



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

October 27, 2020, 10:30 a.m. via Zoom

<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOczg1dz09>

Meeting ID: 924 7295 2116

Passcode: 260559

One tap mobile

+12532158782,,92472952116# US (Tacoma)

+13462487799,,92472952116# US (Houston)

Mission Statement

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

AGENDA

	Page(s)		
Call to Order		Nancy Giddings	
Quorum Established		Nancy Giddings	
Review, Amend, Accept Agenda		Nancy Giddings	
Introduction of Board, District Employees and Guests		Nancy Giddings	
<i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>			
Approval of Consent Agenda	ACTION	Nancy Giddings	3-8
<ul style="list-style-type: none"> • Minutes 9/22/20 Board Meeting • Minutes 9/29/20 Special Board Meeting • Minutes 9/29/20 Emergency Meeting • Minutes 10/22/20 Special Board Meeting • Approval of Warrants • Financial Write-Off Report 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	9-10
Clinic Report		Julia Santana	11
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	12
Financial Report		Brant Truman	13-20
CEO Report		Aaron Edwards	21
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation 			

*Board of Commissioners
36 Klondike Rd, Republic, WA 99166
P. (509) 775-8242 F. (509) 775-3866*

- Board Succession planning
- Strategic Planning
- Pharmacy
- Curlew Clinic

Board Representative Reports

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

Ron Bacon/Sarah Krausse
 Jody Jannot/DiAnne Lundgren
 Ron Bacon/Jody Jannot
 Nancy Giddings/DiAnne Lundgren
 DiAnne Lundgren/Nancy Giddings

1. Request for reappointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra providers:
 David Bauer, MD; Adam Benson, MD; Joel Brake, MD; Richard Dahlen, MD; Kyle Dale, MD; Anthony D’Amico,
 MD; Sarsfield Dougherty, MD; Paul Eikens, MD; Mark Elliott, MD; Casey Schmitz, MD; Michael Steward, MD;
 Bruce Turlington, MD; Zachary Winter, MD; Roy Zimmer, MD

- EMS Nancy Giddings

New Business Nancy Giddings

Executive Session Nancy Giddings

Open Session – Action, if applicable regarding executive session Nancy Giddings

Adjournment Nancy Giddings

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

Next regularly scheduled meeting is November 24, 2020 @ 10:30 a.m.



Ferry County Health

BOARD OF COMMISSIONERS' MEETING September 22, 2020

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:39 a.m. on September 22, 2020, via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren and Sarah Krausse. Aaron Edwards, CEO; Brant Truman, CFO/COO; Joann Ehlers, Clinic Manager; Cindy Chase, CNO; Kal Kelley, MD; James Davidson, IT Manager and Lacy Sharbono, Executive Assistant were present. Jody Jannot was absent.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Lundgren and seconded by Krausse to approve the Consent Agenda. The motion passed unanimously.

GUEST: None

CORRESPONDENCE: Giddings read a letter from a citizen.

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

PUBLIC COMMENTS: None

SAFETY REPORT: Truman reviewed the following:

- Working on oxygen remodel.
- All "No Weapons" signs are up around the district.
- Now have a staff member at the ER doors doing screenings.

CFO/COO REPORT: Truman reviewed the attached report.

- Discussed purchasing a tiny home with COVID funds for the COVID testing trailer. Would like Board approval to purchase one for \$55,000. Once testing is complete we will be able to utilize the tiny home for provider housing.

A motion was made by Krausse and seconded by Lundgren to approve the purchase of a tiny home. The motion passed unanimously.

FINANCIAL REPORT: Truman reviewed the August financials.

CNO/QUALITY IMPROVEMENT AND COMPLIANCE/RISK MANAGEMENT: Chase reviewed the attached report. She also noted the next NAC class will start October 5th.

CLINIC REPORT: Ehlers reviewed the attached report.

MEDICAL STAFF REPORT: Dr. Garcia noted the following:

- We have a 2021 block schedule with Eric Aronsohn working 1 weekend a month.
- We are discussing visiting policies in the Hospital and LTC.
- While there is anticipation of a decrease in influenza with social distancing and masking will review procedures for clinic and hospital safety and workflow.

Dr. Kelley discussed the clinic, vaccines and meeting the two doctors moving to the area.

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

- The ALF will be full in a few weeks. We are also looking for a nurse delegator as Terali will be officially retiring.
- Discussed CEO training through NRHA.

A motion was made by Bacon and seconded by Lundgren to approve Edwards taking the CEO training through NRHA. The motion passed unanimously.

OLD BUSINESS:

- Board QI Project: Tabled
- Facility Update: Discussed in Safety report.
- Health Foundation: They did not meet.
- Board Succession: Tabled
- Strategic Planning: Will meet on 9/29/20 @ 9am for a workshop meeting.
- Pharmacy: Working to complete the deal by end of year.
- Curlew Clinic: Nothing to report.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing:
 1. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra Imaging providers Robert Arnett, MD; Jodi Bailey, MD; Gregory Balmforth, MD; John Bell, MD; Ishwar Bhat, MD; Jayson Brower, MD; Richard Brunkan MD; Richard Casey, MD; Irene Cruite, MD; Mark Edens, MD; Justin Frederick, MD; Joshua Garcia, MD; Ryan Goff, MD; Robert Handy, MD; Amy Henkel, MD; Robin Hines, MD; Scott Hoefer, MD; Corey Judd, MD; Julie Kaczmark, MD; William Keyes, MD; Scott King, MD; Michael Kirsch, MD; Christopher Krejci, MD; Terri Lewis, MD; Robert Lloyd, DO; Kenneth McCabe, MD; David Munzo, MD; Daniel Murray, MD; Jeffery Nackos, MD; Brian Petersen, MD; Peter Remedios, MD; Brian Rich, MD; John Romano, MD; Mai Russell, MD; Trent Sanders, MD; Cameron Seibold, MD; Paula Shepherd, MD; Steven Sohn, MD; Gregory Sterne, MD; Arpita Swami, MD; Gordon Teel, MD; David Thorne, MD; Steven Wilhelm, MD; Norbert Yee, MD; Sadaf Zaidi, MD; Christopher Zylak, MD. The motion passed unanimously.



Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL MEETING
September 29, 2020**

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 9:05 a.m. on September 29, 2020 in the HUB conference room at Ferry County Health and via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO, Brant Truman, CFO/COO, Richard Garcia, DO and Kal Kelley, MD were also present.

QUORUM ESTABLISHED: A quorum was present.

STRATEGIC PLANNING: Review of the Strategic Plan and discussed how the plan affects the Medical Staff.

ADJOURNMENT: As there was no further business the meeting was adjourned at 10:35 a.m.

Nancy Giddings, Chair

Date

DiAnne Lundgren, Secretary

Date



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

MEETING DATE: October 2020,

As of October , 2019

<p>People</p>	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • Nurse Staffing We are almost down to no agency folks!! Yay...Had a couple more injuries attack night shift again, but our new nurses are definitely picking up the shift. We interviewed another wound care nurse/Acute care nurse who we think is really leaning to coming here from Alaska! Stay tuned. Schedules looking good but still waiting the return of a couple of nurses for night shift. • Workflow Evaluation Bedside shift report is so much better and the safety huddle at the beginning of the shift is much better. We have been looking at new call light systems. Ours is pretty old and time to retire
<p>Quality</p>	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Infection Control/ Employee Health. No further infections since last month. Katy continues to do the reporting and also has picked up doing the Covid trailer 3 times a week. Mike and I will pick up the other 2 days. Katy working on launching flu shot days for employees. We are excited to use the Covid village trailers for flu shots. We are preparing for the arrival of the covid vaccine. Josh is ordering special freezers. Hoping it is ready soon. We will be ready when it arrives.
<p>Service</p>	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • Swing Beds. We continue to thrive again. We hit a bit of a lull. I will start meeting with the swingbed team weekly to ensure we are all on the same page. Austin continues to lead the way in reaching out. • New Equipment. No new equipment at this time, but the new budget is full of ideas including the call light system and new portable Zoll's cardiac machines as the biggest ticket items for 2021 • QI/RISK/QMM. We had no falls in August but already a few in September. A new campaign has begun called Fall Busters and has so far, no further falls in Acute since it was launched. 1 was reported thus far in LTC. It has come to our attention that several nurses have not yet completed suicide training for the state. They have been given the link to get it done by Thanksgiving. We have had a couple of medication issues in QMMs but nothing major thus far this month. We are ready if the cold weather if it hits with back up heaters if our current heating system can't handle the burden.
<p>Financial</p>	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • Agency use is close to nothing. The big deal, the Budget is done. We will see what Brant thinks about it!
<p>Growth</p>	

programs to community and constituents.

We are consider the Yacktracker shoe covers for seniors for a community project to help with falls prevention in our community. Early planning stages, but I think it will be great to be able to give out.

CNO We continue to do some planning for future projects. We look to be on the verge of a really well staffed wound care team. Tina has fit right in and doing consults right after she got here. I look forward to a truly robust program coming our way. We are gearing up for flu and Covid vaccines as well as new fit testing for our N95s. Will get the message out to the community regarding covid vaccines as soon as we know. That's about all for now. Stay safe and stay warm.



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

MEETING DATE: October 27th 2020

As of Oct 20th 2020

<p>People</p>	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • I accepted the Clinic Manager position and hit the ground running at the beginning of October. • The clinic is also currently seeking to fill a Front Office Coordinator position and a Clinic Screener/FOC position.
<p>Quality</p>	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • We have started to provide the front office staff with much needed training to improve their job knowledge and performance.
<p>Service</p>	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • The clinic providers will be starting the SayKara AI Scribe trial very soon. This will help increase productivity, job satisfaction and help increase accuracy in documentation. We will be working with Republic Drug to implement a refill protocol. This will greatly improve the efficiency of RX refills.
<p>Financial</p>	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • I have been working with Heather Dirks, HIM Manager, to shore up issues in the clinic pharmacy formulary. This will help decrease delays in payments to the hospital district.
<p>Growth</p>	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • The clinic is still seeing a reduced number of patients compared to this time last year. However, with programs like SayKara and refill protocols, we are poised to add growth and increase efficiency.



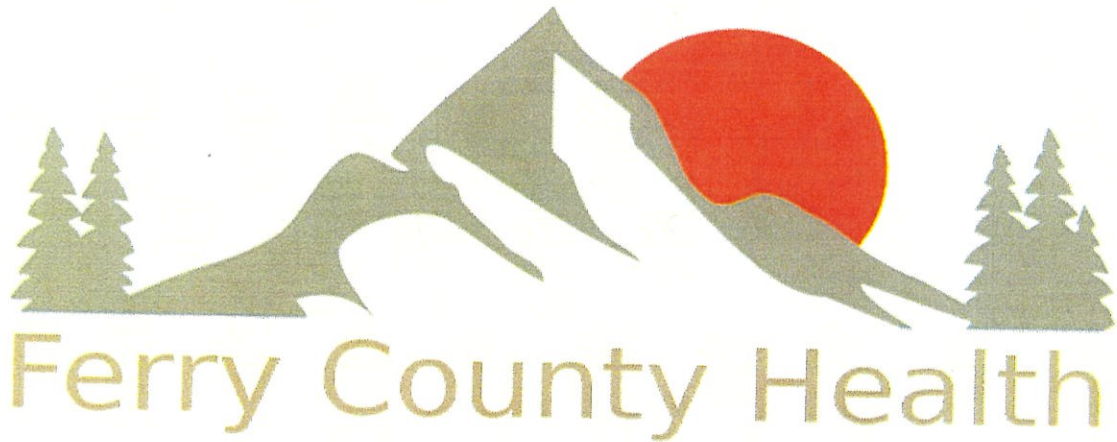
TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Brant Truman
 Subject: COO/CFO Report

MEETING DATE: October 27, 2020

As of October 21, 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • New Rehab manager started Oct 5th, excited to have him as part of the team. • New referrals coordinator started Oct. 14th, excited to have her. • Recruiting for OT. • Utilization Review committee starting.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Received all quotes on fixing the roof, currently reviewing. • Reviewing and improving equipment throughout hospital. • Additional COVID vaccine information.
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • Additional building project to help with COVID related testing and vaccines • Started to receive O2 bids to replace the system. • Working on isolation room improvement. • Currently working with Cardiac program on a contract.
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • 340B Audit completed with opportunity for improvement. • Great September financially. • Price Transparency mandated, currently working on a solution. • Total Fiscal Support from the Federal Government. • CARES ACT: \$3,752,874 (Potential Grant) PPP LOAN: \$1,280,000 (Potential Grant) ACCELERATED PAYMENT: \$2,080,000 (LOAN MUST PAY BACK). Review status • Employee Insurance increase of approx. 10%. • Revenue Cycle adjustments. • Review of Financials presented.
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • Working on additional opportunities to expand in Cardiac and minor surgery. • Working with the Pharmacy purchase. • AI provider documentation coming soon.

Ferry County Public Hospital District #1 Financial Statements
Month Ending September 30, 2020



Ferry County Public Hospital District No. 1
 doing business as
 Ferry County Memorial Hospital

Combined Income Statement: Hospital and Klondike Hills

Year to Date September 30, 2020

	Q1	Q2	July	August	September	September % of Gross	YTD	% of Gross Rev
Operating revenue:								
Gross patient service revenue	4,822,315	5,217,686	2,404,082	1,858,961	2,093,104		\$ 16,396,148	
Contractual allowances and provisions for uncollectible accounts	(1,756,659)	(1,670,879)	(1,011,545)	(796,835)	(425,528)		(5,661,446)	-35%
Patient service revenue - (Net contractual allowances)	\$ 3,065,656	\$ 3,546,807	\$ 1,392,536	\$ 1,062,126	\$ 1,667,576		\$ 10,734,701	65%
Bad debt expense	55,690.05	85,998	7,948	1,120	8,004		158,759	1%
Other operating revenue	221,755	231,554	72,201	54,442	82,541		662,493	4%
Total operating revenue	3,343,101	3,864,359	1,472,685	1,117,687	1,758,121	84%	11,555,954	70%
Operating expenses:								
Salaries and wages	1,657,919	1,618,555	551,857	623,974	588,280		5,040,585	31%
Employee benefits	459,783	438,586	150,611	148,627	154,163		1,351,780	8%
Professional fees	358,749	416,246	126,362	134,604	125,892		1,161,853	7%
Supplies	265,807	221,991	108,888	65,714	119,172		781,571	5%
Purchased services - Utilities	78,997	63,104	15,451	21,542	15,783		194,876	1%
Purchased services - Other	352,538	323,788	129,886	93,608	110,466		1,010,288	6%
Insurance	21,405	12,956	18,168	7,564	7,997		68,089	0%
Other	96,950	42,700	24,817	17,143	19,404		201,014	1%
Rent	34,819	34,719	11,573	11,573	11,573		104,256	1%
Depreciation	203,832	200,562	69,157	67,467	67,683		608,702	4%
Total operating expenses	3,530,800	3,373,216	1,206,771	1,191,813	1,220,412	58%	10,523,012	64%
Gain (loss) from operations	(187,698)	491,143	265,914	(74,126)	537,709	0	1,032,942	6%
Nonoperating revenues (expenses):								
Property taxes	65,704	73,014	21,876	22,025	21,876.76		204,496	1%
Interest earnings	14,622	9,338	2,937	2,492	2,014.86		31,404	0%
Interest expense	(45,893)	(46,356)	(15,355)	(14,218)	(14,582.04)		(136,404)	-1%
Grants and donations		1,200	10,344	6,046	10,878		28,468	0%
Other	55,651	870,745	104,111	77,619	130,126.12		1,238,253	8%
Total nonoperating revenues (expenses) - Net	90,085	907,940	123,914	93,964	150,314	7%	1,366,217	8%
Increase (decrease) in net position	\$ (97,614)	\$ 1,399,084	\$ 389,828	\$ 19,838	\$ 688,023	33%	\$ 2,399,159	15%

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital and Klondike Hills)

Year to Date September 30, 2020

<i>Assets</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current assets:			
Cash and cash equivalents	\$ 11,150,277	\$ 11,434,450	\$ 12,104,837
Patient trust	500	500	500
Receivables:			
Gross AR	\$ 3,975,312	\$ 3,516,348	\$ 3,508,126
Contractual allowance	(1,754,932)	(1,530,603)	(1,400,574)
Patient AR - Net	2,220,380	1,985,745	2,107,552
Taxes	105,776	103,179	95,159
Estimated third-party payor settlements	-	-	-
Other	226,139	136,696	175,722
Inventories	213,328	225,638	224,767
Prepaid expenses	75,107	76,182	64,395
Total current assets	\$ 13,991,506	\$ 13,962,389	\$ 14,772,931
Noncurrent cash and cash equivalents:			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funded depreciation	-	-	-
Total noncurrent assets limited as to use	-	-	-
Capital assets:			
Nondepreciable capital assets	\$ 27,282	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	5,679,659	5,612,192	5,591,933
Total capital assets	\$ 5,706,941	\$ 5,639,474	\$ 5,619,215
TOTAL ASSETS	\$ 19,698,447	\$ 19,601,864	\$ 20,392,146

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

Balance Sheet (Combined Statement of Net Position: Hospital and Klondike Hills)

Year to Date September 30, 2020

<i>Liabilities and Net Position</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current liabilities:			
Current maturities - Long term debt	\$ 98,292	\$ 98,905	\$ 98,406
Current maturities - Capital lease obligations	100,754	92,866	84,808
Accounts payable	100,513	176,563	166,796
Warrants payable	378,589	156,776	361,275
Patient trust	500	500	500
Payroll and related expenses	121,107	182,567	241,929
Accrued vacation	367,320	414,481	393,961
Unearned tax revenue	109,380	87,504	65,628
Accrued interest payable	95,580	108,121	121,335
CARES ACT FEDERAL FUNDING	4,250,517	4,239,143	4,125,334
Estimated third-party payor settlements	2,404,881	2,356,022	2,356,354
Total current liabilities	\$ 8,027,433	\$ 7,913,449	\$ 8,016,325
Noncurrent liabilities:			
Long term debt - Less current maturities	\$ 3,745,719	\$ 3,745,106	\$ 3,745,605
Capital lease obligations - Less current portion	151,625	149,800	148,685
Total noncurrent liabilities	3,897,344	3,894,906	3,894,290
Total liabilities	\$ 11,924,777	\$ 11,808,355	\$ 11,910,614
Net position:			
Invested in capital assets	\$ 1,514,972	\$ 1,444,676	\$ 1,420,376
Restricted expendables	-	-	-
Unrestricted	6,258,699	6,348,833	7,061,156
Total net position	\$ 7,773,671	\$ 7,793,509	\$ 8,481,532
TOTAL LIABILITIES AND NET POSITION	\$ 19,698,447	\$ 19,601,863	\$ 20,392,146

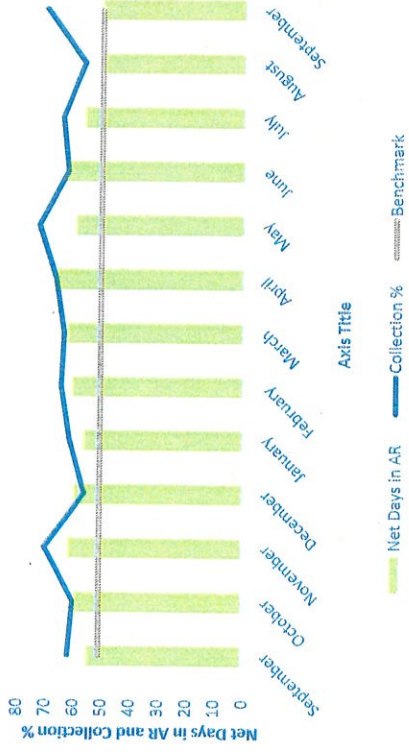
FINANCE DASHBOARD
Ferry County Public Hospital District #1
September 30, 2020

Stats	Year To Date		Current Month		Prior Year
	Current Total	Target	Current Total	Target	
1 Acute Care Days	219	213	25	16	11
2 Skilled Swing Bed Days	504	375	102	38	31
3 Long Term Swing Bed Days	2382	3294	250	362	318
4 Observation Hours	2055	1795	220	197	252
5 Admissions (Acute)	66	58	6	6	3
6 Average Length of Stay (Acute)	2.88	3.00	2.82	4.00	11.09
7 Outpatient Visits	7062	7567	975	832	865
8 ED Visits	1422	1300	184	143	157
9 Emergency Admit to Inpatient	4.15%	3.00%	3.26%	2.80%	1.27%
10 Procedures	128	177	7	20	14
11 Clinic Visits	7020	7982	762	877	849
12 Rehab Treatments	8163	7853	1,393	863	1,388
13 Imaging Visits	2979	3185	318	350	334
14 Lab Visits	20893	20643	2,653	2,268	2,276
Profitability					
14 Revenue Deductions % of Gross Revenue	35%	30%	20%	30%	24%
15 Salaries % Gross Patient Revenue	31%	45%	28%	45%	31%
16 Benefits % of Salary Expense	27%	26%	26%	26%	28%
17 Bad Debt % Gross Patient Revenue	0%	2%	0%	2%	1%
18 Charity % Gross Patient Revenue	4%	1%	1%	1%	0%
19 Total Salary Expense	\$ 5,040,585	\$ 4,007,386	\$ 588,280	\$ 500,923	\$ 479,740

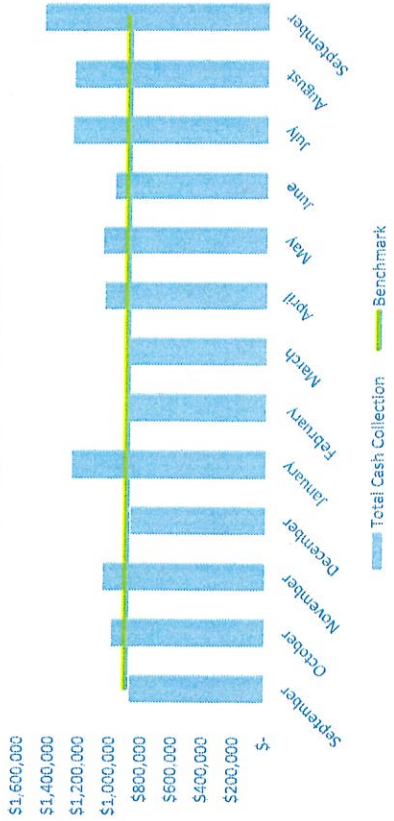
Key
 Meets or exceeds budget/target
 Does not meet budget/target expectations by 5% or less
 Does not meet budget/target expectations by greater than 5%

2020 Revenue Cycle

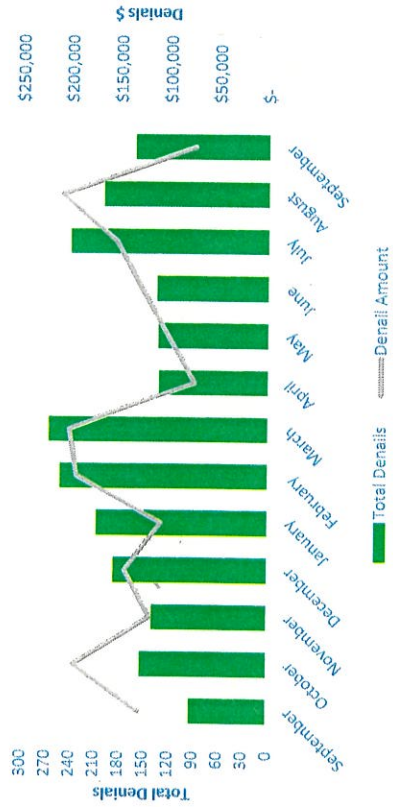
Net Days in Accounts Receivable



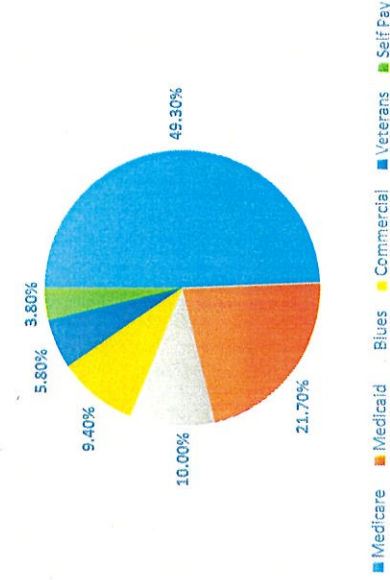
Cash Collections- Patient Accounts



Total Avoidable Denials

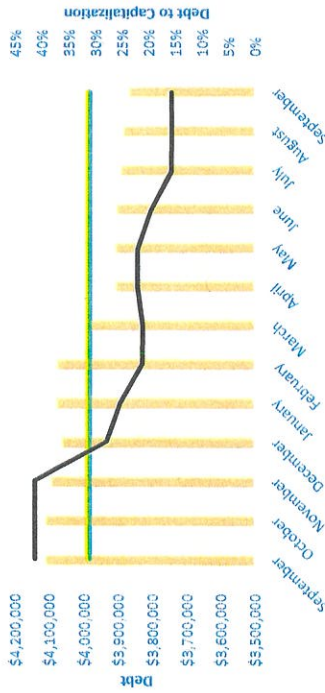


Payer Mix- 13 Month Average

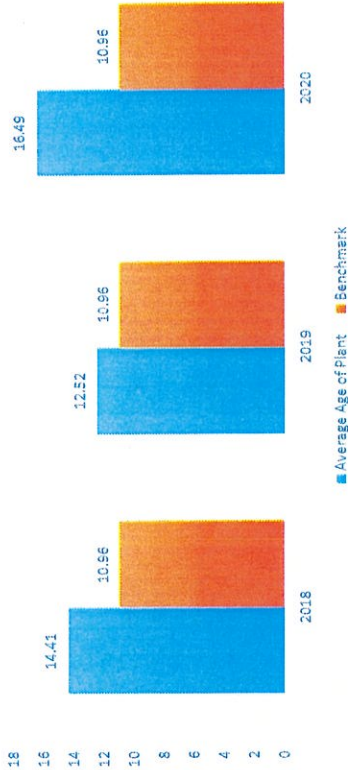


2020 Liquidity

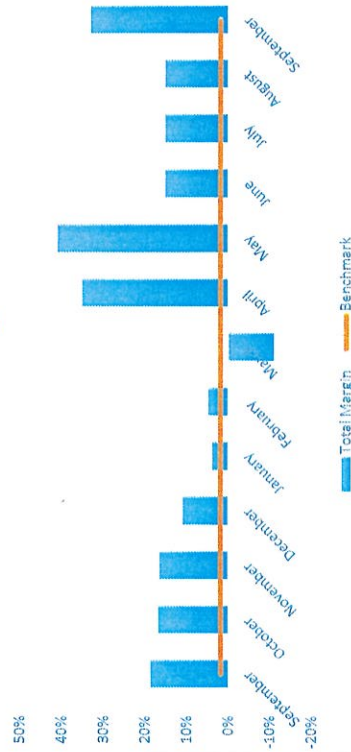
Debt to Capitalization



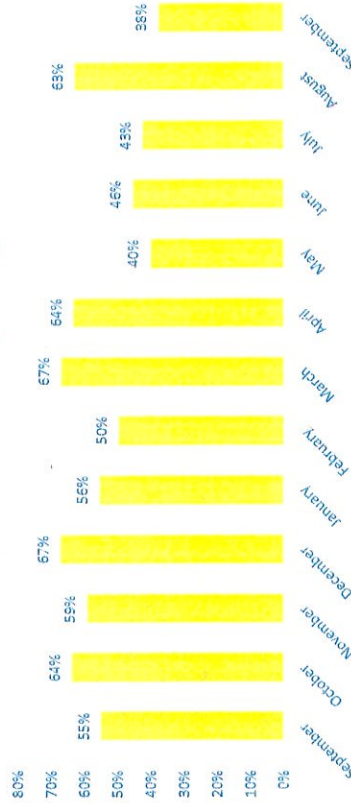
Average Age of Plant



Total Margin

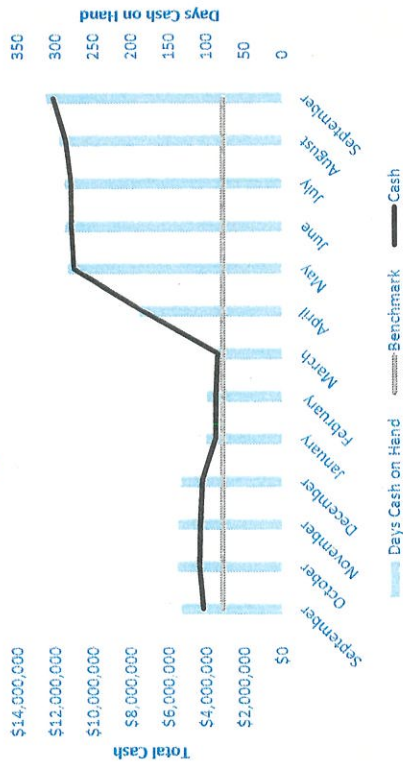


Labor Expense as a % of Operating Revenue

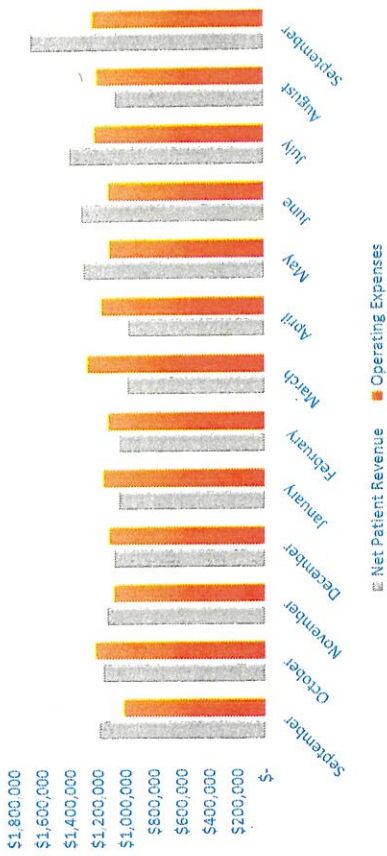


2020 Financial

Days Cash on Hand



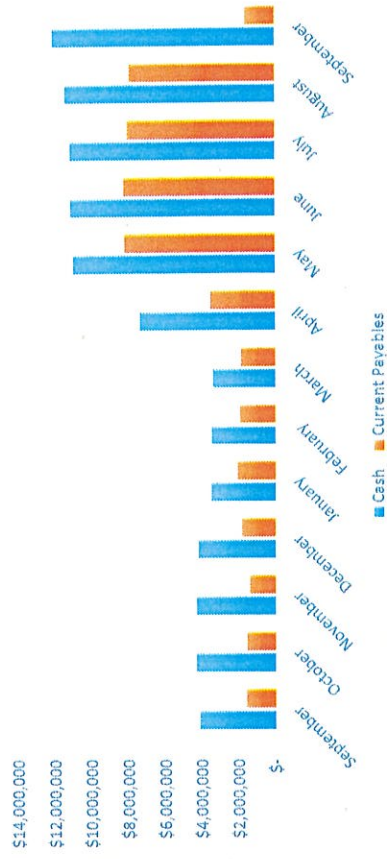
Net Patient Revenue vs Operating Expense



Net Profit/(Loss)



Cash vs Current Payables





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

MEETING DATE: October 27, 2020

As of October 21, 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> • Julia named clinic manager and off to a great start! JoAnn's last day was 10/7. • Had a site visit with a second year resident looking to join our block in 2022 which went well. • Hired Steve Perrin as a project manager for our small home/drainage project. The work is going well and should be complete the second week of November. I have been spending a significant amount of time on this project as well. • Have a site visit coming up with an FP & internist docs interested in the clinic. • Looking for a full time informaticist. • Open enrollment for employee insurance and biometric screening kicks off November 12 and 13.
Quality	<p>To lead the community that improves community health status and access to care. To provide quality healthcare that can be defined, measured and published. To enforce and invest in a pervasive culture of safety.</p> <ul style="list-style-type: none"> • Having an electrical engineer look at our situation as we work on our facilities component of the strategic plan. • Have a mechanical engineer looking at pressurization of the various rooms in the hospital. • Considering possible extensions of our storage room, lunch room, and a reconfiguration of our ED entrance. • Working on plans for an additional on call sleep room out here in the HUB. • Had my first Rural CEO Certification class (will have had two by the time we meet).
Service	<p>To provide an environment in which patients, families, providers and employees are highly satisfied. To provide an experience for patients that exceeds expectations in all areas of the District. To identify areas for improvement.</p> <ul style="list-style-type: none"> • Was interviewed for the NHRA's Rural Health Leadership podcast which should "air" sometime around thanksgiving. • Visits with Maria Cantwell and Cathy McMorris Rodgers this past week – topics where 340B, pending price transparency requirements. • Had a quarterly rural health committee meeting, main discussion was CHART (federal rural payment reform possibility). • Met with county commissioner candidate.
Financial	<p>To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.</p> <ul style="list-style-type: none"> • Working on discovering appropriate uses for our CARES money via discussions with neighboring facilities. • Working through debt limitation issues with SOA and legal counsel.
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • Cardiology contract nearing to ready to sign, Dr. Pavlic has moved back to only one day a month.