



**BOARD OF COMMISSIONERS' MEETING**

March 29, 2022, 10:30 a.m., in the HUB Conference Room & Zoom  
<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOczg1dz09>  
 Meeting ID: 924 7295 2116  
 Passcode: 260559  
 One tap mobile  
 +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	
Rural Health Collaborative Presentation		Elya Prystowsky	
<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	3-11
<ul style="list-style-type: none"> <li>• Minutes 2/21/22 Special Board Meeting</li> <li>• Minutes 2/22/22 Board Meeting</li> <li>• Minutes 2/24/22 Special Board Meeting</li> <li>• Minutes 2/25/22 Special Board Meeting</li> <li>• Minutes 3/7/22 Special Board Meeting</li> <li>• Resolution 2022#3 Surplus Small Equipment</li> <li>• Approval of Warrants</li> <li>• Financial Write-Off Report</li> </ul>			
Correspondence		Nancy Giddings	
Public Comments		Nancy Giddings	
Quarterly ALF Report		Julie Twamley	
Compliance Report		Spencer Hargett	
Quality Improvement		Cindy Chase	
HR Report		Debbie DeCorde	12
CNO Report		Mike Martinoli	13
Clinic Report		Julia Santana	14

Medical Staff Report	Dr. Garcia	
Safety Report:	Aaron Edwards	
CFO/COO Report	Jennifer Reed	15-16
Financial Report	Jennifer Reed	17-25
CEO Report	Aaron Edwards	26-27
Old Business	Nancy Giddings	
<ul style="list-style-type: none"> <li>• Board QI Project</li> <li>• Facility Update</li> <li>• Health Foundation</li> <li>• Strategic Planning</li> <li>• CEO Search <ul style="list-style-type: none"> <li>- Resolution 2022#3 Appointment of Superintendent/CEO (will be given at the meeting)</li> </ul> </li> </ul>	ACTION Nancy Giddings	
Board Representative Reports		
<ul style="list-style-type: none"> <li>• Finance</li> <li>• Quality Improvement</li> <li>• Compliance/Risk Management</li> <li>• Medical Staff</li> <li>• Credentialing <ol style="list-style-type: none"> <li>1. Request for reappointment of Courtesy Medical Staff privileges for Christopher Montague, MD</li> <li>2. Request for reappointment of APP Medical Staff privileges for Eric Aronsohn, PAC</li> <li>3. Request for reappointment of APP Medical Staff privileges for Laura Karg, LCSW</li> </ol> </li> <li>• EMS</li> <li>• Ethics Committee</li> </ul>	Ron Bacon/Sarah Krausse Jody Jannot/DiAnne Lundgren Ron Bacon/Sarah Krausse Nancy Giddings/DiAnne Lundgren DiAnne Lundgren/Nancy Giddings  Nancy Giddings DiAnne Lundgren	
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 April 26, 2022 @ 10:30 a.m. in the HUB Conference Room & via Zoom**



Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL MEETING  
February 21, 2022**

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 12:45 p.m. on February 21, 2022 in the HUB conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO and Jennifer Reed, CFO/COO were also present.

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

**EXECUTIVE SESSION:** Executive Session was called at 12:45 p.m. until 2:00 p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 2:00 p.m. No action taken.

**ADJOURNMENT:** As there was no further business the meeting was adjourned at 2:10 p.m.

\_\_\_\_\_  
Nancy Giddings, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary

\_\_\_\_\_  
Date



## Ferry County Health

### **BOARD OF COMMISSIONERS' MEETING February 22, 2022**

**CALL TO ORDER:** Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:35 a.m. on February 22, 2022, in the HUB conference room at Ferry County Health and via zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO; Jennifer Reed, CFO/COO; Julia Santana Clinic Manager, James Davidson, IT Manager, Cindy Chase, QI Director; Mike Martinoli, CNO; Spencer Hargget, Compliance Officer; and Lacy Sharbono, Executive Assistant were present.

**GUESTS:** Nancy Churchill

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

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

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

**CORRESPONDENCE:** Giddings read a thank you card from an employee.

**PUBLIC COMMENTS:** Comments heard.

**QI REPORT:** Chase noted most have met their goals. The ones who have not met their goal are working on solutions. Will continue to update the board monthly.

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

**CLINIC REPORT:** Santana reviewed her report.

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

**SAFETY REPORT:** Working on ideas for patient and staff safety.

**CFO/COO REPORT:** Reed reviewed her report.

**FINANCIAL REPORT:** Reed reviewed the January financials. She also reviewed the proposal to move the Treasurer from the County.

**A motion was made by Krausse and seconded by Bacon to approve Resolution 2022#2 Change in Treasurer. The motion passed unanimously.**

**Giddings called for a break at 11:50 a.m. Open session continued at 12:19 p.m**

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

**CEO REPORT:** Edwards reviewed his report.

**OLD BUSINESS:**

- Board QI Project: Took food to the Housekeeping department. Will do another department in a few months.
- Facility Update: Have a call today at 4pm regarding the suction and O2 project.
- Health Foundation: Next meeting is March 14<sup>th</sup>.
- Strategic Planning: Nothing to report.
- Review Policy 8-029: **A motion was made by Bacon and seconded by Lundgren to approve policy 8-029. The motion passed unanimously.**
- CEO Search: Next interview is Thursday.

**BOARD REPRESENTATIVE REPORTS:**

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: Hargget reviewed the Compliance Work Plan. **A motion was made by Bacon and seconded by Krausse to accept the 2022 Compliance Work Plan. The motion passed unanimously.**
- Medical Staff: No Board concerns.
- Credentialing:
  1. **A motion was made by Lundgren and seconded by Krausse to approve the appointment of Courtesy Medical Staff privileges by proxy for Integra Imaging provider Scott Zelasko, MD. The motion passed unanimously.**
  2. **A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges by proxy for Integra Imaging provider Jordan Castle, MD. The motion passed unanimously.**
  3. **A motion was made by Lundgren and seconded by Krausse to approve the reappointment of APP Medical Staff privileges for Eric Aronsohn, PAC. The motion passed unanimously.**
  4. **A motion was made by Lundgren and seconded by Krausse to approve the reappointment of APP Medical Staff privileges for Mari Hunter, ARNP. The motion passed unanimously.**
- EMS: No Board concerns. Lundgren did not the coroner's office has a new location and a new 3 body refrigerator.
- Ethics Committee: Did not meet.

**NEW BUSINESS:**

- Conflict of Interest forms: Board members completed forms.

**EXECUTIVE SESSION:** Executive Session was called at 2:00 p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 3:20 p.m.





## Ferry County Health

### **BOARD OF COMMISSIONERS' SPECIAL MEETING February 24, 2022**

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 12:45 p.m. on February 24, 2022 in the HUB conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO and Dr. Jeff Comer were also present.

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

**EXECUTIVE SESSION:** Executive Session was called at 12:45 p.m. until 2:00 p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 2:00 p.m. No action taken.

**ADJOURNMENT:** As there was no further business the meeting was adjourned at 2:05 p.m.

\_\_\_\_\_  
Nancy Giddings, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary

\_\_\_\_\_  
Date



Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL MEETING  
February 25, 2022**

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:00 a.m. on February 25, 2022 in the HUB conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krause and Jody Jannot. Aaron Edwards, CEO was also present.

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

**EXECUTIVE SESSION:** Executive Session was called at 10:05 a.m. until 12:55 p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 12:55 p.m.

**A motion was made by Jannot and seconded by Krause to open negotiations with CEO candidate B. The motion passed unanimously.**

**ADJOURNMENT:** As there was no further business the meeting was adjourned at 1:00 p.m.

\_\_\_\_\_  
Nancy Giddings, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary

\_\_\_\_\_  
Date





Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL MEETING**

**March 7, 2022**

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:00 a.m. on March 7, 2022 in the HUB conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot (via phone). Aaron Edwards, CEO and Jennifer Reed, CFO/COO were also present.

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

**EXECUTIVE SESSION:** Executive Session was called at 10:00 a.m. until 12:30 p.m. regarding RCW 42.30.110(1) (g).

Open session resumed at 12:30 p.m.

**A motion was made by Krausse and seconded by Bacon to open negotiations with candidate A for the CEO position. The motion passed unanimously.**

**ADJOURNMENT:** As there was no further business the meeting was adjourned at 12:45 p.m.

\_\_\_\_\_  
Nancy Giddings, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary

\_\_\_\_\_  
Date



Ferry County Health  
**RESOLUTION 2022 #3**

**A RESOLUTION OF THE FERRY COUNTY HEALTH BOARD OF COMMISSIONERS, REPUBLIC WASHINGTON, AUTHORIZING THE DISPOSAL OF SURPLUS SMALL EQUIPMENT AND SUPPLIES.**

**WHEREAS, the District purchased and/or was donated several pieces of small equipment and supplies several years ago for multiple uses in different departments.**

**WHEREAS, the small equipment and supplies listed on attached Exhibit A are no longer in use and are in poor shape or obsolete,**

**WHEREAS, Exhibit A list of items are no longer necessary for the District’s use and it would be an inefficient use of resources to move or continue to store them,**

**THEREFORE, the Ferry County Health Commissioners hereby resolve the aforementioned small equipment and supplies listed on Exhibit A shall be deemed surplus and disposed of by the District Policy, at the discretion of the Plant Manager.**

**RESOLVED, this 29<sup>th</sup> day of March 2022.**

**APPROVED** at regular meeting of the Commissioners of Ferry County Health, Republic, Washington, this 29<sup>th</sup> day of March 2022.

\_\_\_\_\_  
Nancy Giddings, Chair    Date

\_\_\_\_\_  
Ronald Bacon, Vice Chair    Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary    Date

\_\_\_\_\_  
Sarah Krausse, Commissioner    Date

\_\_\_\_\_  
Jody Jannot, Commissioner    Date

Asset Disposal Sheet (Quarterly Report)  
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)  
 For 1st Quarter, 2022

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
11/1/2020	Pill counter at Pharmacy	Purchased new	Dump		asap		
1997	Ohio infant warmer system model # LR87400 Ser. #HCCAO1132	Purchased new	Dump		asap		

APPROVED BY:

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

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

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

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

Resolution 2022 #3  
 Date Approved by BOC: 3/29/22



TO: Ferry County Public Hospital District #1 Board of Commissioners  
 FROM: Debbie DeCorde  
 Subject: HR Board Report

MEETING DATE: March 29, 2022

HR Department as of March 24, 2022	
People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>Recruiting and retention efforts are being reviewed and optimized. My initial audit raised questions regarding our hiring practices and our handling of the application process.</li> <li>Wage scales will be analyzed with an anticipation of some proposed increases. The initial focus will be the lowest 25% wage earners organizationally.</li> <li>HR will be revamping orientation and ensuring the first day is more meaningful and fully compliant. The vision includes an expanded orientation and adoption of best practices for employee engagement from the HR department.</li> </ul>
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>Reaching out in the community to foster relationships. Looking forward to active involvement with schools and service organizations.</li> <li>Measurements will include KPIs reported to the Board and CEO monthly. This can include turnover statistics with supporting data thematically gleaned from exit interviews.</li> <li>Training of HR staff to teach best practices and updated expectations. The team is in learning mode across our software programs.</li> <li>Workflows will be developed. There are none known to exist.</li> </ul>
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>HR will be recognized as a Customer-focused department. By readily supporting employees, we contribute to satisfaction across all stakeholders. We are offering additional services, such as in employee selection and interview training,</li> </ul>
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>I am asking process questions and encouraging time efficiencies. There may be some leveraging of technology (requiring no financial investment) to minimize production loss while simultaneously introducing better recordkeeping practices. One example includes techno-enabling our application and related processes.</li> </ul>
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> <li>In a word, learning. We will investigate how HR can best support growing programs in terms of staffing and marketing.</li> </ul>



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

**MEETING DATE:** March 29th, 2022

**FROM:** Mike Martinoli, Chief Nursing Officer

**Subject:** Nursing Department Report

As of, March 24 <sup>th</sup> 2022	
<b>People</b>	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District’s patient and resident needs.</p> <ul style="list-style-type: none"> <li>Recruitment efforts are underway for RN, LPN, and NAC full time positions.</li> <li>Our newest group of NAC members have completed orientation and are now integrated into the work schedule. We on-boarded multiple new temporary nurses this past month who are collaborating well with the team. Another temporary nurse is expressing interest to move to our community and sign on for long term employment!</li> <li>Mike and Dawn are prioritizing Management projects. Teresa is covering the nursing role in LTC as needed, while we work to fill a FT nurse role on that unit. Dawn is trained as a BLS, ACLS, and PALS instructor, and is now hosting re-certification classes frequently for Nurses and Providers. She plans to become a TNCC instructor this year as well.</li> </ul>
<b>Quality</b>	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>Safety and open communication has remained strong with the current routine of 10am daily huddles between Provider, Nursing, and Rehab staff. The weekly swing bed rounds at bedside incorporates the patient and family for updates on their care progress, and a group effort for discharge planning.</li> <li>The mobile storage cart project is just about complete in the ED! Soon all supplies will be off the walls and organized into storage carts. A pediatric and trauma equipment specific cart is also organized for quick access and mobility throughout the ED.</li> </ul>
<b>Service</b>	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>Emily RN is currently treating 9 patients weekly for wound care outpatient visits in Republic. She remains available for treatment consultations with our RMC Providers and any other outside consults.</li> <li>A Nursing department airway skills day is being planned for this Spring, which will allow for collaboration between Nursing, Provider, Air Transport, and EMS staff.</li> </ul>
<b>Financial</b>	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>A budget purchase this month includes an ED gurney which includes a bed scale, hydraulic height lift, and a high quality pressure relief mattress. This will prevent skin breakdown for patients who remain in the ER overnight or extended periods of time.</li> <li>Another purchase includes an intubation tube manometer device that will accurately monitor and ensure the balloon always inflated to a safe level. This will be a safety measure now that there are times when ventilated patients are remaining at our facility for extended time periods.</li> </ul>
<b>Growth</b>	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> <li>An additional Endoscopy scope and a much larger storage cabinet for the multiple scopes have been ordered for the Procedure Unit.</li> <li>Mike has accepted a position of the Chief Nursing Executive Committee Chair for the Rural Collaborative, which will further open opportunities for collaboration with our rural health partners. Lots of networking progress was achieved at the Northwest Rural Health Conference in Spokane.</li> </ul>



TO: Ferry County Public Hospital District #1 Board of Commissioners    MEETING DATE March 29, 2022  
 FROM: Julia R Santana  
 Subject: Clinic Report

As of March 24, 2022	
People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• I have hired David Polevoy as a screener for the clinic. I have also hired Leda Osborn as an administrative float to assist in the clinic and when the hosp front desk/screening needs help.</li> <li>• I am extremely proud of our MA/Nursing staff for the tremendous effort that they have put in during the last couple weeks of severe staff shortage. There has been days where 3 MA's have worked 5 providers. Everyone is working and communicating together.</li> </ul>
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>• I am creating a MA-R skills sign off sheet that our MA-R's must be signed off on. The skill sheets are based on their scope of practice and formatted after the MA-Apprentice program skill sheets.</li> <li>• We will be doing additional online PFT training with the Pulm-One company before officially launching into doing PFT's. Dr Smart is still working on the work flows for PFT's.</li> </ul>
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>• With the staffing crunch the clinic has experienced there has been an increase in patient dissatisfaction with phone calls being returned in a timely manner. We are very aware of this. The additional staff in the Front Office will help mitigate this. The front office will also be documenting and tracking every phone call and voice mail each day and going to the back office staff towards the end of the day to follow up on any calls not returned yet.</li> <li>• With the 2 new employees, our MA-R's will more easily be able to rotate to the back and room patients, which will allow MA/Nurse staff the time to return phone calls in a timelier manner.</li> </ul>
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>• The clinic has officially taken over Audiograms from Radiology and we are performing them in our outpatient service room.</li> <li>• We are also performing EKG's when needed for the clinic and cardiology in the outpatient service room. This has saved a fair amount of traffic and stress on the Hosp.</li> </ul>
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> <li>• We have our Fellowship applicants narrowed down to 3! Mari, Admin and I have onsite interviews and tours with the 3 candidates over the next two weeks. We will be submitting our offer to the candidate that we want (They actually choose the site/us) on April 8<sup>th</sup>.</li> </ul>



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

MEETING DATE: March 29, 2022

As of March 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"> <li>• The team is awesome, innovative, creative, committed and forward thinking!           <ul style="list-style-type: none"> <li>○ Mena has hired a new AP/Payroll person. Eric has been working with both she and Mena and I think everyone is very happy! Debbie happy to get Eric back and Mena happy to have some help. Mena is also knee deep in cost report and audit which will be presented at our May meeting.</li> <li>○ Chi is getting creative with hiring and keeping staff coming, including a "train the trainer" program, and working with Wenatchee Valley college and their job fair coming up.</li> <li>○ Melinda and team are doing an awesome job with the Revenue Cycle. They are all heavily involved with the Meditech Expanse project, our compliance projects and Chargemaster audit RFP and scheduling coming in the 3<sup>rd</sup> quarter.</li> <li>○ Josh is an awesome Materials person, much like the others that I have known are just happy to do their jobs and do them well!</li> <li>○ Of course, Lacy rocks it every day!</li> <li>○ Rozann and Natalie are pushing the drugstore forward in an awesome way, looking at merchandising and creative solutions to staffing.</li> <li>○ I will be pushing all of our employees to be and stay involved in the Meditech Expanse implementation in order for all to have real ownership around the system.</li> </ul> </li> <li>• Still looking for a pharmacist. Have a few new ideas so hoping for the best!</li> </ul>
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>• We have quality projects related to denials, and are working with HRG for a little more timely information related to this so that we can track root cause. Denials have decreased dramatically since implementing changes.</li> </ul>
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>• Looking at the NRC system to optimize our surveys to include our strategic initiatives. These will include items that emphasize and measure communication between departments, and with our patients directly.</li> </ul>
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>• Meditech implementation. The team is awesome about watching expenses here, but we will have some unexpected budgeted items for the implementation including a little equipment, interfaces, and resources in the form of people to get the job done. Our focus is on a super, seamless implementation that will include great communication and timely and sufficient end-user training. We are also very cognizant of ongoing training to include in our onboarding efforts.</li> </ul>

## Growth

- We have CARES Act dollars to spend and are actively identifying potential uses for the money.
- Financials: February review.
- COH: 153.5 days
- 3% Net Profit Margin year to date

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

- The colonoscopy business is going well, looking to increase to more days. Currently working with Anesthesia on this.
- Beginning to tiptoe into service line analysis.
- Beginning to look at the Master Facility plan. We will send out RFP for bids from 3 architects and others to start the consideration. We believe that CARES Act dollars can be used for this purpose and are verifying this.



Ferry County Public Hospital District #1 Financial Statements  
Month Ending February 28, 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 February 28, 2022

	January	February	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:					
Gross patient service revenue	2,168,117	2,050,176	89%	\$ 4,218,292	
Drug Store gross revenue	260,162	256,498	11%	\$ 516,660	
Contractual allowances and provisions for uncollectible accounts	(878,830)	(816,027)	-40%	\$ (1,694,858)	-40%
Patient service revenue - (Net contractual allowances)	1,549,448	1,490,646	73%	\$ 3,040,094	72%
Bad debt expense	5,225	4,877	0%	\$ 10,101	0%
Other operating revenue	40,735	45,349	2%	\$ 86,084	2%
<b>Total operating revenue</b>	<b>\$ 1,595,408</b>	<b>\$ 1,540,871</b>	<b>75%</b>	<b>3,136,280</b>	<b>74%</b>
Operating expenses:					
Salaries and wages	714,999	650,300	32%	\$ 1,365,298	32%
Employee benefits	181,697	167,886	8%	\$ 349,583	8%
Professional fees	161,117	98,739	5%	\$ 259,856	6%
Supplies	99,161	139,485	7%	\$ 238,646	6%
Purchased services - Utilities	35,720	26,798	1%	\$ 62,518	1%
Purchased services - Other	197,902	55,230	3%	\$ 253,132	6%
Pharmacy Drugs	140,956	138,619	7%	\$ 279,574	7%
Drug Store Retail	5,630	14,165	1%	\$ 19,795	0%
Insurance	4,445	16,863	1%	\$ 21,308	1%
Other	40,961	45,988	2%	\$ 86,949	2%
Rent	23,427	21,740	1%	\$ 45,167	1%
Amortization	3,663	3,663	0%	\$ 7,326	0%
Depreciation	77,395	77,372	4%	\$ 154,767	4%
<b>Total operating expenses</b>	<b>\$ 1,687,071</b>	<b>\$ 1,456,847</b>	<b>71%</b>	<b>3,143,919</b>	<b>75%</b>
Gain (loss) from operations	(91,663)	84,024	4%	\$ (7,639)	0%
Nonoperating revenues (expenses):					
Property taxes	29,714	29,871	1%	\$ 59,585	1%
Interest earnings	555	536	0%	\$ 1,092	0%
Interest expense	(6,778)	(2,015)	0%	\$ (8,793)	0%
Grants and donations	(195)	(42)	0%	\$ (237)	0%
Other	27,288	23,492	1%	\$ 50,780	1%
<b>Total nonoperating revenues (expenses) - Net</b>	<b>\$ 50,584</b>	<b>\$ 51,843</b>	<b>3%</b>	<b>102,427</b>	<b>2%</b>
<b>Increase (decrease) in net position</b>	<b>\$ (41,080)</b>	<b>\$ 135,867</b>	<b>7%</b>	<b>\$ 94,788</b>	<b>2%</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

Republic Drug Store Income Statement

Year to Date February 28, 2022

	January	February	YTD	
Operating revenue:				
Pharmacy revenue - (Allowances)	237,687	232,666	470,353	
Retail Revenue	22,475	23,831	46,306	
<b>Total operating revenue</b>	<b>\$ 260,162</b>	<b>\$ 256,498</b>	<b>\$ 516,660</b>	
Operating expenses:				
Salaries and wages	23,305	23,396	46,702	
Employee benefits	7,140	6,824	13,963	
Utilities	1,646	1,179	2,825	
Pharmacy Drugs	140,956	138,619	279,574	
Retail	5,630	14,165	19,795	
Supplies	109	12	121	
Purchased services- Other	3,151	900	4,051	
Taxes and Licences	3,137	1,955	5,092	
Advertising	115	115	229	
Professional Fees	14,023	17,550	31,573	
Other	2,226	3,225	5,451	
Amortization	3,663	3,663	7,326	
Depreciation	4,723	4,723	9,446	
<b>Total operating expenses</b>	<b>\$ 209,823</b>	<b>\$ 216,326</b>	<b>\$ 426,149</b>	
Gain (loss) from operations	50,339	40,172	90,510	
Nonoperating revenues (expenses):				
Grants and Donations	(195)	(42)	(237)	
Interest Expense	(1,417)	(955)	(2,371)	
Interest earnings	-	-	-	
<b>Total nonoperating revenues (expenses) - Net</b>	<b>\$ (1,612)</b>	<b>\$ (996)</b>	<b>\$ (2,608)</b>	
<b>Increase (decrease) in net position</b>	<b>\$ 48,727</b>	<b>\$ 39,175</b>	<b>\$ 87,902</b>	<b>17%</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

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

Year to Date February 28, 2022

<i>Assets</i>	YTD Balances January	YTD Balances February
Current assets:		
Cash and cash equivalents	\$ 7,544,004	\$ 7,367,463
Patient trust	500	500
Receivables:		
Gross AR	4,722,068	4,542,748
Contractual allowance	(1,579,847)	(1,551,266)
Patient AR - Net	3,142,221	3,113,102
Taxes	369,513	341,665
Estimated third-party payor settlements	1,930	1,930
Other	21,443	182,242
Inventories	419,568	469,259
Prepaid expenses	113,361	147,449
Total current assets	\$ 11,612,540	\$ 11,623,610
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	6,725,579	6,644,544
Construction in Progress	-	184,000
Total capital assets	\$ 6,752,861	\$ 6,855,826
<b>TOTAL ASSETS</b>	<b>\$ 18,365,401</b>	<b>\$ 18,479,436</b>

# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)  
Year to Date February 28, 2022

<i>Liabilities and Net Position</i>	YTD Balances January	YTD Balances February
<b>Current liabilities:</b>		
Current maturities - Long term debt	399,388	\$ 510,269
Current maturities - Capital lease obligations	18,320	18,993
Accounts payable	461,382	329,644
Warrants payable	316,164	343,249
Sales Tax Payable	3,137	1,907
Patient trust	500	500
Payroll and related expenses	257,590	253,001
Accrued vacation	399,244	417,917
Unearned tax revenue	326,110	296,464
Accrued interest payable	-	-
CARES ACT FEDERAL FUNDING	1,454,609	1,454,609
Estimated third-party payor settlements	216,000	216,000
<b>Total current liabilities</b>	<b>\$ 3,852,445</b>	<b>\$ 3,842,552</b>
<b>Noncurrent liabilities:</b>		
Long term debt - Less current maturities	2,294,768	2,132,946
Capital lease obligations - Less current portion	101,841	69,151
<b>Total noncurrent liabilities</b>	<b>2,396,609</b>	<b>2,202,098</b>
<b>Total liabilities</b>	<b>\$ 6,249,054</b>	<b>\$ 6,044,650</b>
<b>Net position:</b>		
Invested in capital assets	3,938,544	3,940,466
Restricted expendables	-	-
Unrestricted	8,177,803	8,494,320
<b>Total net position</b>	<b>12,116,347</b>	<b>12,434,786</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 18,365,401</b>	<b>\$ 18,479,436</b>

**FINANCE DASHBOARD**  
**Ferry County Public Hospital District #1**  
**February 28, 2022**

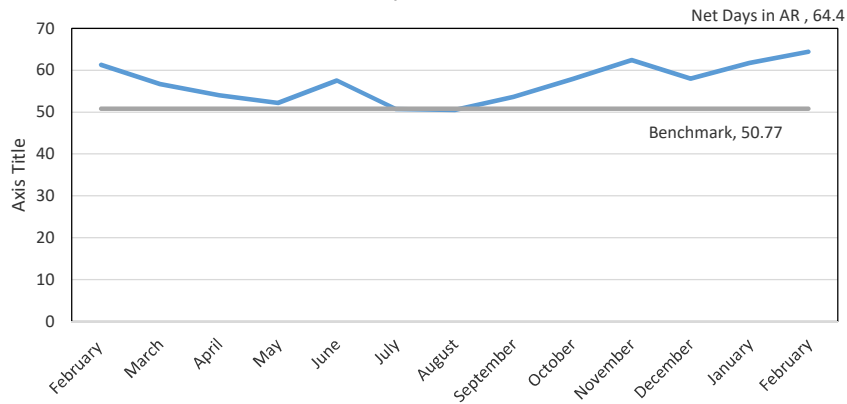
Stats		Current Month		
		Current Total	Target	Prior Year
1 Acute Care Days		27	16	16
2 Skilled Swing Bed Days		24	38	107
3 Long Term Swing Bed Days		240	362	209
4 Observation Hours		237	197	211
5 Admissions (Acute)		10	6	4
6 Average Length of Stay (Acute)		3.36	4.00	2.70
7 Outpatient Visits		1030	832	863
8 ED Visits		140	143	124
9 Emergency Admit to Inpatient		5.00%	2.80%	2.00%
10 Procedures		22	20	13
11 Clinic Visits		747	877	669
12 Rehab Treatments		846	863	1063
13 Imaging Visits		377	350	369
14 Lab Visits		2691	2268	2309
<b>Profitability</b>				
14 Revenue Deductions % of Gross Revenue		41%	30%	37%
15 Salaries % Gross Patient Revenue		29%	45%	33%
16 Benefits % of Salary Expense		25%	26%	31%
17 Bad Debt % Gross Patient Revenue		0.24%	1.78%	2.30%
18 Charity % Gross Patient Revenue		0.21%	1%	0.27%
19 Total Salary Expense		\$ 650,300	\$ 600,000	\$ 599,825

**Key**

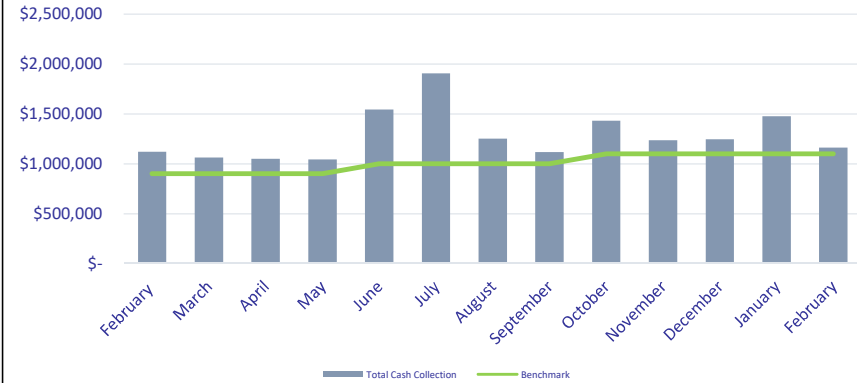
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

# 2022 Revenue Cycle

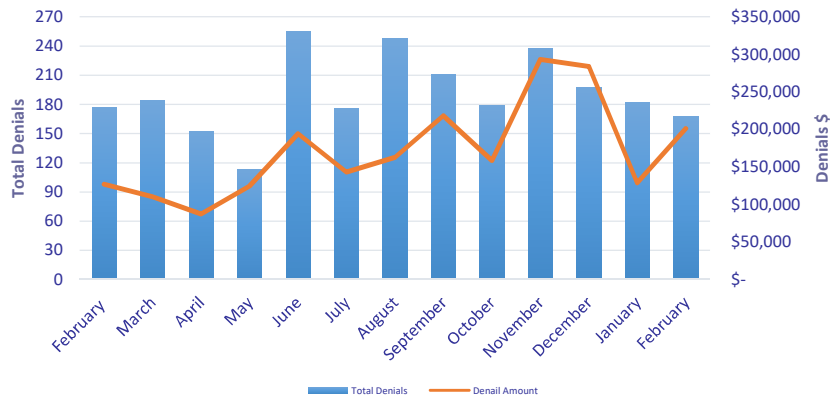
### Days in AR



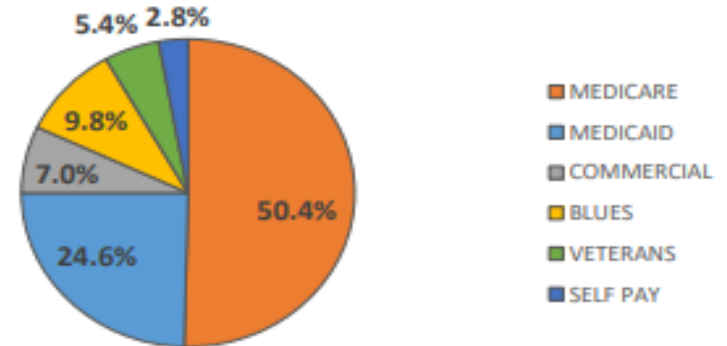
### Cash Collections- Patient Accounts



### Total Avoidable Denials

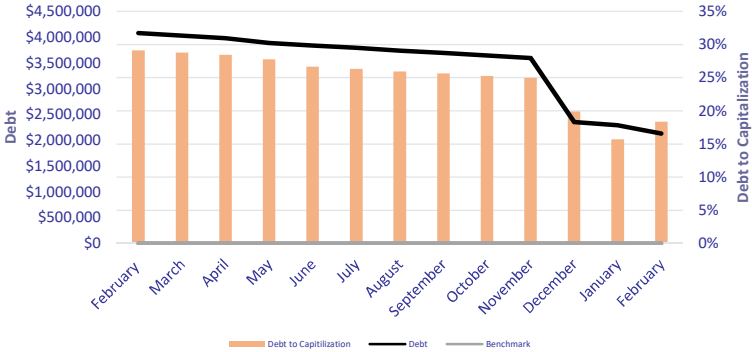


### 13 Month Average Payer Mix



# 2022 Liquidity

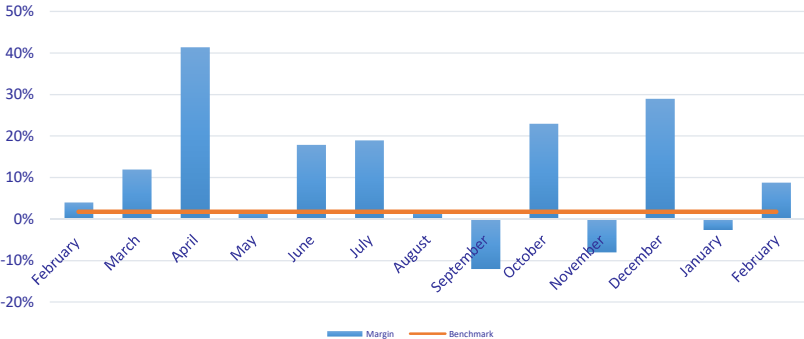
### Debt to Capitalization



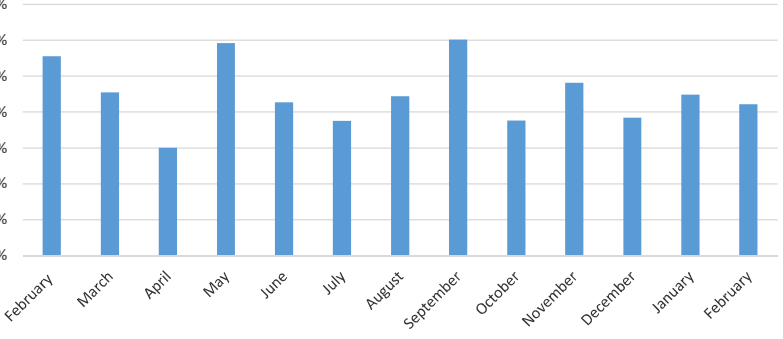
### Average Age of Plant



### Total Margin



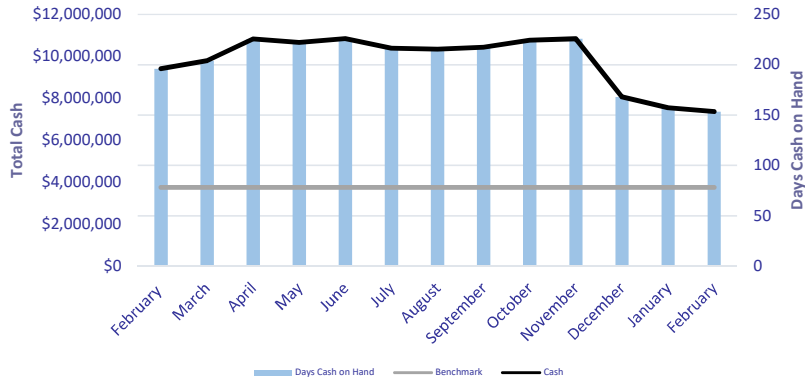
### Labor as Percent of Operating Revenue



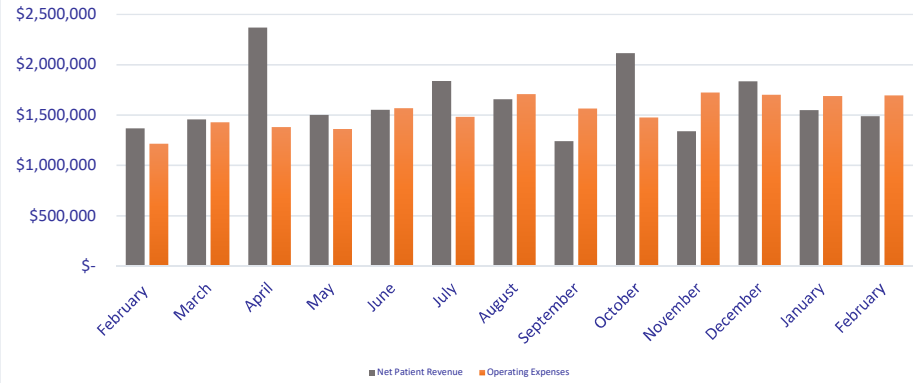


# 2022 Financial

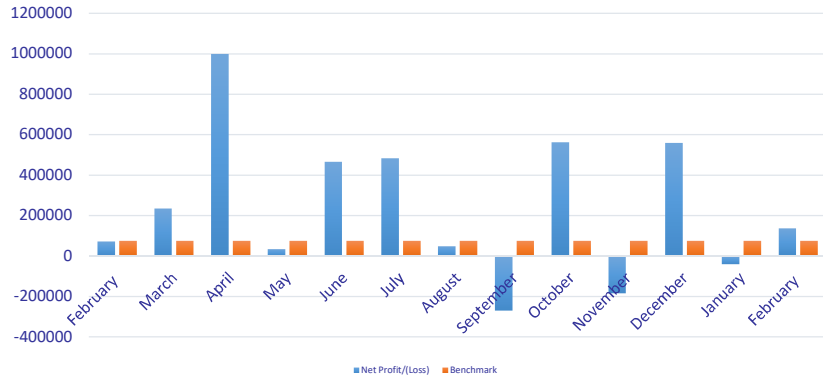
### Days Cash on Hand



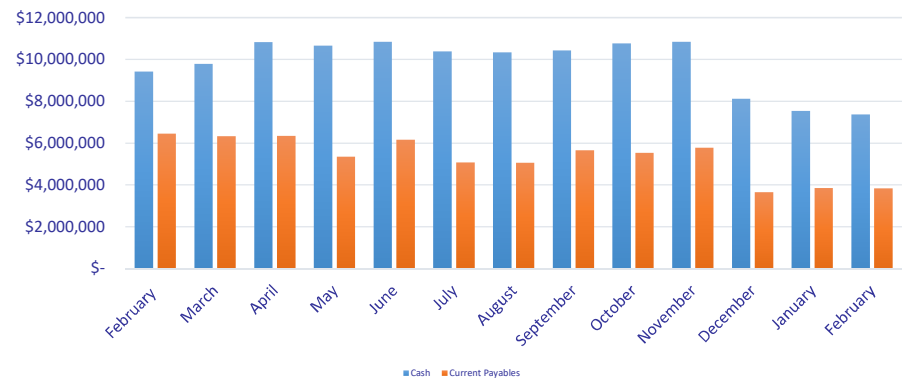
### Net Patient Revenue vs Operating Expense



### Net Profit/(Loss)



### Cash vs Current Payables





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

MEETING DATE: March 29, 2022

As of March 23, 2022

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• Working on briefing Debbie Decorde and Jennifer Reed on District history/issues/opportunity ahead of my departure.</li> <li>• Moving forward, should the Board approve, HR will give reports directly to Board</li> <li>• District managers are working on wrapping up annual reviews for all non-contract staff.</li> <li>• Nurse staffing bill failed to make it to a vote in the legislature and appears to be dead for now.</li> <li>• Working with immigration attorney to ensure Dr. W will be able to work come June (all looks well at this point).</li> <li>• Staff working hard on preparing for the upcoming EMR changeover. There will be substantial increase in costs related to training and consulting to make sure we have a successful implementation; Jennifer will have more to report on that. Worth it in the long run to get this right!</li> <li>• Thank you for the opportunity, your trust, and a great working relationship over these past almost six years! I will miss all of you, our staff, and the community!!!</li> </ul>
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> <li>• An audit has been done on our progress on updating policy and procedure and reported during our Compliance meeting. Several departments have substantial work to do to get current.</li> <li>• Managers will be/need to be working on our annual CAH report for the DOH (booklet given to the DOH upon arrival for survey).</li> <li>• Managers doing a good job (for the most part) on QI projects.</li> <li>• Visited with an architect/facilities planner to begin the process of getting bids for a master facilities plan (Finance Committee visited with the architect).</li> <li>• Jennifer and I visited with NRC (our survey company) about tailoring questions to better measure our strategic plan initiatives.</li> <li>• Thank you for the opportunity, your trust, and a great working relationship over these past almost six years! I will miss all of you, our staff, and the community!!!</li> </ul>
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> <li>• The Rural Health Collaborative would like us to stay as an A member. Jennifer will follow up on that post my departure.</li> <li>• Ferry County Health Foundation met this past week, working on changing accounts, the need for an audit, and appointed a temporary treasurer. They will be seeking applications for the scholarship soon.</li> <li>• Thank you for the opportunity, your trust, and a great working relationship over these past almost six years! I will miss all of you, our staff, and the community!!!</li> </ul>
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> <li>• February was near breakeven (a little positive), substantially less swings due to staff C19 outbreaks and the elective procedures ban.</li> </ul>

Growth

- Thank you for the opportunity, your trust, and a great working relationship over these past almost six years! I will miss all of you, our staff, and the community!!!

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

- I will miss you guys!!! I do believe you will be in good hands!