



**BOARD OF COMMISSIONERS' MEETING**

April 26, 2022, 10:30 a.m., in the HUB Conference Room & Zoom  
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOczg1dz09>  
 Meeting ID: 924 7295 2116  
 Passcode: 260559  
 One tap mobile  
 +12532158782,,92472952116# US (Tacoma)  
 +13462487799,,92472952116# US (Houston)  
 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	3-5
<ul style="list-style-type: none"> <li>• Minutes 3/29/22 Board Meeting</li> <li>• Approval of Warrants</li> <li>• Financial Write-Off Report</li> </ul>			
Correspondence		Nancy Giddings	
Public Comments		Nancy Giddings	
EHR Report		Adam Volluz	
Compliance Report		Spencer Hargett	
Quality Improvement		Cindy Chase	
HR Report		Debbie DeCorde	6
CNO Report		Mike Martinoli	7
Clinic Report		Julia Santana	8
Medical Staff Report		Dr. Garcia	
Safety Report:		Jennifer Reed	
CEO/COO/CFO Report		Jennifer Reed	9
Financial Report		Jennifer Reed	10-20

Old Business

- Board QI Project
- Facility Update
- Health Foundation
- Strategic Planning
- Pharmacy
- Letter to the SO

Nancy Giddings

Board Representative Reports

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

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

New Business

Nancy Giddings

Executive Session

Nancy Giddings

Open Session  
RCW

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 May 24, 2022 @ 10:30 a.m. in the HUB Conference Room & via Zoom**



## Ferry County Health

### BOARD OF COMMISSIONERS' MEETING

March 29, 2022

**CALL TO ORDER:** Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:30 a.m. on March 29, 2022, in the HUB conference room at Ferry County Health and via zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO; Jennifer Reed, CFO/COO; Julia Santana Clinic Manager, James Davidson, IT Manager, Cindy Chase, QI Director; Mike Martinoli, CNO; Spencer Hargget, Compliance Officer; Debbie DeCorde, HR Director; Julie Twamley, ALF Manager; Adam Volluz, Informatics and Lacy Sharbono, Executive Assistant were present.

**GUESTS:** Nancy Churchill, Paul Kennelly, Josh Martin, Elya Prystowsky, Brenda Starkey

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

**REVIEW, AMEND, ACCEPT AGENDA:** A motion was made by Lundgren and seconded by Jannot to amend the agenda to add business shut down under new business. The motion passed unanimously.

**RURAL HEALTH COLLABORATIVE PRESENTATION:** Presentation given.

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

**PUBLIC COMMENTS:** Comments heard.

**QUARTERLY ALF REPORT:** Twamley gave her report.

**COMPLIANCE REPORT:** Harggett gave his report.

**QI REPORT:** Chase reviewed her report.

**HR REPORT:** DeCorde reviewed her report.

**CNO REPORT:** Martinoli reviewed his report.

**Giddings called for a break at 12:03 p.m. Open session continued at 12:35 p.m.**

**CLINIC REPORT:** Santana reviewed her report.

**EHR REPORT:** Volluz reported updates on the EHR.

**MEDICAL STAFF REPORT:** Dr. Garcia gave his report via text to Edwards.

**SAFETY REPORT:** Working on ideas for patient and staff safety. Discuss letter to the commissioners at next month's meeting.

**CFO/COO REPORT:** Reed reviewed her report.

**FINANCIAL REPORT:** Reed reviewed the February financials.

**CEO REPORT:** Edwards reviewed his report.

**OLD BUSINESS:**

- Board QI Project: No Board concerns.
- Facility Update: Working on next steps for building or remodel ideas.
- Health Foundation: Will be asking for applications for the scholarship.
- Strategic Planning: Nothing to report.
- CEO Search: **A motion was made by Bacon and seconded by Krausse to approve Resolution 2022#4 Appointment of Superintendent/CEO, Jennifer Reed. The motion passed unanimously.**  
Giddings presented Reed with her NRHA CFO certificate.
- Will add Pharmacy under Old Business moving forward.

**BOARD REPRESENTATIVE REPORTS:**

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing:
  1. **A motion was made by Lundgren and seconded by Jannot to approve the appointment of Courtesy Medical Staff privileges for Christopher Montague, MD. The motion passed unanimously.**
  2. **A motion was made by Lundgren and seconded by Krausse to approve the reappointment of APP Medical Staff privileges for Eric Aronsohn, PAC. 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 Laura Karg, LCSW. The motion passed unanimously.**
- EMS: Giddings noted they cleared the new property.
- Ethics Committee: No Board concerns.

**NEW BUSINESS:**

- Shut down of main street businesses: The Board decided the Pharmacy will not be closing during the business shut down tomorrow.

**EXECUTIVE SESSION:** Executive Session was called at 2:50 p.m. regarding RCW 42.30.110(1)(g) and (f).





TO: Ferry County Public Hospital District #1 Board of Commissioners  
 FROM: Debbie DeCorde  
 Subject: Board Report

MEETING DATE: April 26, 2022

HR Department as of April 2022	
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>• Reviewing ATs (Applicant Tracking Systems) as an objective to support the Strategic Plan. This will improve the candidate experience as well as necessary reporting outcomes for Human Resources.</li> <li>• Tuesday Tips from HR are captured in the weekly newsletter. Communication is heightened across the organization.</li> <li>• Update on community relationships; involvement with Prospectors Days.</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>• Reviewing KPIs (Key Performance Indicators) as an Executive Leadership Team and what Board Reporting might entail on a go forward basis. The executive leadership team strives for standardization in presentation and user friendly information.</li> <li>• Ongoing training in HR with real time projects while simultaneously continuing auditing and correcting internal findings. Current focus on training records. Eric Gordon is becoming a careLearning SME (Subject Matter Expert) and quickly progressing.</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>• Servant leadership starts with the Executive Team. Offering service-oriented programs to all employees such as a professional book club. The first read will celebrate Steven Covey's 30<sup>th</sup> anniversary of The 7 Habits of Highly Effective People, which includes relevant and contemporary updates.</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>• Ensuring proper wage scales and equitable practices. For example the costs associated with travelers is on a gradual decline and is reflected in our recent offers.</li> <li>• Reviewing contracted vs. employee costs to ensure recruiting and retention supports optimization of preferred results.</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>• Workforce analytics to support the organizations growth.</li> </ul>

**As of, April 20<sup>th</sup> 2022**

<b>People</b>	<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>Recruitment is underway for a full-time LTC Nurse to join our team.</li> <li>One of our nurses, Karen, is currently serving in Ukraine for humanitarian disaster relief.</li> <li>We are in communication with 3 soon to be local nurses who are interviewing for long-term positions.</li> <li>Our Nurses, NAC’s, and UC’s have made an incredible effort to support each other for shift coverage during times of illness. Mike and Dawn have been working at the bedside this past month to support nurse staffing and allow us to maintain staffing standards necessary for our increased census. New temporary ED nurses are also beginning this month to support our team.</li> <li>We are currently in the planning stage for the next community NAC class. The Hospital is in need of 3 full time NAC’s to fill our schedule completely, since recent staff have moved out of town or transitioned to other District departments. Mike is currently conducting outreach to the High School to consider an assembly type meeting to discuss employment opportunities at the Hospital.</li> </ul>
<b>Quality</b>	<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>We are happy to receive positive correspondence from a recent patient and family member who expressed thanks for the attentiveness and skill our acute care staff displayed.</li> <li>Dawn and Mike will be reviewing NRC survey site weekly, with plans for quick follow up phone calls to patients when needed. We will also be conducting chart reviews and providing feedback to the Nursing/Provider team involved as needed.</li> <li>The QI Committee remains very interactive and busy within all departments. For Nursing, our current project has identified areas for improvement with EKG documentation to the electronic medical chart.</li> </ul>
<b>Service</b>	<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>We have the updated monoclonal antibody med for COVID, yet luckily no community needs so far.</li> <li>We continue to plan for our inter department Trauma/Airway Skills Day on site 5/24/22! This will be a wonderful educational opportunity for Nurses, NAC’s, UC’s, collaborating with Providers and EMS.</li> <li>Mike has negotiated lower oxygen supply costs from our supplier, and new pricing is now active. The frequency of delivery needs increases when we use high flow nasal cannula or have patients on ventilator care. We continue to discharge patients from the ED quickly with their home oxygen set up, instead of them having to wait hours for the company to drive up from Stevens County.</li> </ul>
<b>Financial</b>	<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>Two new defibrillators have been purchased for the Hospital! They will have CPR feedback included, which means the correct depth of compressions will be monitored from the machine.</li> <li>An air alternating mattress has been purchased and is currently in use with a Swing Bed patient who is bedbound due to a fracture. This mattress will greatly assist in preventing skin breakdown for patients with decreased mobility.</li> <li>We now have a dozen new IV pumps in use on the floor. This is a growth of 4 more pumps than before, to split between the ED and Acute Care Unit. They will be able to communicate with Meditech in future</li> </ul>
<b>Growth</b>	<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>Update: Mike will be serving on the Rural Collaborate CNO Committee for collaboration this year under the next Chair, so more time can be dedicated to our department education growth. Future plans to transition to the Chair role in the next years to come.</li> <li>Dawn plans to be active as a TNCC instructor by this fall, and she will train our future nursing staff.</li> </ul>



TO: Ferry County Public Hospital District #1 Board of Commissioners    MEETING DATE April 26, 2022  
 FROM: Julia R Santana  
 Subject: Board Report

As of March 24, 2022	
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>• David and Leda and doing well in the clinic.</li> <li>• We are still plugging away at getting our MA-R's getting trained. Its not always easy getting them rotated to the back, but with Leda able to answer phones that has gotten easier.</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>• We are continuing to do the online PFT training and Dr &amp; Dr Short are working on the procedural/provider side of it. This has been a slow process but I want to be sure all MA/Nursing staff are confident and comfortable using the PFT machine and performing the various tests.</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>• The clinic is pushing communication and the ownership that goes with communication. We are finding a better tracking system for phone calls and insist that each call be returned in 24 hours. Even if it is touch base with the patient to let them know we are working on their concern or request. I am making this a primary objective and area of improvement.</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>• Our numbers in March increased compared to January and February. In March we saw 929 patients (98 walk-ins) February: 747 patients (106 walk-ins) January: 758 patients (101 walk-ins)</li> <li>• In March the clinic also performed 7 EKG's and 2 Audiogram's out of our outpatient service room.</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>• We made offers to two of our Fellowship Candidates, Melissa Mitchell and Matthew Johnson and both accepted! They will start September 6<sup>th</sup>. Now to work out all the logistics.</li> </ul>





TO: Ferry County Public Hospital District #1 Board of Commissioners  
 FROM: Jennifer Reed  
 Subject: CEO/COO/CFO Report

MEETING DATE: April 26, 2022

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>Looking at organization structure for replacement of the CFO/COO position.</li> <li>Some "out of the box" discussions around the need for a pharmacist.</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>MedAdvantage Program coming in 2023</li> <li>Working on our requirement to carry one Cascade Care program and contract almost complete.</li> <li>Looking at our NRC (patient surveys) questions to focus on our strategic goals.</li> <li>Quality care means quality facilities. Master facility plan.</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>We are planning an employee survey to get our baseline numbers to measure engagement (ownership) and communication.</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>Good month in March. All volumes up other than LTS, long term swing bed.</li> <li>CARES dollars to spend. Currently earmarked for oxygen project, applicant tracking system, master facility plan, Cappers for safety, and considering one more tiny house.</li> <li>Treasury conversion 90% complete. First check run and payroll happening in house this week. Some logistics bugs to work through but all smooth so far. A minimal amount of money will remain with the county until outstanding checks clear. Remaining piece is investment dollars transferring to our bank account.</li> <li>Audit is near completion, no notice of any concerns as yet. Audit to be presented to board next month.</li> <li>Cost Report in near completion, due on the 31<sup>st</sup> of May.</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>Scopes are doing well</li> </ul>

Ferry County Public Hospital District #1 Financial Statements  
Month Ending March 31, 2022



# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

### Combined Income Statement: Hospital, Klondike Hills and Republic Drug Store

Year to Date March 31, 2022

	February	March	% of Gross Rev	YTD	% of Gross Rev
<b>Operating revenue:</b>					
Gross patient service revenue	2,050,176	2,431,377	89% \$	6,649,669	
Drug Store gross revenue	256,498	300,190	11% \$	816,849	
Contractual allowances and provisions for uncollectible accounts	(816,027)	(824,760)	-30% \$	(2,519,618)	-34%
Patient service revenue - (Net contractual allowances)	1,490,646	1,906,806	70% \$	4,946,901	66%
Bad debt expense	4,877	30,305	1% \$	40,406	1%
Other operating revenue	45,349	50,071	2% \$	136,155	2%
<b>Total operating revenue</b>	<b>\$ 1,540,871</b>	<b>\$ 1,987,182</b>	<b>73%</b>	<b>5,123,462</b>	<b>69%</b>
<b>Operating expenses:</b>					
Salaries and wages	650,300	760,885	28% \$	2,126,184	28%
Employee benefits	167,886	192,276	7% \$	541,860	7%
Professional fees	98,739	224,756	8% \$	484,612	6%
Supplies	139,485	124,984	5% \$	363,629	5%
Purchased services - Utilities	26,798	28,311	1% \$	90,828	1%
Purchased services - Other	55,230	106,492	4% \$	359,625	5%
Pharmacy Drugs	138,619	147,146	5% \$	426,721	6%
Drug Store Retail	14,165	12,866	0% \$	32,661	0%
Insurance	16,863	12,187	0% \$	33,495	0%
Other	45,988	51,954	2% \$	138,903	2%
Rent	21,740	21,763	1% \$	66,930	1%
Amortization	3,663	3,663	0% \$	10,989	0%
Depreciation	77,372	66,612	2% \$	221,379	3%
<b>Total operating expenses</b>	<b>\$ 1,456,847</b>	<b>\$ 1,753,896</b>	<b>72%</b>	<b>4,897,815</b>	<b>66%</b>
Gain (loss) from operations	84,024	233,286	10% \$	225,647	3%
<b>Nonoperating revenues (expenses):</b>					
Property taxes	29,871	29,687	1% \$	89,272	1%
Interest earnings	536	577	0% \$	1,669	0%
Interest expense	(2,015)	(4,329)	0% \$	(13,122)	0%
Grants and donations	(42)	6,779	0% \$	6,542	0%
Other	23,492	22,932	1% \$	73,712	1%
<b>Total nonoperating revenues (expenses) - Net</b>	<b>\$ 51,843</b>	<b>\$ 55,646</b>	<b>2%</b>	<b>158,073</b>	<b>2%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 135,867</b>	<b>\$ 288,932</b>	<b>12% \$</b>	<b>383,720</b>	<b>5%</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

### Republic Drug Store Income Statement

Year to Date March 31, 2022

	February	March	% of Total Rev	YTD	
<b>Operating revenue:</b>					
Pharmacy revenue - (Allowances)	232,666	277,672	92%	748,025	
Retail Revenue	23,831	22,518	8%	68,824	
<b>Total operating revenue</b>	<b>\$ 256,498</b>	<b>\$ 300,190</b>	<b>100%</b>	<b>\$ 816,849</b>	
<b>Operating expenses:</b>					
Salaries and wages	23,396	30,013	10%	76,714	
Employee benefits	6,824	12,947	4%	26,911	
Utilities	1,179	2,200	1%	5,025	
Pharmacy Drugs	138,619	147,146	49%	426,721	
Retail	14,165	12,866	4%	32,661	
Supplies	12	2,425	1%	2,546	
Purchased services- Other	900	2,146	1%	6,197	
Taxes and Licences	1,955	4,194	1%	9,286	
Advertising	115	229	0%	459	
Professional Fees	17,550	22,189	7%	53,763	
Other	3,225	1,198	0%	6,649	
Amortization	3,663	3,663	1%	10,989	
Depreciation	4,723	(5,695)	-2%	3,751	
<b>Total operating expenses</b>	<b>\$ 216,326</b>	<b>\$ 235,522</b>	<b>78%</b>	<b>\$ 661,672</b>	
<b>Gain (loss) from operations</b>	<b>40,172</b>	<b>64,668</b>	<b>22%</b>	<b>155,178</b>	
<b>Nonoperating revenues (expenses):</b>					
Grants and Donations	(42)	(170)	0%	(407)	
Interest Expense	(955)	(1,152)	0%	(3,523)	
Interest earnings	-	-	0%	-	
<b>Total nonoperating revenues (expenses) - Net</b>	<b>\$ (996)</b>	<b>\$ (1,322)</b>	<b>0%</b>	<b>\$ (3,931)</b>	
<b>Increase (decrease) in net position</b>	<b>\$ 39,175</b>	<b>\$ 63,345</b>	<b>21%</b>	<b>\$ 151,247</b>	<b>19%</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)  
Year to Date March 31, 2022

<i>Assets</i>	YTD Balances February	YTD Balances March
Current assets:		
Cash and cash equivalents	\$ 7,367,463	\$ 7,935,388
Patient trust	500	500
Receivables:		
Gross AR	4,664,367	4,662,248
Contractual allowance	(1,551,266)	(1,485,687)
Patient AR - Net	3,113,102	3,176,562
Taxes	341,665	294,044
Estimated third-party payor settlements	1,930	-
Other	182,242	16,531
Inventories	469,259	476,799
Prepaid expenses	147,449	133,712
<b>Total current assets</b>	<b>\$ 11,623,610</b>	<b>\$ 12,033,537</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
Depreciable capital assets - Net of accumulated depreciation	6,686,215	6,632,858
Construction in Progress	184,000	184,000
<b>Total capital assets</b>	<b>\$ 6,897,498</b>	<b>\$ 6,844,140</b>
<b>TOTAL ASSETS</b>	<b>\$ 18,521,108</b>	<b>\$ 18,877,677</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)  
Year to Date March 31, 2022

<i>Liabilities and Net Position</i>	YTD Balances February	YTD Balances March
Current liabilities:		
Current maturities - Long term debt	\$ 510,269	\$ 459,478
Current maturities - Capital lease obligations	18,993	19,373
Accounts payable	329,644	491,601
Warrants payable	343,249	217,529
Sales Tax Payable	1,907	3,404
Patient trust	500	500
Payroll and related expenses	253,001	356,557
Accrued vacation	417,917	426,145
Unearned tax revenue	296,464	266,818
Accrued interest payable	-	-
CARES ACT FEDERAL FUNDING	1,454,609	1,054,609
Estimated third-party payor settlements	216,000	216,000
<b>Total current liabilities</b>	<b>\$ 3,842,552</b>	<b>\$ 3,512,013</b>
Noncurrent liabilities:		
Long term debt - Less current maturities	2,132,946	2,132,946
Capital lease obligations - Less current portion	69,151	67,327
<b>Total noncurrent liabilities</b>	<b>2,202,098</b>	<b>2,200,273</b>
<b>Total liabilities</b>	<b>\$ 6,044,650</b>	<b>\$ 5,712,286</b>
Net position:		
Invested in capital assets	3,982,138	3,981,017
Restricted expendables	-	-
Unrestricted	8,494,320	9,184,374
<b>Total net position</b>	<b>12,476,458</b>	<b>13,165,391</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 18,521,108</b>	<b>\$ 18,877,677</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

Republic Drug Store Balance Sheet

Year to Date March 31, 2022

<i>Assets</i>	YTD Balances February	YTD Balances March
Current assets:		
Cash and cash equivalents	\$ 463,706	\$ 516,665
Receivables:		
AR - Net	\$ 121,619	\$ 158,707
Inventories	\$ 183,374	\$ 183,374
<b>Total current assets</b>	<b>\$ 768,700</b>	<b>\$ 858,746</b>
Noncurrent cash and cash equivalents:		
Total noncurrent assets limited as to use		
Capital assets:		
Depreciable capital assets - Net of accumulated depre	\$ 741,218	\$ 743,250
Gross depreciable capital assets	741,218	743,250
<b>Total capital assets</b>	<b>741,218</b>	<b>743,250</b>
<b>TOTAL ASSETS</b>	<b>\$ 1,509,918</b>	<b>\$ 1,601,996</b>

# Ferry County Public Hospital District No. 1

doing business as

## Republic Drug Store

Republic Drug Store Balance Sheet

Year to Date March 31, 2022

<i>Liabilities and Net Position</i>	YTD Balances February	YTD Balances March
Current liabilities:		
Current maturities - Long term debt	185,379	166,915
Current maturities - Capital lease obligations	-	-
Accounts payable	70,916	128,862
Warrants payable	48,693	29,888
Payroll and related expenses	26,073	32,632
Sales Tax Payable	1,907	3,404
<b>Total current liabilities</b>	<b>\$ 332,969</b>	<b>\$ 361,701</b>
Noncurrent liabilities:		
Long term debt - Less current maturities	522,384	522,384
Total noncurrent liabilities	522,384	522,384
<b>Total liabilities</b>	<b>\$ 855,352</b>	<b>\$ 884,085</b>
Net position:		
Unrestricted	654,566	717,911
<b>Total net position</b>	<b>654,566</b>	<b>717,911</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 1,509,918</b>	<b>\$ 1,601,996</b>



**FINANCE DASHBOARD**  
**Ferry County Public Hospital District #1**  
**March 31, 2022**

Stats	Current Total	Current Month		Prior Year
		Target		
1 Acute Care Patient Days	28	16	16	16
2 Skilled Swing Bed Patient Days	110	38	107	107
3 Non-Skilled Long Term Care Patient Days	248	362	209	209
4 Observation/Short Stay Hours	0	197	211	211
5 Admissions	6	6	4	4
6 Average Length of Stay (ALOS)	4.06	4.00	2.70	2.70
7 Outpatient # Visits	927	832	863	863
8 ED # Visits	157	143	124	124
9 Emergency Admit to Inpatient	0%	2.80%	2.00%	2.00%
10 Procedures/Treatment #Patients	45	20	13	13
11 Republic Clinic #Visits	929	877	669	669
12 Rehab Treatments	881	863	1063	1063
13 Imaging Visits	415	350	369	369
14 Lab # Billable Tests	2648	2268	2309	2309

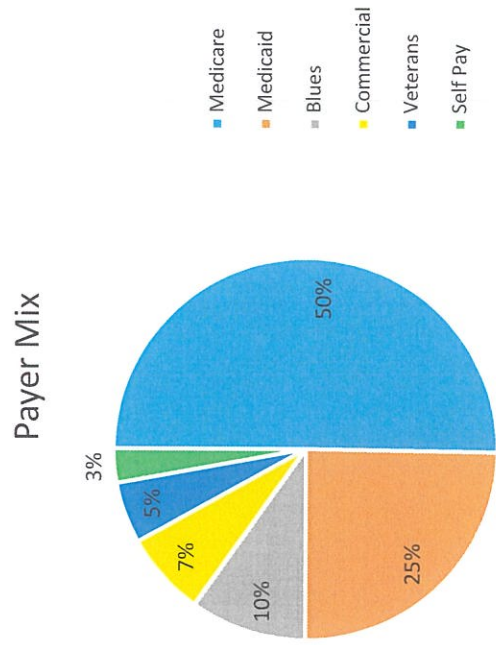
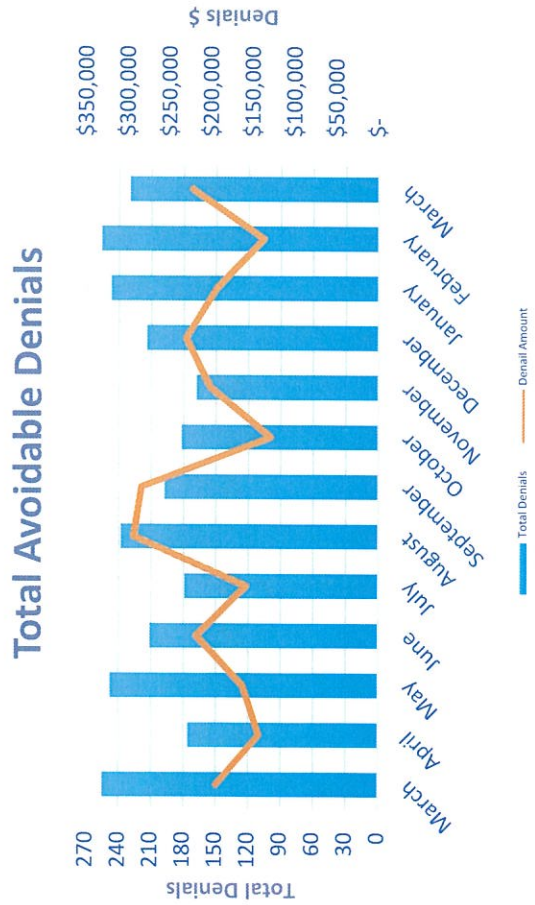
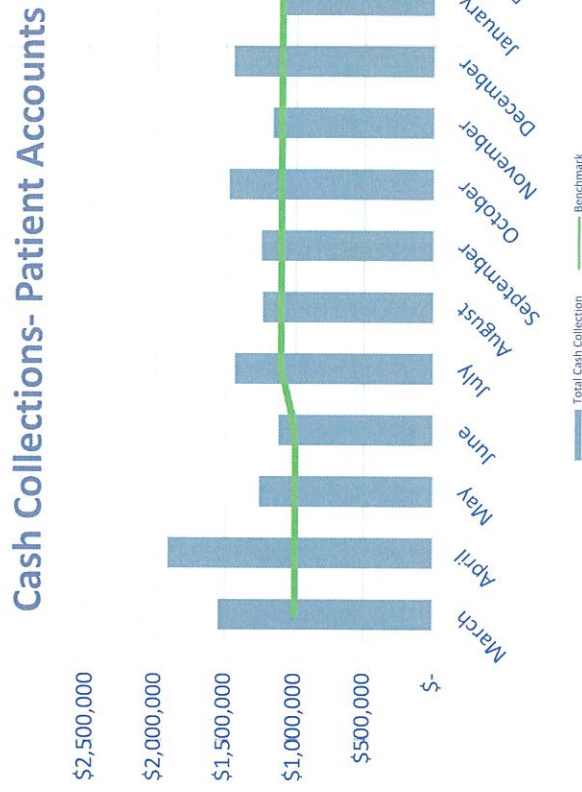
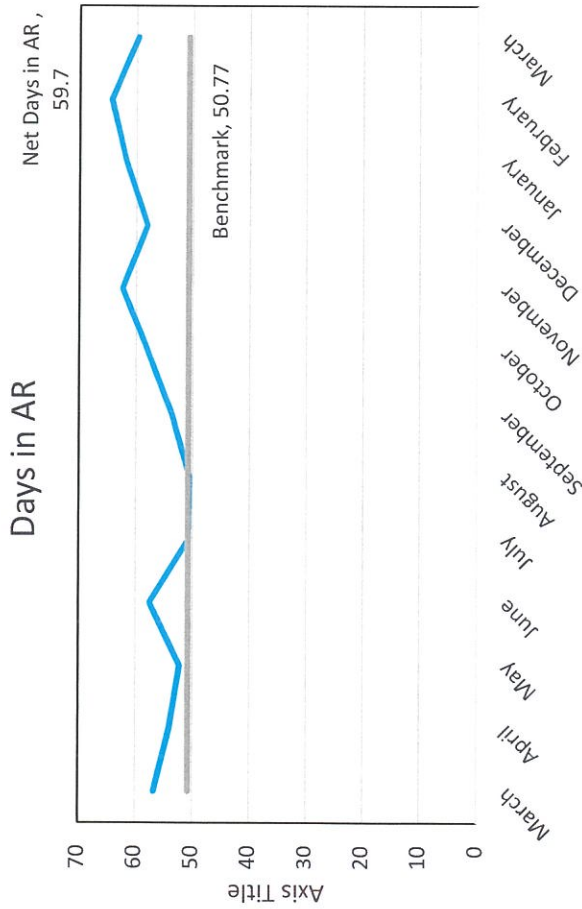
**Profitability**

14 Revenue Deductions % of Gross Revenue	34%	30%	37%
15 Salaries % Gross Patient Revenue	28%	45%	33%
16 Benefits % of Salary Expense	24%	26%	31%
17 Bad Debt % Gross Patient Revenue	1.25%	1.78%	2.30%
18 Charity % Gross Patient Revenue		1%	0.27%
19 Total Salary Expense	\$ 760,885	\$ 600,000	\$ 599,825

**Key**

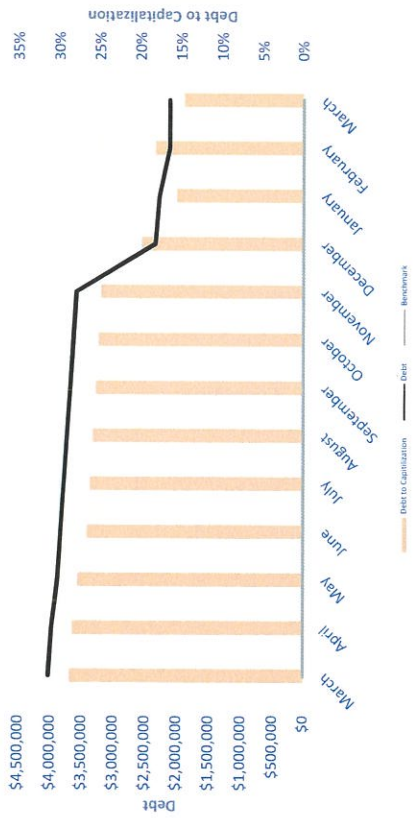
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

# 2022 Revenue Cycle

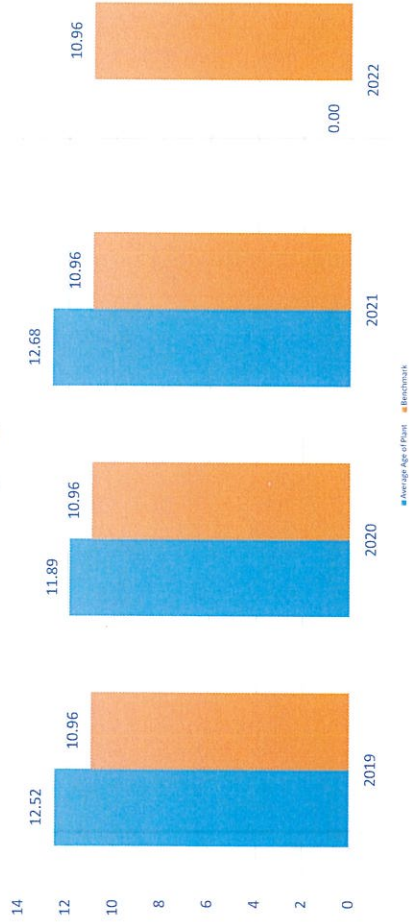


# 2022 Liquidity

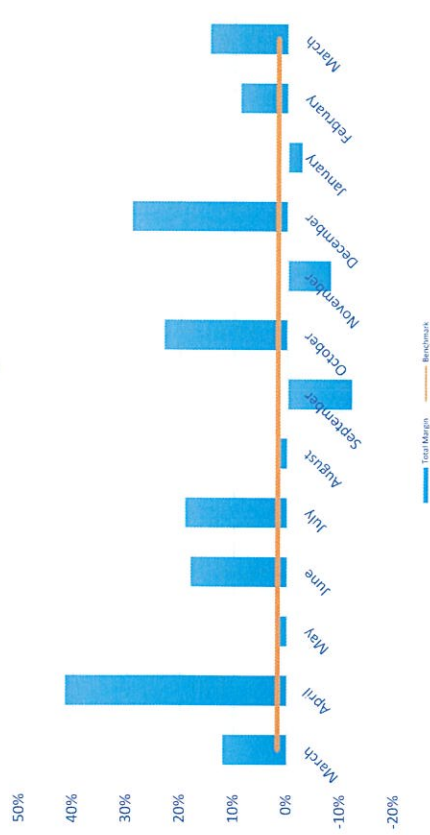
### Debt to Capitalization



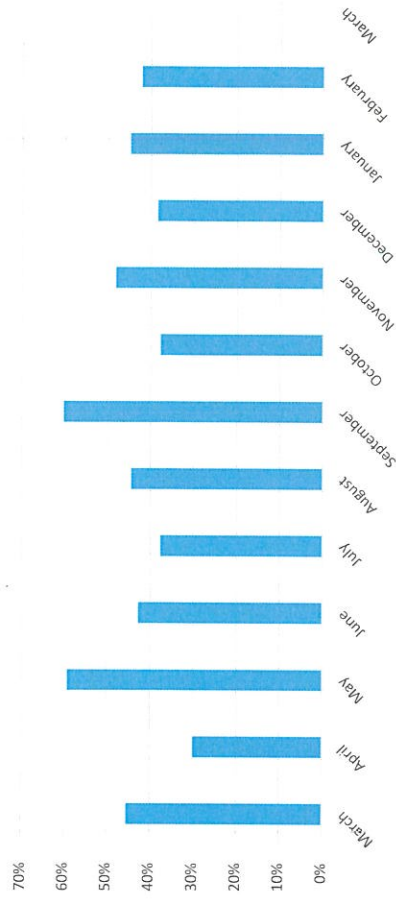
### Average Age of Plant



### Total Margin



### Labor as Percent of Operating Revenue



# 2022 Financial

