



BOARD OF COMMISSIONERS' MEETING

January 25, 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

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+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"> • Minutes 12/28/21 Board Meeting • Minutes 1/19/22 Special Board Meeting • Approval of Warrants • Financial Write-Off Report • Resolution 2022#1 Signer on bank accounts (to be given at the meeting) 			
Correspondence		Nancy Giddings	
Public Comments			
QI Report		Cindy Chase	
CNO Report		Mike Martinoli	6-7
Clinic Report		Julia Santana	8-9
Medical Staff Report		Dr. Garcia	
Safety Report:		Aaron Edwards	
CFO/COO Report		Jennifer Reed	
Financial Report		Jennifer Reed	10-19
CEO Report		Aaron Edwards	20
Old Business		Nancy Giddings	

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

- Board QI Project
- Facility Update
- Health Foundation
- Strategic Planning
- Elections of Officers and Committees
- Review 2022 calendar

Board Representative Reports

- | | |
|--|--------------------------------|
| • Finance | Ron Bacon/Sarah Krausse |
| • Quality Improvement | Jody Jannot/DiAnne Lundgren |
| • Compliance/Risk Management | Ron Bacon/Sarah Krausse |
| • Medical Staff | Nancy Giddings/DiAnne Lundgren |
| • Credentialing | DiAnne Lundgren/Nancy Giddings |
| 1. Request for reappointment of Courtesy Medical Staff privileges by proxy for Integra Imaging providers: Scott Bruschwein, MD; Wendy Ehieli, MD; Richard Kennard, MD; Jacob Pickering, MD; Michael Posch, MD; Jade Regan, Do; Allison Tillack, MD; Jason Vergnani, MD | |
| • EMS | Nancy Giddings |
| • Ethics Committee | DiAnne Lundgren |

New Business

- | | |
|-----------------|----------------|
| • Policy Review | 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 22, 2022 @ 10:30 a.m. in the HUB Conference Room & via Zoom



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

December 28, 2021

CALL TO ORDER: Vice Chair Ronald Bacon called the meeting of the Board of Commissioners to order at 10:30 a.m. on December 28, 2021, 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; Brant Truman, CFO/COO; Julia Santana, James Davidson, IT Manager, Cindy Chase, CNO; Spencer Hargget, Compliance Officer; and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

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

GUEST: Jennifer Reed, Ashley Venturo, Cynthia Larson, Lee Chauez, Sally Baughman, Sonny Brandon Baughman, Nancy Churchill, RE Thornton, Peter Kauzlarich, Judy Grosvenor

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

CORRESPONDENCE: Lundgren and Chase read a thank you cards from patients.

PUBLIC COMMENTS: Community members discussed concerns.

OATH OF OFFICE: Ashley Venturo performed the Oath of Office for DiAnne Lundgren and Jody Jannot.

CNO REPORT: Chase reviewed her report. She also discussed the year end assurance performance improvement for 2021.

CLINIC REPORT: Santana reviewed her report.

EXECUTIVE SESSION: Executive Session was called at 11:18 a.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 11:38 a.m.

A motion was made by Jannot and seconded by Krausse to appoint Cindy Chase as Co-Infection Control Officer. The motion passed unanimously.

Giddings called for a break at 11:42 a.m. Open session continued at 12:12 p.m.

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



Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL MEETING
January 19, 2022**

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 11:12 a.m. on January 19, 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 and Lacy Sharbono, Executive Assistant were also present.

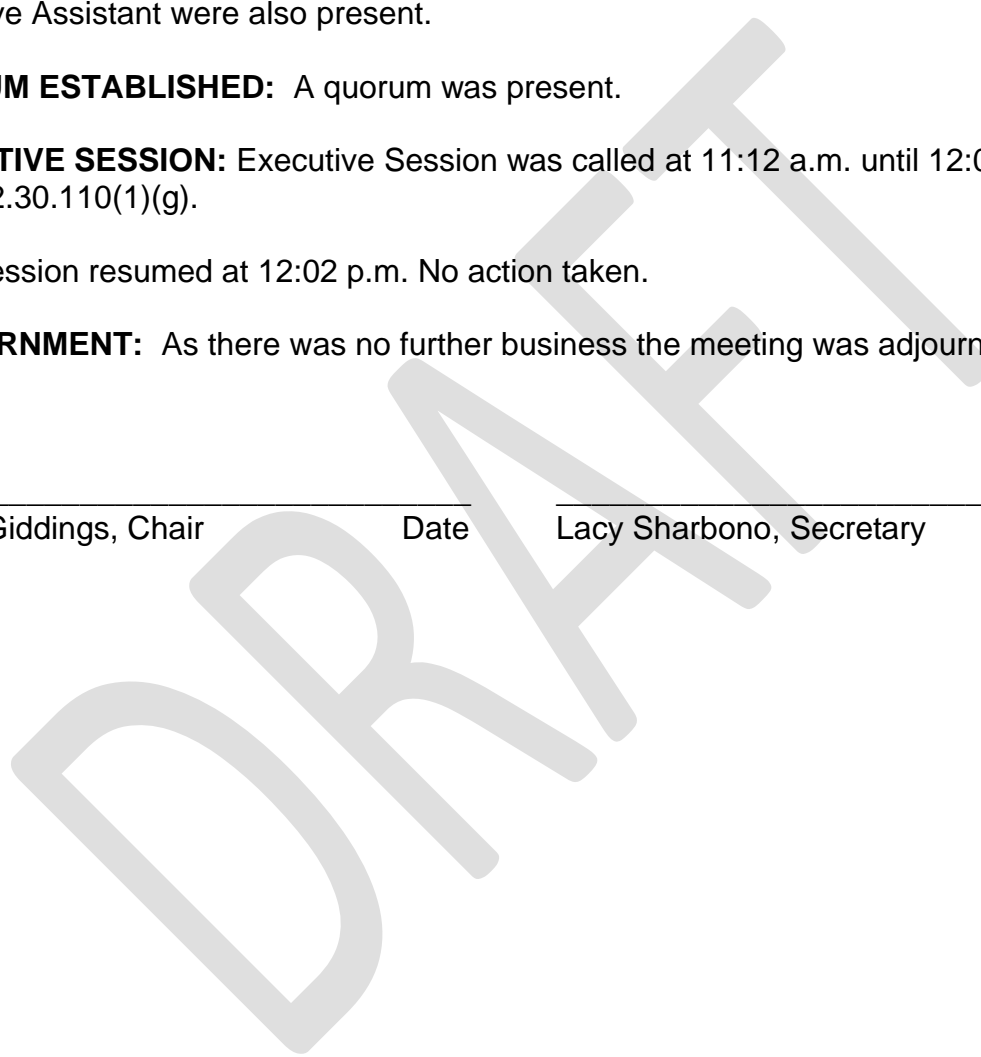
QUORUM ESTABLISHED: A quorum was present.

EXECUTIVE SESSION: Executive Session was called at 11:12 a.m. until 12:02p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 12:02 p.m. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 12:02 p.m.

Nancy Giddings, Chair	Date	Lacy Sharbono, Secretary	Date
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TO: Ferry County Public Hospital District #1 Board of Commissioners
FROM: Mike Martinoli, *Interim Chief Nursing Officer*

MEETING DATE: January 25th, 2022
SUBJECT: Nursing Department Report

As of, January 17th 2022

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.

- **STAFFING:** We are currently onboarding two RN’s new to the team. Many nursing staff members have been out of work due to illnesses. Staff teamwork remains strong to assist with covering shifts for co-workers. Volunteer overtime from internal staff members has allowed the unit to remain consistently fully staffed for UC/NAC/RN coverage. Three internal nurses are currently interviewing for the RN Manager position.
- **WELCOME:** to Julie, MSW. She is orienting to the Discharge Planner role. Mike will continue to cross train her daily to the district and community resources. She is expected to be independent in the next 6 months. She is quickly integrating as a resource in all patient care areas.
- **WELCOME:** to Teresa D’Lerma as our new Residential Care Coordinator. She had the ability to orient with Candace, and will collaborate with Mike for upcoming NAC employee evaluations this year. We celebrated Candace’s retirement with nursing staff members this past month. Candace continues to support our Endoscopy Program per diem.
- **Workflow Evaluation:** New patient-centered whiteboards to soon be installed in all acute care rooms. Cindy will lead the Bedside Shift Report education program and audit with staff.

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.

- **ORIENTATION:** RN/NAC Program is being revamped to increase productivity and quality. Spring is working hard to lead our NAC class, which will add staffing to both Hospital and Klondike Hills this winter.
- **VACCINES:** We have completed a successful drive up vax effort over the past year. Much thanks to SAR team and our nurse volunteers in the community who were dedicated to keep the process simple for the waves of people each day. Mike will remain available to support clinic staff when needed as they transition to clinic based vaccinations.
- **Infection Control:** On-site COVID testing for staff is going very well. Charge RN is swabbing staff on noc hours, and lab continues during the day. We are able to rule out COVID quickly when staff members have minor symptoms. Katy has been diligent to offer influenza vaccines to all staff members who wanted one. Cindy is managing employee health consultations.
- **COVID:** Workflow is constantly evaluated to ensure safest infection prevention measures. Staff deny any concerns with PPE stock. Team work remains very strong to provide critical care needed when transport is delayed.
- Bed capacity state wide continues at a critical low, also availability of ground transport teams is a new barrier causing delayed transfer timing. Mike continues to consult with night nursing/provider team often. We continue to support surrounding hospitals with accepting patient transfers, collaboration strong with neighboring facilities in our Region.

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 BED:** Census remains steady, patient satisfaction remains very positive with successful outcomes. Case Management needs are also very heavy with current census. Placement to skilled nursing facilities is very difficult state wide.
- **CUSTOMER SERVICE:** Visitor policy continues to be edited as dependent on current covid surge, while also keeping compassionate care situations in mind for patient/families. Blanket warmer has been installed in ED3, in response to prior complaints of winter low temperatures in that room. Keeping customer service in mind during these pressing times.
- We are prepared to administer all currently EUA covid treatment medications (*Baricitinib, Sotrovimab Antibody, Molnuparivir, Paxlovid*). Mike, Patty, and Dr. Garcia are managing prep and work flow.
- **WOUND CARE:** Emily continues to manage OP schedule. Outpatient room to be expanded this year when the wall oxygen project occurs. She is pending Board certification test. New podiatry treatment chair is live and useful.

Financial

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

- **RECRUITMENT:** Nurse Education goals for 2022 include creating of a formal education skills training room in prior HIM office space, utilize our Educators to create a new graduate residency program, and formalize an ER preceptorship program. This progress will foster increased education and staff retention as we broaden the skill set of all staff.
- Mike is finalizing ads and social media outreach ideas for a Nurse recruitment campaign.
- **AGENCY STAFF:** Contracts with companies continue to remain at unprecedented high amounts. Per diem agency staff coverage is very limited, value of our internal team support has allowed us to remain stable during covid surges thus far. Mike is continuing efforts for internal temporary as well as long term staffing solutions.
- Goals for unit staffing remain at 3 nurses on both day and night shift. Increase to 4 nurses when needed. Mike also floats to the unit for support during critical care needs. Internal staff members have been able to ride on ground ambulance for critical care transport outcomes.

Growth

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

- **AIRPORT PLANS:** Pitching the need for automatic weather reporting station and plane de-icer capability at Republic Airport to Ferry County Commissioners and County Emergency Officer. Will have updates for next Board meeting. Goal is to increase flight landing during winter months, will improve patient transfer efficiency.
- **MEDITECH:** Nursing staff remain very excited for the EMR conversion this year!
- **SPACELABS:** Working to connect with Providence so they can remote log into our vitals system during phone consults. Will interface with our new EMR much cleaner than Centriq.
- **ENVIRONMENT:** Recognize the need for a future rehab recreation/dining room for swing bed patients (since we are no longer sharing the activity room with LTC residents).



TO: Ferry County Public Hospital District #1 Board of Commissioners MEETING DATE January 25th, 2022
 FROM: Julia R Santana
 Subject: Board Report

As of January 25 th , 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"> • With the current surge in covid cases we are looking at new and different ways to better protect our staff and better serve potentially ill patients • Michelle, our MA apprentice, is still doing well. I am proud of our clinic staff in their efforts to all pitch in with Michelle and learning new skills and helping her with her school work. • We also currently have an open job announcement for a Clinic RN or LPN.
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"> • I've talked with the Healthy Ferry County Coalition about partnering with them to be an additional resource with getting information to the public regarding preventative services such as: Medicare Annual Wellness, Annual Well Woman/Male/Child, Colorectal Cancer and Breast Cancer screenings • This also runs parallel with our QBS dashboard which now has additional monthly reporting for the clinic: Medicare Annual Wellness visits, Child Wellness visits, Colorectal and Breast cancer screen, Depression and Blood pressure plus the Diabetic numbers we have always reported. • AND this aligns with the Rural Health Clinic Collaborative Committee emphasis on these same services. • Adam and I are working on building the reports to pull the needed numbers monthly out of Centriq. So far this has not been an easy task. In our next RHCCC I am going to ask the other clinics how they are doing it (we are thinking a lot of it is Centriq though)
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"> • We are signed up for the Rural Health Clinic Federal Program for free at home Covid test kits. Our first order of 1350 test kits is still being processed and should hopefully be here soon. • We are prepping and getting the work flow together for the Clinic to hopefully have the first scheduled 12yrs and above covid shot day on January 21st. We have been doing Pediatric covid shots since December and those have gone well. • Providing flu shots as a drive thru was once again a great option this flu season. Between drive thru and Clinic between September-December 2021 we have gave a total of 443 flu shots (130 regular dose and 313 high dose)
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"> • Our 2021 year end Clinic visits total was 10,773 provider visits with 919 of those as walk ins. 2020 totals were 10,628 provider visits with 696 of those as walk ins. We saw an additional 145 total in 2021 (compared to 2020) with an increase of walk ins at 223 more over 2020.

Growth

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

- We are looking at the possibility of offering telemed in the clinic with an agreement with the Collaborative. It is still in the research phase and we are trying to identify which specialties would be most beneficial to our patients
- Staff will be training on our new PFT machine January 26th and Mr. Dr Short and I are working on the logistics, order sets and reference guide for providers and nursing staff. We are very excited to get this valuable service for our patients up and going.
- We are starting true beginning steps of our NP Fellowship program through the UW and Premera Grant. Applications from graduating students are due Feb 10, 2022 and UW will screen them and send the applicants the clicked Republic as a site (currently 11 applicants!). We will get these Feb 14th. Scheduling of phone interviews will be done by end of February, formal zoom and in person interviews in March and we make our offer to the applicant of our choice on April 8th.

Ferry County Public Hospital District #1 Financial Statements
Month Ending December 31, 2021



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 December 31, 2021

	Q3	November	December	Q4	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:							
Gross patient service revenue	7,034,823	2,225,230	2,458,911	6,872,542	97%	\$ 26,334,792	
Contractual allowances and provisions for uncollectible accounts	(3,162,547)	(1,143,319)	(599,174)	(2,382,967)	-28%	\$ (9,591,291)	-36%
Patient service revenue - (Net contractual allowances)	4,741,779	1,340,319	1,836,192	5,293,601	85%	\$ 19,871,760	75%
Bad debt expense	150,966	97,261	13,089	179,451	1%	\$ 712,674	3%
Other operating revenue	142,704	44,727	49,446	129,797	2%	\$ 480,174	2%
Total operating revenue	5,035,449	1,482,308	1,898,728	5,602,848	88%	21,064,608	80%
Operating expenses:							
Salaries and wages	2,093,675	713,826	729,490	2,198,636	34%	\$ 8,279,160	31%
Employee benefits	487,245	166,626	162,978	490,834	8%	\$ 2,050,899	8%
Professional fees	386,365	250,083	152,432	537,373	7%	\$ 1,843,163	7%
Supplies	476,926	139,804	158,377	464,803	7%	\$ 1,669,574	6%
Purchased services - Utilities	58,793	25,326	23,538	74,760	1%	\$ 289,235	1%
Purchased services - Other	300,610	84,161	86,065	278,562	4%	\$ 1,347,902	5%
Pharmacy Drugs	476,014	141,925	159,165	489,693	7%	\$ 1,742,860	7%
Drug Store Retail	37,109	13,092	8,971	26,475	0%	\$ 119,854	0%
Insurance	39,642	16,863	10,654	32,165	0%	\$ 117,077	0%
Other	256,765	49,654	62,855	156,528	3%	\$ 612,372	2%
Rent	72,628	13,833	14,114	43,346	1%	\$ 186,000	1%
Amortization	11,362	3,663	3,663	10,989	0%	\$ 43,955	0%
Depreciation	207,962	75,535	76,397	227,687	4%	\$ 861,795	3%
Total operating expenses	4,905,097	1,694,391	1,648,699	5,031,850	76%	19,163,846	73%
Gain (loss) from operations	130,352	(212,083)	250,029	570,999	12%	\$ 1,900,763	7%
Nonoperating revenues (expenses):							
Property taxes	66,746	22,261	24,221	68,736	1%	\$ 288,600	1%
Interest earnings	2,184	623	555	1,735	0%	\$ 8,195	0%
Interest expense	(45,981)	(12,096)	(50,882)	(75,278)	-2%	\$ (202,399)	-1%
Grants and donations	18,629	(5)	(85)	(352)	0%	\$ 42,052	0%
Other	90,072	16,046	335,716	370,217	16%	\$ 2,362,166	9%
Total nonoperating revenues (expenses) - Net	131,650	26,829	309,525	365,059	14%	2,498,614	9%
Increase (decrease) in net position	\$ 262,002	\$ (185,254)	\$ 559,554	\$ 936,057	26%	\$ 4,399,376	17%

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 December 31, 2021

<i>Assets</i>	YTD Balances November	YTD Balances December
Current assets:		
Cash and cash equivalents	\$ 10,841,304	\$ 8,120,743
Patient trust	500	500
Receivables:		
Gross AR	4,755,415	4,510,488
Contractual allowance	(1,888,874)	(1,569,888)
Patient AR - Net	3,027,280	3,037,381
Taxes	18,436	14,344
Estimated third-party payor settlements	-	1,930
Other	208,968	99,106
Inventories	422,935	427,491
Prepaid expenses	107,210	117,308
Total current assets	\$ 14,626,633	\$ 11,818,802
Noncurrent cash and cash equivalents:		
Restricted cash & cash equivalent, USDA reserve	-	-
Internally designated cash and cash equip, funded depreciation		
Total noncurrent assets limited as to use	-	-
Capital assets:		
Nondepreciable capital assets	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	6,700,863	6,704,073
Total capital assets	\$ 6,728,145	\$ 6,731,355
TOTAL ASSETS	\$ 21,354,778	\$ 18,550,158

Ferry County Public Hospital District No. 1

doing business as

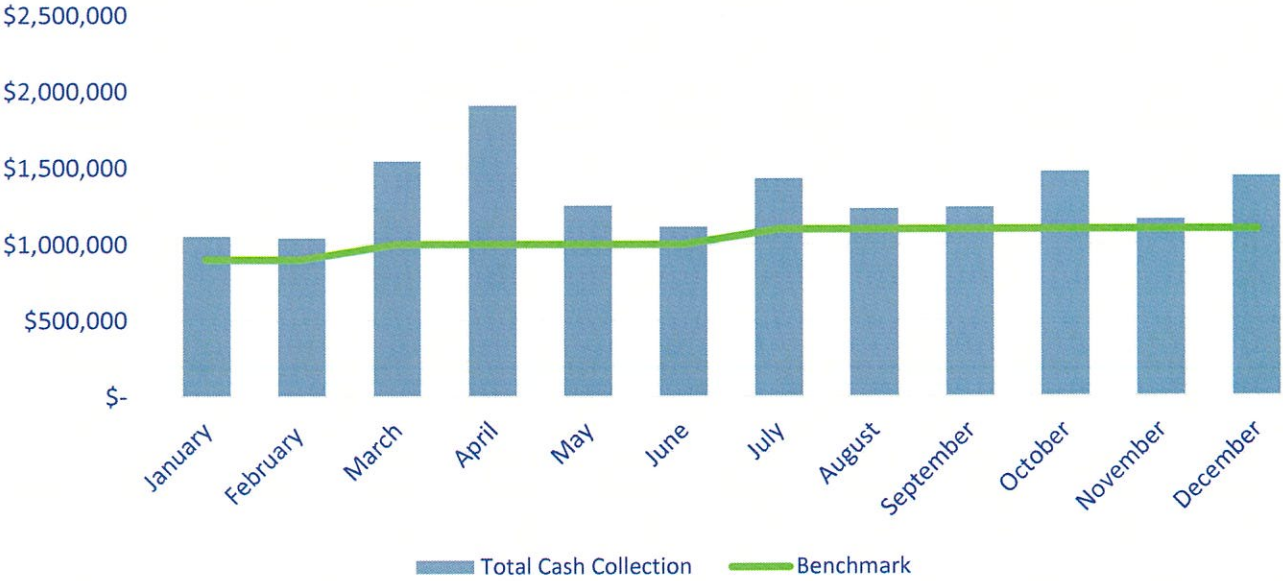
Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)

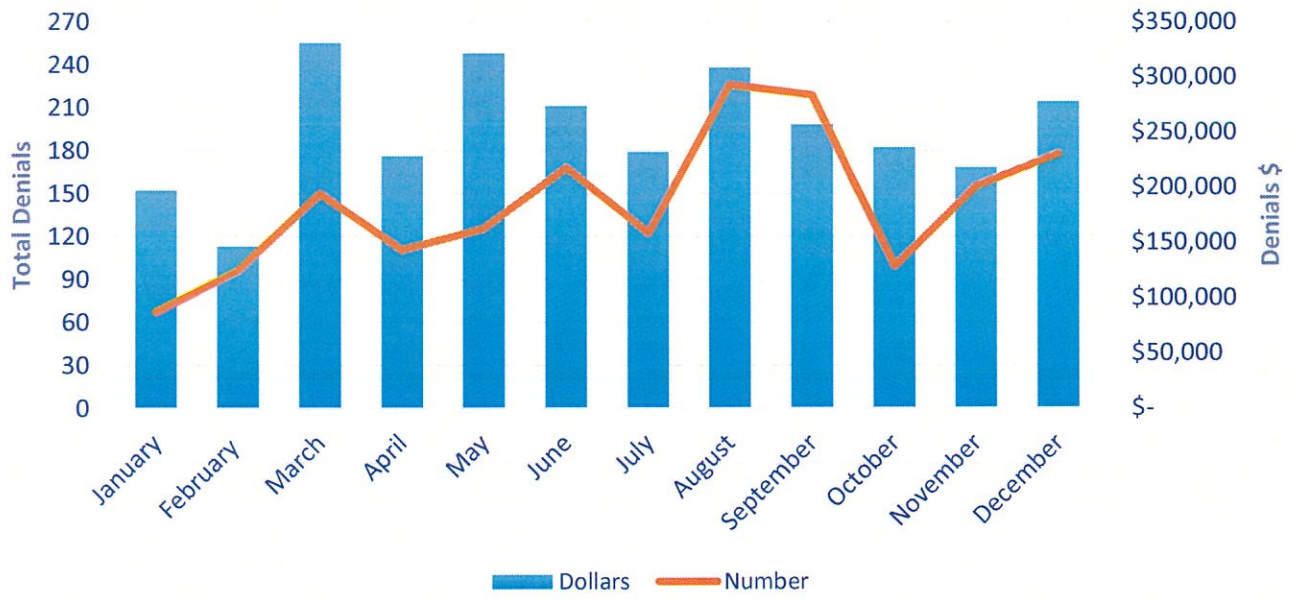
Year to Date December 31, 2021

<i>Liabilities and Net Position</i>	YTD Balances November	YTD Balances December
Current liabilities:		
Current maturities - Long term debt	\$ 113,330	\$ 389,437
Current maturities - Capital lease obligations	21,280	20,539
Accounts payable	529,899	360,461
Warrants payable	238,783	691,424
Sales Tax Payable	3,025	4,258
Patient trust	500	500
Payroll and related expenses	458,485	177,094
Accrued vacation	404,239	406,916
Unearned tax revenue	22,230	-
Accrued interest payable	119,266	-
CARES ACT FEDERAL FUNDING	3,629,051	1,454,609
Estimated third-party payor settlements	234,411	150,047
Total current liabilities	\$ 5,774,499	\$ 3,655,284
Noncurrent liabilities:		
Long term debt - Less current maturities	\$ 3,597,231	\$ 2,355,163
Capital lease obligations - Less current portion	37,233	34,341
Total noncurrent liabilities	3,634,464	2,389,504
Total liabilities	\$ 9,408,962	\$ 6,044,788
Net position:		
Invested in capital assets	\$ 2,839,805	\$ 3,931,876
Restricted expendables	-	-
Unrestricted	9,106,011	8,573,493
Total net position	\$ 11,945,816	\$ 12,505,369
TOTAL LIABILITIES AND NET POSITION	\$ 21,354,778	\$ 18,550,158

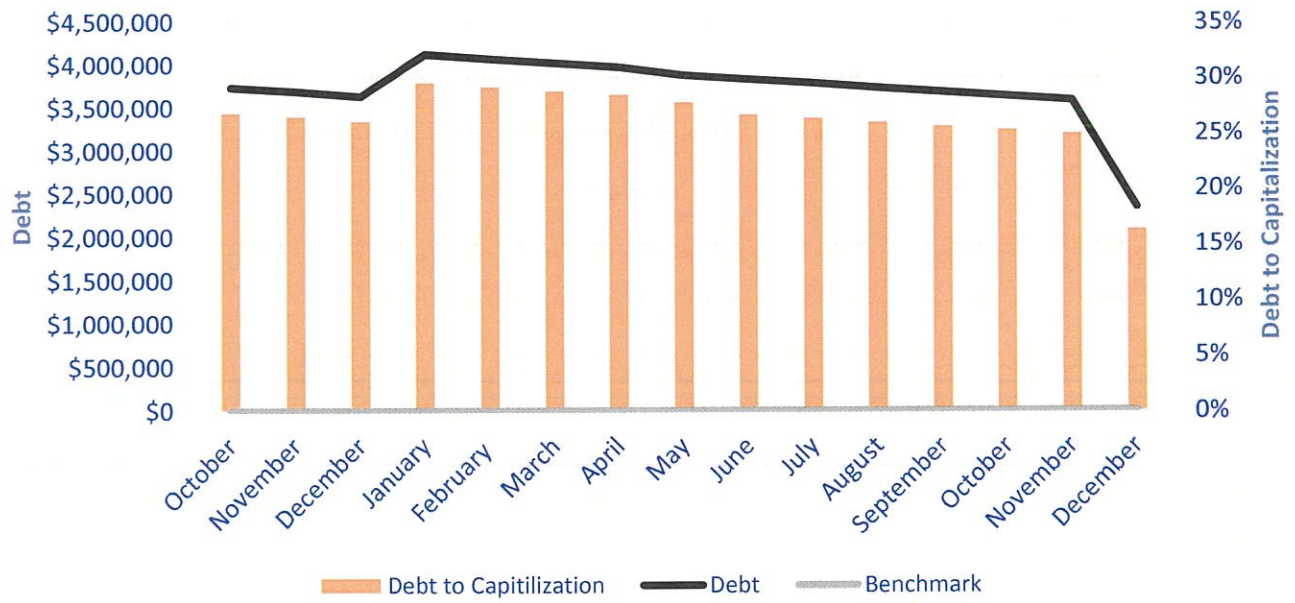
Cash Collections- Patient Accounts



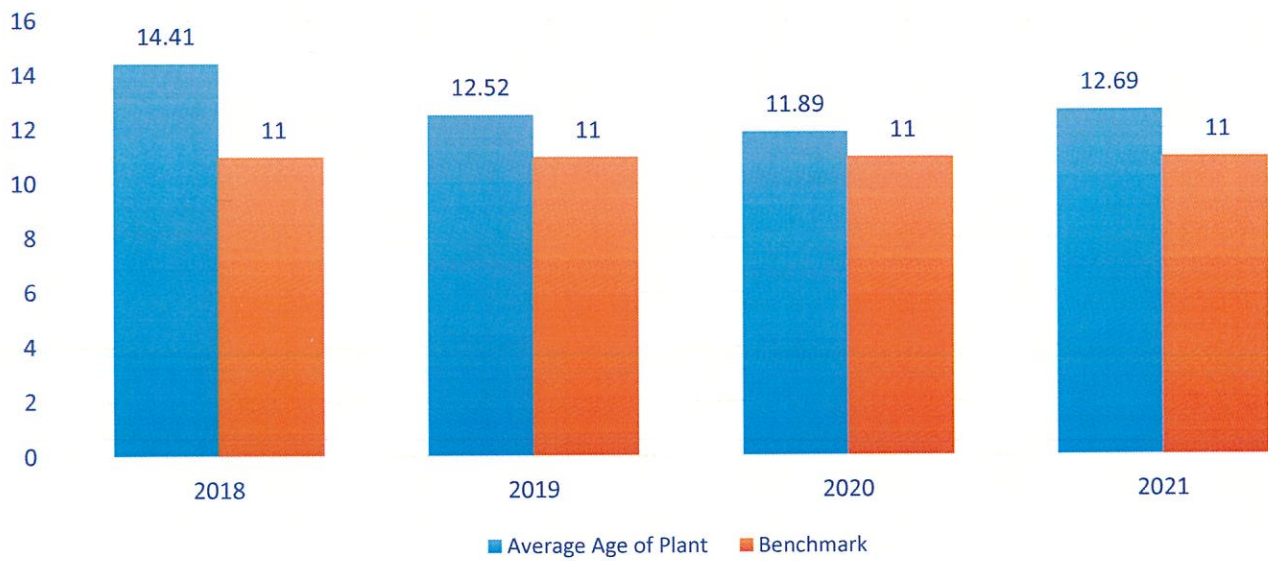
Total Avoidable Denials



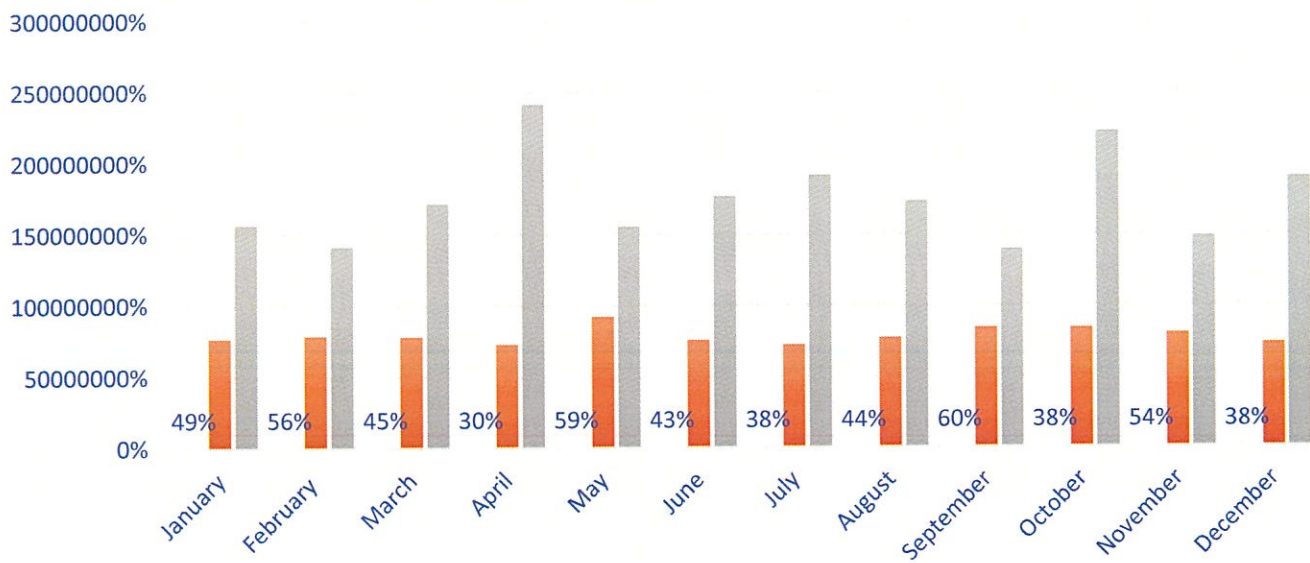
Debt to Capitalization



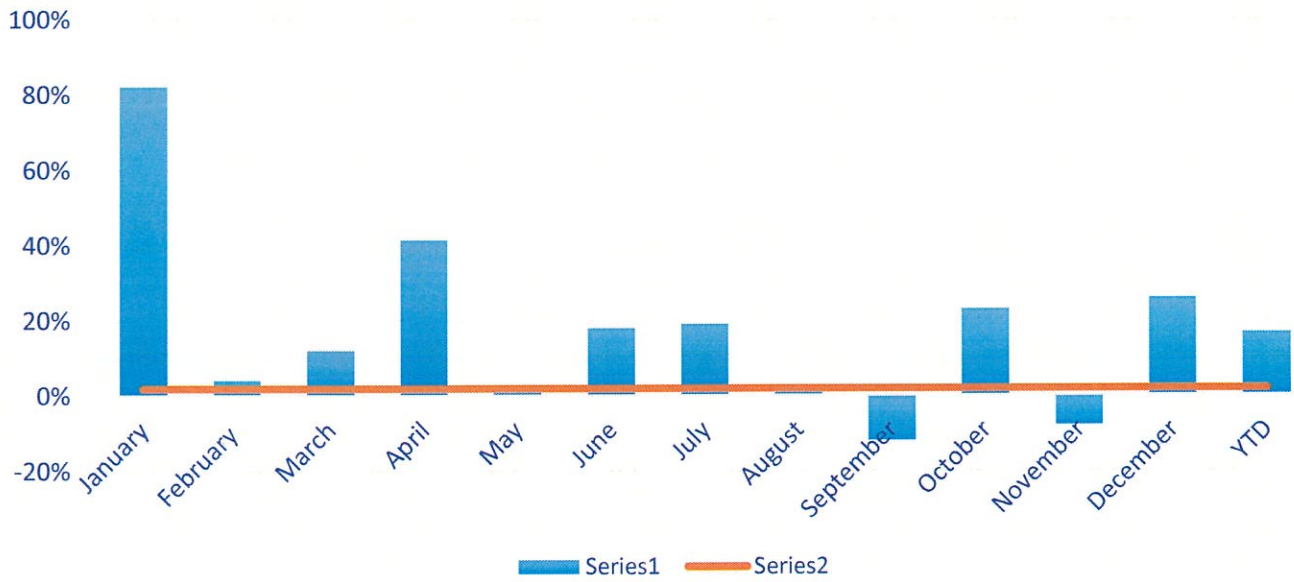
Average Age of Plant



Labor Expense as a % of Operating Revenue



Total Margin





TO: Ferry County Health Board of Commissioners
 FROM: Aaron Edwards, CEO
 Subject: CEO Report

MEETING DATE: January 25, 2022

As of January 21, 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"> • C19 creating substantial staffing problems across many departments – most are mildly symptomatic fortunately. • Hoping for temp staffing from the DOH via ACI. Start date keeps getting pushed back. • Will resume planning on our tiered system for non-managerial employees. • Sounds like we have several good candidates for nurse managers. • RPh search remains challenging.
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"> • Unfortunately we have to limit visitors again inside our hospital to protect our LTC residents and staff. • Continue to wait on bids to come back from our O2/electrical project. • The HVAC system seemed to keep pace with the cold of a few weeks ago. • Cindy working on Employee Health/IP/Quality – seeing progress with QI (lots of Employee Health/IP activity).
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"> • Much of our gastro services suspended due to Gov. Inslee's pause on "elective" (non-emergent) procedures. • Will be reviewing Innovia grant requests for our area. • Passed on a few scholarship opportunities for students to the school via Innovia. • Healthy Ferry County Coalition is looking at pursuing a grant aimed at developing a community based paramedic service.
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"> • Finished the year with a strong net margin of roughly \$4.4M, Gross patient revenue was \$26.3M, or operating margin was 7% and our total margin 17%. • Debt is now at \$2.3M (inclusive of the pharmacy) – expected payoff is prior to 5 years from now • Cash is at 169.2 days. • December's gross revenue was \$2.1M, our increase in net position was \$559K. • AR is a little high right now, Jennifer will delve into this further with HRG.
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"> • PFT training happening next week, services should start soon. • Continue to work on several projects with the Rural Health Collaborative the could bring new revenue/service lines to the district (pharmacy/tele-health in the clinic)