



# Ferry County Health

## BOARD OF COMMISSIONERS' MEETING

January 23, 2024 @ 10:30AM 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	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	<b>ACTION</b> Nancy Giddings	
<ul style="list-style-type: none"> <li>• Minutes 12.20.23 Board Meeting</li> <li>• Approval of Warrants</li> <li>• Financial Write-Off Report</li> <li>• Approval of Surplus/Resolution 2024 #1</li> </ul>		
Correspondence	Nancy Giddings	
Public Comments	Nancy Giddings	
EHR Report	Karen Quinnell	
Environment of Care/ Safety Update	Adam Volluz	
Compliance Report	Spencer Hargett	
Revenue Integrity Report	Melinda Payton/Jennifer Reed	
Department Spotlight	Enter Manager Here	
CNO Report/ Quality Improvement	Mike Martinoli	9-15
COO Report	Debbie DeCorde	16-22
Medical Staff Report	Richard Garcia, MD	23
CEO/CFO Report	Jennifer Reed	24-37

On-going Business

Nancy Giddings

- Board QI Project
- Health Foundation
- Republic Drug Store - Reader board
- Facility Update/Master Plan
- New Hire Orientation Schedule
  - 02/13 -
  - 02/28 -

Board Representative Reports

- Finance Ron Bacon/Sarah Krausse
- Quality Improvement DiAnne Lundgren
- Compliance/Risk Management Ron Bacon/Sarah Krausse
- Medical Staff Nancy Giddings/DiAnne Lundgren
- EMS Nancy Giddings
- Credentialing DiAnne Lundgren/Nancy Giddings

- Request for Re Appointment of Advanced Practice Practitioner privileges for the following provider(s):
  - Mari Hunter, ARNP**
  - Laura Karg, LICSW**
- Request for New Appointment of Courtesy Medical Staff privileges by Proxy for the following Integra Imaging provider:
  - Anne Marie McLellan, DO**
- Request for Re Appointment of Courtesy Medical Staff privileges by Proxy for the following Integra Imaging provider(s):
 

<b>Jordan Castle, MD</b>	<b>Allison Tillack, MD</b>	<b>Jade Regan, DO</b>
<b>Richard Kennard, MD</b>	<b>Scott Zelasko, MD</b>	
<b>Michael Posch, MD</b>	<b>Jason Vergnani, MD</b>	

New Business

- New Board Group Photo Nancy Giddings
- Library Letter of Support Nancy Giddings
- Elections of Officers and Committees
  - Officers:
    - Chair
    - Vice President
    - Secretary
  - Committees:
    - Finance
    - Quality Improvement
    - Compliance/Risk Management
    - Medical Staff
    - EMS
    - Credentialing

Executive Session

Nancy Giddings

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

Open Session -Action, if applicable regarding executive session

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.**

**The next regularly scheduled meeting is February 27, 2023 @ 10:30 am in the HUB Conference Room**



**BOARD OF COMMISSIONERS' MEETING  
December 20, 2023**

**CALL TO ORDER:** Board Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:36 am, on December 20, 2023 in the HUB and via Zoom.

Commissioners in attendance were Nancy Giddings, Sarah Krausse, DiAnne Lundgren, Susan Solomon-Hopkins and Ron Bacon (via zoom). Jennifer Reed, CEO/CFO; Debbie DeCorde, COO; Mike Martinoli, CNO; Spencer Hargett, Compliance (zoom); Amber Gangon, Executive Coordinator; Adam Volluz, Facilities Manager; Karen Quinnell, Informaticist (zoom); James Davidson, IT Manager (zoom); Lacy Sharbono, HR Coordinator (in person and zoom); Dawn Fritts, Nurse Manager (zoom); Mari Hunter, ARNP; and Justin Ricard, Radiology Manager (zoom) and were also present.

**GUESTS:** No guests.

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

**REVIEW, AMEND, ACCEPT AGENDA:** A motion was made by Lundgren and seconded by Solomon-Hopkins to accept the agenda as written. 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 Lundgren to accept the consent agenda. The motion passed unanimously.

**CORRESPONDENCE:** Correspondence read.

**PUBLIC/CLINICAL COMMENTS:** Mari Hunter, ARNP, shared clinical concerns/comments with the board.

**EHR REPORT:** Quinnell gave her report

**ENVIROMENT OF CARE/ SAFETY UPDATE:** Volluz gave his report.

**COMPLIANCE REPORT:** Hargett gave his report and presented the 2024 work plan for review and board approval. A motion was made by Krausse and was seconded by Bacon to approve the 2024 work plan as presented. The motion passed unanimously.

**Giddings called for a break in session at 11:29 am. Open session resumed at 11:35 am.**

**DEPARTMENT SPOTLIGHT:** Lacy Sharbono, HR Coordinator, gave her department spotlight report.

**CNO REPORT:** Martinoli gave his report

**COO:** DeCorde gave her COO report.

**MEDICAL STAFF REPORT:** Dr. Garcia provided his report via PowerPoint slide.

**CEO REPORT:** Reed gave her CEO report.

**CFO FINANCIAL REPORT:** Reed gave her CFO financial report.

**Giddings called for a break in session at 2:40 pm. Open session resumed at 2:46 pm.**





Asset Disposal Sheet (Quarterly Report)  
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)  
 For 1st Quarter, 2024

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS	DISPOSAL TIMELINE	COMMENTS
2023	Caterpillar 125KVA Generator Model: D100GC SN: E5G11711	Not needed. Purchased for a project that we did nto need to do.	This generator will be donated to the Curlew School District. It will be connected to their heating system so they can provide heat and emergency power in the case of a power outage. It is our intent to sign a MOU with the school to provide suitable area for evacuation should we need to vacate the Republic area.	ASAP	
	Queen murphy bed for on-call staff use	Department switching to a cot to save space	Donate	ASAP	

APPROVED BY:

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

CFO/CEO \_\_\_\_\_ Date: \_\_\_\_\_

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

**Resolution 2024 #1**  
**Date Approved by BOC: 01/23/24**



January 19, 2024

Friends of the Republic Library  
794 S Clark Avenue  
Republic, WA 99166

Dear Friends of the Republic Library:

The Ferry County Health District Board is in full support of the new Library and Community Building proposal. We are aware of the need to provide adequate space for library programming and for the crucial need for a multi-use community facility, especially a daycare facility. We look forward to accessing a meeting space where we can conduct health programming and workshops for seniors and families. We recognize that it is in the best interest of the families of Ferry County to provide these basic resources.

Grant awards towards this project will serve as a long term investment in the future of our families as well as the health and longevity of vital organizations such as the hospital. Our rural hospital will remain operational only if we can attract qualified and dedicated providers. This is dependent on a healthy, vibrant community that provides resources for its citizens. The Hospital Board is in full support of this project and we look forward to working together where we are able.

Sincerely,

---

Nancy Giddings, Chair

---

Ron Bacon, Vice Chair

---

DiAnne Lundgren, Secretary

---

Sarah Krausse

---

Susan Solomon-Hopkins

*Board of Commissioners*

36 Klondike Rd, Republic, WA 99166  
P. (509) 775-8242 F. (509) 775-3804

# Board Report

---

January 23, 2024





# CNO Report

---

Mike Martinoli

January 23, 2024



# CNO

---

## ➤ Follow Up

- MIH Pilot – Q&A
  - ❖ MIH RN is shadowing with the Bellingham MIH team for three days this week.
  - ❖ Recent homebound patient testimonial to be read.
- Hospital Staffing Committee (HSC) - regular monthly meetings are active.
  - ❖ HR is collaborating as a non-voting member.
  - ❖ Current voting management members include CFO, CNO, Resident Care Coordinator, Nurse Manager.
- Interagency (IA) Meeting – upcoming meeting set for 1/26.
  - ❖ Identifying the importance to maintain close communication and relationship with Rural Resources Case Managers.
  - ❖ Introducing Advance Care Planning to the community.
- Community Health Improvement Plan (CHIP) - *summary slide included on next page.*
  - ❖ CNO Continues to participate with NETCHD, Kinross and community members.



# Ferry County Community Health Improvement Plan Outline

## Overarching Goal Statement

Residents and potential residents, including temporary residents, in Ferry County have access to and awareness of safe and sustainable\* housing.



## Health Indicator

1. Number of apartment housing.
2. Housing cost burden.

\*The word "sustainable" is meant to encompass aspects of affordability, sanitation, accessibility, security, and capacity for internet/phone connection.

\*All listed program ideas were brainstormed during CHIP workgroup meetings. After further research and discussion with partners to determine feasibility, one or two programs will be selected for the CHIP and the remainder will be tabled.

## Strategy #1

Increase available housing options for everyone in Ferry County.



## Programs\*

Partner with Curlew Job Corps to build/refurbish livable structures.	Build partnerships with Catholic Charities, Habitat, Kinross, USDA.	Determine tiny home village feasibility.
Reserve unused county buildings for workforce housing.	Reconsider how Housing Authority waitlist is utilized.	Identify low interest loan opportunities for infrastructure.
Encourage residents to build ADUs to rent.	Entice contractors to build in Ferry County.	Convert unused farm or ranch buildings to rentals.
Secure land via 100-year lease, commercial sale, etc. for development.		

## Strategy #2

Centralize communication and information pertaining to available housing.



## Programs\*

Create real-time resource guide for Ferry County.	Market the county to attract workforce, middle income, young residents, etc.
---	--



# CNO

---

## ➤ Coming Up

- Nurse Manager applied for a Rural Nurse Certification Cohort—new program with NRHA.
  - ❖ Funding opportunity from the CNO's Critical Gaps in Nurse Education state work group.
  - ❖ Goal is to assess usefulness to send additional clinical nurses for future certification.
- Education—training calendar is posted for 2024. Education Committee remains very engaged.

### Course Outline

- Health Trends in Rural America
- INTRA-Personal Leadership
- INTER-Personal Leadership
- Communication & Engagement
- Quality
- Innovation
- Population Health
- Clinical Inquiry
- Diversity, Equity & Inclusion (DEI)
- Financial Overview



# CNO-Volume

**FINANCE DASHBOARD**  
**Ferry County Public Hospital District #1**  
**December 31, 2023**

Inpatient and Emergency Department		Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	YTD Target	2022
Acute Care Patient Days	●	13.00	29.00	24.00	35.00	28.00	47.00	52.00	304	120	226
OBS Patients	●	4.00	5.00	5.00	3.00	3.00	2.00	4.00	51	36	68
Skilled Swingbed patient days	●	116.00	122.00	129.00	126.00	136.00	129.00	123.00	1434	1440	605
Average SSB Census	●	3.74	3.94	4.16	4.06	4.39	4.30	3.97	4	6	6
Admissions	●	2.00	10.00	5.00	7.00	8.00	9.00	9.00	78	72	67
Average Length of Stay	●	6.50	2.90	4.80	5.00	3.50	5.22	5.78	4	3	3
ED Visits	●	201.00	219.00	214.00	202.00	201.00	185.00	135.00	2266	2208	1471
Same Day Surgery	●	19.00	12.00	18.00	13.00	16.00	7.00	17.00	157	288	158
Outpatient Procedures	●	93.00	101.00	98.00	78.00	124.00	70.00	92.00	920	900	188

**December Stats:**

**Acute Care Admits: 9**

**ED Transfers: 3 (decrease by 11)**

**AMA: 1 (decrease by 1)**



# CNO

---

## ➤ Need to Know

- Emergency Room—Provider phone consultation barriers—recently unable to connect to Specialists
  - ❖ Leadership problem solving updates
- EMS in the Hospital—pending legislative bill and collaboration with WSHA
  - ❖ Discuss the workforce advantages
  - ❖ Concept is already active in over 20 other states
  - ❖ Hospital is hosting EMT students for clinical and IV certification
  - ❖ Two RNs are also currently crossed trained as Ferry County EMT's to assist with emergency ground transports



# QI Committee Report

---

## ➤ Upcoming:

- PFAC welcome meeting—planned for February
- Review and approve the 2024 Quality Plan
- 2024 CAH Annual Plan—to be finalized and presented by March Board meeting.



# COO Report

---

Debbie DeCorde

January 23, 2024





# COO

---

## ➤ Follow-up

- Republic Drug Store
  - ❖ Excellent Annual Inventory!
- Republic Medical Clinic
  - ❖ DOT Examiner training is 85% complete for Matthew Johnson, ARNP. The completion goal remains Jan. 31, 2024.
  - ❖ Annette Byrd, ARNP is now a full-time clinic provider and is already growing a panel. She jumped into the role earlier than agreed, with 1 ½ hours' notice.
  - ❖ The Clinic receives 2-3 new patient requests daily and the additional new providers are growing their own panels and addressing the community need for local PCPs.



# COO

---

## ➤ Coming Up

- Republic Rehabilitation Clinic
  - ❖ Occupational Therapist, John Ehlers, will work the hospital floor and outpatients.
- Republic Drug Store
  - ❖ Texting service regarding prescriptions being ready is now active
- Curlew Clinic
  - ❖ Three-year anniversary coming up in April



# COO

---

## ➤ Need to Know

- Radiology
  - ❖ Justin Ricard provided best practice Out of Office preparation! **Kudos** for the detailed instructions with assignments, contact info, etc. It was a flawless Out of Office experience.
- Across Ferry County Health
  - ❖ HR – What does Performance Review Season mean for CBA vs. the 61 Non-contracted employees?
  - ❖ Are Performance Reviews Arcane? Accountability, Development Focus, what's effective?
- Republic Medical Clinic
  - ❖ Organizational Structure
- Republic Drug Store
  - ❖ When the delivery won't come to you....
    - **Kudos** to Izzy Monnin and RozAnn Stevens for picking it up at a meeting point in Kettle Falls. This creative problem-solving in a remote area, during winter road challenges, is truly commendable.



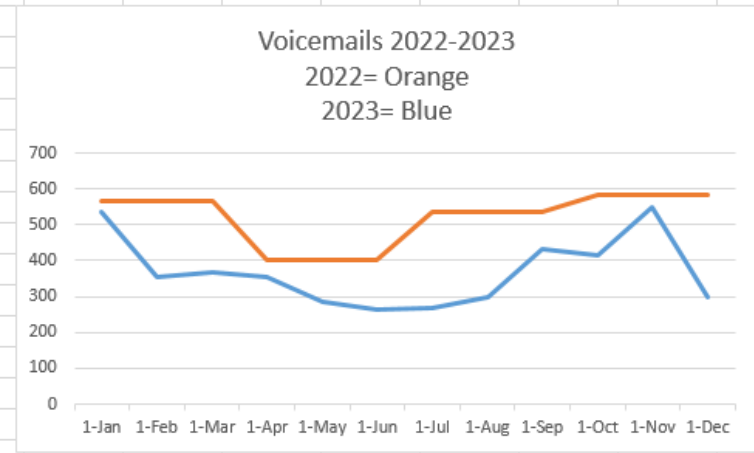
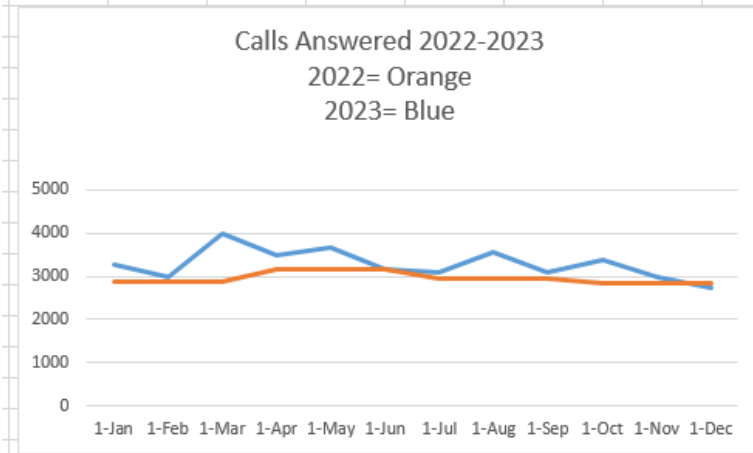
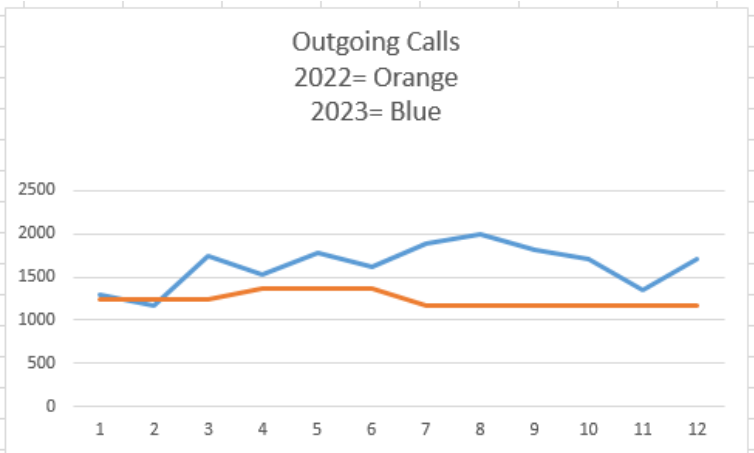
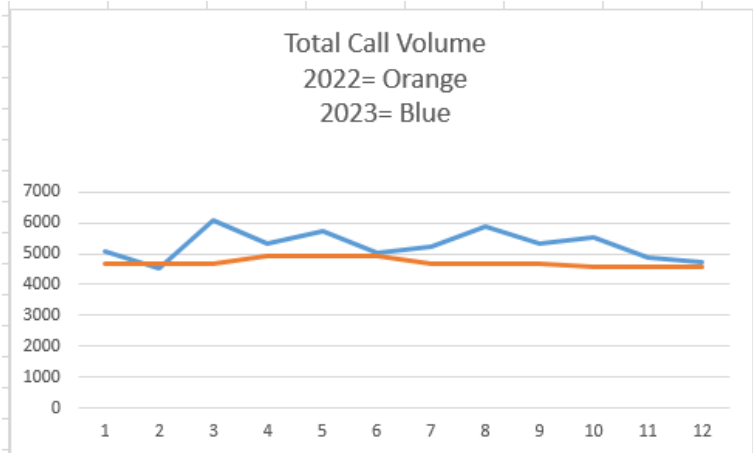
# COO - Dashboard

Outpatient and Ancillary Services		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	Target	YTD Target	2022
11 Republic Clinic #Visits	●	796	580	916	681	830	762	740	806	648	775	797	797	9,128	9,120	9,120	6,663
12 Physical Therapy Visits	●	506	476	553	550	539	574	418	497	423	452	333	401	5,722	5,400	5,400	2,756
13 Imaging Exams	●	321	320	406	388	432	451	454	475	410	411	377	329	4,774	4,200	4,200	2,991
14 Lab # Billable Tests	●	2628	1929	2902	2525	2896	2839	2912	2972	1356	2875	2,544	2459	30,837	27,216	27,216	22,782
15 Drugstore Prescriptions	●	4526	4223	4856	4315	4842	4537	4446	4741	4368	4563	4517	3983	53,917	53,000	53,000	57,685


- 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 -Republic Medical Clinic Calls Project

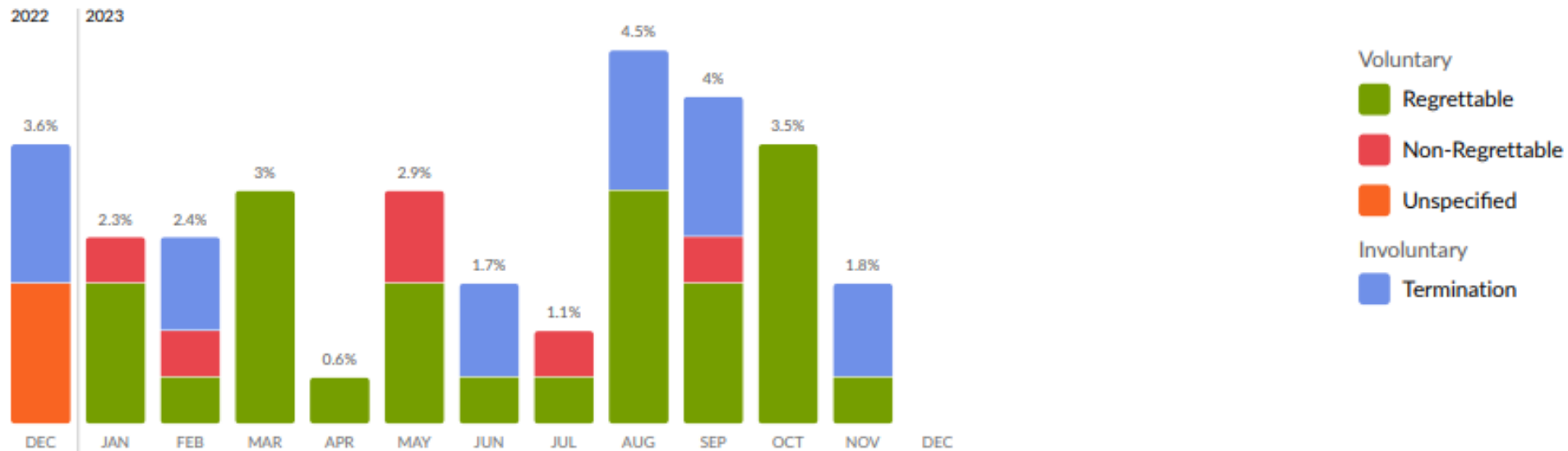


# COO – Turnover Report YTD

 **28%** 48 people  
Total Turnover Jan 2023 - Dec 2023

 **2.3%** 4 people  
Average Monthly Turnover

 **0%** 0 people  
Total Turnover - 30 days



# Medical Staff Report

---

---

Dr. Garcia

January 23, 2024



# CEO/CFO 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

January 23, 2024





# Follow-up

---

- RMC provider panel project anticipated end date 2/29/24.
- MIH – Truck ordered, staff doing visits and working through the documentation/referral/billing process during the pilot project phase through April 30, 2024.
- Generator discussion – Adam has reached out to Curlew schools. Met with Curlew Superintendent. They have needed a generator for years and would be very grateful for a donation of a generator. They are willing to have an MOU for emergency vacation access. Looking for a vote.
- Rural Resources update – Still waiting for County. Rural Resources has some remodeling to do in new building.
- Decision Matrix – Thoughts?
- MOU with Foundation - Looking for recommendation to approval.
- CEO Certification class complete - Graduation in 2 weeks.
- Holiday dinner -



# CEO/CFO

---

## ➤ Coming Up

- 2024 Workplan – Priorities. We have identified priorities and initiatives that we feel further the initial goals of communication, ownership and facility. (Attached) Looking for approval & adoption.
- Year in review - Coming next month to celebrate a great year.
- Some movement to accommodate new staff. Plan to be determined.

## ➤ Welcome

- Anysha “Liz” Miller - PRN Registrar
- Dana DeWitt - HIM Scanning Technician
- Vannesa Ayers – Registrar
- John Ehlers - Occupational Therapist
- Lacey Gillock - MA
- Billie Branam - Registrar



# CEO/CFO

---

## ➤ Need to Know

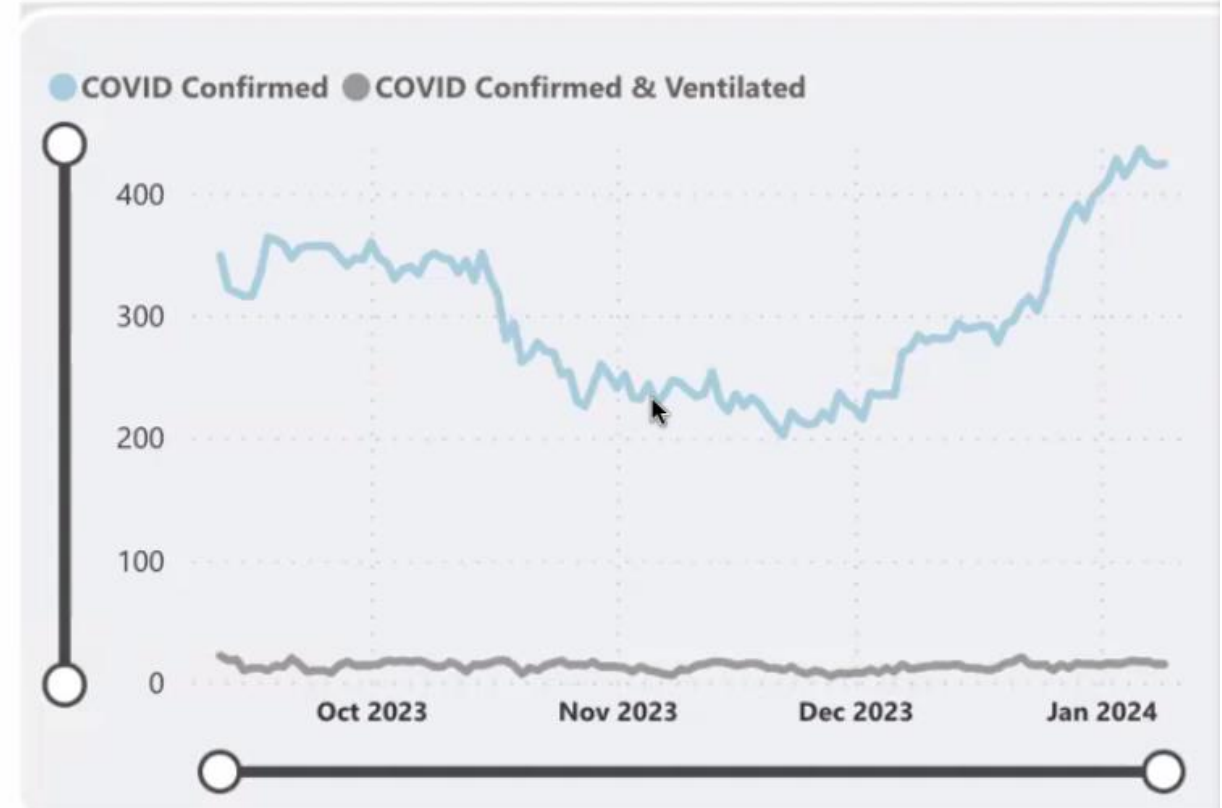
- New Reproductive rights legislation coming out. WSHA and Collaborative working through it. Not affecting us at this time but, as always, we are watching.
- We have notified HRG about a change in Rev Cycle contract.
- Partner Updates:
  - ❖ Jacquelin Maycumber – We are submitting request for weather station, but also for our shop area, phase 0 of construction master plan.
  - ❖ WMCC working on a plan for provider access to specialty services. Klickitat leading the charge.
- Payer Updates:
  - ❖ Collaborative working together to identify key pain points to address together

## ➤ Q&As

# WMCC Situation Report: January 9, 2024

## Hospitalized patients with COVID

- 424 on 1/9/24
- 284 on 12/9/24
- 245 on 11/9/24



# CEO/CFO-Financials

---

## ➤ Income Statement and Balance Sheets

## ➤ Key Performance Metrics

## ➤ **Need to know**

- Getting proposals from billing companies for services.
  - ❖ Cash posting starts now
  - ❖ Self-pay. We're getting proposals for different scenarios, all leading to in-house by year end.
  - ❖ Billing – Goal to be on Meditech by March 22, 2024. Billing transition is a longer process but bringing billing at least inside of Meditech will be a big help while we transition.



# Ferry County Public Hospital District No. 1

doing business as

Ferry County Health

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

Year to Date December, 2023

			Current Year - 2023			Prior Year - 2022	
MTD	Budget	Variance	YTD	YTD Budget	Variance	YTD	Variance
			<b>Operating revenue:</b>				
\$ 2,356,075	\$ 2,466,423	\$ (110,348)	\$ 28,472,543	\$ 29,597,076	\$ (1,124,533)	\$ 28,529,327	\$ (56,784)
(574,444)	(813,321)	238,877	(9,774,128)	(9,759,852)	(14,276)	(11,497,609)	1,723,481
<b>1,781,631</b>	<b>1,653,102</b>	<b>128,529</b>	<b>18,698,414</b>	<b>19,837,223</b>	<b>(1,138,809)</b>	<b>17,031,718</b>	<b>1,666,697</b>
274,407	239,919	34,488	3,379,888	2,879,028	500,860	3,606,976	(227,088)
71,864	54,062	17,802	1,064,544	648,744	415,800	718,801	345,743
<b>\$ 2,127,902</b>	<b>\$ 1,947,083</b>	<b>\$ 180,819</b>	<b>\$ 23,142,846</b>	<b>\$ 23,364,995</b>	<b>\$ (222,149)</b>	<b>\$ 21,357,495</b>	<b>\$ 1,785,351</b>
			<b>Operating expenses:</b>				
1,151,102	896,257	(254,845)	12,024,291	10,755,084	(1,269,207)	9,135,575	(2,888,716)
210,476	214,812	4,336	2,514,662	2,577,744	63,082	2,104,031	(410,631)
31,262	60,367	29,105	1,007,757	724,404	(283,353)	1,953,552	945,795
320,793	289,477	(31,316)	3,560,352	3,473,724	(86,628)	3,756,691	196,339
44,042	24,318	(19,724)	285,702	291,816	6,114	295,173	9,471
115,470	128,351	12,881	1,696,038	1,540,212	(155,826)	2,145,725	449,687
13,375	13,945	570	147,890	167,340	19,450	141,649	(6,241)
51,915	51,618	(297)	540,828	619,416	78,588	526,374	(14,454)
21,805	20,800	(1,005)	261,514	249,600	(11,914)	254,920	(6,594)
82,935	81,820	(1,115)	986,854	981,840	(5,014)	956,458	(30,396)
<b>\$ 2,043,175</b>	<b>\$ 1,781,765</b>	<b>\$ (261,410)</b>	<b>\$ 23,025,888</b>	<b>\$ 21,381,180</b>	<b>\$ (1,644,708)</b>	<b>\$ 21,270,148</b>	<b>\$ (1,755,740)</b>
<b>\$ 84,727</b>	<b>\$ 165,318</b>	<b>\$ (80,591)</b>	<b>\$ 116,959</b>	<b>\$ 1,983,816</b>	<b>\$ (1,866,857)</b>	<b>\$ 87,347</b>	<b>\$ 3,541,091</b>
<b>55,385</b>	<b>32,218</b>	<b>23,167</b>	<b>529,284</b>	<b>386,616</b>	<b>142,668</b>	<b>1,544,333</b>	<b>(1,015,049)</b>
<b>\$ 140,112</b>	<b>\$ 197,536</b>	<b>\$ (57,424)</b>	<b>\$ 646,243</b>	<b>\$ 2,370,432</b>	<b>\$ (1,724,189)</b>	<b>\$ 1,631,680</b>	<b>\$ (985,437)</b>

Notes to Financial Statements:

a. Allowance still high due to large AR, discussions with DZA, and larger write offs.

b. Other operating revenue over budget due to .....

c. Salaries and wages due to more contract labor than anticipated, variance from 2022 due to same, and large market increases.

d. Professional fees saw unbudgeted amounts in legal for DEA challenges, and the 3rd party representation. Also saw higher pro fees during Meditech optimization. The savings over 2022 were simply a result of r

e. Purchased services over budget due to



# Ferry County Public Hospital District No. 1

doing business as

## Ferry County Health



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

Year to Date December 31, 2023

	YTD Balances		
	December	November	Variance
<i>Assets</i>			
<i>Current assets:</i>			
Cash and cash equivalents	\$ 3,770,409	\$ 4,206,966	\$ (436,557)
Patient AR - Net	\$ 6,045,188	\$ 6,072,167	\$ (26,979)
Total Other Receivables	\$ 786,542	\$ 525,553	\$ 260,989
Other	2,071	2,254	(183)
Inventories	558,254	580,563	(22,309)
Prepaid expenses	182,882	171,137	11,745
Total current assets	<u>\$ 11,345,346</u>	<u>\$ 11,558,640</u>	<u>\$ (213,294)</u>
Total capital assets	\$ 6,374,262	\$ 6,381,837	\$ (7,575)
<b>TOTAL ASSETS</b>	<u><b>\$ 17,719,608</b></u>	<u><b>\$ 17,940,477</b></u>	<u><b>\$ (220,869)</b></u>
<i>Liabilities and Net Position</i>			
Total current liabilities	\$ 1,471,166	\$ 2,052,703	\$ (581,537)
Total noncurrent liabilities	\$ 1,490,036	\$ 1,496,996	\$ (6,960)
Total liabilities	<u>\$ 2,961,202</u>	<u>\$ 3,549,699</u>	<u>\$ (588,497)</u>
<i>Net position:</i>			
Invested in capital assets	14,112,166	13,876,057	236,109
Current Year Earnings	646,243	514,723	131,520
Total net position	<u>\$ 14,758,409</u>	<u>\$ 14,390,780</u>	<u>\$ 367,629</u>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<u><b>\$ 17,719,609</b></u>	<u><b>\$ 17,940,477</b></u>	<u><b>\$ (220,867)</b></u>

# CEO/CFO-Key Performance Indicators

<b>Profitability</b>		<b>YTD</b>	<b>Target</b>	<b>Variance</b>	<b>2022</b>
Revenue Deductions % of Gross Revenue	●	36%	33%	-3%	41%
Salaries % Gross Patient Revenue	●	36%	34%	-2%	28%
Benefits % of Salary Expense	●	21%	24%	3%	24%
<b>Net Income</b>					
Operating Margin	●	2.93%	7.09%	-4%	8.76%
<b>Cash and Liquidity</b>					
Days Cash on Hand	●	65	78	(13)	94
Days Cash in AR	●	89	53	(36)	51
Current Ratio	●	5	1	4	5
<b>Claims Processing and Coding</b>					
# Accounts on Hold	●	200	500	300	-
Net AR Days	●	119	45	(74)	85
Unbilled AR	●	1,468,752	1,000,000	(468,752)	524,307
GROSS AR - MEDITECH	●	5,832,023	4,500,000	(1,332,023)	5,637,360





# 2024 Organizational Workplan

Ferry County Health  
Presented by Executive Leadership Team

January 23, 2024



# 2024 Work Plan

<p><i><u>People - Goal</u></i>  <i>Employees are engaged in their work as evidenced by patient-first communication and a culture of ownership.</i></p>	<p><b>Employees are participating in formally chartered committees that support strategic planning</b></p>	<p>Total unique employees involved in committees has increased by 10%</p>
	<p><b>Ferry County Health is an employer of choice in the community</b></p>	<p>Program has been re-introduced to county and we have won</p>
	<p><b>Communications are enhanced and strengthened across the organization</b></p>	<ol style="list-style-type: none"> <li>1. Communication Matrix is designed and implemented by 3/31/24</li> <li>2. AIDET has been introduced and implemented across the organization by 6/30/24 with a plan for annual training and fully integrated into new employee orientation.</li> <li>3. New intranet platform has limited rollout to 3 departments by 12/31/24</li> </ol>
	<p><b>Identify Workforce challenges -</b></p>	<p>Top 2024 workforce challenges are identified by January 31, 2024, with a plan to address by 2/29/24.</p>
	<p><b>Increased awareness and training for all staff.</b></p>	<ol style="list-style-type: none"> <li>1. Manager meetings are implemented and well attended by 90% of managers, with clear goals and standing agenda by 3/31/24.</li> <li>2. All departments have implemented department specific orientation by 3/29/24.</li> <li>3. Quarterly all-employee town halls have been implemented and are posted for viewing by 6/30/24</li> </ol>

## 2024 Work Plan-Continued

<p><u><i>Patients - Goal</i></u>  <i>Patients are satisfied with their care including receiving badass and safe care, primary care services are well defined including patient panels and partner relationships.</i></p>	<p><b>All employees are well-versed in patient-centered AIDET communication skills</b></p>	<p>See Above</p>
	<p><b>Patient panels have been defined and providers are on board with current staffing.</b></p>	<p>Wait times for establishing new care outranks industry benchmarks by 50%</p>
	<p><b>Strong bonds and collaboration with local stakeholders to provide the care.</b></p>	<ol style="list-style-type: none"> <li>1. Input and involvement in CHNA grows from outside survey participants to active authors of the next plan.</li> <li>2. MIH pilot project has been completed, operational plan written and the program has grown to include Behavioral Health by 12/31/24.</li> </ol>

## 2024 Work Plan-Continued

<p><i><u>Finances - Goal</u></i>  <i>Ferry County Health is financially sound while providing outstanding health services to the community.</i></p>	<p>Financials can support building the new hospital or the phases as identified.</p>	<p>See Above</p>
	<p><b>New Product committee is working to identify opportunities and prevent unnecessary spending</b></p>	<p>3 New Service applications have been processed by Committee including feasibility studies for presentation or no go.</p>
	<p><b>MASTER PLANNING</b></p>	<ol style="list-style-type: none"> <li>1. Phases are identified with a pathway by 4/30/24</li> <li>2. Board communication plan to community is established by 6/30/24</li> </ol>

