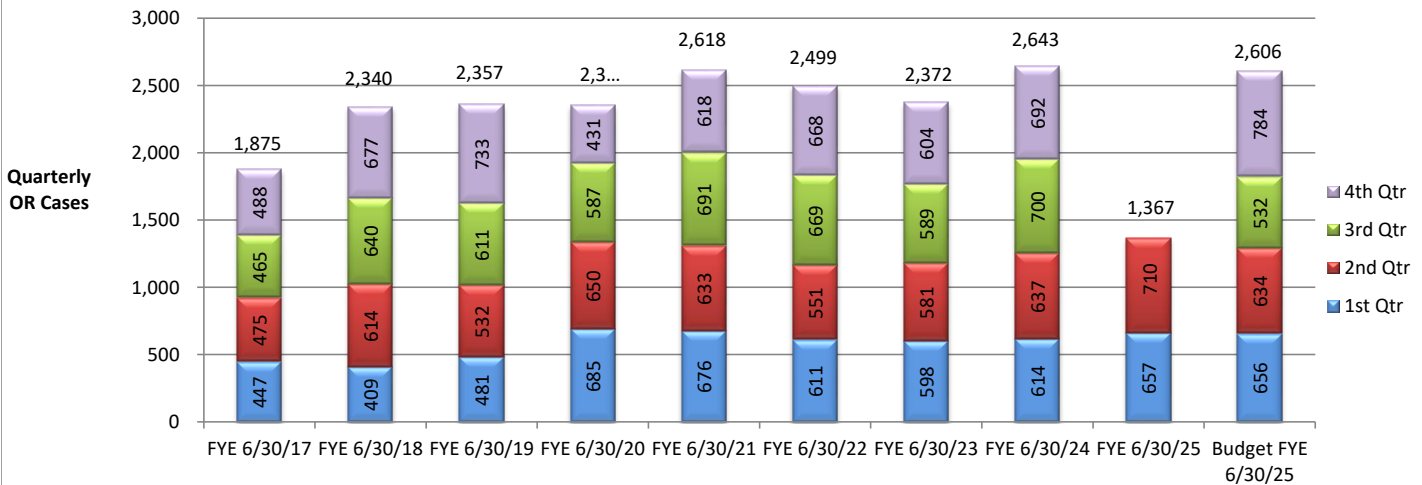
TOTAL TFH INPATIENT OR CASES



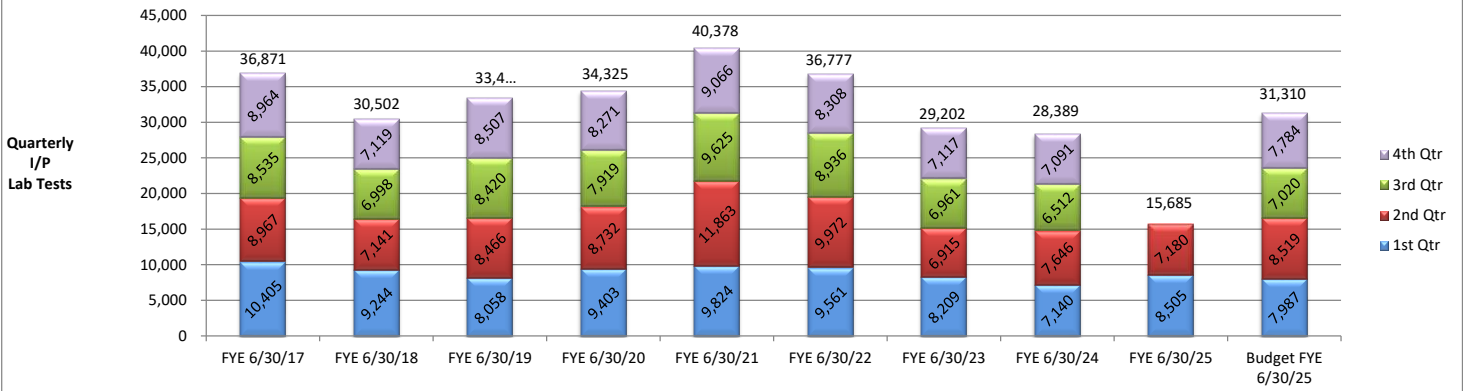
TOTAL TFH OUTPATIENT OR CASES



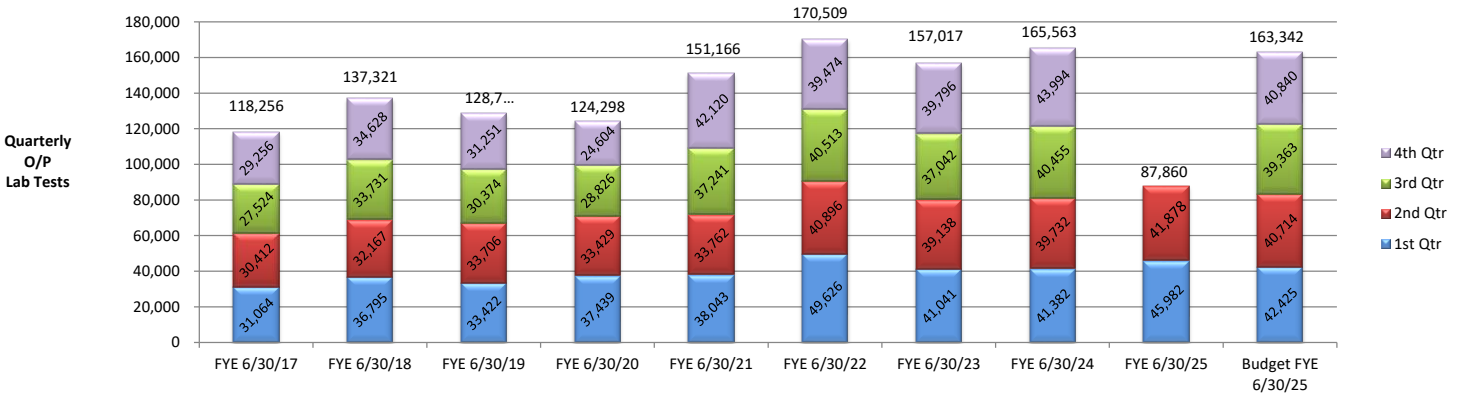
TOTAL TFH OR CASES



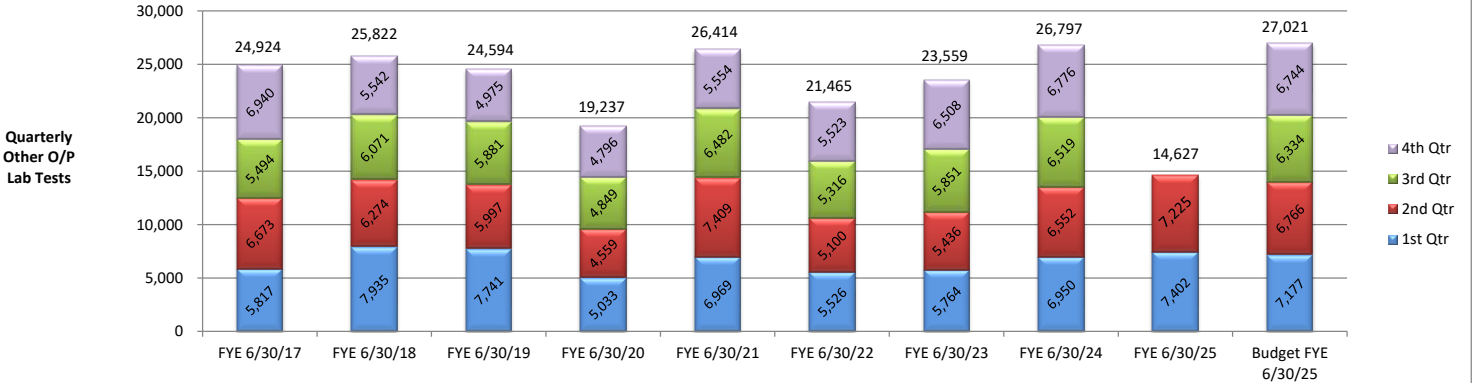
TOTAL TFH INPATIENT LAB TESTS



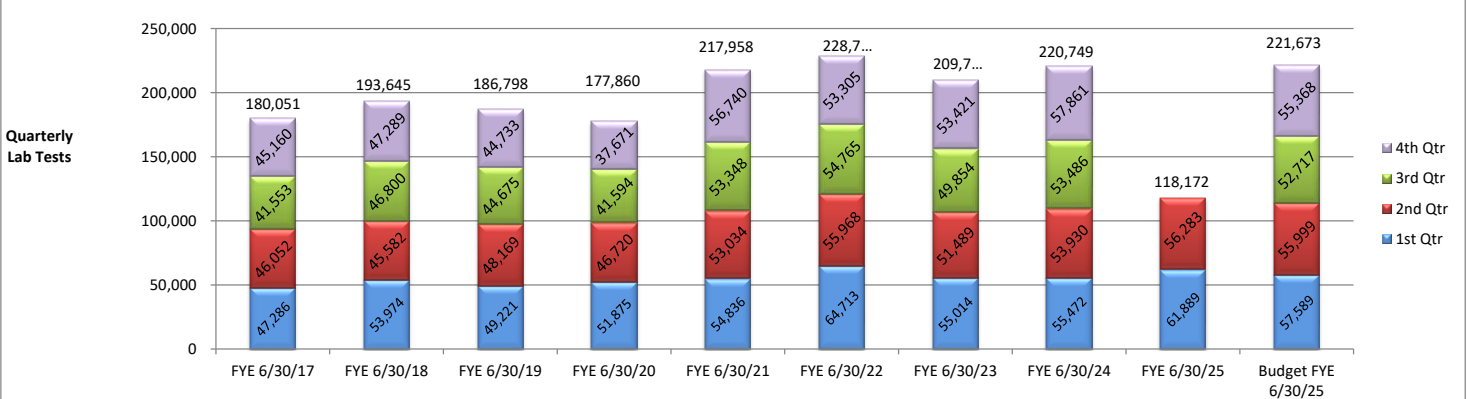
TOTAL TFH OUTPATIENT LAB TESTS



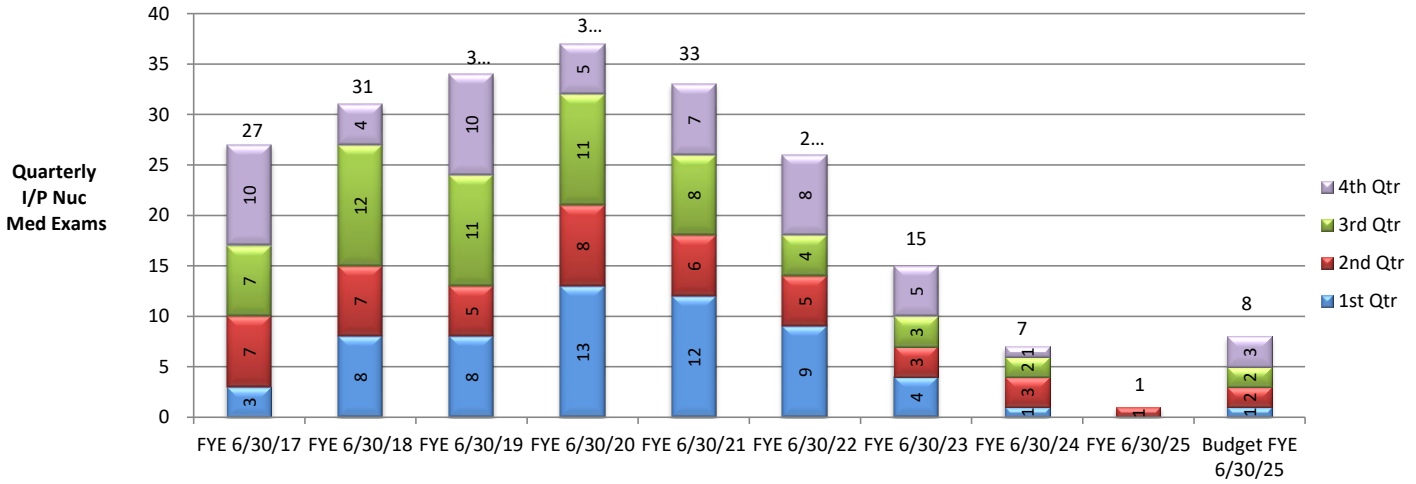
TOTAL TFH OTHER OUTPATIENT LAB TESTS



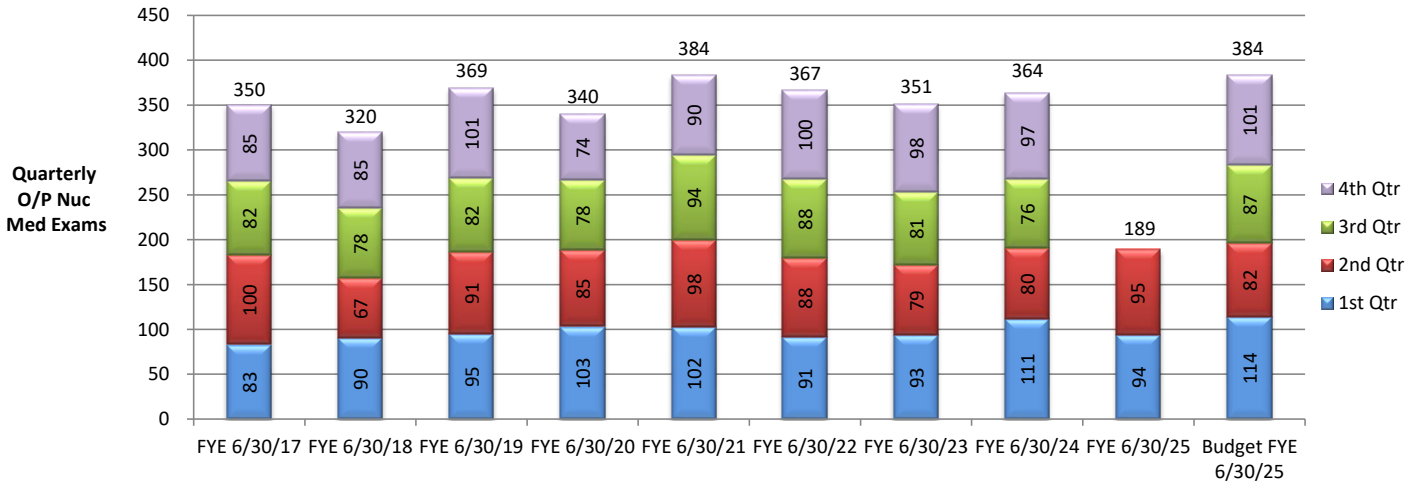
TOTAL TFH LAB TESTS



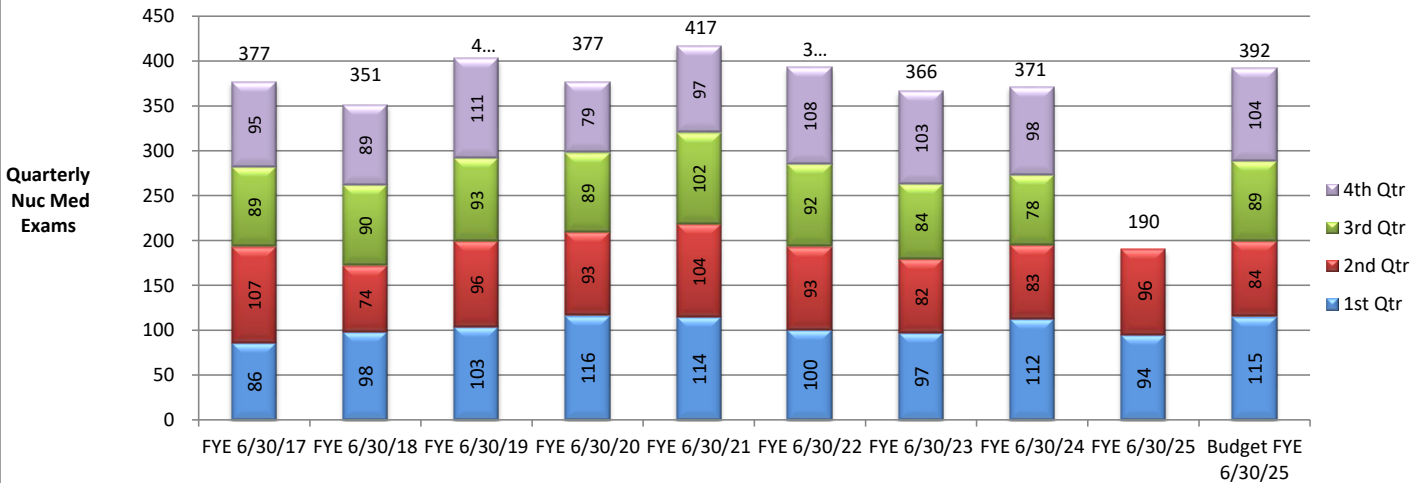
TOTAL TFH NUCLEAR MEDICINE INPATIENT EXAMS



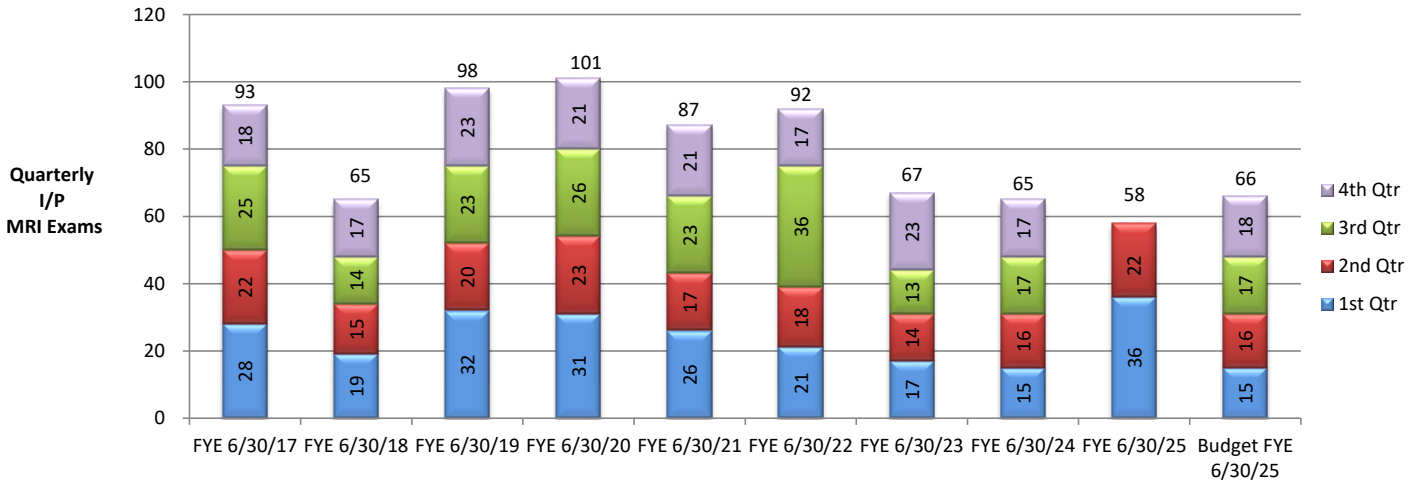
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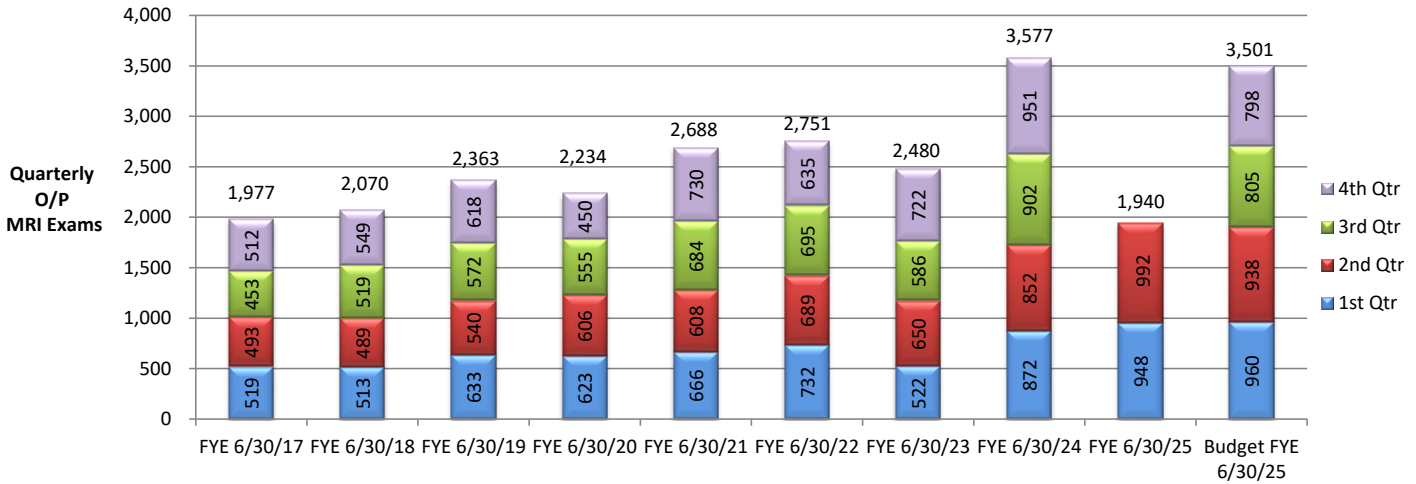
TOTAL TFH NUCLEAR MEDICINE EXAMS



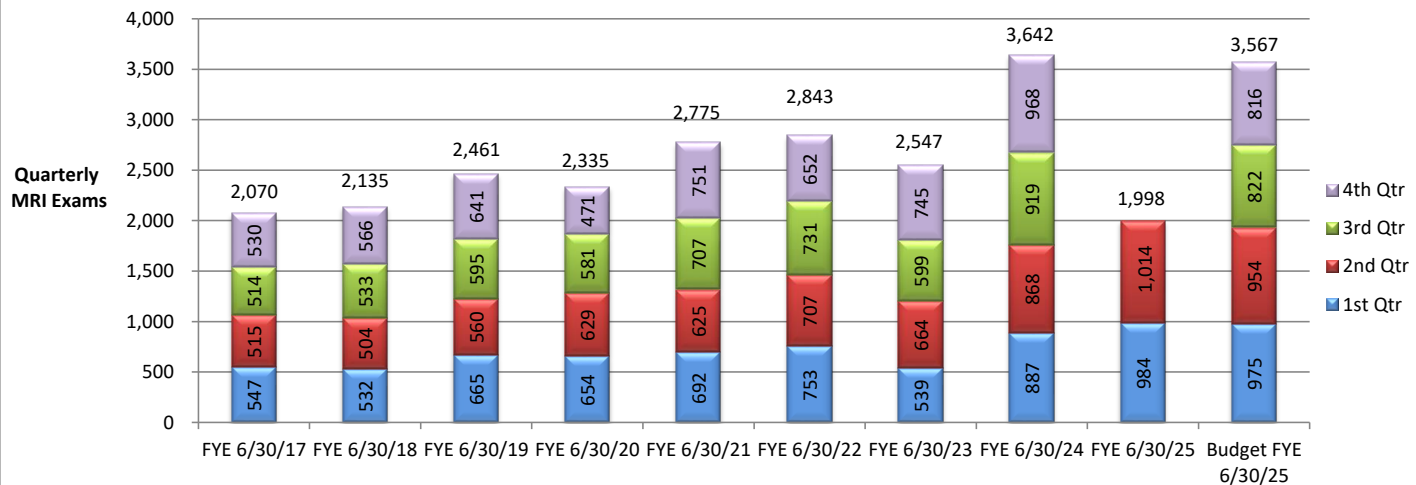
TOTAL TFH MRI INPATIENT EXAMS



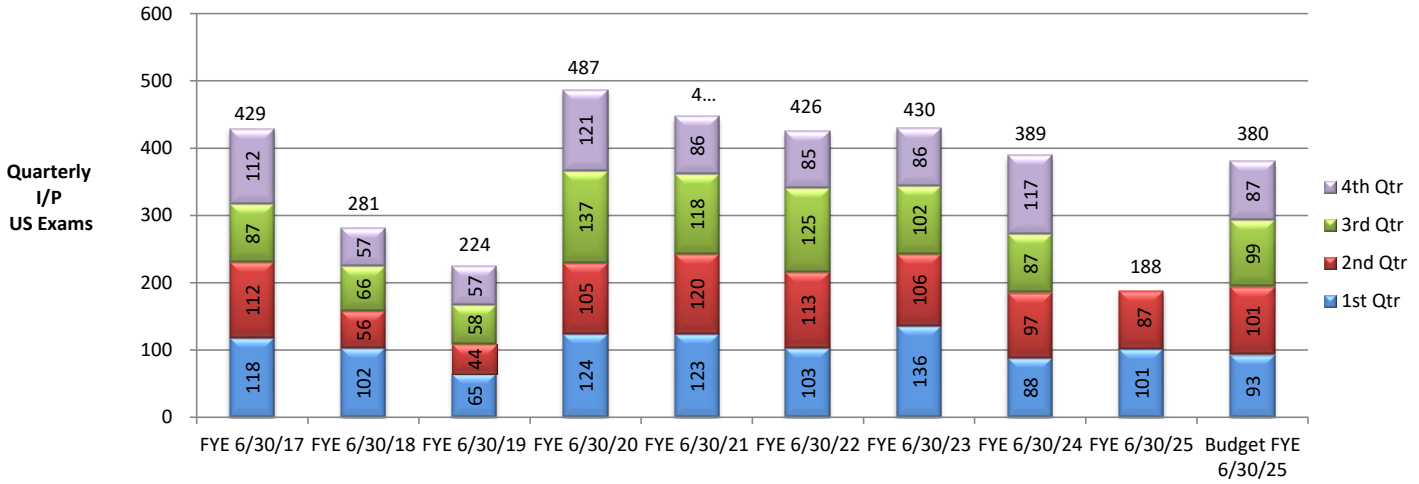
TOTAL TFH MRI OUTPATIENT EXAMS



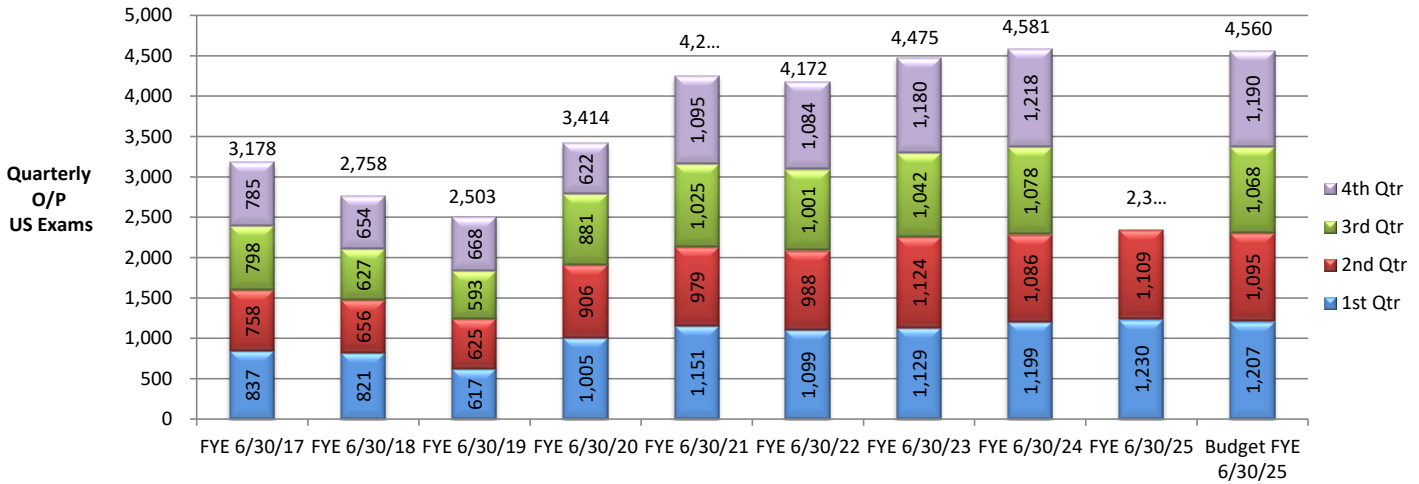
TOTAL TFH MRI EXAMS



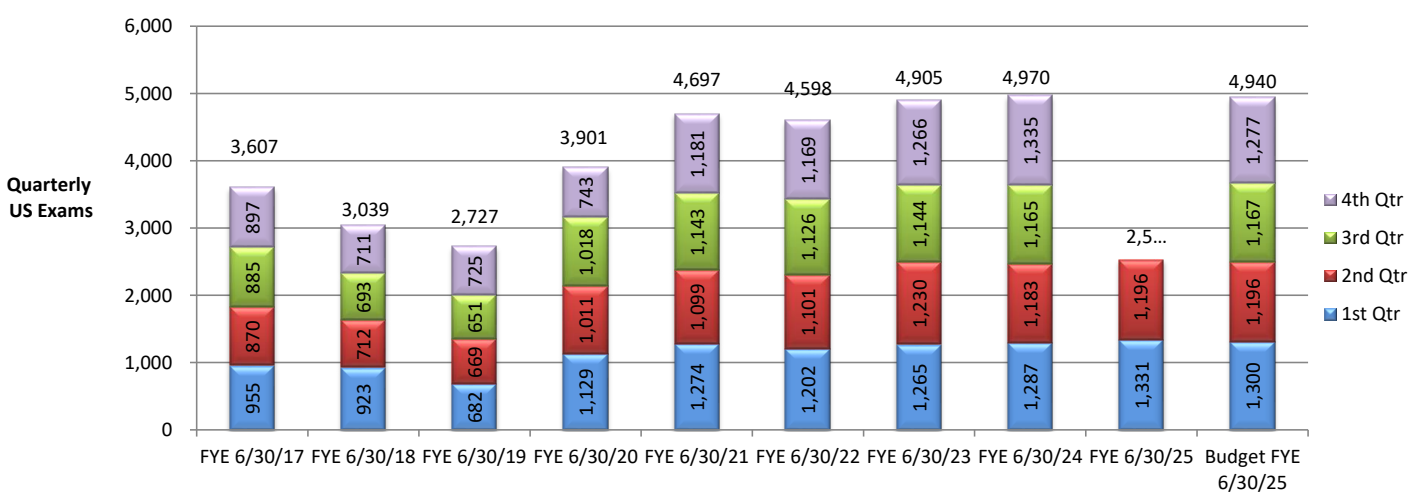
TOTAL TFH ULTRASOUND INPATIENT EXAMS



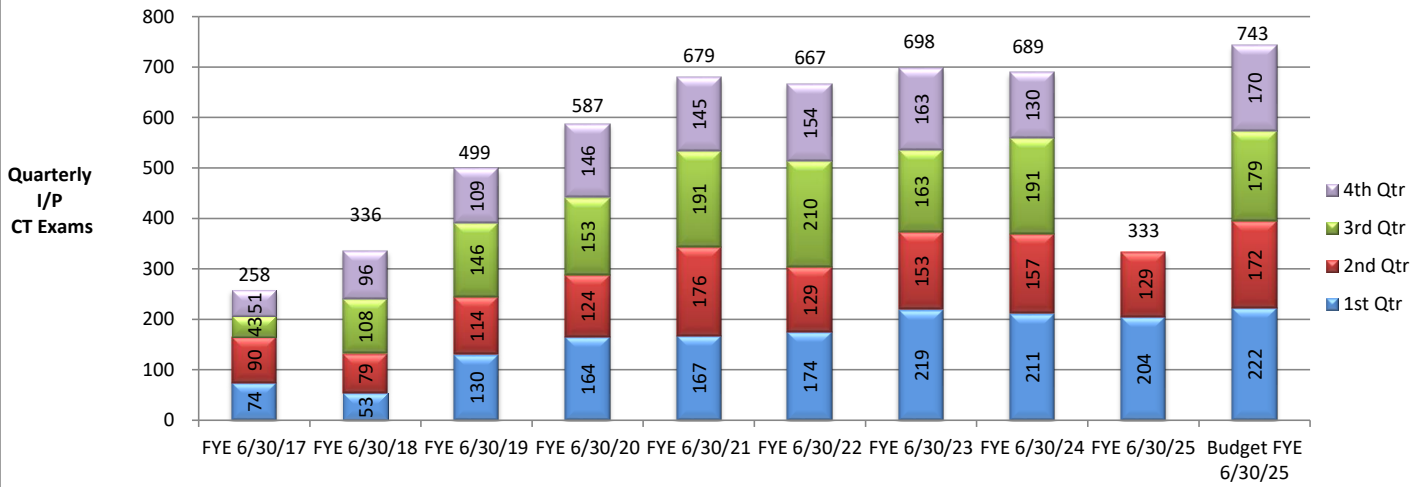
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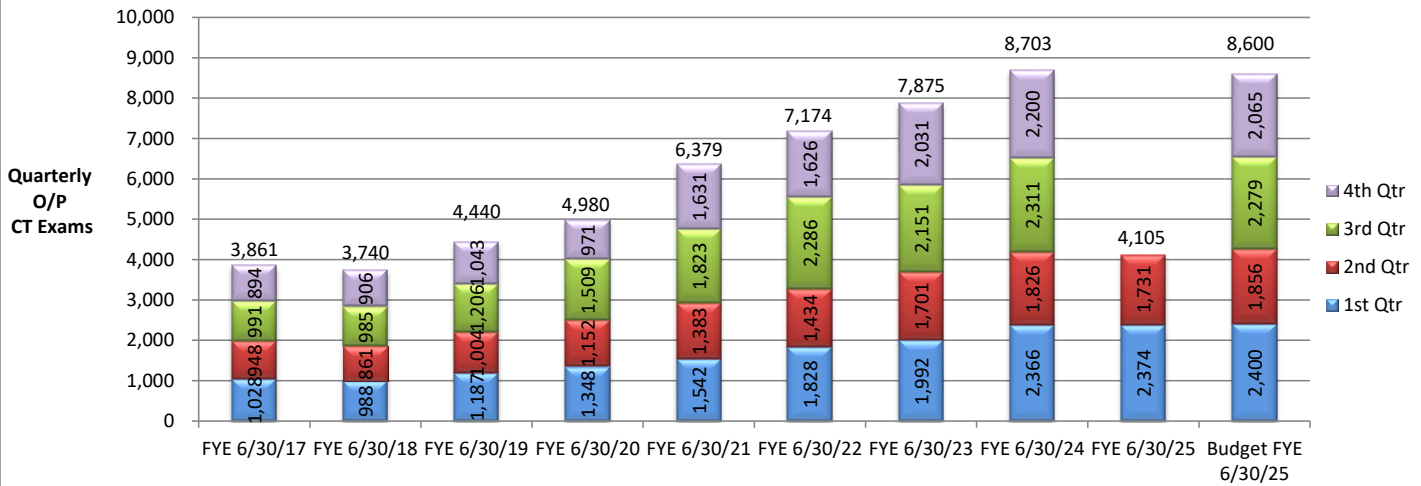
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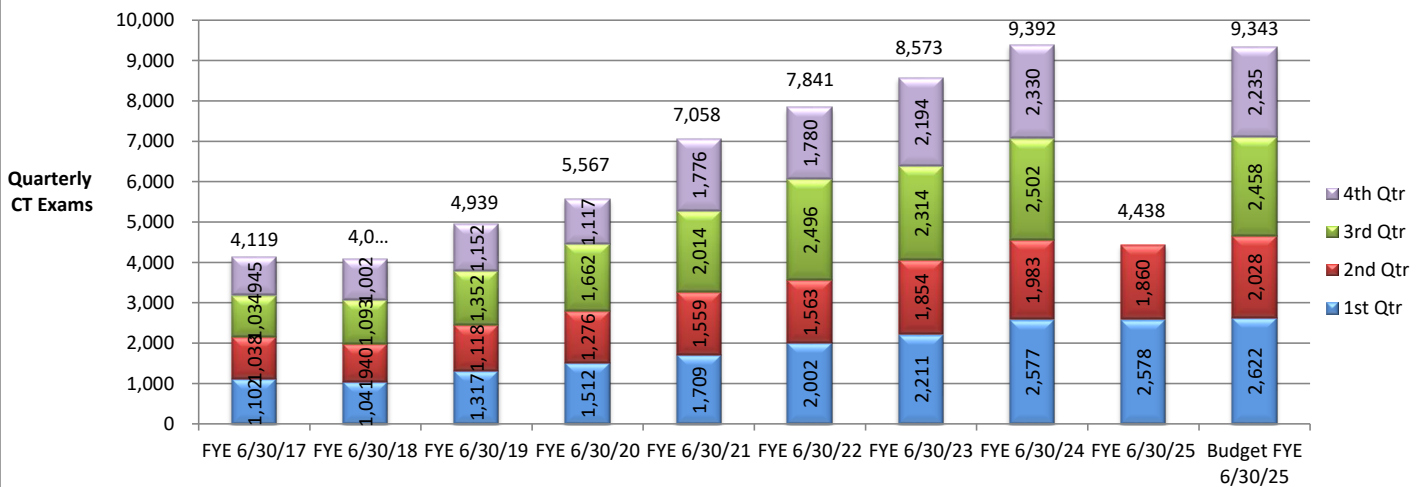
TOTAL TFH CT INPATIENT EXAMS



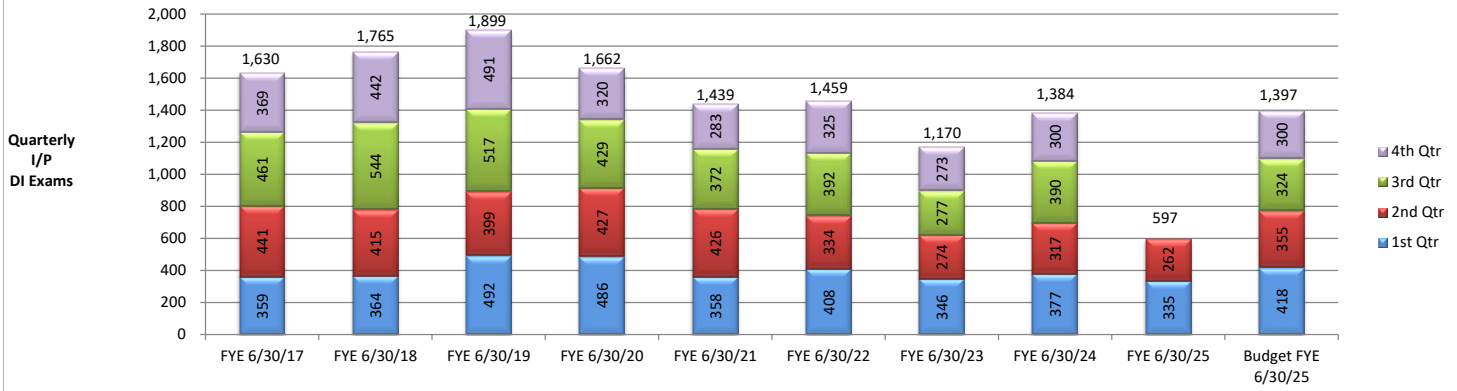
TOTAL TFH CT OUTPATIENT EXAMS



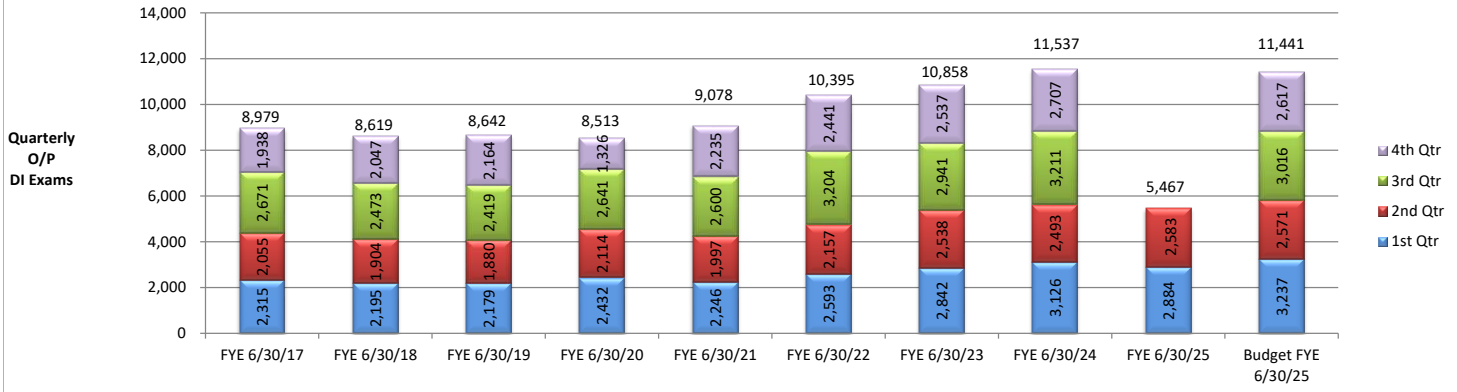
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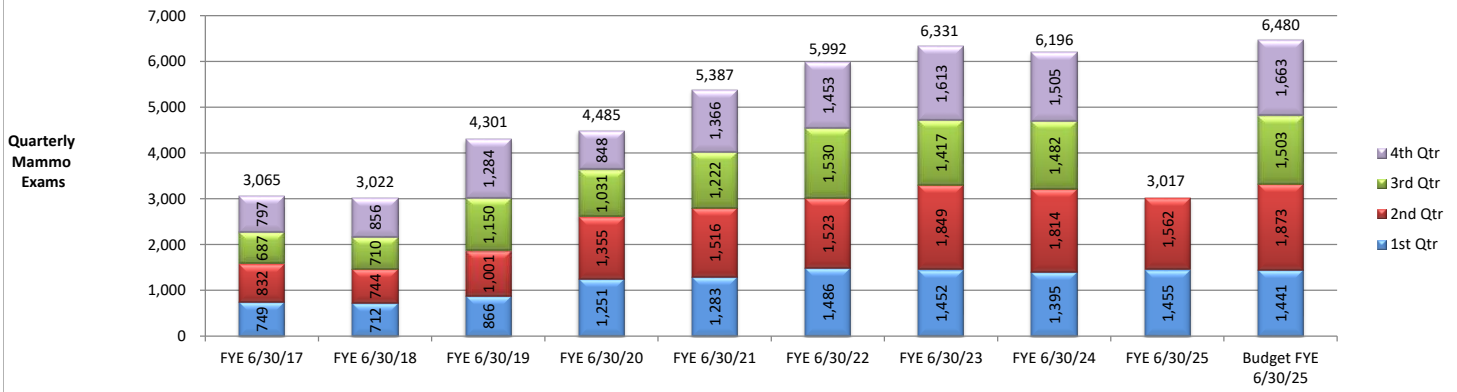
TOTAL TFH INPATIENT DIAGNOSTIC IMAGING EXAMS



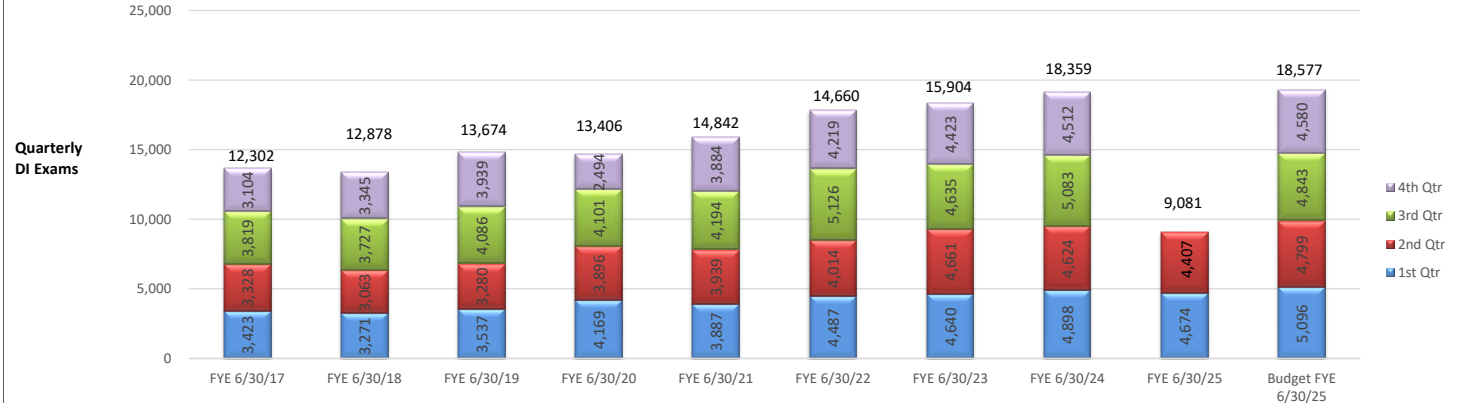
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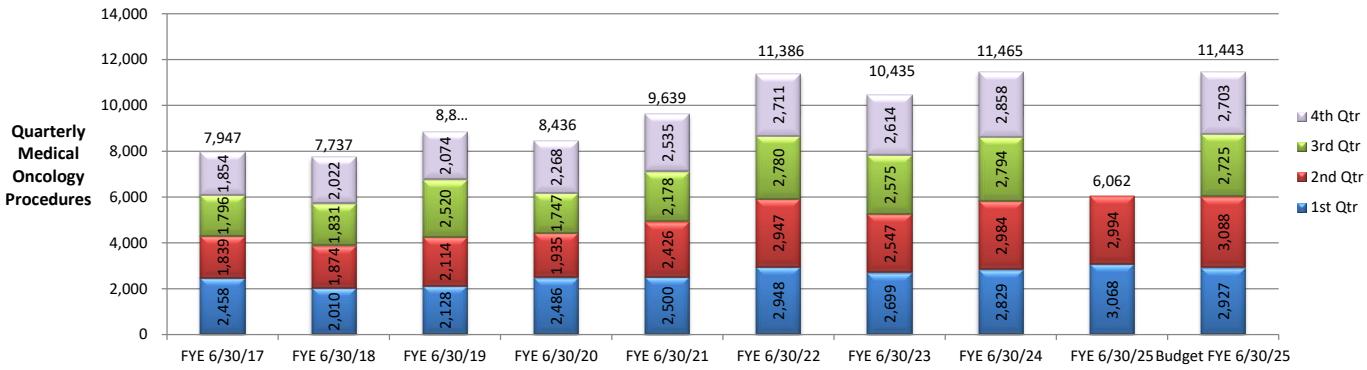
TOTAL TFH MAMMOGRAPHY EXAMS



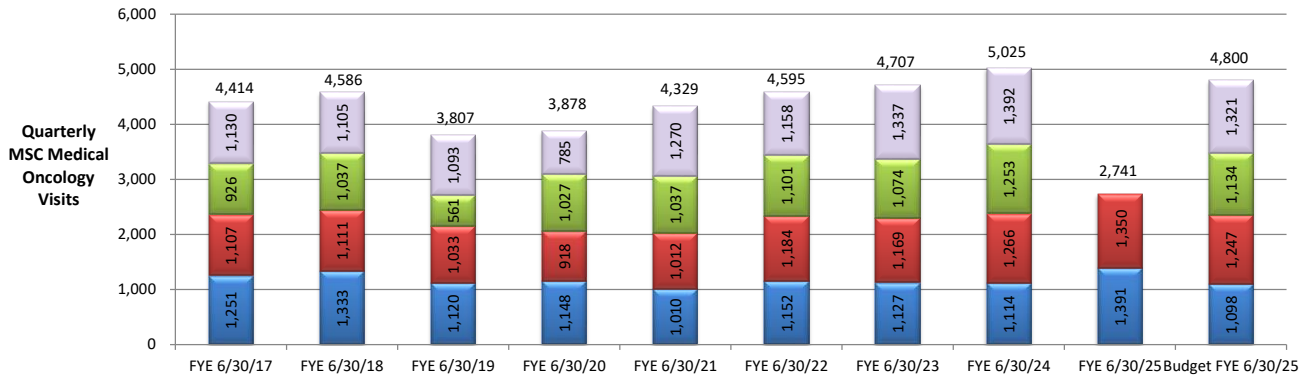
TOTAL TFH DIAGNOSTIC IMAGING EXAMS



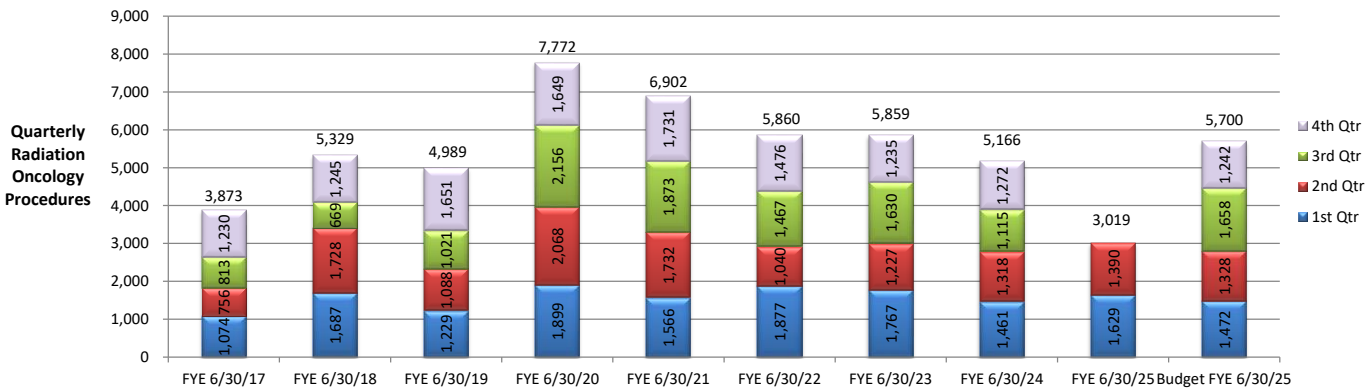
TOTAL TFH MEDICAL ONCOLOGY PROCEDURES



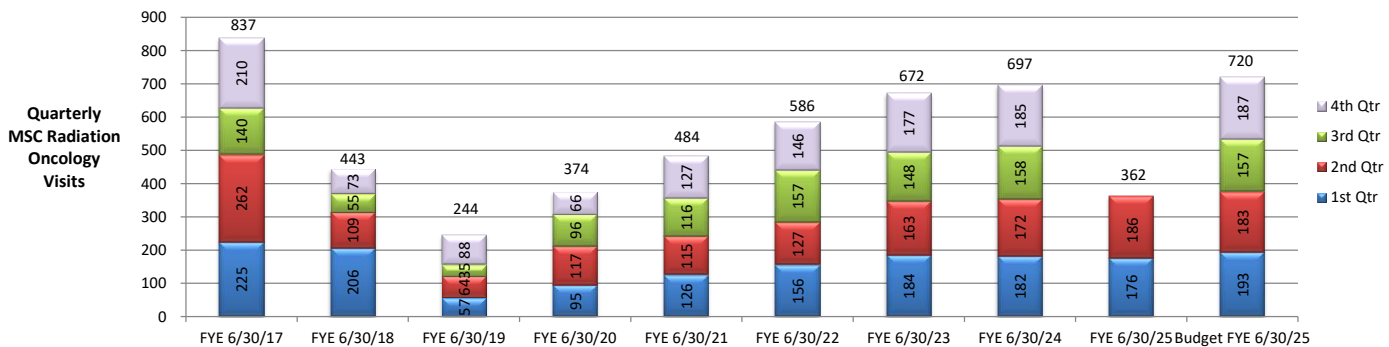
TOTAL TFH MSC MEDICAL ONCOLOGY VISITS



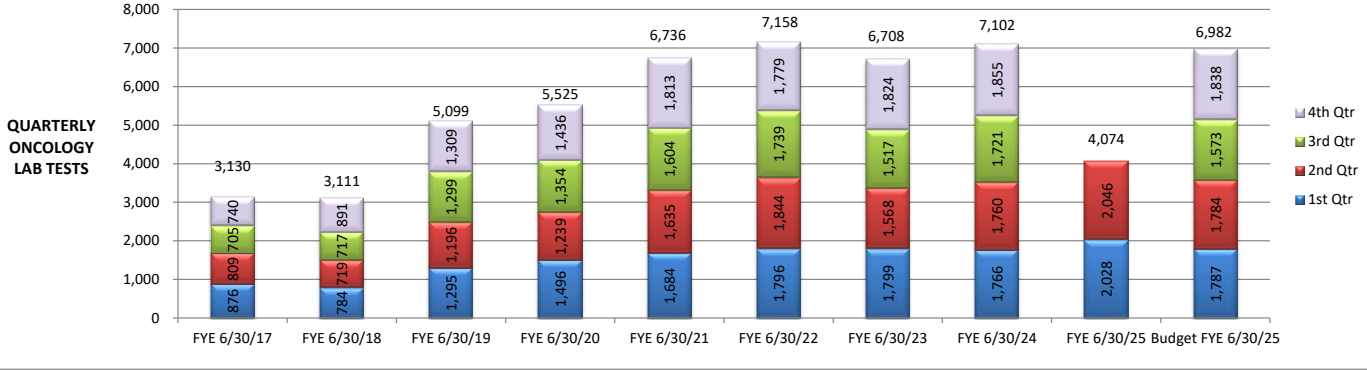
TOTAL TFH RADIATION ONCOLOGY PROCEDURES



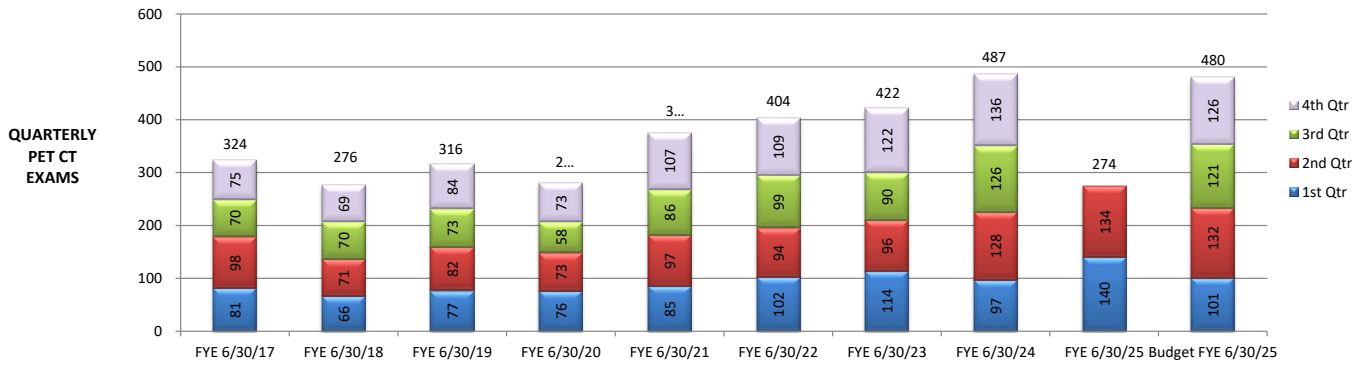
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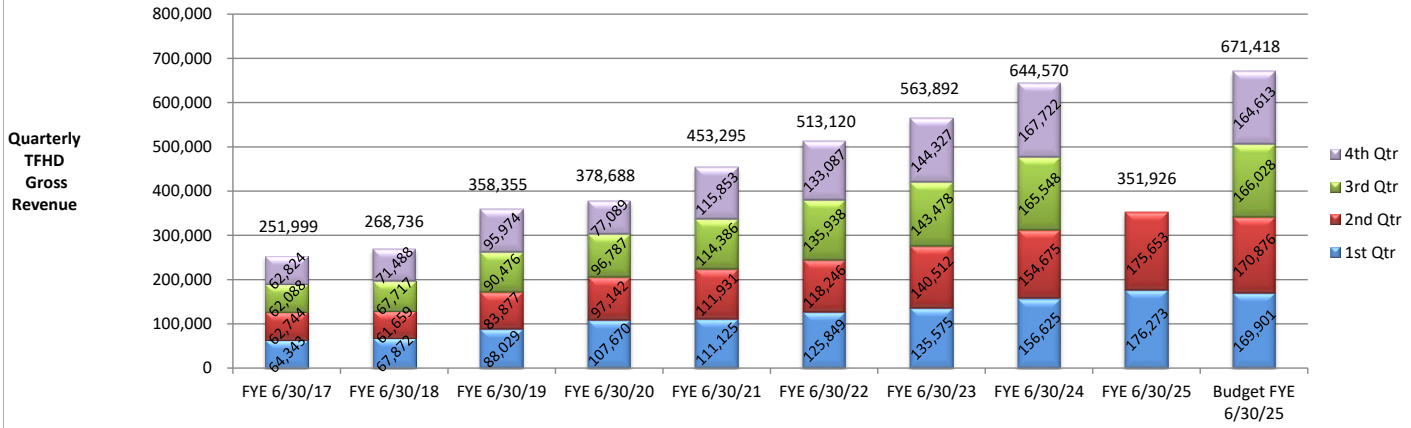
TOTAL TFH ONCOLOGY LABORATORY TESTS



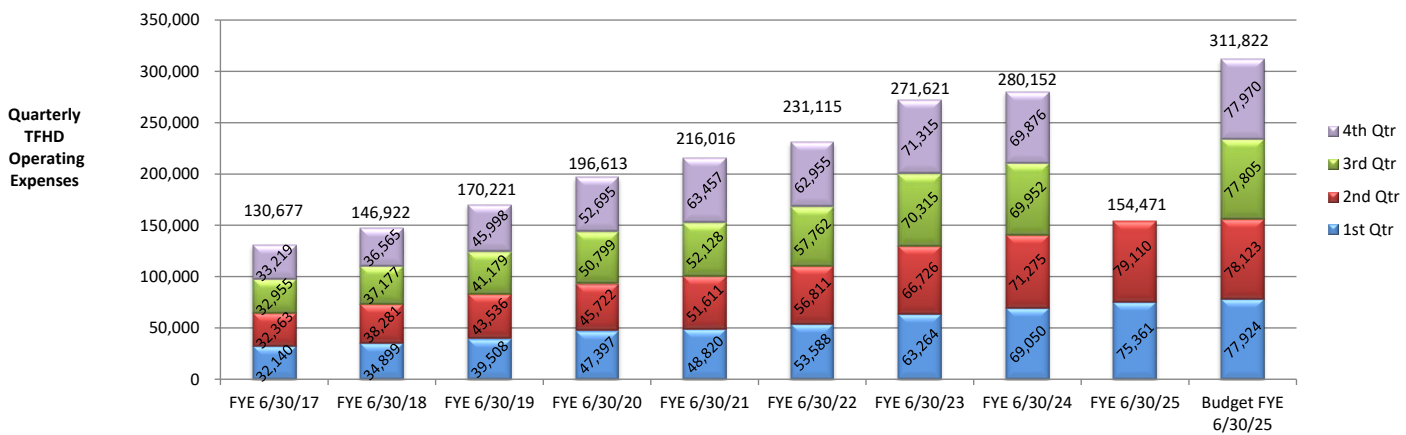
TOTAL TFH PET CT EXAMS



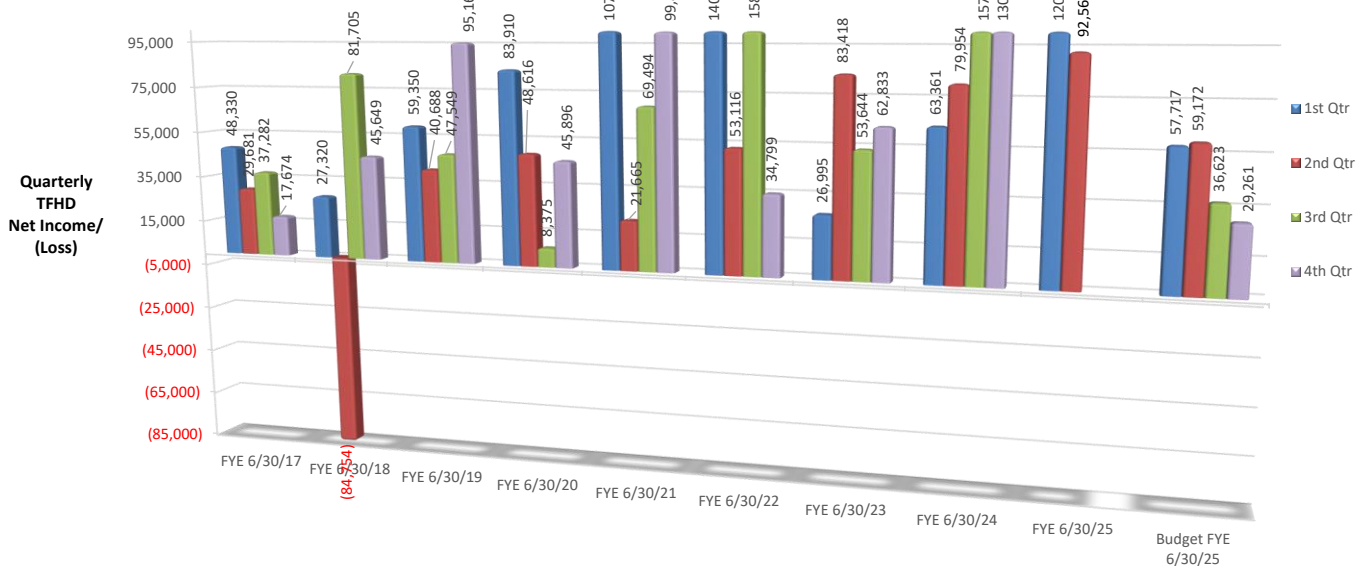
TAHOE FOREST HOSPITAL DISTRICT TOTAL GROSS REVENUE (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT TOTAL OPERATING EXPENSES (In Thousands)



TAHOE FOREST HOSPITAL DISTRICT NET INCOME/(LOSS) (In Hundreds)



DATE: January 2025

By: Louis Ward
Interim Chief Executive Officer / Chief Operating Officer

Service

Aspire to deliver a timely, outstanding patient and family experience

- **Capital Improvements and Future Space Planning efforts**

Project Updates

We are pleased to report significant progress on several major initiatives currently underway. Many projects are nearing completion of the design and permitting phases, positioning us for a highly productive summer with construction and implementation efforts actively advancing. Below is an update on key projects:

Gateway West Rural Health Clinic – Primary Care

This project focuses on remodeling the existing facility to accommodate 37 exam rooms and 4 behavioral health rooms. The design phase is 90% complete, and the project is progressing rapidly toward permitting. The Town of Truckee's Development Permit approval process has been deemed complete, with a tentative Planning Commission hearing scheduled for March 18. Preparations are underway for the relocation of the Multi-Specialty Clinic leadership team and Outpatient Lab Draw, scheduled for April, to facilitate the start of interior demolition, anticipated to begin in June.

Sierra Center

The Sierra Center project focuses on renovating the former Rite Aid space to house multiple services, including Urgent Care, Occupational Health, OP Lab Draw, Cardiac Rehab, the Center for Health, and Retail Pharmacy. The design phase is 80% complete, and Zoning Clearance from the Town is approximately 90% complete. Construction is projected to commence in May.

Fabian Way Primary Care Project – Tahoe City

This initiative establishes a new service location in Dollar Point, dedicated to providing primary care services with eight exam rooms for the North Lake communities. Urgent Care will remain at its current location in central Tahoe City, enabling expanded patient service capacity. The design phase is complete, and the project is currently under review by Placer County. Pending approval, demolition is forecasted to begin in April.

Tahoe Forest Hospital X-Ray Services

The TFH X-Ray Services project aims to replace both X-Ray and Fluoroscopy equipment. To ensure no interruption of services, only one piece of equipment will be replaced at a time, with a mobile unit stationed in the Emergency Department. This project is under review by HCAI, and X-ray replacement is expected to commence in March.

Acquisition of new space

TFHS has purchased a suite at 10800 Donner Pass Road. This acquisition brings 3500 sq. ft. of clerical /administrative space to the health system. This purchase was necessary to relocate administrative functions from our Gateway West property, which is to be fully renovated for Primary Care use.

Service

Aspire to deliver a timely, outstanding patient and family experience

- **Brand New CT Machine at Tahoe Forest Hospital**

An exciting milestone to kick off 2025 is the operational launch of the new CT machine at Tahoe Forest Hospital. Our Radiology team is training on this state-of-the-art technology, which will significantly enhance our diagnostic capabilities. Thank you to the Team for their dedication and expertise in making this transition seamless.

- **Diagnostic Imaging Updates**

We are thrilled to share some exciting updates about the expansion of our Diagnostic Imaging (DI) department Radiologist coverage and services. These changes are a significant step forward in supporting our patients, staff, and ordering providers while accommodating the growing needs of our district.

New and Expanded Services:

1. **TFH Sunday Coverage: As of January 12th**

1. **Ultrasound (US):** Now available from 7:30 AM to 6:00 PM.
2. **MRI:** Now available from 7:00 AM to 7:30 PM.

2. **Mammography at Incline Village Community Hospital: As of February 13th**

1. Starting February 13th, we've added a third Mammography day each week!

3. **Radiologist Coverage**

1. A third Radiologist will be available Monday through Friday to enhance support for procedures and streamline patient care.
2. Tahoe Forest Internal Radiologist coverage has been expanded to 7:00 AM to 9:00 PM, with Virtual Radiologist coverage starting at 9:00 PM.

These enhancements represent *years* of collaboration, discussions, and problem-solving. I want to extend my heartfelt thanks to our TFH leadership team and the Radiologists for their dedication and support in making this vision a reality.

Community

Aspire to be an integrated partner in an exceptionally healthy and thriving community

- **Environmental Stewardship – “Don’t Drop The Top”**

Tahoe Forest Hospital has collaborated with the Shane McConkey Foundation and now proudly participating in the “Don’t Drop the Top” program! This eco-friendly initiative transforms unrecyclable caps and lids into community benches and garden beds, promoting sustainability and waste reduction in our community. A collection bin is now available in the Tahoe Forest Hospital Lobby.

We are collecting clean plastic caps and lids from items like:

- Medicine bottles, drink bottles, milk jugs, flip-top bottles, toothpaste tubes, caps from shampoo, detergent, baby food, peanut butter jars, spice containers, and more...

Service: Optimize Deliver Model to Achieve Operational and Clinical Efficiency

Implement a focused master plan

Report provided by Dylan Crosby, Vice President Facilities and Construction Management, Safety Officer

Active Moves:

- No Planned Moves

Planned Moves:

- Out Patient Lab Move to Gateway Suite 9 move to allow phase 1 start of the Gateway RHC Project.
- MSC Admin to 10800 Donner Pass Rd Unit 2A, the location is currently under contract.

Active Projects:

Project: Tahoe Forest Hospital Seismic Improvements and Imaging Replacements

Background: In 2012, Tahoe Forest Hospital completed an expansive seismic improvement job to extend the allowance of acute care service in many of the Hospital buildings up to and beyond the 2030 deadline determined by Senate Bill 1953. This project is Phase one of three in a compliance plan to meet the full 2030 deadline.

Summary of Work: Upgrade four buildings (the 1978, 1990, 1993 and Med Gas) to Non-Structural Performance Category “NPC” 4 status. Diagnostic Imaging scope includes replacing X-Ray Room 2, Fluoroscopy and CT as well as creating a new radiologist reading room and patient shower in the Emergency Department.

Phase 1: 1990 Building – Portions of the Surgical Department; 1993 Building – Portions of the Dietary Department; CT Replacement.

Phase 2: X-Ray and Fluoroscope Replacement.

Phase 2: 1978 Building – Diagnostic Imaging, portions of Emergency Department; Med Gas Building – Primary Med Gas distribution building; Radiologist reading room

Update Summary

Phase 1 is well under way, the Seismic scope of work is 90% Complete. Subject to CDPH licensing, First Patient Day could be as early as 12/23/24. All operating rooms have completed flooring replacement. There has been some issues with the new product, which, the team is working rectifying. CT is completed and seeing patients. The temporary T trailer is being removed 1/15/2025.

Phase 2, X-Ray room 2 and Fluoroscopy are permitting and under review of HCAI. This portion of work will likely overlap with both Phase 1 and Phase 3 work.

Phase 3 scope of work consists of seismic upgrades to the 1978 and Medical Gas Buildings, this scope of work has been approved and permitted. The Seismic scope of work for 1978 & Med Gas building is 20% complete.

Start of Construction: Spring 2024

Estimated Completion: Winter 2026

Projects in Planning:

Project: Gateway RHC Expansion

Background: With the longevity of the existing Gateway Building in the Master Plan staff are looking to maximize the utilization. Staff will be working to expand the current RHC to provide additional Primary Care service complimented by Specialists.

Summary of Work: Remodel the building in its entirety to expand the District's Rural Health Care presents. Includes also a new surface parking lot, new building shell, new roof and improved frontage.

Update Summary Construction Drawings are underway. The Town development permit has been submitted and deemed completed and accepted. A tentative planning commission review is scheduled for 3/18/2025.

Start of Construction: Spring 2025

Estimated Completion: Winter 2026/2027

Project: TFHD MEP Replacements

Background: In order to meet the environment required for patient care, various end of life mechanical and electrical systems are in process of being replaced.

Summary of Work: Replace the four air handlers that support the 1990 building, replace the air handler that supports the 1978 building, provide reliability improvements to the western addition air handler, add addition cooling to the South Building MPOE and replace end of life ATS'.

Update Summary The Design is complete and the project is under HCAI review.

Start of Construction: Fall 2025

Estimated Completion: Winter 2026/2027

Project: Tahoe City Clinic – Fabian Way

Background: The District has acquired new space in Tahoe City, Dollar Point, to move clinical services.

Summary of Work: Remodel the two structures to provide a new clinic with supported lab draw and imaging services. Site Improvements to improve parking, access and best management practices.

Update Summary: The Design is complete and the Project is under Placer County review.

Start of Construction: Winter 2024/2025

Estimated Completion: Fall 2025

Project: Sierra Center (formerly Rite Aid)

Background: The District is seeking to lease a substantial amount of area to consolidate clinic and retail activities subsequently creating lease consolidation and campus flexibility.

Summary of Work: Remodel interiors to meet clinic activities and retail services.

Update Summary Schematic Design has completed and the design team is moving forward with Construction Drawings. The Town has responded to the submitted zoning clearance with minor comments regarding primarily the signage. The Team is working on a revised signage submittal.

Start of Construction: Winter 2024/2025

Estimated Completion: Winter 2025/2026

Project: NPC 5

Background: The 2030 seismic compliance deadline is approaching. There are interim steps of compliance, which include plan submittal to HCAI January 1st, 2026 and Permit Issuance by January 1st, 2028. The scope of work required to meet NPC 5 compliance includes, removing the 1952 and 1966 buildings, demolition, and constructing water and wastewater storage for what HCAI considers acute care services. Interior construction and moves are required in order to vacate the 1952 and 1966 buildings, which include moving Respiratory Therapy, Material Management and Environmental Services. Also included in this project is replacing Nuclear Medicine and the Heating Hot water Boiler system due to adjacency, timing and efficiency of scale.

Summary of Work: Phase 1: Remodel Cardiac Rehab for Respiratory Therapy, remodel Respiratory therapy for Materials Management and EVS. Replace Nuclear Medicine and Heating Hot Water Boiler Plant. Phase 2: Demolish the 1952/1966 building install required water and wastewater storage.

Update Summary A request for Qualification is published for phase 1 scope of work with a due date of 1/23/2025. Staff are working with the Criteria Architect/Engineering teams and HCAI to solidify the water and wastewater tank sizing by way of a water-rationing plan.

Start of Construction: Winter 2025/2026

Estimated Completion: Fall 2028

Project: Reno- Corporate Point 2nd Floor

Background: TFHS established a Reno location in 2021. In 2024, the District amended this lease to almost double the Reno foot print to a total of 26,339 SF.

Summary of Work: Owner will build to suit the suite. District staff will be responsible for furnishing and installing all fixed furniture and equipment.

Update Summary Staff has collaborated with the design team and solidified a space layout. The design is still underway. Staff are working on procurement of all fixed furniture and equipment.

Start of Construction: Winter 2024/2025

Estimated Completion: Spring 2025

Project: Childcare Expansion.

Background: In order to accommodate the childcare needs of the staff, staff are pursuing a project on APN: 018-630-020.

Summary of Work: The project includes the design and construction of a new modular building to expand the childcare center by an additional 48 children. Additionally there is a site work package to incorporate new parking, play areas, generator pad and integration into the existing childcare site.

Update Summary Schematic design is nearing completion. Staff are reviewing and circulation to lock in scope of work. A zoning clearance is being prepared for the Town with an intended submittal date of 1/24/2025.

Start of Construction: Spring 2025

Estimated Completion: Winter 2025/2026

Project: IVCH Procedure Room

Background: Incline Village Community Hospital is seeking additional surgical space to expand services and optimize flow and efficiency. In addition there are supportive functions(registration, IT infrastructure, Air Handler Replacement and new employee breakrooms) that warrant replacement or updating to allocate space appropriately and support patient care.

Summary of Work: This project includes: Reconstructing the first floor locker rooms into a new employee break room and expanded IT Data closet, separate but adjacent spaces. This move will allow for the reconstruction of the current employee breakroom to be redesigned into surgical support space for pre- and post- operative bays. In addition a new procedure space will be added to the surgical department and supportive building infrastructure, a new air handler, be added for required air exchange rates. Registration and the main waiting room are to be updated and improved to provide adequate space and support the anticipated increased demand.

Update Summary: Staff are drafting bid documents in preparation for funding to be locked in.

Start of Construction: Winter 2025/2026

Estimated Completion: Spring 2027



By: Brian Evans, MD, MBA
Chief Medical Officer

DATE: January 15, 2025

Community

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Hospitalist Services

For patients requiring hospitalization at Incline Village, physician coverage will transition from Vituity to our employed hospitalist group that currently provides admission services in Truckee. Hospitalists are being credentialed for IVCH currently. Go-live date is April 1.

Service

Aspire to deliver a timely, outstanding patient and family experience

Orthopedics

Access to care improvements are underway in the Orthopedics department. We held a “rapid improvement event” which mapped our processes for scheduling patients and obtaining insurance authorizations. On January 15, we kicked off our steering committee for Orthopedics which will oversee larger efforts to improve access to care and operational efficiency. Participants include senior leaders, orthopedic specialists and representatives from the Access Center.

Radiology

We have expanded radiologist coverage to ensure immediate final interpretations of all studies from 7a to 9p. This change results in faster diagnoses for emergent patients and fewer cases where remote radiology interpretations need to be re-read the following day. In addition, the Diagnostic Imaging Dept is offering prostate MRI at Tahoe Forest. This modality has become standard of care for evaluation of prostate cancer. Our new Truckee CT scanner is in service, providing outstanding image quality and reliability.

Quality

Aspire to deliver the best possible outcomes for our patients.

Supply Chain Disruptions

Supply chains have stabilized and at this point we have discontinued our incident command. We do continue to track IV fluid supplies on a daily basis to ensure there are no surprises. Collaboration between clinical teams and materials management staff was critical to get through these challenges with minimal impact to patient care.

People

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Grand Rounds

We are in the initial planning stages for a monthly Tahoe Forest Grand Rounds series. Damara Stone (Education Manager) will lead the effort, and content selection will be done by a steering committee of clinicians. The intent is to provide topical education for clinical staff with CME. The sessions will be held in Eskridge and also available by videoconference. They will be recorded and transcribed.

New Medical Directors

Dr. Jonathan Hagen started as the medical director of Orthopedic Surgery and Dr. Aaron Ulland began as the medical director for Primary Care. Both physicians started on January 1, and provide essential leadership to their respective service lines. We look forward to partnering with all the medical directors and their operational partners in 2025.

Medical Staff Holiday appreciation

Each year medical staff members receive a small gift from hospital administration in appreciation for their service. This year, the medical staff decided that the funds should be redirected to worthy causes in our community. This resulted in significant contributions to local non-profits and demonstrated the commitment of the medical staff to serving our community and patients.

Recruitment

- Stephen Hoff, MD (Otolaryngology) started December 1, 2024. Dr. Hoff is board certified and experienced in both adult and pediatric ENT.
- Dan Hansen, MD (Anesthesiology) began on December 1.
- Michael Hallenbeck, MD (Radiology) began on December 1.
- Emily McGinty, NP Started in Behavioral Health December 2, and will provide 3 days of coverage at IVCH.
- Sharon Nomburg, LCSW (Behavioral Health) starting January 6.
- Alan Lopez, NP (Behavioral Health) starting February.
- Dr. Kevin Johansen (Family Medicine) will start in Truckee providing primary care services March 1.
- J. Brett Fugit, MD Starting in Radiology April 1.



By: Jake Dorst
Chief Information and Innovation Officer

DATE: 01/07/2025

Service:

Aspire to deliver a timely, outstanding patient and family experience.

Clinical:

1. Jan25 Epic Upgrade Prep
2. HealthIE NV Epic integration
3. Provider Efficiency and Elbow/Elbow support-enhancements. EpicUserWeb
4. ClindDoc/OptTime Affiliate builder enhancements
5. Home Health Hospice support and credential training
6. SCOR survey follow up (HR survey)
7. Slicer Dicer-planning, validation, roll out
8. Monthly Epic/Mercy Collab meetings
9. Successful Epic monthly downtimes (2)
10. Signal data support and rollout
11. Secure Messaging-Epic and internal process
12. Accessing outside records-EpicCareLink
13. Aura project
14. Epiphany project
15. Pyxis Upgrade
16. Fair Warning
17. AMB Analyst hire-search
18. Monthly Epic Updates
19. Nursing Informatics meetings with Mercy
20. Mercy Teams and Micro365 enhancements and integration
21. Monthly Mercy Epic updates-changes
22. Tickets/break fixes

AMB:

1. HCC's(Hierarchical Condition Category)
2. Inbasket messaging: outside providers. Efficiencies. Outside Events
3. Smart sets (aka order sets for clinic)
4. HealthIE and other HIE's (Health information Exchange) Info Sharing

5. Referrals-outside orgs, outside of Epic
6. INF2 Process
7. Sexual Orientation Gender Identification -SOGI (holistically)
8. Sensitive/Blocking Charts (do's and don't) shared tipsheet again (MS/Sandi)
9. MyChart proxy-reminder, share tipsheet (MS/Sandi, Leads)
10. Epic UserWebs Opportunities for Providers
11. Healthcare Maintenance (HCM) enhancements and bug fixes
12. Steps Forward-Sam S, less clicks etc. opportunities

Lab:

- Epiphany- Still plan to help Laura with testing of lab EKG machines when we have access to do this.
- Aura- Mercy is working on the build. A new Turbo charger was needed from Epic for the shell of the build prior to them completing the orderable test build.
- Chemistry instruments which have been mentioned previously have now been postponed until next fall (ventilation work is needed in the lab prior to this install) and now Laura is wanting to add a new PCR machine. She has inquired with Jeff about trading the funds from Chemistry to this analyzer. (Cepheid)
- Preparing for Epic Upgrade- Met with Laura and Erin to review all material from the PowerPoint and provided to Incline Lab Leadership. Sent provider specific slides to Nursing Analysts. Cassy said that she had also received the communication and it was part of the provider packets.

Inpatient:

1. Jan Epic Upgrade materials prepared for Inpatient provider, surgeons, Haiku
2. Work with DI team on recovery recommendations optimization – awaiting their final draft of their ask
3. Collaborative team working on Anesthesia nerve block billing – Tahoe updated the ask, Mercy work in progress
4. Collaboration with Revenue team on charge capture updates for inpatient charges -this went to Epic PRD 1/2/2025!
5. ECC (Long term care unit) medication reconciliation audits & tickets
6. Physician day-day asks & EPCS resets
7. AI fall risk model update win – The threshold will move to 50 with the update. Also after working with the Mercy NPC there will be an update to the fall documentation to the safety/ fall prevention documentation. High hope this will relieve a lot of nursing stress surrounding the model.
8. No Smart pump ticket in the last few weeks. The system was running smoother.

ED:

1. CIWA (alcohol withdrawal) smarttext built and in PRD
2. Multiple smartlists/smartphrases for ED
3. Working on Dimensions/UKG rollout as TFH ADMIN support

Surgery:

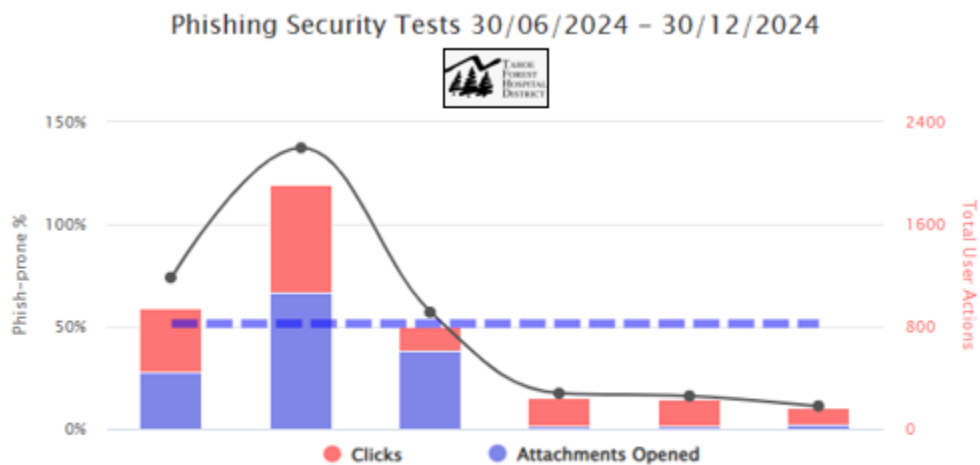
1. New Endo (GI scopes) dept IVCH
2. Anesthesia machines
3. Econsent rollout

IT Technical Update:

- Our Office 365 deployment is progressing well, with the beta test group growing and the golden build nearing production readiness. However, licensing challenges, due to our classification as a "system" rather than a "rural" hospital, may increase costs and delay full roll-out. We are in discussions with federal, state, and internal counsel to address this issue.
- Tahoe Forest Hospital District has made significant progress with our Rubrik solution for Business Continuance and Disaster Recovery (BCDR). In collaboration with the vendor, our IT team is preparing for a production failover scheduled for March. This critical test will demonstrate our capability to maintain operational readiness in the event of a cyber-event or natural disaster.
- Our IT team is actively collaborating with Experian and Mercy to address a minor issue that prevents patients from seeing processed payments in Epic. While the issue is currently impacting a handful of patients, Tahoe Forest Hospital District IT staff are closely monitoring the situation and overseeing progress to ensure a swift resolution.
- Tahoe Forest's IT Team is doubling our internet bandwidth to meet current and future demands related to growth and technology. While we are increasing our internet speed, we are also reducing costs by renegotiating various contracts. The new speeds will be available by the end of February 2025.
- Tahoe Forest Hospital District experienced two targeted cyber-attacks on our infrastructure over the Thanksgiving and Christmas holidays. Both incidents were password spraying attacks, where attackers attempt to gain access by trying commonly used passwords across many accounts. Fortunately, our Security Operations (SECOPS) team successfully defeated both attacks.
- We are excited to announce the kickoff of our Unified Communications System (UCS) and telephony project. To ensure we select the best solutions for our needs, IT is leveraging an unbiased broker with no ties to any specific telephony, software, or call center solution companies. This approach allows us to benefit from the broker's deep industry knowledge to help identify the scope and workflow for communications across the district, as defined by our users. We aim to construct an architecture that best fits our growing needs while reducing overall infrastructure and labor costs.
- Jen Tirdel, a longtime employee and valuable Business Intelligence Analyst at Tahoe Forest Hospital District, has retired, with her responsibilities now transferred to the newly created

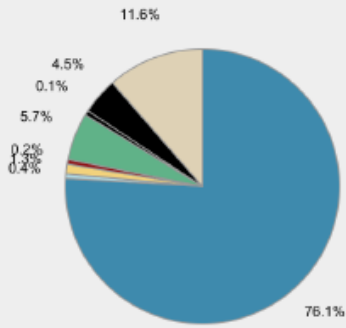
Business Intelligence Team. IT will continue to evaluate any gaps due to her deep understanding of our data footprint and relationships, considering additional resources for technical reporting if necessary.

- Critical Insight, known for its cybersecurity services like managed extended detection and response, has been acquired by Lumifi, a leading managed detection and response (MDR) cybersecurity software provider. This acquisition enhances our district's cybersecurity posture by combining Critical Insight's expertise with Lumifi's advanced MDR capabilities, ensuring robust protection against evolving threats.
- Our IT Director is working with the Universal Service Administrative Company (USAC) on the 2025 agreements. USAC administers the Universal Service Fund, which helps secure funding and resources to enhance our telecommunications infrastructure, ensuring reliable and affordable services for our district.
- We use KnowBe4, the world's largest provider of security awareness training and simulated phishing platforms, to test our users across the district for their email threat prowess. We send out simulated phishing emails, monthly to see how our staff react. The approach has been very successful, over time, as evidenced by the chart below.



- Tahoe Forest's investment in email security has significantly improved our security posture and increased productivity by reducing spam and junk email. Over the past month, only 11.6% of emails were deemed reliable, equating to 160,064 legitimate emails (as defined by AI filters) out of 1,222,430 sent to our staff, highlighting the effectiveness of our email security and filtering measures.

Incoming Mail Summary



Message Category	%	Messages
Stopped by IP Reputation Filtering	76.1%	1,051,540
Stopped by Domain Reputation Filtering	0.0%	481
Stopped as Invalid Recipients	0.4%	6,157
Spam Detected	1.3%	17,999
Virus Detected	0.0%	1
Detected by Advanced Malware Protection	0.0%	4
Messages with Malicious URLs	0.0%	292
Stopped by Content Filter	0.2%	3,235
Stopped by DMARC	0.6%	8,212
S/MIME Verification/Decryption Failed	0.0%	0
Total Threat Messages:	78.1%	1,079,709
Marketing Messages	5.7%	79,323
Social Networking Messages	0.1%	1,207
Bulk Messages	4.5%	62,191
Total Graymails:	10.3%	142,721
S/MIME Verification/Decryption Successful	0.0%	0
Clean Messages	11.6%	160,064
Total Attempted Messages:		1,382,494

Project management Update:

Completed:

Community Labs Scheduling (expected by 12/27)

Executing:

- Access to Care
- Affiliate builder education for financial analysts
- Affiliate builder education for Cadence
- AURA lab interface
- Axiom Sandbox
- Volpara IVCH
- SSO for Net Health Agility
- Health Equity (SOGI stuff for NV/CA – not full sogi)
- RLDatix Risk and Safety
- Epiphany
- MSC dashboards
- Nihon Khoden Server Upgrade
- ARIA server Upgrade

UKG Phase 2
i2i
Bright futures
ParEx
SECTRA
Sac Valley Med Share
Nuance Hub
M365
UCS – Sky Enterprises
IVCH Endo
APR-DRG (partnership health, solventum, Mercy, TFHD)
Coding Processes
ProcDoc modification for Urgent Care
IVCH Walk in clinic
ENT Clinic #2
MSC clinic Smartphrases (assign to Stotts)
GE centricity fetal monitors upgrade (early)
VALD (force plate)
Medical Transfer Indication form
January EPIC Upgrade
Fair Warning – Imprivata
PFT- Spirometer
SSI Clearing House
Veterans Administration DI image sharing.
IVCH Medically Indicated Transfer form adjustment

Initiating:

AB133 compliance reporting
Sympliphy (ECG consulting)
TOMTEC
Varian v18
ScribeHow
Registration processes
GE negotiations (Anesthesia, Fetal Monitors, Ultrasound in OR)
ConfirMED E-Consult Network
Credible Minds
INF-2 Therapy orders
L&D screening forms
View only chart sharing (requested by Dr. Plumb)
Care Coordination Department (for Prematoras)
Nuance DAX Co-pilot 2.0



VP Physician Services Board Report

By: Scott Baker
Vice President

DATE: January 2025

Community

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- We have finalized an agreement with Northstar Ski and Snowboard Teams to provide concussion testing and support for team athletes. This partnership will provide pre-season testing for athletes, education for athletes, parents and coaches relating to concussion screening and follow up care. The goals of this program are to implement a concussion protocol into the athletes on-hill care plan, educate on the importance, recognition and care relating to concussions, and to provide direct access for athletes for follow up care and tracking. Through this agreement, we are able to provide testing and monitoring through our SWAY concussion testing software used for other athletic programs under similar partnerships.

Service

Aspire to deliver a timely, outstanding patient and family experience

- Attached is the FYTD clinic volume report thru December.
 - Total clinic visits
 - ↑ 7.32% total clinic visits Dec '23 to Dec '24
 - ↑ 7.95% total clinic visits YTD '23 to '24
 - ↑ 11.50% YTD visits in combined Primary Care and Urgent Care
 - ↑ 17.29% YTD visits at IVCH
 - Olympic Valley's negative year over year comparison is due to utilizing the facility for primary care in 2023 but not in 2024, along with a relatively slow/late start to the ski season.
 - All other negative trends are due to retired or departed providers and/or the timing of paid leave among billable providers.
- We reached an agreement with our Radiologist team in late December to add 45% more shifts in the department and improve overall compensation. These additional shifts will provide necessary increases in diagnostic capacity and interventional case access. Secondly, the addition of a late day shift will improve the quality of reads and turnaround times for our Emergency and Urgent Care departments. Lastly, a late day shift will ensure we meet a critical metric for our trauma program relating to required turnaround times for imaging during trauma activations.

- Press Ganey patient satisfaction survey results from the 2nd quarter of FY25 (Oct – Dec) reported an overall outpatient clinic score of 71st percentile – indicating our clinics are outperforming 71% of their peer group across the nation. This represents our highest average ranking in 18+ months. Among our clinics with significant response rates, the following clinics are performing in the top quartile compared to their peer groups (above 75th percentile):

<u>Service Line</u>	<u>Percentile Rank</u>
Pulmonology	94 th
Ophthalmology	90 th
IVCH RHC Clinic	94 th
Orthopedics	93 rd
Gastroenterology	94 th
Urology	99 th
Tahoe City PC	80 th
Endocrinology	99 th
Urgent Care ALL	99 th

Quality

Aspire to deliver the best possible outcomes for our patients

- We formalized an agreement with Silver State Hearing to return Audiology testing to our ENT department in Fall '24, with testing resuming late last year. These services were paused earlier in 2024 while new equipment, new space and new contract terms were finalized. Providing these services in-house is an extremely important level of service for these patients and leads to earlier diagnosis and care for our community.
- Our Behavioral Health leadership team continue to make great progress in partnership with our Vizient consultants. We are in the process onboarding two new providers to increase access in Truckee and Incline Village. In addition, dedicated projects relating to overhauling the referral process and employee engagement have begun to show great results. Gross charges are up 15.7% YTD, despite a lower number of practicing FTEs, while improving employee engagement and intra-department collaborations.

People

Aspire for a highly engaged culture that inspires teamwork and joy

- Provider beginning to practice December 2024
 - Dr Stephen Hoff (ENT)
 - Dr. Michael Hallenbeck (Radiology)
- Upcoming additions
 - Michael Mangiaracina, PA-C (UC) January
 - Emily McGinty, NP (BH Incline) February
 - Sharon Nomburg, LCSW (BH) February
 - Dr. Kevin Johansen (FM) March
 - Dr. Brett Fugitt (Radiology) April

- Ongoing Recruitment
 - Internal Medicine, Cardiology, Gastroenterology

Finance

Aspire for long-term financial strength

- Attached is the FYTD gross charge summary for all clinics

Total charges

- ↑ 11.3% total gross charges YTD '23 to '24
- ↑ 22.9% gross charges Dec '23 to Dec '24 Behavioral Health
- ↓ Cardiology gross charges due to (semi)retirement of Dr. Lombard
- ↑ Overall Clinic and Outpatient financials are tracking better than budget



Physician Services Revenue Report
For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Category	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
			Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
CLINIC-BASED	AUDIOLOGY	SCHELLIN, CHRISTINE	0	10,217	0.00%	17,658	37,091	110.05%
	AUDIOLOGY Total		0	10,217	100.0%	17,658	37,091	110.1%
CLINIC-BASED	BEHAVIORAL HEALTH	DHILLON, GIPANJOT	0	14,419	0.00%	0	82,793	0.00%
CLINIC-BASED	BEHAVIORAL HEALTH	LAVIN, BETH	15,134	4,816	-68.18%	58,315	75,788	29.96%
CLINIC-BASED	BEHAVIORAL HEALTH	LOWE, JONATHAN	24,234	67,649	179.15%	207,638	407,561	96.28%
CLINIC-BASED	BEHAVIORAL HEALTH	MILLS, NICOLAS	0	15,103	0.00%	0	30,021	0.00%
CLINIC-BASED	BEHAVIORAL HEALTH	MOLLER, EMILY	17,465	0	-100.00%	113,556	0	-100.00%
CLINIC-BASED	BEHAVIORAL HEALTH	PRICHARD, GAIL	228	0	-100.00%	684	0	-100.00%
CLINIC-BASED	BEHAVIORAL HEALTH	REDGRAVE, SARAH LOUISE	31,008	32,289	4.13%	199,376	190,421	-4.49%
CLINIC-BASED	BEHAVIORAL HEALTH	REYNOSO, TANYA	0	0	0.00%	33,186	0	-100.00%
CLINIC-BASED	BEHAVIORAL HEALTH	ROTH, CHELSEA LYNN	21,514	0	-100.00%	109,365	22,052	-79.84%
CLINIC-BASED	BEHAVIORAL HEALTH	RUGGIERO, MARK	8,386	9,392	12.00%	67,490	69,423	2.86%
CLINIC-BASED	BEHAVIORAL HEALTH	SCHAUDER, BROOKE	16,789	26,858	59.97%	102,505	158,484	54.61%
CLINIC-BASED	BEHAVIORAL HEALTH	ZRNO, SUNEE	8,613	5,709	-33.72%	39,808	41,224	3.56%
	BEHAVIORAL HEALTH Total		143,371	176,235	22.9%	931,923	1,077,767	15.7%
CLINIC-BASED	CARDIOLOGY	CARREA, FRANK	8,326	4,787	-42.51%	44,640	28,142	-36.96%
CLINIC-BASED	CARDIOLOGY	DASTRUP, ERICA	35,845	23,014	-35.80%	229,229	232,975	1.63%
CLINIC-BASED	CARDIOLOGY	LOMBARD, TIM	113	0	-100.00%	361,833	126,533	-65.03%
CLINIC-BASED	CARDIOLOGY	SCHOLNICK, JOSHUA	145,224	149,119	2.68%	715,608	817,817	14.28%
CLINIC-BASED	CARDIOLOGY	WALKER, ERIN	34,055	0	-100.00%	220,582	90,522	-58.96%
	CARDIOLOGY Total		223,563	176,920	-20.9%	1,571,892	1,295,989	-17.6%
CLINIC-BASED	DI	SCHLUND, JAMES	0	0	0.00%	122	0	-100.00%
	DI Total		0	0	100.0%	122	0	-100.0%
CLINIC-BASED	ENDOCRINOLOGY	LYBARGER, JOCELYN	47,724	38,285	-19.78%	239,807	276,279	15.21%
CLINIC-BASED	ENDOCRINOLOGY	SEMRAD, ALISON	54,078	50,650	-6.34%	303,836	365,531	20.31%



Physician Services Revenue Report
For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Category	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
			Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
	ENDOCRINOLOGY Total		101,802	88,935	-12.6%	543,643	641,810	18.1%
CLINIC-BASED	ENT	HOFF, STEPHEN	0	63,335	0.00%	0	63,335	0.00%
CLINIC-BASED	ENT	WATSON, JEFFREY	113,221	136,116	20.22%	821,272	1,092,522	33.03%
	ENT Total		113,221	199,451	76.2%	821,272	1,155,857	40.7%
CLINIC-BASED	GASTROENTEROLOGY	NACHIONDO, JAMES	143,342	127,286	-11.20%	908,763	577,727	-36.43%
CLINIC-BASED	GASTROENTEROLOGY	O'BRIEN, ALLISON	48,665	18,395	-62.20%	328,949	276,664	-15.89%
CLINIC-BASED	GASTROENTEROLOGY	SINGH, GURPREET	0	65,860	0.00%	0	608,078	0.00%
CLINIC-BASED	GASTROENTEROLOGY	ZOVICH, DANIEL	71,808	66,112	-7.93%	506,354	363,559	-28.20%
	GASTROENTEROLOGY Total		263,815	277,653	5.3%	1,744,066	1,826,028	4.7%
CLINIC-BASED	GENERAL SURGERY	COOPER, ELLEN	84,416	71,313	-15.52%	566,362	455,138	-19.64%
CLINIC-BASED	GENERAL SURGERY	GRAF, JAHANARA	0	4,298	0.00%	0	28,121	0.00%
CLINIC-BASED	GENERAL SURGERY	HUNT, JUSTIN	125,788	146,031	16.09%	737,336	744,168	0.93%
	GENERAL SURGERY Total		210,204	221,642	5.4%	1,303,698	1,227,427	-5.9%
CLINIC-BASED	HEMATOLOGY ONCOLOGY	DAINS, MACKENZIE	22,183	38,323	72.76%	45,297	190,017	319.49%
CLINIC-BASED	HEMATOLOGY ONCOLOGY	KAIME, ELAINE	6,560	0	-100.00%	139,237	0	-100.00%
CLINIC-BASED	HEMATOLOGY ONCOLOGY	KOPPEL, AHRIN	40,120	46,491	15.88%	307,754	298,196	-3.11%
CLINIC-BASED	HEMATOLOGY ONCOLOGY	POLIKOFF, JONATHAN	0	0	0.00%	33,348	0	-100.00%
CLINIC-BASED	HEMATOLOGY ONCOLOGY	REICHERT, SONIA	41,522	37,000	-10.89%	48,762	296,342	507.73%
CLINIC-BASED	HEMATOLOGY ONCOLOGY	SEMRAD, THOMAS	41,113	46,353	12.75%	262,751	297,089	13.07%
	HEMATOLOGY ONCOLOGY Total		151,498	168,167	11.0%	837,149	1,081,644	29.2%
CLINIC-BASED	INCLINE BEHAVIORAL HEALTH	GLASS, ELIZABETH	17,992	25,827	43.55%	36,928	142,781	286.65%
CLINIC-BASED	INCLINE BEHAVIORAL HEALTH	REYNOSO, TANYA	0	0	0.00%	13,356	0	-100.00%
CLINIC-BASED	INCLINE BEHAVIORAL HEALTH	VARZOS, KATINA	11,382	0	-100.00%	106,962	16,617	-84.46%
CLINIC-BASED	INCLINE BEHAVIORAL HEALTH	VARZOS, KATINA	0	0	0.00%	0	0	0.00%
	INCLINE BEHAVIORAL HEALTH Total		29,374	25,827	-12.1%	157,246	159,398	1.4%



Physician Services Revenue Report

For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Category	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
			Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
CLINIC-BASED	INCLINE CARDIOLOGY	DASTRUP, ERICA	0	6,450	0.00%	0	37,360	0.00%
CLINIC-BASED	INCLINE CARDIOLOGY	KOCH, JOHANNA	0	0	0.00%	0	40	0.00%
CLINIC-BASED	INCLINE CARDIOLOGY	SCHOLNICK, JOSHUA	32,459	25,897	-20.22%	187,554	198,731	5.96%
CLINIC-BASED	INCLINE CARDIOLOGY	SCHOLNICK, JOSHUA	0	496	0.00%	53	496	835.85%
INCLINE CARDIOLOGY Total			32,459	32,843	1.2%	187,607	236,627	26.1%
CLINIC-BASED	INCLINE GASTROENTEROLOGY	NACHIONDO, JAMES	41,491	69,626	67.81%	220,409	383,435	73.97%
INCLINE GASTROENTEROLOGY Total			41,491	69,626	67.8%	220,409	383,435	74.0%
CLINIC-BASED	INCLINE NEUROLOGY	MWERO, CHERISSE	0	1,169	0.00%	0	9,885	0.00%
INCLINE NEUROLOGY Total			0	1,169	100.0%	0	9,885	100.0%
CLINIC-BASED	INCLINE OPHTHALMOLOGY	CONWAY, ANNAMIEKA	5,504	36,093	555.76%	259,273	327,405	26.28%
CLINIC-BASED	INCLINE OPHTHALMOLOGY	KOPPINGER, JAYSON	69,026	60,406	-12.49%	284,180	374,604	31.82%
INCLINE OPHTHALMOLOGY Total			74,530	96,499	29.5%	543,453	702,009	29.2%
CLINIC-BASED	INCLINE ORTHOPEDICS	ALBERTSON, NAOMI	0	34,347	0.00%	0	263,640	0.00%
CLINIC-BASED	INCLINE ORTHOPEDICS	JERNICK, MICHAEL	15,537	17,126	10.23%	118,193	125,089	5.83%
INCLINE ORTHOPEDICS Total			15,537	51,473	231.3%	118,193	388,729	228.9%
CLINIC-BASED	INCLINE PEDIATRICS	CLYDE, MARSHALL	0	0	0.00%	0	0	0.00%
CLINIC-BASED	INCLINE PEDIATRICS	KOPPINGER, LINDSAY	0	8,497	0.00%	0	35,577	0.00%
CLINIC-BASED	INCLINE PEDIATRICS	MARSHALL, CHRISTEL	0	0	0.00%	0	0	0.00%
CLINIC-BASED	INCLINE PEDIATRICS	VAYNER, OLEG	7,426	10,198	37.33%	80,727	74,427	-7.80%
INCLINE PEDIATRICS Total			7,426	18,695	151.8%	80,727	110,004	36.3%
CLINIC-BASED	INCLINE PRIMARY CARE	ALBERTSON, NAOMI	0	0	0.00%	0	117	0.00%
CLINIC-BASED	INCLINE PRIMARY CARE	CLYDE, MARSHALL	74,999	62,978	-16.03%	499,762	337,160	-32.54%
CLINIC-BASED	INCLINE PRIMARY CARE	FERRERA BAUMANN, ANNA	59,035	39,915	-32.39%	386,905	376,520	-2.68%
CLINIC-BASED	INCLINE PRIMARY CARE	KIM, MICHELLE	0	56	0.00%	0	56	0.00%
CLINIC-BASED	INCLINE PRIMARY CARE	KOCH, JOHANNA	46,533	54,752	17.66%	288,188	363,865	26.26%



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CLINIC-BASED	INCLINE PRIMARY CARE	KOPPINGER, LINDSAY	0	0	0.00%	0	258	0.00%
CLINIC-BASED	INCLINE PRIMARY CARE	MARSHALL, CHRISTEL	36,638	39,875	8.84%	260,811	288,009	10.43%
CLINIC-BASED	INCLINE PRIMARY CARE	PFENT, JOSHUA	0	0	0.00%	125	0	-100.00%
CLINIC-BASED	INCLINE PRIMARY CARE	VAYNER, OLEG	0	0	0.00%	0	0	0.00%
CLINIC-BASED	INCLINE PRIMARY CARE	WALKER, ERIN	0	0	0.00%	0	0	0.00%
INCLINE PRIMARY CARE Total			217,205	197,576	-9.0%	1,435,791	1,365,985	-4.9%
CLINIC-BASED	INCLINE WALK IN	BAILEY, LIANA	0	8,620	0.00%	0	53,861	0.00%
CLINIC-BASED	INCLINE WALK IN	BLACK, ELLIE	0	0	0.00%	0	38,655	0.00%
CLINIC-BASED	INCLINE WALK IN	BOOKER, MICHAEL	0	13,185	0.00%	0	16,732	0.00%
CLINIC-BASED	INCLINE WALK IN	HOLLOWAY, COLLEEN	0	0	0.00%	0	47,496	0.00%
CLINIC-BASED	INCLINE WALK IN	LEMAK, DAVID	0	9,179	0.00%	0	42,873	0.00%
CLINIC-BASED	INCLINE WALK IN	MALONE, CHRISTOPHER	0	2,442	0.00%	0	9,597	0.00%
CLINIC-BASED	INCLINE WALK IN	TIDD, JESSICA	0	8,961	0.00%	0	22,773	0.00%
INCLINE WALK IN Total			0	42,387	100.0%	0	231,987	100.0%
CLINIC-BASED	INTERNAL MEDICINE	HASKELL, ABIGAIL	0	68,684	0.00%	0	442,655	0.00%
INTERNAL MEDICINE Total			0	68,684	100.0%	0	442,655	100.0%
CLINIC-BASED	NEUROLOGY	KREISS, JOSHUA	20,069	28,053	39.78%	158,242	180,043	13.78%
CLINIC-BASED	NEUROLOGY	MWERO, CHERISSE	55,571	48,368	-12.96%	337,062	332,061	-1.48%
NEUROLOGY Total			75,640	76,421	1.0%	495,304	512,104	3.4%
CLINIC-BASED	NNAA	GANONG, RICHARD	0	0	0.00%	0	0	0.00%
NNAA Total			0	0	100.0%	0	0	100.0%
CLINIC-BASED	OBGYN	BEVAN, EMILY	0	52,255	0.00%	0	242,735	0.00%
CLINIC-BASED	OBGYN	COLL, SHAWNI	93,503	39,408	-57.85%	647,730	344,817	-46.77%
CLINIC-BASED	OBGYN	DARWISH, CAROL	0	0	0.00%	0	39,382	0.00%
CLINIC-BASED	OBGYN	FLETCHER, SARAH	99,633	86,570	-13.11%	621,586	638,947	2.79%



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CLINIC-BASED	OBGYN	HOWARD, KRISTY	98,016	88,304	-9.91%	590,596	598,084	1.27%
CLINIC-BASED	OBGYN	STREIT, CARA	81,766	81,127	-0.78%	545,891	616,039	12.85%
CLINIC-BASED	OBGYN	TAYLOR, PETER	86,914	95,162	9.49%	604,277	700,239	15.88%
CLINIC-BASED	OBGYN	WARD, CLAIRE	19,820	20,522	3.54%	138,474	158,869	14.73%
OBGYN Total			479,652	463,348	-3.4%	3,148,554	3,339,112	6.1%
CLINIC-BASED	OCCUPATIONAL HEALTH	ABELSON, LAUREN	31,255	37,468	19.88%	130,303	218,069	67.36%
CLINIC-BASED	OCCUPATIONAL HEALTH	ADAMS, PORSCHA	18,972	27,757	46.31%	162,708	189,091	16.21%
CLINIC-BASED	OCCUPATIONAL HEALTH	BREKKE, CARLEIGH	25,625	31,681	23.63%	256,572	301,421	17.48%
CLINIC-BASED	OCCUPATIONAL HEALTH	MCMULLEN, SUSAN	0	0	0.00%	2,923	0	-100.00%
CLINIC-BASED	OCCUPATIONAL HEALTH	MUHLNER, STASIA	0	109	0.00%	56,505	73,037	29.26%
CLINIC-BASED	OCCUPATIONAL HEALTH	PETROFSKY, YOLANTA	2,962	3,885	31.16%	23,277	18,080	-22.33%
OCCUPATIONAL HEALTH Total			78,814	100,900	28.0%	632,288	799,698	26.5%
CLINIC-BASED	ORTHOPEDICS	COLL, DANIEL	85,512	0	-100.00%	745,440	667,835	-10.41%
CLINIC-BASED	ORTHOPEDICS	DODD, JEFFREY	301,342	261,492	-13.22%	2,097,399	1,952,294	-6.92%
CLINIC-BASED	ORTHOPEDICS	GORDON, CLARA	25,085	27,292	8.80%	176,669	197,490	11.79%
CLINIC-BASED	ORTHOPEDICS	HAGEN, JONATHAN	349,708	238,781	-31.72%	1,648,524	1,480,772	-10.18%
CLINIC-BASED	ORTHOPEDICS	JERNICK, MICHAEL	237,120	199,689	-15.79%	1,101,293	1,211,724	10.03%
CLINIC-BASED	ORTHOPEDICS	KERNEY, CLAIRE	87,671	80,202	-8.52%	385,486	449,933	16.72%
CLINIC-BASED	ORTHOPEDICS	LEECH, JENNA	34,061	24,321	-28.60%	232,999	261,359	12.17%
CLINIC-BASED	ORTHOPEDICS	RINGNES, ANDREW	285,098	233,418	-18.13%	1,931,705	1,545,380	-20.00%
CLINIC-BASED	ORTHOPEDICS	WILLSON, CYNTHIA	104,429	136,987	31.18%	412,604	436,929	5.90%
CLINIC-BASED	ORTHOPEDICS	WINANS, NINA	0	0	0.00%	137	0	-100.00%
ORTHOPEDICS Total			1,510,026	1,202,182	-20.4%	8,732,256	8,203,716	-6.1%
CLINIC-BASED	PALLIATIVE CARE	GUSLIKOV, ELENA	18,284	0	-100.00%	115,012	57,801	-49.74%
CLINIC-BASED	PALLIATIVE CARE	JERNICK, NICOLE	15,888	25,706	61.80%	98,466	128,184	30.18%



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	PALLIATIVE CARE Total		34,172	25,706	-24.8%	213,478	185,985	-12.9%
CLINIC-BASED	PEDIATRICS	ARTH, CHRISTOPHER	14,482	0	-100.00%	117,438	188	-99.84%
CLINIC-BASED	PEDIATRICS	ELDRIDGE, CARIN	0	64,459	0.00%	0	393,225	0.00%
CLINIC-BASED	PEDIATRICS	FIAMENGO, ALIDA	78,163	55,791	-28.62%	428,520	450,317	5.09%
CLINIC-BASED	PEDIATRICS	GORALKA, MICHAEL	0	0	0.00%	0	5,780	0.00%
CLINIC-BASED	PEDIATRICS	INOUE, MEGGIE	45,474	42,411	-6.74%	199,926	247,969	24.03%
CLINIC-BASED	PEDIATRICS	KOPPINGER, LINDSAY	86,831	65,500	-24.57%	434,116	385,313	-11.24%
CLINIC-BASED	PEDIATRICS	LANG REE, JENNIFER	54,710	51,451	-5.96%	289,370	245,197	-15.27%
CLINIC-BASED	PEDIATRICS	UGLUM, ELSE	75,276	71,626	-4.85%	373,224	446,252	19.57%
CLINIC-BASED	PEDIATRICS	VAYNER, OLEG	54,625	66,758	22.21%	371,094	425,077	14.55%
CLINIC-BASED	PEDIATRICS	WICKS, CHELSEA	52,179	70,195	34.53%	378,826	410,089	8.25%
	PEDIATRICS Total		461,740	488,191	5.7%	2,592,514	3,009,407	16.1%
CLINIC-BASED	PRIMARY CARE OLYMPIC VALLEY	BARTA, GINA	0	0	0.00%	45,862	0	-100.00%
CLINIC-BASED	PRIMARY CARE OLYMPIC VALLEY	COHEN, NICHOLAS	0	0	0.00%	349,489	0	-100.00%
CLINIC-BASED	PRIMARY CARE OLYMPIC VALLEY	JENSEN, REINI	0	0	0.00%	73,192	0	-100.00%
CLINIC-BASED	PRIMARY CARE OLYMPIC VALLEY	PFENT, JOSHUA	0	0	0.00%	10,483	0	-100.00%
CLINIC-BASED	PRIMARY CARE OLYMPIC VALLEY	SCHOUSEN, KATY	0	0	0.00%	21,618	0	-100.00%
CLINIC-BASED	PRIMARY CARE OLYMPIC VALLEY	SHIRLEY, MEGAN	0	0	0.00%	110,190	0	-100.00%
	PRIMARY CARE OLYMPIC VALLEY Total		0	0	100.0%	610,834	0	-100.0%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	BAILEY, LIANA	0	0	0.00%	65,812	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	BARTA, GINA	0	0	0.00%	84,293	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	BLACK, ELLIE	0	0	0.00%	250,693	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	BOOKER, MICHAEL	0	0	0.00%	185,756	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	COHEN, NICHOLAS	0	0	0.00%	0	146	0.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	GANONG, RICHARD	0	0	0.00%	40,387	0	-100.00%



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CLINIC-BASED	PRIMARY CARE TAHOE CITY	HAYS, TRAVIS	54,798	55,991	2.18%	117,236	519,200	342.87%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	HOLLOWAY, COLLEEN	910	0	-100.00%	75,329	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	JENSEN, REINI	0	0	0.00%	149,699	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	KRAUSE, PAUL	0	0	0.00%	126,778	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	LEMAK, DAVID	0	0	0.00%	53,015	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	MALONE, CHRISTOPHER	0	0	0.00%	27,176	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	MWERO, CHERISSE	0	0	0.00%	0	0	0.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	PAUL, GREGG	0	0	0.00%	98,370	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	PFENT, JOSHUA	0	0	0.00%	57,291	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	PLUMB, JEANNE	125	0	-100.00%	307,520	0	-100.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	SAMELSON, SCOTT	0	43,982	0.00%	0	408,594	0.00%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	SCHOUSEN, KATY	61,731	43,486	-29.56%	124,496	50,831	-59.17%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	SHIRLEY, MEGAN	38,802	34,842	-10.21%	129,919	280,707	116.06%
CLINIC-BASED	PRIMARY CARE TAHOE CITY	TIDD, JESSICA	0	0	0.00%	220,374	0	-100.00%
	PRIMARY CARE TAHOE CITY Total		156,366	178,301	14.0%	2,114,144	1,259,478	-40.4%
CLINIC-BASED	PRIMARY CARE TRUCKEE	BARTA, GINA	75,743	72,346	-4.48%	474,182	502,638	6.00%
CLINIC-BASED	PRIMARY CARE TRUCKEE	CHANDRASEKARAN, KRITHIKA	0	32,507	0.00%	0	198,557	0.00%
CLINIC-BASED	PRIMARY CARE TRUCKEE	COHEN, NICHOLAS	47,938	110,581	130.68%	98,200	777,902	692.16%
CLINIC-BASED	PRIMARY CARE TRUCKEE	GREEN, SARAH	70,344	78,561	11.68%	441,545	494,612	12.02%
CLINIC-BASED	PRIMARY CARE TRUCKEE	HAGEN JR, MICHAEL	77,588	56,842	-26.74%	310,233	452,472	45.85%
CLINIC-BASED	PRIMARY CARE TRUCKEE	HEDRICK, JONATHAN	0	0	0.00%	505	0	-100.00%
CLINIC-BASED	PRIMARY CARE TRUCKEE	HOVENIC, THOMAS	9,671	5,801	-40.02%	35,553	43,473	22.28%
CLINIC-BASED	PRIMARY CARE TRUCKEE	JENSEN, REINI	44,295	79,755	80.05%	320,043	499,081	55.94%
CLINIC-BASED	PRIMARY CARE TRUCKEE	JIRARI, LEILA	35,131	41,429	17.93%	197,150	217,838	10.49%
CLINIC-BASED	PRIMARY CARE TRUCKEE	KIM, MICHELLE	42,699	67,177	57.33%	329,104	432,699	31.48%



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CLINIC-BASED	PRIMARY CARE TRUCKEE	LOOMIS, CLAIRE	228	0	-100.00%	306,649	0	-100.00%
CLINIC-BASED	PRIMARY CARE TRUCKEE	MENDOZA, ANGELA	0	30,389	0.00%	0	57,327	0.00%
CLINIC-BASED	PRIMARY CARE TRUCKEE	PFENT, JOSHUA	44,609	72,536	62.60%	325,632	400,867	23.10%
CLINIC-BASED	PRIMARY CARE TRUCKEE	POURTABIB, MICHELLE	44,472	0	-100.00%	303,875	66,014	-78.28%
CLINIC-BASED	PRIMARY CARE TRUCKEE	RIDER, MELISSA	18,070	41,670	130.60%	284,621	359,326	26.25%
CLINIC-BASED	PRIMARY CARE TRUCKEE	SCHWARTZ, KERI	68,319	62,650	-8.30%	222,169	441,456	98.70%
CLINIC-BASED	PRIMARY CARE TRUCKEE	SHIRLEY, MEGAN	0	0	0.00%	250	3,823	1429.20%
CLINIC-BASED	PRIMARY CARE TRUCKEE	SMITH, SAMANTHA	39,113	36,795	-5.93%	189,046	248,457	31.43%
CLINIC-BASED	PRIMARY CARE TRUCKEE	STOLL, DANIEL	35,926	26,066	-27.45%	203,627	206,216	1.27%
CLINIC-BASED	PRIMARY CARE TRUCKEE	SUTTON-PADO, CELIA	48,512	38,875	-19.87%	261,645	294,190	12.44%
CLINIC-BASED	PRIMARY CARE TRUCKEE	ULLAND, AARON	67,947	107,240	57.83%	518,354	758,474	46.32%
	PRIMARY CARE TRUCKEE Total		770,605	961,220	24.7%	4,822,383	6,455,422	33.9%
CLINIC-BASED	PULMONOLOGY	BRIXEY, JENNIFER	0	0	0.00%	0	743	0.00%
CLINIC-BASED	PULMONOLOGY	HEPNER, JESSICA	17,954	0	-100.00%	177,443	0	-100.00%
CLINIC-BASED	PULMONOLOGY	MCDOUGALL, KRISTYN	0	46,414	0.00%	0	283,899	0.00%
CLINIC-BASED	PULMONOLOGY	TIRDEL, GREGORY	70,033	80,043	14.29%	454,856	475,270	4.49%
	PULMONOLOGY Total		87,987	126,457	43.7%	632,299	759,912	20.2%
CLINIC-BASED	RADIATION ONCOLOGY	LEGARZA, KATHLEEN	96,146	75,866	-21.09%	506,835	665,803	31.36%
CLINIC-BASED	RADIATION ONCOLOGY	LIN, ALEXANDER	8,354	3,105	-62.83%	94,483	21,781	-76.95%
CLINIC-BASED	RADIATION ONCOLOGY	TAY, JONATHAN	0	480	0.00%	40,672	63,462	56.03%
CLINIC-BASED	RADIATION ONCOLOGY	USERA, BRITNI	0	0	0.00%	17,898	0	-100.00%
	RADIATION ONCOLOGY Total		104,500	79,451	-24.0%	659,888	751,046	13.8%
CLINIC-BASED	SPORTS MEDICINE	GANONG, ALISON	0	0	0.00%	0	0	0.00%
CLINIC-BASED	SPORTS MEDICINE	HOLMAN, ANNA	73,807	0	-100.00%	451,992	0	-100.00%
CLINIC-BASED	SPORTS MEDICINE	REZAC, KARI	0	95,483	0.00%	0	287,945	0.00%



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CLINIC-BASED	SPORTS MEDICINE	WINANS, NINA	36,764	45,168	22.86%	251,787	267,961	6.42%
	SPORTS MEDICINE Total		110,571	140,651	27.2%	703,779	555,906	-21.0%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	BAILEY, LIANA	228	0	-100.00%	228	0	-100.00%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	BARTA, GINA	40,095	62,207	55.15%	40,095	62,207	55.15%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	GANONG, RICHARD	3,373	10,286	204.95%	3,373	10,286	204.95%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	JENSEN, REINI	35,011	49,862	42.42%	44,284	52,809	19.25%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	KRAUSE, PAUL	171,850	136,931	-20.32%	193,353	151,725	-21.53%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	LEMAK, DAVID	17,432	3,525	-79.78%	17,432	9,207	-47.18%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	PAUL, GREGG	1,469	0	-100.00%	7,531	0	-100.00%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	PFENT, JOSHUA	6,462	31,539	388.07%	8,193	31,539	284.95%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	PLUMB, JEANNE	163,093	27,422	-83.19%	164,672	40,951	-75.13%
CLINIC-BASED	URGENT CARE OLYMPIC VALLEY	SAMELSON, SCOTT	0	49,891	0.00%	0	51,638	0.00%
	URGENT CARE OLYMPIC VALLEY Total		439,013	371,663	-15.3%	479,161	410,362	-14.4%
CLINIC-BASED	URGENT CARE TAHOE CITY	BAILEY, LIANA	27,571	21,111	-23.43%	36,898	70,540	91.18%
CLINIC-BASED	URGENT CARE TAHOE CITY	BARTA, GINA	29,608	0	-100.00%	29,608	74,880	152.90%
CLINIC-BASED	URGENT CARE TAHOE CITY	BLACK, ELLIE	31,679	21,620	-31.75%	94,133	156,479	66.23%
CLINIC-BASED	URGENT CARE TAHOE CITY	BOOKER, MICHAEL	0	97,185	0.00%	117,207	358,927	206.23%
CLINIC-BASED	URGENT CARE TAHOE CITY	GANONG, RICHARD	0	14,261	0.00%	10,438	148,836	1325.91%
CLINIC-BASED	URGENT CARE TAHOE CITY	HOLLOWAY, COLLEEN	40,658	0	-100.00%	42,696	107,726	152.31%
CLINIC-BASED	URGENT CARE TAHOE CITY	JENSEN, REINI	20,395	12,822	-37.13%	27,725	77,522	179.61%
CLINIC-BASED	URGENT CARE TAHOE CITY	KRAUSE, PAUL	10,704	22,841	113.39%	18,967	209,869	1006.50%
CLINIC-BASED	URGENT CARE TAHOE CITY	LAIRD, THADDEUS	0	0	0.00%	0	538	0.00%
CLINIC-BASED	URGENT CARE TAHOE CITY	LEMAK, DAVID	3,788	0	-100.00%	5,318	107,625	1923.79%
CLINIC-BASED	URGENT CARE TAHOE CITY	MALONE, CHRISTOPHER	18,297	9,909	-45.84%	18,297	66,331	262.52%
CLINIC-BASED	URGENT CARE TAHOE CITY	PAUL, GREGG	51,905	36,743	-29.21%	51,905	211,911	308.27%



Physician Services Revenue Report

For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Category	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
			Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
CLINIC-BASED	URGENT CARE TAHOE CITY	PFENT, JOSHUA	50,565	15,634	-69.08%	58,824	208,161	253.87%
CLINIC-BASED	URGENT CARE TAHOE CITY	PLUMB, JEANNE	21,618	106,903	394.51%	56,820	618,031	987.70%
CLINIC-BASED	URGENT CARE TAHOE CITY	SAMELSON, SCOTT	0	14,955	0.00%	0	54,239	0.00%
CLINIC-BASED	URGENT CARE TAHOE CITY	SCHOUSEN, KATY	0	0	0.00%	3,521	0	-100.00%
CLINIC-BASED	URGENT CARE TAHOE CITY	SHIRLEY, MEGAN	512	0	-100.00%	5,691	491	-91.37%
CLINIC-BASED	URGENT CARE TAHOE CITY	TIDD, JESSICA	85,877	0	-100.00%	122,550	212,087	73.06%
URGENT CARE TAHOE CITY Total			393,177	373,984	-4.9%	700,598	2,684,193	283.1%
CLINIC-BASED	URGENT CARE TRUCKEE	BAILEY, LIANA	128,990	86,422	-33.00%	554,078	397,570	-28.25%
CLINIC-BASED	URGENT CARE TRUCKEE	BARTA, GINA	29,498	36,514	23.78%	139,960	243,938	74.29%
CLINIC-BASED	URGENT CARE TRUCKEE	BLACK, ELLIE	127,785	140,959	10.31%	527,852	732,174	38.71%
CLINIC-BASED	URGENT CARE TRUCKEE	BOOKER, MICHAEL	0	57,274	0.00%	518,186	543,965	4.97%
CLINIC-BASED	URGENT CARE TRUCKEE	HOLLOWAY, COLLEEN	192,136	0	-100.0%	776,051	440,063	-43.3%
CLINIC-BASED	URGENT CARE TRUCKEE	JENSEN, REINI	75,203	61,567	-18.1%	215,130	381,021	77.1%
CLINIC-BASED	URGENT CARE TRUCKEE	KRAUSE, PAUL	71,026	46,395	-34.7%	373,314	425,167	13.9%
CLINIC-BASED	URGENT CARE TRUCKEE	LEMAK, DAVID	24,368	538	-97.8%	68,812	46,002	-33.1%
CLINIC-BASED	URGENT CARE TRUCKEE	MALONE, CHRISTOPHER	43,579	43,808	0.5%	102,091	85,012	-16.7%
CLINIC-BASED	URGENT CARE TRUCKEE	PAUL, GREGG	71,554	69,567	-2.8%	192,966	245,429	27.2%
CLINIC-BASED	URGENT CARE TRUCKEE	PFENT, JOSHUA	77,062	114,659	48.8%	335,739	384,169	14.4%
CLINIC-BASED	URGENT CARE TRUCKEE	PLUMB, JEANNE	0	0	0.0%	0	55,962	0.0%
CLINIC-BASED	URGENT CARE TRUCKEE	SAMELSON, SCOTT	0	37,544	0.0%	0	153,889	0.0%
CLINIC-BASED	URGENT CARE TRUCKEE	SHIRLEY, MEGAN	0	0	0.0%	35,149	0	-100.0%
CLINIC-BASED	URGENT CARE TRUCKEE	TIDD, JESSICA	118,629	109,487	-7.7%	619,671	811,483	31.0%
URGENT CARE TRUCKEE Total			959,830	804,734	-16.2%	4,458,999	4,945,844	10.9%
CLINIC-BASED	UROLOGY	LANOUILLE, GREGORY	0	0	0.0%	12,154	0	-100.0%
CLINIC-BASED	UROLOGY	NAFTULIN, BRIAN	43,607	35,043	-19.6%	265,743	328,633	23.7%



Physician Services Revenue Report

For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Category	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
			Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
CLINIC-BASED	UROLOGY	PUCILLO, MARIANNA	20,813	31,987	53.7%	150,137	186,037	23.9%
CLINIC-BASED	UROLOGY	WAINSTEIN, MARK	106,901	101,733	-4.8%	559,019	629,811	12.7%
	UROLOGY Total		171,321	168,763	-1.5%	987,053	1,144,481	16.0%
CLINIC-BASED Total			7,458,910	7,485,971	0.4%	42,498,381	47,390,993	11.5%
HOSPITAL-BASED	ANESTHESIOLOGY	ALPERT, RICKI	47,707	61,685	29.3%	307,534	301,924	-1.8%
HOSPITAL-BASED	ANESTHESIOLOGY	BANY, TENILLE	40,382	55,328	37.0%	265,655	351,380	32.3%
HOSPITAL-BASED	ANESTHESIOLOGY	CRAMER, DANIEL	1,566	0	-100.0%	18,544	22,852	23.2%
HOSPITAL-BASED	ANESTHESIOLOGY	DEJONG, ELLEN	33,036	29,483	-10.8%	69,089	295,676	328.0%
HOSPITAL-BASED	ANESTHESIOLOGY	HANSEN, DANIEL	11,601	27,330	135.6%	93,573	93,455	-0.1%
HOSPITAL-BASED	ANESTHESIOLOGY	NACHIONDO, JAMES	0	0	0.0%	820	0	-100.0%
HOSPITAL-BASED	ANESTHESIOLOGY	OLSEN, ANNA	24,668	52,269	111.9%	95,911	353,108	268.2%
HOSPITAL-BASED	ANESTHESIOLOGY	SAAREMETS, ALAR	0	24,854	0.0%	168,853	78,852	-53.3%
HOSPITAL-BASED	ANESTHESIOLOGY	STANEC, JOHN	25,479	33,296	30.7%	179,040	158,146	-11.7%
HOSPITAL-BASED	ANESTHESIOLOGY	WARD, JUSTIN	53,807	55,671	3.5%	319,756	338,995	6.0%
HOSPITAL-BASED	ANESTHESIOLOGY	ZURFLU, ERIN	59,072	64,679	9.5%	265,086	344,844	30.1%
	ANESTHESIOLOGY Total		297,318	404,595	36.1%	1,783,861	2,339,232	31.1%
HOSPITAL-BASED	ASST SURG	BUCHANAN, DANIEL	23,029	69,478	201.7%	234,874	351,030	49.5%
HOSPITAL-BASED	ASST SURG	COLL, DANIEL	74,339	0	-100.0%	545,096	366,771	-32.7%
HOSPITAL-BASED	ASST SURG	FIELDS, TATIANA	33,163	34,001	2.5%	162,082	163,948	1.2%
HOSPITAL-BASED	ASST SURG	GORDON, CLARA	133,379	83,576	-37.3%	359,198	647,354	80.2%
HOSPITAL-BASED	ASST SURG	KERNEY, CLAIRE	91,907	96,527	5.0%	573,544	515,036	-10.2%
HOSPITAL-BASED	ASST SURG	LEECH, JENNA	64,924	89,500	37.9%	567,183	506,141	-10.8%
HOSPITAL-BASED	ASST SURG	WILLSON, CYNTHIA	112,816	107,047	-5.1%	553,148	517,777	-6.4%
	ASST SURG Total		533,557	480,129	-10.0%	2,995,125	3,068,057	2.4%
HOSPITAL-BASED	DIAGNOSTIC IMAGING	FOUNTAIN, JEFFREY	263,946	195,071	-26.1%	1,289,952	1,568,118	21.6%



Physician Services Revenue Report

For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Category	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
			Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
HOSPITAL-BASED	DIAGNOSTIC IMAGING	HALLENBECK, MICHAEL	0	107,259	0.0%	0	107,259	0.0%
HOSPITAL-BASED	DIAGNOSTIC IMAGING	KAMENETSKY, MYRON	48,936	47,467	-3.0%	662,625	260,046	-60.8%
HOSPITAL-BASED	DIAGNOSTIC IMAGING	LAIRD, THADDEUS	130,671	167,246	28.0%	716,183	735,156	2.6%
HOSPITAL-BASED	DIAGNOSTIC IMAGING	MCWILLIAMS, GEOFFREY	10,733	66,716	521.6%	234,387	343,110	46.4%
HOSPITAL-BASED	DIAGNOSTIC IMAGING	RAMIREZ, MICHAEL	266,815	139,843	-47.6%	1,124,717	1,344,082	19.5%
HOSPITAL-BASED	DIAGNOSTIC IMAGING	SCHLUND, JAMES	232,714	272,088	16.9%	1,368,624	1,541,337	12.6%
DIAGNOSTIC IMAGING Total			953,815	995,690	4.4%	5,396,488	5,899,108	9.3%
HOSPITAL-BASED	HOSPITALIST	BINSTOCK, MAX	32,900	48,740	48.1%	146,540	255,263	74.2%
HOSPITAL-BASED	HOSPITALIST	KINDIG, BRANDI	0	842	0.0%	0	2,561	0.0%
HOSPITAL-BASED	HOSPITALIST	KOMPANIEZ, KARI	0	0	0.0%	546	0	-100.0%
HOSPITAL-BASED	HOSPITALIST	LIN, SAM	7,218	5,660	-21.6%	10,823	21,833	101.7%
HOSPITAL-BASED	HOSPITALIST	MARAMREDDY, NAVEEN	28,409	15,869	-44.1%	131,242	152,834	16.5%
HOSPITAL-BASED	HOSPITALIST	MISKAVIGE, THOMAS	66,407	67,869	2.2%	313,333	369,066	17.8%
HOSPITAL-BASED	HOSPITALIST	RITCHIE, DAVID	49,501	35,739	-27.8%	236,389	229,682	-2.8%
HOSPITAL-BASED	HOSPITALIST	RITCHIE, HAVEN	18,121	23,009	27.0%	97,430	102,786	5.5%
HOSPITAL-BASED	HOSPITALIST	STANDTEINER, HEIDI	28,814	17,733	-38.5%	190,316	157,799	-17.1%
HOSPITAL-BASED	HOSPITALIST	WEIR, JAYSON	0	0	0.0%	108,370	0	-100.0%
HOSPITALIST Total			231,370	215,461	-6.9%	1,234,989	1,291,824	4.6%
HOSPITAL-BASED	SURGEON ON CALL	CAHILL, KEVIN	4,070	0	-100.0%	28,984	18,487	-36.2%
HOSPITAL-BASED	SURGEON ON CALL	JONES, PHILLIP	4,933	0	-100.0%	22,883	36,578	59.8%
HOSPITAL-BASED	SURGEON ON CALL	PERRINS JR, STEVEN	2,465	5,876	138.4%	65,410	88,913	35.9%
SURGEON ON CALL Total			11,468	5,876	-48.8%	117,277	143,978	22.8%
HOSPITAL-BASED Total			2,027,528	2,101,751	3.7%	11,527,740	12,742,199	10.5%
Grand Total			9,486,438	9,587,722	1.1%	54,026,121	60,133,192	11.3%



Clinic Visit Report By Region, Specialty Type & Department Group *
 For the month of December 2024 and Fiscal Year to Date 2025 with comparison to December 2023 and Fiscal Year to Date 2024

Region	Group	Department	Provider	CURRENT MONTH			FISCAL YEAR TO DATE		
				Dec 2023	Dec 2024	% Change	FY 24	FY 25	% Change
		OBGYN Total		828	831	0.36%	5,233	4,903	-6.31%
		PEDIATRICS Total		1,044	1,032	-1.15%	5,930	6,155	3.79%
		TRUCKEE IM Total		289	240	-16.96%	978	1,628	66.46%
		PC Total		2,161	2,103	-2.68%	12,141	12,686	4.49%
		OLYMPIC VALLEY Total		420	386	-8.10%	1,552	430	-72.29%
		TAHOE CITY Total		926	1,038	12.10%	4,610	6,498	40.95%
		TRUCKEE Total		2,800	3,104	10.86%	16,760	19,495	16.32%
		PCUC Total		4,146	4,528	9.21%	22,922	26,423	15.27%
		AUDIOLOGY Total		0	32	100.00%	15	135	800.00%
		BEHAVIORAL HEALTH Total		393	408	3.82%	2,543	2,400	-5.62%
		CARDIOLOGY Total		253	203	-19.76%	1,977	1,372	-30.60%
		ENDOCRINOLOGY Total		240	208	-13.33%	1,315	1,382	5.10%
		ENT Total		106	239	125.47%	947	1,143	20.70%
		GASTROENTEROLOGY Total		259	304	17.37%	1,736	2,169	24.94%
		GENERAL SURGERY Total		138	158	14.49%	926	864	-6.70%
		HEMATOLOGY ONCOLOGY Total		449	478	6.46%	2,634	3,052	15.87%
		NEUROLOGY Total		118	129	9.32%	827	862	4.23%
		OCCUPATIONAL HEALTH Total		271	350	29.15%	1,780	2,116	18.88%
		ORTHOPEDECS Total		1,173	1,176	0.26%	7,390	7,271	-1.61%
		PALLIATIVE CARE Total		104	74	-28.85%	621	510	-17.87%
		PULMONOLOGY Total		216	308	42.59%	1,507	1,655	9.82%
		RADIATION ONCOLOGY Total		132	143	8.33%	983	1,038	5.60%
		SPORTS MEDICINE Total		230	255	10.87%	1,444	1,067	-26.11%
		UROLOGY Total		294	271	-7.82%	1,694	1,752	3.42%
		SPC Total		4,376	4,736	8.23%	28,339	28,788	1.58%
		CA Total		10,683	11,367	6.40%	63,402	67,897	7.09%
		INCLINE PEDIATRICS Total		18	37	105.56%	187	233	24.60%
		PC Total		18	37	105.56%	187	233	24.60%
		INCLINE PRIMARY CARE Total		502	437	-12.95%	3,494	3,180	-8.99%
		INCLINE WALK IN Total		0	104	100.00%	0	457	100.00%
		PCUC Total		502	541	7.77%	3,494	3,637	4.09%
		INCLINE BEHAVIORAL HEALTH Total		69	46	-33.33%	407	307	-24.57%
		INCLINE CARDIOLOGY Total		51	33	-35.29%	273	246	-9.89%
		INCLINE GASTROENTEROLOGY Total		36	25	-30.56%	156	152	-2.56%
		INCLINE NEUROLOGY Total		0	7	100.00%	0	47	100.00%
		INCLINE OPHTHALMOLOGY Total		134	193	44.03%	1,011	1,280	26.61%
		INCLINE ORTHOPEDICS Total		40	128		330	969	
		SPC Total		330	432		2,177	3,001	
		INCLINE Total		850	1,010	18.82%	5,858	6,871	17.29%
		Grand Total		11,533	12,377	7.32%	69,260	74,768	7.95%
		INCLINE ORTHOPEDICS Total		40	128		330	969	
		SPC Total		330	432		2,177	3,001	
		INCLINE Total		850	1,010	18.82%	5,858	6,871	17.29%
		Grand Total		11,533	12,377	7.32%	69,260	74,768	7.95%

RESOLUTION NO. 2025-01

RESOLUTION OF THE BOARD OF DIRECTORS OF TAHOE FOREST HOSPITAL DISTRICT ADOPTING A POLICY FOR COMPENSATION AND REIMBURSEMENT FOR MEMBERS OF THE BOARD OF DIRECTORS

WHEREAS, Tahoe Forest Hospital District (the “District”) is a local health care district duly formed and organized under the laws of the State of California;

WHEREAS, under the Local Health Care District Law (Health & Safety Code, § 32000 et seq.) the Board of Directors for the District serves without compensation unless it adopts a resolution authorizing payment of up to \$100 per meeting, up to six meetings per calendar month, as compensation to each Board Member for attendance; and

WHEREAS, Health and Safety Code section 32103 requires the Board of Directors, if it desires to compensate Board Members for more than five meetings per calendar month, to annually adopt a written policy describing why more than five meetings per month are necessary for the effective operation of the District.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of the Tahoe Forest Hospital District that:

SECTION 1. The Recitals above are true and correct and fully incorporated herein by this reference.

SECTION 2. The District hereby authorizes payment of up to \$100 per meeting, not to exceed six meetings a calendar month, as compensation to each Board Member for attendance, pursuant to the terms of the Compensation and Reimbursement Policy attached hereto as Exhibit A and incorporated herein by this reference.

SECTION 3. The District hereby adopts the Compensation and Reimbursement Policy attached hereto as Exhibit A.

PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Tahoe Forest Hospital District duly called and held in the District this 23rd day of January, 2025 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

Chair, Board of Directors
Tahoe Forest Hospital District

ATTEST:

Martina Rochefort, Clerk of the Board
Tahoe Forest Hospital District



Origination Date 05/2000
Last Approved 04/2024
Last Revised 04/2024
Next Review 04/2027

Department Board - ABD
Applicabilities System

Board Compensation and Reimbursement, ABD-03

RISK:

Failure to adhere to legislative regulations governing compensation and reimbursement could result in legal penalties, fines, or reputational damage to the organization.

PURPOSE:

To provide compensation and reimbursement to the Board of Directors, consistent with legislative regulations, for the performance of the duties of their office.

POLICY:

- A. As permitted by Health and Safety Code section 32103, of the Local Health Care District Law, and required by the Political Reform Act, the payment of One Hundred Dollars (\$100.00) per meeting not to exceed six (6) meetings a month, is authorized as compensation to each member of the Board of Directors. Each member of the Board of Directors shall further be allowed his/her actual necessary traveling and incidental expenses incurred in the performance of official business of the District.
- B. Pursuant to Health and Safety Code section 32103, subdivision (a), the District finds that more than five meetings per month are necessary for the effective operation of the District because the District operates in a competitive market, often necessitating meetings to effectively resolve time-sensitive matters outside and in addition to its normal meeting schedule. Time-sensitive matters include, but are not limited to, the creation of new or expansion of existing health facilities, programs, or services; the acquisition or leasing of real property; and the consideration of appeals of actions, decisions, or recommendations of the Medical Staff affecting the professional privileges of its membership, which are governed by strict timelines pursuant to statute, local policy and bylaws. In addition, the Board of Directors operates with various standing committees that maintain flexible schedules to ensure prompt consideration of emerging issues. Finally, the District prioritizes fostering and growing community and regional relations, as demonstrated in the 2019-2021 Strategic Plan, which requires Board

Members to attend meetings of governmental agencies and community organizations to represent the District. In the past, Board Members have needed to participate in more than five meetings in a calendar month to address significant matters, including but not limited to hiring a Chief Executive Officer. This policy permits the District flexibility to address these important matters promptly when they arise, while compensating Board Members for time spent supporting the District.

- C. For the purpose of compensation, a meeting is defined as:
 - 1. Regular and Special Board Meetings, including but not limited to continued, adjourned and emergency meetings;
 - 2. Board Committee meetings;
 - 3. Hospital District meetings at which the Board member is present as a designated Board representative (e.g., Medical Executive Committee, Bioethics Committee, IVCH Foundation, TFHS Foundation, TIRHR Board)
 - 4. Meetings of governmental agencies and community organizations, etc. where the Board member is representing the TFHD (i.e., Rotary, Tahoe City Breakfast Club, Truckee Daybreak Club). To be compensated, the Board member must be on the program or speaking to an item on the agenda related to the Hospital District at the request of the Board Chair or President and Chief Executive Officer.
 - 5. Conferences, seminars and other educational meetings do not qualify for meeting compensation.
- D. Members of the Board of Directors of the Tahoe Forest Hospital District and their eligible dependents shall be eligible to participate in the health, dental, vision and life insurance programs of Tahoe Forest Hospital District in a manner, including appropriate discounts, comparable to that offered to the Management Staff of the District.

PROCEDURE:

- A. Board members are responsible for notifying the Executive Assistant in writing of meetings attended in the prior month, noting the day and purpose of each meeting prior to the last business day of each month.
- B. Board members shall also provide brief oral reports on meetings attended at the expense of TFHD at the next regular Board meeting.
- C. Board of Directors Travel Allowance
 - 1. Meals will be reimbursed up to a daily per diem rate based on the location of the conference subject to IRS per diem guidelines.
 - 2. Air Fare for Board Members only.
 - 3. Parking and/or taxi fees and other transportation expenses will be reimbursed.
 - 4. If driving, mileage will be reimbursed at current IRS rates.
 - 5. Hotel room will be covered in full for Board Member.
 - a. If, however, the lodging is in connection with a conference or organized educational activity that does not qualify as a meeting and is conducted in compliance with California Government Code, Section 54952.2(c),

including ethics training required by California Government Code, Section 53234, then lodging costs shall not exceed the maximum group rate published by the conference or activity sponsor as long as the group rate is available to the Board member at the time of booking. If the group rate is not available, then the Board member shall use comparable lodging.

6. Tuition fees for Board Members will be paid in full.
7. Conference educational materials (books, audio tapes, etc.) not to exceed \$50.
8. Receipts are required for all reimbursable expenses.
9. Board members shall use government and group rates offered by a provider of transportation or lodging services for travel and lodging when available.
10. All expenses that do not fall within the adopted travel reimbursement policy of the IRS reimbursable rates shall be approved by the Board, in a public meeting before the expense is incurred.

D. Upon election or appointment to a seat on the Board of Directors of the Tahoe Forest Hospital District, the appropriate paperwork which is necessary to complete for enrollment will be given to the Board Member by the Human Resources Department. Coverage will begin on the first of the month following election or appointment to the Board of Directors and completion of the necessary enrollment forms

References:

California Government Code, §§ 53232.2(d), (e), 53232.3(a), 53235(a), (b) (d). [§§54950 - 54963](#);
[California Health & Safety Code, Section 32103](#)

All Revision Dates

04/2024, 01/2020, 10/2017, 11/2015, 01/2014, 01/2012, 01/2010

Approval Signatures

Step Description	Approver	Date
	Harry Weis: CEO	04/2024
	Martina Rochefort: Clerk of the Board	04/2024



Origination Date 05/2000
Last Approved 04/2024
Last Revised 04/2024
Next Review 04/2027

Department Board - ABD
Applicabilities System

Board Compensation and Reimbursement, ABD-03

RISK:

Failure to adhere to legislative regulations governing compensation and reimbursement could result in legal penalties, fines, or reputational damage to the organization.

PURPOSE:

To provide compensation and reimbursement to the Board of Directors, consistent with legislative regulations, for the performance of the duties of their office.

POLICY:

- A. As permitted by Health and Safety Code section 32103, of the Local Health Care District Law, and required by the Political Reform Act, the payment of One Hundred Dollars (\$100.00) per meeting not to exceed six (6) meetings a month, is authorized as compensation to each member of the Board of Directors. Each member of the Board of Directors shall further be allowed his/her actual necessary traveling and incidental expenses incurred in the performance of official business of the District.
- B. Pursuant to Health and Safety Code section 32103, subdivision (a), the District finds that more than five meetings per month are necessary for the effective operation of the District because the District operates in a competitive market, often necessitating meetings to effectively resolve time-sensitive matters outside and in addition to its normal meeting schedule. Time-sensitive matters include, but are not limited to, the creation of new or expansion of existing health facilities, programs, or services; the acquisition or leasing of real property; and the consideration of appeals of actions, decisions, or recommendations of the Medical Staff affecting the professional privileges of its membership, which are governed by strict timelines pursuant to statute, local policy and bylaws. In addition, the Board of Directors operates with various standing committees that maintain flexible schedules to ensure prompt consideration of emerging issues. Finally, the District prioritizes fostering and growing community and regional relations, as demonstrated in the 2019-2021 Strategic Plan, which requires Board

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PROCEDURE:

- A. Board members are responsible for notifying the Executive Assistant in writing of meetings attended in the prior month, noting the day and purpose of each meeting prior to the last business day of each month.
- B. Board members shall also provide brief oral reports on meetings attended at the expense of TFHD at the next regular Board meeting.
- C. Board of Directors Travel Allowance
1. Meals will be reimbursed up to a daily per diem rate based on the location of the conference subject to IRS per diem guidelines.
 2. Air Fare for Board Members only.
 3. Parking and/or taxi fees and other transportation expenses will be reimbursed.
 4. If driving, mileage will be reimbursed at current IRS rates.
 5. Hotel room will be covered in full for Board Member.
 - a. If, however, the lodging is in connection with a conference or organized educational activity that does not qualify as a meeting and is conducted in compliance with California Government Code, Section 54952.2(c),

including ethics training required by California Government Code, Section 53234, then lodging costs shall not exceed the maximum group rate published by the conference or activity sponsor as long as the group rate is available to the Board member at the time of booking. If the group rate is not available, then the Board member shall use comparable lodging.

6. Tuition fees for Board Members will be paid in full.
7. Conference educational materials (books, audio tapes, etc.) not to exceed \$50.
8. Receipts are required for all reimbursable expenses.
9. Board members shall use government and group rates offered by a provider of transportation or lodging services for travel and lodging when available.
10. All expenses that do not fall within the adopted travel reimbursement policy of the IRS reimbursable rates shall be approved by the Board, in a public meeting before the expense is incurred.

D. Upon election or appointment to a seat on the Board of Directors of the Tahoe Forest Hospital District, the appropriate paperwork which is necessary to complete for enrollment will be given to the Board Member by the Human Resources Department. Coverage will begin on the first of the month following election or appointment to the Board of Directors and completion of the necessary enrollment forms

References:

California Government Code, §§ 53232.2(d), (e), 53232.3(a), 53235(a), (b) (d). [§§54950 - 54963](#);
[California Health & Safety Code, Section 32103](#)

All Revision Dates

04/2024, 01/2020, 10/2017, 11/2015, 01/2014, 01/2012, 01/2010

Approval Signatures

Step Description	Approver	Date
	Harry Weis: CEO	04/2024
	Martina Rochefort: Clerk of the Board	04/2024

RESOLUTION NO. 2025-02

RESOLUTION OF THE BOARD OF DIRECTORS OF TAHOE FOREST HOSPITAL DISTRICT TO AFFIRM THE STANDING COMMITTEES FOR CALENDAR YEAR 2025

WHEREAS, Tahoe Forest Hospital District (the “District”) is a local health care district duly formed and organized under the laws of the State of California;

WHEREAS, the Board of Directors Bylaws require standing committees and their respective charters to be affirmed annually.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of the Tahoe Forest Hospital District that the following standing board committees and their respective charters attached are affirmed for 2025:

1. Finance Committee
2. Quality Committee
3. Governance Committee
4. Executive Compensation Committee
5. Community Engagement Committee

PASSED AND ADOPTED at a regular meeting of the Board of Directors of the Tahoe Forest Hospital District duly called and held in the District this 23rd day of January, 2025 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

Michael McGarry
Chair, Board of Directors
Tahoe Forest Hospital District

ATTEST:

Martina Rochefort, Clerk of the Board
Tahoe Forest Hospital District

Charter

Finance Committee Board of Directors Tahoe Forest Hospital District

PURPOSE: The purpose of the charter is to delineate the Finance Committee's duties and responsibilities.

RESPONSIBILITIES: The Finance Committee is responsible for assisting the Board in oversight of financial affairs by monitoring the organization's financial policies and the adequacy of its reporting, and recommending actions to protect and enhance the community's investment in the hospital. It will also assure that appropriate policies and procedures are in place to safeguard and preserve the assets of the hospital.

DUTIES:

1. Review quarterly the District operating, cash and capital budgets, budget performance and financial management and make recommendations.
2. Review financial statements quarterly.
3. Oversee the annual independent audit and supervision of any necessary corrective measures.
4. Review annually the investment of District funds.
5. Annually review the financial plans for consistency with hospital and system-wide strategic objectives.
6. Monitor financial indicators relative to industry benchmarks and like organizations.

COMPOSITION:

The Committee is comprised of at least two (2) members. The Board Treasurer shall serve on the Committee, and the second Committee member shall be appointed by the Board Chair.

MEETING FREQUENCY: The Committee shall meet quarterly. A report will be made to the Board of Directors, quarterly, or otherwise as requested.

Charter
Governance Committee
Board of Directors
Tahoe Forest Hospital District

Purpose:

The charter of the Governance Committee of the District's Board of Directors delineates the Committee's duties and responsibilities.

Responsibilities:

The Governance Committee of the Board shall function as a standing committee of the Board responsible for addressing all governance-related issues. The Committee shall develop, maintain, and implement the necessary governance-related policies and procedures that define the Hospital's governance practices.

Duties:

1. Conduct at least a biennial review of the Bylaws and submit recommendations to the Board of Directors for changes to Bylaws as necessary.
2. Conduct at least a triennial review of Board policies and submit recommendations to the Board of Directors for changes to the policies as necessary.
3. Develop new Board policies and procedures as necessary or as directed by the Board of Directors.
4. Advance best practices in board governance.
5. Ensure the annual board self-assessment is conducted no later than December 1.
6. Participate in the development of the Agenda for scheduled Board Retreats
7. Ensure a board goal setting process is conducted no later than April 30 and reviewed at the October board retreat.

Composition:

The Committee shall be comprised of two (2) Board members appointed by the Board Chair.

Meeting Frequency:

The Committee shall meet as needed.

Charter
Quality Committee
Tahoe Forest Hospital District
Board of Directors

PURPOSE:

The purpose of the charter is to delineate the Committee’s duties and responsibilities.

RESPONSIBILITIES:

The Quality Committee shall function as the standing committee of the Board responsible for providing oversight for Quality Assessment and Performance Improvement, assuring the Health System’s quality of care, patient safety, and patient experience.

DUTIES:

1. Recommend to the Board, as necessary, policies and procedures governing quality care, patient safety, environmental safety, and performance improvement throughout the organization.
2. Assure the provision of organization-wide quality of care, treatment, and service provided and prioritization of performance improvement throughout the organization.
3. Monitor the improvement of care, treatment, and services to ensure that it is safe, beneficial, patient-centered, customer-focused, timely, efficient, and equitable.
4. Monitor the organization’s performance in national quality measurement efforts, accreditation programs, and subsequent quality improvement activities.
5. Monitor the development and implementation of ongoing board education focusing on service excellence, performance improvement, risk reduction/safety enhancement, and healthcare outcomes.

COMPOSITION:

The Committee is comprised of at least two (2) board members as appointed by the Board Chair, the Medical Director of Quality and Chief Medical Officer.

MEETING FREQUENCY:

The Committee shall meet quarterly.

BOARD COMMUNITY ENGAGEMENT COMMITTEE CHARTER

Purpose

The **Community Engagement Committee** of the hospital district board is established to support the Community Pillar of the Strategic Plan in our exceptionally healthy and thriving community. The Committee ensures collaboration between diverse community partners through active listening and advocacy for our community members. The Committee will focus on improving Community Health.

Definition

Engagement is:

- The act of intentionally collaborating with individuals, communities, constituencies and organizations to help generate ideas, share best practices, better understand issues, identify concerns and considerations
- Collective problem-solving to leverage the work of our organizations
- Lifting community voice
- Ongoing and multi-directional
- Embracing a strategic approach to building lasting relationships

Responsibilities

- Aid in the identification of unmet, community health needs and the means by which those gaps can be filled.
- Assist in strategic plan and budget for the community benefit, health and wellness services offered to our community.
- Provide a collaborative space for open ideas, active listening and creative problem solving for community health and wellness.
- Identify community partners to convene, discuss and collaboratively implement strategies to improve community health.
- Identify qualitative and quantitative metrics, complementary to the triannual Community Health Needs Assessment and Community Health Improvement Plan, to track Committee engagement and progress.
- Leverage media to engage the community and regularly share Committee updates on progress.
- Annually summarize and transparently report on activities related to the Community Engagement Committee including overall community benefit, health system wide community health and wellness events, charity care, housing, transportation, community grants, community sponsorships, and the activities of the Community Health Department.



Guiding Principles

- **Focus on Community Health.**
- **Build Trust Through Collaboration**
- **Be Agile and Evolve as we Learn**
- **Exemplify Integrity and Stewardship**
- **Remain Curious**

Composition

The committee will consist of two members of the TFHD Board of Directors.

Meeting Schedule

The committee will meet quarterly.

Charter
Executive Compensation Committee
Tahoe Forest Hospital District
Board of Directors

PURPOSE:

The purpose of the charter is to delineate the responsibilities and duties of the Executive Compensation Committee of the District's Board of Directors.

RESPONSIBILITIES:

The Executive Compensation Committee is responsible for assisting the Board in oversight of President and Chief Executive Officer (CEO) relations and the work done through the Winning Aspirations.

DUTIES:

1. Oversee the identification and recruitment of the organization's CEO as directed by the Board of Directors.
2. Ensure an annual CEO performance evaluation process is in place.
3. In conjunction with the CEO, using a standardized evaluation tool, annually review and recommend modifications of the goals and objectives documents which will be used to evaluate the performance of the CEO.
4. Review annually the CEO's comprehensive compensation package, and make recommendations to the Board of Directors as necessary.
5. Review metrics annually for the CEO's Incentive Compensation Criteria and make recommendations to the Board of Directors as necessary.
6. Review annually the CEO's Employment Agreement, and make recommendations to the Board of Directors as necessary.
7. In conjunction with the CEO, review and evaluate annually the CEO position description to ensure its continued relevance. Recommend revisions to the Board of Directors as necessary.

COMPOSITION:

The Committee is comprised of at least two (2) board members appointed by the Board Chair.

MEETING FREQUENCY:

The Committee shall meet at least once annually and then on an as needed basis.

Board CNO Report

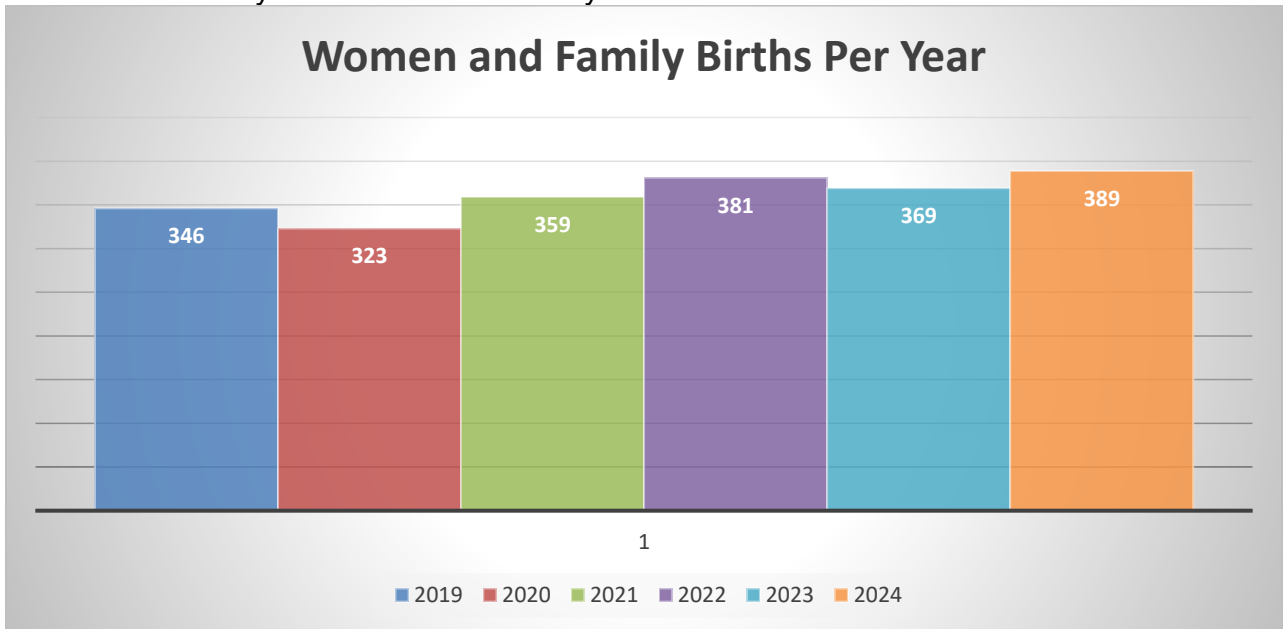
By: Jan Iida, RN, MSN, CEN, CENP
Chief Nursing Officer

DATE: January 2025

Community

Aspire to be an integrated partner in an exceptionally healthy and thriving community

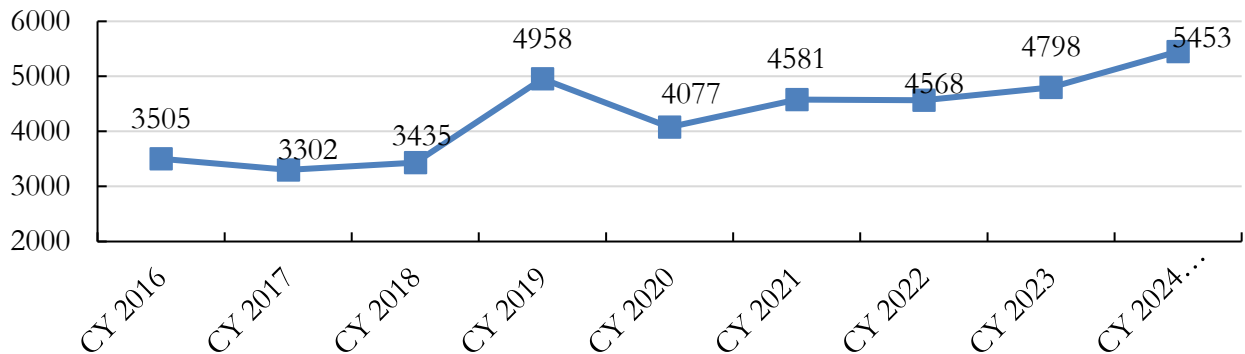
- IV nationwide shortage – We are doing well now and we have stopped reporting in daily huddle.
- Women and family Birth rate increased by 5.4% in 2024



- Surgical Services increased cases by 13.7% in 2023- 2024.10% increase from 2019,

Tahoe Forest Health System

YoY Surgery Volume



Service

Aspire to deliver a timely, outstanding patient and family experience

- IVCH will have TFH hospitalist coverage to assist in increasing inpatient admission. We will continue to work on a nursing plan for coverage of inpatient beds.
- Recently we meet with the Mercy San Juan (Sacramento) for a transfer process for our nursery babies who require a higher level of care to their Level III NICU. We have are seeing increase times where beds are unavailable at UC Davis
- ECC is increase rehab/skilled beds after hiring PT/OT support. We continue to have 30 custodial beds and 7 rehab/skilled beds.
- ECC add heat to all the custodial bathrooms for added comfort for the residents

Quality

Aspire to deliver the best possible outcomes for our patients

❖ Sierra Donor Services:

- 6 Tissue Donors at Tahoe Forest
 - ◆ **Tissue Referral Notification Rate** at Tahoe Forest through November is **100%**
 - ◆ **Timely Tissue Referral Rate** for Tahoe Forest is **93%** (39 out of 42 tissue referrals were made within 1 hour of cardiac time of death)
 - ◆ **Tissue Referral Notification Rate** for Incline Village through November is **100%**
 - ◆ **Timely Tissue Referral Rate** for Incline Village through November is **100%**
- Starting next month, we will be switching to new B Braun IV Catheters. Staff will begin training in the coming weeks.
- Surgical services will be adding housekeeping for OR's to their department. This will help with training and to have OR EVS staff be included in all aspects of OR cleaning and to be integrated with the OR team.

People

Aspire for a highly engaged culture that inspires teamwork and joy

- We welcome the new day shift nursing supervisor Christian Hiller. We want to say thank you to Laura Guzzo-Taylor, who retired after 27 years as a nursing supervisor at TFH.

- Winter injury case reviews began January 14th. This includes a collaboration between ski patrol, EMS agencies and Tahoe Forest Health System, This scheduled monthly.
- Respiratory Department has increased training for neonates for their RT staff. Our RT staff is unique in that they take care of patient's age from birth to elderly. This is not common in larger systems; our staff has to be able to execute treatment on all. The department is always looking for education opportunities for improvement.

Finance

Aspire for long-term financial strength

- Revenue Integrity Update- Jenny Parvin is our Revenue Integrity RN. She has been busy the last year working with multiple teams. Jenny works with many of Crystal's team members and coders. In the past year, she has attended conference and training to become knowledgeable in critical access hospital coding and billing. Jenny has been involved with billing compliance on many of our hospital charges to make sure our documentation supports billing. She is able to report back to nurses/physicians for changes to workflow or documentation. .