



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

August 20, 2024 @ 10:30 AM in the HUB

<https://us06web.zoom.us/j/89584329356?pwd=Y0dZT1VldmNkV2JMZ09MRVROalZvQT09>

Meeting ID: 895 8432 9356

Passcode: 260559

One tap mobile

+12532158782, 89584329356# US (Tacoma)

Mission Statement:

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

AGENDA

		Page(s)
Call to Order	DiAnne Lundgren	
Quorum Established	DiAnne Lundgren	
Review, Amend, Accept Agenda	DiAnne Lundgren	
Introduction of Board, District Employees, and Guests	DiAnne Lundgren	
<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 a 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 DiAnne Lundgren	
<ul style="list-style-type: none"> • Minutes 07.23.24 Board Meeting • Approval of Warrants • Financial Write-Off Report 		
Correspondence	DiAnne Lundgren	
Public Comments	DiAnne Lundgren	
Environment of Care/ Safety Update	Adam Volluz	
Compliance Report	Spencer Hargett	
Department Spotlight – Inpatient & ED Nursing	Dawn Fritts	
CNO Report/ Quality Improvement	Mike Martinoli	6-11
COO Report	Debbie DeCorde	7-18
CFO/Revenue Cycle Report	Coryelle Rogers	19-26
Medical Staff Report	Richard Garcia, MD	27
CEO Report	Jennifer Reed	28-33

On-going Business

DiAnne Lundgren

- Health Foundation
- Board QI Project
- Board Introduction Project
- Facility Update/Master Plan
- Registrar Project
- Rural Resources Building
- New Hire Orientation Schedule
 - 09/09-
 - 09/23-

Board Representative Reports

- Finance
- Quality Improvement
- Compliance/Risk Management
- Medical Staff
- EMS
- PFAC
- Credentialing

Ron Bacon/Sarah Krausse
 DiAnne Lundgren/Nancy Giddings
 Ron Bacon/Sarah Krausse
 DiAnne Lundgren/Solomon-Hopkins
 Nancy Giddings
 Sarah Krausse/Ron Bacon
 DiAnne Lundgren/Nancy Giddings

Request for New Appointment by Proxy with Courtesy Privileges for the following Integra Imaging Provider(s):

- **Bryce Gagliano, MD**
- **Sarah Freathy, MD**

Executive Session(s)

- Quarterly Quality Improvement Report –
Pursuant to RCW § 42.30.10 (1)(o)
- Performance of a Public Employee –
Pursuant to RCW §42.30.110(1)(g)

Mike Martinoli

DiAnne Lundgren

Open Session - Action, if applicable regarding executive session

Adjournment

DiAnne Lundgren

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.

The next regularly scheduled meeting is September 24 2024 @ 1 pm at the Curlew Civic Hall



Ferry County Health

BOARD OF COMMISSIONERS' MEETING July 23, 2024

CALL TO ORDER: Board Chair DiAnne Lundgren called the meeting of the Board of Commissioners to order at 10:30 a.m., on July 23, 2024 in the HUB and via Zoom.

Commissioners in attendance were DiAnne Lundgren, Nancy Giddings, Sarah Krausse, and Ron Bacon.

Jennifer Reed, CEO; Debbie DeCorde, COO; Mike Martinoli, CNO; Coryelle Rogers, CFO; Amber Gangon, Executive Coordinator; and Adam Volluz, Facilities Manager; and Christina Beckwith, Lab Manager were also present.

Zoom participants: Spencer Hargett, Compliance Officer; James Davidson, IT Manager; Lacy Sharbono, HR Coordinator; and Dr. Garcia.

GUESTS: Emily Burt, Friends of Republic Library and Jake Phillips, GraybaR Electric.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: Martinoli requested to amend the agenda by moving quarterly QI Executive Session to the August Board Meeting.

A motion was made by Giddings and seconded by Krausse to approve the agenda with the QI Executive Session deferred to August. The motion passed unanimously.

INTRODUCTION OF THE BOARD AND GUESTS: Introductions were made.

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

CORRESPONDENCE: No correspondence.

PUBLIC COMMENTS: Emily Burt, Friends of Republic Library, spoke about new library and where they are in the process. Shared info on survey for childcare.

ENVIRONMENT OF CARE/ SAFETY UPDATE: Volluz gave his report.

COMPLIANCE REPORT: Hargett gave his report.

DEPARTMENT SPOTLIGHT: Inpatient & ER Nursing was selected in place of Registrars but will be deferred to August.

CNO REPORT: Martinoli gave his report.

COO: DeCorde gave her report.

Lundgren called for a break in session at 11:55 a.m. Open session resumed at 12:17 p.m.

CFO FINANCIAL/REVENUE INTEGRITY REPORT: Rogers gave her CFO reports.

MEDICAL STAFF REPORT: Dr. Garcia provided his report.

CEO REPORT: Reed gave her CEO report.

ON-GOING BUSINESS:

- **Health Foundation:** No meeting. Reed will bring the request for mammogram fundraising to the next scheduled Foundation meeting.
- **Board Introduction Project:** Lundgren's article in July and she received great public feedback. Krausse will be featured in the August monthly edition.
- **Facility Update/Master Plan:** Building Committee was created with Giddings and Bacon selected as Board representatives with Lundgren as backup.

Board Report

August 20, 2024



CNO Report

Mike Martinoli

August 20, 2024



CNO

➤ Follow Up

- Nurse Training
- September NAC Class
 - ❖ Promotional advertisements, fliers for Ferry County Fair booth, Republic School Health Fair next month
 - ❖ Instructor collaborates with DOH and Board of Nursing, causing option to extend application window
- PHAB (Public Health Advisory Board)
 - ❖ Pertussis, Covid-19, and Influenza season updates
 - ❖ Extreme Weather grant application
 - ❖ Medical Reserve Corp go-live



CNO

➤ Coming Up

- Applied Suicide Intervention Skills Training (ASIST)
 - Two-day intensive training opportunity in Republic
- Behavioral Health Technician
 - Apprenticeship Pilot and skill growth for NAC
 - Strong networking with Mental Health partners
 - Shadowing opportunity secured in Stevens County



CNO

➤ Need to know

- Clinical State and CMS Survey Recap
- Republic Friends of the Library
 - Recent participation at new building site event with Senator Cantwell and community leaders
 - Updates about childcare facility planning



CNO-Volumes

*Ferry County Public Hospital District #1
July 31, 2024*

Inpatient and Emergency Department		Jan	Feb	Mar	Apr	May	Jun	Jul	YTD	YTD Target	Var	2023
Acute Care Patient Days	●	22	16	24	38	30	47	35	212	147	65	42
Acute Care Admissions	●	7	6	8	12	11	9	9	62	43	19	12
Average Length of Stay	●	3	3	3	3	3	5	4	3	3	0	4
Skilled Swingbed patient days	●	15	28	45	18	5	28	56	195	588	-393	83
Admissions	●	2	3	5	-	1	2	4	17	27	-10	5
Average SSB Census	●	0	1	1	1	0	1	2	6	2	5	3
Average Length of Stay	●	8	9	9	-	5	14	14	11	14	-3	17
ED Visits	●	179	199	170	203	217	209	238	1415	1362	54	217
ED Transfers	●	-	9	10	11	19	6	18	73	27	46	8
Left Against Medical Advice	●	-	1	-	-	1	1	1	4	1	3	1
Admitted to Inpatient	●	1	9	8	11	8	9	9	55	43	12	4
Same Day Surgery	●	13	14	5	12	9	16	6	75	96	-21	12
Outpatient Procedures	●	70	71	94	60	67	88	87	537	563	-26	91
OBS Patients	●	2	3	4	5	4	7	6	31	30	1	3

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%

QI Committee Report

➤ **Quality Quarter 2 Report to the Board**

- Re-scheduled from July meeting due to CMS survey priorities
- Q&A

➤ **PFAC Updates**

- Ferry County View Hospital articles are requested, to Marketing Committee for planning
- District updates are being shared timely, ex: self-pay in house and the why
- First walking tour was a success, focus on signage and need to optimize the patient whiteboard layout



COO Report

Debbie DeCorde

August 20, 2024



COO

➤ Follow Up

- Laboratory
 - ❖ New assay called C-Reactive Protein is live and in-production
- Radiology
 - ❖ MRI and Mammography considerations
- Republic Drugstore
 - ❖ C2Keep is implemented and CV-CII drugs are fully loaded



COO

➤ Coming Up

- HR
 - ❖ Nursing Department staffing challenges
 - ❖ Plan of correction for DOH and CMS – first submission to Facility Manager
 - ❖ Orientation 2.0 is department specific and organizational goal of implementation by End of Year
 - ❖ New handbook anticipated to go live in November
- Medical Clinic
 - ❖ Curlew Medical Clinic Medical Assistant/Phlebotomist creates opportunity for trial of laboratory drawing services on Wednesdays



COO

➤ Need to Know

- Physical and Occupational Therapy
 - ❖ 525 Patient encounters for July is new department record
- Laboratory
 - ❖ Procalcitonin test shows over 100% growth year over year for diagnosing/managing patients
 - July 2022 – 11 tests July 2023 – 23 tests July 2024 – 54 tests
 - ❖ 66 Blood Cultures consecutively collected without contamination since April 21st
 - Lab team exudes the value of quality – KUDOS



COO - Dashboard

Ferry County Public Hospital District #1
July 31, 2024

Outpatient and Ancillary Services			Jan	Feb	Mar	Apr	May	Jun	Jul	YTD	Target	2023
11	Medical Clinic #Visits	●	800	833	813	860	887	849	828	5,870	9,220	796
12	PT/OT Visits	●	393	404	298	256	539	353	525	2,768	5,780	506
13	Imaging Exams	●	334	371	377	402	420	436	426	2,766	4,825	321
14	Lab # Billable Tests	●	2703	3053	2807	3018	3048	2875	2024	19,528	27,216	2,628
15	Drugstore Prescriptions Filled	●	4501	4213	4254	4370	4377	4081	4486	30,282	53,000	4,526

Key

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COO – Turnover Report YTD

Dates

2024-01-01 - 2024-08-31



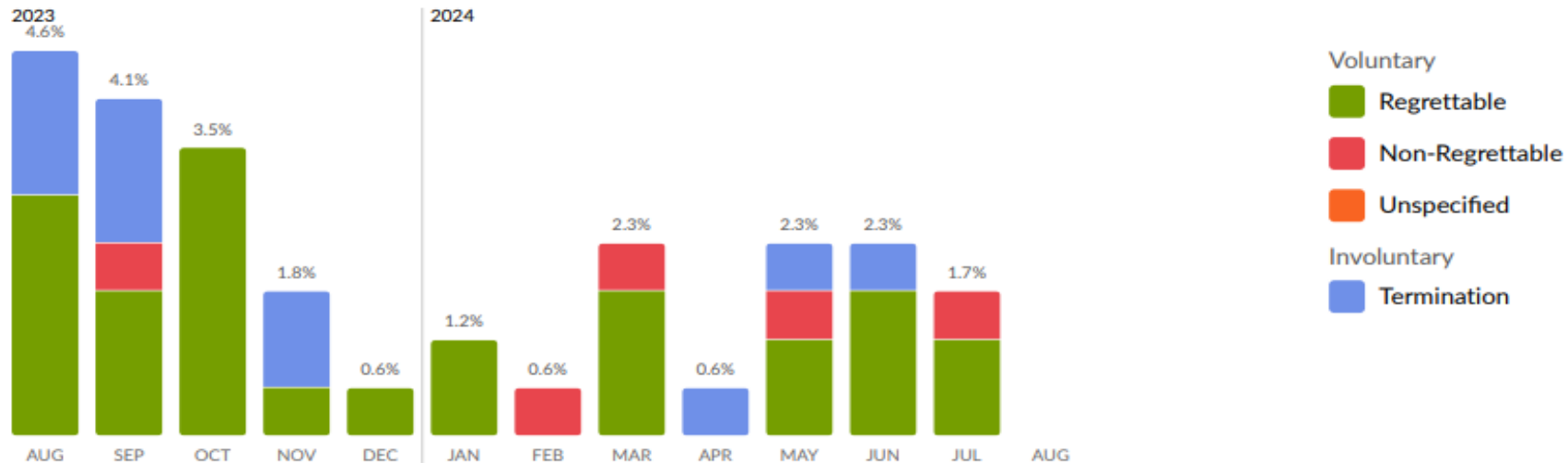
10.9% 19 people
Total Turnover Jan 2024 - Aug 2024



1.4% 2.4 people
Average Monthly Turnover



1.1% 2 people
Total Turnover - 30 days



CFO

Coryelle Rogers

August 20, 2024



CFO - Financials

- **Financial Statements**
- **Key Performance Indicators**
- **Revenue Cycle Update**



Ferry County Public Hospital District
Consolidated Income Statement
Year to Date July 31, 2024



Actuals	Budget	Var #		Actuals	Budget	Var%	Var\$
Operating revenue:							
2,664,197	2,439,299	224,898	Gross patient service revenue	16,666,302	16,414,003	2%	252,299
(1,065,679)	(902,541)	(163,138)	Contractual allowances and provisions for uncollectible accounts	(6,203,707)	(6,061,575)	2%	(142,133)
1,598,518	1,536,758	61,760	Patient service revenue - (Net contractual allowances)	10,462,595	10,352,428	0%	
			Centriq Patient Revenue	139,511	-		
298,913	282,031	16,882	Drug Store gross revenue	1,944,222	2,006,924	-3%	(62,702)
78,415	115,876	(37,461)	Other operating revenue	490,916	671,796	-27%	(180,880)
\$ 1,975,846	\$ 1,934,665	\$ 41,181	Total operating revenue	\$ 13,037,244	\$ 13,031,148	0%	6,096
Operating expenses:							
1,051,773	1,016,941	(34,832)	Salaries and wages	7,407,259	7,080,880	-5%	(326,379)
244,700	188,778	(55,922)	Employee benefits	1,693,550	1,428,040	-19%	(265,510)
150,483	82,957	(67,526)	Professional fees	682,923	659,144	-4%	(23,779)
296,683	166,156	(130,527)	Supplies	1,849,425	2,106,360	12%	256,935
19,689	24,120	4,431	Purchased services - Utilities	143,547	164,272	13%	20,725
129,032	69,884	(59,148)	Purchased services - Other	903,559	712,547	-27%	(191,012)
6,254	12,359	6,105	Insurance	79,996	86,520	8%	6,524
35,033	38,825	3,792	Other	296,941	288,489	-3%	(8,452)
1,750	2,499	749	Rent	29,904	17,315	-73%	(12,589)
75,863	90,272	14,409	Depreciation	536,136	584,821	8%	48,685
\$ 2,011,292	\$ 1,692,791	\$ (318,501)	Total operating expenses	\$ 13,623,272	\$ 13,128,388	-4%	(494,884)
(35,446)	241,874	(277,320)	Gain (loss) from operations	(586,028)	(97,240)	503%	(488,788)
\$ 83,991	\$ 51,042	\$ 32,949	Total nonoperating revenues (expenses) - Net	\$ 605,773	\$ 384,144	58%	221,629
48,545	292,916	(244,371)	Increase (decrease) in net position	19,745	286,904	-93%	(267,160)
2%	15%			0.00	0.02		

Ferry County Public Hospital District No. 1

Consolidated Balance Sheet

Year to Date July 31, 2024

<i>Assets</i>	July	June	Variance	Jul-23	Variance
Current assets:					
Cash and cash equivalents	2,460,062 \$	2,365,267 \$	94,795 \$	3,858,087 \$	(1,492,820)
Receivables:					
Centriq Gross Accounts Receivable	818,293	794,114	(24,179)	\$ 818,293	
Meditech Gross Accounts Receivable	7,601,863	8,647,831	1,045,968 \$	9,170,730 \$	(1,568,867)
Contractual allowance	(2,720,708)	(3,329,306)	(608,598) \$	(3,894,544) \$	1,173,836
Patient AR - Net	5,699,448	6,112,639	413,191	5,276,186	423,262
Taxes	133,523	137,356	(3,833)	135,084	(1,561)
Estimated third-party payor settlements	5,886	5,886	-		5,886
Other	212,878	207,484	5,394	64,531	148,347
Inventories	549,958	559,633	(9,675)	548,792	1,166
Prepaid expenses	85,196	109,424	(24,228)	142,923	(57,727)
Total current assets	\$ 9,146,951 \$	\$ 9,497,689 \$	\$ 475,644 \$	\$ 10,025,603 \$	(878,652)
Capital assets:					
Non-depreciable assets	\$ 47,282 \$	\$ 47,282 \$	-	\$ 47,282 \$	-
Depreciable capital assets - Net of accumulated depreciation	5,733,163	5,730,823	2,340	6,102,266	(369,103)
Construction in Progress	170,853	145,853	25,000	510,536	(339,683)
Total capital assets	\$ 5,951,298 \$	\$ 5,923,958 \$	\$ 27,340 \$	\$ 6,660,084 \$	(708,786)
TOTAL ASSETS	\$ 15,098,249 \$	\$ 15,421,647 \$	(323,398) \$	\$ 16,685,687 \$	(1,587,438)



Ferry County Public Hospital District No. 1

Consolidated Balance Sheet

Year to Date July 31, 2024

<i>Liabilities</i>	July	June	Variance	Jul-23	Variance
Current liabilities:					
Accounts payable	984,860	988,634	3,774	357,611	(627,249)
Payroll and related expenses	916,519	924,776	8,257	592,212	(324,307)
Other Current Liabilities	20,445	20,445	-	1,325,650	1,305,205
			-		
Total current liabilities	\$ 1,921,824	\$ 1,933,855	\$ 12,031	\$ 2,275,473	\$ 353,649
Noncurrent liabilities:					
Long term debt	\$ 1,929,728	\$ 1,929,728	-	\$ 1,515,696	\$ (414,032)
Capital lease obligations - Less current portion	20,445	20,445	-	(1,382)	(21,827)
Total noncurrent liabilities	1,950,173	1,950,173	-	1,514,314	(435,859)
Total liabilities	\$ 3,871,997	\$ 3,884,028	\$ 12,031	\$ 3,789,787	\$ (82,210)
Net position:					
Current Year Earnings	19,745	(28,800)	(48,545)	(540,816)	(560,561)
Equity Accounts	11,206,507	11,566,419	359,912	13,436,715	2,230,208
Total net position	\$ 11,226,252	\$ 11,537,619	\$ 311,367	\$ 12,895,899	\$ 1,669,647
TOTAL LIABILITIES AND NET POSITION	\$ 15,098,249	\$ 15,421,647	\$ 323,398	\$ 16,685,686	\$ 1,587,437



CFO – Key Performance Indicators



FINANCE DASHBOARD
Ferry County Public Hospital District #1
July 31, 2024

Profitability		Jan	Feb	Mar	Apr	May	Jun	Jul	YTD	Target	Variance	2023
Revenue Deductions % of Gross Revenue	●	37%	37%	35%	35%	36%	37%	40%	37%	37%	0%	36%
Salaries % Gross Patient Revenue	●	46%	43%	49%	47%	44%	41%	39%	44%	39%	-5%	36%
Benefits % of Salary Expense	●	21%	23%	23%	23%	22%	23%	23%	23%	23%	0%	21%
Net Income												
Operating Margin	●	-7%	-8%	2%	0%	2%	8%	2%	0%	4%	-4%	3%
Cash and Liquidity												
Days Cash on Hand	●	59.9	57.4	49.1	39.7	38.7	39.2	40.7	40.7	85.0	(44.3)	65.0
Days Cash in AR	●	107.1	105.7	108.9	110.5	114.1	143.2	126.0	126.0	53.0	(73.0)	89.0
Current Ratio	●	5.3	4.8	4.7	3.8	4.4	4.1	4.8	4.8	1.0	3.8	4.5
Debt to Equity	●	0.2	0.3	0.3	0.4	0.4	0.4	0.3	0.3	1.0	0.7	0.2
Claims Processing and Coding												
# Accounts on Hold	●	237	174	84	43	49	35	40	40	200	160	650
Net AR Days	●	61	116	113	115	109	112	97	97	45	(74)	85
Unbilled AR	●	722,229	817,382	629,796	994,721	841,348	530,765	765,004	765,004	1,000,000	234,996	524,307
GROSS AR - MEDITECH	●	7,004,996	6,384,449	6,687,246	8,163,925	8,309,783	8,647,831	7,601,863	7,601,863	4,500,000	(3,101,863)	5,637,360

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%

Revenue Cycle Update

AR Reduction Areas	Apr-24			Jun-24		
	Total	AR Days	Owner	Total	AR Days	Owner
Dr. Bell Provider Enrollment	\$ 232,603	3.2	Enrollment	\$ 222,102	2.8	FCPHD
No Authorizaion	\$ 391,002	5.4	FCPHD	\$ 553,528	6.9	FCPHD
Adjustment Requests	\$ 354,301	4.9	FCPHD	\$ 136,068	1.7	FCPHD
Wendy Wilkins Appeals	\$ 69,054	1	FCPHD	\$ 94,009	1.2	FCPHD
Medicare Therapy Self-Referrals				\$ 23,752	0.3	FCPHD
Wound Care Issue				\$ 23,770	0.3	FCPHD
Meditech AR Clean-Up	\$ 1,206,177	16.7	Trubridge	\$ 1,375,106	17.2	Trubridge
Centriq Sunset	\$ 530,973	7.3	Trubridge	\$ 648,148	8.1	Trubridge
Coding Review Requets	\$ 624,344	8.6	Coding	\$ 650,343	8.1	Coding
Coding Clean-Up	\$ 412,406	5.7	Coding	\$ 263,828	3.3	Coding
Total AR Reductions Needed	\$ 3,820,860	52.8		\$ 3,990,654	49.9	

Notes:

No Authorizaion went up and Adjustments went down due to moving some no auth adjustments to the no authorization bucket.

\$37K account moved to Wendy Wilkins as request by Melinda per notes from Biller.

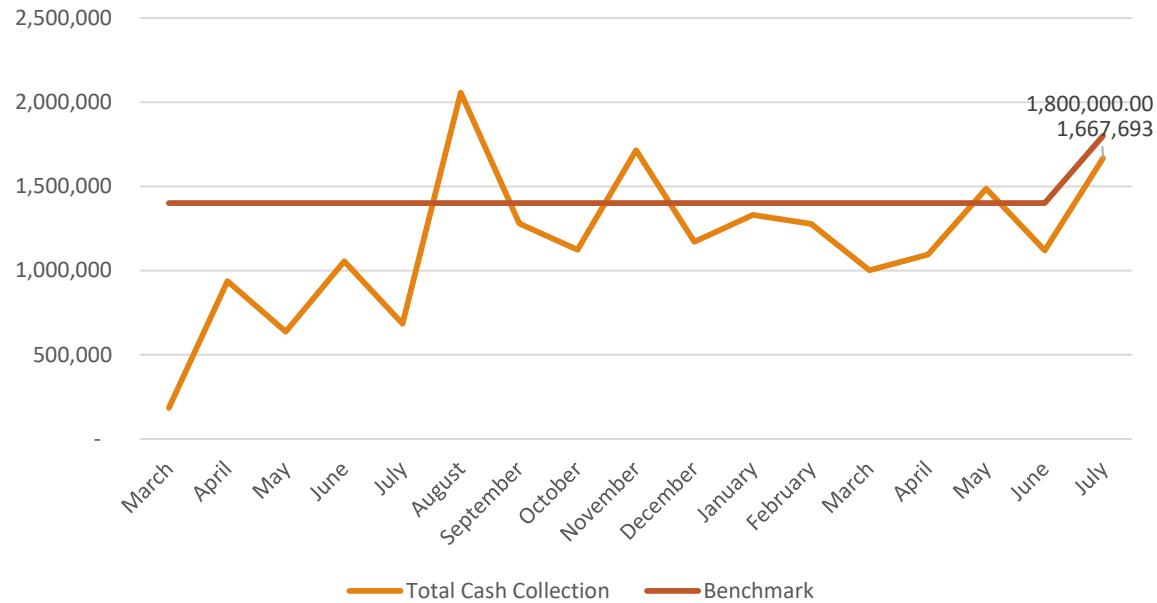
Medicare Physical Therapy Self-Referrals as well as recurring woundcare - will also discuss on RIT call.

Melissa is reviewing tasks sent to coding as a priority to see if there is anything we can push out or escalate to Melinda for high dollars.

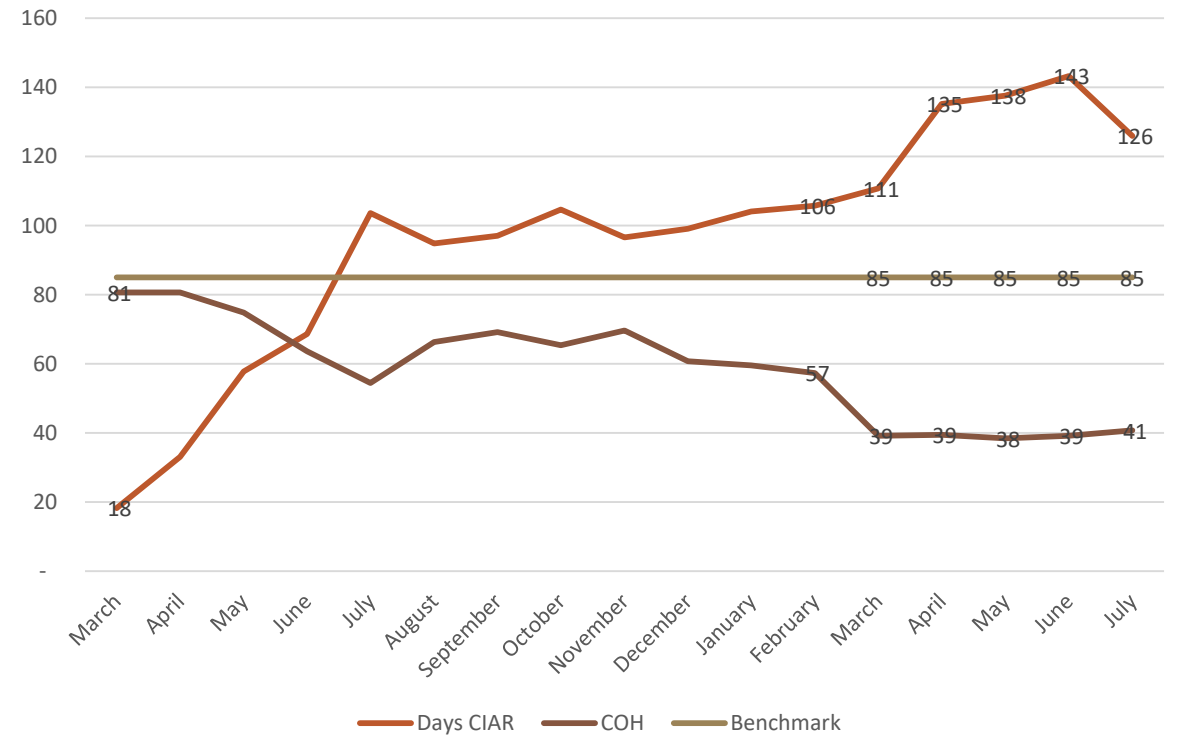


Revenue Cycle Update

Cash Collections - Meditech Only

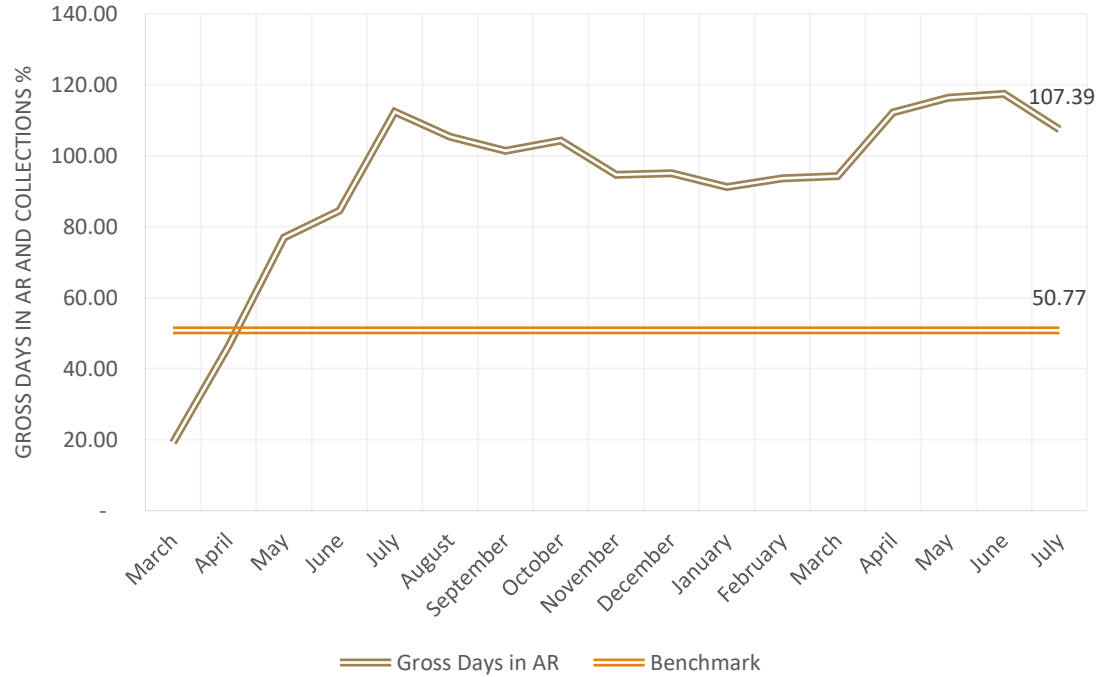


Days Cash on Hand

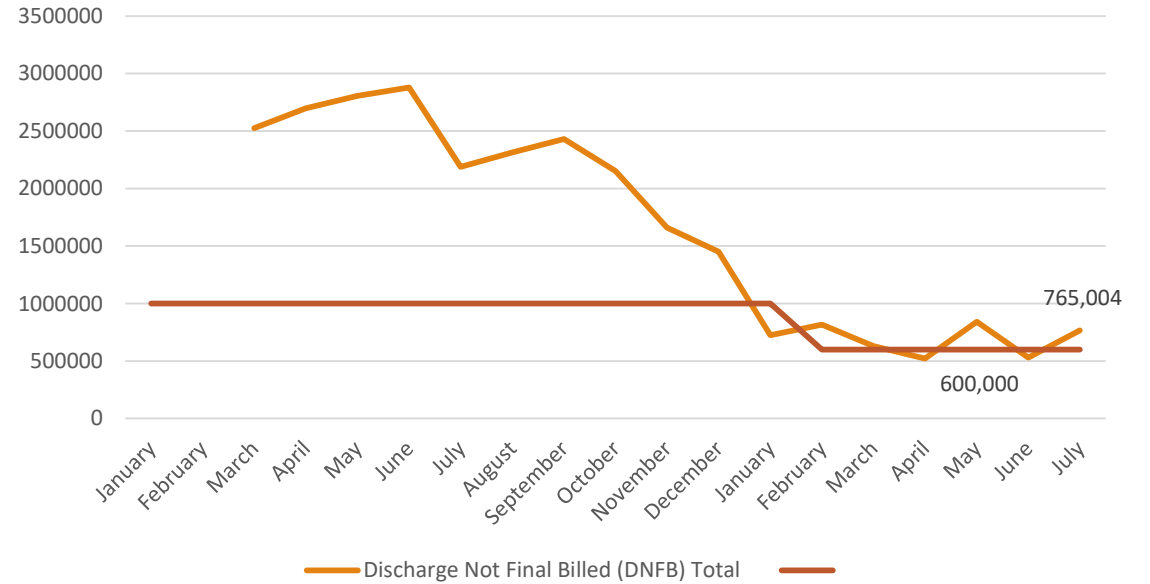


Revenue Cycle Update

GROSS DAYS IN AR - MEDITECH ONLY



Discharged Not Final Bill \$ (DNFB)



Medical Staff Report



CEO Report

Quality/Safety: by constantly holding ourselves to a higher standard

Integrity: through honesty and respect

Compassion: by providing a nurturing and caring environment

Stewardship: by utilizing our resources to their highest and best purpose

Teamwork: by working together in a culture that promotes excellence

Jennifer Reed

August 20, 2024



CEO

➤ Follow Up

- Commerce Grant – Communication Work Session. August 21, 1:00 p.m. (Outline attached)
- 340b workgroup kicked off, implementing referral program to capture extended 340b revenues
- DOH/CMS Survey
- Rural Resources – suggestions

➤ Coming Up

- In person CEO/Board meeting for the Collaborative on Friday
- January – Fred Hutchinson Mobile Mammo coming to town for a week



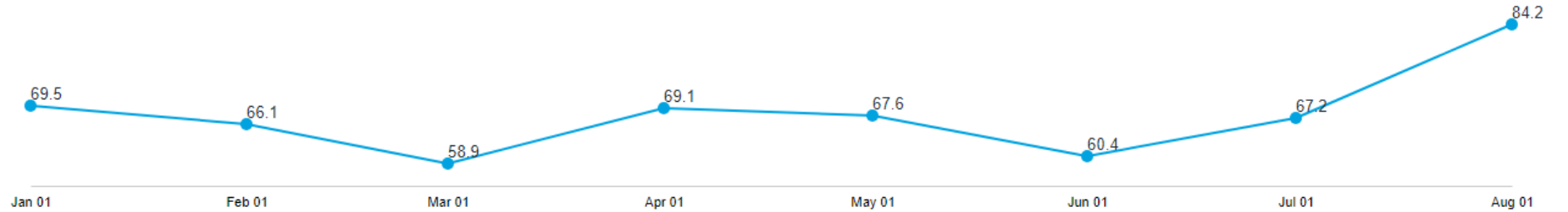
Patients – Experience Score 84.2 (Up 25%)

Experience Overview

☆ Favorite ✉ Subscribe ⬇ Export Jan 01, 2024 - Aug 08, 2024

NET PROMOTER SCORE

66.4 n-size: 696



Master Facility Plan

- Finance - Infrastructure
 - ❖ Communications Plan – Schedule work session for 8/21/24 (Outline attached)
 - ❖ Draft Building Committee Charter (Attached)
 - ❖ Early communications out to City/County Officials
 - ❖ Architects here week of August 26
 - ❖ Timeline - very tentative at this point, but goal is to break ground by late spring



CEO

➤ Need to Know

- Community Relations and Outreach
 - ❖ Mammo efforts begin. Foundation to host a fundraiser at K Diamond K on October 11. Looking at grant and collaborative opportunities for a mobile mammography
- Payer Updates
 - ❖ WellCare - Have agreed to settlement on just under \$1 Million to pay their outstanding receivables
 - ❖ Medicare settlement to be paid within 90 days of acceptance. Acceptance date first week of June



