



**BOARD OF COMMISSIONERS' MEETING**

August 23, 2022, @ 1:00 pm at the Curlew Civic Hall & 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	3-6
<ul style="list-style-type: none"> <li>• Minutes 7/26/22 Board Meeting</li> <li>• Approval of Warrants</li> <li>• Financial Write-Off Report</li> <li>• Resolution 2022#8 Surplus Small Equipment</li> </ul>			
Correspondence		Nancy Giddings	
Public Comments		Nancy Giddings	
Compliance Report		Spencer Hargett	
Quality Improvement		Mike Martinoli	
COO/HR Report		Debbie DeCorde	7-8
<ul style="list-style-type: none"> <li>• Safety</li> </ul>			
CNO Report		Mike Martinoli	9
Medical Staff Report		Dr. Garcia	
CEO/CFO Report		Jennifer Reed	10-25
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> <li>• Board QI Project</li> <li>• Facility Update/Master Plan</li> <li>• Health Foundation</li> <li>• Strategic Planning</li> <li>• Pharmacy</li> </ul>			

*Board of Commissioners  
 36 Klondike Rd, Republic, WA 99166  
 P. (509) 775-8242 F. (509) 775-3866*

- Airport update
- Safety Project

Board Representative Reports

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

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

New Business

Nancy Giddings

Open 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 September 27, 2022 @ 10:30 am in the HUB Conference Room**



## Ferry County Health

### BOARD OF COMMISSIONERS' MEETING

July 26, 2022

**CALL TO ORDER:** Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:33 a.m. on July 26, 2022, in the HUB conference room at Ferry County Health and via zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, Sarah Krausse, DiAnne Lundgren and Jody Jannot. Jennifer Reed, CEO/CFO; James Davidson, IT Manager, Mike Martinoli, CNO; Spencer Hargget, Compliance Officer; Debbie DeCorde, COO; Adam Volluz, Informativist, and Lacy Sharbono, Executive Assistant were present.

**GUESTS:** None

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

**REVIEW, AMEND, ACCEPT AGENDA:** A motion was made by Krausse and seconded by Jannot to add 4 credentialing items under new business. The motion passed unanimously.

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

**CORRESPONDENCE:** None

**PUBLIC COMMENTS:** None

**EHR REPORT:** Volluz gave an update Meditech implementation.

**COMPLIANCE REPORT:** Harggett reviewed report. Discussed de-escalation training, policy and procedures and vaccine mandate.

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

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

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

**MEDICAL STAFF REPORT:** Reed gave updates on the Hospital from Dr. Garcia.

**Giddings called for a break at 11:45 a.m. Open session continued at 12:06 p.m.**

**CEO & CFO REPORT:** Reed reviewed her report. She also proposed a retention incentive for all staff.





Asset Disposal Sheet (Quarterly Report)  
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)  
 For 3rd Quarter, 2022

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
2000	10-Dell Optiplex 760	Broken	Dump		ASAP		
2008	5- ViewSonic Monitor	Broken	Dump		ASAP		
2005	10- Acer Monitor	Broken	Dump		ASAP		
2000-2010	10- Dell Monitor	scratched screen	dump		ASAP		
2000	1- Dell Optiplex 755	not supported anymore	Dump		ASAP		
1998	1- Dell Postiplex GX520	not supported anymore	Dump		ASAP		
2005	1-Coby Monitor /TV	Broken/scratched	Dump		ASAP		
2015-2020	32- Variety of keyboards	overly used/ keys full of food	Dump		ASAP		
1998	150-Nortel Desk phones	old phones	Dump		ASAP		
NA	1- Washable Keyboard	wire showing/broken	Dump		ASAP		
1996	Critikon Dinamap K8012 Asset 211196-28 Control # 211196	replaced	Dump		ASAP		
Recorded 2015	GE Dinamap SN 032M1609005 Control # 235346	replaced	Dump		ASAP		
Recorded 2015	GE Dinamap SN 032M1589006 Control # 235344	replaced	Dump		ASAP		
2013	Welch Allyn Propaq Monitor SN 07296022 Control # 235086	replaced	Dump		ASAP		
2012	Welch Allyn Propaq Monitor SN 04174015 Control# 235088	replaced	Dump		ASAP		
2012	4- Dayton Platform Carts	Never used/rotten wheels	Donations/Habitat		ASAP		

APPROVED BY:

Facilities Mgr \_\_\_\_\_ Date: \_\_\_\_\_

CFO \_\_\_\_\_ Date: \_\_\_\_\_

CEO \_\_\_\_\_ Date: \_\_\_\_\_

BOD \_\_\_\_\_ Date: \_\_\_\_\_

Resolution 2022 #8  
 Date Approved by BOC: 8/23/22



**To:** Ferry County Public Hospital District #1 Board of Commissioners

**Meeting Date:** August 23, 2022

**From:** Debbie DeCorde

**Subject:** COO Report

**As of August 23, 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>Employee statistics for the month of July include four new hires and two internal transfers. We had three exits; 1 retirement and 2 resignations, one of which was to relocate. Our total headcount is 162.</li> <li>We are preparing to welcome volunteers back to the organization and look forward to the amazing ways in which they have supported the organization in the past.</li> <li>We have highly engaged ALF residents and staff. Staff is thankfully growing and HR has provided great candidates. The ALF is preparing for their summer-to-fall transformation. Some residents will be attending the fair.</li> <li>Rehab will be welcoming 2 new PT travelers in September. The pair travels together and are excited to live in our area for the winter.</li> <li>The Drug Store welcomed the full-time Pharmacist yesterday. Please visit the Drug Store to meet Ben Walling.</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>Manager Training for August is on interviewing.</li> <li>Our Executive Team is examining Building a Culture of Ownership with a different leader facilitating a section weekly.</li> <li>Air scrubbers have cleaned the drug store environment. Four air purifiers have been purchased and installed in the retail pharmacy. A large scrubber is currently being run off hours to assist the retail pharmacy.</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>Goat-mowing didn't come to fruition for the summer of 2022. Adam Volluz is looking into earlier in the season booking of the service for next summer. This summer we posted for a part-time groundskeeper to assume the seasonal work.</li> <li>The facility groundskeeper and maintenance team have been working hard to catch up on some much needed grounds work. The appearance of our facility grounds is a priority at this time.</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>The Medical Clinic's Total number of patients seen: 799 (month of June: 847, decrease of 47patients) Total number of walk ins: 105 (month of June: 69, increase by 36 patients)</li> <li>The new EKG machine is being used with great success and ease. This has been a provider satisfier.</li> <li>The MRI chiller was delivered and installation was initiated last week. It should be operational later this week as an issue with the Glycol tank created a delay.</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>Meditech build for the clinic is going well. The consultant, Rhi, has been an invaluable resource and she and the Clinic Manager, Julia, have been working very hard to build templates, cleaning up standard templates, and ensuring all required information is included in immunization and medication orders. The Meditech builders support any issues that are being identified.</li> <li>We now have four Front Office Coordinators/Medical Assistants, Registered. Kudos to the FOC-MAR's that are now fully licensed as MAR's with State of WA/DOH. This exudes the learning environment and internal growth we strive for organizationally.</li> </ul>

## Safety

To demonstrate our commitment to workplace safety and health. To provide a safe environment for patients and the community.

- 2 bollards have been purchased and received for the ER entrance. Currently working with EMS to ensure their placement will not inhibit patient transfer in and out of the ambulance. The bollards will provide a physical barrier which prevents vehicular entry through our ER doors.
- Install of additional security cameras at the ER entrance for optimal visualization of the area between the double doors.
- Signage is being updated and posted to inform all patients and visitors of our no violence policy.
- A policy is being drafted on how to handle trespassing situations on district property. This will include a procedure to inform all staff of individuals who have been trespassed from our grounds.
- We are ordering product to patch the damaged concrete sidewalks outside the pharmacy.

TO: Ferry County Public Hospital District #1 Board of Commissioners

MEETING DATE: August 23<sup>rd</sup>, 2022

FROM: Mike Martinoli, Chief Nursing Officer

Subject: Nursing Department Report

As of, August 17th, 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>• Recruitment is underway for noc RN's, a LTC Nurse, a day NAC, noc NAC's, and Care Coordinator.</li><li>• Mike will deliver positive updates from our Activities Coordinator regarding program growth.</li><li>• The Nurse Staffing Committee will continue to have regularly scheduled meetings. Jennifer and Mike are included as Administrative members. New clinical nurse members are to be added to the group this month. This Committee fosters transparent and collaborative communication.</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>• QI update: Mike is conducting 1:1 meetings this month with our Committee members to assess current needs, obtain ideas for program growth, and begin planning for 2023 projects.</li><li>• The idea of continuous learning is a focus for our department. Plans are underway to cross train our NAC's to become MAR's. This title will allow the employees to learn and perform an increased variety of skills throughout the ED and Acute Care units.</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 nurse education team is planning to host the next NAC class in early January 2023 once the holiday season has passed. We are very excited to increase advertisements of the opportunity throughout our community.</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>• Dawn is a skilled educator and is successfully providing BLS, ACLS, PALS, and TNCC training to our district employees. We now only rely on outside Instructors for NRP certification courses.</li><li>• A budget purchase this month was an 'Auto Pulse', aka automatic CPR compression unit. This unit will ensure high quality CPR is maintained consistently without the physical strain on staff.</li><li>• Technology purchases: ergonomic workstation on wheels with a computer desktop for ED charting. Also, a medical grade tablet device to be used for registration, charting, and obtaining wound pictures.</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>• Mike has joined the 'Clinical Placement Solutions' summit sessions to keep our district a stakeholder for future clinical site opportunities. The first meeting brought industry and education partners together for a productive collaboration experience.</li><li>• Discussions occurred regarding solutions to the lack of clinical site availability, how to strengthen networking between education Deans and facilities, ideas to consider lodging for students so travel to our remote areas can be sustainable, and the quality of a versatile learning experience a student can achieve at a CAH was discussed. Mike initiated discussions about the past 'RONE' (rural opportunities for nurse education) program, and the Summit will continue problem solving at future meetings.<ul style="list-style-type: none"><li>○ 'RONE is primarily designed for current healthcare workers in rural areas and secondarily for geographically isolated prospective nursing students who cannot access traditional nursing programs. RONE was launched 2009-2015 to serve Critical Access Hospitals and our rural/remote communities needing Registered Nurses.' –Lower Columbia College</li></ul></li></ul>



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

**Meeting Date:** August 23, 2022

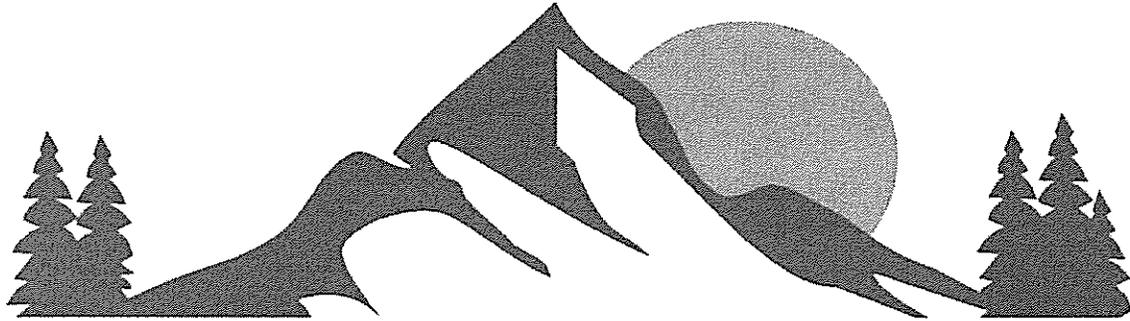
As of August 23, 2022	
<b>People</b>	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• Teena is doing a great job! Thank you to Lacy who has been there for her.</li> <li>• Retention incentive was paid quicker than anticipated and seemed to really be appreciated and well received.</li> <li>• Next BBQ is Friday, August 26.</li> <li>• Dr. W's visa has been approved and he will be starting on the 22<sup>nd</sup>.</li> <li>• Pharmacist hire is confirmed!</li> <li>• Next big search will be to replace Laura Karg.</li> <li>• Karen was chosen as Informatics and a search is on for her replacement.</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>• Reworking surveys to include patients that are crossing services and asking communication questions. This will help us identify problems and be able to measure progress.</li> <li>• Working on workflow for the QMM and how events get tracked, followed up, and closed. Same with the NRC survey data, tracking follow-up and closure of both satisfied and dissatisfied.</li> <li>• Working with the health district on hosting a focus group for the Needs assessment.</li> <li>• Due to pushback and reaction from compliance, legal and our insurance company, the taser policy, and training have been put on hold. Looking at an outside security company and other options. Risk is high and security is our focus.</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>• Airport. Waiting for an update on the airport.</li> <li>• Talking to collaborative grant writer about the weather station.</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>• We are showing a little bit of a loss last month. A look at late charges shows a backlog of charges of approximately \$381K which would put us in the positive side so operationally we still held positive last month. Currently still ahead of budget.</li> <li>• CARES dollars to spend. We have spent \$90,000 on retention, \$60,000 for the airport, and master plan fees will come through soon. Still looking for a readily available tiny house.</li> <li>• Would like us to join the Collaborative Enterprise LLC. Elya, from Collaborative, will present next month on the Enterprise LLC.</li> <li>• We are working through the one and only Medicare Advantage plan that is coming to the county. More to come on that but we are at a pretty good reimbursement rate of 5% over our Medicare rate.</li> <li>• Working on the budget process with Mena. Planning a process where Mena and I can be more actively involved while managers have their workbooks. We will also hold a manager meeting related to budgeting 101.</li> </ul>

## Growth

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

- Preparing feasibility on the LTC options and working with the other hospitals in the state that are doing the same, on dealing with the statewide DOH response. This will be an ongoing conversation with DOH and DSHS. Much more to come on this.
- Watching primary care volumes and also running a feasibility on Curlew options.

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



Ferry County Health

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 July 31, 2022

	Q1	June	Q2	July	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:							
Gross patient service revenue	6,649,669	2,379,223	7,111,639	2,292,956	89%	\$ 16,054,265	
Drug Store gross revenue	816,849	303,192	889,677	286,722	11%	\$ 1,993,249	
Contractual allowances and provisions for uncollectible accounts	(2,519,618)	(778,544)	(2,599,825)	(1,096,406)	-43%	\$ (6,215,849)	-34%
Patient service revenue - (Net contractual allowances)	4,946,901	1,903,871	5,520,591	1,483,273	57%	\$ 11,950,764	66%
Bad debt expense	40,406	20,556	55,386	6,017	0%	\$ 101,809	1%
Other operating revenue	136,155	86,812	192,753	30,634	1%	\$ 359,543	2%
<b>Total operating revenue</b>	<b>\$ 5,123,462</b>	<b>2,011,238</b>	<b>\$ 5,768,730</b>	<b>1,519,924</b>	<b>59%</b>	<b>\$ 12,412,116</b>	<b>69%</b>
Operating expenses:							
Salaries and wages	2,126,184	738,923	2,189,714	795,082	31%	\$ 5,110,979	28%
Employee benefits	541,860	180,136	520,074	154,110	6%	\$ 1,216,044	7%
Professional fees	484,612	128,513	459,755	130,102	5%	\$ 1,074,469	6%
Supplies	363,629	76,061	285,578	158,200	6%	\$ 807,408	4%
Purchased services - Utilities	90,828	18,791	72,141	19,136	1%	\$ 182,105	1%
Purchased services - Other	359,625	115,940	389,756	198,015	8%	\$ 947,396	5%
Pharmacy Drugs	426,721	154,993	518,611	184,568	7%	\$ 1,129,900	6%
Drug Store Retail	32,661	4,293	23,253	6,358	0%	\$ 62,272	0%
Insurance	33,495	11,533	26,661	18,591	1%	\$ 78,747	0%
Other	138,903	37,816	112,681	21,370	1%	\$ 272,954	2%
Rent	66,930	19,346	59,518	22,585	1%	\$ 149,033	1%
Amortization	10,989	3,663	10,989	3,663	0%	\$ 25,640	0%
Depreciation	221,379	77,029	225,788	77,111	3%	\$ 524,278	3%
<b>Total operating expenses</b>	<b>\$ 4,897,815</b>	<b>\$ 1,567,038</b>	<b>\$ 4,894,517</b>	<b>1,788,892</b>	<b>78%</b>	<b>\$ 11,581,224</b>	<b>64%</b>
<b>Gain (loss) from operations</b>	<b>225,647</b>	<b>444,200</b>	<b>874,213</b>	<b>(268,968)</b>	<b>-12%</b>	<b>\$ 830,892</b>	<b>5%</b>
Nonoperating revenues (expenses):							
Property taxes	89,272	42,489	110,771	29,665	1%	\$ 229,708	1%
Interest earnings	1,669	1,881	5,569	-	0%	\$ 7,238	0%
Interest expense	(13,122)	(4,043)	(12,596)	(3,958)	0%	\$ (29,676)	0%
Grants and donations	6,542	-	407	13,377	1%	\$ 20,326	0%
Other	73,712	34,883	83,420	27,726	1%	\$ 184,859	1%
<b>Total nonoperating revenues (expenses) - Net</b>	<b>\$ 158,073</b>	<b>75,210</b>	<b>187,571</b>	<b>66,810</b>	<b>3%</b>	<b>\$ 412,454</b>	<b>2%</b>
<b>Increase (decrease) in net position</b>	<b>\$ 383,720</b>	<b>\$ 519,411</b>	<b>\$ 1,061,784</b>	<b>\$ (202,158)</b>	<b>-8%</b>	<b>\$ 1,243,346</b>	<b>7%</b>

Ferry County Public Hospital District No. 1  
doing business as

Ferry County Memorial Hospital

Republic Drug Store Income Statement  
Year to Date July 31, 2022

	Q1	June	Q2	July	% of Total Rev	YTD
<b>Operating revenue:</b>						
Pharmacy revenue - (Allowances)	748,025	273,159	802,612	255,784	89%	1,806,421
Retail Revenue	68,824	30,032	87,066	30,938	11%	186,828
<b>Total operating revenue</b>	<b>\$ 816,849</b>	<b>\$ 303,192</b>	<b>\$ 889,677</b>	<b>\$ 286,722</b>	<b>100%</b>	<b>\$ 1,993,249</b>
<b>Operating expenses:</b>						
Salaries and wages	76,714	30,593	85,116	31,155	11%	192,986
Employee benefits	26,911	8,381	20,660	9,166	3%	56,736
Utilities	5,025	433	5,054	1,233	0%	11,312
Pharmacy Drugs	426,721	154,993	518,611	184,568	64%	1,129,900
Retail	32,661	4,293	23,253	6,358	2%	62,272
Supplies	2,546	485	4,469	-	0%	7,015
Purchased services- Other	6,197	2,325	6,571	1,326	0%	14,094
Taxes and Licences	9,286	3,938	11,423	3,853	1%	24,562
Advertising	459	373	373	115	0%	947
Professional Fees	53,763	14,047	52,172	19,547	7%	125,482
Other	6,649	212	5,534	2,454	1%	14,637
Amortization	10,989	3,663	10,989	3,663	1%	25,640
Depreciation	3,751	1,250	3,751	1,250	0%	8,753
<b>Total operating expenses</b>	<b>\$ 661,672</b>	<b>\$ 224,986</b>	<b>\$ 747,975</b>	<b>\$ 264,688</b>	<b>92%</b>	<b>\$ 1,674,334</b>
<b>Gain (loss) from operations</b>	<b>155,178</b>	<b>78,205</b>	<b>141,703</b>	<b>22,034</b>	<b>8%</b>	<b>318,915</b>
<b>Nonoperating revenues (expenses):</b>						
Grants and Donations	(407)	-	407	-	0%	-
Interest Expense	(3,523)	(1,062)	(3,456)	(1,044)	0%	(8,023)
Interest earnings	-	-	-	-	0%	-
<b>Total nonoperating revenues (expenses) - Net</b>	<b>\$ (3,931)</b>	<b>\$ (1,062)</b>	<b>\$ (3,049)</b>	<b>\$ (1,044)</b>	<b>0%</b>	<b>\$ (8,023)</b>
<b>Increase (decrease) in net position</b>	<b>\$ 151,247</b>	<b>\$ 77,143</b>	<b>\$ 138,654</b>	<b>\$ 20,991</b>	<b>7%</b>	<b>\$ 310,892</b>
					<b>16%</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 July 31, 2022

<i>Assets</i>	YTD Balances June	YTD Balances July
Current assets:		
Cash and cash equivalents	\$ 8,060,338	\$ 7,610,711
Receivables:		
Gross AR	4,565,408	5,072,887
Contractual allowance	(1,573,532)	(1,723,153)
Patient AR - Net	3,175,275	3,462,255
Taxes	131,926	129,494
Estimated third-party payor settlements	-	-
Other	149,519	(274,849)
Inventories	479,751	484,809
Prepaid expenses	104,497	147,129
<b>Total current assets</b>	<b>\$ 12,101,304</b>	<b>\$ 11,559,548</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	6,734,789	6,668,055
Construction in Progress	139,834	187,629
<b>Total capital assets</b>	<b>\$ 6,762,071</b>	<b>\$ 6,882,967</b>
<b>TOTAL ASSETS</b>	<b>\$ 18,863,376</b>	<b>\$ 18,442,515</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 July 31, 2022

<i>Liabilities and Net Position</i>	YTD Balances June	YTD Balances July
<b>Current liabilities:</b>		
Current maturities - Long term debt	\$ 306,912	\$ 255,876
Current maturities - Capital lease obligations	20,664	21,077
Accounts payable	265,276	405,676
Warrants payable	1,439	1,439
Sales Tax Payable	3,938	3,853
Patient trust	500	500
Payroll and related expenses	527,184	305,507
Accrued vacation	408,265	403,330
Unearned tax revenue	177,878	148,232
Accrued interest payable	-	-
CARES ACT FEDERAL FUNDING	874,701	684,715
Estimated third-party payor settlements	51,056	51,056
<b>Total current liabilities</b>	<b>\$ 2,637,814</b>	<b>\$ 2,281,261</b>
<b>Noncurrent liabilities:</b>		
Long term debt	2,132,946	2,132,946
Capital lease obligations - Less current portion	30,903	28,918
<b>Total noncurrent liabilities</b>	<b>2,163,849</b>	<b>2,161,865</b>
<b>Total liabilities</b>	<b>\$ 4,801,663</b>	<b>\$ 4,443,125</b>
<b>Net position:</b>		
Invested in capital assets	4,270,646	4,256,520
Restricted expendables	-	-
Unrestricted	9,791,067	9,742,870
<b>Total net position</b>	<b>14,061,713</b>	<b>13,999,389.78</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 18,863,376</b>	<b>\$ 18,442,515</b>

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

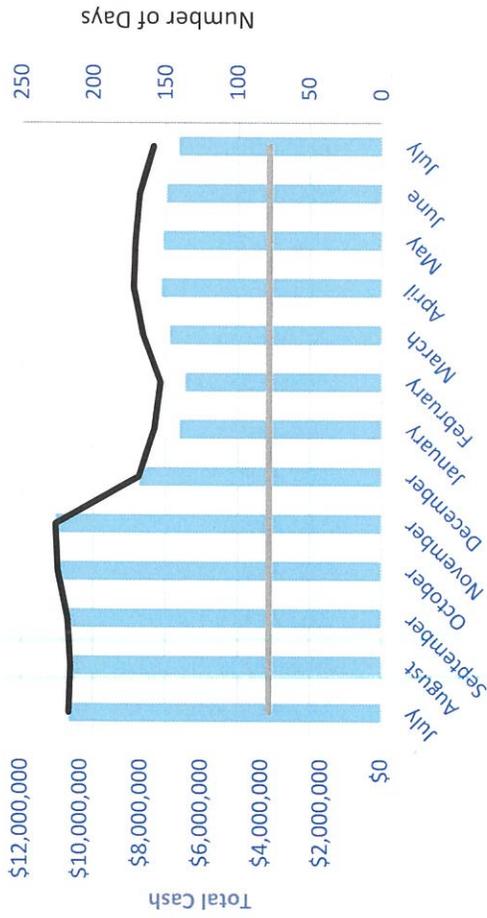
Stats	Current Month			Prior Year
	Current Total	Target		
1 Acute Care Patient Days	48	16	16	16
2 Skilled Swing Bed Patient Days	57	38	38	107
3 Non-Skilled Long Term Care Patient Days	253	362	362	209
4 Observation/Short Stay Hours	276	197	197	211
5 Admissions	10	6	6	4
6 Average Length of Stay (ALOS)	3.97	4.00	4.00	2.70
7 Outpatient # Visits	902	832	832	863
8 ED # Visits	226	143	143	124
9 Emergency Admit to Inpatient	2.92%	2.80%	2.80%	2.00%
10 Procedures/Treatment #Patients	2	20	20	13
11 Republic Clinic #Visits	799	877	877	669
12 Rehab Treatments	812	863	863	1063
13 Imaging Visits	507	350	350	369
14 Lab # Billable Tests	2758	2268	2268	2309
<b>Profitability</b>				
14 Revenue Deductions % of Gross Revenue	43%	30%	30%	37%
15 Salaries % Gross Patient Revenue	31%	45%	45%	33%
16 Benefits % of Salary Expense	19%	26%	26%	31%
17 Bad Debt % Gross Patient Revenue	0.3%	1.78%	1.78%	2.30%
18 Charity % Gross Patient Revenue	2.40%	1%	1%	0.27%
19 Total Salary Expense	\$ 795,082	\$ 600,000	\$ 600,000	\$ 599,825

**Key**

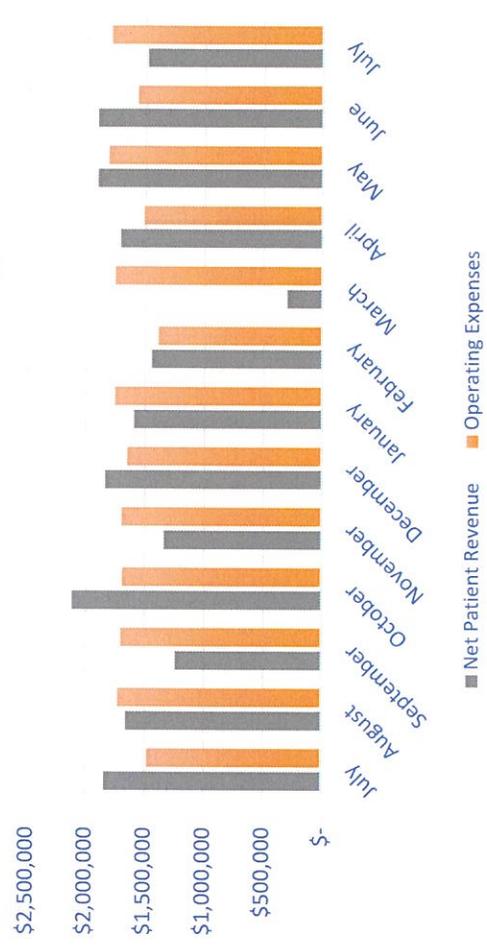
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

# 2022 Financial

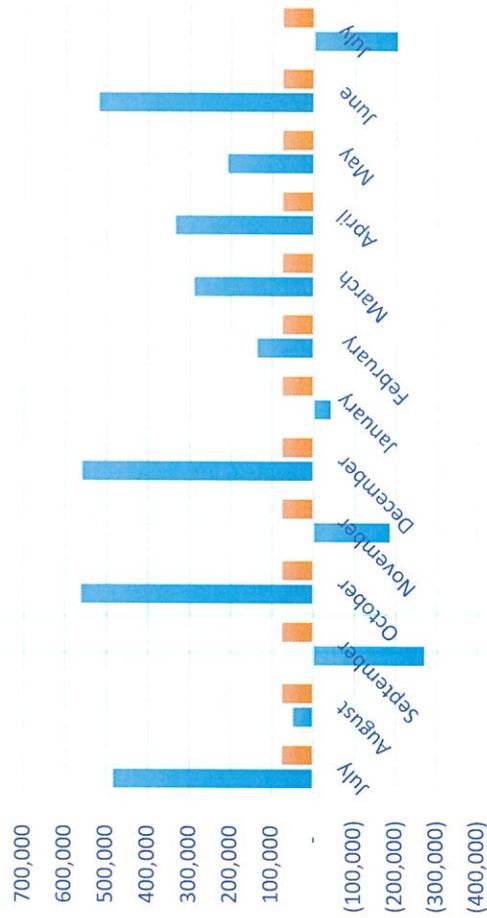
### Days Cash on Hand



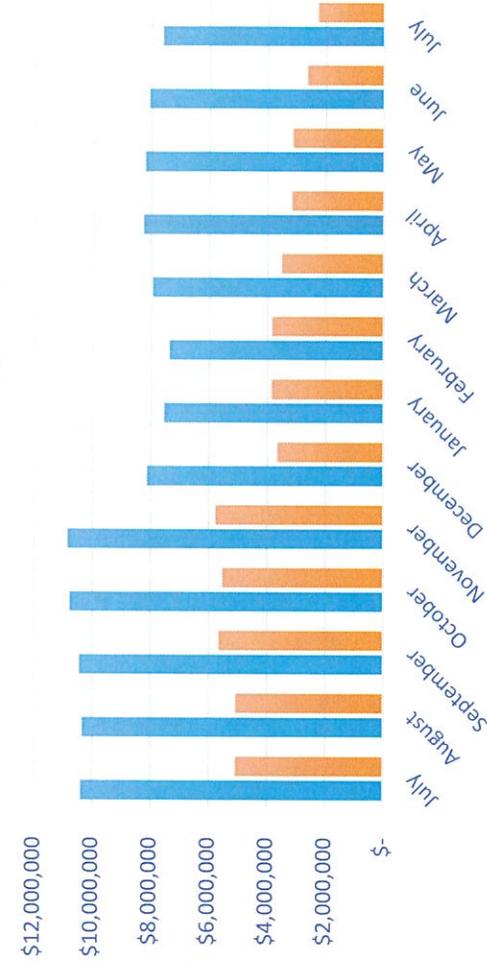
### Net Patient Revenue vs Operating Expense



### Net Profit/(Loss)

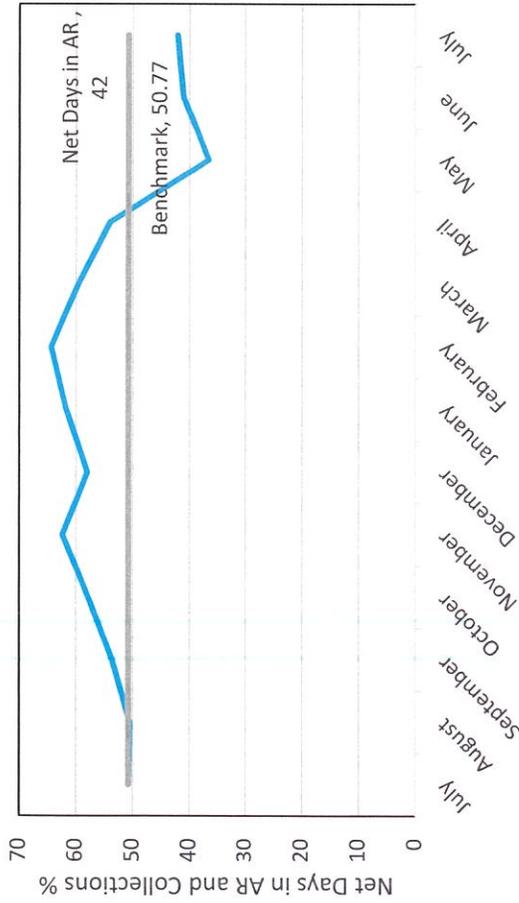


### Cash vs Current Payables

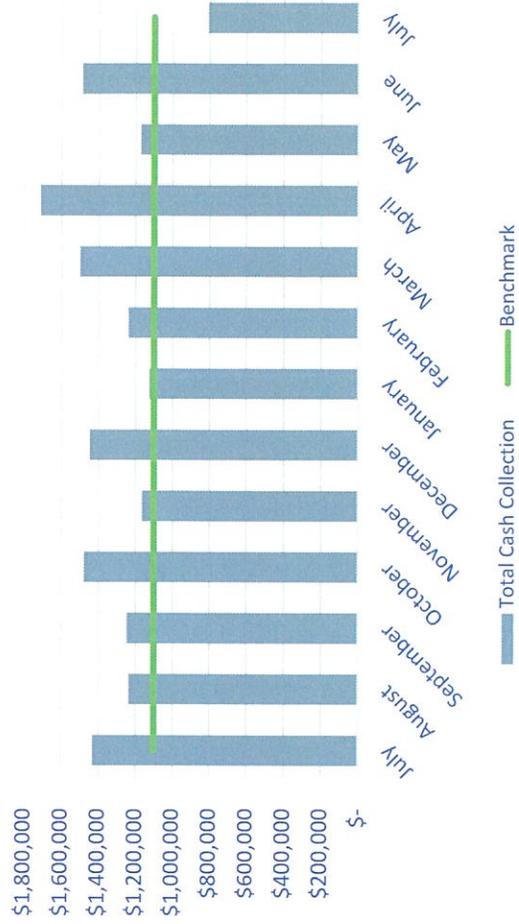


# 2022 Revenue Cycle

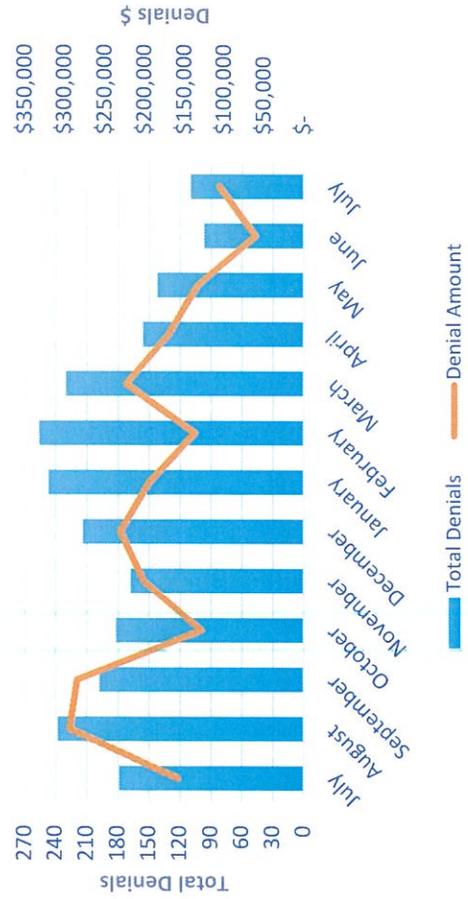
Days in AR



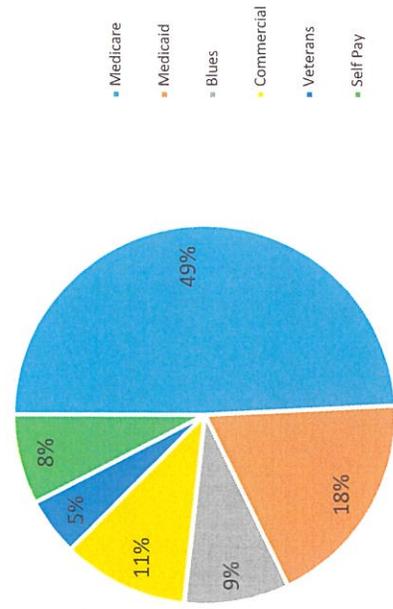
Cash Collections- Patient Accounts



Total Avoidable Denials

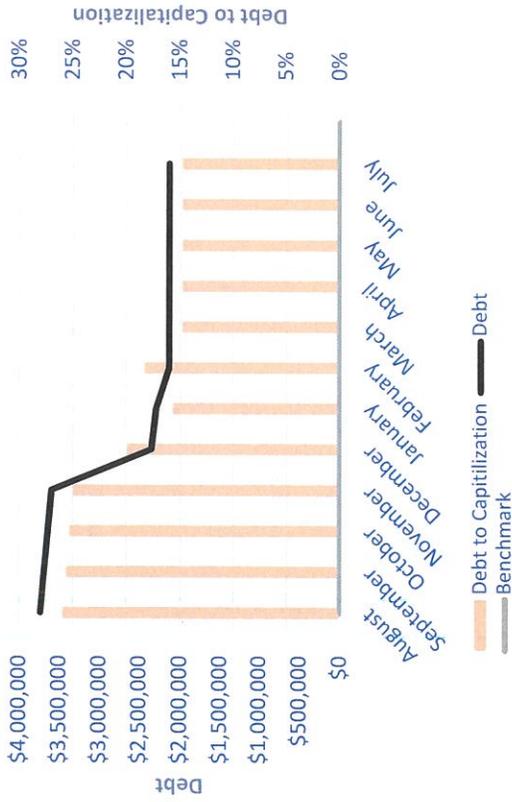


Payer Mix

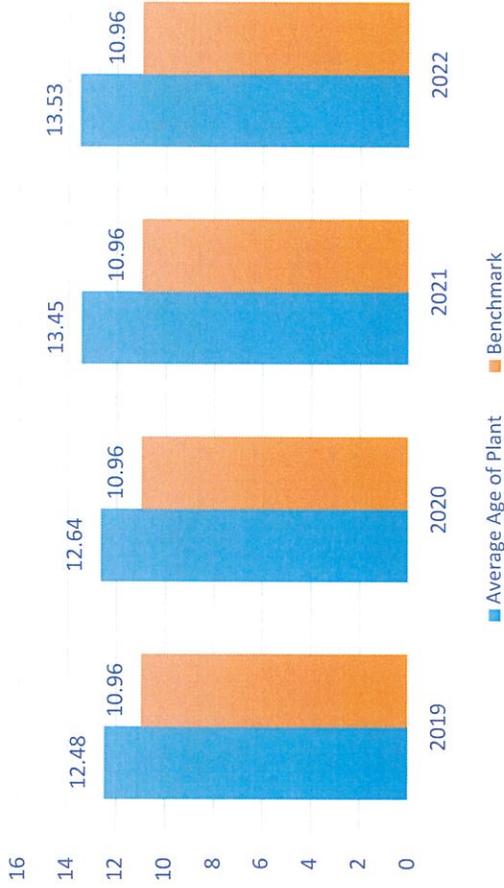


# 2022 Liquidity

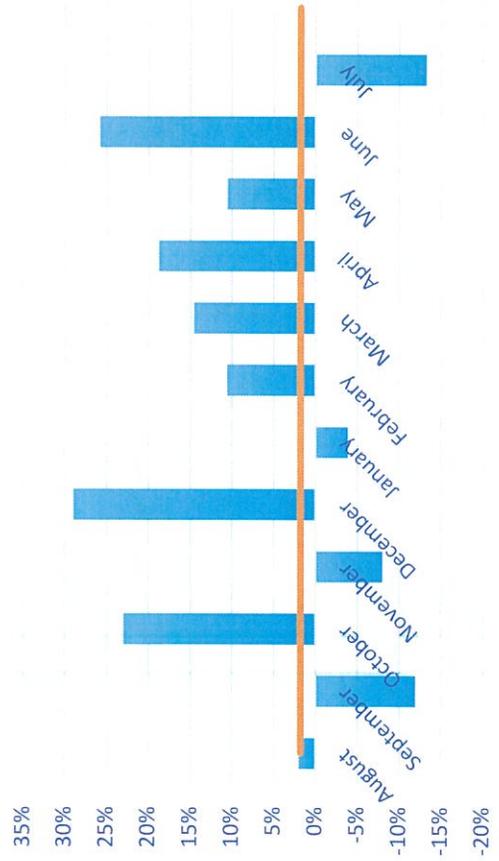
### Debt to Capitalization



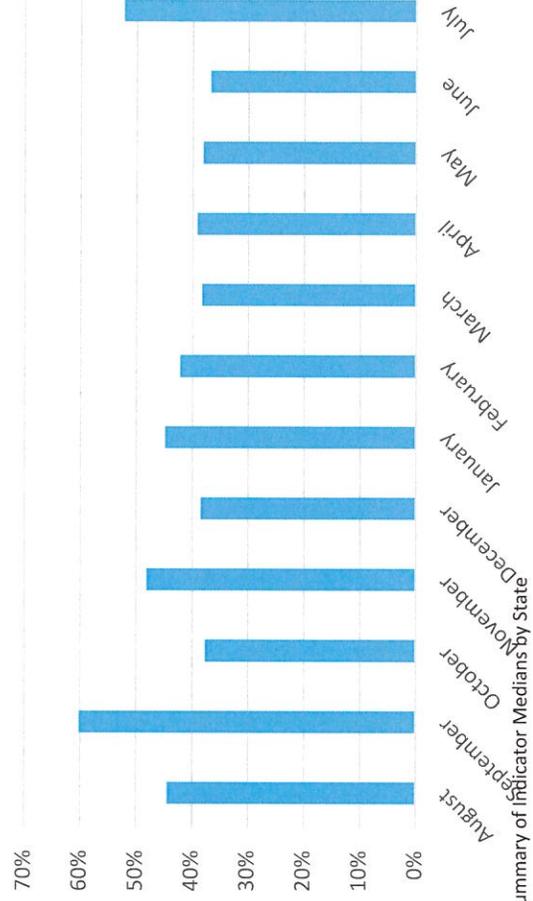
### Average Age of Plant



### Total Margin



### Labor as Percent of Operating Revenue





# Ferry County Health

## Strategic Plan

07.28.2020 – updated August 2022

### Your Partner in Health

Ferry County Health  
36 Klondike Rd  
Republic, WA 99166

## Overview

The strategic plan will work as guidance toward the mission of Ferry County Health, "Your Partner in Health", by defining our organization's goals, what they mean to us, and how we can achieve them together.

## Goals

1. Build a Culture of Ownership
2. Improve Communication
3. Update Infrastructure

## Specifications

Milestones have been set for each of the goals listed to support the Executive Team and the FCH team as a whole, in their efforts to build a foundation in which a new culture and communication structure can thrive.

## Timelines

Established timelines coincide with the milestones laid out by the Board of Commissioners. Each defined goal has time driven milestones that provide a focused, specific, and measurable effort that can be tracked and celebrated.

## Milestones

### I. Building a Culture of Ownership

In three months, the Executive Team will have identified the tool(s) needed to direct a thriving culture of ownership at Ferry County Health (see attachment: "Invisible Architecture", as an example.

**Progress:** In an effort to build a culture of ownership, the past executive team developed a tiered performance plan that specified levels of ownership, and corresponding pay increases related to the level that the employees had reached. We will continue to develop merit based pay strategies but, as suggested by previous administrative team, this requires more planning and training in order to implement.

What does ownership look like?

1. Employees feel empowered to solve problems and they take initiative
2. Employees demonstrate leadership
3. Employees are engaged

### Identify the tools to get there. Fostering a culture of ownership.

1. Be clear about expectations. Have a clear values statement (core values) and live by them. Publish them, print them, live them, and hold people accountable to them.  
Call out those who are really displaying those values. Our values are:
  - a. Quality/Safety: by constantly holding ourselves to a higher standard.
  - b. Integrity: through honesty and respect.
  - c. Compassion: by providing a nurturing and caring environment.
  - d. Stewardship: by utilizing our resources to their highest and best purpose.
  - e. Teamwork: by working together in a culture that promotes excellence.
2. Provide meaningful work, recognize a job well done and help them grow.
3. Catching people doing good.
4. Provide an emotionally positive workplace.

### Measuring Success

1. Participation on committees and in Meditech Training. Goal is 100% participation that shows ownership in the training and also in the project in general.
2. Survey Results – Employees are engaged. We will measure the following:
  - a. Belonging. Questions
  - b. Fellowship
  - c. Pride
  - d. Stewardship of resources
3. Volume of internal movement.

## II. Improve Communication

In seven months, the Executive Team will have identified common communication problems, where they are occurring, and propose potential system-wide solutions to help solve these problems.

### Identifying Common Communication Problems

1. Organization to Patient. Two issues have been identified as trends from NRC data that need improvement.
  - a. Care Provider explained things. – NEEDS IMPROVEMENT
  - b. Told when to expect results – NEEDS IMPROVEMENT
  - c. Four more have been identified, not necessarily related to communication, but are big impact detractors from scores.

Priority	Question Friendly Text	Positive %	n-size
Low Positive % and High Correlation	Providers eased discomfort	61.00%	77
Low Positive % and High Correlation	Spent enough time with patient	66.30%	83
Low Positive % and High Correlation	Received consistent info	73.40%	274
Low Positive % and High Correlation	Care provider explain-if not better	73.70%	76

2. We are hearing the following but have no way to validate or to measure improvement. Survey data will be modified to identify those patients that are having services across the organization, and the questions asked will be related to inter-departmental communication effectiveness. This will help us validate the information and also form a plan for communication improvement.
  - a. Cross-communication between departments not consistent
  - b. Calls not being returned
  - c. Medication refills not ready

Identify the tools to get there. Fostering great communication.

1. Communication boards. These custom boards were identified as a tool for increased communication and are now installed and being utilized in all acute care and swing bed patient rooms. The boards assist with communication for the daily care plan, along with discharge planning progress. Use of these boards and communication huddles is expected to further increase patient and family satisfaction. Productivity of the communication boards is planned to be assessed via an interdisciplinary swing bed patient experience survey at time of discharge.

CALL ME: " _____ MY NURSE: @ _____ MY NAC: @ _____ MY DOCTOR: @ _____	" ROOM: _____ @ _____ @ _____ @ _____	FAMILY CONTACT/PHONE: _____  ACTIVITY: <span style="color: red;">■</span> <span style="color: yellow;">■</span> <span style="color: green;">■</span> <span style="color: purple;">■</span> DIET: _____ <input type="checkbox"/> ASSISTANCE
<b>SAFETY/NURSING CARE PLAN</b> NEXT PAIN MED@ _____ INSTRUCTIONS: _____ ABX START DATE _____ DC _____ FOLEY <input type="checkbox"/> DC _____ (DATE/TIME) VOIDED <input type="checkbox"/> SKIN CHECKS: _____ REPOSITION@ _____ ADLs: NEED / DONE I: _____ O: _____ LBM _____ VSq _____ DW <input type="checkbox"/> _____ ACCU <input type="checkbox"/> TELE <input type="checkbox"/>	<b>CARE GOALS TODAY:</b> <input type="checkbox"/> <input type="checkbox"/> <b>REHAB:</b> <input type="checkbox"/> <input type="checkbox"/> O <sub>2</sub> _____	<b>QUESTIONS FOR MY CARE TEAM:</b>    
FOR ANY ADDITIONAL NEEDS OR QUESTIONS CHARGE NURSE@ _____ MANAGER@ _____	DISCH. PLANNER @ _____ EST. DAY OF DISCHARGE: _____ DESTINATION: _____	

2. Initiation of Hospital team huddles. Since 2021, Provider, Nursing, Dietary, and Rehab weekly 'Swing Bed Rounds' inside the patient room combine feedback from the patient along with communication board utilization. This consistent effort has already noted positive feedback from patients and family members to promote open and productive communication. Daily morning census rounds at 10:00am between Provider and Nursing staff assist with maximizing efficiency and safety with team communication. Team huddles and case reviews now occur after critical stress incidents in the ED. A huddle sheet is followed, and information is delivered to the Nurse Manager who will follow up with individual employees for education or further support rounding as needed. Will continue to evaluate effectiveness of these consistent interdisciplinary meetings.
3. Data Dump. Along with the ownership goals in the data dump, we will be communicating many things, including customer service expectations, the educational video series will have a link with language for the education below.
4. Education – roll out videos from NRC Healthdata as follows:
  - a. [Communicating with Patients and Families](#). 11 part video series of helpful communication tools. Each video is less than 5 minutes, and each video, based on best practices, will include a key takeaway, an example of its application, and some key activities to reinforce the topic reviewed.

#### Measuring Success

1. NRC Data. Monitor the surveys for changes, drilling down to department, provider, etc. to identify root cause of issues.

### III. Update Infrastructure

In one year, the Executive Team will have determined whether they will move forward with a remodel of the current structures, or if a new build is warranted.

1. Master Facility Planning underway, with team members on site the week of 8/15/2022.
2. Should have a plan identified by year end, with plan for implementation.