



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

September 24, 2024 @ 1:00 PM in the Curlew Civic Hall

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

Meeting ID: 895 8432 9356 (Audio Only)

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 08.20.24 Board Meeting • Minutes 08.21.24 Special 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 – Curlew Rehab	Amanda Grumbach	
CNO Report/ Quality Improvement	Mike Martinoli	10-15
COO Report	Debbie DeCorde	16-23
CFO/Revenue Cycle Report	Coryelle Rogers	23-32
Medical Staff Report	Richard Garcia, MD	33
CEO Report	Jennifer Reed	34-42

On-going Business

DiAnne Lundgren

- Health Foundation
- Board QI Project
- Board Introduction Project
- Facility Update/Master Plan
- Registrar Project
- Rural Resources Building
- By-Laws Review Approval
- New Hire Orientation Schedule
 - 10/07-
 - 10/21-

Board Representative Reports

- Finance
- Quality Improvement
- Compliance/Risk Management
- Medical Staff
- EMS
- PFAC
- Building Committee
- Credentialing Committee
- 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
 DiAnne Lundgren/Nancy Giddings
 DiAnne Lundgren/Nancy Giddings

*Request for Re Appointment by Proxy with Courtesy Privileges for the following Integra Imaging Provider(s):
 Please see attached list of providers.

Executive Session(s)

- Performance of a Public Employee –
Pursuant to RCW §42.30.110(1)(g)

DiAnne Lundgren

Open Session - Action, if applicable regarding executive session

Adjournment

DiAnne Lundgren

September 2024 Integra Providers Reappointments
Gregory Balmforth, MD
David Bauer, MD
John Bell, MD
Adam Benson, MD
Ishwar Bhat, MD
Joel Brake, MD
Jayson Brower, MD
Richard Brunkan, MD
Richard Casey, MD
Irene Cruite, MD
Richard Dahlen, MD
Kyle Dale, MD
Anthony D'Amico, MD
Paul Eikens, MD
Mark Elliott, MD
Joshua Garcia, MD
Ryan Goff, MD
Amy Henkel, MD
Scott Hoefer, MD
Shawn Jones, MD
Corey Judd, MD
Julie Kaczmark, MD
Scott King, MD
Michael Kirsch, MD
Christopher Krejci, MD
Terri Lewis, MD
Robert Lloyd, DO
Kenneth McCabe, MD
David Munoz, MD
Jeffery Nackos, MD
Brian Petersen, MD
Brian Rich, MD
Mai Russell, MD
Trent Sanders, MD
Casey Schmitz, MD
Cameron Seibold, MD
Paula Shepard, MD
Steven Sohn, MD
Gregory Sterne, MD
Steven Wilhelm, MD
Zachary Winter, MD
Norbert Yee, MD
Sadaf Zaidi, MD
Roy Zimmer, MD
Christopher Zylak, MD



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

August 20, 2024

CALL TO ORDER: Board Chair DiAnne Lundgren called the meeting of the Board of Commissioners to order at 10:31 a.m., on August 20, 2024 in the HUB and via Zoom.

Commissioners in attendance were DiAnne Lundgren, Nancy Giddings, Sarah Krausse, Susan Solomon-Hopkins and Ron Bacon.

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

Zoom participants: Spencer Hargett, Compliance Officer; James Davidson, IT Manager; Lacy Sharbono, HR Coordinator; and Karen Quinnell, Clinical Informaticist.

GUESTS: Jake Phillips, GraybaR Electric.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Giddings and seconded by Krausse to approve the agenda as presented. The motion passed unanimously.

INTRODUCTION OF THE BOARD AND GUESTS: Introductions were made.

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

CORRESPONDENCE: No correspondence.

PUBLIC COMMENTS: No public comments.

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

COMPLIANCE REPORT: Hargett gave his report.

DEPARTMENT SPOTLIGHT: Dawn Fritts gave her Inpatient & ER Nursing spotlight report.

CNO REPORT: Martinoli gave his report.

Lundgren called for a break in session at 11:27 a.m. Open session resumed at 11:36 p.m.

COO: DeCorde gave her report.

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

Lundgren called for a break in session at 11:58 a.m. Open session resumed at 12:26 p.m.

MEDICAL STAFF REPORT: Dr. Garcia provided his report slide.

CEO REPORT: Reed gave her CEO report.

ON-GOING BUSINESS:

- **Health Foundation:** The Foundation met and selected a member for Mammography fundraiser, Candice Perrin.
- **Board Introduction Project:** Krausse's article ran in August and Giddings is up next for September.
- **Facility Update/Master Plan:** Special meeting 8/21/24 to discuss the Communication Plan and Architects will be on site week of 8/26/24 to meet with department heads.
- **Registrar Project:** Discussion moved to Executive Session.
- **Rural Resources Building:** No updates. Lundgren will try reaching out to the Prosecuting Attorney.
- **Orientation Schedule:**
 - 09/09 – Sarah Krausse

- o 09/23 – Susan Solomon-Hopkins (virtual)

BOARD REPRESENTATIVE REPORTS:

- **Finance:** No concerns.
- **Quality Improvement:** No concerns.
- **Compliance/Risk Management:** No concerns.
- **Medical Staff:** No concerns. Great problem solving among the team.
- **EMS:** Giddings had a chance to tour the new facility. It will be beautiful. Can't wait until it is open. Still looking at end of December, but could be completed earlier.
- **PFAC:** No concerns.
- **Credentialing:** A motion was made by Giddings and was seconded by Bacon to approve a request for New Appointment by Proxy and Courtesy Privileges for the following Integra Imaging Providers: Bryce Gagliano, MD and Sarah Freathy, MD. **The motion passed unanimously.**

EXECUTIVE SESSION:

The Chair called an executive session pursuant to RCW §42.30.110(1)(0) – Staff Privileges or Quality Improvement Committee at 1:37 p.m. The Chair requested 30 minutes and the Executive Team and Recorder were invited to attend. Open session to resume at 2:07 p.m.

OPEN SESSION: Resumed at 2:07 pm. No decisions made or actions taken.

EXECUTIVE SESSION:

The Chair called an executive session pursuant to RCW §42.30.110(1)(g) - Performance of a Public Employee at 2:10 p.m. The Chair requested 45 minutes and the Executive Team were invited to attend. Open session to resume at 2:55 p.m.

OPEN SESSION: Resumed at 2:55 pm. Lundgren called for a break in session at 2:55 pm. Open session resumed at 2:58 pm. **A motion was made by Giddings and was seconded by Krausse to approve creating a new Clinical Registration Supervisor position. The motion passed unanimously.**

ADJOURNMENT: As there was no further business, the meeting was adjourned at 3:00 p.m.

DiAnne Lundgren, Chair Date

Nancy Giddings, Secretary Date

Amber Gangon, Recording Secretary Date



Ferry County Health

BOARD OF COMMISSIONERS' SPECIAL MEETING
August 21, 2024

CALL TO ORDER: Chair DiAnne Lundgren called the Special Meeting of the Board of Commissioners to order at 1:02 p.m. on August 21, 2024 in the Hub Conference Room at Ferry County Health. Commissioners in attendance were Nancy Giddings, DiAnne Lundgren, Ron Bacon, and Sarah Krausse.

Staff in attendance were: Jennifer Reed, CEO; Debbie DeCorde, COO; Mike Martinoli, CNO; Coryelle Rogers, Amber Gangon, Executive Coordinator (Zoom); Adam Volluz, Facilities Manager, Lacy Sharbono, HR Coordinator (Zoom) and James Davidson, IT (Zoom).

GUESTS: Lovell Communications; Dana Coleman, Kristy Lucero, and Matt Longman (Zoom).

QUORUM ESTABLISHED: A quorum was present.

INTRODUCTIONS: Introductions were made.

COMMUNICATIONS PLAN WORKSHOP: Lovell Communications presented a walk-through of the Ferry County Health Building Communication Plan. They requested feedback from the board and will take that back and brainstorm project names/themes, begin building talking points for staff, draft announcements, and create a flyer for the fair.

Lundgren called for a break in session at 2:24 p.m. Open session resumed at 2:31 p.m.

EXECUTIVE SESSION: The Chair called an executive session pursuant to *RCW §42.30.110(1)(g) - Performance of a Public Employee* at 2:31 pm. The Chair requested 15 minutes and the CEO and CFO were invited to attend.

OPEN SESSION: Open session resumed at 2:46 pm. No decisions made or actions taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 2:47 p.m.

DiAnne Lundgren, Chair Date

Nancy Giddings, Secretary Date

Amber Gangon, Recorder Date

Strengthening Today, Innovating Tomorrow: Building a Thriving Future for 2025

September 22-23, 2024

ET Retreat - Nelson, BC

Retreat Goals: 1) Team building and team cohesiveness. 2) Priorities for remainder of 2024. 3) Planning for 2025.

Day 1 – September 22, 2024			
Time	Topic	Lead	Document
9:00	Welcome and ground rules (Attached)	Jennifer	PowerPoint
9:15	Icebreaker and Team Building - “Two Truths and a Vision”		Share 2 accomplishments and one BOLD vision for 2025
9:45	Round Table – What do you want from this weekend?	All	
10:15	Where are we now?		
	- Achievements: Highlight significant successes		
	- Challenges: Discuss what didn’t go as planned and lessons learned		
	- Team Reflection: What are we most proud of? Where do we want to grow?		
11:00	Strategic Alignment	Jennifer	
	- Initiatives recap and where we’re headed	Jennifer/All	
	- COLA/Merit bonuses for 2024	Coryelle/All	Discussion
12:00	Working Lunch?		
	- PI Quality-Action Learning Sets	Mike	https://www.intrac.org/wpcms/wp-content/uploads/2016/09/Action-Learning-Sets-An-INTRAC-guide-1.pdf
1:00	2025 Sneak Peak		
	- Visioning Exercise		“In 5 years.” What do we see, hear, and feel in our organization and community.
	- Budget review	Coryelle	
	- Let’s discuss 2025 Bonus Structure	All	
Day 2 – September 23, 2024			
9:00	Welcome and recap yesterday		
9:15	Innovation and Action Planning		
	- 6 Geniuses	Debbie	Facilitate Topic and Team Map Discussion
	- Our roles and personalities	All	
10:15	A new vision of healthcare	Jennifer	

12:00	Lunch		
2:00	Setting goals for 2025		
	- Action Planning – Immediate Next Steps		
4:00	- Supporting Each Other’s success		
	- Personal Reflection & Rejuvenation		Share personal goals of self-care & well-being
4:30	Wrap up – Roundtable. What did you take away?		

Board Report

September 24, 2024



CNO Report

Mike Martinoli

September 24, 2024



CNO

➤ Follow Up

- Recovery Navigator Program
 - ❖ Education to district Providers
 - ❖ Quarterly County meeting recap
- Providence Sacred Heart Medical Center Visit
 - ❖ Meeting with SHMC CNO, CMO, Director of Case Manager, Director of Transitional Care, and Mt. Carmel CNO
 - ❖ Strong connections established, improving communication channels for swing bed admission
 - ❖ Access to Providence Epic chart secured



CNO

➤ Coming Up

- MIH Nurse and EMT Interviews
 - ❖ Program development
- Rural Nurse Education Program (RNEP) Pilot
 - ❖ Student applicant interviews and core nursing team
- Education
 - ❖ Scenario Education Days
 - ❖ Mock code scenarios, sim man utilization
 - ❖ Simulation program development with Providence



CNO

➤ Need to know

- Lock it Up Gun Safety Initiative
 - ❖ Focus: pediatric and adult suicide prevention tools and resources
 - ❖ Opportunity for collaboration and funding support



CNO-Volumes

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

Inpatient and Emergency Department		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD	YTD Target	Var	2023
Acute Care Patient Days	●	22	16	24	38	30	47	35	50	262	168	94	42
Acute Care Admissions	●	7	6	8	12	11	9	9	10	72	49	23	12
Average Length of Stay	●	3	3	3	3	3	5	4	5	4	3	0	4
Skilled Swingbed patient days	●	15	28	45	18	5	28	56	22	217	672	-455	83
Admissions	●	2	3	5	-	1	2	4	0	17	31	-14	5
Average SSB Census	●	0	1	1	1	0	1	2	1	1	2	-1	3
Average Length of Stay	●	8	9	9	-	5	14	14	13	13	14	-1	17
ED Visits	●	179	199	170	203	217	209	238	267	1682	1556	126	217
ED Transfers	●	-	9	10	11	19	6	18	16	89	31	58	8
Left Against Medical Advice	●	-	1	-	-	1	1	1	0	4	1	3	1
Admitted to Inpatient	●	1	9	8	11	8	9	9	10	65	49	16	4
Same Day Surgery	●	13	14	5	12	9	16	6	15	90	110	-20	12
Outpatient Procedures	●	70	71	94	60	67	88	87	82	619	643	-24	91
OBS Patients	●	2	3	4	5	4	7	6	7	38	34	4	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

➤ **Allevant Grant**

- Defining Transitional Care
- Meeting in Spokane with Medical Director
- Marketing materials

➤ **PFAC Updates**

- Next meeting 10/28/2024



COO Report

Debbie DeCorde

September 24, 2024



COO

➤ Follow Up

- ALF activities
 - ❖ Collaborating with the library
 - ❖ Staff is evolving the Sitting Room into a Zen Room. Usage is increasing
 - ❖ +/- 80% of residents will be receiving the upcoming Flu/RSV/COVID immunizations
- HR
 - ❖ UFCW 3000 ULP update
 - ❖ Lacy and Eric are taking a SHRM certification test preparation course. Testing by July 2025
- Republic Drug Store
 - ❖ Pharmacy manager is implementing new tools gained at the IdeaShare conference
 - ❖ Prescription tracking for insurance payment



COO

➤ Coming Up

- Republic and Curlew Medical Clinics
 - ❖ Vaccine Clinic schedule for Republic– Thursdays, October 17, 24, and 31
 - ❖ Vaccine Clinic schedule for Curlew – Wednesdays, October 16, 23, and 30
 - ❖ RSV available without limitations for combining Flu, COVID and RSV vaccines
- Physical and Occupational Therapy Clinics
 - ❖ Specialties being reviewed – Pelvic Health, Cardiac, etc.
- Laboratory
 - ❖ Longterm hire Stacey Weyenberg will become 2nd blood banker
 - ❖ Ongoing success record with 93 consecutive collections without contamination



COO

➤ Need to Know

- Republic Medical Clinic
 - ❖ Increase patient visits by 99

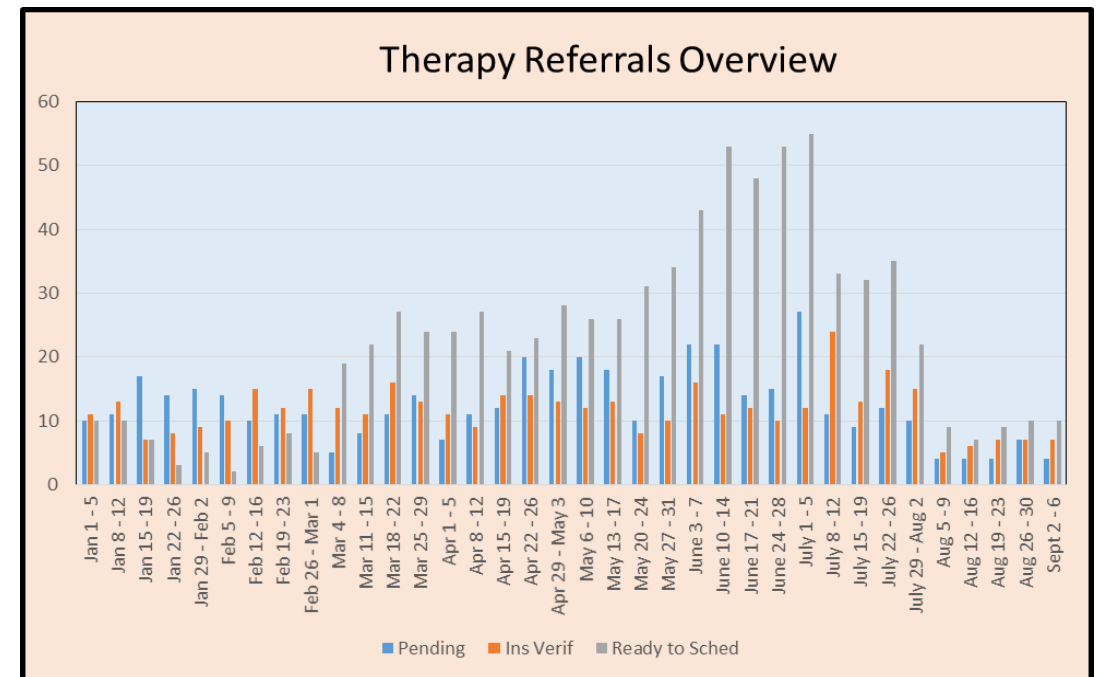
Increases observed in:

Cardiology visits (30 minutes) – 19 to 49
 30-minute office visits – 73 to 126
 45-minute office visits – 167 to 200
 Nurse Only Visit– 29 to 38
 Phone visit– 10 to 17
 Sports Physical Exams – 5 to 24
 Well child exams– 18 to 36

Decreases observed in:

Behavioral Health Initial visits– 19 to 11
 Follow-up Visits – 131 to 8
 Medication Review – 32 to 22

- Physical and Occupational Therapy KPIs
 - ❖ Referral numbers are declining as per graph



COO - Dashboard

Ferry County Public Hospital District #1
August 31, 2024


Outpatient and Ancillary Services		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD	Target	YTD Target	2023
11	Medical Clinic #Visits	800	833	813	860	887	849	828	926	6,796	9,220	5,378	796
12	PT/OT Visits	393	404	298	256	539	353	525	484	3,252	5,780	3,372	506
13	Imaging Exams	334	371	377	402	420	436	426	430	3,196	4,825	2,815	321
14	Lab # Billable Tests	2703	3053	2807	3018	3048	2875	2024	3352	22,880	27,216	15,876	2,628
15	Drugstore Prescriptions Filled	4501	4213	4254	4370	4377	4081	4486	4344	34,626	53,000	30,917	4,526

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%




COO – Turnover Report YTD



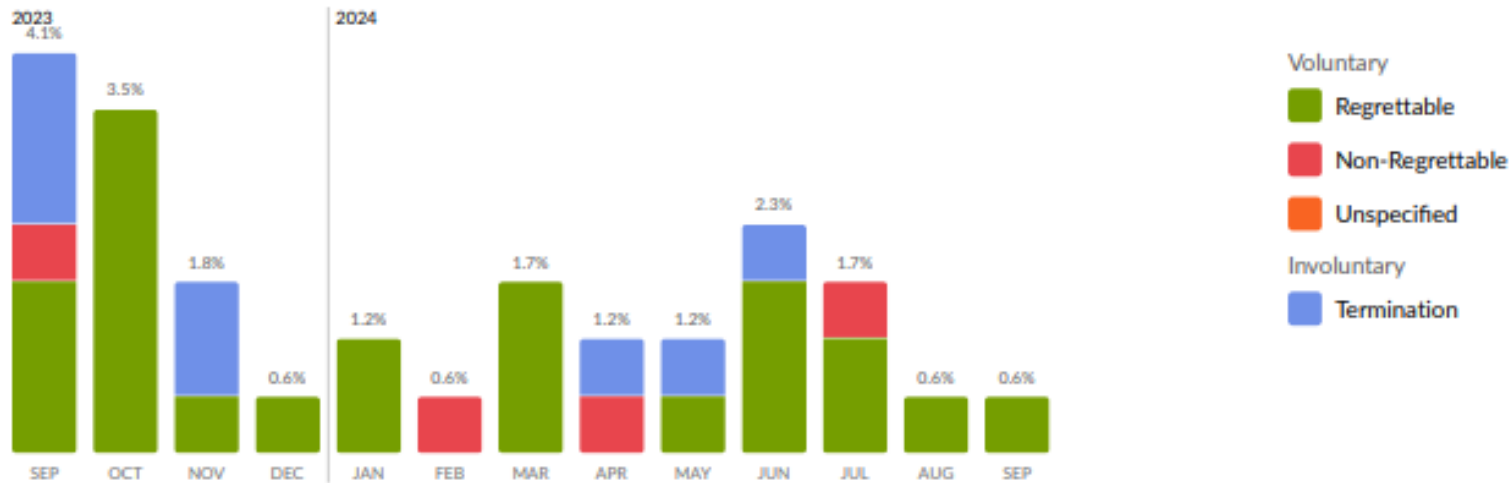
10.9% 19 people
Total Turnover Jan 2024 - Sep 2024



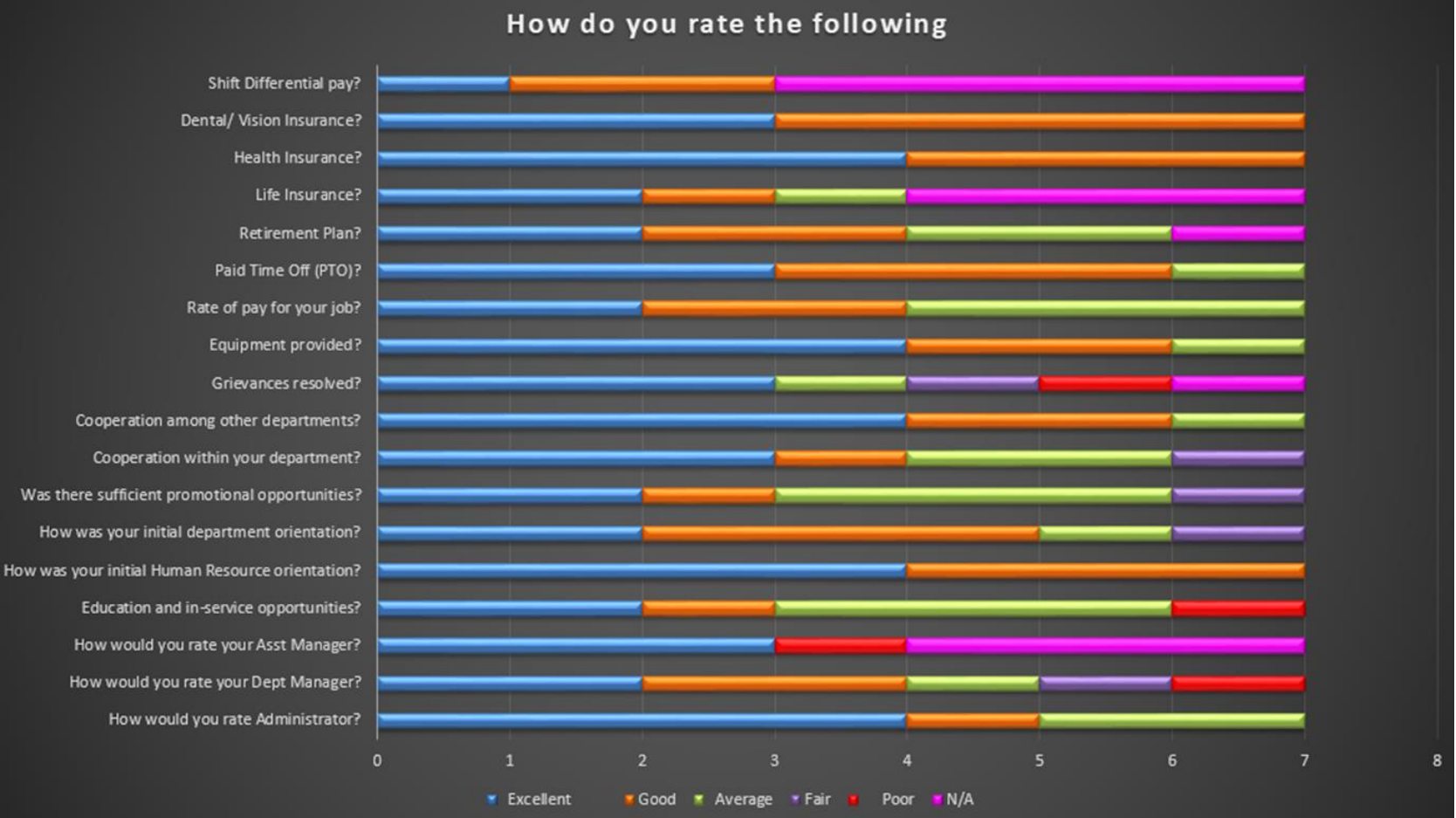
1.2% 2.1 people
Average Monthly Turnover



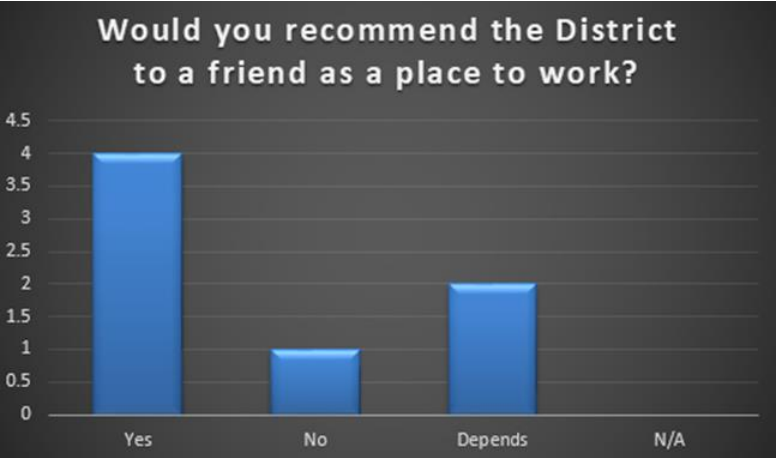
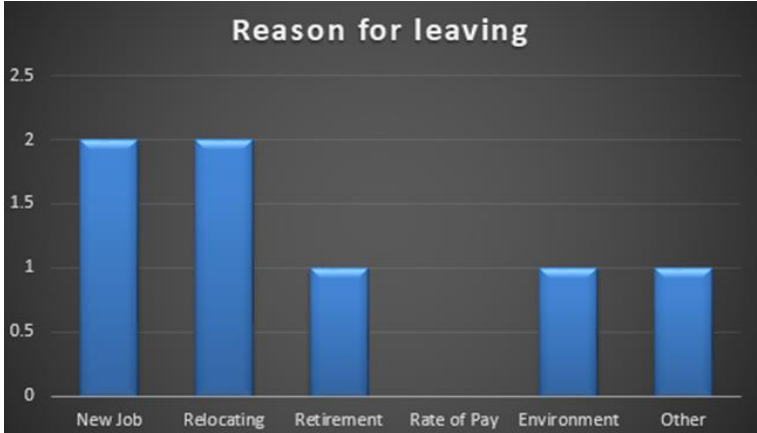
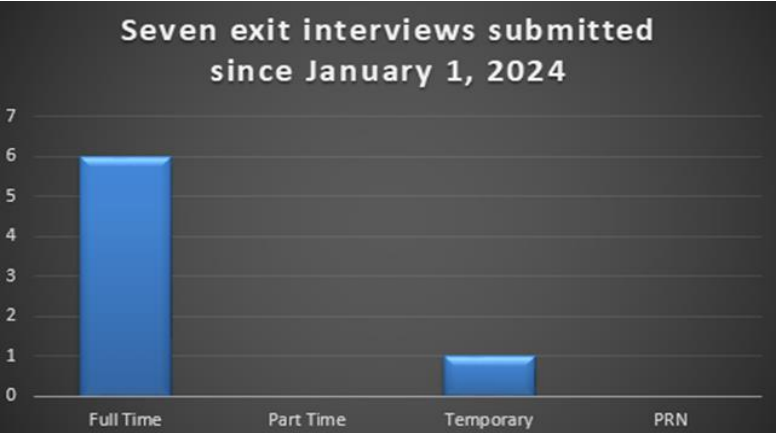
1.1% 2 people
Total Turnover - 30 days



Exit Interview Data YTD



Exit Interview Data



CFO

Coryelle Rogers

September 24, 2024



CFO - Financials

- Financial Statements
- Key Performance Indicators
- Revenue Cycle Update



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

Actuals	Budget	Var #		Actuals	Budget	Var%	Var\$
Operating revenue:							
2,964,138	2,439,299	524,839	Gross patient service revenue	19,630,440	18,853,302	4%	777,138
(1,096,731)	(902,541)	(194,190)	Contractual allowances and provisions for uncollectible accounts	(7,300,438)	(6,964,115)	5%	(336,323)
1,867,407	1,536,758	330,649	Patient service revenue - (Net contractual allowances)	12,330,002	11,889,186	0%	
			Centriq Patient Revenue	139,511	-		
323,954	282,031	41,923	Drug Store gross revenue	2,268,176	2,288,955	-1%	(20,779)
82,028	115,876	(33,848)	Other operating revenue	433,433	787,672	-45%	(354,239)
\$ 2,273,389	\$ 1,934,665	\$ 338,724	Total operating revenue	\$ 15,171,122	\$ 14,965,813	1%	205,308
Operating expenses:							
1,208,720	1,016,941	(191,779)	Salaries and wages	8,615,979	8,097,821	-6%	(518,158)
249,531	191,823	(57,708)	Employee benefits	1,943,081	1,619,863	-20%	(323,218)
78,539	110,360	31,821	Professional fees	761,462	769,504	1%	8,042
378,368	396,772	18,404	Supplies	2,227,793	2,503,132	11%	275,339
27,153	33,260	6,107	Purchased services - Utilities	170,700	197,532	14%	26,832
112,804	90,513	(22,291)	Purchased services - Other	1,016,363	803,060	-27%	(213,303)
6,254	12,359	6,105	Insurance	86,250	98,879	13%	12,629
70,301	38,825	(31,476)	Other	367,242	327,314	-12%	(39,928)
(15,486)	2,499	17,985	Rent	14,418	19,814	27%	5,396
75,266	90,272	15,006	Depreciation	611,402	675,093	9%	63,691
\$ 2,191,482	\$ 1,983,624	\$ (207,858)	Total operating expenses	\$ 15,814,754	\$ 15,112,012	-5%	(702,742)
81,907	(48,959)	130,866	Gain (loss) from operations	(504,121)	(146,199)	245%	(357,923)
\$ 45,839	\$ 51,042	\$ (5,203)	Total nonoperating revenues (expenses) - Net	\$ 651,612	\$ 435,186	50%	216,426
127,746	2,083	125,663	Increase (decrease) in net position	147,491	288,988	-49%	(141,497)
6%	0%			1%	2%		

Ferry County Public Hospital District No. 1

Consolidated Balance Sheet

Year to Date August 31, 2024

<i>Assets</i>	August	July	Variance	Aug, 2023	Variance
Current assets:					
Cash and cash equivalents	3,262,478	2,460,062	802,416	4,005,833	(1,640,566)
Receivables:					
Centriq Gross Accounts Receivable	776,599	818,293	41,694	2,011,913	(1,235,314)
Meditech Gross Accounts Receivable	6,346,559	7,240,487	893,928	7,926,842	(1,580,283)
Contractual allowance	(2,394,712)	(2,720,708)	(325,996)	(4,306,310)	1,911,598
Patient AR - Net	4,728,446	5,699,448	609,626	5,632,445	(903,999)
Republic Drugstore Receivables	430,595	336,575	94,020	512,326	(81,731)
Klondike Hills Receivables	29,847	24,801	5,046	196,086	(166,240)
Taxes	123,411	133,523	(10,112)	123,697	(286)
Estimated third-party payor settlements	5,886	5,886	-	47,144	(41,258)
Other	49,384	212,878	(163,494)	50,989	(1,605)
Inventories	552,978	549,958	3,020	546,838	6,140
Prepaid expenses	193,862	85,196	108,666	174,530	19,332
Total current assets	\$ 9,376,886	\$ 9,508,327	\$ 1,449,188	\$ 11,289,888	\$ (2,810,213)
Capital assets:					
Non-depreciable assets	\$ 47,282	\$ 47,282	-	\$ 47,282	-
Depreciable capital assets - Net of accumulated depreciation	5,669,362	5,733,163	(63,801)	5,941,094	(271,732)
Construction in Progress	185,067	170,853	14,214	576,558	(391,491)
Total capital assets	\$ 5,901,711	\$ 5,951,298	\$ (49,587)	\$ 6,564,934	\$ (663,223)
TOTAL ASSETS	\$ 15,278,597	\$ 15,098,249	\$ 180,348	\$ 17,854,822	\$ (2,576,225)



Ferry County Public Hospital District No. 1

Consolidated Balance Sheet

Year to Date August 31, 2024

<i>Liabilities</i>	August	July	Variance	Aug, 2023	Variance
Current liabilities:					
Accounts payable	747,087	984,860	237,773	328,220	(418,867)
Payroll and related expenses	1,093,359	916,519	(176,840)	734,072	(359,287)
Other Current Liabilities	20,445	20,445	-	(5,250)	(25,695)
Total current liabilities	\$ 1,860,891	\$ 1,921,824	\$ 60,933	\$ 1,057,042	\$ (803,849)
Noncurrent liabilities:					
Long term debt	\$ 1,929,248	\$ 1,929,728	\$ 480	\$ 2,561,784	\$ 632,536
Capital lease obligations - Less current portion	20,445	20,445	-	(5,250)	(25,695)
Total noncurrent liabilities	1,949,693	1,950,173	480	2,556,534	606,841
Total liabilities	\$ 3,810,584	\$ 3,871,997	\$ 61,413	\$ 3,613,576	\$ (197,008)
Net position:					
Current Year Earnings	147,491	19,745	(127,746)	804,531	657,040
Equity Accounts	11,320,523	11,206,507	(114,016)	13,436,715	2,116,192
Total net position	\$ 11,468,014	\$ 11,226,252	\$ (241,762)	\$ 14,241,246	\$ 2,773,232
TOTAL LIABILITIES AND NET POSITION	\$ 15,278,598	\$ 15,098,249	\$ (180,349)	\$ 17,854,822	\$ 2,576,224



CFO – Key Performance Indicators



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

		<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>YTD</u>	<u>Target</u>	<u>Variance</u>	<u>2023</u>
Profitability													
Revenue Deductions % of Gross Reven	●	37%	37%	35%	35%	36%	37%	49%	37%	38%	37%	-1%	36%
Salaries % Gross Patient Revenue	●	46%	43%	49%	47%	44%	41%	39%	41%	44%	39%	-5%	36%
Benefits % of Salary Expense	●	21%	23%	23%	23%	22%	23%	23%	21%	22%	23%	1%	21%
Net Income													
Operating Margin	●	-7%	-8%	2%	0%	2%	8%	-11%	6%	1%	2%	-1%	3%
Cash and Liquidity													
Days Cash on Hand	●	59.9	57.4	49.1	39.7	38.7	39.2	40.7	54.0	54.0	85.0	(31.0)	65.0
Days Cash in AR	●	107.1	105.7	108.9	110.5	114.1	143.2	126.0	118.0	118.0	53.0	(65.0)	89.0
Current Ratio	●	5.3	4.8	4.7	3.8	4.4	4.1	4.9	5.0	5.0	1.0	4.0	4.5
Debt to Equity	●	0.2	0.3	0.3	0.4	0.4	0.4	0.3	0.3	0.3	1.0	0.7	0.2
Claims Processing and Coding													
# Accounts on Hold	●	237	174	84	43	49	35	92	87	92	200	108	650
Net AR Days	●	61	116	113	115	109	112	97	81	97	45	(74)	85
Unbilled AR	●	722,229	817,382	629,796	994,721	841,348	530,765	765,004	764,177	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	6,346,559	6,346,559	4,500,000	(1,846,559)	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

	Apr-24			Jun-24			Jul-24			Aug-24		
Insurance AR Reduction Areas	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner
Dr. Bell Provider Enrollment	\$ 232,603	3.2	Enrollment	\$ 222,102	2.7	FCPHD	\$ -	0.0	FCPHD		0.0	FCPHD
No Authorizaion	\$ 391,002	5.4	FCPHD	\$ 553,528	6.8	FCPHD	\$ 553,528	6.7	FCPHD	\$ 71,904	0.9	FCPHD
Adjustment Requests	\$ 354,301	4.9	FCPHD	\$ 136,068	1.7	FCPHD	\$ 136,068	1.6	FCPHD	\$ 218,122	2.6	FCPHD
Wendy Wilkins Appeals	\$ 69,054	1.0	FCPHD	\$ 94,009	1.2	FCPHD	\$ 94,009	1.1	FCPHD	\$ 94,009	1.1	FCPHD
Medicare Therapy Self-Referrals		0.0		\$ 23,752	0.3	FCPHD	\$ 9,632	0.1	FCPHD	\$ 9,632	0.1	FCPHD
Wound Care Issue		0.0		\$ 23,770	0.3	FCPHD	\$ 17,842	0.2	FCPHD	\$ 12,420	0.1	FCPHD
Meditech AR Clean-Up	\$ 2,016,421	27.9	Trubridge	\$ 2,231,771	27.6	Trubridge	\$ 871,318.90	10.5	Trubridge	\$ 887,785.50	10.50	Trubridge
Centriq Sunset	\$ 530,973	7.3	Trubridge	\$ 648,148	8.0	Trubridge	\$ 556,696	6.7	Trubridge	\$ 557,317	6.59	Trubridge
Insurance Credit Balance	\$ (817,041)	-11.3	Trubridge	\$ (1,050,491)	-13.0	Trubridge	\$ (1,189,061)	-14.4	Trubridge	\$ (1,204,009)	-14.24	Trubridge
Coding Review Requests	\$ 624,344	8.6	Coding	\$ 650,343	8.0	Coding	\$ 676,301	8.2	Coding	\$ 239,155	2.83	Coding
Total Insurance AR Reductions Needed	\$ 3,401,657	47.0		\$ 3,533,001	43.7		\$ 1,726,334	20.9		\$ 886,335	10.5	

Self Pay AR Reduction Areas	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner
Self Pay Clean Up Needed	\$ 146,811	2.0		\$ 175,548	2.2		\$ 180,687	2.2		\$ 109,916	1.3	
Self Pay Credits	\$ (211,838)	-2.9		\$ (249,742)	-3.1		\$ (170,612)	-2.1		\$ (255,823)	-3.0	

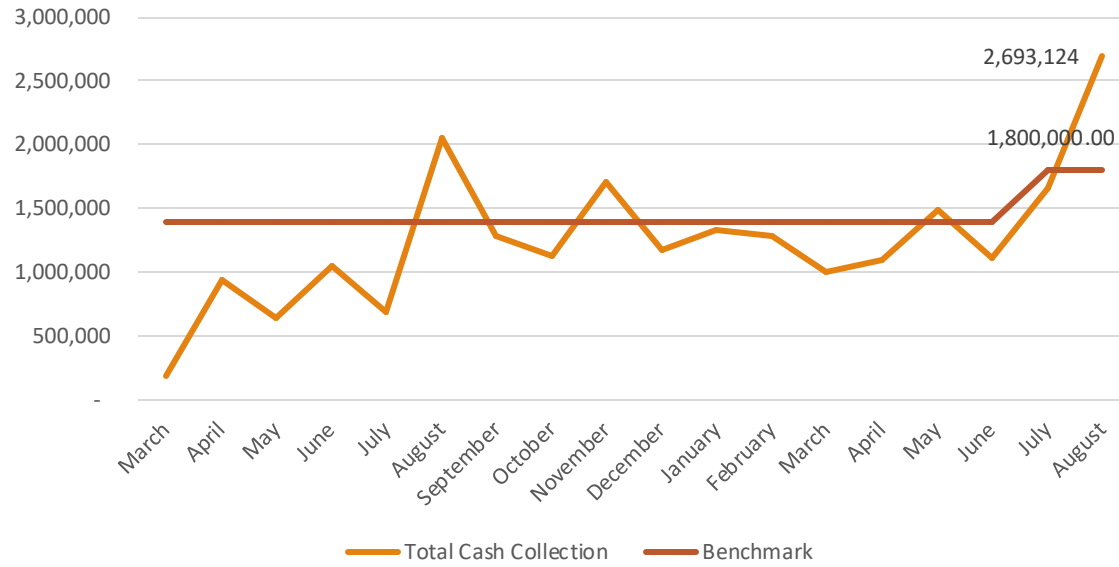
Unbilled/DNFB AR Reduction Areas	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner
Coding Clean-Up	\$ 412,406	5.7	Coding	\$ 263,828	3.26411	Coding	\$ 528,858	6.4	Coding	\$ 414,300	4.90	Coding

AR GOALS	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner	Total	AR Days	Owner
Unbilled/DNFB Goal	\$ 217,137	3.0		\$ 242,481	3.0		\$ 247,902	3.0		\$ 253,653	3.0	
Insurance AR goal	\$ 2,822,781	39		\$ 3,152,253	39		\$ 3,222,726	39		\$ 3,297,489	39	
Self Pay Goal	\$ 868,548	12		\$ 969,924	12		\$ 991,608	12		\$ 1,014,612	12	
Total Total AR Goal	\$ 3,908,466	54.0		\$ 4,364,658	54.0		\$ 4,462,236	54.0		\$ 4,565,754	54.0	

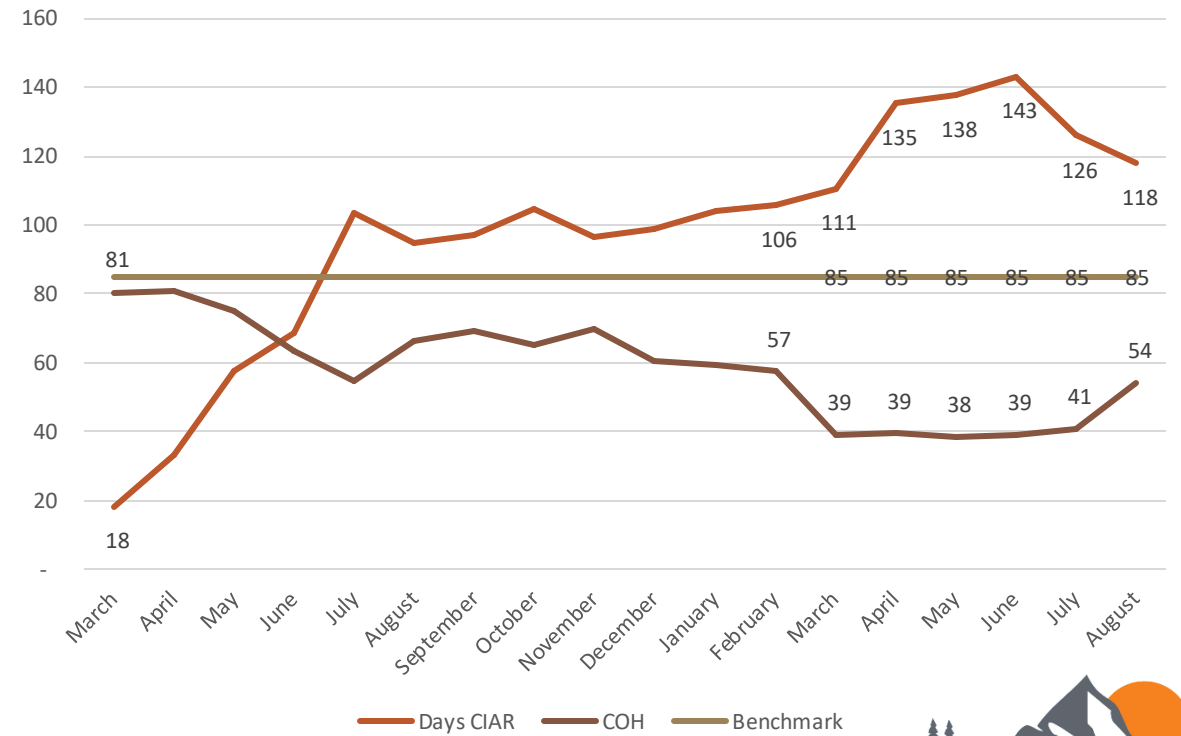
Current Grand Total AR Days	\$ 7,869,340	108.7		\$ 8,337,035	103.1		\$ 6,898,115	83.5		\$ 5,976,306	70.7	
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Revenue Cycle Update

Cash Collections - Meditech Only

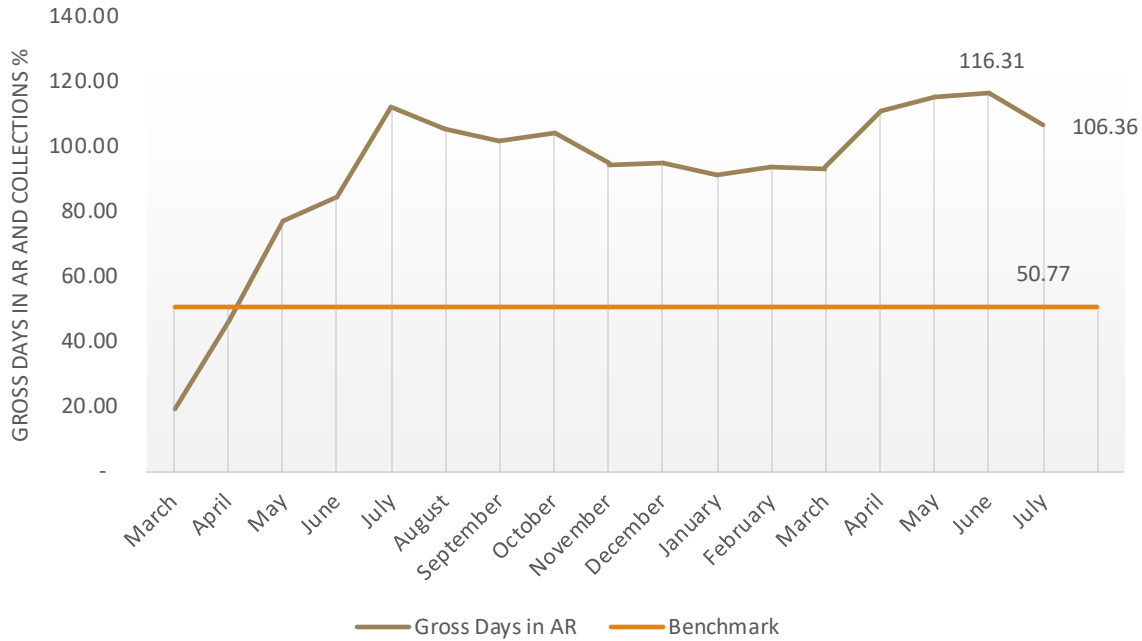


Days Cash on Hand

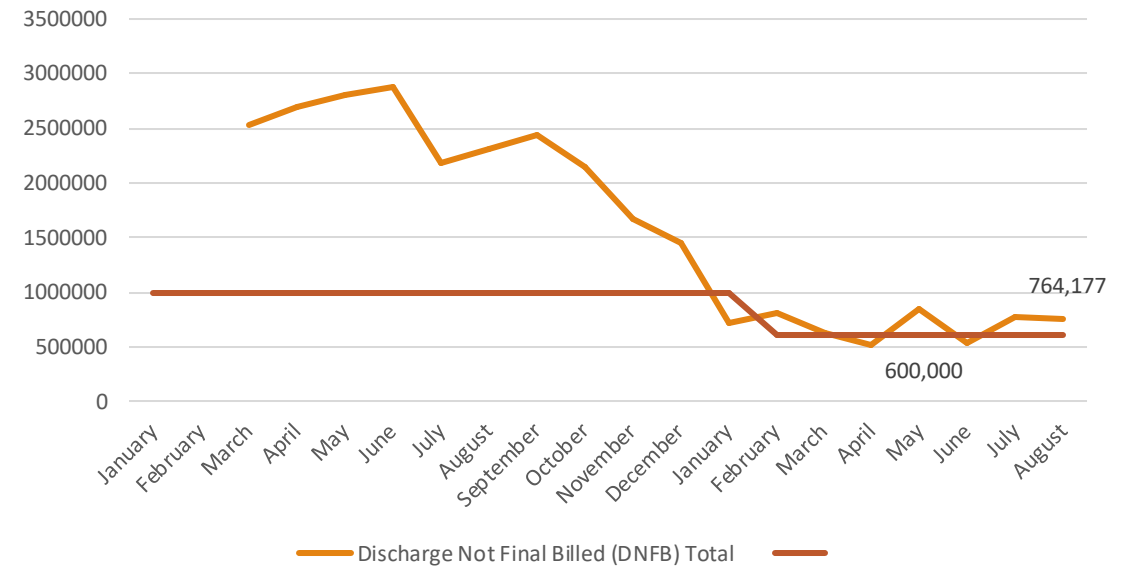


Revenue Cycle Update

Gross Days in AR - Meditech Only



Discharged Not Final Bill \$ (DNFB)



Medical Staff Report

- Will be meeting at the end of the month with block providers to schedule 2025
- New Ultrasound machine has been great in the ER, Hospital and was excellent for guided injections when Kevin was out of town
- Admissions and charting now hitting a level that seems more comfortable with Meditech
- Great quarterly reviews on our latest traumas and ER/Hospital care
- Looking at having back up tele-ICU as transfers for critical patients can be difficult to obtain. This is through the rural collaborative



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

September 24, 2024



CEO

➤ Follow Up

- Rural Resources – Finally some traction! A public meeting will be required
- Wonderful collaborative annual meeting. Formed some new relationships and bettered others
- Mammo fundraiser update and why Mammo is important

➤ Coming Up

- ET weekend retreat. Agenda attached
- David in town October 23-24 and available for meeting
- Town hall meeting October 23, 6:00 p.m. Outline to come in collaboration with David and team
- Ferry County Health Community Health Needs Assessment (CHNA) Framework



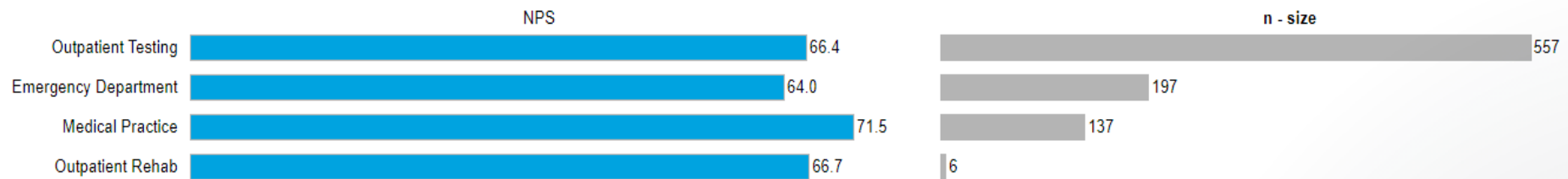
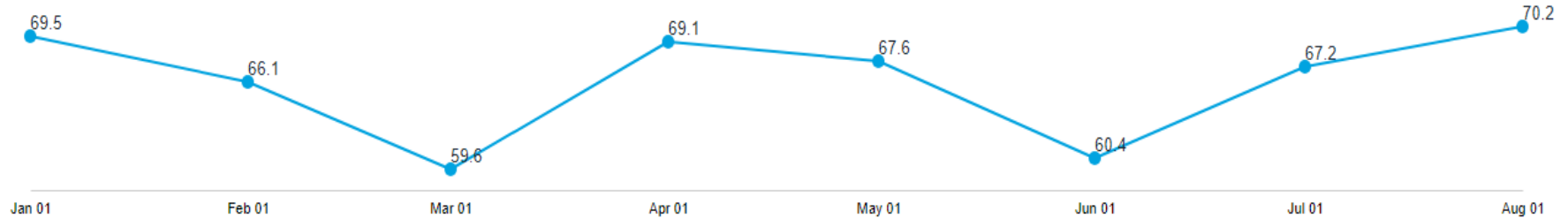
Patients – Experience Score (Up 4.5%)

Experience Overview

☆ Favorite
📧 Subscribe
📄 Export
Jan 01, 2024 - Aug 31, 2024

NET PROMOTER SCORE

66.7 n-size: 897



Master Facility Plan

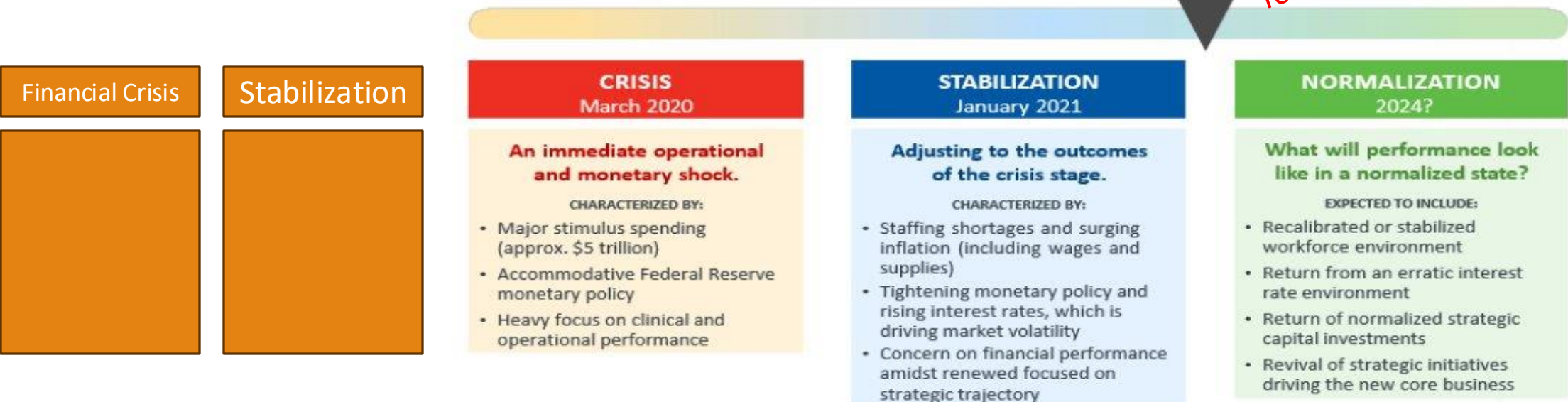
- Finance - Infrastructure
 - ❖ Communications Plan – Outline in cooperation with David for town meeting
 - ❖ Talking points to staff and for handouts
 - ❖ Architects here October 23-24
 - ❖ Meeting with all departments to update on project and make sure they have their wall post-it's for ideas
 - ❖ Put out call for names from staff, due on Monday
 - ❖ Timeline - very tentative at this point, but goal is to break ground by late spring



Let's think about the future

MISSION – To strengthen the health and well-being of the community through partnership and trust.

VISION – To be our community's lifelong partner in health.



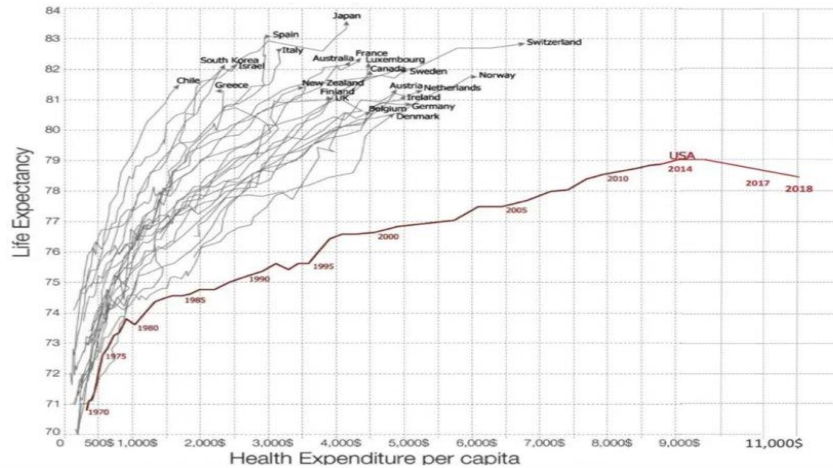
Jennifer Reed
September 24, 2024

Source: Kaufman-Hall



Framework-Reimagining the System

➤ US Healthcare system is broken



Reference: *Forbes* "Dismal U.S. Life Expectancy" -2020

Who's in the Driver's Seat?

Those that deliver care
24/7 and save lives



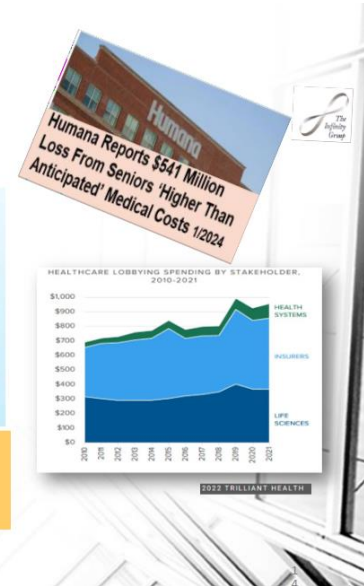
More Than Half of US Hospitals Lost Money in 2022
Bloomberg September 15, 2022

Source: Kaufman Strategic Advisors
© The Infinity Group, Inc.

Those that process claims
and do other things



- Health insurers generate record profits in 2022 & 23
- \$141 Billion stock buyback since 2007



Ferry County Health Status – Current State

- Population: 7,448 with a life expectancy of 75.6. That is 3.8 years less than the average county in WA
- Ranked 39/39 in the state in Health Factors
- FC residents die a full 12.7 years sooner than the healthiest county, and 3.8 years less than the average.
- Deaths from suicide are about 212% of the state average
- Obesity, food insecurity, physical inactivity, and poor mental health are the contributing factors.



Framework



CEO

➤ Need to Know



