



BOARD OF COMMISSIONERS' MEETING

May 25, 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	3-8
<ul style="list-style-type: none"> • Minutes 4/27/21 Special Board Meeting • Minutes 4/27/21 Board Meeting • Approval of Warrants • Financial Write-Off Report • Resolution 2021#5 Surplus Small Equipment 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	9-10
Clinic Report		Julia Santana	11
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	12-13
Financial Report		Brant Truman	14-22
CEO Report		Aaron Edwards	23
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Strategic Planning • Bylaw review • Resolution 2021#6 Revised FCPHD1 Bylaws • Curlew Clinic 	ACTION		24

- Pharmacy

Board Representative Reports

- Finance Ron Bacon/Sarah Krausse
- Quality Improvement Jody Jannot/DiAnne Lundgren
- Compliance/Risk Management Ron Bacon/Sarah Krausse
- Medical Staff Nancy Giddings/DiAnne Lundgren
- Credentialing DiAnne Lundgren/Nancy Giddings
 1. Request for reappointment of Courtesy Medical Staff privileges by proxy for Integra Imaging providers: Dhillon Gurpreet, MD; Leslie Russell, MD; Jace Hilton, DO; Robert Frost, MD; David Thayer, MD; Paige Flett, MD; Oksana Prychyna, MD; Tyson Filinson, DO
- EMS Nancy Giddings

New Business

Nancy Giddings

Executive Session

Nancy Giddings

Open Session – Action, if applicable regarding executive session

Nancy Giddings

Adjournment

Nancy Giddings

**Board meetings are usually the fourth Tuesday of each month at 10:30 a.m. unless otherwise posted.
The Public is encouraged to attend; Handicap access is available.**

Next regularly scheduled meeting is June 22, 2021 @ 10:30 a.m. in the HUB Conference Room & via Zoom



Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL MEETING
April 27, 2021**

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:00 a.m. on April 27, 2021 in the HUB conference room at Ferry County Health and via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot and James Davidson, IT Manager.

QUORUM ESTABLISHED: A quorum was present.

GUEST: Mica Rogers

REVIEW OF BYLAWS: The Board made updates to the Bylaws.

ADJOURNMENT: As there was no further business the meeting was adjourned at 10:30 a.m.

Nancy Giddings, Chair

Date

DiAnne Lundgren, Secretary

Date



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

April 27, 2021

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:36 a.m. on April 27, 2021, in person and via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Jody Jannot and Sarah Krausse. Aaron Edwards, CEO; Brant Truman, CFO/COO; Julia Santana, James Davidson, IT Manager, and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

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

GUEST: Mica Rogers

CORRESPONDENCE: Nothing to report.

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

PUBLIC COMMENTS: None

CNO REPORT: The Board reviewed the attached report.

CLINIC REPORT: Santana reviewed the attached report.

MEDICAL STAFF REPORT: Garcia gave an update on how the district is handling the Covid outbreak.

SAFETY REPORT: Truman reviewed a proposal for the District to pay employees hazard pay and a one-time bonus if staff received or will be willing to get their Covid vaccine. The EOC committee is meeting and coming up with a checklist for employee and patient safety.

A motion was made by Krausse and seconded by Jannot to approve the hazard pay for employees. The motion passed unanimously.

A motion was made by Lundgren and seconded by Krausse to approve the vaccine bonus. The motion passed unanimously.

CFO/COO REPORT: Truman reviewed the attached report.

FINANCIAL REPORT: Truman reviewed the March financials. He also reviewed employee benefits.

CEO REPORT: Edwards reviewed the attached report. He noted the following:

- Looking to share a dietitian with Rural Resources. They are also willing to house our discharge planner in their building.
- Kudos to housekeeping for all their hard work with terminal cleans.

Giddings called for a break at 11:48 a.m. Open session continued at 12:13 p.m.

OLD BUSINESS:

- Board QI Project: On hold.
- Facility Update: Working on HVAC issues. The red tiny home will be here soon.
- Health Foundation: They did not meet.
- Strategic Planning: On hold.
- Bylaw review: Discussed revisions made during the special board meeting.

A motion was made by Bacon and seconded by Jannot to approve the edits made to the bylaws. The motion passed unanimously.

- Curlew Clinic: As of May 5th our therapist has a full time schedule at the clinic.
- Pharmacy: Working through some 340B issues. They have hired a new assistant and pharmacy tech that is finishing her last rotation for school.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: Meeting is Thursday.
- Compliance/Risk Management: Next meeting is May 14th.
- Medical Staff: Giddings noted Christa's LTC activities report was amazing.
- Credentialing:
 1. A motion was made by Lundgren and seconded by Bacon to approve the appointment of Courtesy Medical Staff privileges by proxy for Integra Imaging providers: Logan Beebe, DO, Brent King, MD, Ben LeCheminant, DO, Patrick Davis, MD, Marc Bruce, MD, Terry Chun, MD, Rupinder Penna, DO, Eric Graham, MD, James Buratto, MD, Seth Gillham, MD, David Holt, MD, Michael Lee, MD. The motion passed unanimously.
 2. A motion was made by Lundgren and seconded by Krausse to approve the appointment of Courtesy Medical Staff privileges for Samantha Gallagos, ARNP. The motion passed unanimously.

EXECUTIVE SESSION: Executive Session was called at 1:45 p.m. regarding RCW 42.30.110(1)(d).

Open session resumed at 2:45 p.m. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 2:45 p.m.

Nancy Giddings, Chair Date

DiAnne Lundgren, Secretary Date

Lacy Sharbono, Recording Secretary Date



Ferry County Health
RESOLUTION 2021 #5

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 25th day of May 2021.

APPROVED at regular meeting of the Commissioners of Ferry County Health, Republic, Washington, this 25th day of May 2021.

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 2nd Quarter, 2021

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
2015	Vulcan Convection Oven	Broken	Dump		ASAP		

APPROVED BY:

Facilities Mgr _____ Date: _____

CFO _____ Date: _____

CEO _____ Date: _____

BOD _____ Date: _____

Resolution 2021 #5
 Date Approved by BOC: 5/25/21



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

MEETING DATE: May 25, 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 We are experiencing good staffing but continue to utilize temporary help with the C-19 surge. The NAC class is finishing up clinical training and we received 3 NACs out of that class. We will be in great shape for a while. Will not push for another NAC class for awhile • Workflow Evaluation We pretty much emptied out our hospital to make room for covid patients who need to be admitted. Area hospitals were very helpful with the lateral transfers. We did have to admit a couple of C-19 patients and all went well. Our isolation process is really outstanding. Staff getting more accustomed to the new equipment. Grand Coulee lent us a vasotherm as there were times we had multiple C-19s in the ED at once.
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 Katy has been very busy with our surge and doing the contact tracing. She has been tasked with developing a new Mask policy for the District. We continue to see C-19 patients however it does seem to be slowing down a bit. Vaccinations are going strong and yet to be determined is when we think the vaccine clinics are no longer useful. I see the testing area being in place for the summer. We had a stellar Hand Washing audit of 97% compliance. Katy has been diligently working on C -19 and coming in when we have patients that need some interviewing. Hoping the surge will be over in the next couple of weeks.
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 are down to just 2 swing bed patients and with the covid surge at this point, we are focused on care of our patients and those that visit our ED. We are evaluating whether we can take more than 2. • QI/RISK/QMM • Dashboard looking better for QI. Still have concerns regarding falls in the Alf. We have had 8 in first quarter. A discussion during compliance regarding complaints that are seen on Facebook. We will not respond on facebook, although sometimes we really want to! But will reach out when necessary to resolve any issue. Our complaint line had no calls in 2021 and I will be checking with our Rural Collaboration regarding a complaint line at no cost. I will report at next compliance meeting
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"> • We continue to use CARES money to assist with staffing. Mike is really very good about finding ways to buy things on Cares money. It doesn't always work however, but we have become acutely aware of needs that we have. Looking at a ED facelift.

Growth

- Continue to use in house agency paid for by the cares

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

We continue to push communications to the community regarding vaccines. We are getting requests for children. A special Curlew day for vaccines will occur on May 25th sponsored by the Range Team from WSU. We need more arms.....tell your friends.

CNO

I continue to support the vaccine clinics and have become a whiz in scheduling with the fancy system we have. Looking forward to the end of the surge to get some nursing things in place. We have quite a few new staff to bring on board with our processes. I will miss the next meeting maybe 2 as I will out on Medical leave.



"This is a rush case ... Coach needs him back for the fourth quarter."



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

MEETING DATE: May 25, 2021

As of May 18th

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"> • Zach has officially moved over to his new position as Registration Coordinator • Kelley is doing absolutely awesome job on her own. • Adam has hit the ground running with the Informaticist position • Our position for Health Maintenance/FOC is being announced
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"> • As far as the clinic, Adam is finding ways to improve our efficiency and make standardized processes for everyone to follow the same way in an effort to reduce registration errors.
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"> • Katie Jo Rebel will be here June 9th to do our mock survey and conduct compliance training for the back office staff and additional cost report and billing training for me
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • Our provider numbers have gone back down from March to April, but this is likely due to our Covid outbreak. • I would like to start tracking benchmarks in the clinic such as our ACP, days in AR and denial rate... still needing to get with Brant on this, but feel it is very important tracking to do. • Once the 2020 cost report is finalized I will submit with NARHC to have them do a benchmark report for the clinic.
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 Waggoner had a full schedule for his May 11th day. I still do not have additional clinic dates for him and I have asked Lisa (Pulse nurse) • We have made the first step with podiatry by reaching out to April McKenna. • I would like to start the discussion of putting a provider out at Curlew Clinic 1 or 2 days a month once we have the Short's here.




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

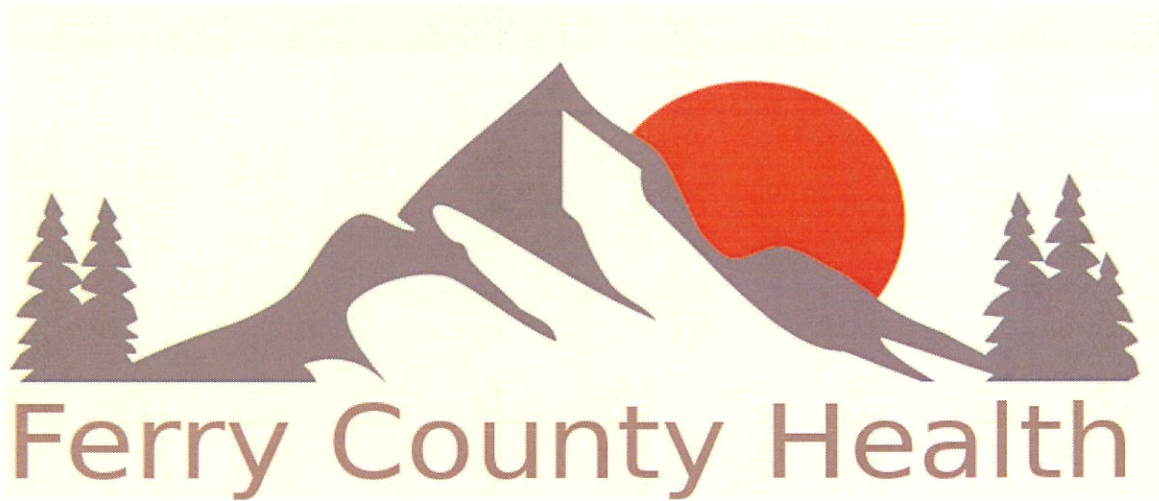
MEETING DATE: May 25, 2021

As of May 21, 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"> • Pharmacy will be fully staffed this next month, tech was hired and ready to start. • Registration Lead started and sharing time with the clinic. • Changes in office space due to the need for more employees, great opportunity to provide more employment for individuals. • Have a Rev Cycle consultant in to help our facility continue to improve and grow our staff locally. • Hiring additional inventory clerk to help with Pharmacy counting.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Improved quality across Registration and program continues to progress, with a focus of add a lead. Excited for improvement. • Believe that all the EMR options we are currently pursuing will be an upgrade for the facility and allow staff to provide better information and take care of patients at a higher level. • Delay in CT installation moved back to August of this year, a lot of delays caused due to COVID.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • Looking at different opportunities to improve use of our survey tool. • Working on Cardiology and making it a lasting opportunity. • Working on 501c3 application in an effort to improve opportunities for the hospital and employees. • Continual work across the district to improve customer service, through more focus towards improvement.
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"> • Continue to look at opportunities to pay off debt at accelerated rate, possible refi of current debt to save money. Will discuss further at board. • Working through adjustments to the PRF funds and how that applies to the Cost Report. • All information in for 2020 cost report/audit, working on detailed questions. • Total Fiscal Support from the Federal Government. • CARES ACT: \$3,752,874 PPP LOAN: \$1,280,000 (Grant) • Working on getting inventory in place in pharmacy to allow for track and trace on a monthly basis. • Working on a per unit cost measure to allow for CARES funding to be used properly. • 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>

-
- 
- Curlew Rehab clinic continues to go really well.
 - Looking at EMR opportunities.
 - Potential opportunities to improve facilities.
-

Ferry County Public Hospital District #1 Financial Statements
Month Ending April 30, 2021



Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

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

Year to Date April 30, 2021

	March	April	YTD	% of Gross Rev
Operating revenue:				
Gross patient service revenue	1,946,431	2,085,606	\$ 7,723,822	
Contractual allowances and provisions for uncollectible accounts	(715,484)	(56,224)	\$ (2,037,025)	-26%
Patient service revenue - (Net contractual allowances)	1,459,160	2,371,707	\$ 6,732,012	87%
Bad debt expense	242,532	14,943	\$ 329,126	4%
Other operating revenue	12,257	27,828	\$ 45,377	1%
Total operating revenue	\$ 1,713,949	2,414,478	7,106,516	92%
Operating expenses:				
Salaries and wages	698,105	639,614	\$ 2,526,255	33%
Employee benefits	168,556	164,479	\$ 695,374	9%
Professional fees	134,966	141,749	\$ 562,105	7%
Supplies	87,431	136,507	\$ 427,390	6%
Purchased services - Utilities	25,949	24,677	\$ 115,884	2%
Purchased services - Other	114,257	139,258	\$ 508,376	7%
Pharmacy Drugs	206,131	85,610	\$ 572,681	
Drug Store Retail	9,654	11,333	\$ 28,604	
Insurance	9,321	7,946	\$ 33,413	0%
Other	27,890	37,447	\$ 125,998	2%
Rent	11,715	11,709	\$ 46,570	1%
Amortization	3,601	3,601	\$ 14,403	
Depreciation	72,425	77,607	\$ 294,666	4%
Total operating expenses	\$ 1,570,001	\$ 1,481,537	5,951,720	77%
Gain (loss) from operations	143,948	932,941	\$ 1,154,797	15%
Nonoperating revenues (expenses):				
Property taxes	33,496	22,490	\$ 100,509	1%
Interest earnings	682	744	\$ 3,129	0%
Interest expense	(13,262)	(8,647)	\$ (53,163)	-1%
Grants and donations	6,528	7,342	\$ 23,404	0%
Other	63,483	44,829	\$ 1,473,902	19%
Total nonoperating revenues (expenses) - Net	\$ 90,927	\$ 66,757	1,547,782	20%
Increase (decrease) in net position	\$ 234,876	\$ 999,697	\$ 2,702,578	35%

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 April 30, 2021

<i>Assets</i>	YTD Balances March	YTD Balances April
Current assets:		
Cash and cash equivalents	\$ 9,787,010	\$ 10,833,971
Patient trust	500	500
Receivables:		
Gross AR	3,529,320	3,551,193
Contractual allowance	(1,371,907)	(1,404,944)
Patient AR - Net	2,358,379	2,342,999
Taxes	232,731	140,639
Estimated third-party payor settlements	(4,874)	(4,874)
Other	363,141	353,121
Inventories	394,041	396,788
Prepaid expenses	77,169	91,450
Total current assets	\$ 13,208,097	\$ 14,154,595
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	6,322,407	6,442,517
Total capital assets	\$ 6,349,689	\$ 6,469,799
TOTAL ASSETS	\$ 19,557,786	\$ 20,624,394

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 April 30, 2021

<i>Liabilities and Net Position</i>	YTD Balances March	YTD Balances April
Current liabilities:		
Current maturities - Long term debt	275,361	255,134
Current maturities - Capital lease obligations	43,402	34,579
Accounts payable	382,582	626,405.79
Warrants payable	316,572	164,653.69
Sales Tax Payable	-	-
Patient trust	500	500
Payroll and related expenses	286,388	319,663
Accrued vacation	404,474	409,101
Unearned tax revenue	200,070	177,840
Accrued interest payable	35,347	40,797
CARES ACT FEDERAL FUNDING	3,631,005	3,606,763
Estimated third-party payor settlements	760,164	715,211
Total current liabilities	\$ 6,335,864	\$ 6,350,648
Noncurrent liabilities:		
Long term debt - Less current maturities	4,030,795	3,983,038
Capital lease obligations - Less current portion	41,297	141,181
Total noncurrent liabilities	4,072,092	4,124,219
Total liabilities	\$ 10,407,956	\$ 10,474,867
Net position:		
Invested in capital assets	1,923,488	2,015,070
Restricted expendables	-	-
Unrestricted	7,226,342	8,134,457
Total net position	9,149,830	10,149,528
TOTAL LIABILITIES AND NET POSITION	\$ 19,557,786	\$ 20,624,394

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Republic Drug Store Income Statement

Year to Date April 30, 2021

	March	April	YTD
Operating revenue:			
Pharmacy revenue - (Allowances)	201,952	310,502	942,750
Retail Revenue	26,260	31,822	102,465
Total operating revenue	\$ 228,212	\$ 342,325	\$ 1,045,215
Operating expenses:			
Salaries and wages	29,381	30,263	112,785
Employee benefits	(9,960)	9,512	40,699
Utilities	912	460	4,033
Pharmacy Drugs	206,131	85,610	572,681
Retail	9,654	11,333	28,604
Supplies	282	1,244	3,976
Purchased services- Other	1,513	2,756	9,552
Taxes and Licences	1,888	3,095	6,161
Advertising	229	-	321
Professional Fees	-	1,262	1,343
Other	517	1,789	2,633
Amortization	3,601	3,601	14,403
Depreciation	4,544	4,544	18,062
Total operating expenses	\$ 248,692	\$ 155,469	\$ 815,254
Gain (loss) from operations	(20,479)	186,855	229,961
Nonoperating revenues (expenses):			
Grants and Donations	-	(153)	7,028
Interest Expense	(1,493)	(1,624)	(6,055)
Interest earnings	-	-	-
Total nonoperating revenues (expenses) - Net	\$ (1,493)	\$ (1,778)	\$ 973
Increase (decrease) in net position	\$ (21,972)	\$ 185,078	\$ 230,934

FINANCE DASHBOARD
Ferry County Public Hospital District #1
April 30, 2021

Stats	Year To Date				Current Month			
	Current Total	Target	Prior Year		Current Total	Target	Prior Year	
1 Acute Care Days	60	64	112		17	16	28	
2 Skilled Swing Bed Days	429	149	179		67	38	43	
3 Long Term Swing Bed Days	929	1436	1107		240	362	243	
4 Observation Hours	929	782	723		278	197	312	
5 Admissions (Acute)	17	25	24		5	6	9	
6 Average Length of Stay (Acute)	3.17	3.00	3.00		3.40	4.00	2.12	
7 Outpatient Visits	4139	3298	2719		1419	832	329	
8 ED Visits	570	567	533		168	143	126	
9 Emergency Admit to Inpatient	1,588	3,000	5,448		1,790	2,800	7,940	
10 Procedures	63	77	46		19	20	1	
11 Clinic Visits	3019	3479	3172		3172	877	625	
12 Rehab Treatments	4679	3423	2767		1199	863	159	
13 Imaging Visits	1225	1388	1175		297	350	230	
14 Lab Visits	10482	8998	8104		3240	2268	2112	

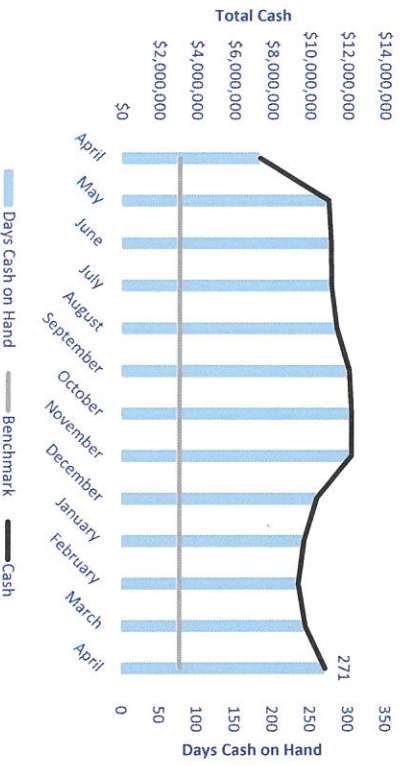
Profitability

14 Revenue Deductions % of Gross Revenue		26%	30%	36%		3%	30%	35%
15 Salaries % Gross Patient Revenue		33%	45%	35%		31%	45%	39%
16 Benefits % of Salary Expense		28%	26%	28%		26%	26%	27%
17 Bad Debt % Gross Patient Revenue		4%	2%	1%		1%	2%	1%
18 Charity % Gross Patient Revenue		1%	1%	0.38%		0.60%	1%	0.51%
19 Total Salary Expense		\$ 2,526,255	\$ 2,400,000	\$ 2,228,584		\$ 639,614	\$ 600,000	\$ 570,665

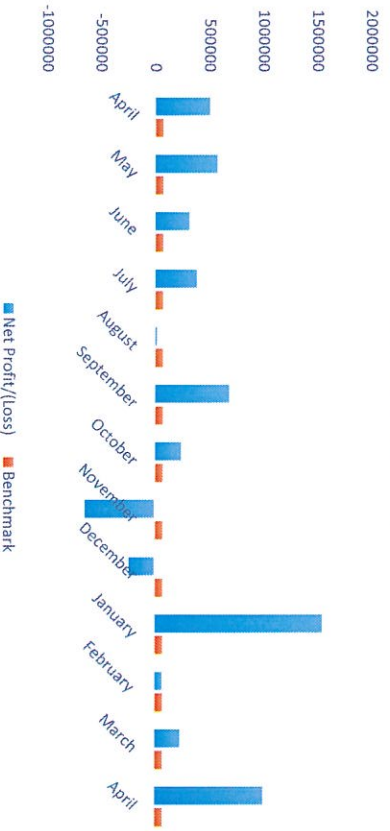
- Key**
- Meets or exceeds budget/target
 - Does not meet budget/target expectations by 5% or less
 - Does not meet budget/target expectations by greater than 5%

2021 Financial

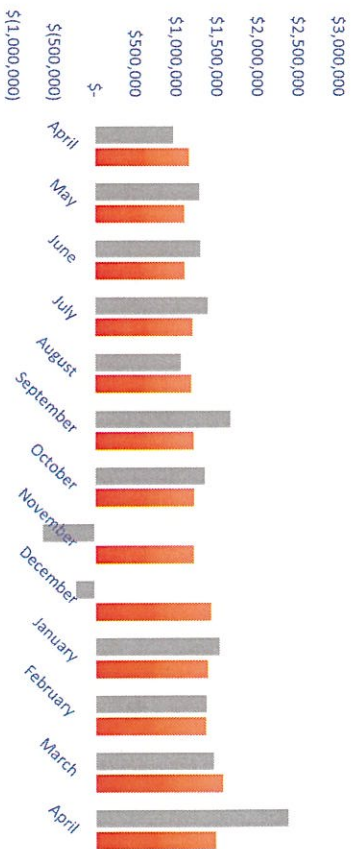
Days Cash on Hand



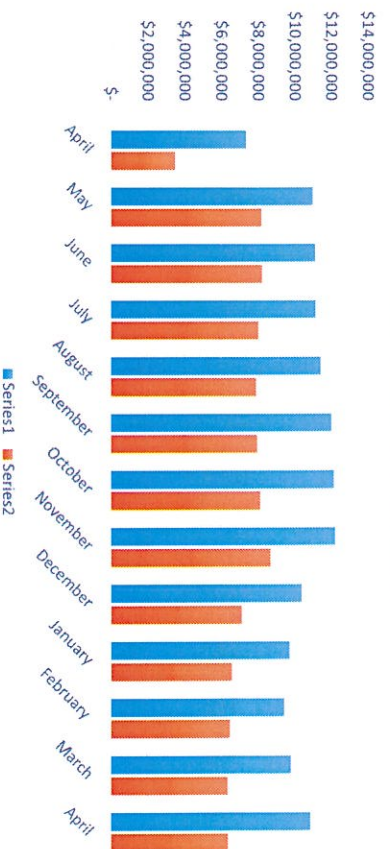
Net Profit/(Loss)



Net Patient Revenue vs Operating Expense

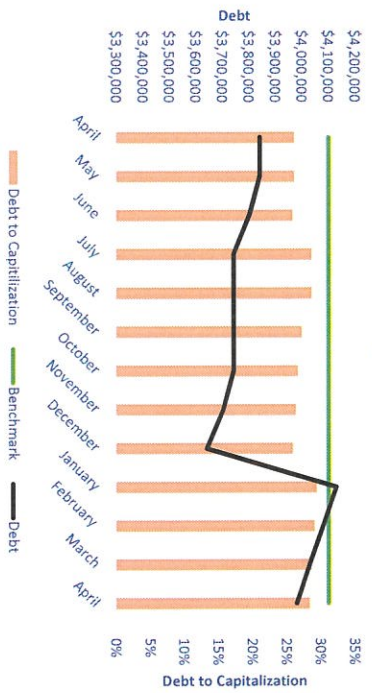


Cash vs Current Payables

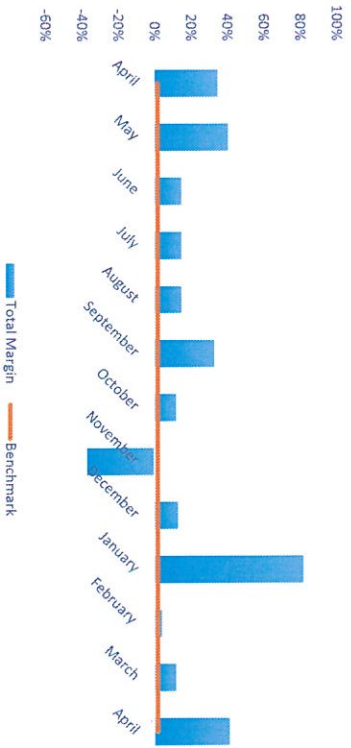


2021 Liquidity

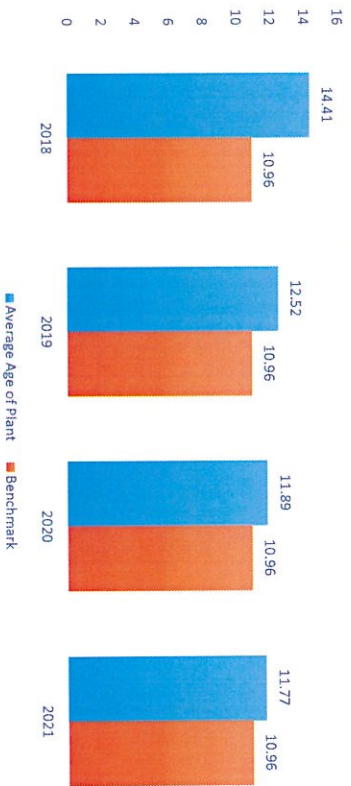
Debt to Capitalization



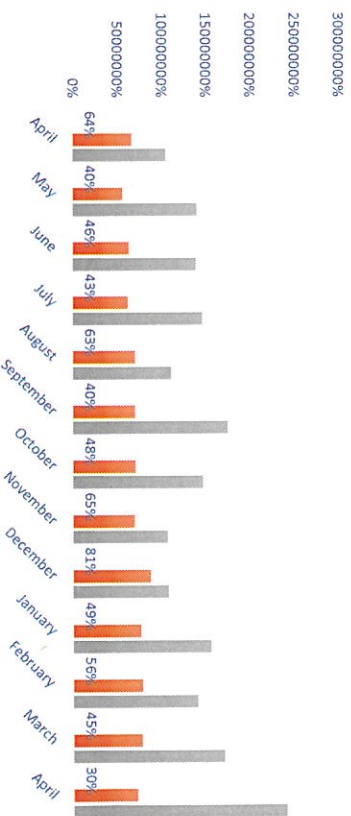
Total Margin



Average Age of Plant

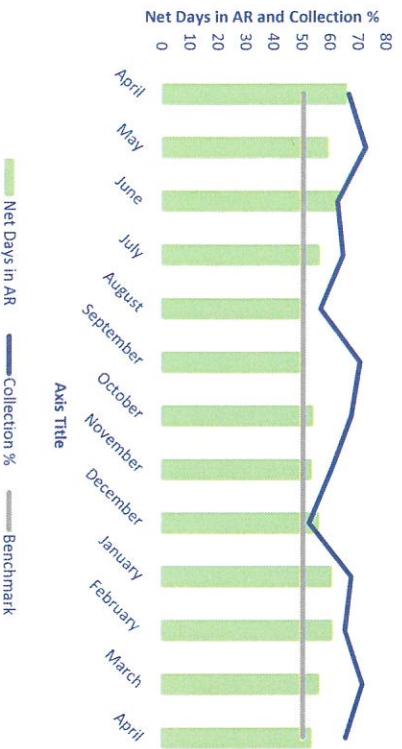


Labor Expense as a % of Operating Revenue

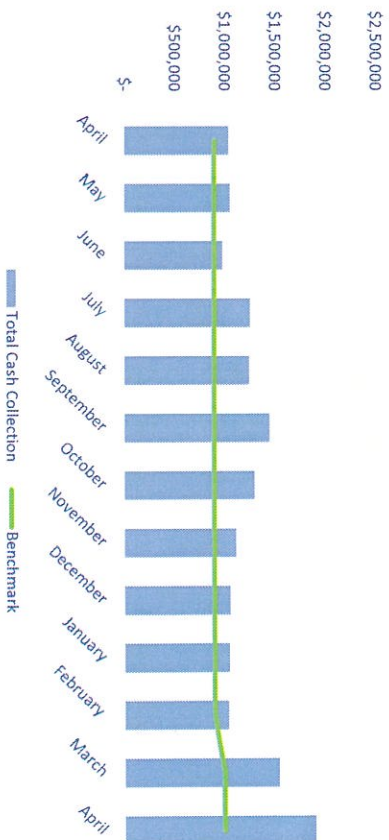


2021 Revenue Cycle

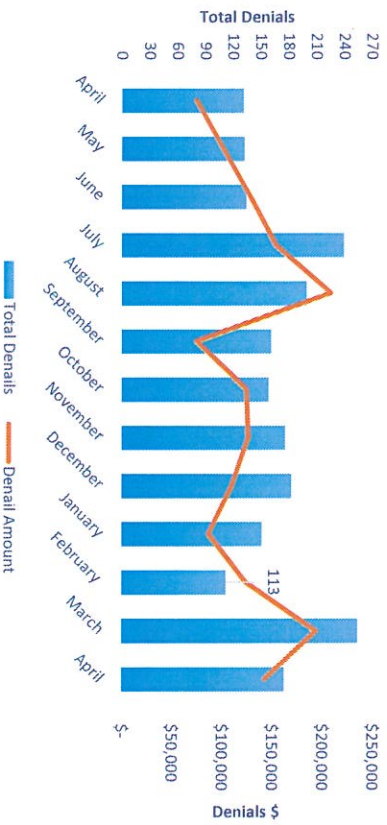
Net Days in Accounts Receivable



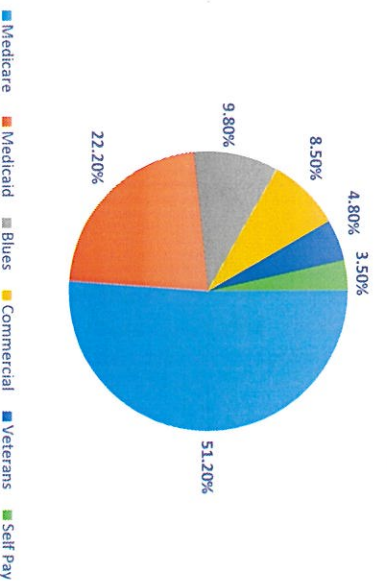
Cash Collections- Patient Accounts



Total Avoidable Denials



Payer Mix- 13 Month Average





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

MEETING DATE: May 25, 2021

As of May 21, 2021

<p>People</p>	<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"> • Appreciative of the help from the DOH strike team during this C19 outbreak...as of this writing the totals are 155 cases tested positive, 4 deaths, with a handful still hospitalized. • Re-launched a search for a dietician which will be split between Rural Resources and Ferry County Health. • Will be co-locating a discharge planner with Rural Resources as well. • Hospital week employee appreciation BBQ is today. • 2nd hazard bonus was well received, some success with our vaccine incentive bonus. • Will have 2 UW FNP/DNP students this summer + a med student from the UW and Dr. Wiefelspuett will be doing an elective here this summer as well (ahead of his 6/22 start date).
<p>Quality</p>	<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"> • As cases of C19 are beginning to wane we are looking towards slowing opening to visitors in the ALF and hospital (including LTC). • Adam Volluz has taken a new role as Clinical Informaticist and has continued to support the transition to Justin Richard as our new Radiology manager. Adam is focusing on preparing the District for the selection of a new EHR. • Laura Karg has been doing behavioral health visits with our LTC residents and reports positive interactions.
<p>Service</p>	<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"> • Budget request to the State for the airport fixes/improvements have been passed by legislature and Governor. • Continue to vaccinate at least once a week. WSU's Range mobile clinic has been helping of recent. The fire team based out of Steven's Co has been demobilized. • Working on a C19 info packet with the DOH Communications team + Better Health Together + Northeast Tri-County Health to be mailed to all Ferry County Residents. • Asked for additional support from the county emergency manager and county commissioners with messaging encouraging C19 safety and vaccination without answer as of this writing.
<p>Financial</p>	<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"> • District revenue was substantial this past month driven by swing bed revenue. Expecting more "stimulus" money from various sources while we await clarity on our current CARES \$. • Expecting a slow down in revenue for a brief period as we laterally transferred swing patients and limited non-C19 hospital admissions during the peak of the outbreak.
<p>Growth</p>	<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"> • Looking for a visiting podiatrist.

RESOLUTION 2021#6
FERRY COUNTY PUBLIC HOSPITAL DISTRICT NO. 1
MAY 25, 2021

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF FERRY COUNTY PUBLIC HOSPITAL DISTRICT NO. 1 ADOPTING AND APPROVING THE REVISED BYLAWS OF THE DISTRICT.

BE IT RESOLVED that the Bylaws of the District, a true and correct copy of which are attached hereto be, and hereby are, adopted and approved as the official Bylaws of the District.

DATED this 25th day of May, 2021

COMMISSIONERS OF FERRY COUNTY PUBLIC HOSPITAL DISTRICT NO. 1

President

Vice President

Secretary

Commissioner

Commissioner