



BOARD OF COMMISSIONERS' MEETING

February 23, 2021, 10:30 a.m., in the HUB Conference Room & Zoom

Mission Statement

“To strengthen the health and well-being of our community through partnership and trust.”

AGENDA

	Page(s)		
Call to Order		Nancy Giddings	
Quorum Established		Nancy Giddings	
Review, Amend, Accept Agenda		Nancy Giddings	
Introduction of Board, District Employees and Guests		Nancy Giddings	
 <i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>			
Approval of Consent Agenda	ACTION	Nancy Giddings	3-6
<ul style="list-style-type: none"> • Minutes 1/26/21 Board Meeting • Minutes 2/3/21 Emergency Board Meeting • Approval of Warrants • Financial Write-Off Report 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	7-8
Clinic Report		Julia Santana	9
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	10
Financial Report		Brant Truman	11-21
CEO Report		Aaron Edwards	22-24
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Strategic Planning • Curlew Clinic • Bylaw review 			

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
 - Request for reappointment of Courtesy Medical Staff privileges by proxy for Integra providers: David Holznel, MD, Douglas Murrey, MD, David Keaton, MD, Mark McVee, MD
- EMS Nancy Giddings

New Business

- Presentation on Lattice Nancy Giddings
- Resolution 2021#2 COP Loan Program Nina Novikoff

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 March 23, 2021 @ 10:30 a.m. in the HUB Conference Room & via Zoom



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

January 26, 2021

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:34 a.m. on January 26, 2021, in person and via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Jody Jannot and Sarah Krause. 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 Bacon and seconded by Lundgren to amend the consent agenda to add Hot Topic to New Business and Resolution 2021#1 Surplus Small Equipment to the Consent Agenda. The motion passed unanimously.

GUEST: Alex Last

CORRESPONDENCE: Giddings read a note from a patient through our survey system.

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

PUBLIC COMMENTS: None

CLINIC REPORT: Santana reviewed the attached report.

CNO REPORT: Chase reviewed the attached report.

MEDICAL STAFF REPORT: Garcia noted the following via message:

- Seeing multiple COVID patients in the ER and hospitalized COVID patients here successfully that were safely discharged.
- We have all but 3 LTC residents over a week beyond.
- Impressed with how many vaccinations have been distributed which has made medical staff's job much more manageable and will have saved multiple lives.
- Feel very fortunate to have our 1st responders and those willing to vaccinate as COVID has spread though Ferry County.

SAFETY REPORT: Truman reviewed the following:

- The doors to LTC have been installed.
- We had a roof leak above Laundry. The contractor we hired to fix our roof this spring came out and fixed the leak.
- Thank you to SAR and EMS for helping out at our vaccine days. We were able to get CARES money to pay for their services.

CFO/COO REPORT: Truman reviewed the attached report.

FINANCIAL REPORT: Truman reviewed the December financials.

Giddings called for a break at 11:38 a.m. Open session continued at 11:59 a.m.

CEO REPORT: Edwards reviewed the attached report.

OLD BUSINESS:

- Board QI Project: On hold.
- Facility Update: Working with a consultant to see options for updating the facility in the future.
- Health Foundation: They did not meet.
- Strategic Planning: On hold.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: Jannot noted she is impressed to see the portal up.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing:
 1. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges for William Hartman, PA-C. The motion passed unanimously.
 2. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges for William Magee, MD. The motion passed unanimously.
 3. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges for Sam Hsieh, MD. The motion passed unanimously.
 4. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Active Medical Staff privileges for Kal Kelley, MD. The motion passed unanimously.
 5. A motion was made by Lundgren and seconded by Krausse to approve the appointment of Courtesy Medical Staff privileges for Douglas Waggoner, MD. The motion passed unanimously.
 6. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges for Nathan Spence, MD. The motion passed unanimously.
- EMS: No Board concerns.

NEW BUSINESS:

- Election of Officers and Committees.

A motion was made by Krausse and seconded by Jannot to nominate Lundgren as the Secretary. The motion passed unanimously.

A motion was made by Lundgren and seconded by Krausse to nominate Bacon as the Vice Chair. The motion passed unanimously.

A motion was made by Krausse and seconded by Lundgren to nominate Giddings as the Chair. The motion passed unanimously.

The only change to the committees is that Krausse will now be on Risk/Compliance.

- Bylaw review: Giddings asked everyone to review the Bylaws to see if there are any changes that need to be made. They will discuss at next month's meeting.
- Hot Topic: Giddings reviewed upcoming WSHA trainings.

EXECUTIVE SESSION: Executive Session was called at 1:00 p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 1:15 p.m. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 1:15 p.m.

Nancy Giddings, Chair

Date

DiAnne Lundgren, Secretary

Date

Lacy Sharbono, Recording Secretary

Date



Ferry County Health

**BOARD OF COMMISSIONERS' EMERGENCY MEETING
February 3, 2021**

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 3:30 p.m. on February 3, 2021 in the HUB conference room and via Zoom at Ferry County Health. Commissioners in attendance were Nancy Giddings, DiAnne Lundgren and Jody Jannot. Aaron Edwards, CEO, Brant Truman, CFO/COO and James Davidson, IT Manager were also present.

QUORUM ESTABLISHED: A quorum was present.

EXECUTIVE SESSION: Executive Session was called a 3:30 p.m. for 60 minutes regarding RCW 42.30.110(1)(d).

Open session resumed at 4:30 p.m. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 4:30 p.m.

Nancy Giddings, Chair

Date

DiAnne Lundgren, Secretary

Date



TO: Ferry County Health Board of Commissioners
 FROM: Cindy Chase, CNO
 Subject: CNO Report

MEETING DATE: February 23, 2021

As of February 15, 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"> • Nurse Staffing Mike has been busy! Three folks start this week. Connie, a permanent Hire for RN nightshift, One Can agency and one more Agency RN to help cover nightshift. Things going fairly well in the scheduling department. No Covid patients for 3 weeks in the hospital. Makes life and the schedule much easier • Workflow Evaluation Currently we have 4 swing beds in the hospital and 7 LTC. We are ramping up bedside shift report with all the new staff. Several nurses have been helping us give vaccines in the Covid Village
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"> • Infection Control/ Employee Health Testing has slowed down again. The Covid Drive through vaccine clinics have been very popular. Katy and I have a nice rhythm going to keep track of schedules and want lists. Waiting for the governor to let us move forward.
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"> • Swing Beds. • We continue to recruit and currently we have 4 SBs and all are doing fine. • New Equipment Nothing new. Give Mike 5 mins.....that will change 😊 • QI/RISK/QMM • Nothing to report here. Will be needing to get the new quality dashboard completed soon. Hoping to complete that by next meeting. Had to cancel last compliance meeting due to covid vaccine clinic. Will be rescheduling that soon. Nurses took the ACLS PALS class over the weekend so nurses are caught up with required certifications.
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> <p>Cares money has afforded us the opportunity to do some creative staffing. Nice to have good coverage on the schedules.</p>
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>

We need more NACs. Spring has a class of 8 coming up. Hoping that will take some of the pressure off ensuring we have enough NACs. We will see what this new group is interested in the hospital.

CNO

Vaccines continue to dominate our lives here. Our wait list is dwindling down so we are getting there. Covid hot line is quieting a bit. We are trying to vaccinate twice a week. Our biggest 2nd dose day Was Feb 18 with over 200 patients. We had another one the day after for 100. We are trying to strive for 100 new arms a week. We just have to see how generous the state is with vaccine! I have to commend the community. No one missed an appointment last Friday when it was like 9 degrees last week. Ferry folks are sturdy stock.



TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Julia R Santana
 Subject: Board Report

MEETING DATE: February 23, 2021

As of Feb 11, 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"> • Interviews have started for the informatics position • I have started my RHC Managers Certification program and I am really enjoying it and learning a lot.
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"> • The basic scheduling matrix is going well. The front desk still needs to be observant and consistent with scheduling. When scheduled properly, providers are able to see a consistent average of 13 to 14 patients a day • We received our two ADA compliant exam room tables. These tables lower to 18 inches off the floor. This allows for easier and safer use of exam table for patients with disabilities and limited mobility. I would like to slowly, as budgets allow, replace our current exam tables with proper ADA tables.
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 slowly moving forward with Saykara. Brant and I have spoken with another entity that is very successfully using Saykara to give us a better idea on how we can better support and assist the providers with Saykara.
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"> • Provider schedules are still on the lighter than normal for this time a year. • I know there is a lot I need to learn to help improve the financial health of the clinic. HIM has been working hard to clean up billing codes and other issues.
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"> • We are looking into the possibility of adding a visiting podiatrist provider. We are researching the need for such services and will be providing a survey for patients to fill out. • The Clinic is now offering long term reversible contraception and vasectomies.



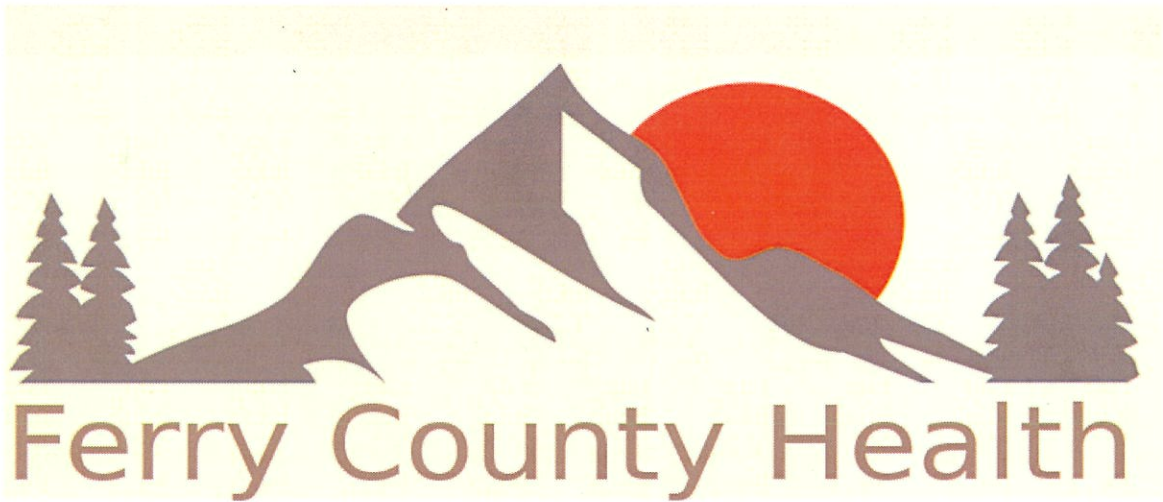
TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Brant Truman
 Subject: COO/CFO Report

MEETING DATE: February 23, 2020

As of February 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"> • Drug Store is still looking for new tech. • Looking for new Registration Lead. • Currently have Intern. • Dave Ramsey new money management tool working well.
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"> • Working on price transparency to allow for shop able services among our patients. • Improved quality across Registration and program continues to progress, with a focus of add a lead. Excited for improvement.
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 into a registration kiosk opportunity to minimize errors and improve service. • Improved HR tracking tool to allow for better employee management. • Excited for Cardiology start April 1st. • Working on additional capital projects that will improve the quality of services. • Continual work across the district to improve customer 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"> • Looking at opportunities to pay off debt at accelerated rate. • Looking at Revenue Cycle opportunities. • PPP Loan received full forgiveness. • Working Cost Report and Audit. • Total Fiscal Support from the Federal Government. • CARES ACT: \$3,752,874)PPP LOAN: \$1,280,000 (Grant) • Financial Set up complete with Drug Store. Review Financials. • 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> <ul style="list-style-type: none"> • Working on new digital xray contract. • New CT Scanner purchased. • All provider documentation project started will take some time to get where we need to go. • Looking at EMR opportunities. • Looking at potential of Podiatry in the clinic.

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



Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Combined Income Statement: Hospital, Klondike Hills and Republic

Year to Date January 31, 2021

	January	% of Gross Rev
Operating revenue:		
Gross patient service revenue	1,893,770	100%
Contractual allowances and provisions for uncollectible accounts	(597,445)	-32%
Patient service revenue - (Net contractual allowances)	\$ 1,531,807	81%
Bad debt expense	29,730	2%
Other operating revenue	4,081	0%
Total operating revenue	1,565,618	83%
Operating expenses:		
Salaries and wages	588,711	31%
Employee benefits	177,243	9%
Professional fees	143,359	8%
Supplies	132,410	7%
Purchased services - Utilities	35,535	2%
Purchased services - Other	173,366	9%
Insurance	7,997	0%
Other	36,697	2%
Rent	11,573	1%
Amortization	3,601	
Depreciation	72,208	4%
Total operating expenses	1,382,701	73%
Gain (loss) from operations	182,917	10%
Nonoperating revenues (expenses):		
Property taxes	22,230	1%
Interest earnings	941	0%
Interest expense	(15,475)	-1%
Grants and donations	9,453.95	0%
Other	1,351,172	71%
Total nonoperating revenues (expenses) - Net	1,368,322	72%
Increase (decrease) in net position	\$ 1,551,238	82%

Ferry County Public Hospital District No. 1
 doing business as
 Republic Drug Store

Income Statement
 Year to Date January 31, 2021

	January	% of Total Rev
Operating revenue:		
Pharmacy revenue - (Allowances)	\$ 214,328	91%
Retail Revenue	\$ 21,155	9%
Total operating revenue	\$ 235,482	100%
Operating expenses:		
Salaries and wages	\$ 29,262	12%
Employee benefits	\$ 10,967	5%
Utilities	\$ 1,412	1%
Pharmacy Drug	\$ 152,674	65%
Retail	\$ 1,443	1%
Supplies	\$ 256	0%
Purchased services- Other	\$ 2,450	1%
Other	\$ 150	0%
Ammoritization	\$ 3,601	2%
Depreciation	\$ 4,432	2%
Total operating expenses	206,646	88%
Gain (loss) from operations	28,836	12%
Nonoperating revenues (expenses):		
Grants and Donations	7,181	3%
Interest Expense	(1,433)	-1%
Interest earnings	-	0%
Total nonoperating revenues (expenses) - Net	5,748	2%
Increase (decrease) in net position	\$ 34,585	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)
Year to Date January 31, 2021

<i>Assets</i>	YTD Balances January
Current assets:	
Cash and cash equivalents	\$ 9,715,890
Patient trust	500
Receivables:	
Gross AR	3,682,752
Contractual allowance	(1,481,499)
Patient AR - Net	2,382,745
Taxes	286,366
Estimated third-party payor settlements	(4,874)
Other	267,773
Inventories	397,723
Prepaid expenses	63,901
Total current assets	\$ 13,110,025
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
Depreciable capital assets - Net of accumulated depreciation	6,442,569
Total capital assets	\$ 6,469,852
TOTAL ASSETS	\$ 19,579,877

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)
Year to Date January 31, 2021

<i>Liabilities and Net Position</i>	YTD Balances January
Current liabilities:	
Current maturities - Long term debt	310,044
Current maturities - Capital lease obligations	56,245
Accounts payable	490,424
Warrants payable	441,875
Sales Tax Payable	1,685
Patient trust	500
Payroll and related expenses	183,919
Accrued vacation	367,057
Unearned tax revenue	244,530
Accrued interest payable	12,623
CARES ACT FEDERAL FUNDING	3,705,825
Estimated third-party payor settlements	760,164
Total current liabilities	\$ 6,574,892
Noncurrent liabilities:	
Long term debt - Less current maturities	4,132,331
Capital lease obligations - Less current portion	46,707
Total noncurrent liabilities	4,179,037
Total liabilities	\$ 10,753,929
Net position:	
Invested in capital assets	1,911,902
Restricted expendables	-
Unrestricted	6,914,045
Total net position	8,825,947
TOTAL LIABILITIES AND NET POSITION	\$ 19,579,877

Ferry County Public Hospital District No. 1

doing business as

Republic Drug Store

Balance Sheet

Year to Date November 30, 2020

<i>Assets</i>	YTD Balance January
Current assets:	
Cash and cash equivalents	\$ 99,255
Receivables:	\$ -
Patient AR - Net	\$ 181,492
Inventories	\$ 177,000
Total current assets	\$ 457,747
Noncurrent cash and cash equivalents:	
Total noncurrent assets limited as to use	-
Capital assets:	
Depreciable capital assets - Net of accumulated depre	777,950
Gross depreciable capital assets	777,950
Total capital assets	\$ 777,950
TOTAL ASSETS	\$ 1,235,697

Ferry County Public Hospital District No. 1
 doing business as
 Republic Drug Store

Balance Sheet
 Year to Date November 30, 2020

<i>Liabilities and Net Position</i>	YTD Balances January
Current liabilities:	
Current maturities - Long term debt	199,996
Current maturities - Capital lease obligations	-
Accounts payable	206,686
Warrants payable	37,465
Payroll and related expenses	10,469
Sales Tax Payable	1,685
Total current liabilities	\$ 456,301
Noncurrent liabilities:	
Long term debt - Less current maturities	744,811
Total noncurrent liabilities	744,811
Total liabilities	\$ 1,201,112
Net position:	
Unrestricted	34,585
Total net position	34,585
TOTAL LIABILITIES AND NET POSITION	\$ 1,235,697

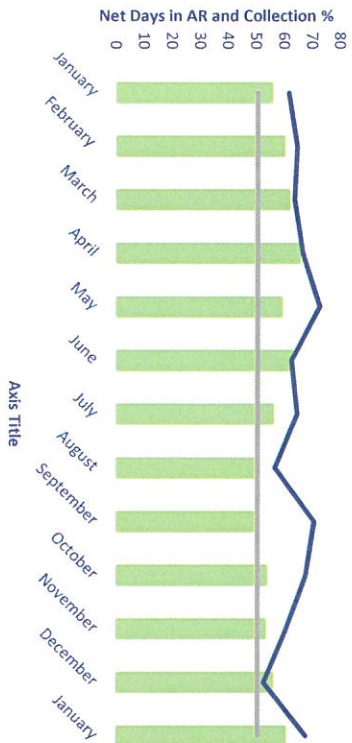
FINANCE DASHBOARD
Ferry County Public Hospital District #1
January 31, 2021

Stats	Year To Date				Current Month				
	Current Total	Target	Prior Year	%	Current Total	Target	Prior Year	%	
1 Acute Care Days	18	16	23	111%	18	16	23	111%	
2 Skilled Swing Bed Days	136	38	48	358%	136	38	48	358%	
3 Long Term Swing Bed Days	248	362	304	68%	248	362	304	68%	
4 Observation Hours	267	197	199	135%	267	197	199	135%	
5 Admissions (Acute)	4	6	3	67%	4	6	3	67%	
6 Average Length of Stay (Acute)	4.50	3.00	2.94	150%	4.50	4.00	2.94	150%	
7 Outpatient Visits	801	832	801	96%	801	832	801	96%	
8 ED Visits	141	143	131	99%	141	143	131	99%	
9 Emergency Admit to Inpatient	1,42%	3,00%	3,82%	47%	1,42%	2,80%	3,82%	51%	
10 Procedures	7	20	17	35%	7	20	17	35%	
11 Clinic Visits	2711	877	926	309%	753	877	926	86%	
12 Rehab Treatments	1052	863	1153	121%	1052	863	920	122%	
13 Imaging Visits	283	350	358	81%	283	350	324	81%	
14 Lab Visits	2529	2268	2021	111%	2529	2268	2021	111%	
Profitability									
14 Revenue Deductions % of Gross Revenue	32%	30%	39%	107%	32%	30%	39%	107%	
15 Salaries % Gross Patient Revenue	31%	45%	33%	69%	31%	45%	33%	69%	
16 Benefits % of Salary Expense	30%	26%	27%	115%	30%	26%	27%	115%	
17 Bad Debt % Gross Patient Revenue	2%	2%	1%	100%	2%	2%	1%	100%	
18 Charity % Gross Patient Revenue	2%	1%	0.11%	200%	2%	1%	0.11%	200%	
19 Total Salary Expense	\$ 588,711	\$ 640,000	\$ 567,489	92%	\$ 588,711	\$ 640,000	\$ 567,489	92%	

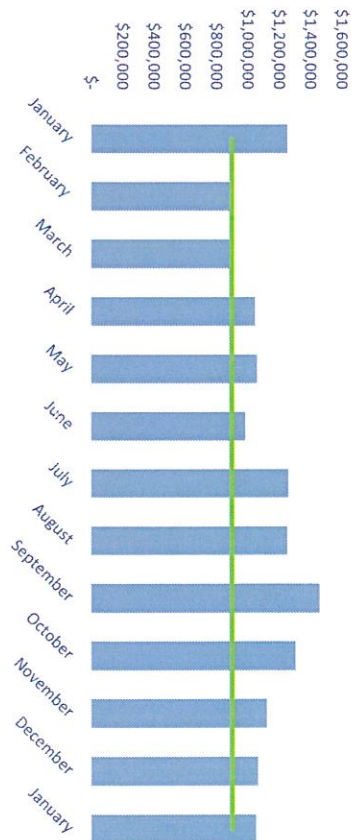
- Key**
- Meets or exceeds budget/target
 - Does not meet budget/target expectations by 5% or less
 - Does not meet budget/target expectations by greater than 5%

2021 Revenue Cycle

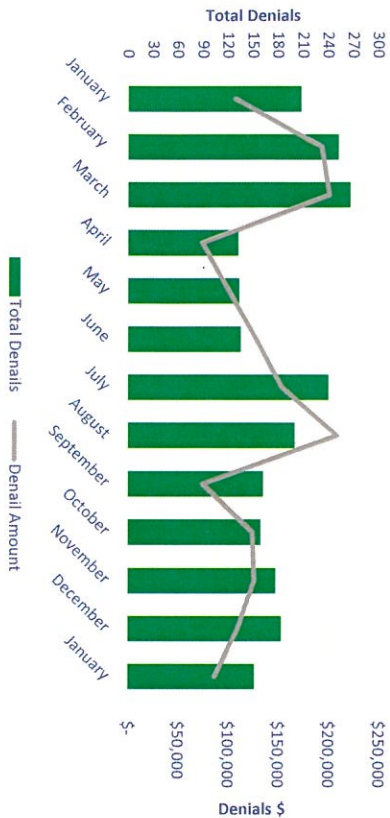
Net Days in Accounts Receivable



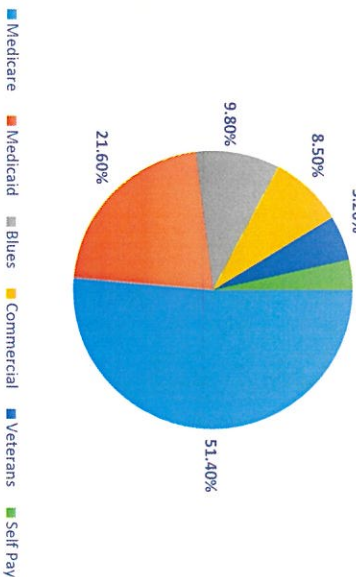
Cash Collections - Patient Accounts



Total Avoidable Denials

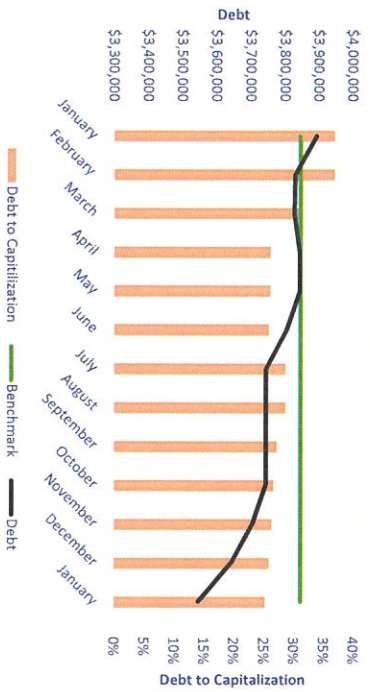


Payer Mix - 13 Month Average

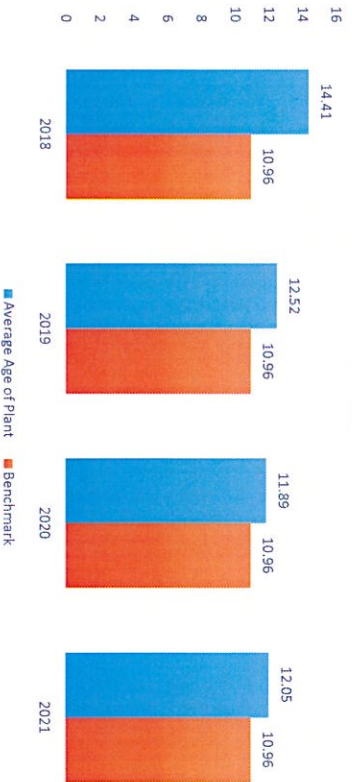


2021 Liquidity

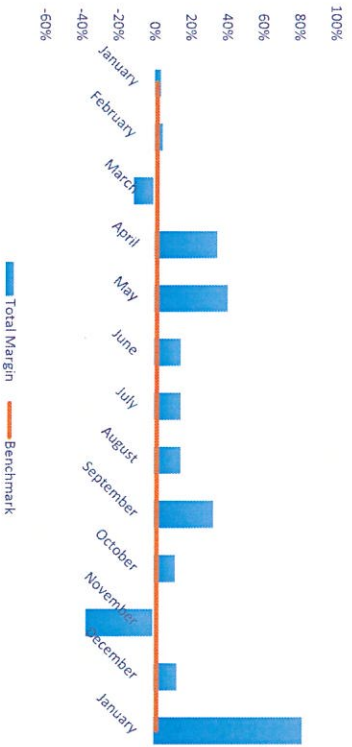
Debt to Capitalization



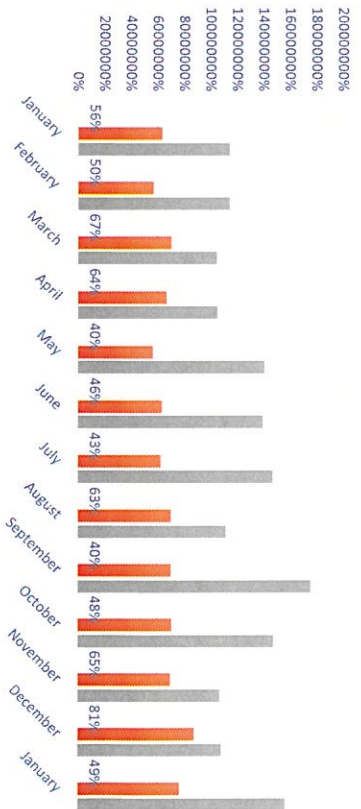
Average Age of Plant



Total Margin

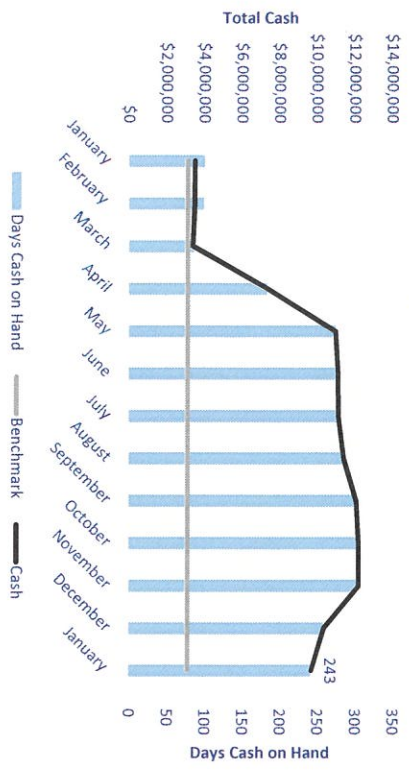


Labor Expense as a % of Operating Revenue

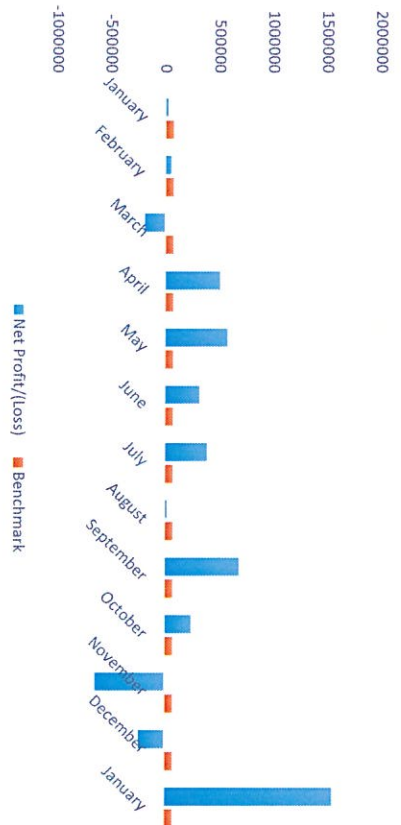


2021 Financial

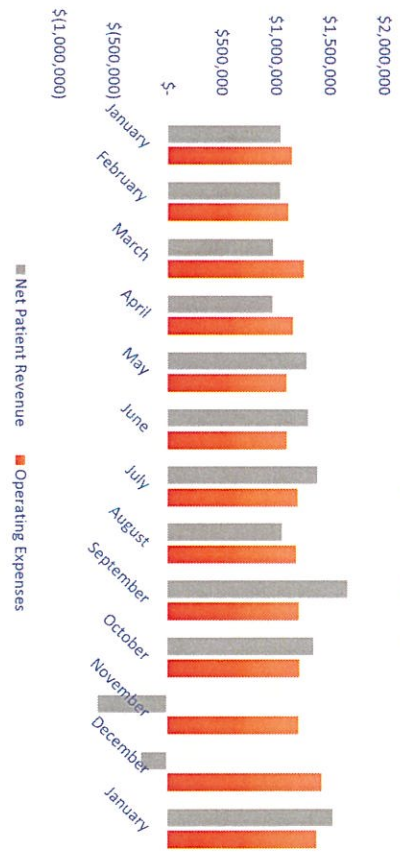
Days Cash on Hand



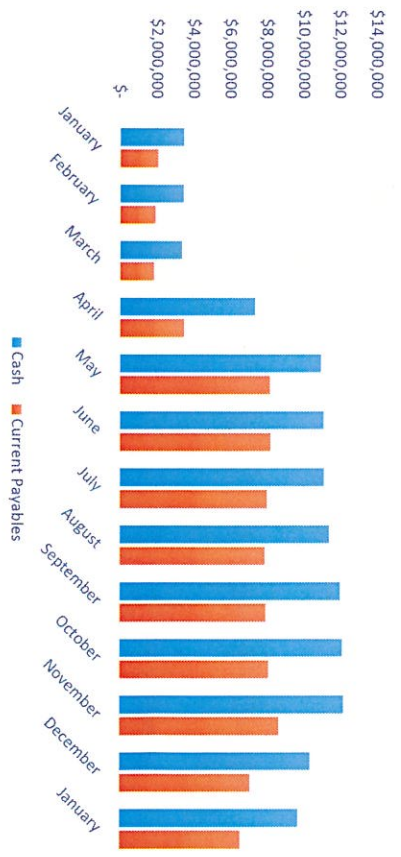
Net Profit/(Loss)



Net Patient Revenue vs Operating Expense



Cash vs Current Payables





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

MEETING DATE: February 23, 2021

As of February 19, 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"> Extremely appreciative of those volunteers that are working to direct traffic (Ferry County Search and Rescue), make appointment phone calls, and monitor for adverse events (Curlew and Republic EMS) during vaccination events. Yes, this was on my last report but it still remains true!!! Thrilled with the efforts of all of our staff involved in vaccinating Ferry County. They have done an outstanding job, working in severe weather, with little notice when vaccine is coming and what specific brand of vaccine is coming. They have been awesome! Thank you Cindy Chase for leading that team! Visited with a dietician whom we hope will make Ferry County her home and Ferry County Health her workplace. Moving all employee reviews to one time a year, early in the year. Have moved to the Lattice platform for employee reviews.
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"> Proud of commissioners DiAnne Lundgren and Nancy Giddings for completing their WSHA Board Certification!!! Working on preparing to select a new EMR which will fit the District for decades to come.
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"> By the time we visit in person we will have exceeded 2,000 doses of vaccine! Will be housing and distributing Pfizer vaccines for Ferry, Stevens, Pend Oreille and Lincoln County. Submitted a letter to Gov. Inslee and Sec. Shah with 20 other hospitals asking for adjustment to the "Roadmap to Recovery Regions", allowing us to be independent of larger urban areas (no response received as of the writing of this report).
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"> Much appreciative of Brant Truman and his team as they have taken on Republic Drug, found a source of financing for new equipment, and successfully got our PPP loan forgiven!
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"> Dr. Wagner from Pulse Cardiology will make his first visit to the District on April 4. Hopeful to bring full time dietary education/direction to our District soon! Food is medicine.

February 12, 2021

Honorable Governor Jay Inslee
Office of the Governor
PO Box 40002
Olympia, WA 98504 0002

Dr. Umair Shah, MD, MPH, Secretary of Health
Washington State Department of Health
PO Box 47890
Tumwater, WA 98504-7890

Honorable Governor Inslee and Secretary Shah,

The Rural Collaborative represents 21 of Washington State's rural, public hospital districts. Our hospitals serve over 480,000 Washingtonians in hospital district boundaries covering 21 counties and all eight Roadmap to Recovery Regions.

The regionalization of Washington's recovery efforts is not equitable for rural communities because we have little to no ability to influence our regional metrics.

To illustrate the point, we offer Ferry County Health as an example. FCH is a public hospital district that serves 5,301 of the 688,370 people who live in the Roadmap to Recovery designated East region. Ferry County reported only 2.2% positive COVID-19 tests last week, the second lowest rate of any county in the state.

However, whether Ferry County moves to Phase 2 is entirely dependent on pandemic control measures of the remaining 99% of people in the East region. For comparison, the East region's rate of positive COVID-19 tests in the previous week was over 9 times higher than Ferry County's rate. (*Data from coronavirus.wa.gov, testing through 1/29/2021, accessed 2/7/2021*).

Ferry County Health is not an outlier. Even though public hospital districts exist in order to provide health care services to residents in their districts, it is statistically impossible for our member hospitals to move the dial on the metrics that drive the Roadmap to Recovery. This is true even with zero new cases or testing 100% of the district population. (The latter of which would of course be a reckless use of resources and counter to evidence-based practice.)

Regionalization of Washington's recovery efforts is effectively holding rural communities hostage to urban centers that are geographically removed by up to 150 miles. No matter how hard rural communities work to shelter in place, social distance, or teach their kids from home, their fates are tied to cities like Yakima, Spokane and Vancouver, with which they have little cultural affinity.

Rural communities are more reliant on local businesses, the sector of the economy hit hardest by public health restrictions, than urban counterparts. And yet rural communities must sit idly by while the urban centers in our regions determine the fate of our businesses.

It appears that rural communities, which are disproportionately older and poorer than their urban counterparts, are being denied equitable access to vaccine. Many of our rural communities

report that they are no longer receiving primary vaccine doses, meanwhile vaccine is being distributed to urban or mass vaccination sites.

It is our position that rural communities should be measured according to their own efforts to fight the pandemic: this means the Roadmap to Recovery would best be determined at the county level. Furthermore, the vaccine needs to be made available to local providers in rural communities.

The Rural Collaborative is an eager and willing partner to work with your office and the Department of Health to find a solution that meets the intent of a safe and healthy recovery while also upholding the values of equity.

In Partnership,



Dr. Elya Prystowsky, PhD
Executive Director, The Rural Collaborative
Sent on behalf of our member hospitals:

DBA	Legal Name	CEO
Arbor Health, Morton Hospital	Lewis County PHD #1	Leianne Everett
Coulee Medical Center	Douglas/Grant/Lincoln/Okanogan Counties PHD #6	Ramona Hicks
Ferry County Memorial Hospital	Ferry County PHD #1	Aaron Edwards
Forks Community Hospital	Clallam County PHD #1	Heidi Anderson
Island Hospital	Skagit County PHD #2	Charles Hall
Jefferson Healthcare	Jefferson County PHD #2	Mike Glenn
Kittitas Valley Health	Kittitas County PHD #1	Julie Petersen
Klickitat Valley Health	Klickitat County PHD #1	Leslie Hiebert
Lincoln Hospital & Clinics	Lincoln Hospital District #3	Tyson Lacy
Mason Health	Mason County PHD #1	Eric Moll
Newport Hospital & Health Services	Pend Oreille County PHD #1	Tom Wilbur
Ocean Beach Hospital	Pacific County PHD #3	Larry Cohen
Prosser Memorial Hospital	Prosser PHD	Craig Marks
Skagit Regional Health	Skagit County PHD #1	Brian Ivie
Skyline Health	Klickitat County PHD #2	Robb Kimmes
Snoqualmie Valley Hospital	King County PHD #4	Renee Jensen
Summit Pacific Medical Center	Grays Harbor County PHD #1	Josh Martin
Three Rivers Hospital	Okanogan/Douglas Counties PHD #1	Scott Graham
WhidbeyHealth	Whidbey Island PHD	Ron Telles
Whitman Hospital & Medical Center	Whitman County PHD #3	Hank Hanigan
Willapa Harbor Hospital	Pacific County PHD #2	Matthew Kempton