



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

November 23, 2021, 10:30 a.m. in the HUB Conference Room and via Zoom
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOc2g1dz09>

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
2021 Budget Public Review (To be given at the meeting)		
• Motion to approve 2022 Levy Resolution 2021#9		ACTION
• Motion to approve Levy Certification		ACTION
• Motion to approve 2022 Klondike Hills Budget Resolution 2021#10		ACTION
• Motion to approve 2022 Hospital Budget Resolution 2021#11		ACTION
• Motion to approve 2022 Pharmacy Budget Resolution 2021#12		ACTION
 <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 3-8
• Minutes 10/19/21 Board Meeting		
• Minutes 10/29/21 Emergency Meeting		
• Minutes 11/3/21 Budget Hearing Meeting		
• Approval of Warrants		
• Financial Write-Off Report		
• Resolution 2021#14 Surplus Small Equipment		
Correspondence		Nancy Giddings
Public Comments		
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase
Clinic Report (to be given at the meeting)		Julia Santana
Medical Staff Report		Dr. Garcia
Safety Report:		Brant Truman
CFO/COO Report		Brant Truman 9-10

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

Resolution 2021#13 USDA Refinance	ACTION	11-14
Financial Report	Brant Truman	15-23
CEO Report	Aaron Edwards	24
Old Business	Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Board Succession planning • Strategic Planning • Position level proposal 		
Board Representative Reports		
<ul style="list-style-type: none"> • Finance • Quality Improvement • Compliance/Risk Management • Medical Staff • Credentialing 	Ron Bacon/Sarah Krausse Jody Jannot/DiAnne Lundgren Ron Bacon/Jody Jannot Nancy Giddings/DiAnne Lundgren DiAnne Lundgren/Nancy Giddings	
<ol style="list-style-type: none"> 1. Request for reappointment of APP Medical Staff privileges for Jane Jacobson, ARNP 2. Request for reappointment of Active Medical Staff privileges for Kyle Rattray, MD 3. Request for reappointment of APP Medical Staff privileges for James Corbett, PA-C 4. Request for reappointment of Active Medical Staff privileges for Barry Bacon, MD 		
<ul style="list-style-type: none"> • EMS 	Nancy Giddings	
New Business	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 December, 28 2021 @ 10:30 a.m.



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

October 19, 2021

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:36 a.m. on October 19, 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 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 Jannot to approve the agenda as written. The motion passed unanimously.

GUEST: None

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

CORRESPONDENCE: Giddings read a letter from the Lutheran Church.

PUBLIC COMMENTS: None

CNO REPORT: Chase reviewed her report.

CLINIC REPORT: Santana reviewed her report.

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

SAFETY REPORT: Truman reviewed the Covid stats.

CFO/COO REPORT: Truman reviewed his report.

FINANCIAL REPORT: Truman reviewed the September financials.

Giddings called for a break at 11:50 a.m. Open session continued at 12:10 p.m.

CEO REPORT: Edwards reviewed his report.

OLD BUSINESS:

- Board QI Project: The Board will get the kitchen staff pizza on November 3rd.
- Facility Update: Moved the generator to the HUB.
- Health Foundation: Have not met.



Ferry County Health

**BOARD OF COMMISSIONERS' EMERGENCY MEETING
October 29, 2021**

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 9:08 a.m. on October 29, 2021 in the HUB conference room and via Zoom at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO and Brant Truman, CFO/COO were also present.

QUORUM ESTABLISHED: A quorum was present.

EXECUTIVE SESSION: Executive Session was called at 9:08 a.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 10:08 a.m.

ACTION: A motion was made by Krausse and seconded by Lundgren that the Board will write a letter to the Sheriff's office and County Commissioners regarding public safety if appropriate action is not taken. The motion passed unanimously.

ADJOURNMENT: As there was no further business the meeting was adjourned at 10:10 a.m.

Nancy Giddings, Chair

Date

DiAnne Lundgren, Secretary

Date

Asset Disposal Sheet (Quarterly Report)
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)
 For 4th Quarter, 2021

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
2002	Vanderlift 450		Scrap		asap		
1998	Ohio Infant Warmer HccAo1132	Replaced	Scrap		asap		
1952	500 Gal propane tank LVoo4-937	Moved for MRI	Sell		when empty		

APPROVED BY:

Facilities Mgr _____ Date: _____

CFO _____ Date: _____

CEO _____ Date: _____

BOD _____ Date: _____


Resolution 2021 #14
 Date Approved by BOC: 11/23/21



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

MEETING DATE: November 23, 2021

As of November 18, 2021	
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"> • Looking for positions of Pharmacists • Central Supply Assistant just started looking forward to it. • Still tough to find employees, however has appeared to ease in some areas. Not so much in other areas. • Looking for front office support. • Looking for CFO/COO replacement.
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"> • Improved quality across registration team, program continues to progress. Improvement has been slowed by COVID, hopeful for future help. • MRI moved to allow for closer proximity to patients. • Working on improved opportunities for employees around communication and ownership opportunities. • Moving forward with improved insurance options.
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"> • Looking at different opportunities to improve use of our survey tool. • Refinancing options in effort to improve opportunities for the district.
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"> • Total Fiscal Support from the Federal Government. • Working on finalizing reporting for the CARES Act funds. • Additional grant funding received in the amount of \$252k for COVID response. • Currently working on finalizing refinancing proposal of current debt that will reduce interest payments by at least \$400k as well as decrease our debt service years from 26 to 5. December 10 close date. • Working on getting inventory in place in pharmacy to allow for track and trace on a monthly basis. Working on getting properly staffed to accomplish inventory needs. Making great progress. • Working on 501c3, more to come on that front. • Review of Financials presented.
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>

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- Many opportunities exist at the Drug Store to improve operations.
 - Excited for new EMR opportunity, go live is slated for November 1, 2022.
-

FERRY COUNTY PUBLIC HOSPITAL
#1 FERRY COUNTY, WASHINGTON

RESOLUTION NO. 2021 #13

A RESOLUTION of Ferry County Public Hospital District #1, Ferry County, Washington, relating to contracting indebtedness; approving and authorizing the execution and delivery of an executory conditional sales contract to acquire property for District purposes; refinance outstanding 2007 USDA Revenue Debt, borrow money for corporate purposes on the credit of the District and the revenues of the hospital, grant a security interest in property of the District, and pledge revenue obligations therefore payable solely out a special fund of the District.

WHEREAS, Ferry County Public Hospital District #1, Ferry County, Washington, d/b/a Ferry County Health (the "District"), is a public hospital district and a municipal corporation duly organized and existing under the laws of the State of Washington; and

WHEREAS, pursuant to RCW 70.44.260, a public hospital district may execute an executory conditional sales contract with any private party for the purchase of any real or personal property to be used for purposes of the district; and

WHEREAS, pursuant to RCW 70.44.060, a public hospital district has the power to contract indebtedness or borrow money for corporate purposes on the credit of the corporation or the revenues of the hospital and provide and issue other revenue obligations therefore payable solely out of a special fund or funds into which the District may pledge such amount of the revenues of the hospital therefor; and

WHEREAS, such special funds are authorized pursuant to RCW 35.41.010 in order to meet the required principal and interest payment requirements; and

WHEREAS, the District desires to refund and refinance certain debt of the District evidenced by outstanding 2007 USDA Revenue Bonds (the "Bonds") and pay the costs associated with this refinancing; and

WHEREAS, the District will be required to grant a security interest in certain property of the District to secure the refinancing of the Bonds generally described in Schedule of Property No. 1 to the master conditional sales and financing contract (collectively, the "Contract") between Banc of America Public Capital Corporation, its successors or assigns and/or an institutional investor (collectively, the "Lender") and the District (the "Property"); and may have a future need to acquire certain equipment, leasehold improvements, land and clinic building pursuant to subsequent Contracts; and

WHEREAS, the Lender has agreed to refinance the Property pursuant to an executory conditional sales contract in the form of the Contract; and

WHEREAS, the District will use the proceeds of the refinanced Property to refinance

and refund the Bonds in the amount of \$1,960,279.71, together with \$39,720.29 for the costs associated therewith; NOW THEREFORE,

BE IT RESOLVED BY THE COMMISSION OF FERRY COUNTY PUBLIC HOSPITAL DISTRICT #1, FERRY COUNTY, WASHINGTON, as follows:

Section 1. Authority to Enter into Contract. The Board of Commissioners (the "Commission") hereby approves the Contract in a principal amount of not to exceed \$2,000,000. The Commission finds that entering into the Contract under the terms and conditions therein is in the best interest of the District. The estimated life of the Property to be used and financed pursuant to the Contract exceeds the term of the Contract.

Section 2. Execution of the Contract and Escrow Agreement. The Commissioners hereby authorize the Chief Executive Officer of the District, who serves as the District's superintendent, and the Chief Financial Officer of the District each, an "Authorized Officer" and, together, the "Authorized Officers," to negotiate, approve, enter into, execute, acknowledge and deliver in the name and on behalf of the District the Contract, including all attachments, financing statements and schedules thereto, such Contract to be in substantially the form on file with the Chief Financial Officer of the District, with such changes as the Authorized Officers, and each of them acting alone, shall determine to be appropriate. The Authorized Officers, and each of them acting alone, are further authorized to negotiate, approve, enter into, execute, acknowledge and deliver in the name and on behalf of the District any other agreement, instrument, certificate, representation or document, and to take any other action as may be advisable, convenient or necessary to carry out the purposes of this resolution.

Section 3. Installment Payments. Installment payments under the Contract shall be payable in lawful money of the United States of America by check, draft, warrant or electronic transfer of the District in conformance with the requirements of the Contract.

Section 4. Registration and Transfer of Contract; Contract Registrar. The Contract shall be issued only in registered form on books or records (the "Contract Register") maintained by the Chief Financial Officer of the District who is appointed as the Contract Registrar. The Contract Register shall contain the name and mailing address of the owner of the Contract.

The Contract may be assigned or transferred by the Lender in accordance with the terms provided in the Contract. Installment Payments shall be made to the owner as reflected on the Contract Register. Upon assignment or transfer, the Lender shall provide such notice to the Contract Registrar at the following address:

Chief Executive Officer of Ferry County Public Hospital
District #1, Ferry County, Washington
36 Klondike Road
Republic, WA 99166

The Contract Registrar shall keep or cause to be kept at its office, sufficient books for the registration of the Contract which shall at all times be open to inspection by the District. The Contract Registrar shall serve as the District's authenticating trustee, registrar and paying

agent for the Contract and shall comply fully with all applicable federal and state laws and regulations respecting the carrying out of those duties. The Contract Registrar is authorized, on behalf of the District, to authenticate and deliver the Contract in accordance with the provisions of the Contract and this resolution, to serve as the District's paying agent for the Contract, and to carry out all of the Contract Registrar's powers and duties under this resolution.

The Contract Registrar shall be responsible for its representations contained in the Contract Registrar's Certificate of Authentication on the Contract.

Section 5. Form and Execution of the Contract. The Contract shall be printed, photocopied or lithographed in substantially the form on file with the Chief Financial Officer of the District, with such modifications, including the substitution of alternate Property, as are approved by the Authorized Officers, and each acting alone, as are consistent with the purposes of this resolution.

The Contract shall bear a Certificate of Authentication in the following form, manually signed by the Contract Registrar, and shall be valid or obligatory for any purpose and entitled to the benefits of this resolution:

CERTIFICATE OF AUTHENTICATION

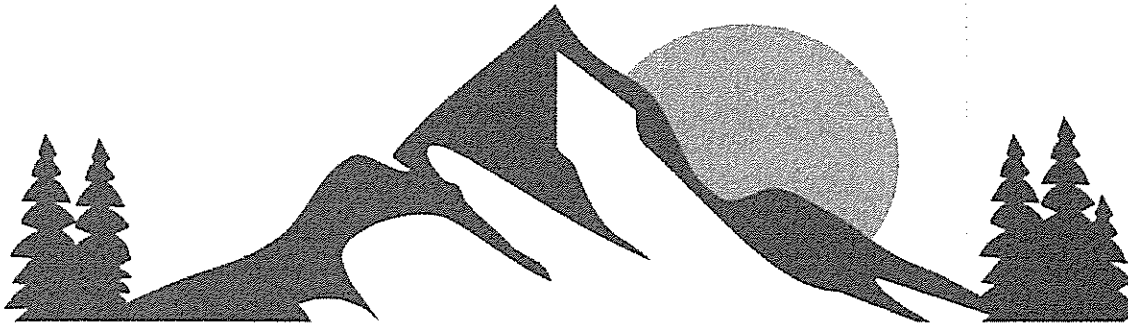
This Contract is the fully registered Ferry County Public Hospital District #1, Ferry County, Washington, Contract described in the authorizing resolution.

The authorized signing of a Certificate of Authentication shall be conclusive evidence that the Contract so authenticated has been duly executed, authenticated and delivered and is entitled to the benefits of this resolution.

If any officer whose signature appears on the Contract ceases to be an officer of the District authorized to sign the Contract before the Contract bearing his or her manual or facsimile signature is authenticated or delivered by the Contract Registrar or issued by the District, the Contract nevertheless may be authenticated, delivered and issued and, when authenticated, issued and delivered, shall be as binding on the District as though that person had continued to be an officer of the District authorized to sign the Contract. The Contract also may be signed on behalf of the District by any person who, on the actual date of signing of the Contract, is an officer of the District authorized to sign such obligations, although he or she did not hold the required office on the date of issuance of the Contract.

Section 6. Refunding or Defeasance of the Contract. The District may issue refunding obligations pursuant to the laws of the State of Washington or use money available from any other lawful source to pay when due the remaining installment payments under the Contract, or any portion thereof included in a refunding or defeasance plan, and to redeem and retire, refund or defease all of such then-remaining installment payments (hereinafter collectively called the "defeased Contract") and to pay the costs of the refunding or defeasance. If money and/or "government obligations" (as defined in chapter 39.53 RCW, as now or hereafter amended) maturing at a time or times and bearing interest in amounts (together with money, if necessary) sufficient to redeem and retire, refund or defease the defeased Contract in accordance with its

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



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 October 31, 2021

	Q2	Q3	September	October	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:							
Gross patient service revenue	6,789,211	7,034,823	2,234,994	2,488,401	100%	\$ 21,950,651	
Contractual allowances and provisions for uncollectible accounts	(2,064,977)	(3,162,547)	(1,282,082)	(640,473)	-26%	\$ (7,848,798)	-36%
Patient service revenue - (Net contractual allowances)	5,476,075	4,741,779	1,242,510	2,117,089	85%	\$ 16,695,249	76%
Bad debt expense	68,074	150,966	104,910	69,100	3%	\$ 602,323	3%
Other operating revenue	190,124	142,704	45,326	35,623	1%	\$ 386,000	2%
Total operating revenue	5,734,273	5,035,449	1,392,745	2,221,813	89%	17,683,573	81%
Operating expenses:							
Salaries and wages	2,100,208	2,093,675	725,008	755,320	30%	\$ 6,835,844	31%
Employee benefits	541,925	487,245	173,039	161,230	6%	\$ 1,721,295	8%
Professional fees	499,068	386,365	188,332	134,859	5%	\$ 1,440,648	7%
Supplies	436,962	476,926	171,107	166,622	7%	\$ 1,371,393	6%
Purchased services - Utilities	64,476	58,793	18,488	25,895	1%	\$ 240,371	1%
Purchased services - Other	399,612	300,610	116,392	108,336	4%	\$ 1,177,676	5%
Pharmacy Drugs	290,081	476,014	141,339	188,603	8%	\$ 1,441,770	7%
Drug Store Retail	39,000	37,109	20,845	4,411	0%	\$ 97,791	0%
Insurance	19,804	39,642	11,939	4,648	0%	\$ 89,560	0%
Other	110,528	256,765	34,314	44,019	2%	\$ 499,863	2%
Rent	35,165	72,628	21,796	15,400	1%	\$ 158,053	1%
Amortization	10,802	11,362	4,081	3,663	0%	\$ 36,629	0%
Depreciation	209,088	207,962	74,680	75,755	3%	\$ 709,863	3%
Total operating expenses	\$ 4,756,717	4,905,097	1,701,362	1,688,760	68%	15,820,756	72%
Gain (loss) from operations	977,556	130,352	(308,617)	533,053	21%	\$ 1,862,817	8%
Nonoperating revenues (expenses):							
Property taxes	75,099	66,746	22,247	22,254	1%	\$ 242,118	1%
Interest earnings	1,890	2,184	521	557	0%	\$ 7,017	0%
Interest expense	(36,625)	(45,981)	(14,867)	(12,300)	0%	\$ (139,421)	-1%
Grants and donations	7,712	18,629	90	(262)	0%	\$ 42,142	0%
Other	472,804	90,072	30,922	18,456	1%	\$ 2,010,405	9%
Total nonoperating revenues (expenses) - Net	520,880	131,650	38,914	28,705	1%	2,162,260	10%
Increase (decrease) in net position	\$ 1,498,437	\$ 262,002	\$ (269,703)	\$ 561,758	23%	\$ 4,025,077	18%

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

Republic Drug Store Income Statement
Year to Date October 31, 2021

	Q2	Q3	September	October	% of Total Rev	YTD
Operating revenue:						
Pharmacy revenue - (Allowances)	657,068	785,876	263,492	247,728	92%	2,322,919
Retail Revenue	94,774	83,628	26,106	21,433	8%	270,477
Total operating revenue	\$ 751,841	\$ 869,503	\$ 289,598	\$ 269,161	100%	\$ 2,593,396
Operating expenses:						
Salaries and wages	86,970	94,032	27,728	26,708	10%	290,231
Employee benefits	30,911	25,396	8,219	5,099	2%	92,593
Utilities	1,855	2,790	812	929	0%	9,146
Pharmacy Drugs	290,081	476,014	141,339	188,603	70%	1,441,770
Retail	39,000	37,109	20,845	4,411	2%	97,791
Supplies	4,346	3,524	1,628	879	0%	11,481
Purchased services- Other	5,888	11,461	1,925	2,125	1%	26,270
Taxes and Licences	14,774	9,893	3,400	3,052	1%	30,783
Advertising	115	229	115	229	0%	895
Professional Fees	1,436	9,569	9,407	21,952	8%	33,038
Other	4,886	4,128	37	1,124	0%	10,982
Amortization	10,802	11,362	4,081	3,663	1%	36,629
Depreciation	13,631	13,599	3,285	4,540	2%	45,289
Total operating expenses	\$ 504,695	\$ 699,107	\$ 222,822	\$ 263,311	98%	\$ 2,126,898
Gain (loss) from operations	247,146	170,396	66,776	5,850	2%	466,498
Nonoperating revenues (expenses):						
Grants and Donations	(974)	(452)	(113)	(287)	0%	5,468
Interest Expense	(4,349)	(4,334)	(1,582)	(1,302)	0%	(14,415)
Interest earnings	-	-	-	-	0%	-
Total nonoperating revenues (expenses) - Net	\$ (5,324)	\$ (4,785)	\$ (1,695)	\$ (1,589)	-1%	\$ (8,947)
Increase (decrease) in net position	\$ 241,822	\$ 165,611	\$ 65,081	\$ 4,261	2%	\$ 457,551
					18%	

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 October 31, 2021

<i>Assets</i>	YTD Balances September	YTD Balances October
Current assets:		
Cash and cash equivalents	\$ 10,439,957	\$ 10,762,721
Patient trust	500	500
Receivables:		
Gross AR	4,318,030	4,639,551
Contractual allowance	(1,765,116)	(1,753,229)
Patient AR - Net	2,668,784	3,032,222
Taxes	93,364	33,267
Estimated third-party payor settlements	-	-
Other	407,035	211,153
Inventories	415,843	422,633
Prepaid expenses	93,606	78,366
Total current assets	\$ 14,119,089	\$ 14,540,861
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	6,812,506	6,773,036
Total capital assets	\$ 6,839,789	\$ 6,800,318
TOTAL ASSETS	\$ 20,958,877	\$ 21,341,179

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 October 31, 2021

<i>Liabilities and Net Position</i>	YTD Balances September	YTD Balances October
Current liabilities:		
Current maturities - Long term debt	\$ 154,678	\$ 135,237
Current maturities - Capital lease obligations	22,778	22,027
Accounts payable	429,916	396,098
Warrants payable	365,223	269,388
Sales Tax Payable	3,400	3,052
Patient trust	500	500
Payroll and related expenses	329,173	421,913
Accrued vacation	386,104	396,363
Unearned tax revenue	66,690	44,460
Accrued interest payable	99,871	109,649
CARES ACT FEDERAL FUNDING	3,261,635	3,261,635
Estimated third-party payor settlements	536,512	469,700
Total current liabilities	\$ 5,656,479	\$ 5,530,020
Noncurrent liabilities:		
Long term debt - Less current maturities	\$ 3,692,512	\$ 3,643,646
Capital lease obligations - Less current portion	40,574	36,444
Total noncurrent liabilities	3,733,086	3,680,090
Total liabilities	\$ 9,389,565	\$ 9,210,109
Net position:		
Invested in capital assets	\$ 2,829,376	\$ 2,853,316
Restricted expendables	-	-
Unrestricted	\$ 8,739,936	\$ 9,277,753
Total net position	\$ 11,569,312	\$ 12,131,070
TOTAL LIABILITIES AND NET POSITION	\$ 20,958,877	\$ 21,341,179

FINANCE DASHBOARD
Ferry County Public Hospital District #1
October 31, 2021

Stats	Year To Date		Prior Year	Current Month	
	Current Total	Target		Current Total	Target
1 Acute Care Days	240	240	163	232	31
2 Skilled Swing Bed Days	911	911	380	549	62
3 Long Term Swing Bed Days	3016	3016	3656	2661	279
4 Observation Hours	2244	2244	1992	2165	147
5 Admissions (Acute)	69	69	64	62	10
6 Average Length of Stay (Acute)	3.70	3.70	3.00	2.86	6.15
7 Outpatient Visits	11138	11138	8398	8176	1403
8 ED Visits	1771	1771	1443	1591	209
9 Emergency Admit to Inpatient	2.94%	2.94%	3.00%	3.99%	4%
10 Procedures	100	100	197	142	10
11 Clinic Visits	7022	7022	8859	8148	0
12 Rehab Treatments	12421	12421	8716	9460	1289
13 Imaging Visits	3394	3394	3535	3370	360
14 Lab Visits	28171	28171	22912	23662	3528

Profitability

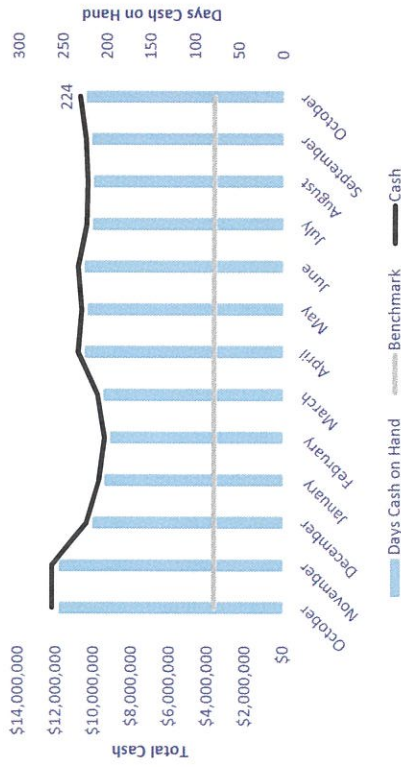
14 Revenue Deductions % of Gross Revenue	36%	36%	30%	35%	57%	30%
15 Salaries % Gross Patient Revenue	31%	31%	45%	31%	30%	45%
16 Benefits % of Salary Expense	25%	25%	26%	26%	21%	26%
17 Bad Debt % Gross Patient Revenue	3%	3%	2%	1%	3%	2%
18 Charity % Gross Patient Revenue	0.40%	0.40%	1%	0.50%	0.18%	1%
19 Total Salary Expense	\$ 6,835,844	\$ 6,000,000	\$ 5,652,578	\$ 725,008	\$ 600,000	\$ 611,994

Key

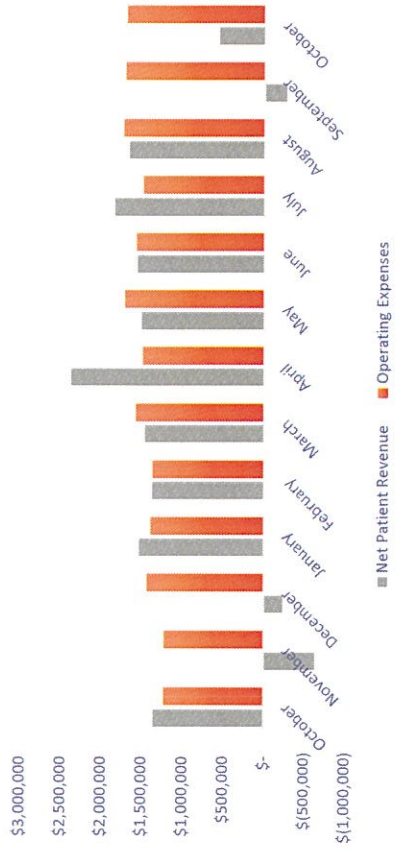
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

2021 Financial

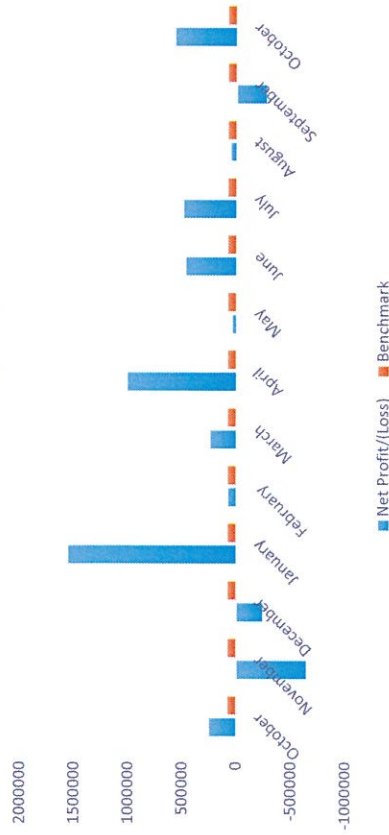
Days Cash on Hand



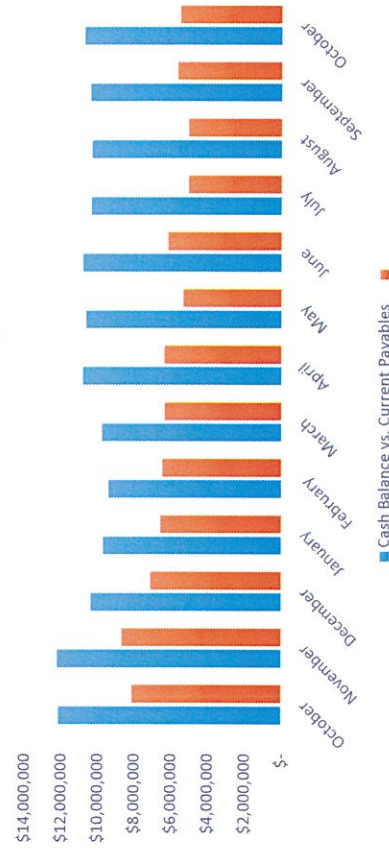
Net Patient Revenue vs Operating Expense



Net Profit/(Loss)

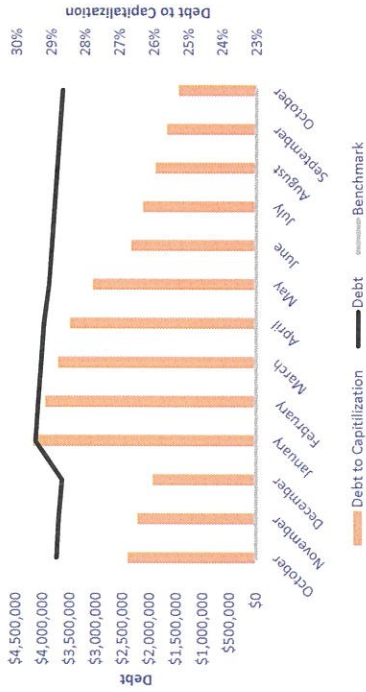


Cash vs Current Payables

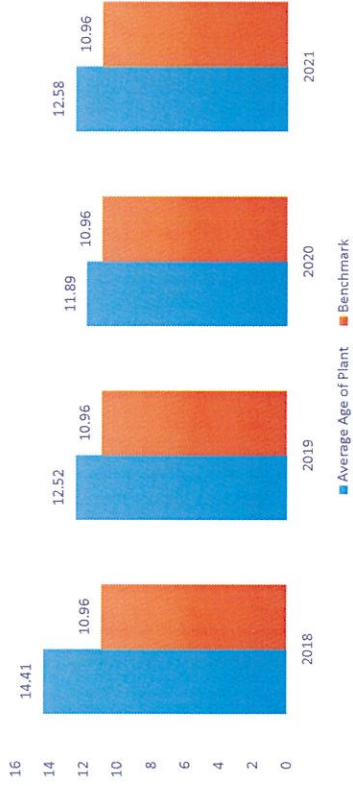


2021 Liquidity

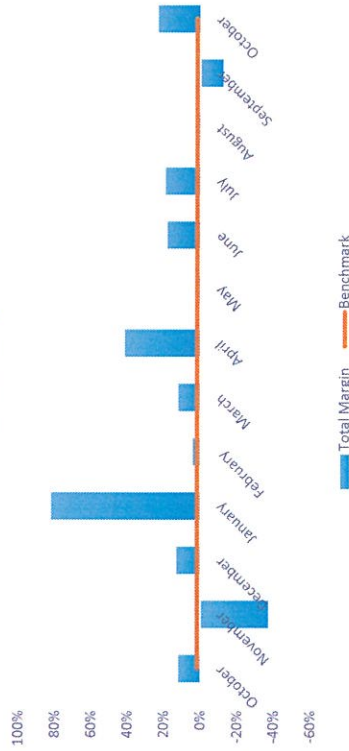
Debt to Capitalization



Average Age of Plant



Total Margin

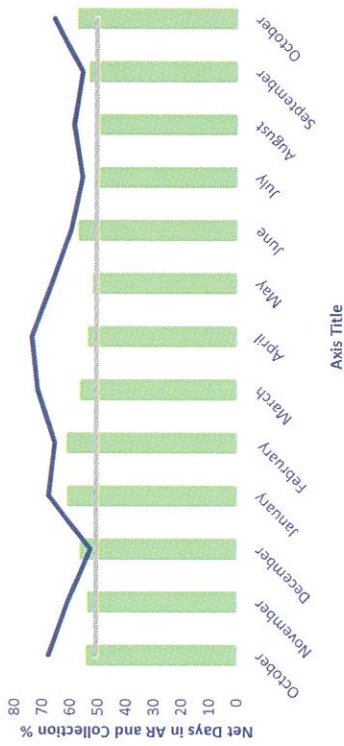


Labor Expense as a % of Operating Revenue

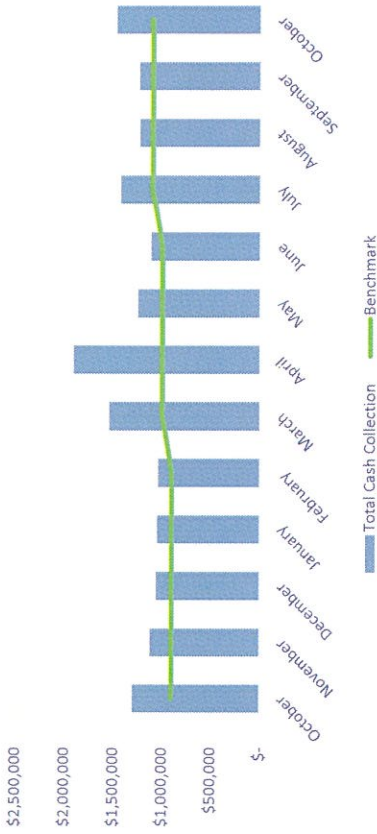


2021 Revenue Cycle

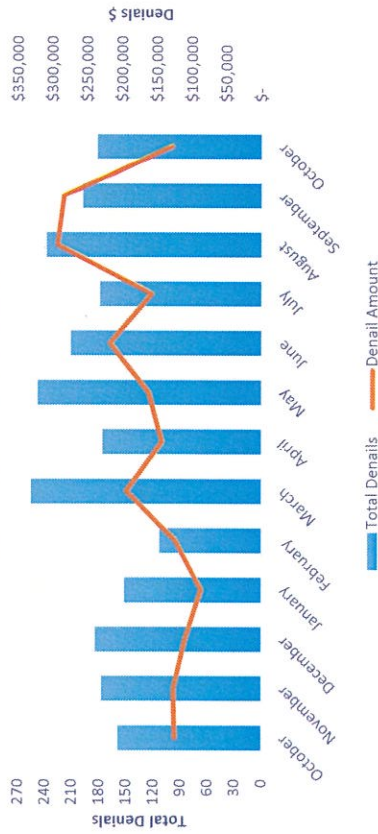
Net Days in Accounts Receivable



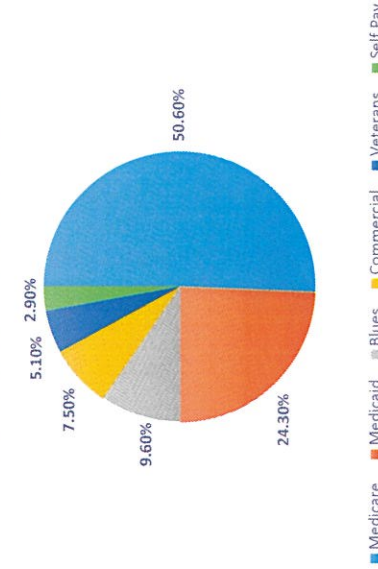
Cash Collections- Patient Accounts



Total Avoidable Denials



Payer Mix- 13 Month Average





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

MEETING DATE: November 23, 2021

As of November 17, 2021	
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"> • Working on CFO/COO candidate recruitment and interviews. Will continue to have interviews until early December. • Have been asked to serve on the WSHA rural Health Committee again for 2022, and will do so with your permission. • Received a gift basket and note from the congregation of the local Nazarene Church thanking our teammates for their service to the community during the pandemic. • Open enrollment for employee/Board healthcare choices coming soon (first informational meeting was 11/19). • After a very rough October and early November for COVID with a substantial number of fatalities for our community, fortunately C19 numbers appear to be falling. • Struggling to find a fit for a pharmacist in charge at Republic Drug. • Visited with two of our nurses over lunch re their experience with the WSHA Women's Leadership classes we had them attend. • Working on a plan for CNO recruitment ahead of Cindy's retirement.
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"> • Will be emphasizing managers monitoring NRC data for concerning and positive trends in patient satisfaction (emphasis on areas of communication). Will have handouts at Board. • New Hospital humidity system is up and running for CT, addressing issues in the lab.
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"> • Working on moving pediatric C19 vaccinations to the clinic, with adults to follow early in the New Year. • Weekend Flu and C19 Boosters in Republic and Curlew have been a success. • All adult boosters/first/second doses are being done Tue and Thursdays behind the hospital through year end (self-scheduled via the link on our website or by calling 509-775-8686). • Attended Innovia meetings in preparation for reviewing grant requests in the Tri-county area.
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"> • Will be leading a group of Rural Health Collaborative members to find a common consultant to help us stop the losses we have been experiencing with 340B. The hope will be that once the initial problem is addressed we can work on growth in other pharmacy areas.
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"> • Engineers ran into a substantial issue with our O2 repair/upgrade related to our electrical. Will discuss in person at Board on the 23rd.