



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

December 17, 2024 @ 10:30 AM in the HUB Conference Room

<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 11.26.24.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 Selection	DiAnne Lundgren	
Winter Open House	DiAnne Lundgren	
CNO Report	Mike Martinoli	9-13
COO Report	Debbie DeCorde	14-21
CFO/Revenue Cycle Report	Coryelle Rogers	22-30
Medical Staff Report	Richard Garcia, MD	31
CEO Report	Jennifer Reed	32-37

On-going Business

DiAnne Lundgren

- Health Foundation
- Board QI Project
- Board Introduction Project
- Project HOME
- Rural Resources Building
- 2025 Holiday Schedule Approval
- 2025 Calendar of Events
- Board of Commissioners By-Laws Approval of Resolution 2024 #11
- Board Governance Policies
 - Clinical Services Governance
 - Human Resources Governance
 - Quality Governance
 - Strategic Planning Governance
 - Annual Budget Approval Process
- Review Corrected 2025 Budget Resolutions #7-9
- New Hire Orientation Schedule
 - 01/13-
 - 01/27-

Board Representative Reports

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

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

Request for New Appointment of Courtesy Medical Staff Privileges by Proxy for the following Integra Imaging Provider(s): **David Gimarc, MD**

Request for Re Appointment of Advanced Practice Practitioner Privileges for the following provider(s): **Matthew Johnson, ARNP**
Melissa Mitchell, ARNP

Request for Re Appointment of Active Medical Staff Privileges for the following Provider(s): **Samuel Artzis, MD**

Request for Re Appointment of Courtesy Medical Staff Privileges for the following Provider(s): **John Victor Cowley, CRNA**
William Hartman, PAC

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

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 January 28, 2025 @ 10:30 am in the HUB Conference Room



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

November 26, 2024

CALL TO ORDER: Board Chair DiAnne Lundgren called the meeting of the Board of Commissioners to order at 10:37 a.m., on November 26, 2024 in the HUB and via Zoom.

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

Jennifer Reed, CEO; Debbie DeCorde, COO; Amber Gangon, Executive Coordinator; Adam Volluz, Facilities Manager; and Natalie Bonner, Pharmacy Assistant were also present.

Zoom participants: Mike Martinoli, CNO; Spencer Hargett, Compliance Officer; Coryelle Rogers, CFO; James Davidson, IT Manager; Dawn Fritts, Nurse Manager; Cody Davidson, IT; Mena Cassell, Controller; and Lacy Sharbono, HR Coordinator.

GUESTS: No guests.

QUORUM ESTABLISHED: A quorum was present.

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

INTRODUCTION OF THE BOARD AND GUESTS: No introductions necessary.

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

CORRESPONDENCE: No Correspondence read.

PUBLIC COMMENTS: No public comments.

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

COMPLIANCE REPORT: Hargett gave his report.

DEPARTMENT SPOTLIGHT: Natalie Bonner, Pharmacy Assistant, gave her Department Spotlight report.

CNO REPORT: Martinoli gave his report.

COO: DeCorde gave her report.

Lundgren called for a break in session at 11:36 a.m. Open session resumed at 12:01 p.m.

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

MEDICAL STAFF REPORT: Dr. Garcia provided his report via text.

CEO REPORT: Reed gave her report.

Lundgren called for a break in session at 1:53 p.m. Open session resumed at 2:06 p.m.

ON-GOING BUSINESS:

- **Health Foundation:** No concerns
- **Board Introduction Project:** Final board intro approved and submitted to the Ferry County View for publication in the December monthly issue.
- **Facility Update/Master Plan:** Reed provided update in her report. Going forward, this will be referred to as Project HOME.
- **Rural Resources Building:** Reed is waiting for our attorney to draft quit claim deed and paperwork for County Commissioners to sign.

- **Board of Commissioners By-Laws review:** The board will complete a final review of their by-laws and will vote to approve as a resolution during the regular December board meeting.
- **2025 Calendar Review:** The Board received a tentative calendar for 2025 and will review for approval during the regular December board meeting.
- **Orientation Schedule:**
 - 12/02 – Sarah Krausse
 - 12/16 – Nancy Giddings
 - 12/30 – Susan Solomon-Hopkins

BOARD REPRESENTATIVE REPORTS:

- **Finance:** No concerns.
- **Quality Improvement:** No concerns.
- **Compliance/Risk Management:** No concerns.
- **Medical Staff:** Behavioral health is working with Mrs. Pak on community grief group. Lundgren was impressed with the ER provider attendance, Dr. Garcia and Reed working on provider 360°Reviews which Reed plans to send out after Thanksgiving.

A motion was made by Giddings and was seconded by Krausse to appoint Dr. Silas Weifelspuett as Chief Medical Director and Chief of Medical Staff. The motion passed unanimously.

A motion was made by Giddings and was seconded by Krausse to approve the current Medical Staff Rules and Regulations. The motion passed unanimously.

- **EMS:** No concerns.
- **PFAC:** No concerns. Krausse will not be able to attend the December meeting and Bacon unsure of his attendance at this time.
- **Building Committee:** No concerns. Outfitters has been secured 12/1-5/31/25 as the location for the room mock-up.
- **Credentialing Committee:** No credentialing this month.

NEW BUSINESS:

FINAL BUDGET REVIEW AND APPROVAL: A motion was made by Krausse and seconded by Solomon-Hopkins to approve the Final Ferry County Health 2025 budget as 2024 Resolution # 7 as presented. The motion passed unanimously.

A motion was made by Krausse and seconded by Solomon-Hopkins to approve the Final Klondike Hills 2025 budget as 2024 Resolution # 8 as presented. The motion passed unanimously.

A motion was made by Krausse and seconded by Solomon-Hopkins to approve the Final Republic Drug Store 2025 budget as 2024 Resolution # 9 as presented. The motion passed unanimously.

A motion was made by Krausse and seconded by Solomon-Hopkins to approve the 2025 Levy Approval as 2024 Resolution # 10 as presented. The motion passed unanimously.

A motion was made by Krausse and seconded by Solomon-Hopkins to approve the 2025 Levy Certification per RCW § 84.55.120 as presented. The motion passed unanimously.

GOVERNANCE POLICIES: A motion was made by Giddings and was seconded by Solomon-Hopkins to approve the Board Governance Policy as presented. The motion passed unanimously.

A motion was made by Giddings and was seconded by Solomon-Hopkins to approve the Capital Expenditure Policy as presented. The motion passed unanimously.

A motion was made by Giddings and was seconded by Solomon-Hopkins to approve the Compliance Governance Policy as presented. The motion passed unanimously.

A motion was made by Giddings and was seconded by Solomon-Hopkins to approve the Emergency Preparedness Policy as presented. The motion passed unanimously.

A motion was made by Giddings and was seconded by Solomon-Hopkins to approve the Financial Management Policy as presented. The motion passed unanimously.

EXECUTIVE SESSION: The Chair called for an executive session Pursuant to RCW §42.30.110(1)(g)-Performance of a Public Employee at 1:45 p.m. The Chair requested one hour with open session to resume at 2:45 p.m.

OPEN SESSION: Open session resumed at 1:45 p.m. No decisions made or actions taken.

Lundgren called for a break in session at 1:45 p.m. Open session resumed at 2:50 p.m.

EXECUTIVE SESSION: At 2:50 p.m. the Chair called for an executive session Pursuant to RCW §42.30.110(1)(g)-Performance of a Public Employee. The Chair requested 35 minutes with open session to resume at 3:25 p.m. The CEO was invited to attend.

OPEN SESSION: Open session resumed at 3:25 p.m. No decisions made or actions taken.

ADJOURNMENT: As there was no further business, the meeting was adjourned at 3:25 p.m.

DiAnne Lundgren, Chair Date

Nancy Giddings, Secretary Date

Amber Gangon, Recording Secretary Date

2025 Holiday Schedule

JANUARY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY

S	M	T	W	T	F	S
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH

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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL

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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY

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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE

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						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

JULY

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

AUGUST

S	M	T	W	T	F	S
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3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

OCTOBER

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

NOVEMBER

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

DECEMBER

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Observed Day Off

- Jan 01 New Year's Day
- May 26 Memorial Day
- July 4 Independence Day
- Sept 1 Labor Day
- Nov 27 Thanksgiving
- Dec 25 Christmas



RESOLUTION 2024 #11
FERRY COUNTY PUBLIC HOSPITAL DISTRICT NO. 1
DECEMBER 17, 2024

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, and hereby are, approved and adopted as the official Bylaws of the District Board of Commissioners.

DATED this 17th day of December 2024.

COMMISSIONERS OF FERRY COUNTY PUBLIC HOSPITAL DISTRICT NO. 1

DiAnne Lundgren, Chair

Sarah Krause, Vice Chair

Nancy Giddings, Secretary

Ron Bacon, Commissioner

Susan Solomon-Hopkins, Commissioner

Board Report

December 17, 2024



CNO Report

Mike Martinoli

December 17, 2024



CNO

➤ Follow Up

- NAC Class
 - ❖ Policy development



CNO

➤ Coming Up

- Staffing
 - ❖ Welcoming a permanent NOC NAC who is beginning orientation
 - ❖ NOC Agency NAC contract secured



CNO

➤ Need to know

- Swing Bed Allevant Grant Project

Top Admission Sources over past two years:

- Internal Ferry County – 40%
- Sacred Heart Spokane -23%
- Mid Valley – 8%
- Holy Family -7%

High Level Timeline

- **Year 1 – CAH Transitional Care foundations**
 - Online education, Project Manager calls/discussions and supporting resources
 - Local process review and enhancement using formal process improvement approaches, build team confidence
 - Introduce MENDS® health, wellness, and prevention concepts to staff
- **Year 2 – Acute Care Hospital collaboration, incorporate initial MENDS® concepts into Transitional Care, educate Primary Care**
 - Education for ACHs and leverage of data
 - Increased communication and innovation between hospitals
 - Leverage patient stays for long-term wellness and support staff health
 - Identify Primary Care partners and educate on MENDS® concepts
- **Year 3 and 4 – Grow utilization, establish sustainable collaboration, expand MENDS® communication with Primary Care**
 - Increase use of TC patients MENDS® plans
 - Maintain relationships with ACH partners for TC
 - Leverage formal problem solving approaches

We Are Here



CNO-Volumes

Ferry County Public Hospital District #1
November 30, 2024

Inpatient and Emergency Department		Qtr 1	Qtr 2	Jul	Aug	Sep	Oct	Nov	YTD	YTD Target	Var	2023
Acute Care Patient Days	●	62	115	35	50	19	31	18	330	231	99	42
Acute Care Admissions	●	21	32	9	10	4	10	6	92	67	25	12
Average Length of Stay	●	9	11	4	5	5	3	3	4	3	0	4
		-	-									
Skilled Swingbed patient days	●	88	51	56	22	15	28	32	292	924	-632	83
Admissions	●	10	3	4	0	3	3	3	26	43	-17	5
Average SSB Census	●	2.94	1.65	1.81	0.71	0.50	0.90	1.07	1.4	3	-1	3
Average Length of Stay	●	26	19	14	11	5	9	11	11	14	-3	17
ED Visits	●	548	629	238	267	225	246	174	2,327	2140	188	217
ED Transfers	●	19	36	18	16	13	13	14	129	43	86	8
Left Against Medical Advice	●	1	2	1	0	1	1	-	6	1	5	1
Admitted to Inpatient	●	18	28	9	10	4	12	3	84	67	17	4
Same Day Surgery	●	32	37	6	15	19	5	-	114	151	-37	12
Outpatient Procedures	●	235	215	87	82	83	100	83	885	885	0	91
OBS Patients	●	9	16	6	7	5	5	7	55	47	8	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%

COO Report

Debbie DeCorde

December 17, 2024



COO

➤ Follow Up

- Diagnostic Imaging
 - ❖ MRI purchase
- Laboratory
 - ❖ "Bug of choice" is currently Strep with 34% positivity rate
 - ❖ Permanent MLT position is staffed

COO

➤ Coming Up

- ALF
 - ❖ DSHS training to be rescheduled by them due to their own budgetary considerations
- HR
 - ❖ Care Learning
 - ❖ UFCW updates



COO

➤ Need to Know

- HR
 - ❖ License audits – next 4 are due in January
- Republic Medical Clinic
 - ❖ Provider staffing updates
 - ❖ Walk-in hours expanding
 - ❖ Pulse Cardiology contract under review
 - ❖ Nurse Practitioner student's clinical placement here continues in January
 - ❖ Manager of Clinical Practices obtained PulmOne unit certification

COO - Dashboard

November 30, 2024

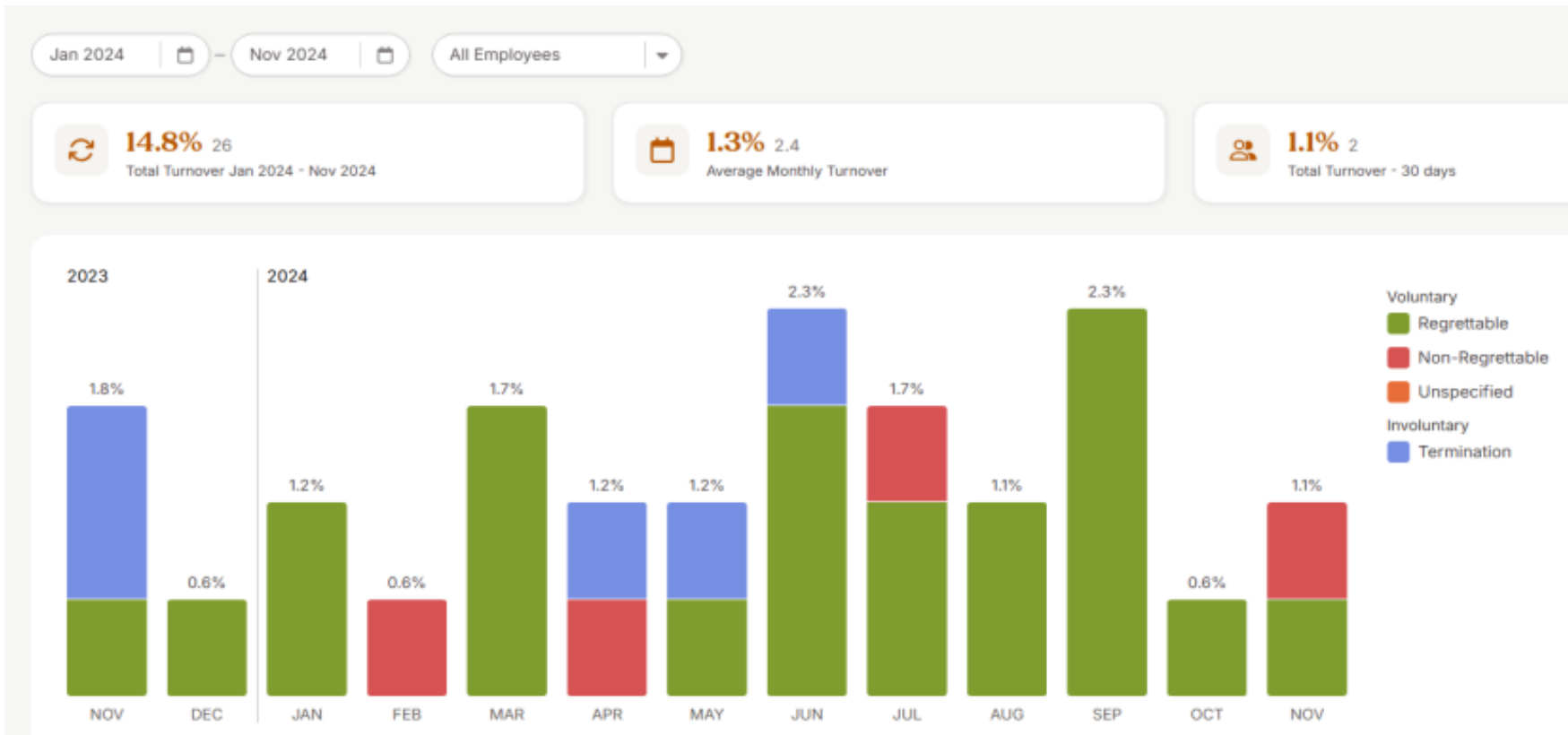
Outpatient and Ancillary Services			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	YTD Target
11	Medical Clinic #Visits	●	800	833	813	860	887	849	828	926	811	1040	849	9,496	8,452
12	PT/OT Visits	●	393	404	298	256	539	353	525	484	355	462	317	4,386	5,298
13	Imaging Exams	●	334	371	377	402	420	436	426	430	404	404	347	4,351	4,021
14	Lab # Billable Tests	●	2703	3053	2807	3018	3048	2875	2024	3352	2696	2788	2,374	30,738	22,680
15	Drugstore Prescriptions Filled	●	4501	4213	4254	4370	4377	4081	4486	4344	4116	4338	4073	47,153	44,167

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



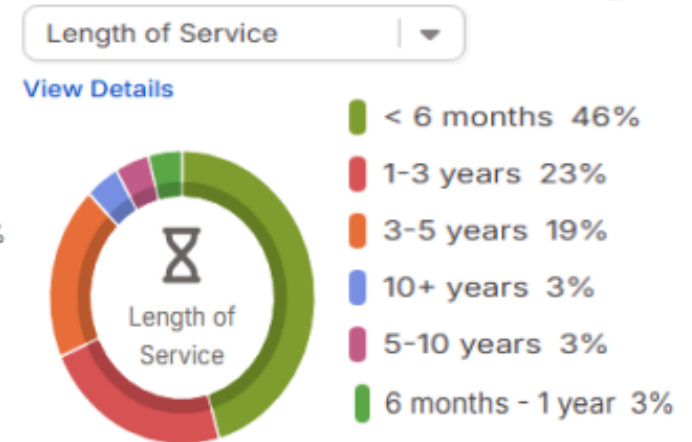
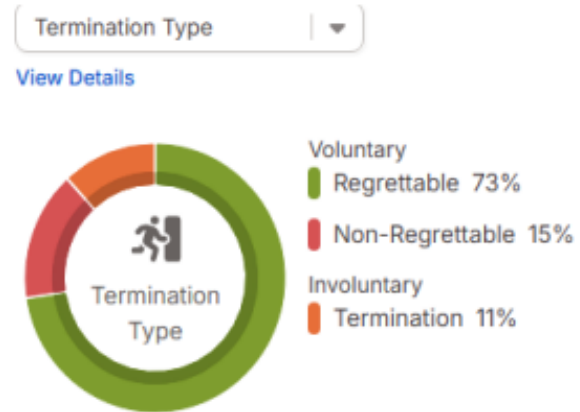
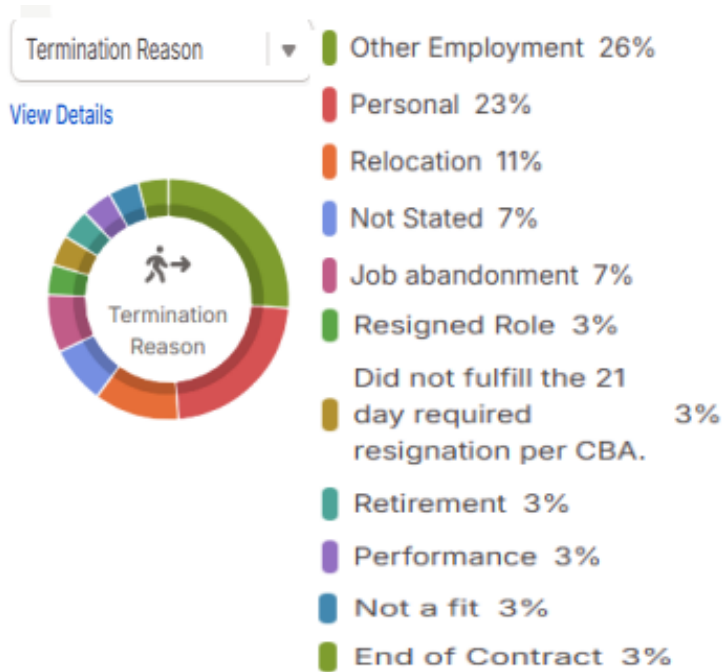
REGION	HOSPITAL TURNOVER
North-East – (CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI & VT)	20.4% (-1.8%)
North-Central – (IA, IL, IN, KS, MI, MN, MO, MT, ND, NE, OH, SD, WI & WY)	19.0% (-1.7%)
South-East – (AL, FL, GA, KY, MS, NC, SC, TN, VA & WV)	22.2% (-1.3%)
South-Central – (AR, CO, LA, NM, OK, & TX)	20.2% (-2.2%)
West – (AK, AZ, CA, HI, ID, NV, OR, UT & WA)	20.1% (-3.7%)
NATIONAL AVERAGE	20.7% (-2.0%)

METRIC	HOSPITAL TURNOVER
90th Percentile	16.2%
75th Percentile	18.8%
Median	22.2%
25th Percentile	24.8%
10th Percentile	27.2%

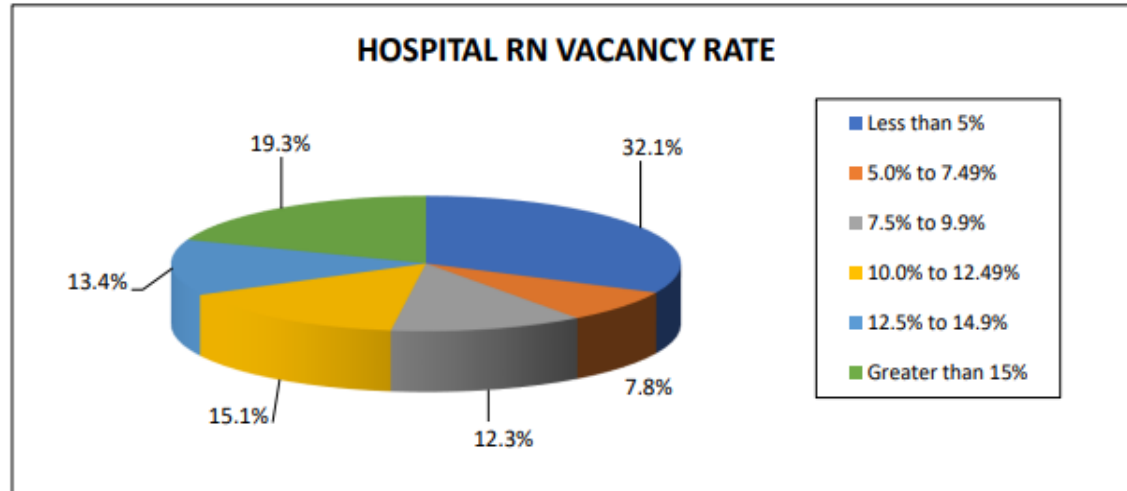
*NSI annual 2024 report



COO – Turnover YTD Detail



Turnover Data



What is a good employee turnover rate? On average, every year, a company will experience 18% turnover in its workforce. A business can expect on average to lose 6% of its staff because of reduction in force or terminating them due to poor performance.

RN VACANCY RATE	2020	2021	2022	2023	2024
Less than 5%	19.3%	23.9%	6.5%	5.0%	32.1%
5.0% to 7.49%	18.2%	13.8%	3.6%	7.3%	7.8%
7.5% to 9.9%	30.7%	26.6%	8.6%	12.3%	12.3%
10.0% to 12.49%	15.9%	22.9%	12.2%	13.4%	15.1%
12.5% to 14.9%	4.5%	3.7%	7.9%	10.6%	13.4%
Greater than 15.0%	11.4%	9.2%	61.2%	51.4%	19.3%
Average	9.0%	9.0%	17.0%	15.7%	9.9%



CFO

Coryelle Rogers

December 17, 2024



CFO - Financials

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



Ferry County Public Hospital District

Consolidated Income Statement

Year to Date November 30, 2024

Actuals	Budget	Var #		Actuals	Budget	Var%	Var\$
Operating revenue:							
2,249,644	2,600,904	(351,260)	Gross patient service revenue	27,017,231	26,430,259	2%	586,972
(809,872)	(962,334)	152,463	Contractual allowances and provisions for uncollectible accounts	(10,124,262)	(10,114,739)	0%	(9,523) a.
1,439,772	1,638,569	(198,797)	Patient service revenue - (Net contractual allowances)	16,892,969	16,315,520	0%	
283,384	292,495	(9,111)	Drug Store gross revenue	3,120,985	3,166,456	-1%	(45,471)
65,897	90,430	(24,533)	Other operating revenue	1,192,347	1,047,991	14%	144,356
\$ 1,789,054	\$ 2,021,495	\$ (232,441)	Total operating revenue	\$ 21,066,791	\$ 20,529,968	3%	536,823
Operating expenses:							
1,103,903	1,016,950	(86,953)	Salaries and wages	12,347,076	11,185,480	-10%	(1,161,596) d.
228,906	263,737	34,831	Employee benefits	2,668,905	2,343,979	-14%	(324,926)
103,164	107,474	4,310	Professional fees	1,199,880	1,142,517	-5%	(57,363)
329,698	346,748	17,050	Supplies	3,441,226	3,545,771	3%	104,545
24,364	27,421	3,057	Purchased services - Utilities	249,893	271,197	8%	21,304
(11,349)	122,091	133,440	Purchased services - Other	1,327,686	1,165,506	-14%	(162,180) b.
12,553	12,360	(193)	Insurance	155,484	150,591	-3%	(4,893)
52,584	41,662	(10,922)	Other	537,977	443,290	-21%	(94,687)
(34,058)	2,566	36,624	Rent	1,457	45,287	97%	43,830 c.
77,193	83,413	6,220	Depreciation	917,577	923,987	1%	6,410
\$ 1,886,990	\$ 2,024,423	\$ 137,433	Total operating expenses	\$ 22,847,321	\$ 21,217,604	-8%	(1,629,717)
(97,936)	(2,928)	(95,008)	Gain (loss) from operations	(1,501,508)	(687,636)	118%	(813,872)
\$ 45,384	\$ 53,769	\$ (8,385)	Total nonoperating revenues (expenses) - Net	\$ 826,155	\$ 596,493	39%	229,662
(52,552)	50,841	(103,393)	Increase (decrease) in net position	(675,353)	(91,143)	641%	(584,210)
-3%	3%		Operating Margin	-3%	0%		

Notes to Financials:

- a. Working on new zero balance analysis for allowance calculation, identifying and separating charity, denials, etc. for a more accurate look at contractual.
- b. Performed a sales and use tax reconciliation and found savings that will be refunded. Expenses credited for difference.
- c. Rental expense reclassified to reflect non-operating expense of ALF allocation.
- d. Salaries and wages are over because of temporary/agency staffing.



Ferry County Public Hospital District No. 1

Consolidated Balance Sheet

Year to Date November 30, 2024

Assets	November	October	Variance	Nov-23	Variance
Current assets:					
Cash and cash equivalents	2,355,214 \$	3,388,064 \$	(1,032,850) \$	4,005,833 \$	(1,640,566)
Receivables:					
Centriq Gross Accounts Receivable	448,984	502,942	53,959 \$	2,011,913 \$	(1,562,929)
Meditech Gross Accounts Receivable	6,356,384	6,432,752	76,368 \$	7,926,842 \$	(1,570,458)
Contractual allowance	(2,045,880)	(2,196,686)	(150,805) \$	(4,306,310) \$	2,260,430
Patient AR - Net	4,759,487	4,739,008	(20,478)	5,632,445	(872,958)
Taxes	23,811	40,457	16,646	123,697	(99,886)
Estimated third-party payor settlements	-	13,886	13,886	47,144	(47,144)
Other	1,148,026	648,606	(499,420)	50,989	1,097,037
Inventories	516,563	516,096	(467)	546,838	(30,275)
Prepaid expenses	228,268	188,094	(40,174)	174,530	53,738
Total current assets	\$ 9,031,369 \$	\$ 9,534,212	502,843 \$	11,289,888 \$	(2,248,466)
Capital assets:					
Non-depreciable assets	\$ 47,282 \$	\$ 47,282 \$	- \$	\$ 47,282 \$	-
Depreciable capital assets - Net of accumulated depreciation	5,246,267	5,166,961	(79,306)	5,941,094	(694,827)
Construction in Progress	591,978	410,133	(181,845)	576,558	15,420
Total capital assets	\$ 5,885,527 \$	\$ 5,624,376	(261,151) \$	6,564,934 \$	(679,407)
Deferred Outflow	469,384	469,384	(0)	-	469,384
TOTAL ASSETS	\$ 15,386,280 \$	\$ 15,627,972 \$	241,692 \$	17,854,822 \$	(2,458,490)

Notes to financials:

a. Lots of outflows due to timing. Paid \$1 million in accounts payable, \$261k in capital asset purchases including construction in progress.



Ferry County Public Hospital District No. 1

Consolidated Balance Sheet

Year to Date November 30, 2024

<i>Liabilities</i>	November	October	Variance	Nov-23	Variance
Current liabilities:					
Accounts payable	506,657	1,346,911	(840,254)	328,220	(178,437)
Payroll and related expenses	853,172	1,177,487	(324,315)	734,072	(119,100)
Other Current Liabilities	294,238	128,665	165,573	(5,250)	(299,488)
			-		
Total current liabilities	\$ 1,654,067	\$ 2,653,063	(998,996)	\$ 1,057,042	\$ (597,025)
Noncurrent liabilities:					
Long term debt	\$ 1,784,273	\$ 1,596,463	187,810	\$ 2,561,784	\$ 777,511
Capital lease obligations - Less current portion	128,665	128,665	-	(5,250)	(133,915)
Total noncurrent liabilities	1,912,938	1,725,128	187,810	2,556,534	643,596
Deferred Inflows	332,428	332,428			
Total liabilities	\$ 3,899,433	\$ 4,710,619	\$ (811,186)	\$ 3,613,576	\$ 46,571
Net position:					
Current Year Earnings	(675,353)	(622,801)	52,552	804,531	1,479,884
Equity Accounts	12,162,200	11,345,109	(817,091)	13,436,715	1,274,515
Total net position	\$ 11,486,847	\$ 10,722,308	\$ (764,539)	\$ 14,241,246	\$ 2,754,399
TOTAL LIABILITIES AND NET POSITION	\$ 15,386,279	\$ 15,432,927	\$ (1,575,725)	\$ 17,854,822	\$ 2,468,543



CFO – Key Performance Indicators



FINANCE DASHBOARD
Ferry County Public Hospital District #1
November 30, 2024

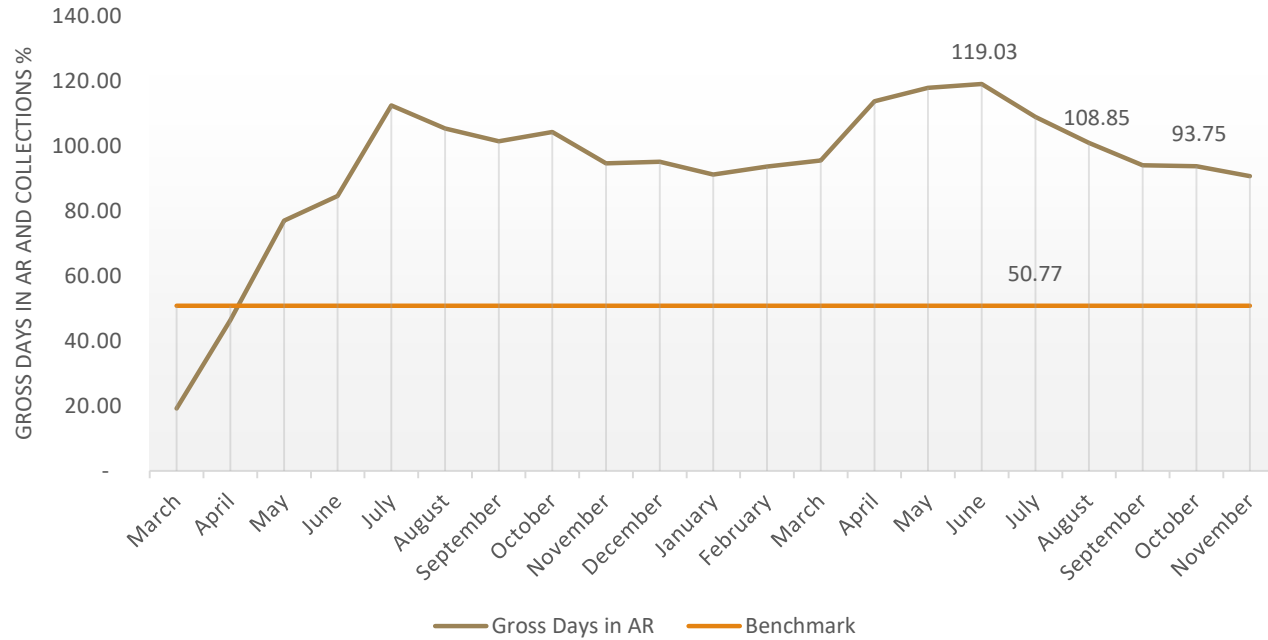
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	Target	Variance	2023
Profitability																
Revenue Deductions % of Gross Revenue	●	37%	37%	35%	35%	36%	37%	49%	37%	37%	38%	36%	38%	37%	-1%	36%
Salaries % Gross Patient Revenue	●	46%	43%	49%	47%	44%	41%	39%	41%	48%	54%	49%	46%	39%	-7%	36%
Benefits % of Salary Expense	●	21%	23%	23%	23%	22%	23%	23%	21%	19%	19%	21%	22%	23%	1%	21%
Net Income																
Operating Margin	●	-7%	-8%	2%	0%	2%	8%	-11%	6%	2%	-35%	-3%	-3%	2%	-5%	3%
Cash and Liquidity																
Days Cash on Hand	●	59.9	57.4	49.1	39.7	38.7	39.2	40.7	54.0	49.7	56.0	39.0	39.0	85.0	(46.0)	65.0
Days Cash in AR	●	107.1	105.7	108.9	110.5	114.1	143.2	126.0	118.0	110.3	113.0	105.3	105.3	53.0	(52.3)	89.0
Current Ratio	●	5.3	4.8	4.7	3.8	4.4	4.1	4.9	5.0	5.4	4.0	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	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	47	174	176	176	200	24	650
Net AR Days	●	61	116	113	115	109	112	97	81	85	87	81	81	45	(74)	85
Unbilled AR	●	722,229	817,382	629,796	994,721	841,348	530,765	765,004	764,177	625,413	518,214	704,432	704,432	1,000,000	295,568	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	6,662,595	6,801,987	6,356,384	6,356,384	4,500,000	(1,856,384)	5,637,360

Key

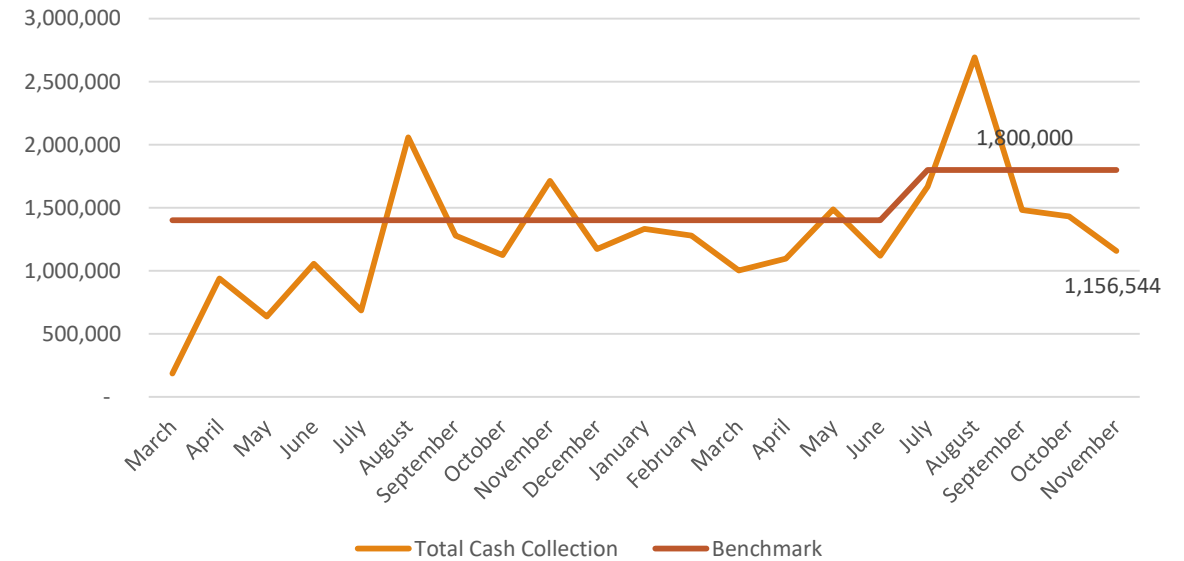
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

Revenue Cycle Update

Gross Days in AR - Meditech Only

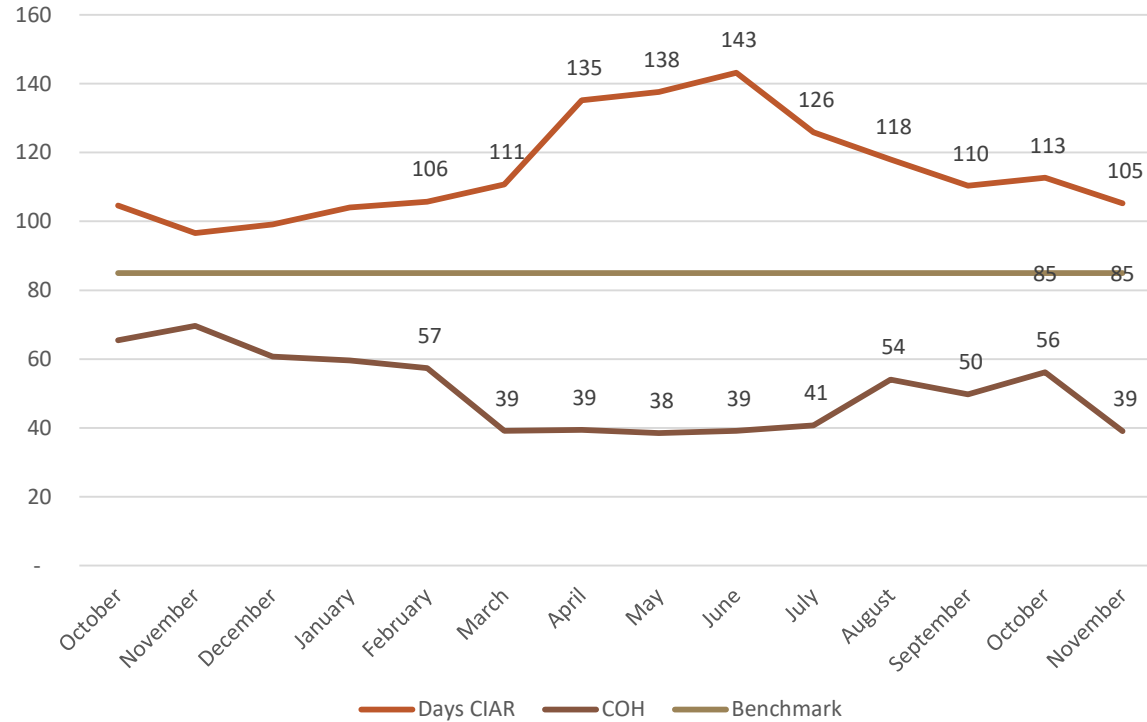


Cash Collections - Meditech Only

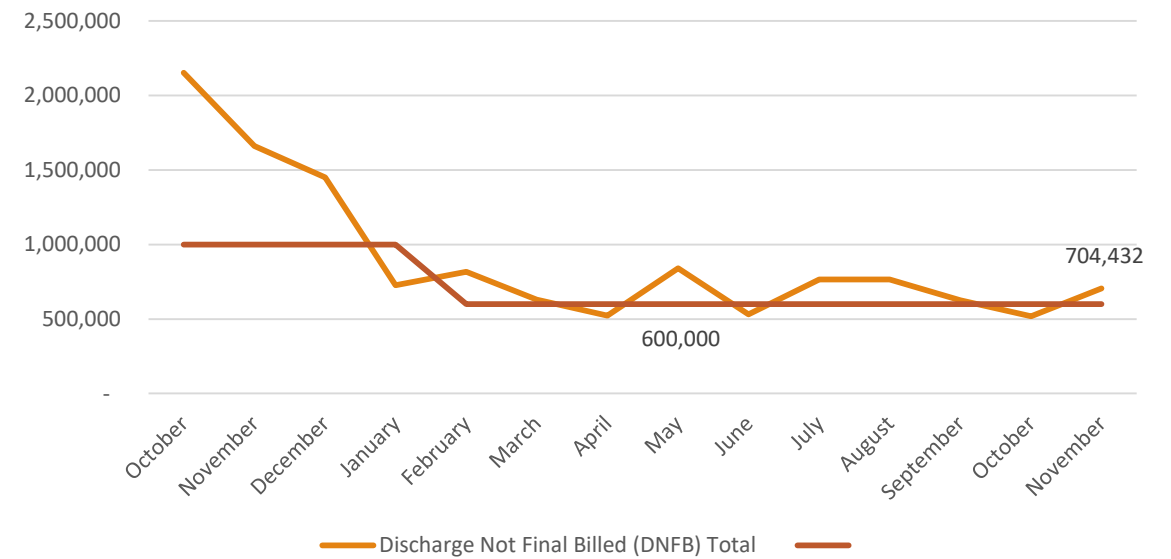


Revenue Cycle Update

Days Cash on Hand



Discharged Not Final Bill \$ (DNFB)



Other Updates

- Agile recovered \$223,521.65 in B&O and Sales Tax overpayment
- Current implementations include Agile for tax recovery and CPS for 340B referral dollars
- Working on mid-year cost report settlement. We did not receive the \$300k that we were anticipating with the cost report settlement so am anticipating that with this report
- SNAP Payment will be received early, before the beginning of the year (\$111k)



Medical Staff Report

- Looking at Critical care time and sent in an adjustment to test
- Will be working with Silas over the next month or two for a smooth transition
- Transfers seem to be improving



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

December 17, 2024



CEO

➤ Follow Up

- Rural Resources – Have the Quit Claim, an offer, and the title insurance back from attorney and with Commissioners
- Provider 360 Reviews out
- CEO report to staffing committee complete

➤ Coming Up

- Ferry County Health Community Health Needs Assessment (CHNA) Framework – Meeting with Diana White
- Employee Survey next week



Project HOME

- Finance - Infrastructure
 - ❖ Audit has been sent to Eide Bailly. We relented and wrote down the Accounts Receivable to appease auditors and present a currently realistic picture of collection results. Waiting to see what the recommendations are for debt capacity, along with our current year to date results
 - ❖ Putting the budgets together now, along with the debt capacity, we will have to make decisions on project scope and debt
 - ❖ Downtown space has been secured
 - ❖ Architects on site January 28 to review Schematics and discussion about Design Development scope



CEO

➤ Need to Know-Strategic Plan Update

People

- Unique employees involved in committees has increased by 10% - On Target
- Ferry County Health is employer of choice - Stakeholders have been identified. (On hold, carry forward)
- Intranet, second phase to be complete (12/31/24) - On Target
- AIDET training - Behind. Training documents have been created and introduced to managers
- Orientation 2.0 (98% complete)
- Town Halls established (100%)
- Manager Meetings have been implemented and are occurring monthly (100%)



CEO

➤ Need to Know-Strategic Plan Update

Patients

- Patient Panel project complete
- Wait time benchmark at 26 days (Joint Commission) with goal to beat by 50%
 - ❖ Our current wait time is 4-15 days depending on provider.
- CHNA involvement grows - Meeting with RCHC beginning of year
- MIH program has been implemented

Infrastructure

- Master Planning



