

Sierra – Sacramento Valley Emergency Medical Services Agency



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Serving Butte, Colusa, Glenn, Nevada, Placer, Shasta, Siskiyou, Sutter, Tehama, & Yuba Counties

Date: September 12, 2025

From: John Poland, Paramedic, Regional Executive Director, S-SV EMS Agency

To: California Department of Public Health (CDPH)
California Emergency Medical Services Authority (EMSA)
Other Interested Individuals & Organizations

Subject: Interim Glenn Medical Center Emergency Services Closure Impact Report

Purpose:

Pursuant to California Health and Safety Code (HSC) § 1797.200, the Sierra – Sacramento Valley Emergency Medical Services Agency (S-SV EMS) is the designated local emergency medical services agency (LEMSA) for Glenn County. This Interim Glenn Medical Center Emergency Services Closure Impact Report was produced pursuant to the requirements contained in HSC § 1300 et seq. A public hearing related to this matter is scheduled to occur during the September 23, 2025 regularly scheduled Glenn County Board of Supervisor's meeting. A final impact report will be produced following the required public hearing.

Background:

Glenn Medical Center is a General Acute Care Hospital licensed to provide 'Standby Emergency Medical Service, Physician on Call' supplemental services, defined as follows:

- *"Standby emergency medical service, physician on call, means the provision of emergency medical care in a specifically designated area of the hospital which is equipped and maintained at all times to receive patients with urgent medical problems and capable of providing physician service within a reasonable time."*¹

¹California Code of Regulations, Title 22, Division 5, Chapter 1, Article 6, § 70649.

Sierra – Sacramento Valley Emergency Medical Services Agency

Glenn Medical Center, the only acute care hospital in Glenn County, opened in 1949 and has served the medical needs of Glenn County and surrounding area residents for over 75 years. American Advanced Management (AAM) assumed management of Glenn Medical Center in December 2017.

Glenn Medical Center originally received designation as a Critical Access Hospital by the Centers for Medicare & Medicaid Services (CMS) in 2001. Following a recent recertification review, CMS notified Glenn Medical Center in April 2025 of their determination that this facility was not eligible for continued designation as a Critical Access Hospital. This determination was based on a federal rule that requires a Critical Access Hospital to be at least 35 miles from the next closest hospital when traveling by main roads. A revised travel distance calculation process utilized by CMS determined that Glenn Medical Center is only 32 miles travel distance from the next closest General Acute Care Hospital, Colusa Medical Center. Several appeals related to this revised CMS calculation process were ultimately denied, and a final CMS determination letter upholding their decision to terminate Glenn Medical Center's Critical Access Hospital designation was issued on August 13, 2025.

Glenn Medical Center administration determined they would be unable to maintain emergency services at this facility due to the revocation of their Critical Access Hospital designation by CMS. It was determined that without this Critical Access Hospital designation, the hospital's \$28 million in net annual revenue will be reduced by approximately 40%. All potential appeals related to this matter have been exhausted and no other financially viable options to maintain emergency services at this facility have been identified. Glenn Medical Center notified S-SV EMS on August 22, 2025 of their decision to cease providing emergency services at this facility no later than October 21, 2025. It should be noted that the October 21, 2025 date to cease emergency services is dependent on the hospital's ability to maintain continued adequate staffing and resources. Accordingly, there is a possibility that the closure date may occur prior to October 21, 2025. Glenn Medical Center administration has advised that limited in-patient services are expected to continue at this facility for a short period after the October 21, 2025 emergency services closure, to ensure an orderly discharge or transfer of remaining patients.

Glenn Medical Center has provided notification to the public of this impending closure of emergency services and has posted signage at their facility to inform individuals of these changes. This impending closure has also been published by several recent local media organizations. This matter was discussed in detail during the September 10, 2025 regularly scheduled Glenn County Emergency Medical Care Committee (EMCC) meeting, which was attended by multiple EMS system participants, Glenn County representatives, and other local, regional and statewide medical/health system entities.

The following documents are included on the subsequent pages:

- CMS Final Determination Letter – dated August 13, 2025.
- Glenn Medical Center Notification of Campus Closure in Compliance with the Federal and California WARN Act – dated August 22, 2025.

Sierra – Sacramento Valley Emergency Medical Services Agency

DEPARTMENT OF HEALTH & HUMAN SERVICES
Centers for Medicare & Medicaid Services
Center for Clinical Standards and Quality
Survey & Operations Group
San Francisco and Seattle Survey & Enforcement Division



Ref: Glenn Medical Center ccn:05-1306

IMPORTANT NOTICE – PLEASE READ CAREFULLY

SENT VIA INTERNET EMAIL TO:

tthompson@americanam.org & ssingh@glenmed.org

(Receipt of this notice is presumed to be August 13, 2025)

August 13, 2025

Glenn Medical Center
Tammy Thompson
700 17th Street, Ste. 205
Modesto, CA 95354

Shamsher Singh
700 17th Street, Ste. 205
Modesto, CA 95354

Re: CMS Certification Number (CCN):05-1306 (Critical Access Hospital)

Dear Glenn Medical Center:

We are in receipt of the April 23, 2025 and May 23, 2025, information provided which Glenn Medical Center shared as additional information and requested the Centers for Medicare and Medicaid Services (CMS) to review and reconsider the decision that Glenn Medical Center does not meet the Critical Access Hospital (CAH) location and distance requirements at 42 CFR 485.610(b) and 42 CFR 485.610(c).

To participate as a provider of services in the Medicare program, a critical access hospital (CAH) must meet the provisions of Section 1820 of the Social Security Act, which sets forth the conditions for designating certain hospitals as CAHs, and be in compliance with federal law, Congressional mandated statutes, and the conditions of participation at 42 C.F.R. Part 485 Subpart F.

Specifically, the Centers for Medicare & Medicaid Services (CMS) is required to confirm that the status and location requirements at 42 C.F.R. § 485.610(c) are met. That regulation states as follows:

(c) Standard: Location relative to other facilities or necessary provider certification.

San Francisco Regional Office
90 Seventh Street, Suite 5-300 (5W)
San Francisco, CA 94103

Seattle Regional Office
701 Fifth Avenue, Suite 1600, MS 400
Seattle, WA 98104

(1) The CAH is located more than a 35-mile drive on primary roads (or, in the case of mountainous terrain or in areas with only secondary roads available, a 15-mile drive) from a hospital or another CAH, or before January 1, 2006, the CAH is certified by the State as being a necessary provider of health care services to residents in the area. A CAH that is designated as a necessary provider on or before December 31, 2005, will maintain its necessary provider designation after January 1, 2006.

(2) Primary roads of travel for determining the driving distance of a CAH and its proximity to other providers is defined as:

(i) A numbered Federal highway, including interstates, intrastates, expressways, or any other numbered Federal highway with 2 or more lanes each way; or

(ii) A numbered State highway with 2 or more lanes each way.

During the hospital's recertification review, CMS found that Glenn Medical Center did not meet the distance requirement because the hospital is less than a 35-mile drive on primary roads and less than a 15-mile drive on secondary roads from another hospital or CAH.

After reviewing the hospital's additional information, CMS found that the hospital continues to not meet the distance requirement. Our recertification review found that Glenn Medical Center is located 32 miles from Colusa Medical Center in Colusa, CA and contains less than 15 miles of secondary roads required to meet the CAH distance requirements.

Federal law requires that a provider meets these distance requirements to participate as a CAH in the Medicare program (Section 1820(c)(2)(B)(i)(I) of the Social Security Act). Since CMS found that the hospital does not meet this requirement, the hospital is no longer eligible to remain a CAH and must convert to another provider type in the Medicare program. Glenn Medical Center must be converted by **April 23, 2026**, to avoid ending its Medicare provider agreement with the Department of Health and Human Services. If you do not convert to another provider type, a CMS notice to terminate your participation as a Critical Access Hospital will be sent 15 days prior to April 23, 2026, which will include instructions for appeal rights.

Please reach out to CMS at cms_ro10_ceb@cms.hhs.gov to let us know how you would like to proceed and how we can help with your facility's conversion.

Sincerely,



Benton Williams
Division Director
CMS San Francisco & Seattle
Survey & Operations Group
Centers for Clinical Standards and Quality

cc: California Department of Public Health

San Francisco Regional Office
90 Seventh Street, Suite 5-300 (5W)
San Francisco, CA 94103

Seattle Regional Office
701 Fifth Avenue, Suite 1600, MS 400
Seattle, WA 98104



August 22, 2025

John Poland
Sierra – Sacramento Valley Emergency Medical Services Agency
535 Menlo Drive, Suite A
Rocklin, CA 95765

Subject: Notification of Campus Closure in Compliance with the Federal and California WARN Act

Dear Mr. Poland,

I am writing on behalf of the Glenn Medical Center to formally notify you of the decision to shut down our entire campus located at 1133 West Sycamore St. Willows, California 95988. This letter serves as a notification in compliance with the California Worker Adjustment and Retraining Notification (WARN) Act, which mandates that employers provide advance notice of significant workforce reductions to state and local officials.

The closure of the Glenn Medical Center campus at 1133 West Sycamore St. Willows, California 95988 is scheduled to take effect on **October 21, 2025**. This decision was made after careful consideration of various factors impacting our operations including the impending loss of our "critical access" designation.

In accordance with the California WARN Act, we are providing this notice to inform you that approximately 150 employees will be impacted by this closure. The positions affected include administrative and support staff, clinical and nursing staff, technical and allied health staff, operations and facilities staff, as well as leadership and management roles, among others.

Glenn Medical Center is committed to supporting our employees during this transition. We are offering job placement services and counseling to assist them in finding new employment opportunities.

For any further inquiries or additional information, please feel free to contact **Lauren Still** at **530-934-1807** or lstill@glennmed.org.

We appreciate your understanding and cooperation during this process. Thank you for your attention to this matter.

Sincerely,

Lauren Still
Hospital Administrator

Glenn Medical Center (GMC) Hospital Facility & Area Information

- CDPH¹ Licensed Facility Type: **General Acute Care Hospital**
- CDPH¹ Licensed Emergency Department Type: **Standby Emergency Medical Service, Physician on Call**
- EMS Base Hospital: **No** (ambulance receiving hospital only)
- EMS Specialty Receiving Center Designations: **None**
- CDPH¹ Licensed Hospital Beds: **47**
- Staffed Hospital Beds: **25**
- Average Daily Inpatient Census: **~20 patients**
- CDPH¹ Licensed Emergency Department Beds: **5**
- Annual Emergency Department Patient Encounters:
 - 2022: **6404** (Source: HCAI²): ~18 patients per day average
 - 2023: **6152** (Source: HCAI²): ~17 patients per day average
 - 2024: **6282** (Source: GMC): ~17 patients per day average
 - Ambulance Transported Patients: **946**
- Service Area Population: **28,917**
 - Service Area Population Density: **22 people per square mile**
 - Designation Type: **Frontier**

¹CDPH = California Department of Public Health.

²HCAI = California Department of Healthcare Access and Information.

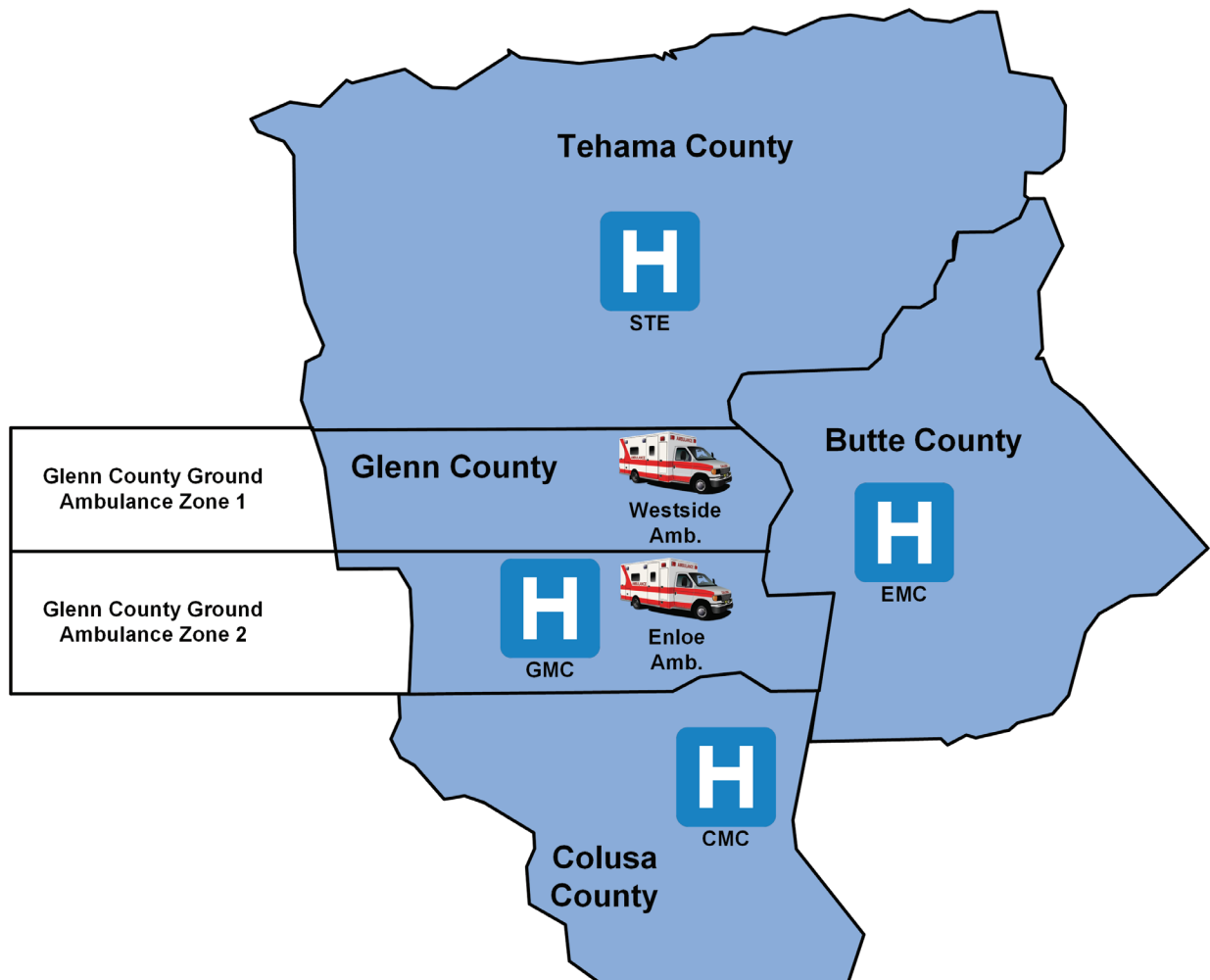
Glenn County Ground Ambulance Zones & Area Acute Care Hospital Map

- Glenn County Ground Ambulance Response Zones:
 - Zone 1 – North of County Road 33: Westside Amb. – Exclusive Operating Area (EOA).
 - Zone 2 – South of County Road 33: Enloe Willows Amb. – Non-Exclusive Operating Area.
- Next Closest Acute Care Hospital Emergency Departments:
 - Colusa Medical Center (Colusa County): **~32 Miles** (South): 35 – 40 mins distance.
 - Enloe Medical Center (Butte County): **~36 Miles** (Northeast): 40 mins distance.
 - St. Elizabeth Community Hospital (Tehama County): **~45 Miles** (North): 45 mins distance.

Acute Care Hospital Map Abbreviation Legend

CMC = Colusa Medical Center
GMC = Glenn Medical Center

EMC = Enloe Medical Center
STE = St. Elizabeth Community Hospital



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Area Acute Care Hospital Annual Emergency Department (ED) Patient (Pt) Encounters Data Date Range: Calendar Years 2022, 2023 & 2024

Acute Care Hospital	Lic. ED Beds	2022 ED Pts		2023 ED Pts		2024 ED Pts	
		EMS	Total	EMS	Total	EMS	Total
Colusa Medical Center	5	648	5,948	586	5,574	532	6,173
Glenn Medical Center	5	1061	6404	883	6152	946	6,282
Enloe Medical Center	47	15,686	72,230	16,334	75,270	17,572	83,070
St. Elizabeth Comm. Hosp.	14	5,375	28,962	5,344	29,405	5,498	33,442

Area Acute Care Hospital Ambulance Patient Offload Time (APOT)¹ (Excluding Glenn Medical Center) Data Date Range: 2025 YTD – Previous 8 Months (1/1/2025 – 8/31/2025)

Colusa Medical Center (Colusa, CA – Colusa County)								
APOT Measure	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Median APOT (H:MM)	0:06	0:05	0:06	0:05	0:04	0:08	0:10	0:07
90th Percentile APOT (H:MM)	0:08	0:09	0:10	0:14	0:09	0:11	0:10	0:11
Enloe Medical Center (Chico, CA – Butte County)								
APOT Measure	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Median APOT (H:MM)	0:06	0:07	0:07	0:07	0:06	0:07	0:07	0:07
90th Percentile APOT (H:MM)	0:13	0:14	0:14	0:13	0:13	0:12	0:13	0:13
St. Elizabeth Community Hospital (Red Bluff, CA – Tehama County)								
APOT Measure	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25
Median APOT (H:MM)	0:08	0:07	0:07	0:06	0:07	0:07	0:06	0:07
90th Percentile APOT (H:MM)	0:16	0:19	0:16	0:14	0:16	0:16	0:13	0:14

¹Ambulance Patient Offload Time (APOT) – The time interval between the arrival of a 911 ambulance patient at a hospital ED ambulance bay and the time the patient is transferred from the ambulance cot to the ED gurney, bed, chair or other acceptable location, and ED medical personnel assume complete responsibility for care of the patient.

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911 Ground Ambulance Patient Transports to Glenn Medical Center & Potential Hospital Emergency Services Closure Impacts Data Date Range: Previous 12 Months (9/1/2024 – 8/31/2025) – 1005 Total Patients (Pts)					
Incident Location	911 Pt Transport Count	Average Transport Time	Next Closest GACH	Estimated Average Transport Time to Next Closest GACH	Potential Ground Ambulance Provider Impact
Artois (Glenn)	10	11 min.	EMC ¹	35 min.	Minimal ³
Butte City (Glenn)	6	24 min.	CMC ²	25 min.	Minimal ³
Elk Creek (Glenn)	7	35 min.	CMC ²	55 min.	Minimal ³
Glenn (Glenn)	13	16 min.	CMC ²	25 min.	Minimal ³
Orland (Glenn)	438	20 min.	EMC ¹	25 min.	Minimal to Moderate ⁴
Willows (Glenn)	511	7 min.	EMC ¹ or CMC ²	40 min. (EMC ¹ or CMC ²)	Moderate ⁵
Maxwell (Colusa)	11	21 min.	CMC ²	20 min.	None ⁶
Stonyford (Colusa)	4	51 min.	CMC ²	60 min.	Minimal ³
Williams (Colusa)	5	24 min.	CMC ²	15 min.	None ⁶

¹EMC = Enloe Medical Center, Chico, CA (Butte County).

²CMC = Colusa Medical Center, Colusa, CA (Colusa County).

³Potential ambulance provider impacts are expected to be minimal due to low patient volume.

⁴Potential ambulance provider impacts in the Orland area are expected to be minimal to moderate as many patients from this area are already transported to EMC and the estimated average transport time difference between GMC and EMC from this area is approximately 5-10 mins. Transports from this area to EMC vs GMC will result in ambulances being out of Glenn County for longer periods of time.

⁵Potential ambulance transport provider impacts in the Willows area are expected to be moderate as even though the estimated average transport time to the next closest hospital is an additional 33 mins, this area has an average current daily ambulance transport volume of approx. 1.5 patients per day. Transports from this area to EMC vs GMC will result in ambulances being out of Glenn County for longer periods of time. The potential increase in 911 ambulance transports from this area are unknown.

⁶There are no expected ambulance provider impacts to these areas as they are in Colusa County and the estimated average transport time difference to the next closest hospital is similar or less.

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Glenn County 911 Ground Ambulance Responses & Transports (Both Ambulance Zones) Data Date Range: 2025 YTD – Previous 8 Months (1/1/2025 – 8/31/2025)

Zone	Total Responses	Cancelled (Non-Transport)	Ambulance Transport Destinations			
			EMC ¹	GMC ²	STE ³	HEMS ⁴
Zone 1 ⁵	1132	359	432	325	9	7
Zone 2 ⁶	638	156	63	403	0	16
Total:	1770	515	495	728	9	23

Westside Ambulance 12-Hour Unit 911 Responses Data Date Range: 2025 YTD – 8 Months (1/1/2025 – 8/31/2025)

(**Note:** The Westside Ambulance 12-hour unit was placed in service in December 2024 to improve ambulance resource availability for both Glenn County ambulance response zones)

- Zone 1⁵ Responses (Westside Ambulance Exclusive Operating Area): **370**
 - Zone 2⁶ Responses (Enloe Willows Ambulance Non-Exclusive Operating Area): **43**
- (**Note:** There were an additional 57 Westside Ambulance 24-Hour Unit Responses to Zone 2)

Area Cross County 911 Ground Ambulance Mutual Aid Responses Data Date Range: 2025 YTD – 8 Months (1/1/2025 – 8/31/2025)

- Glenn County Ambulance Provider Mutual Aid Responses into Adjacent Counties: **56**
 - Westside Ambulance to Tehama County: **50**
 - Westside Ambulance 12-hour unit to Tehama County: **9** (out of the 50 number above)
 - Enloe Willows Ambulance to Tehama County: **3**
 - Enloe Willows Ambulance to Colusa County: **3**
- Adjacent County Provider Mutual Aid Responses into Glenn County: **61**
 - AMR Colusa to Glenn County: **2**
 - Butte County EMS to Glenn County: **11**
 - St. Elizabeth Ambulance (Tehama County) to Glenn County: **48**

¹EMC = Enloe Medical Center, Chico, CA (Butte County).

²GMC = Glenn Medical Center, Colusa, CA (Colusa County).

³STE = St. Elizabeth Community Hospital, Red Bluff, CA (Tehama County).

⁴HEMS = Helicopter EMS (Air Ambulance) – Various Transport Destinations Outside Glenn County.

⁵Zone 1 = All areas within the geographic boundaries of Glenn County, North of CR 33.

⁶Zone 2 = All areas within the geographic boundaries of Glenn County, South of CR 33.

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Glenn Medical Center Ground Ambulance Interfacility Transfer (IFT) Patients Data Date Range: 2025 YTD – 8 Months (1/1/2025 – 8/31/2025) – 184 Total Patient Transports

- Orchard Hospital Ambulance (BLS): **3 IFT Patient Transports**
- Butte County EMS (BLS & ALS): **27 IFT Patient Transports**
- Enloe Willows Ambulance (BLS & ALS): **154 IFT Patient Transports**
 - Enloe Willows Ambulance IFT Patient Transport Average Time on Task: **105 minutes**
(Time on Task = time of ambulance dispatch until the ambulance is available after delivering their patient to the transfer destination. Time on Task does not include travel time back to the ambulance unit's deployment station/location).

Glenn Medical Center Air Ambulance Interfacility Transfer (IFT) Patients Data Date Range: 2025 YTD – 8 Months (1/1/2025 – 8/31/2025) – 63 Total Patient Transports

- Enloe FlightCare: **49 IFT Patient Transports**
- REACH: **14 IFT Patient Transports**

Glenn County 911 Ambulance Subsidy Information Date Range: Previous 12 Months (8/1/2025 – 7/31/2025)

Month	Westside Ambulance 12-Hour Unit ¹	Westside Ambulance 24-Hour Unit ²	Enloe Willows Ambulance
August 2024	\$4,586.20	\$0	\$0
September 2024	\$2,981.44	\$0	\$0
October 2024	\$22,147.32	\$0	\$0
November 2024	\$29,856.82	\$0	\$0
December 2024	\$22,182.82	\$0	\$0
January 2025	\$28,658.45	\$17,000.00	\$0
February 2025	\$30,658.93	\$17,000.00	\$0
March 2025	\$33,187.42	\$17,000.00	\$0
April 2025	\$33,349.10	\$17,000.00	\$0
May 2025	\$33,314.98	\$17,000.00	\$0
June 2025	\$39,691.47	\$17,000.00	\$0
July 2025	\$35,516.38	\$17,000.00	\$0
Total	\$316,131.33	\$119,000.00	\$0

¹The additional Westside Ambulance 12-hour unit was placed in service in December 2024 and is currently 100% subsidy funded (50/50 cost share between Glenn County and the City of Orland).

²The Orland City Council voted in January 2025 to provide an additional 12-month subsidy of \$17,000 per month to Westside Ambulance to ensure the financial sustainability of their regular 24-hour unit.

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Westside Ambulance Financial Summary & Payor Mix (Note: Westside Ambulance Fiscal Year (FY) is January 1 – December 31)

Westside Ambulance Financial Summary – Previous 3 Fiscal Years

Category/Item	FY 2023	FY 2024	FY 2025 (Jan – June)
Patient Transports	1111	1097	371
Average Daily Patient Transports	3	2.9	2.1
Net Patient Revenue ¹	\$1,078,999	\$1,026,146	\$416,878
Expenses	\$1,191,046	\$1,181,150	\$641,719
Net Contribution Margin	(\$112,047)	(\$155,004)	(\$224,841)²

Westside Ambulance Payor Mix – Previous 3 Fiscal Years

Payor Type	FY 2023	FY 2024	FY 2025
Medicare	58.9%	57.4%	58.8%
Medi-Cal Traditional	3.6%	1.7%	0.5%
Medi-Cal Managed	24.3%	28.2%	28.0%
Blue Cross	3.1%	3.6%	4.9%
Blue Shield	2.9%	2.6%	3.0%
Self-Pay	4.7%	3.0%	4.3%
Other	2.6%	3.6%	0.6%
Total	100%	100%	100%

Westside Ambulance Approved Rates (as of 7/1/2025)

Approved Ambulance Rates	ALS Base Rate	Treat/No Transport	Mileage Rate
	\$4,656.00	\$444.00	\$120.00/mile

General Financial Data Notes:

The Westside Ambulance financial summary data is specific to their 24-hour unit only as their additional (subsidized) 12-hour unit has only been in service for the past 9 months.

Specific Financial Data Notes:

¹Net Patient Revenue is the total payments collected on ambulance patient accounts.

²Net Contribution Margin does not include financial subsidy from Glenn County or the City of Orland.

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Enloe Willows Ambulance Financial Summary & Payor Mix (Note: Enloe Health Fiscal Year (FY) is July 1 – June 30)

Enloe Willows Ambulance Financial Summary – Previous 3 Fiscal Years

Category/Item	FY 2023	FY 2024	FY 2025
Patient Transports	999	1,012	862
Average Daily Patient Transports	2.7	2.8	2.4
Net Patient Revenue ¹	\$781,380	\$888,514	\$958,934
Expenses	\$940,921	\$989,801	\$944,434
Net Contribution Margin	(-\$159,541)	(-\$101,287)	+\$14,500²

Enloe Willows Ambulance Payor Mix – Previous 3 Fiscal Years

Payor Type	FY 2023	FY 2024	FY 2025
Medicare	52.3%	55.6%	51.5%
Medi-Cal Traditional	2.8%	3.0%	1.9%
Medi-Cal Managed	21.2%	21.5%	28.9%
Blue Cross	5.9%	4.4%	3.5%
Blue Shield	2.6%	2.3%	4.1%
Self-Pay	11.7%	8.5%	5.6%
Other	3.6%	4.7%	4.6%
Total	100%	100%	100%

Enloe Willows Ambulance Approved Rates (as of 7/1/2025)

Approved Rates	ALS Base Rate	Treat/No Transport	Mileage Rate
	\$4,665.00	\$1,253.00	\$120.00/mile

General Financial Data Notes:

The Enloe Willows Ambulance currently transports approximately 300 interfacility transfer patients from Glenn Medical Center to other acute care hospitals outside Glenn County on an annual basis. It is expected that the loss of this interfacility patient transport volume, and associated revenue, will negatively impact Enloe Health's Net Contribution Margin for this service line. The exact impact is unknown at this time as this may be partially offset by an increase in 911 patient transport volume due to increased unit availability and a possible increase in 911 patient transport volume in the Willows area following the closure of emergency services at Glenn Medical Center.

Specific Financial Data Notes:

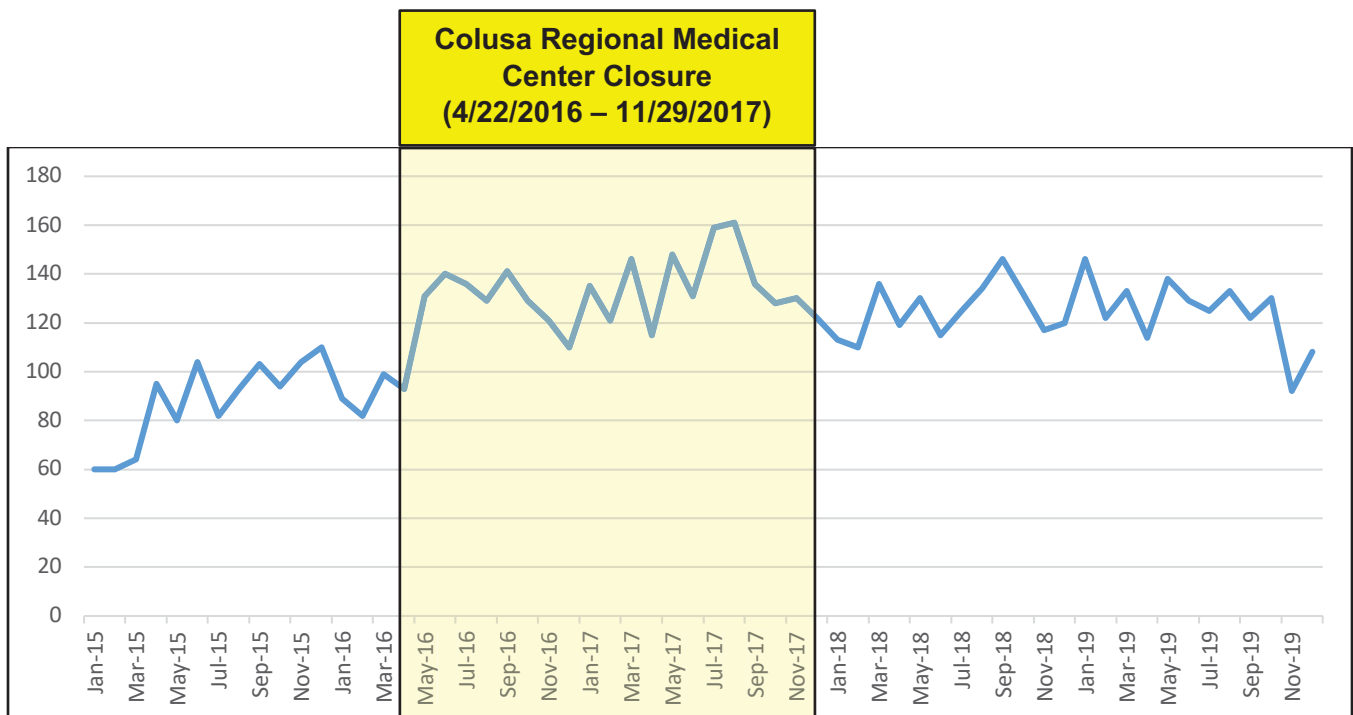
¹Net Patient Revenue is the total payments collected on ambulance patient accounts.

²Positive change in Net Contribution Margin for FY 2025 is due to the following: 1) Drop in supply costs due to a change in practice in which the Willows ambulance and crew quarters are serviced through the Enloe Health logistics department (cost burden now falls under the Butte County EMS cost center), and 2) Implementation of an ambulance rate increase effective 11/1/2024, consistent with current Westside Ambulance rates.

Previous Hospital Closure 911 Ground Ambulance Impacts

- Colusa Regional Medical Center closed on April 22, 2016 and subsequently reopened as Colusa Medical Center (under a different organization) on November 29, 2017. As illustrated below, the Colusa County area experienced an approximate 30% increase in 911 ambulance call volume during this period of hospital closure. It should be noted that the 911 ambulance call volume increase was partially offset by the elimination of interfacility patient transport volume resulting from the hospital closure. The 911 ambulance call volume subsequently decreased approximately 10% once the hospital reopened. Excluding several COVID year aberrancies, the 911 ambulance call volume increased approximately 8% from 2019 to 2024 (5-year period). The combined 5-year increase of approximately 8% from 2019 to 2024 is consistent with the expected organic 911 ambulance call volume growth for this area. The Colusa County 911 ambulance call volume data for these referenced periods is included below:
 - 2015 Calendar Year: 1049
 - 2016 Calendar Year: 1400 (includes 8 months of hospital closure)
 - 2017 Calendar Year: 1632 (includes 11 months of hospital closure)
 - 2018 Calendar Year: 1497
 - 2019 Calendar Year: 1492
 - 2020 – 2023 Calendar Years Not Included/Counted
 - 2024 Calendar Year: 1610

Colusa County 911 Ambulance Volume: 1/1/2015 – 12/31/2019



- The only other known recent California hospital closure was Madera Community Hospital that closed in December 2022 and subsequently reopened in March 2025. In 2021 this hospital had 16 licensed emergency department beds with an annual patient volume of 28,244. An inquiry to the LEMSA related to the EMS system impacts from this closure was responded to as follows:
 - Madera Community Hospital was an independent facility and closed due to financial reasons. Because it was an independent facility, only about 50% of the 911 ambulance patients in their service area were transported to Madera Community Hospital. The remaining patients requested a different hospital destination that was in their insurance network (Madera Community Hospital did not belong to any network). As a result, the impact was minimal, except that all ambulance transports from this area then had to go to Fresno or Merced, which stripped the small EMS system of ambulances at times when they were at hospitals in the neighboring counties. There was an increase of mutual aid responses from Fresno and Merced ambulances into Madera. The affected area did not see any significant increase in 911 calls. When this hospital reopened in March 2025, they went back to the same statistics as before. About 52% (or 14 patients on average) of the total 26 - 911 ambulance transported patients per day go to Madera Community Hospital, and the remaining go to Fresno or Merced.

Other Potential Impacts

The cessation of emergency services at Glenn Medical Center is expected to impact law enforcement availability in Glenn County due to this facility no longer being available to provide legal blood draw services and medical clearance for applicable individuals. Glenn County law enforcement agencies are investigating alternative options for providing these services and the exact level of impact is currently unknown. Additionally, the cessation of emergency services at Glenn Medical Center is expected to impact Glenn County first responder individuals/organizations (fire departments/districts), many of which are volunteers. These impacts are due to the expected increase in 911 emergency medical assistance requests and possible decrease in 911 ambulance availability due to longer transport times to the next closest acute care hospital. Glenn Medical Center has also been an important partner in medical/health emergency preparedness and response activities within Glenn County.

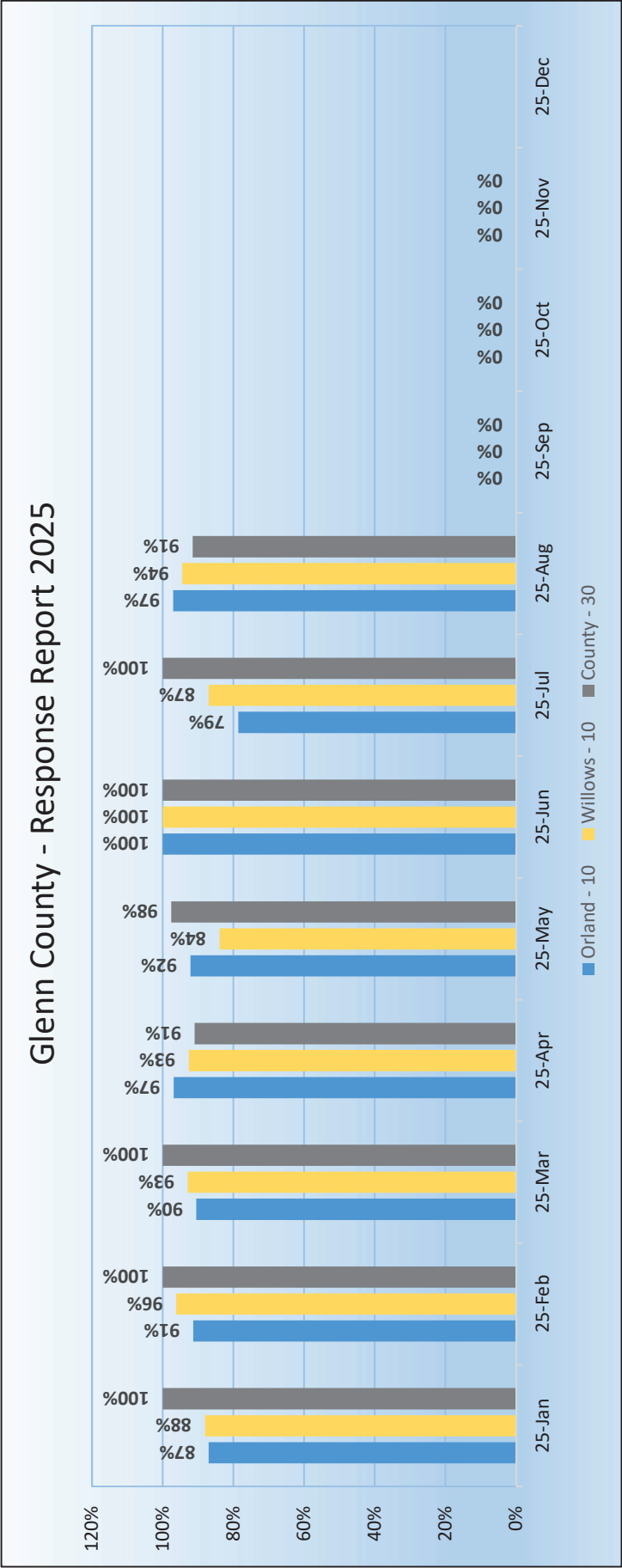
Most importantly, the cessation of emergency services at Glenn Medical Center will have a direct impact on Glenn County residents and visitors who need emergency medical services. These impacts will be applicable to both 911 ambulance transported patients as well as patients who seek acute care hospital emergency services by other methods of transportation. As previously indicated in this report, the distance to the next closest acute care hospital will be significantly further for a substantial number of individuals/patients in this area.

Conclusion

Glenn Medical Center has determined that significant changes to financial conditions beyond their control have impacted their ability to maintain emergency services at this facility. No other sources of funding have been identified or are forthcoming to address this matter. With the imminent closure of the only hospital emergency services in Glenn County, the focus must be on maintaining adequate emergency ambulance and other medical/health services for all Glenn County residents and visitors.

Glenn County - 911 Response Report - 2025

Month	Orland - 10 Min. P1 (911)				Willows - 10 Min. P1 (911)				All Other County - 30 Min. (911) (excludes Hamilton City)				Hamilton City P1 (911)			All Glenn Priority 2 & 3 (911)		P 4 - 8	St. Elizabeth Ambulance		Mult. Unit/Pt.	Total Calls
	# of Calls	# Late	On Time %	Avg. Resp. Time	# of Calls	# Late	On Time %	Avg. Resp. Time	# of Calls	# Late	On Time %	Avg. Resp. Time	# of Calls	Resp. Time	Avg. Resp. Time	# of Calls	Resp. Time	# of Calls	Avg. Resp. Time	# of Calls	# of Calls	#
Jan-25	46	6	87%	07:02	25	3	88%	06:24	30	0	100%	12:11	3	08:51	09:56	137	09:56	29	2	17:21	1	274
Feb-25	23	2	91%	06:38	26	1	96%	05:21	28	0	100%	12:00	6	14:11	08:37	113	08:37	24	4	23:54	0	224
Mar-25	42	4	90%	07:02	28	2	93%	06:14	32	0	100%	11:55	4	11:39	09:45	114	09:45	37	7	21:54	0	264
Apr-25	32	1	97%	05:50	27	2	93%	06:05	33	3	91%	13:55	6	12:26	09:17	114	09:17	26	4	19:21	0	242
May-25	38	3	92%	06:14	31	5	84%	06:45	41	1	98%	12:09	4	12:39	08:56	111	08:56	24	6	23:22	2	259
Jun-25	24	0	100%	05:22	19	0	100%	04:27	35	0	100%	12:20	6	13:22	09:41	106	09:41	17	4	25:30	8	227
Jul-25	28	6	79%	08:04	23	3	87%	06:56	25	0	100%	11:48	5	16:36	09:59	117	09:59	21	2	16:30	0	221
Aug-25	33	1	97%	06:10	18	1	94%	06:35	47	4	91%	14:17	1	13:14	10:30	119	10:30	28	5	24:24	2	255
Sep-25																						
Oct-25																						
Nov-25																						
Dec-25																						
Totals	266	23			197	17			271	8						931		206	34		13	1966



County

Glenn County, California

Glenn County, California has 1,314.0 square miles of land area and is the 36th largest county in [California](#) by total area. Glenn County, California is bordered by [Butte County, California](#), [Lake County, California](#), [Colusa County, California](#), [Tehama County, California](#), and [Mendocino County, California](#).

// [United States](#) / [California](#) / Glenn County, California

 Display Sources

Populations and People

Total Population
28,917
[P1](#) | 2020 Decennial Census

Education

Bachelor's Degree or Higher
16.5%
[S1501](#) | 2023 American Community Survey 5-Year Estimates

Housing

Total Housing Units
10,895
[H1](#) | 2020 Decennial Census

Business and Economy

Total Employer Establishments
487
[CB2100CBP](#) | 2021 Economic Surveys Business Patterns

Race and Ethnicity

Hispanic or Latino (of any race)
12,541
[P9](#) | 2020 Decennial Census

Income and Poverty

Median Household Income
\$70,487
[S1901](#) | 2023 American Community Survey 5-Year Estimate

Employment

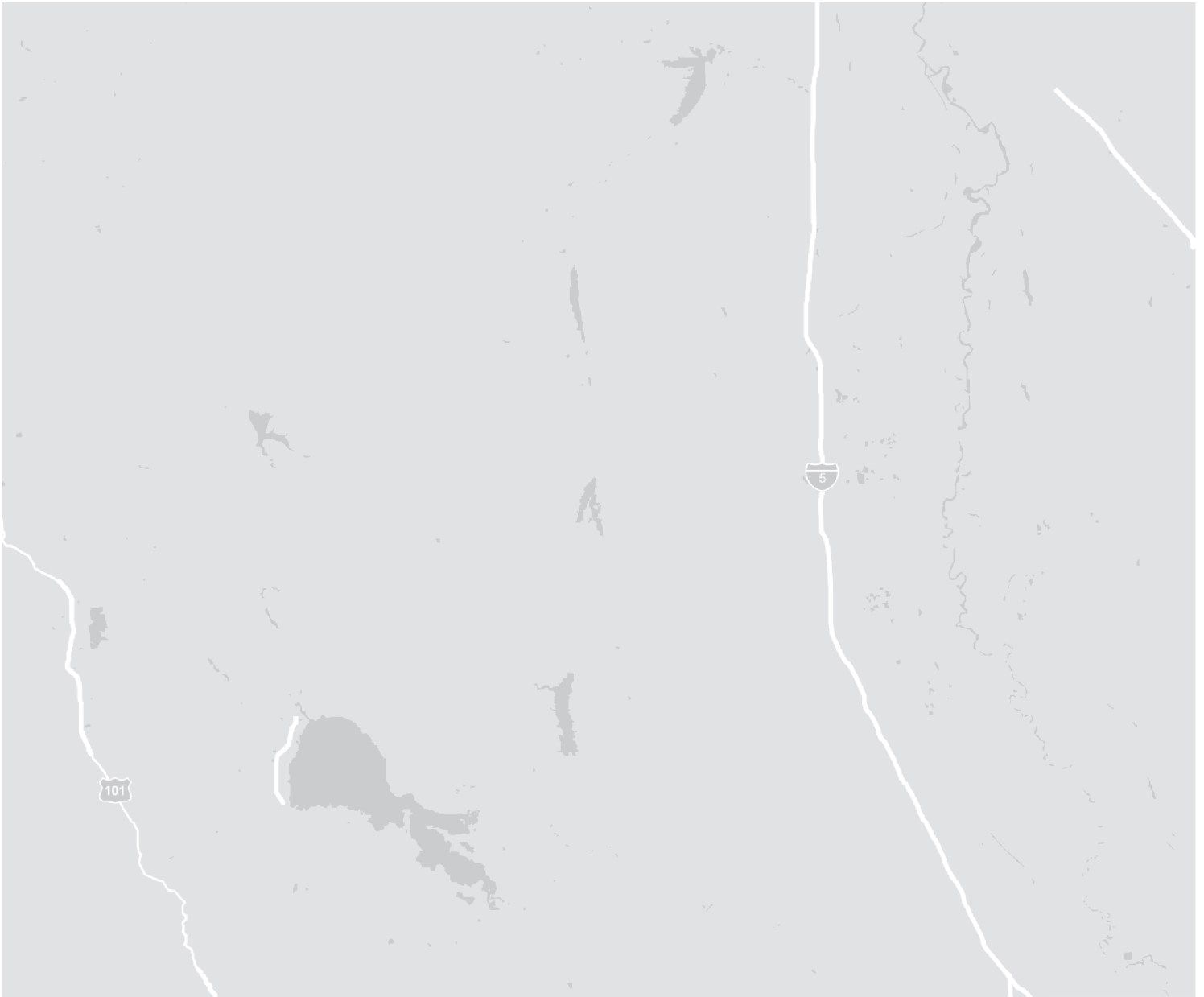
Employment Rate
58.4%
[DP03](#) | 2023 American Community Survey 5-Year Estimate

Health

Without Health Care Coverage
8.9%
[S2701](#) | 2023 American Community Survey 5-Year Estimate

Families and Living Arrangements

Total Households
9,763
[DP02](#) | 2023 American Community Survey 5-Year Estimate



Source: undefined |

Populations and People

Age and Sex

35.9 ± 0.4

Median Age in Glenn County, California

38.2 ± 0.1

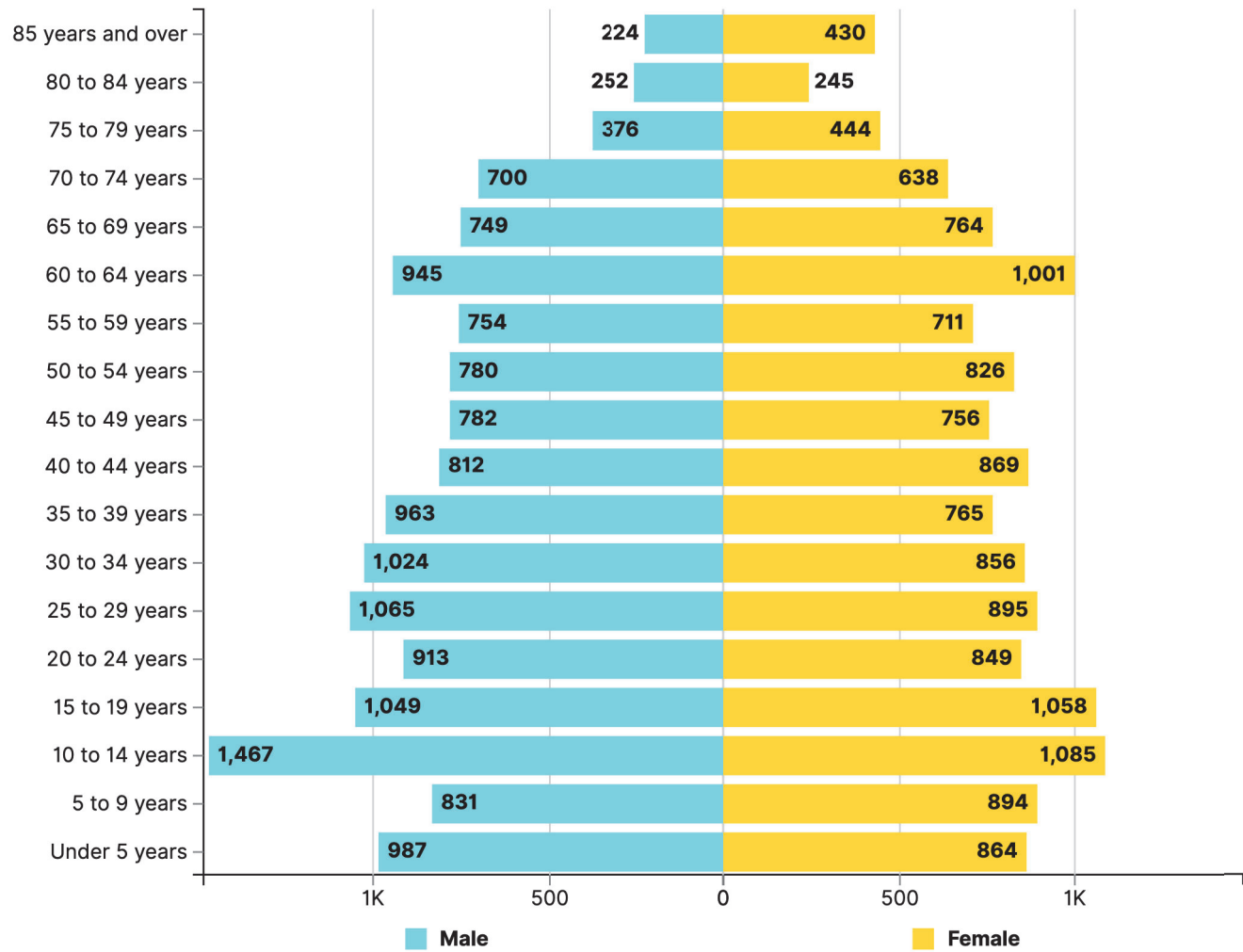
Median Age in California

[S0101](#) | 2023 American Community Survey 5-Year Estimates

Population Pyramid: Population by Age and Sex
in Glenn County, California

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Glenn County, California



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S0101 | 2023 ACS 5-Year Estimates Subject Tables

Language Spoken at Home

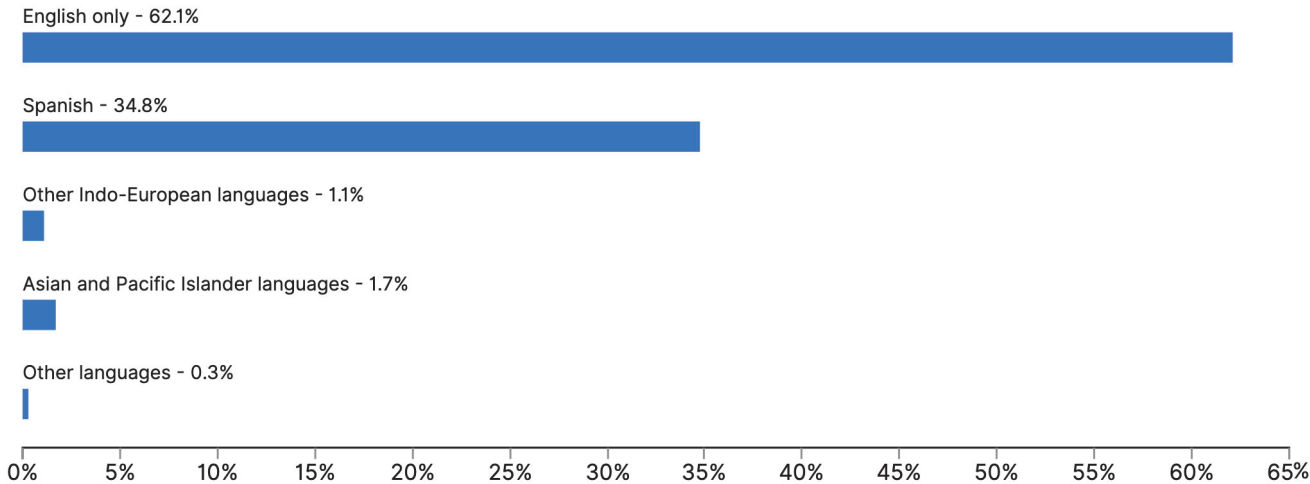
37.9% ± 2.3%
Language Other Than English Spoken at Home in Glenn County, California

45.0% ± 0.2%
Language Other Than English Spoken at Home in California

S1601 | 2023 American Community Survey 5-Year Estimates

Types of Language Spoken at Home

in Glenn County, California

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[S1601](#) | 2023 American Community Survey 5-Year Estimates

Native and Foreign-Born

15.8% \pm 1.6%

Foreign-Born population in Glenn County, California

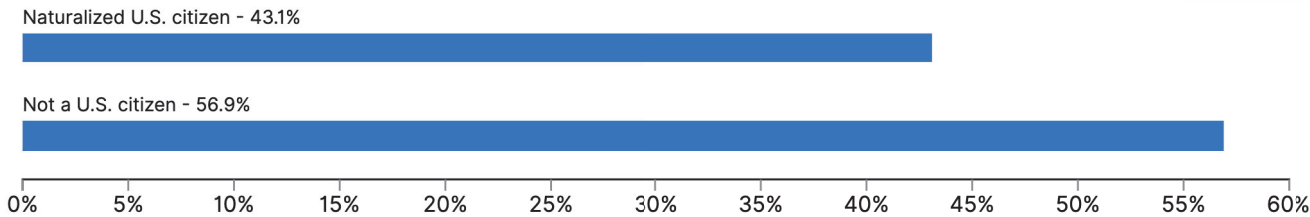
27.3% \pm 0.2%

Foreign-Born population in California

[DP02](#) | 2023 American Community Survey 5-Year Estimates

Foreign-Born Population

in Glenn County, California

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[DP02](#) | 2023 American Community Survey 5-Year Estimates

Older Population

16.8% ± 0.2%

65 Years and Older in Glenn County, California

16.2% ± 0.1%

65 Years and Older in California

[DP05](#) | 2023 American Community Survey 5-Year Estimates

Older Population by Age
in Glenn County, California

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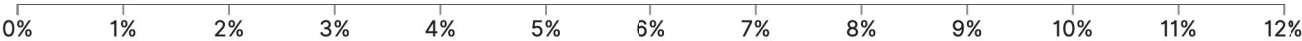
65 to 74 years - 10.0%



75 to 84 years - 4.6%



85 years and over - 2.3%



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[DP05](#) | 2023 American Community Survey 5-Year Estimates

Residential Mobility

0.8% ± 0.4%

Moved From a Different State in the Last Year in Glenn County, California

1.1% ± 0.1%

Moved From a Different State in the Last Year in California

[S0701](#) | 2023 American Community Survey 5-Year Estimates

Residential Mobility in the Last Year
in Glenn County, California

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Moved within the same county - 3.8%



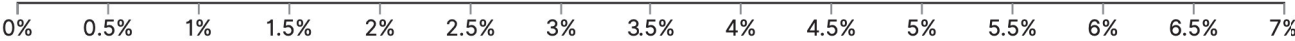
Moved from different county, same state - 4.7%



Moved from a different state - 0.8%



Moved from abroad - 0.2%



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[S0701](#) | 2023 American Community Survey 5-Year Estimates

Veterans

5.7% ± 1.0%

Veterans in Glenn County, California

4.1% ± 0.1%

Veterans in California

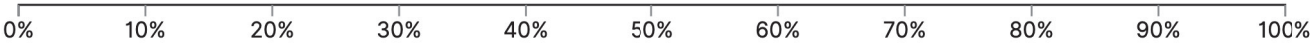
S2101 | 2023 American Community Survey 5-Year Estimates

Veterans by Sex
in Glenn County, California

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Male - 89.5%

Female - 10.5%



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S2101 | 2023 American Community Survey 5-Year Estimates

Nearby Counties

- Butte County, California
- Colusa County, California
- Mendocino County, California
- Lake County, California
- Tehama County, California