



**BOARD OF COMMISSIONERS' MEETING**

January 28, 2020, 10:30 a.m., in the HUB Conference Room

Mission Statement

*“To strengthen the health and well-being of our community through partnership and trust.”*

**AGENDA**

	Page(s)		
Call to Order		Nancy Giddings	
Quorum Established		Nancy Giddings	
Review, Amend, Accept Agenda		Nancy Giddings	
Introduction of Board, District Employees and Guests		Nancy Giddings	
 <i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>			
Approval of Consent Agenda	ACTION	Nancy Giddings	3-7
<ul style="list-style-type: none"> <li>• Minutes 12/19/19 Board Meeting</li> <li>• Minutes 1/7/20 Emergency Board Meeting</li> <li>• Minutes 1/16/20 Special Board Meeting</li> <li>• Approval of Warrants</li> <li>• Financial Write-Off Report</li> </ul>			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	8-9
Clinic Report		JoAnn Ehlers	10-11
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report - Will be handed out at the meeting		Brant Truman	12
Financial Report		Brant Truman	13-22
CEO Report		Aaron Edwards	23
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> <li>• Board QI Project</li> <li>• Facility Update</li> <li>• Health Foundation</li> <li>• Board Succession planning</li> <li>• Strategic Planning</li> </ul>			

Board Representative Reports

- Finance
- Quality Improvement
- Compliance/Risk Management
- Medical Staff
- Credentialing
- EMS

Ron Bacon/Sarah Krausse  
Jody Jannot/DiAnne Lundgren  
Ron Bacon/Jody Jannot  
Nancy Giddings/DiAnne Lundgren  
DiAnne Lundgren/Nancy Giddings  
Nancy Giddings

New Business

- Hot Topic
- Election of Officers and Committees
- Complete Annual Conflict of Interest Disclosure

Nancy Giddings

Executive Session

Nancy Giddings

Open Session – Action, if applicable regarding executive session

Nancy Giddings

Adjournment

Nancy Giddings

**Board meetings are usually the fourth Tuesday of each month at 10:30 a.m. unless otherwise posted.  
The Public is encouraged to attend; Handicap access is available.**

**Next regularly scheduled meeting is February 25, 2019 @ 10:30 a.m. in the HUB Conference Room**



## Ferry County Health

### BOARD OF COMMISSIONERS' MEETING

December 19, 2019

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 12:04 p.m. on December 19, 2019, in the Hospital Conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO; Brant Truman, CFO/COO; Cindy Chase, CNO; JoAnn Ehlers, Clinic Manager; Adam Volluz, Radiology Manager and Lacy Sharbono, Executive Assistant were present.

**QUORUM ESTABLISHED:** A quorum was present.

**REVIEW, AMEND, ACCEPT AGENDA:** A motion was made by Krausse and seconded by Jannot to accept the agenda as written. The motion passed unanimously.

**APPROVAL OF CONSENT AGENDA:** A motion was made by Lundgren and seconded by Bacon to accept consent agenda. The motion passed unanimously.

**CORRESPONDENCE:** Giddings passed around a thank you card from the clinic staff.

**PUBLIC COMMENTS:** None

**CNO/QUALITY IMPROVEMENT AND COMPLIANCE/RISK MANAGEMENT:** Chase reviewed the attached report.

**CLINIC REPORT:** The Ehlers reviewed the attached report.

**MEDICAL STAFF REPORT:** Dr. Garcia noted the following:

- Enjoying the Pyxis knowing medication s is being tracked.
- Real time medication review will be helpful and will include titration of certain antibiotics.
- Interested in Bright Heart's presence for support for addiction.
- Mike Martinoli is doing a great job coordinating and updating equipment for nursing and physicians in the ER.
- Looking forward to coordinating trainings for nursing and providers together.

**SAFETY REPORT:** Truman noted the following:

- Sam Jenkins from Search and Rescue provided a radio training for the managers.
- Yesterday we held a tabletop for a disaster drill. We utilized the emergency communication system, Everbridge. It was a good learning experience.

**CFO/COO REPORT:** Truman reviewed the attached report. Adam Volluz, Radiology Manager, discussed his findings for possibly purchasing the MRI bus.

**A motion was made by Lundgren and seconded by Jannot to purchase the MRI bus. The motion passed unanimously.**

**FINANCIAL REPORT:** Truman reviewed the attached November financials.

**CEO REPORT:** Edwards reviewed the attached report.

**OLD BUSINESS:**

- Board QI Project: Working on the Strategic Plan.
- Facility Update: None
- Health Foundation: They did not meet this month.
- Board Succession Planning: Working on getting a training for Jannot.
- Strategic Planning: The Board will have a Special Board Workshop meeting on 1/7/20 at 9:00 a.m. in the HUB.

**BOARD REPRESENTATIVE REPORTS:**

- Finance: No Board concerns.
- Quality Improvement: Next meeting is scheduled for 1/22/20.
- Compliance/Risk Management: Next meeting is scheduled for 2/14/20.
- Medical Staff: No Board Concerns.
- Credentialing:
  1. A motion was made by Lundgren and seconded by Krausse to approve the appointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra Imaging provider Wendy Ehieli, MD. The motion passed unanimously.
  2. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Mid-Level Medical Staff privileges for Jane Jacobson, ARNP. The motion passed unanimously.
  3. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges for Barry Bacon, MD. The motion passed unanimously.
  4. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges for Kyle Rattray, MD. The motion passed unanimously.
- EMS: Giddings noted they would like to thank the hospital for the IV training for the EMS crew. They will also be running a levy in February.

**NEW BUSINESS:**

- Hot Topic: None
- Review 2020 Calendar: The Board reviewed the 2020 board calendar.

**EXECUTIVE SESSION:** Executive Session was called a 2:10 p.m. for 35 minutes regarding lease or purchase of real estate if there's a likelihood that disclosed would increase the price RCW 42.30.110(1)(b).

Open session resumed at 2:45 p.m. No action taken.









TO: Ferry County Health Board of Commissioners  
 FROM: Cindy Chase, CNO  
 Subject: CNO Report

MEETING DATE: January 28, 2020

As of January 24, 2020

People

To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.

- Nurse Staffing Schedule for the next 6 weeks is completed with no empty shifts. We still have 1 traveler.....whom we love....with us for a bit. Nina doing some heavy recruitment for a few more nurses. Hoping we will have some applications soon. We also welcome Brett, LPN who finished up orientation. Feeling good!!
- Workflow Evaluation The units are running more smoothly with the addition of the extra NAC. Will begin orienting the NACs to the acute care unit as they will soon be adding those patients to their assignments. Right now, they help when asked and a couple even came in during some very busy shifts.

Quality

To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.

- Infection Control/ Employee Health. Katy's has been busy now with the Corona virus that has made its way to eastern Washington from China. Norovirus is slowly edging its way out of the hospital although a few cases pop up in the community. We continue to take precautions for a little longer. She has been talking frequently with the health department.

Service

To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.

- Swing Beds. Good news, we have a new traveling PT (again) for in house patients to begin Feb 3. Austin is his name. Amanda C has agreed to orient him. Amanda G will continue to give care on Sundays and hoping that a PTA can pick up one day so patients will have care 6 days a week. He is excited to help grow our program and will work closely with Jordan, our new SW/DC planner. Exciting times ahead!
- Activities Coordinator. Christa has been doing a great job with planning for the residents. She has been talking with Activity folks in the surrounding areas about their programs.
- New Equipment. Spacelabs kick off for our new cardiac monitoring system is Feb 3. Amy is leading that charge. Learned that our current defibrillators are going to be obsolete by the end of the year. Will be looking for money sources to replace them as costs will be around 40K. (Don't tell Brant). Other equipment slated to arrive in Feb.
- QI/RISK/QMM. We launched the 2020 QI committee and a new dashboard. Hoping to encompass all of our projects as well as the mandatory reporting that is done for various state run programs. QMMs have been reviewed with more focus this past month on medications, near misses, unattentiveness, etc. Bedside bar scanning can help us with this problem and Mike and I will be working with IT to see how we can make it happen here. You are aware already of the RISK aspects we have faced over the last couple of weeks. At the staff meeting, I presented Just Culture and how to eliminate fear in reporting errors. The staff was told we are not interested, nor is the executive team, to blame, shame or point fingers. We see this as learning opportunities. The staff was engaged and paying attention!

Financial

To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.

- From a fiscal standpoint, we are finding that sick calls are truly creating lots of issues with call offs and then having to pay extra for incentives to cover, not counting OT that is incurred. Mike eloquently reviewed the attendance policy at the staff meeting, and that we will be following it to the letter. Stay tuned on that one.

Growth

To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.

CNO: It has certainly been a crazy ending to 2019. I continue to work on Trauma with the staff and have many action plans to meet in order to satisfy our Level 5 designation. With the addition of Jordan and Austin, we are hoping to travel around the region to promote our Swing bed program. It has been under fire recently to say the least, but I stand firm that we have a good program here, that is worth sharing. I would also like to point out the support from the board, Aaron and Brant, as well as the physicians, has been greatly appreciated by Mike and I who represent those staff that truly do all the work for our patients.



TO: Ferry County Public Hospital District #1 Board of Commissioner    MEETING DATE: January 28, 2020  
 FROM: JoAnn Ehlers  
 Subject: Clinic Report

As of 01/08/2020

People

To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.

- We finally have some PRN staff hired for the front office, with one in training. By the time you read this, the second one might be training too.
- We still have a need for a PRN nurse staff.
- Laura Karg, the new Licensed Clinical Social Worker coming in from Florida has started on the credentialing process with both Lacy and HRG.
- Bill Hartman should be finished with credentialing soon.
- We have advertised the new Clinical Care Coordinator position in-house. This position should be in place by the end of the month.

Quality

- We are wrapping our new "Teams" approach in to our required QI project and will be tracking complaint calls from the front office phones each day to determine if we are indeed going to be reducing the number of complaints regarding test results and call backs.
- We are taking baby steps to this new way of doing things and you can't really tell we have changed anything yet but as we go, it will become more apparent.
- I am asking for small things one at a time and one day everyone will look around and realize they are on a team and doing great.
- For now, we need to hire the new Coordinator.
- Next step will be to decide where people sit to be most effective
- then what phone extension we will use per team.
- There will be a new and fully complete RHC Manual for this Clinic for 2020. Meetings are getting set up to get all the necessary reviews and signatures.
- There will be three copies of these manuals in different areas of the Clinic for quick reference. Originals in my office, the front office, and the nurse station area known as the "fish bowl." The Original Standing Orders for Vaccines book will be locked in the Med Room.

Service

To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.

- At the front desk, I am pushing on the "keep your head up and greet everyone..." I want to be the friendliest place in town. (Going after Disney's "Happiest Place on Earth.")
- Dr. Kelley has set 3 confirmed dates for the Endo through March and one tentative extra for February to help us catch up. First date was filled immediately with people waiting.
- Dr. Garcia is doing his normal business and keeps full days.
- Dr. Garcia feels that we have enough numbers now to check on the effectivity of his procedures. We will work toward this and get some results up.
- On the 7<sup>th</sup>, as we will on some Tuesdays, we had all four providers in with both Dr. Garcia and Dr. Kelley in. We had enough nursing staff for one person per provider. I kept walking

through to check on things and there was just nothing going wrong. Everyone was chugging along and adjusted to anything that happened. We lost a provider and noon and still saw 60 patients, including Dr. Garcia's 7 procedures.

## Financial

To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.

- Volume up from December 2018 by 188 patients.
- Volume up from last year by 1, 218 patients with a total of 10,799 for the year.
- Goal for 2020 is to have each provider average 14 patients per day.
- All of our activities are aimed at better efficiency and thorough care of our patients.
- There has been a change in how we handle the day for an ill provider. Instead of moving absolutely everyone from that day to another day; the providers that are in are allowing us to load them with a few extra people to avoid too many being moved off. I am totally grateful for this and every single one of the providers has pitched in. One even offered to come in on a day off. When we call these patients we are able to offer for them to see someone else or reschedule. It has made it much easier on everyone.
- The additional days with Dr. Kelley in Clinic has made this even easier and simply having another provider has been extremely helpful.
- Patients have actually been surprised that we can offer an appointment – sometimes – the same day they call.
- Another change is that we have been able squeeze in some shorter, quicker visits for such things as an ear aches, sore throats, and eye infections.

## Growth

To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.

- We continue to have new patients coming in to our clinic. This month brought in one family of 10. Another family of 8. We have been passing out New Patient packets and record release forms in piles.
- When I can, I have been asking folks how they ended up in Republic. One group had purchased land here in the past and is now moving in to live on it. Others picked Republic as a good place to retire. One told me that they just drove through and decided they like it here.
- We seem to be seeing a few more children – it is a goal.
- I can tell you that our phone volume has not slowed down and many of those calls are for appointments. Yay!

I respectfully submit this with thanks. JoAnn Ehlers



TO: Ferry County Public Hospital District #1 Board of Commissioners  
 FROM: Brant Truman  
 Subject: COO/CFO Report

MEETING DATE: January 28, 2020

As of January 24, 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• New employee finding tool being started Monday December 9, 2019. Already received a potential OT candidate.</li> <li>• 2 new social worker started over the last couple of weeks. Really excited.</li> </ul>
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>• Perspective review of medications coming end of this month to start and work thru implementation.</li> <li>• New fan installed in the makeup air unit, still having some difficulty with vibration.</li> <li>• New key fob locks have arrived and will allow for increase security throughout the facility.</li> <li>• Received new cardiac monitoring equipment with implementation coming shortly.</li> </ul>
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>• Registration committee has been started up with a review of the charity care policy and other opportunities to work collaboratively across the district.</li> <li>• All registrations in the district are being checked twice to ensure accuracy.</li> <li>• Started MOUD project to expand behavioral health opportunities.</li> </ul>
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>• Cash on Hand 135 days.</li> <li>• Approx. \$250k in increased revenue due to opioid grant over the next two years.</li> <li>• \$1.875 net income for 2019.</li> <li>• Most services have increased from last year.</li> <li>• Made \$200k USDA loan payment towards principle with 2024 Goal to payoff.</li> <li>• Financial Statement Review.</li> <li>• Year End review of Liquidity, Financial and Revenue Cycle.</li> <li>• \$257k paid off of the \$622k, expect remaining to be paid off in the next two weeks.</li> </ul>
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> <li>• MRI bus driving additional revenue opportunities.</li> <li>• Many other opportunities are presenting themselves to further help the hospital.</li> </ul>

Ferry County Public Hospital District #1 Financial Statements  
Month Ending December 31, 2019



Ferry County Public Hospital District No. 1  
 doing business as  
 Ferry County Memorial Hospital  
**Combined Income Statement: Hospital and Klondike Hills**

Year to Date December 31, 2019

	Q2	Q3	October	November	December	% of Gross Rev	Year End	YTD	% of Gross Rev
<b>Operating revenue:</b>									
Gross patient service revenue	5,245,352	5,214,619	1,833,552	1,529,407	1,801,601			\$ 20,431,358	
Contractual allowances and provisions for uncollectible accounts	(1,673,636)	(1,058,964)	(678,009)	(399,089)	(726,290)	-40%	(622,000)	\$ (6,161,164)	-30%
Noridian Lump Sum Adjustment 2019 Cost Report									
Patient service revenue - (Net contractual allowances)	\$ 3,571,716	4,155,656	1,155,543	1,130,319	1,075,312	60%		\$ 14,270,195	70%
Bad debt expense	(87,011)	(63,873)	(54,660)	(7,632)	(42,089)	-2%		\$ (379,206)	-2%
Other operating revenue	356,051	80,259	72,660	76,133	131,776	7%		\$ 955,861	5%
<b>Total operating revenue</b>	<b>3,840,757</b>	<b>4,172,041</b>	<b>1,173,543</b>	<b>1,198,820</b>	<b>1,164,998</b>	<b>65%</b>	<b>(622,000)</b>	<b>\$ 14,826,850</b>	<b>73%</b>
<b>Operating expenses:</b>									
Salaries and wages	1,467,164	1,502,670	533,194	519,563	518,089	29%		\$ 6,019,658	29%
Employee benefits	406,794	345,109	135,778	135,050	140,109	8%		\$ 1,548,796	8%
Professional fees	447,378	455,474	123,663	130,606	155,133	9%		\$ 1,671,580	8%
Supplies	262,731	285,063	89,055	64,479	64,829	4%		\$ 1,002,276	5%
Purchased services - Utilities	56,695	45,943	20,271	20,898	26,903	1%		\$ 251,905	1%
Purchased services - Other	220,296	236,624	137,304	82,080	74,287	4%		\$ 972,003	5%
Insurance	11,321	30,960	8,072	7,135	7,241	0%		\$ 85,159	0%
Other	78,761	77,052	41,878	30,050	27,331	2%		\$ 332,949	2%
Rent	33,324	35,743	19,538	34,243	34,930	2%		\$ 189,903	1%
Depreciation	179,774	208,510	103,533	52,255	63,079	4%		\$ 753,076	4%
<b>Total operating expenses</b>	<b>3,164,238</b>	<b>3,223,147</b>	<b>1,212,287</b>	<b>1,076,359</b>	<b>1,111,932</b>	<b>62%</b>	<b>-</b>	<b>\$ 12,827,305</b>	<b>63%</b>
<b>Gain (loss) from operations</b>	<b>676,519</b>	<b>948,893</b>	<b>(38,745)</b>	<b>122,461</b>	<b>53,066</b>	<b>3%</b>	<b>(622,000)</b>	<b>\$ 1,999,545</b>	<b>10%</b>
<b>Nonoperating revenues (expenses):</b>									
Property taxes	75,143	66,935	22,301	25,863	2,005	0%		\$ 260,744	1%
Interest earnings	17,747	18,799	6,197	6163.25	5,459	0%		\$ 70,479	0%
Interest expense	(53,640)	(41,370)	(21,375)	(15,225)	(10,208)	-1%		\$ (200,638)	-1%
Grants and donations	13,475	7,157	-	-	100,000	6%		\$ 140,081	1%
Other	58,060	51,528	17,717	16,539	23,377	1%		\$ 227,141	1%
<b>Total nonoperating revenues (expenses) - Net</b>	<b>110,784</b>	<b>103,050</b>	<b>24,840</b>	<b>33,341</b>	<b>120,633</b>	<b>7%</b>	<b>-</b>	<b>\$ 497,807</b>	<b>2%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 787,303</b>	<b>\$ 1,051,943</b>	<b>\$ (13,905)</b>	<b>\$ 155,802</b>	<b>\$ 173,699</b>	<b>10%</b>	<b>(622,000)</b>	<b>\$ 1,875,353</b>	<b>9%</b>

Ferry County Public Hospital District No. 1  
doing business as  
Ferry County Memorial Hospital

Hospital Income Statement  
Year to Date December 31, 2019

	Q2	Q3	October	November	December	Year End	YTD
<b>Operating revenue:</b>							
Gross patient service revenue	5,099,984	5,084,320	1,785,303	1,482,146	1,753,178		19,857,087
Contractual allowances and provisions for uncollected	(1,677,822)	(1,062,067)	(678,009)	(399,089)	(726,290)		(6,168,453)
Patient service revenue - (Net contractual allowances)	\$ 3,422,162	4,022,252	\$ 1,107,294	\$ 1,083,058	\$ 1,026,888	\$	\$ 13,688,634
Noridian Lump Sum Adjustment 2019 Cost Report	(87,011)	(63,873)	(54,660)	(7,632)	(42,089)	\$	(622,000)
Bad debt expense	356,006	80,227	72,632	76,094	131,776		(379,206)
Other operating revenue							935,691
<b>Total operating revenue</b>	<b>3,691,158</b>	<b>4,038,606</b>	<b>1,125,265</b>	<b>1,151,520</b>	<b>1,116,574</b>	<b>(622,000)</b>	<b>13,623,119</b>
<b>Operating expenses:</b>							
Salaries and wages	1,374,657	1,411,092	500,809	491,809	487,068		5,640,998
Employee benefits	377,341	313,568	126,057	125,463	130,253		1,428,038
Professional fees	447,378	455,474	123,663	130,606	155,133		1,671,580
Supplies	256,858	280,750	87,512	63,119	58,621		977,525
Purchased services - Utilities	53,074	42,395	19,197	19,813	25,751		238,185
Purchased services - Other	198,118	214,947	129,858	74,816	67,213		886,210
Insurance	11,321	30,960	8,072	7,135	7,241		85,159
Other	78,115	76,655	36,081	29,741	25,391		323,498
Rent	1,199	3,548	8,795	23,500	24,350		61,392
Depreciation	179,774	208,510	103,533	52,255	63,079		753,076
<b>Total operating expenses</b>	<b>2,977,835</b>	<b>3,037,899</b>	<b>1,143,578</b>	<b>1,018,257</b>	<b>1,044,100</b>	<b>-</b>	<b>12,065,659</b>
<b>Gain (loss) from operations</b>	<b>713,323</b>	<b>1,000,707</b>	<b>(18,313)</b>	<b>133,263</b>	<b>72,474</b>	<b>(622,000)</b>	<b>1,557,460</b>
<b>Nonoperating revenues (expenses):</b>							
Property taxes	75,143	66,935	22,301	25,863	2,005		260,744
Interest earnings	17,438	18,501	6,108	6,077	5,385		69,332
Interest expense	(53,640)	(41,370)	(21,375)	(15,225)	(10,208)		(200,638)
Grants and donations	13,475	7,157	-	-	100,000		140,081
Other	58,060	51,528	17,717	16,539	23,377		227,141
<b>Total nonoperating revenues (expenses) - Net</b>	<b>110,476</b>	<b>102,751</b>	<b>24,751</b>	<b>33,255</b>	<b>120,559</b>	<b>-</b>	<b>496,660</b>
<b>Increase (decrease) in net position</b>	<b>\$ 823,799</b>	<b>\$ 1,103,458</b>	<b>\$ 6,438</b>	<b>\$ 166,518</b>	<b>\$ 193,034</b>	<b>\$ (622,000)</b>	<b>\$ 2,054,120</b>

Ferry County Public Hospital District No. 1  
doing business as  
Ferry County Memorial Hospital

Klondike Hills Income Statement  
Year to Date December 31, 2019

	Q2	Q3	October	November	December	YTD
Operating revenue:						
Patient service revenue - (Net contractual allowances)	\$ 149,554	\$ 133,403	\$ 48,250	\$ 47,261	\$ 48,424	\$ 581,560
Other Operating Revenue	45	32	28	39	-	170
Total operating revenue	149,599	133,435	48,278	47,300	48,424	581,730
Operating expenses:						
Salaries and wages	92,507	91,577	32,385	27,753	31,021	378,660
Employee benefits	29,453	31,541	9,721	9,587	9,856	120,757
Supplies	5,873	4,313	1,542	1,360	6,209	24,751
Purchased services - Utilities	3,621	3,548	1,074	1,085	1,153	13,720
Purchased services - Other	22,178	21,676	7,447	7,264	7,074	85,794
Other	646	397	5,797	309	1,940	9,451
Rent	32,125	32,195	10,743	10,743	10,580	128,512
Total operating expenses	186,403	185,248	68,709	58,102	67,832	761,645
Gain (loss) from operations	(36,805)	(51,813)	(20,431)	(10,802)	(19,409)	(179,915)
Nonoperating revenues (expenses):						
Interest earnings	308	298	88	86	74	1,147
Total nonoperating revenues (expenses) - Net	308	298	88	86	74	1,147
Increase (decrease) in net position	\$ (36,496)	\$ (51,515)	\$ (20,343)	\$ (10,716)	\$ (19,335)	\$ (178,768)

Ferry County Public Hospital District No. 1  
 doing business as  
 Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital and Klondike Hills)  
 Year to Date December 31, 2019

Assets	YTD Balances November	YTD Balances December	Year End
Current assets:			
Cash and cash equivalents	\$ 4,389,496	\$ 4,289,603	\$ 4,289,603
Patient trust	500	500	500
Receivables:			-
Patient AR - Net	2,337,995	2,445,742	2,445,742
Gross AR	3,411,536	3,589,697	3,589,697
Contractual allowance	(1,073,541)	(1,143,955)	(1,143,955)
Taxes	41,572	20,003	20,003
Estimated third-party payor settlements	-	2,054	2,054
Other	82,009	200,806	200,806
Inventories	156,204	183,790	183,790
Prepaid expenses	40,185	32,053	32,053
<b>Total current assets</b>	<b>\$ 7,047,962</b>	<b>\$ 7,174,551</b>	<b>\$ 7,174,552</b>
Noncurrent cash and cash equivalents:			
Restricted cash & cash equivalent, USDA reserve	-	-	
Internally designated cash and cash equip, funded depreciation			
<b>Total noncurrent assets limited as to use</b>	<b>-</b>	<b>-</b>	
Capital assets:			
Nondepreciable capital assets	\$ 27,282	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	5,562,496	5,809,541	5,809,541
<b>Total capital assets</b>	<b>\$ 5,589,778</b>	<b>\$ 5,836,824</b>	<b>\$ 5,836,824</b>
<b>TOTAL ASSETS</b>	<b>\$ 12,637,740</b>	<b>\$ 13,011,375</b>	<b>\$ 13,011,376</b>

Ferry County Public Hospital District No. 1  
 doing business as  
 Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital and Klondike Hills)  
 Year to Date December 31, 2019

Liabilities and Net Position	YTD Balances November	YTD Balances December	Year End
Current liabilities:			
Current maturities - Long term debt	\$ 85,854	\$ 91,451	\$ 91,451
Current maturities - Capital lease obligations	114,173	113,710	113,710
Accounts payable	193,070	359,452	359,452
Warrants payable	191,234	80,624	80,624
Patient trust	500	500	500
Payroll and related expenses	267,168	311,991	311,991
Accrued vacation	300,085	291,789	291,789
Unearned tax revenue	22,300	-	-
Accrued interest payable	9,820	168,249	168,249
Estimated third-party payor settlements	248,741	429,768	429,768
<b>Total current liabilities</b>	<b>\$ 1,432,943</b>	<b>\$ 1,847,534</b>	<b>\$ 1,847,534</b>
Noncurrent liabilities:			
Long term debt - Less current maturities	\$ 4,140,799	\$ 3,935,202	\$ 3,935,202
Capital lease obligations - Less current portion	120,718	111,660	111,660
<b>Total noncurrent liabilities</b>	<b>4,261,517</b>	<b>4,046,862</b>	<b>4,046,862</b>
<b>Total liabilities</b>	<b>\$ 5,694,460</b>	<b>\$ 5,894,396</b>	<b>\$ 5,894,396</b>
Net position:			
Invested in capital assets	\$ 1,118,414	\$ 1,416,552	\$ 1,416,552
Restricted expendables	-	-	-
Unrestricted	5,824,866	5,700,427	5,700,427
<b>Total net position</b>	<b>\$ 6,943,280</b>	<b>\$ 7,116,979</b>	<b>\$ 7,116,979</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 12,637,740</b>	<b>\$ 13,011,375</b>	<b>\$ 13,011,376</b>

# Ferry County Public Hospital District No. 1

doing business as  
**Ferry County Memorial Hospital**

Hospital Balance Sheet  
 Year to Date December 31, 2019

<i>Assets</i>	YTD Balances October	YTD Balances November	YTD Balances December
<b>Current assets:</b>			
Cash and cash equivalents	\$ 4,342,183	\$ 4,312,878	\$ 4,206,672
Patient trust	500	500	500
<b>Receivables:</b>			
Patient AR - Net	2,261,174	2,267,160	2,373,798
Gross AR	3,343,907	3,340,702	3,517,753
Contractual allowance	(1,082,733)	(1,073,541)	(1,143,955)
Taxes	62,040	41,572	20,003
Estimated third-party payor settlements	-	-	2,054
Interdivision Receivables	1,534,082	1,552,082	1,573,848
Other	38,729	82,009	200,806
Inventories	154,200	156,204	183,790
Prepaid expenses	39,313	40,185	32,053
<b>Total current assets</b>	<b>\$ 8,432,222</b>	<b>\$ 8,452,592</b>	<b>\$ 8,593,524</b>
<b>Noncurrent cash and cash equivalents:</b>			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funded depreciation	-	-	-
<b>Total noncurrent assets limited as to use</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital assets:</b>			
Nondepreciable capital assets	\$ 27,282	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	5,623,990	5,562,496	5,809,541
Gross depreciable capital assets	14,944,916	14,930,121	15,240,245
Depreciation	(9,320,927)	(9,367,625)	(9,430,704)
<b>Total capital assets</b>	<b>\$ 5,651,272</b>	<b>\$ 5,589,778</b>	<b>\$ 5,836,824</b>
<b>TOTAL ASSETS</b>	<b>\$ 14,083,494</b>	<b>\$ 14,042,370</b>	<b>\$ 14,430,347</b>

# Ferry County Public Hospital District No. 1

doing business as  
**Ferry County Memorial Hospital**

Hospital Balance Sheet  
 Year to Date December 31, 2019

<i>Liabilities and Net Position</i>	YTD Balances October	YTD Balances November	YTD Balances December
<b>Current liabilities:</b>			
Current maturities - Long term debt	\$ 85,568	\$ 85,854	\$ 91,451
Current maturities - Capital lease obligations	114,638	114,173	113,710
Accounts payable	271,106	193,535	355,623
Warrants payable	238,789	189,146	80,624
Nursing home trust	500	500	500
Payroll and related expenses	209,587	250,833	294,044
Accrued vacation	264,807	273,211	263,742
Unearned tax revenue	44,599	22,300	-
Accrued interest payable	45,291	9,820	168,249
Estimated third-party payor settlements	248,741	248,741	429,768
<b>Total current liabilities</b>	<b>\$ 1,523,626</b>	<b>\$ 1,388,113</b>	<b>\$ 1,797,710</b>
<b>Noncurrent liabilities:</b>			
Long term debt - Less current maturities	\$ 4,141,084	\$ 4,140,799	\$ 3,935,202
Capital lease obligations - Less current portion	192,561	120,718	111,660
<b>Total noncurrent liabilities</b>	<b>4,333,645</b>	<b>4,261,517</b>	<b>4,046,862</b>
<b>Total liabilities</b>	<b>\$ 5,857,271</b>	<b>\$ 5,649,630</b>	<b>\$ 5,844,573</b>
<b>Net position:</b>			
Invested in capital assets	\$ 1,072,129	\$ 1,118,414	\$ 1,416,552
Restricted expendables	-	-	-
Unrestricted	\$ 7,154,093	\$ 7,274,327	\$ 7,169,223
<b>Total net position</b>	<b>\$ 8,226,223</b>	<b>\$ 8,392,741</b>	<b>\$ 8,585,775</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 14,083,494</b>	<b>\$ 14,042,370</b>	<b>\$ 14,430,347</b>

# Ferry County Public Hospital District No. 1

doing business as  
**Ferry County Memorial Hospital**

Klondike Hills Balance Sheet  
 Year to Date December 31, 2019

<i>Assets</i>	YTD Balances October	YTD Balances November	YTD Balances December
<b>Current assets:</b>			
Cash and cash equivalents	\$ 82,638	\$ 76,617	\$ 82,931
Patient trust	-	-	-
<b>Receivables:</b>			
Patient AR - Net	64,946	70,835	71,944
Gross AR	64,946	70,835	71,944
Contractual allowance	-	-	-
Taxes	-	-	-
Estimated third-party payor settlements	-	-	-
Other	-	-	-
Inventories	-	-	-
Prepaid expenses	-	-	-
<b>Total current assets</b>	<b>\$ 147,584</b>	<b>\$ 147,452</b>	<b>\$ 154,876</b>
<b>Noncurrent cash and cash equivalents:</b>			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funded depreciation	-	-	-
<b>Total noncurrent assets limited as to use</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital assets:</b>			
Nondepreciable capital assets	\$ -	\$ -	\$ -
Depreciable capital assets - Net of accumulated	-	-	-
Gross depreciable capital assets	-	-	-
Depreciation	-	-	-
<b>Total capital assets</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL ASSETS</b>	<b>\$ 147,584</b>	<b>\$ 147,452</b>	<b>\$ 154,876</b>

# Ferry County Public Hospital District No. 1

doing business as  
**Ferry County Memorial Hospital**

Klondike Hills Balance Sheet  
 Year to Date December 31, 2019

<i>Liabilities and Net Position</i>	YTD Balances October	YTD Balances November	YTD Balances December
<b>Current liabilities:</b>			
Current maturities - Long term debt	\$ -	\$ -	\$ -
Current maturities - Capital lease obligations	-	-	-
Accounts payable	657	(465)	3,829
Warrants payable	7,289	2,088	-
Patient trust	-	-	-
Payroll and related expenses	15,843	16,335	17,947
Accrued vacation	28,458	26,873	28,048
Unearned tax revenue	-	-	-
Accrued interest payable	-	-	-
Estimated third-party payor settlements	-	-	-
Interdivision Payables	1,534,082	1,552,082	1,573,848
<b>Total current liabilities</b>	<b>\$ 1,586,329</b>	<b>\$ 1,596,913</b>	<b>\$ 1,623,671</b>
<b>Noncurrent liabilities:</b>			
Long term debt - Less current maturities	\$ -	\$ -	\$ -
Capital lease obligations - Less current portion	-	-	-
<b>Total noncurrent liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total liabilities</b>	<b>\$ 1,586,329</b>	<b>\$ 1,596,913</b>	<b>\$ 1,623,671</b>
<b>Net position:</b>			
Invested in capital assets	\$ -	\$ -	\$ -
Restricted expendables	-	-	-
Unrestricted	(1,438,745)	(1,449,461)	(1,468,796)
<b>Total net position</b>	<b>\$ (1,438,745)</b>	<b>\$ (1,449,461)</b>	<b>\$ (1,468,796)</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 147,584</b>	<b>\$ 147,452</b>	<b>\$ 154,876</b>



TO: Ferry County Health Board of Commissioners    MEETING DATE: January 28, 2020  
 FROM: Aaron Edwards, CEO  
 Subject: CEO Report

As of January 24, 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• Licensed clinical social worker starts in the clinic in mid-March and will provide behavioral health counseling in the clinic.</li> <li>• We have a social worker that just started in the clinic and a second in the hospital.</li> <li>• On February 3<sup>rd</sup> we will have a full time PT starting in the hospital/long term care (locum at this time).</li> <li>• Christa Davidson has started in her work of heading up our activities program.</li> <li>• I have been appointed to the Innovia Foundation Leadership Council as the representative from Ferry, Stevens and Pend Oreille counties.</li> <li>• Applied for extensive CAH CEO training through the NRHA, no answer back yet.</li> </ul>
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>• The new Spacelabs Cardiac monitoring system is in the building! We won a \$100K grant from the Empire Health Foundation which helped make the purchase possible.</li> <li>• Jeannette nearing completion of a Med Staff bylaw overhaul and will turn to the rules and regs next.</li> <li>• QI projects mostly decided on for 2020 (a few managers are lagging). Admin's project is weekly rounding in all departments.</li> </ul>
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>• Headed to Olympia next week to visit with our legislators re various rural health topics.</li> <li>• Attended the BAT meeting this month where work to determine how much it would cost to add in fiber to the entire community is beginning.</li> <li>• Had a meeting with Ferry County Sunrise to discuss ways to help contribute to the startup of a new "Early Education Center" in town.</li> </ul>
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>• 2020 closed with earnings over expenses of \$1.8M.</li> </ul>
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> <li>• First payment made on our new MRI bus, study volumes holding steady to even growing!</li> <li>• Looking at some new opportunities to add to Dr. Garcia's injection services.</li> </ul>