



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

November 29, 2022 @ 1030AM HUB CONFERENCE ROOM
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOczg1dz09>

Meeting ID: 924 7295 2116

Passcode: 260559

One tap mobile

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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 10/25/22 Board Meeting • Approval of Warrants • Financial Write-Off Report • Resolution 2022 #17 Surplus 			
Correspondence		Nancy Giddings	
Public Comments		Nancy Giddings	
EHR Update-Meditech to join Stacy Peterson/Gloria Gomez		Karen Quinnell	
Safety Update		Adam Volluz	
Compliance Report		Spencer Hargett	
CNO Report		Mike Martinoli	
Quality Improvement		Mike Martinoli	6-7
COO		Debbie DeCorde	8
Medical Staff Report		Richard Garcia, MD	

CEO/CFO Report

Jennifer Reed

9-43

2021 Budget Public Review

- Motion to approve 2023 Levy Resolution 2022 #13 ACTION
- Motion to approve Levy Certification ACTION
- Motion to approve 2023 Klondike Hills Budget Resolution 2022 #14 ACTION
- Motion to approve 2023 Hospital Budget Resolution 2022 #15 ACTION
- Motion to approve 2023 Pharmacy Budget Resolution 2022 #16 ACTION

Old Business

Nancy Giddings

- Board QI Project
- Facility Update/Master Plan
- Health Foundation
- Strategic Planning
- Pharmacy
- Airport update

Board Representative Reports

- Finance
- Quality Improvement
- Compliance/Risk Management
- Medical Staff
- Credentialing
 - Request for appointments
- 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

Executive Session

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 Thursday December 22, 2022 @ 10:30 am in the HUB Conference Room



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

October 25, 2022

CALL TO ORDER: Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:30 am, on October 25, 2022 in the HUB Conference Room and via zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, Sarah Krausse, DiAnne Lundgren and Jody Jannot. Jennifer Reed, CEO/CFO; Mike Martinoli, CNO; Debbie DeCorde, COO; James Davidson, IT Manager; Adam Volluz, Facilities Manager; Karen Quinnell, Informaticist, and Teena Price, Executive Assistant were present.

GUESTS: Via Zoom- Dr. Mark Lindsay w/ Allevant.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Bacon and seconded by Jannot to accept the amended consent agenda to include additional surplus items added to resolution, and including of an Executive Session. The motion passed unanimously.

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

CORRESPONDENCE: None

PUBLIC COMMENTS: Community member spoke to board member with concerns about the clinic not doing return calls. Board member encouraged community member to complete patient satisfaction survey.

EHR REPORT: Quinnell gave update that we have new GO LIVE date with Meditech on 1/30/23. Refining charge codes. Martinoli reports productive outcomes with Meditech.

EOC/SAFETY: Volluz gave update that Davidson has received new security cameras. Locations/placements to be determined. ER Doors to be installed mid-end of November. Drug store sidewalks patched.

COMPLIANCE REPORT: Hargett gave his compliance report.

COO: DeCorde reviewed her attached report. DeCorde went over September HR Analytics.

CNO REPORT: Martinoli reviewed his attached report.

QI REPORT: Martinoli reviewed the QI Report that included the Quarterly QI Committee update to the board.

MEDICAL STAFF REPORT: Reed gave Dr. Garcia's report.

CEO & CFO REPORT: Reed reviewed her attached report.

FINANCIAL REPORT: Reed reviewed the August financials.

OLD BUSINESS:

- Board QI Project: No updates
- Facility Update: No updates
- Health Foundation: No updates.
- Strategic Planning: Waiting to hear if a special meeting is needed.
- Pharmacy: Pharmacist Ben Wallings started in September, doing well.
- Airport update: Reed reaching out for updates weekly.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing:
Approval for appointment for active medical staff privileges for Silas Wiefelspuett, MD. **A motion was made by Lundgren and seconded by Jannot to approve. The motion passed unanimously.**
Approval for appointment of courtesy medical staff privileges for Georgi Pirumyan, MD. **A motion was made by Lundgren and seconded by Krausse. The motion passed unanimously.**
- EMS- Nothing to report. Building on hold.

NEW BUSINESS: No new business

EXECUTIVE SESSION: Executive Session was called at 1:50 pm regarding RCW 42.30.110(1) (g).

OPEN SESSION resumed at 2:07 pm.
No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 2:07 pm.

Nancy Giddings, Chair

Date

DiAnne Lundgren, Secretary

Date

Teena Price, Recording Secretary

Date

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
Prior to 2005?	Olympus PSD20 Electrosurgical Unit	Obsolete, Cannot get parts	Dump		ASAP		
2008	Drive Bed # 0703000101	replaced	ALF		ASAP		
2008	Drive Bed # 0703000196	replaced	ALF		ASAP		
2016	3 Used Metal Desks	replaced	habitat		ASAP		

APPROVED BY: _____

Facilities Mgr _____ Date: _____

CFO _____ Date: _____

CEO _____ Date: _____

BOD _____ Date: _____

Resolution 2022 #17
 Date Approved by BOC: 11/29/22

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

MEETING DATE: Nov. 29th, 2022

FROM: Mike Martinoli, Chief Nursing Officer

SUBJECT: Nursing Department Report

As of November 23rd, 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.

- The Nursing department is currently fully staffed with RN and NAC positions with the assistance of temporary and agency employees. Co-workers have displayed a tremendous amount of support to each other picking up shifts when others are out due to illnesses.
- Nurse Manager and CNO are to join the upcoming Workplace Violence Committee. Emergency Room safety for both staff and patients continues to be a priority. NM and CNO will both train to be instructors for the de-escalation training next week.

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.

- CNO continues to represent on the Quality and Nurse Executive Collaborative Committees. Currently working on a grant opportunity via The Rural Collaborative that will allow funding opportunity for NAC class growth and community workforce pipeline progress.
- Nurse Management is offering Med Power group work sessions this month for staff who need focused time or assistance to complete. The goal is to promote ownership with staff training and keep motivation and support strong.

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.

- Our Care Coordinator is conducting follow up phone calls for patients who have discharged from inpatient or swing bed status. CNO and Care Coordinator are now following up with facility teams after we transfer patients to higher level of care. Team is providing Swing Bed contact information, and this strategy has already proven to increase communication efficiency. One community member admits to Swing Bed today after being transferred to an Idaho facility.
- NAC class syllabus is finalizing for state approval, with the next expected start date to be early February after Meditech Go-Live week.
- SANE training in Seattle is upcoming in mid-December. CNO and one floor nurse is expected to attend.

Financial

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

- A budget purchase this month included a new patient care bed that will allow staff to safely care for high acuity inpatient and swing bed population.
- September ED patient volume: 192
- October ED patient volume: 212

Growth

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

- The Education Room has already proven to be a productive work space district wide. Our nursing team is prepping for clinical skills day during the first week of December. Staff will conduct annual competencies. Mike will be instructing about Just Culture of Safety, event reporting, and Staffing Committee education.
- Additional Skills Day topics: Blood administration, CAPR, crash cart/airway cart, EKGs, emergency codes, ER SOP orders, infection control, just culture, QI, medication administration, outdates, POC testing, Restraints, Documentation (trauma flow sheet, Interfacility transfer form), Zoll/auto pulse, patient care (cath care, peri care, oral care, VS, skin care).
- CNO has been invited to serve on a DOH Advisory Committee regarding Nurse Preceptor site growth. Future partnerships with educational facilities are expected to create clinical opportunities for nurse students within the hospital setting. Sustainable student lodging is the current barrier.
- Rural Nursing Workgroup team will be discussing RONE model at the next upcoming meeting.

To: Ferry County Public Hospital District #1 Board of Commissioners
From: Debbie DeCorde

Meeting Date: November 29, 2022
Subject: COO Report

As of November 22, 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"> Employee statistics for the month of October include two new hires and one internal transfer. We had three exits; one temporary assignment completed, one resignation for personal reasons and the other relocated for another position. Our total headcount is 164. Graphs will be handed out supporting a discussion of HR metrics. The Net Hire Ratio and Turnover Rate and Exit Reasons are graphed monthly. 2022 establishes the baseline year and we'll look at year over year starting in 2023.
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"> Quality of Patient Experience – Drug Store and Medical Clinic are project focuses. Assisted Living Facility – backup for Manager.
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"> Employee Engagement. The Task Force has been established. They sought further clarification around the results relating to finances and safety so a follow-on survey was sent, closed the 28th. The odor in the Drug Store has been resolved via a product employed in the HVAC system called Odor Block. The tank has been repaired and we do not anticipate further challenges. In the last three weeks saw 12 confirmed positive Respiratory Syncytial Virus (RSV) cases. In the last three weeks 145 COVID tests were also performed for our community. The COVID Drive-through hours have been changed to 0900-1500. Shorter days means darker evenings and we want our staff to be safe and visible as they are outside working.
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"> The Medical Clinic saw a total of 704 patients. (In the month of September: 759, which reflects a decrease of 55 patients.) Total number of walk-ins:147 (month of September: 132, which is an increase of 15 patients.) Walk-ins equated 21% of the total patients seen in October. The Physical Therapy Department saw 455 patients in October (compared to the 298 patients in September). This is an increase of 157 patients. Rehab numbers are up from September due to increased staffing and completed onboarding for all new staff. Curlew Clinic treatment numbers are slightly down from September due to an uptick in cancellations due to flu-like illness in the community. Drug Stores hours for Saturdays; they would like to close earlier on Saturdays in winter as of Jan. 2023.
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"> Bamboo HR. Eric is the SME (subject matter expert) and is owning this project. Kudos to Eric! The annual Drive Thru Flu shots have once again been very popular. The first Saturday saw 88 flu shots given in the first hour and a total that was just shy of 200 flu shots for the first day. Because of eased COVID restrictions we were able to offer walk in flu shots on the last 3 Tuesdays of November. Additionally, we will also be doing a walk-in flu clinic at Curlew Clinic on Saturday Dec 3rd. The ARNP Fellows, Matthew and Melissa) are doing great! They have their own scheduled patients now. As part of their Fellowship program, they need to have a project that would improve work flow, efficiency or improve patient care. Matthew says they have some ideas which they are considering. A Locum Tenens has been selected to begin in the month of December. The contract is being negotiated for 6 months and has the possibility of converting into a more long term commitment. Diagnostic Imaging numbers are up 20% in all modalities, except MRI which is up 17% from last year.

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

MEETING DATE: November 29, 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">• Still working to get a new behavioral health provider in the clinic. After review, we did increase the rates listed on the job posting, unfortunately no luck as yet. Plan B in process of getting quotes from various organizations to cover at least some of the issues.• Interviewing for Locums coverage in the clinic so we can evaluate needs after first of year. Lots of things up in the air as far as providers go.• Working with Jane to talk about coverage for Curlew. Jane ended up with the most patients in Curlew and also seems to be the only provider that is excited about the location.• I am looking at various programs related to either a certification or education to further my development as a leader. Would like to attend the Rural Health Leadership conference in February 2023.• Continuing with quarterly touch base meetings with providers. This is going well, I think, and learning what their issues and needs are.• Market Analysis of wages still ongoing, but with the budget we will have a number to work with for the New Year.
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">• Mike and all have some great ideas about QI projects for 2023, implementing needed projects that show great collaboration between departments.• Looking at wait times, both at appointment time and between referrals, and third available.• Debbie has started some process improvement projects in both the clinic and at the drugstore.• To add insult to injury, Washington State is expecting a surge of pediatric patients in the coming months, and working proactively as a whole network to answer the challenge.• Sidewalks have been fixed at Curlew clinic.• Had our annual risk assessment with Spencer, identified 6 risks, and related projects for 2023.
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">• Mike working hard on marketing and education around growing the Swing bed program with the help and grant from Allevant. Occupational Therapy is a risk there, working hard to fill the position.• Working to share lots of positive feedback from patients in the data dump and in our weekly call with managers.• First shot clinic was a great success! Over 200 shots in arms. Planning another here in Republic and one up at the Curlew clinic in December.

Financial

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

- October ended with a net gain of almost \$55k. Drugstore had a 70% increase over last month, being the first month with no traveler coverage, yay!
- HRG is working on some analysis for us, and also a plan to bring Discharged Not Final Billed (DNFB) numbers down to 4.5 days from 9 days. They will also do a work plan and analysis on self-pay, for prompt posting of payments, prompt transfer to self-pay after insurance pays, and the calculations of days past due.
- Working with insurance companies to resolve contracting issues.
- Master Facility planning moving along. Finishing up equipment plan, and survey for Western property lines so that design phase can be completed. Next up will be the budget.
- No update on the Airport – materials are still held up, as of November 17, so project will more than likely not be completed until spring. We have been promised that runway will be clear and lights will all be working all winter. We have inquired about where the materials are to be housed between delivery and project completion.
- Community Paramedicine program – next phase of planning to be an implementation plan to be written with all stakeholders.
- Working on an RFP for a Chargemaster audit. Hoping to get complete before year end but time is getting short.
- Budget presentation, draft budget at 7% net operating margin.

RESOLUTION NO. 2022#13
2023 LEVY APPROVAL
RCW 84.55.120

WHEREAS, the Board of Commissioners of the Ferry County Public Hospital District #1, has met and considered its budget for the calendar year **2023**; and,

WHEREAS, the district's actual levy amount from the previous year was **\$355,756.68** and,

WHEREAS, the population of this district is less than 10,000; and now, therefore,

BE IT RESOLVED by the governing body of this taxing district that an increase in the regular property tax levy is hereby authorized for the levy to be collected in the **2023** tax year. The dollar amount of the increase over the actual levy amount from the previous year shall be **\$3,557.57**, which is a percentage increase of **1.00%**. This increase is exclusive of additional revenue resulting from new construction, improvements to property, any increase in the value of state assessed property, newly constructed wind turbines, any annexations that have occurred, and refunds made.

Adopted this 29th day of November, 2022.

Nancy Giddings, Chair

DiAnne Lundgren, Secretary

Ron Bacon, Vice Chair

Jody Jannot, Board Member

Sarah Krausse, Board Member

LEVY CERTIFICATION
RCW 84.52.020

In accordance with RCW 84.52.020 the Board of Commissioners for the **FERRY COUNTY PUBLIC HOSPITAL DISTRICT #1** do hereby certify to the Ferry County Legislative authority that the COMMISSIONERS of said district request that the following levy amounts be collected in **2023** as provided in the district's budget, which was adopted on November 29, 2022 following a public hearing held on November 2, 2022.

Regular Levy: **\$382,037.00**

Excess Levy: **\$0.00**

Refund Levy: **\$0.00**

Dated this 29th day of November, 2022.

Nancy Giddings, Chair

DiAnne Lundgren, Secretary

Ronald Bacon, Vice Chair

Jody Jannot, Board Member

Sarah Krausse, Board Member

**KLONDIKE HILLS ASSISTED LIVING
INCOME STATEMENT**

**2023
BUDGET**

REVENUES:

INPATIENT REVENUE	\$	600,000
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TOTAL PATIENT REVENUE	\$	600,000
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CONTRACTUAL ALLOWANCE/BAD DEBT	\$	-
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TOTAL NET PATIENT REVENUE	\$	600,000
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OPERATING EXPENSES:

SALARIES	\$	317,378
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EMPLOYEE BENEFITS	\$	111,979
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SUPPLIES	\$	28,588
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UTILITIES	\$	13,547
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PURCHASE SERVICE OTHER	\$	83,250
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RENT	\$	204,000
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OTHER DIRECT EXP	\$	5,500
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TOTAL OPERATING EXPENSE	\$	764,243
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(LOSS) GAIN FROM OPERATIONS EBITDA	\$	(164,243)
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NON OPERATING REVENUE

DONATIONS	\$	-
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OTHER NON OPERATING REVENUE	\$	-
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TOTAL NON OPERATING REVENUE	\$	-
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NET PROFIT (LOSS)	\$	(164,243)
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Budget accepted : November 29, 2022

Resolution 2022#14

Ferry County Public Hospital District No 1

Chairman: Nancy Giddings

**Ferry County Public Hospital District
INCOME STATEMENT**

2023
BUDGET

REVENUES:		
INPATIENT REVENUE	\$	4,130,635
OUTPATIENT REVENUE	\$	24,866,493
TOTAL PATIENT REVENUE	\$	28,997,129
CONTRACTUAL ALLOWANCES	\$	(10,351,358)
BAD DEBT ALLOWANCE	\$	(591,506)
TOTAL DEDUCTIONS FROM REVENUE	\$	(10,942,865)
TOTAL NET PATIENT REVENUE	\$	18,054,264
OTHER OPERATING REVENUE	\$	648,730
TOTAL NET PATIENT REVENUE	\$	18,702,994
OPERATING EXPENSES:		
SALARIES	\$	9,894,562
EMPLOYEE BENEFITS	\$	2,418,274
PROFESSIONAL FEES	\$	692,900
SUPPLIES	\$	1,579,695
UTILITIES	\$	264,711
PURCHASE SERVICE OTHER	\$	1,488,754
RENT	\$	45,600
OTHER DIRECT EXP	\$	719,408
TOTAL OPERATING EXPENSE	\$	17,103,904
(LOSS) GAIN FROM OPERATIONS EBITDA	\$	1,599,091
NON OPERATING EXPENSE		
DEPRECIATION	\$	922,897
INTEREST	\$	12,433
TOTAL NON OPERATING EXPENSE	\$	935,330
NON OPERATING REVENUE		
TAXES RECEIVED	\$	412,037
OTHER NON OPERATING REVENUE	\$	249,566
TOTAL NON OPERATING REVENUE	\$	661,603
NET PROFIT (LOSS)	\$	1,325,363

Budget accepted: November 22, 2022

Resolution 2022#15

Ferry County Public Hospital District No 1

Chairman: Nancy Giddings

**REPUBLIC DRUG STORE
INCOME STATEMENT**

**2023
BUDGET**

REVENUES:

PHARMACY REVENUE	\$	2,567,024
RETAIL REVENUE	\$	312,000
TOTAL PHARMACY REVENUE	\$	2,879,024
CONTRACTUAL ALLOWANCE/BAD DEBT	\$	-
TOTAL NET PHARMACY REVENUE	\$	2,879,024

OPERATING EXPENSES:

PHARMACEUTICALS	\$	1,736,174
SALARIES	\$	430,728
EMPLOYEE BENEFITS	\$	102,051
SUPPLIES	\$	125,914
UTILITIES	\$	13,550
PURCHASE SERVICE OTHER	\$	53,566
DEPRECIATION	\$	15,009
OTHER DIRECT EXP	\$	67,500
DEFERRED OUTFLOWS	\$	43,956
LOAN PAYMENTS	\$	-
TOTAL OPERATING EXPENSE	\$	2,588,448

(LOSS) GAIN FROM OPERATIONS EBITDA \$ **290,575**

NON OPERATING REVENUE

DONATIONS	\$	9,000
OTHER NON OPERATING REVENUE	\$	-
TOTAL NON OPERATING REVENUE	\$	9,000

NET PROFIT (LOSS) \$ **299,575**

**Budget accepted : November 29, 2022
Resolution 2022#16
Ferry County Public Hospital District No 1
Chairman: Nancy Giddings**

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



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

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

Year to Date October 31, 2022

	September	October	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:					
Gross patient service revenue	2,281,948	2,570,096	90%	23,507,119	
Drug Store gross revenue	334,716	297,468	10%	2,970,144	
Contractual allowances and provisions for uncollectible accounts	(1,077,380)	(1,044,464)	-36%	(9,316,496)	-35%
Patient service revenue - (Net contractual allowances)	1,539,285	1,823,101	64%	17,279,866	65%
Bad debt expense	6,071	5,713	0%	123,310	0%
Other operating revenue	71,364	64,424	2%	540,613	2%
Total operating revenue	1,616,719	1,893,239	66%	17,943,789	68%
Operating expenses:					
Salaries and wages	767,706	821,273	29%	7,406,543	28%
Employee benefits	187,320	182,983	6%	1,750,563	7%
Professional fees	199,364	180,158	6%	1,599,087	6%
Supplies	115,147	206,774	7%	1,227,602	5%
Purchased services - Utilities	15,918	22,487	1%	240,066	1%
Purchased services - Other	126,914	141,731	5%	1,388,712	5%
Pharmacy Drugs	188,694	158,400	6%	1,692,071	6%
Drug Store Retail	15,378	10,766	0%	97,307	0%
Insurance	15,427	10,807	0%	117,667	0%
Other	27,716	52,744	2%	391,397	1%
Rent	21,466	21,214	1%	212,325	1%
Amortization	3,663	3,663	0%	36,629	0%
Depreciation	76,792	77,301	3%	756,046	3%
Total operating expenses	1,761,506	1,890,301	74%	16,916,017	64%
Gain (loss) from operations	(144,787)	2,938	0%	1,027,773	4%
Nonoperating revenues (expenses):					
Property taxes	34,216	29,681	1%	323,273	1%
Interest earnings	-	-	0%	7,238	0%
Interest expense	(3,590)	(3,651)	0%	(40,917)	0%
Grants and donations	(40)	-	0%	20,286	0%
Other	25,763	25,795	1%	262,285	1%
Total nonoperating revenues (expenses) - Net	56,350	51,825	2%	572,165	2%
Increase (decrease) in net position	\$ (88,438)	\$ 54,764	2%	\$ 1,599,938	6%

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

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

	September	October	% of Total Rev	YTD
Operating revenue:				
Pharmacy revenue - (Allowances)	308,105	269,460	91%	2,700,775
Retail Revenue	26,611	28,008	9%	269,369
Total operating revenue	\$ 334,716	\$ 297,468	100%	\$ 2,970,144
Operating expenses:				
Salaries and wages	45,293	32,636	11%	301,564
Employee benefits	9,454	9,234	3%	83,714
Utilities	1,303	4,147	1%	17,969
Pharmacy Drugs	188,694	158,400	53%	1,692,071
Retail	15,378	10,766	4%	97,307
Supplies	140	3,061	1%	14,311
Purchased services- Other	2,094	2,338	1%	23,096
Taxes and Licenses	3,853	3,776	1%	36,152
Advertising	-	144	0%	1,320
Professional Fees	24,897	3,980	1%	177,187
Other	1,615	1,304	0%	22,947
Amortization	3,663	3,663	1%	36,629
Depreciation	1,250	1,250	0%	12,504
Total operating expenses	\$ 297,635	\$ 234,699	79%	\$ 2,516,772
Gain (loss) from operations	37,081	62,768	21%	453,372
Nonoperating revenues (expenses):				
Grants and Donations	-	-	0%	-
Interest Expense	(811)	(941)	0%	(10,118)
Interest earnings	-	-	0%	-
Total nonoperating revenues (expenses) - Net	\$ (811)	\$ (941)	0%	\$ (10,929)
Increase (decrease) in net position	\$ 36,270	\$ 61,828	21%	\$ 442,443
				15%

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, 2022

<i>Assets</i>	YTD Balances September	YTD Balances October
Current assets:		
Cash and cash equivalents	\$ 6,965,333	\$ 7,083,759
Receivables:		
Gross AR	5,430,256	5,685,973
Contractual allowance	(1,892,386)	(2,085,363)
Patient AR - Net	3,852,760	3,880,599
Taxes	111,086	35,448
Estimated third-party payor settlements	-	-
Other	172,644	98,832
Inventories	486,207	483,614
Prepaid expenses	114,908	165,289
Total current assets	\$ 11,702,939	\$ 11,747,541
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	6,591,665	6,547,908
Construction in Progress	428,082	435,267
Total capital assets	\$ 7,047,029	\$ 7,010,458
TOTAL ASSETS	\$ 18,749,968	\$ 18,757,999

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, 2022

<i>Liabilities and Net Position</i>	YTD Balances September	YTD Balances October
Current liabilities:		
Current maturities - Long term debt	\$ 153,575	\$ 102,328
Current maturities - Capital lease obligations	20,804	22,367
Accounts payable	565,864	625,984
Warrants payable	-	-
Sales Tax Payable	3,853	3,776
Patient trust	500	500
Payroll and related expenses	376,115	479,166
Accrued vacation	411,822	423,721
Unearned tax revenue	88,939	(16,380)
Accrued interest payable	-	-
CARES ACT FEDERAL FUNDING	676,356	612,864
Estimated third-party payor settlements	(7,977)	(7,977)
Total current liabilities	\$ 2,289,850	\$ 2,246,349
Noncurrent liabilities:		
Long term debt	\$ 2,132,946	\$ 2,132,946
Capital lease obligations - Less current portion	25,954	22,722
Total noncurrent liabilities	2,158,900	2,155,669
Total liabilities	\$ 4,448,750	\$ 4,402,018
Net position:		
Invested in capital assets	4,285,669	\$ 4,294,826
Restricted expendables	-	-
Unrestricted	10,015,549	10,061,155
Total net position	\$ 14,301,218	\$ 14,355,981
TOTAL LIABILITIES AND NET POSITION	\$ 18,749,968	\$ 18,757,999

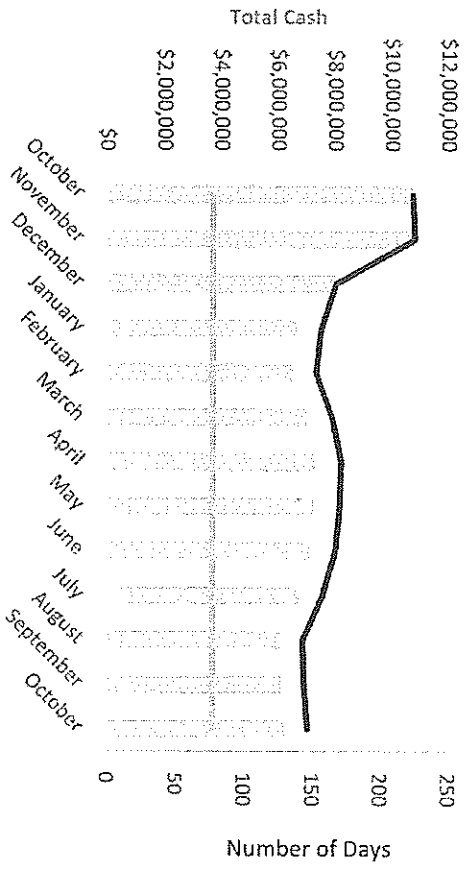
FINANCE DASHBOARD
Ferry County Public Hospital District #1
October 31, 2022

Stats	Current Month		
	Current Total	Target	Prior Year
1 Acute Care Patient Days	43	16	16
2 Skilled Swing Bed Patient Days	67	38	107
3 Non-Skilled Long Term Care Patient Days	255	362	209
4 Observation/Short Stay Hours	24	197	211
5 Admissions	5	6	4
6 Average Length of Stay (ALOS)	10.77	4.00	2.70
7 Outpatient # Visits	995	832	863
8 ED # Visits	212	143	124
9 Emergency Admit to Inpatient	4.17%	2.80%	2.00%
10 Procedures/Treatment #Patients	26	20	13
11 Republic Clinic #Visits	702	877	669
12 Physical Therapy Treatments	1225	863	1063
13 Imaging Visits	490	350	369
14 Lab # Billable Tests	2659	2268	2309
Profitability			
14 Revenue Deductions % of Gross Revenue	36%	30%	37%
15 Salaries % Gross Patient Revenue	29%	45%	33%
16 Benefits % of Salary Expense	21%	26%	31%
17 Bad Debt % Gross Patient Revenue	0.2%	1.78%	2.30%
18 Charity % Gross Patient Revenue	1.2%	1%	0.27%
19 Total Salary Expense	\$ 821,273	\$ 600,000	\$ 599,825

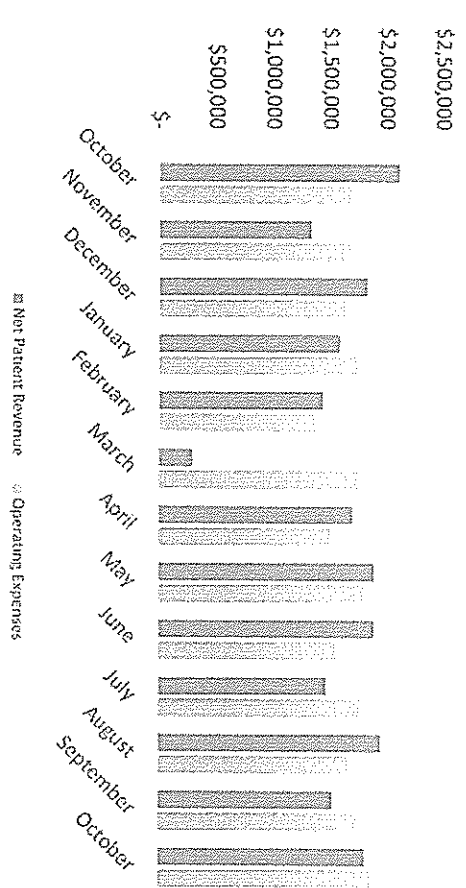
- Key**
- Meets or exceeds budget/target
 - Does not meet budget/target expectations by 5% or less
 - Does not meet budget/target expectations by greater than 5%

2022 Financial

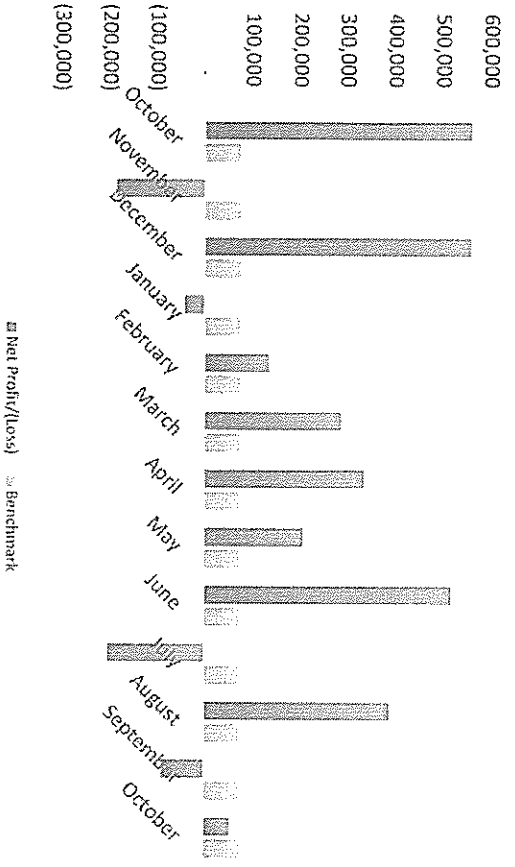
Days Cash on Hand



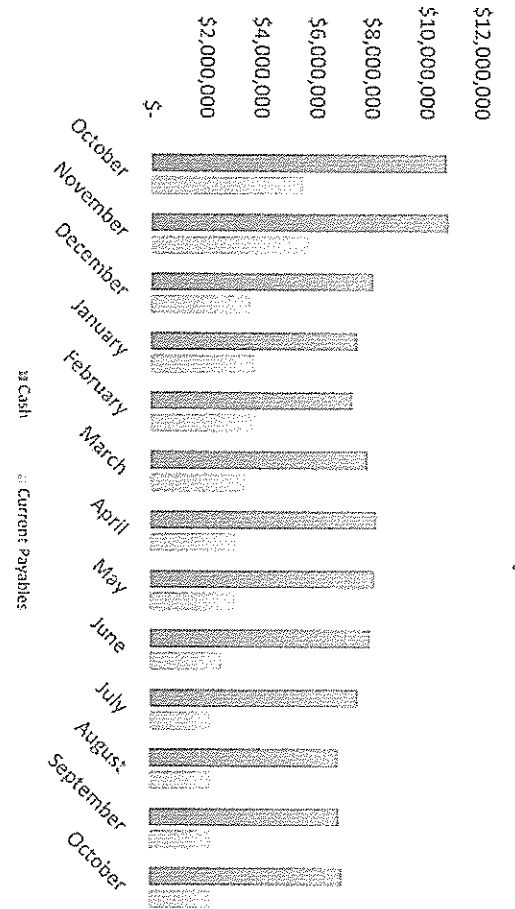
Net Patient Revenue vs Operating Expense



Net Profit/(Loss)



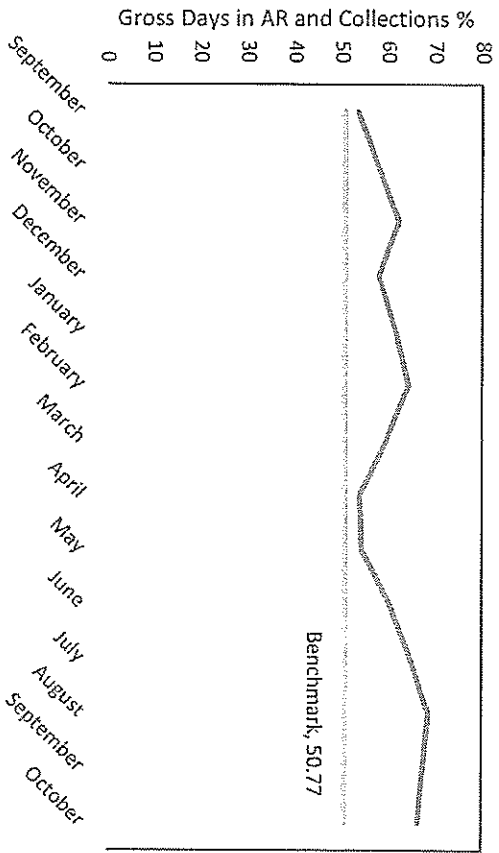
Cash vs Current Payables



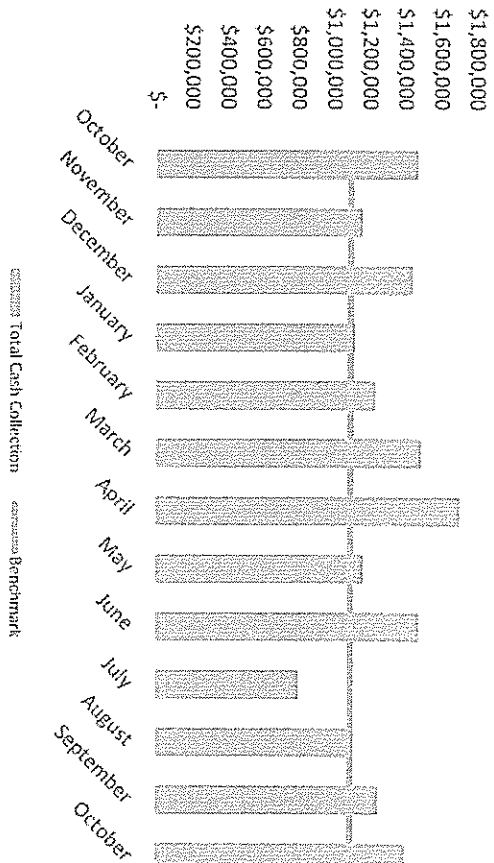
2022 Revenue Cycle

Days in AR

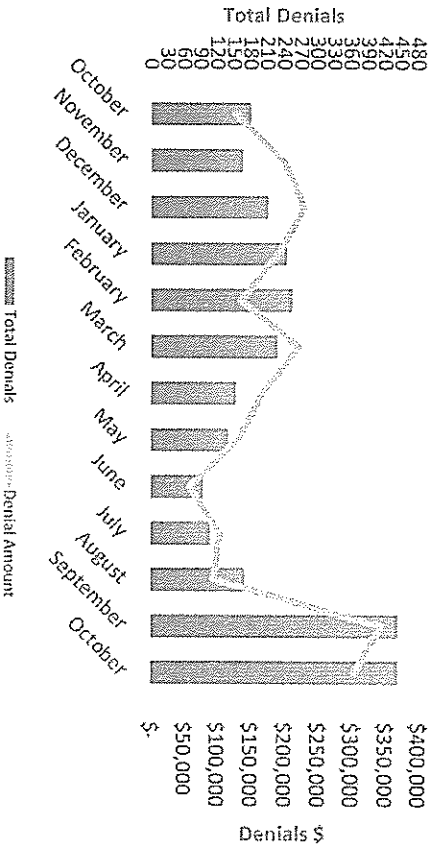
Gross Days, 66.5



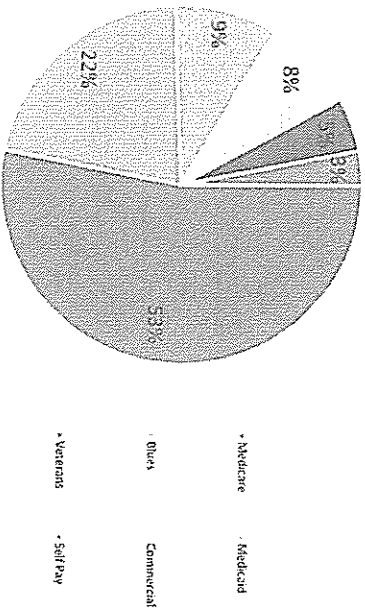
Cash Collections- Patient Accounts



Total Avoidable Denials

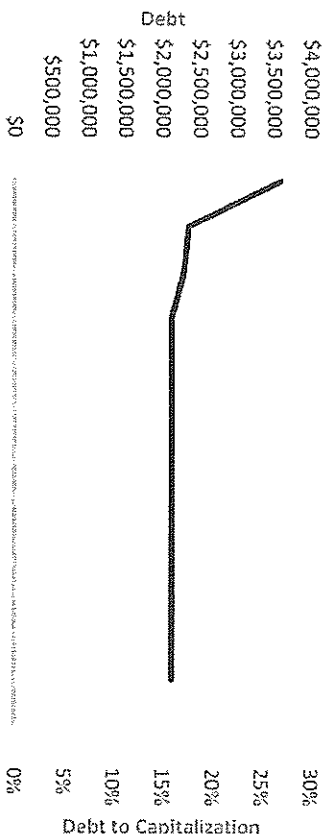


Payer Mix

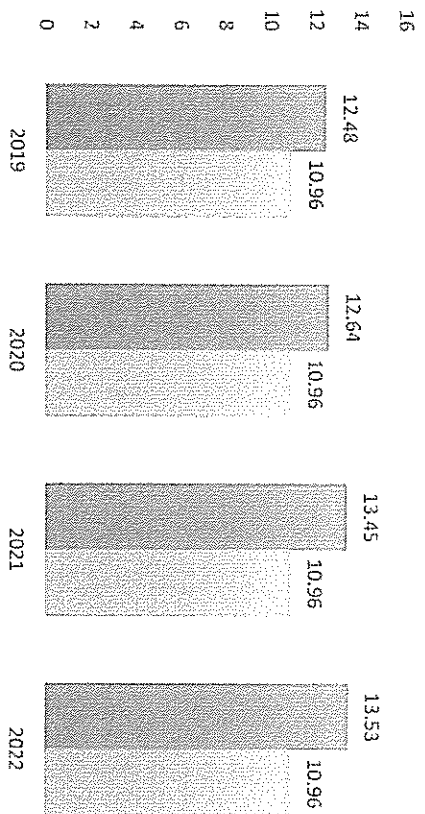


2022 Liquidity

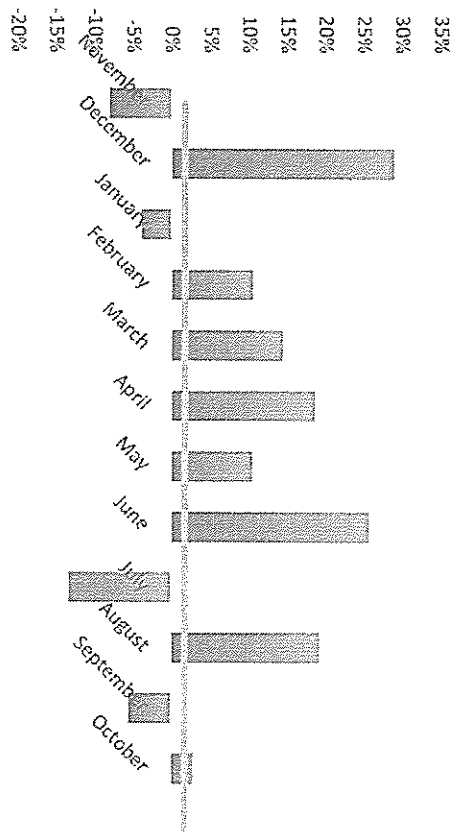
Debt to Capitalization



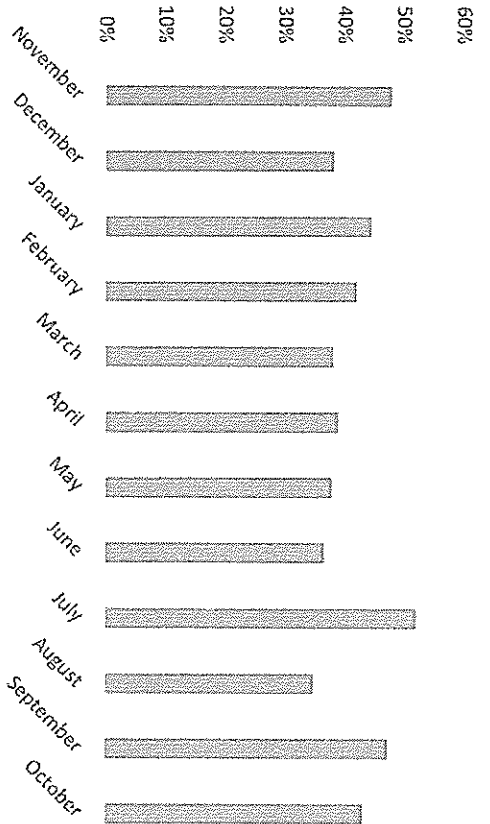
Average Age of Plant



Total Margin



Labor as Percent of Operating Revenue



FY2023 Budget

Board of Directors

November 29, 2022



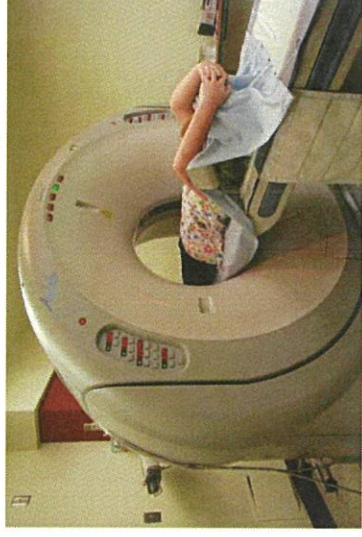
Quality/Safety

By constantly holding ourselves to a higher standard



Stewardship

By utilizing our resources to their highest and best purpose



Teamwork

By working together in a culture that promotes excellence

Integrity
Through honesty and respect



Compassion

By providing a nurturing and caring environment



OUR MISSION: To strengthen the health and well-being of our community through partnership and trust

Key Revenue Drivers

- ✓ Strategic growth of swingbed services projected at 13%
- ✓ Growth opportunities in Woundcare and Same Day Surgeries
- ✓ Net price increase of 5%

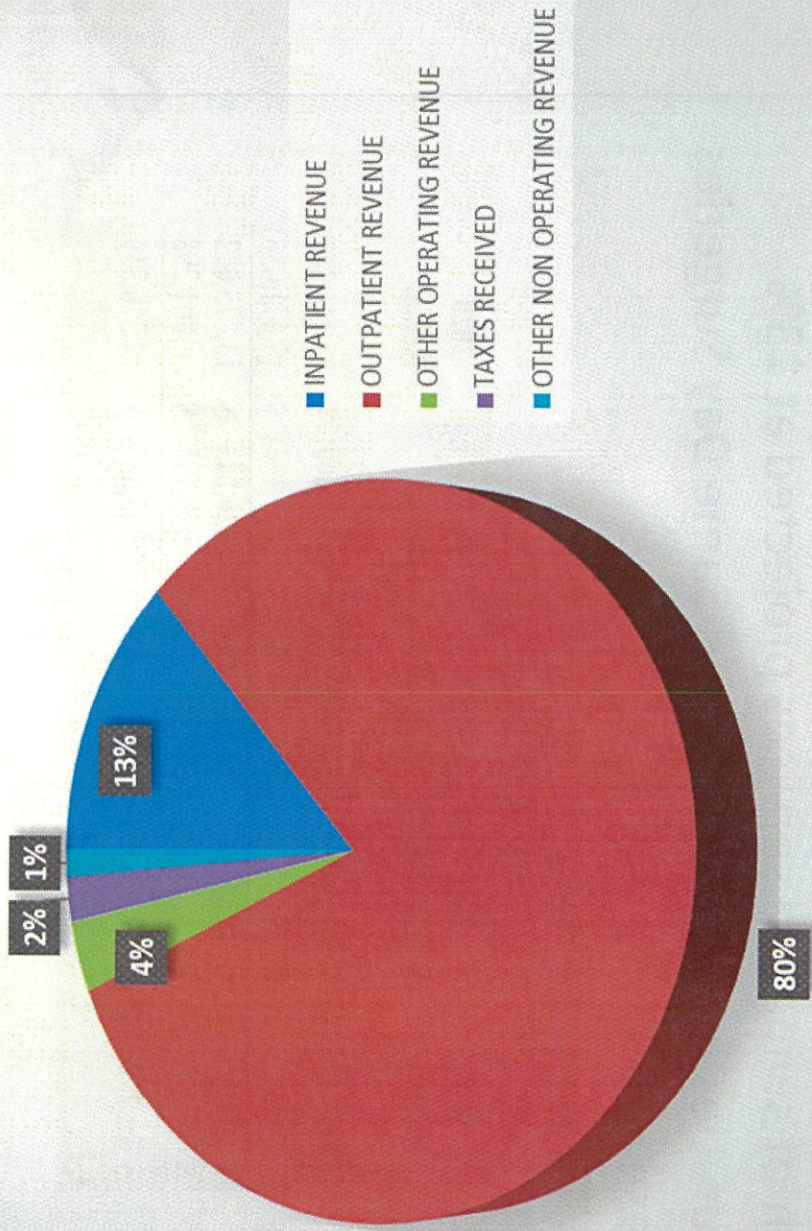
Key Revenue Trends

	2023	2022	2022	2022	2021	2020
	BUDGET	PROJECTION	BUDGET	BUDGET	Actual	Actual
REVENUES:						
TOTAL PATIENT REVENUE	\$ 28,997,129	\$ 27,335,725	\$ 25,616,632		\$ 25,747,497	\$ 21,446,077
TOTAL DEDUCTIONS FROM REVENUE	\$ (10,942,865)	\$ (10,713,783)	\$ (9,794,380)		\$ (9,221,354)	\$ (7,671,056)
TOTAL NET PATIENT REVENUE	\$ 18,054,264	\$ 16,621,942	\$ 15,822,252		\$ 16,526,143	\$ 13,775,022
OTHER OPERATING REVENUE	\$ 648,730	\$ 634,894	\$ 474,327		\$ 499,494	\$ 801,298
TOTAL OPERATING REVENUE	\$ 18,702,994	\$ 17,256,836	\$ 16,296,579		\$ 17,025,637	\$ 14,576,319
Year over year variance	8%	6%			17%	

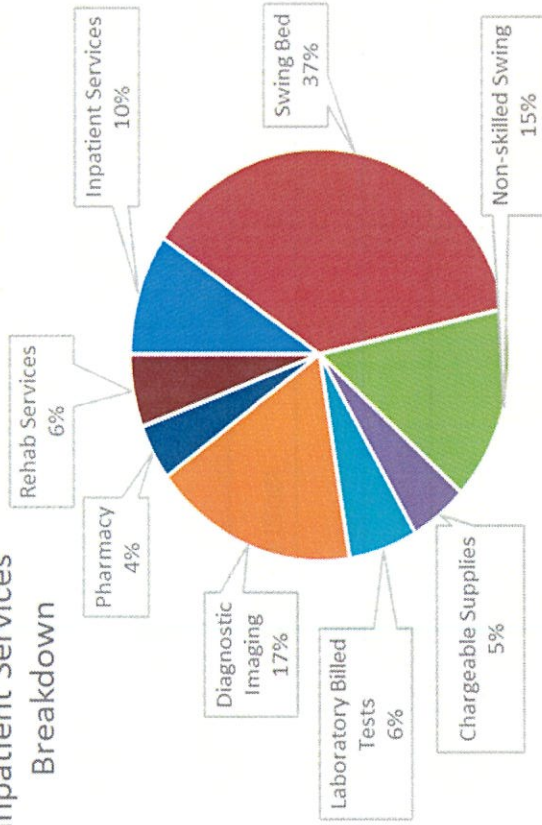


Ferry County Health

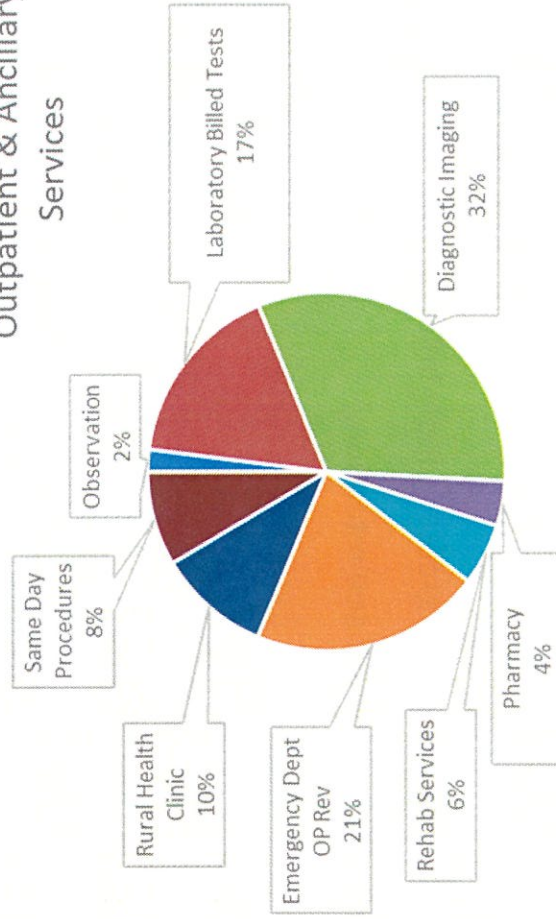
Total Net Revenues - 19,364,597



Inpatient Services Breakdown



Outpatient & Ancillary Services



Ferry County Health

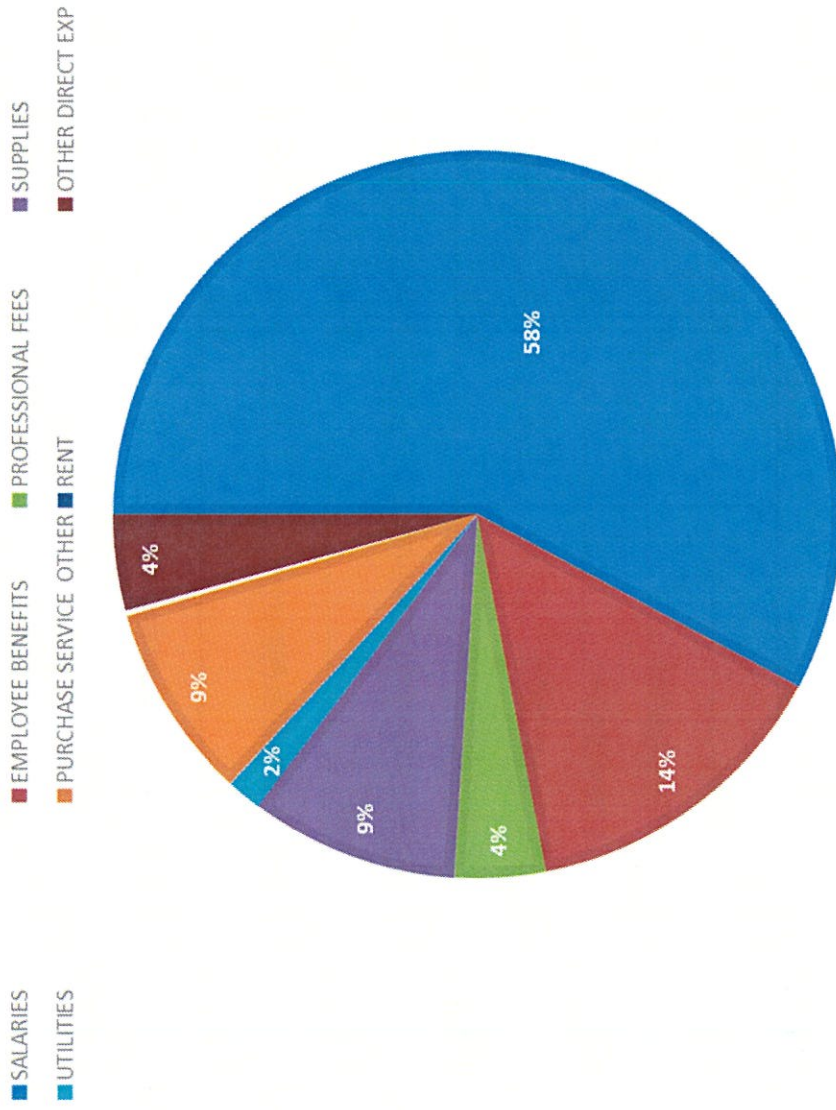
Inflationary Assumptions

- ✓ FY 2023 budget is based on industry-wide expectations, including the risk of greater supply inflation.
- ✓ We will continue to work to be competitive in salaries for staff recruitment and retention.

Category/Expense	FY2023	Industry Expectation
Medical Supplies	1,579,695	16% Increase
Salaries & Wages	9,894,562	24% Increase
Benefits	2,418,274	29% Increase
Contracted labor	692,900	59% Decrease



TOTAL PROPOSED EXPENDITURES - \$ 17,103,904



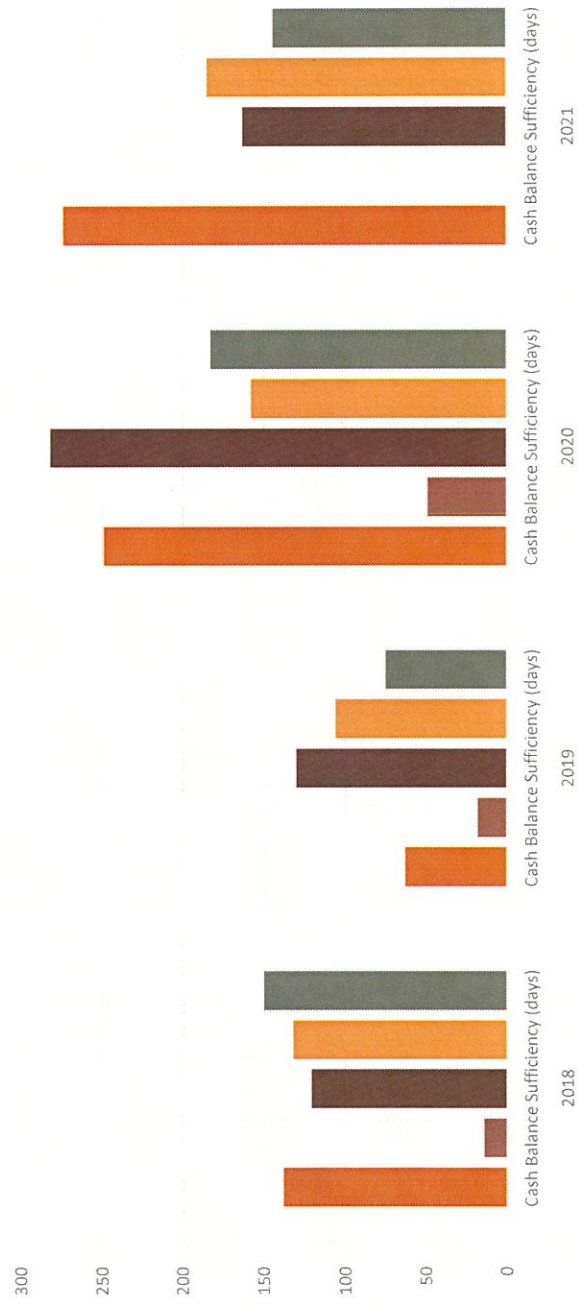
2023 Small Equipment Purchases

Department	Description	Quantity	Total Cost
BO	Desks	4	\$ 6,000.00
IT	Computer/Laptops	12	\$ 10,200.00
Short Stay	Cleanascope Cart	1	\$ 1,191.00
ED	ED Provider WOW	1	\$ 1,150.00
Inservice	Presentation Boards	4	\$ 3,000.00
PT	E-Stim Ultrasound Combo Unit	1	\$ 2,801.11
Xray	Desk	1	\$ 2,100.00
Nursing	Spacelabs CO2 Attachment	3	\$ 12,000.00
Pharmacy	Printer	1	\$ 500.00
Dietary	Replacement of old equipment	1	\$ 2,500.00
Housekeeping	Vacuum	1	\$ 600.00
Plant	Tools	10	\$ 5,000.00
	Total Cost		\$ 47,042.11



Ferry County Health

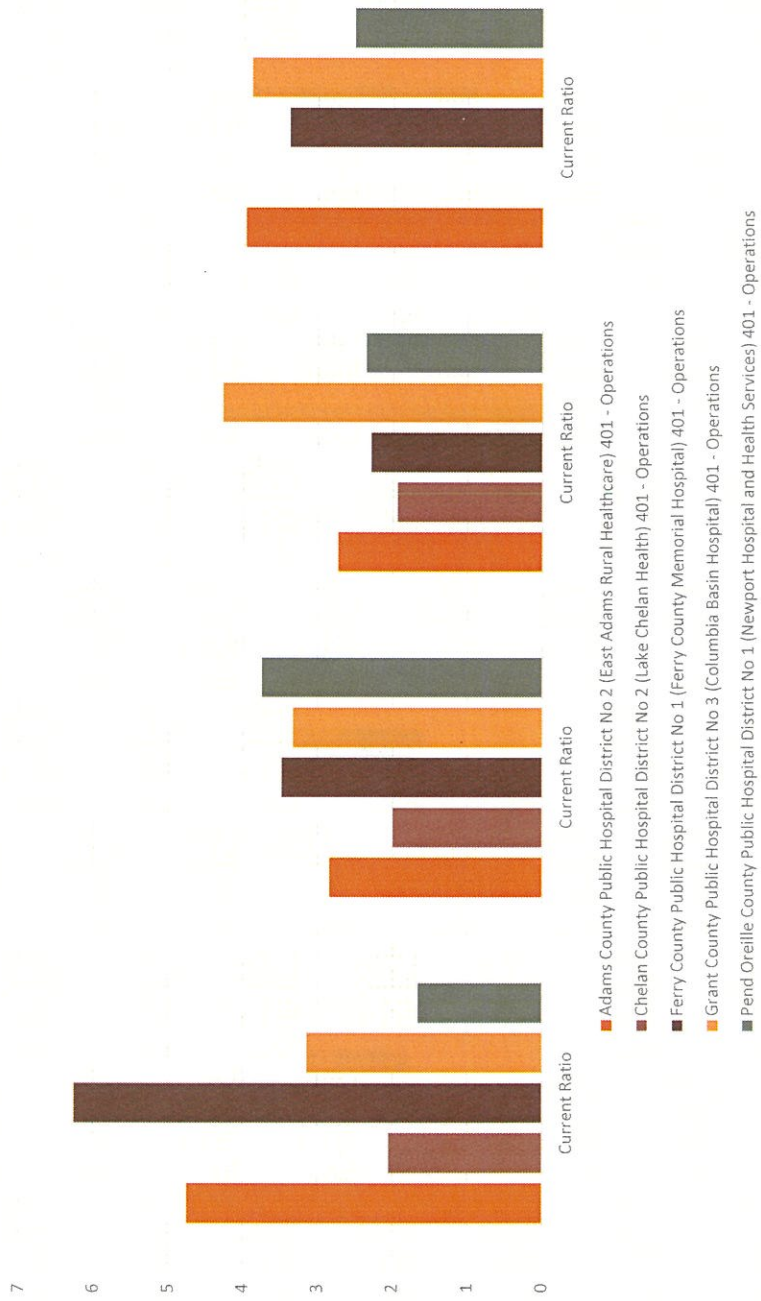
Days Cash on Hand



- Adams County Public Hospital District No 2 (East Adams Rural Healthcare) 401 - Operations
- Chelan County Public Hospital District No 2 (Lake Chelan Health) 401 - Operations
- Ferry County Public Hospital District No 1 (Ferry County Memorial Hospital) 401 - Operations
- Grant County Public Hospital District No 3 (Columbia Basin Hospital) 401 - Operations
- Pend Oreille County Public Hospital District No 1 (Newport Hospital and Health Services) 401 - Operations



Current Ratio



2023 CAPITAL PURCHASES

Purchases valued \$5,000 or greater

Department	Project Description	Estimated Cost
IT	2 Server Upgrades	\$ 30,000.00
Nursing	Scope Buddy Unit	\$ 5,000.00
Nursing	Acute Care Bed	\$ 13,450.00
Nursing	Slit Lamp	\$ 15,000.00
ED	3 Stryker Beds ED Stretcher	\$ 40,350.00
ED	Cybernet ED Provider WOW	\$ 5,900.00
Xray	CT Injector w/3 year service, ceiling mount, engineer fee	\$ 52,775.00
PT cmc	NuStep Recumbent Trainer	\$ 6,034.79
RDS	Kiosk	\$ 20,000.00
RMC	Kiosk	\$ 20,000.00
	Total	\$ 208,509.79



Key Risks

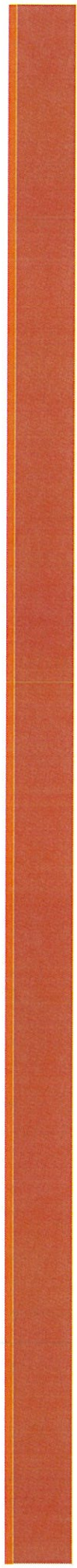
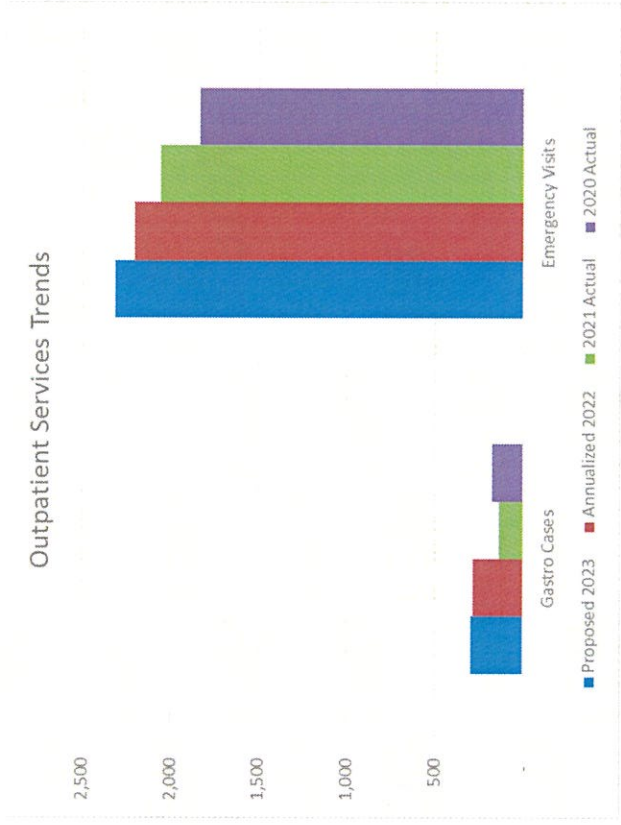
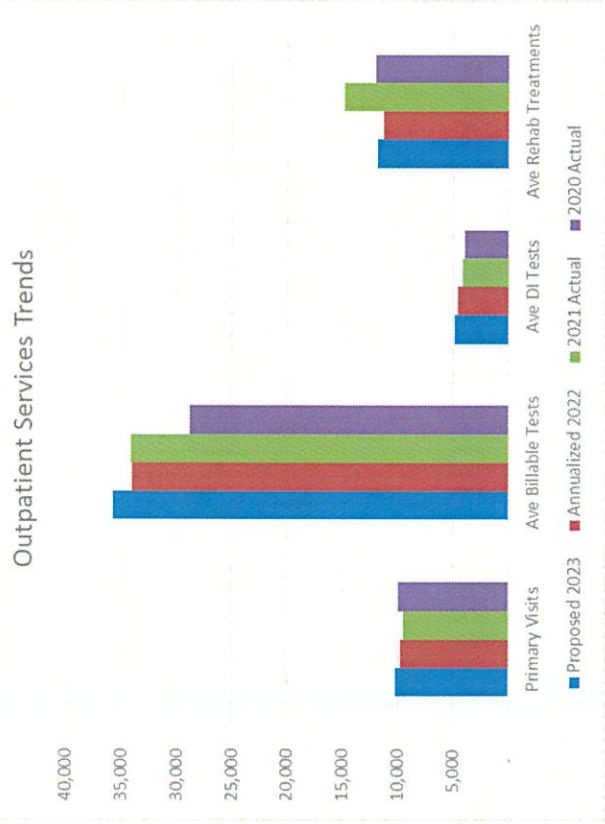
- ✓ Critical Access Hospital change in Conditions of Participation
- ✓ Continued Hardship in transfer of critical patients
- ✓ Provider retention, primary care provider pool
- ✓ Reinstatement of Sequestration
- ✓ Change in 340b program
- ✓ Continued staffing challenges, contracted labor
- ✓ Sustainable wages
- ✓ Realigning Costs could lead to over-payment to Medicare.



Key Statistical Indicators

- ✓ We have projected a 13% increase in swingbed utilization as that will be our marketing focus and area of great opportunity.
- ✓ Overall inpatient increase of 3% and Outpatient of 5%
- ✓ Price increase of net 5% increase overall. This may increase to reflect increased costs





Ferry County Public Hospital District
Ferry County Health
PROPOSED 2023 OPERATING BUDGET

	2023	2022	2022	2021	2020	VARIANCE %
	BUDGET	PROJECTION	BUDGET	Actual	Actual	
REVENUES:						
TOTAL PATIENT REVENUE	\$ 28,997,129	\$ 27,335,725	\$ 25,616,632	\$ 25,747,497	\$ 21,446,077	6%
TOTAL DEDUCTIONS FROM REVENUE	\$ (10,942,865)	\$ (10,713,783)	\$ (9,794,380)	\$ (9,221,354)	\$ (7,671,056)	-2%
TOTAL NET PATIENT REVENUE	\$ 18,054,264	\$ 16,621,942	\$ 15,822,252	\$ 16,526,143	\$ 13,775,022	8%
OTHER OPERATING REVENUE	\$ 648,730	\$ 634,894	\$ 474,327	\$ 499,494	\$ 801,298	2%
TOTAL OPERATING REVENUE	\$ 18,702,994	\$ 17,256,836	\$ 16,296,579	\$ 17,025,637	\$ 14,576,319	8%
OPERATING EXPENSES:						
SALARIES	\$ 9,894,562	\$ 8,021,716	\$ 7,918,678	\$ 7,570,301	\$ 6,558,501	-19%
EMPLOYEE BENEFITS	\$ 2,418,274	\$ 1,870,190	\$ 1,879,000	\$ 1,841,746	\$ 1,658,102	-23%
PROFESSIONAL FEES	\$ 692,900	\$ 1,660,964	\$ 1,636,727	\$ 1,772,134	\$ 1,544,166	140%
SUPPLIES	\$ 1,579,695	\$ 1,330,618	\$ 1,340,935	\$ 1,660,417	\$ 1,122,587	-16%
UTILITIES	\$ 264,711	\$ 261,764	\$ 299,391	\$ 266,560	\$ 248,422	-1%
PURCHASE SERVICE OTHER	\$ 1,488,754	\$ 1,550,661	\$ 705,884	\$ 1,311,160	\$ 1,239,261	4%
RENT	\$ 45,600	\$ 45,176	\$ 37,200	\$ 54,931	\$ 10,586	-1%
OTHER DIRECT EXP	\$ 719,408	\$ 505,187	\$ 683,598	\$ 574,737	\$ 368,166	-30%
TOTAL OPERATING EXPENSE	\$ 17,103,904	\$ 15,246,275	\$ 14,501,413	\$ 15,051,987	\$ 12,749,792	-11%
DEPRECIATION	\$ 922,897	\$ 889,988	\$ 841,550	\$ 813,585	\$ 802,691	-4%
INTEREST	\$ 31,454	\$ 11,491	\$ 48,000	\$ 183,917	\$ 180,368	-63%
TOTAL NON OPERATING EXPENSE	\$ 954,350	\$ 901,479	\$ 889,550	\$ 997,502	\$ 983,059	-6%
TAXES RECEIVED	\$ 412,037	\$ 391,456	\$ 373,444	\$ 288,600	\$ 272,440	5%
OTHER NON OPERATING REVENUE	\$ 249,566	\$ 264,014	\$ 340,000	\$ 1,296,689	\$ 1,149,170	-6%
TOTAL NON OPERATING REVENUE	\$ 661,603	\$ 655,470	\$ 713,444	\$ 1,585,289	\$ 1,421,610	1%
NET PROFIT (LOSS)	\$ 1,306,343	\$ 1,764,552	\$ 1,619,060	\$ 2,561,437	\$ 2,265,078	-35%
NET OPERATING MARGIN	7%	10%	10%	15%	16%	

REPUBLIC DRUG STORE
2023 PROPOSED BUDGET

REVENUES:		
PHARMACY REVENUE	\$	2,567,024
RETAIL REVENUE	\$	312,000
TOTAL PHARMACY REVENUE	\$	2,879,024
CONTRACTUAL ALLOWANCE/BAD DEBT	\$	-
TOTAL NET PHARMACY REVENUE	\$	2,879,024
OPERATING EXPENSES:		
PHARMACEUTICALS	\$	1,736,174
SALARIES	\$	430,728
EMPLOYEE BENEFITS	\$	102,051
SUPPLIES	\$	125,914
UTILITIES	\$	13,550
PURCHASE SERVICE OTHER	\$	53,566
DEPRECIATION	\$	15,009
OTHER DIRECT EXP	\$	67,500
DEFERRED OUTFLOWS	\$	43,956
LOAN PAYMENTS	\$	-
TOTAL OPERATING EXPENSE	\$	2,588,448
(LOSS) GAIN FROM OPERATIONS EBITD / \$	\$	290,575
NON OPERATING REVENUE		
DONATIONS	\$	9,000
OTHER NON OPERATING REVENUE	\$	-
TOTAL NON OPERATING REVENUE	\$	9,000
NET PROFIT (LOSS)	\$	299,575



Ferry County Health

KLONDIKE HILLS ASSISTED LIVING

2023 PROPOSED BUDGET

REVENUES:	
INPATIENT REVENUE	600,000
TOTAL PATIENT REVENUE	600,000
CONTRACTUAL ALLOWANCE/BAD DEBT	-
TOTAL NET PATIENT REVENUE	600,000
OPERATING EXPENSES:	
SALARIES	264,482
EMPLOYEE BENEFITS	107,933
SUPPLIES	28,588
UTILITIES	13,547
PURCHASE SERVICE OTHER	83,250
RENT	204,000
OTHER DIRECT EXP	5,500
TOTAL OPERATING EXPENSE	707,300
(LOSS) GAIN FROM OPERATIONS EBITDA	(107,300)



**Ferry County Public Hospital District
Cashflow from Operations
Proposed 2023 Budget**

Beginning Bank Balance	\$ 7,100,000
Net Profit from Hospital Operations	1,306,343
Change in Assets	
- Depreciation	922,897
- Purchase of Assets	(208,510)
Change in Liabilities	
- Principle Loan Payments - Bank of America	(394,648)
- Principle Loan Payments - Drugstore Building	(61,788)
- Principle Loan Payments - Republic Drugstore	(165,088)
Cashflow from Drugstore Operations	363,166
Cashflow to Klondike Hills	(107,300)
Net Cashflow	<u>1,655,072</u>
Ending Bank Balance	\$ 8,755,072





Q & As
Unless you have none?

