FERRY COUNTY PUBLIC HOSPITAL DISTRICT #1

dba Ferry County Memorial Hospital (509)775-3333 fax 775-3866
Republic Medical Clinic (509)775-3153 fax 775-8929
Physical & Occupational Therapy (509)775-8234 fax 775-8401
Klondike Hills Assisted Living (509)775-8228 fax 775-8402

Our Community's Life Long Partner in Health

BOARD OF COMMISSIONERS' MEETING
May 22, 2018, 10:30 a.m., in the HUB Conference Room

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	

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.

Approval of Consent Agenda • Minutes 4/24/18 Board Meeting • Minutes 5/10/18 Special Board Meeting • Approval of Warrants • Financial Write-Off Report	ACTION	Nancy Giddings	1-4
Correspondence		Nancy Giddings	
Public Comments			
Quality Improvement and Compliance/Risk Management		Cherie Hanning	
CNO Report		Cherie Hanning	5-12
Medical Staff Report		Dr. Garcia	
Safety Report: Water treatment plan update		Aaron Edwards	
CFO/COO Report		Brant Truman	13-14
Financial Report		Brant Truman	15-26
CEO Report		Aaron Edwards	27
Old Business • VA Services • Strategic Plan • Board QI Project • Facility Update • Health Foundation - Vote to elect Mike Campobasso and Kathryn Ciais as Board members of the Ferry County Health Foundation • Levy Update	ACTION	Nancy Giddings	

Board Representative Reports

• Finance	Ron Bacon/David Iverson
• Quality Improvement	Sarah Krausse
• Compliance/Risk Management	Ron Bacon/Sarah Krausse
• Medical Staff	Dave Iverson/ Nancy Giddings
• Credentialing	David Iverson/DiAnne Lundgren
• EMS	Nancy Giddings

• ACH/HFCC	David Iverson
New Business • Hot Topic • Discuss View Extra articles • View Extra Article Topic/Author – DUE 6/8/18 • Choose date for meeting in Curlew	Nancy Giddings
Executive Session (if necessary)	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 scheduled meeting is June 19, 2018 @ 12:00 p.m. in the HUB Conference Room

FERRY COUNTY PUBLIC HOSPITAL DISTRICT #1

dba Ferry County Memorial Hospital (509)775-3333 fax 775-3866
Republic Medical Clinic (509)775-3153 fax 775-8929
Physical & Occupational Therapy (509)775-8234 fax 775-8401
Klondike Hills Assisted Living (509)775-8228 fax 775-8402

Our Community's Life Long Partner in Health

BOARD OF COMMISSIONERS' MEETING
April 24, 2018

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:30 a.m. on April 24, 2018, in the HUB conference room of Ferry County Memorial Hospital. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, David Iverson and Sarah Krausse. Aaron Edwards, CEO; Cherie Hanning, CNO; Brant Truman, CFO/COO; Richard Garcia, MD; Barry Bacon, MD; Cherie Hanning, CNO and Lacy Sharbono, Executive Assistant, were present.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion to approve the consent agenda was made by Lundgren and seconded by Iverson. The motion passed unanimously.

VISITORS: None

APPROVAL OF CONSENT AGENDA: A motion to amend the consent agenda to add "No Board Concerns" to the Board Representative Report on the 3/28/18 minutes under Finance Committee report was made by Bacon and seconded by Lundgren. The motion passed unanimously.

CORRESPONDENCE: Giddings read a letter from the Business and Professional Woman group thanking the Hospital District for donating two, one month memberships to the gym for their annual bingo fundraiser.

PUBLIC COMMENTS: None

QUALITY IMPROVEMENT AND COMPLIANCE/RISK MANAGEMENT: The Board reviewed the attached report.

CHIEF NURSING OFFICER: The Board and Edwards reviewed the attached report. Edwards added the following;

- We are getting a high-low bed from North Valley Hospital for $1.00.
- In the month of May there are zero agency staff scheduled.

MEDICAL STAFF REPORT: Edwards reviewed current medical staff projects and future projects.

SAFETY REPORT: WATER TREATMENT PLAN: Mike has completed the plan and taking it to the EOC meeting Friday for managers to review.

CFO/COO REPORT: Truman reviewed the attached report.

FINANCIAL REPORT: Truman reviewed the attached report. Truman reviewed the proposed levy.

A motion was made Sarah and seconded by Lundgren to approve the Levy Resolution 2018#2. The motion passed unanimously.

Giddings called for a break at 12:00 p.m. Open session continued at 12:15 p.m.

Medical staff: Dr. Garcia discussed going through protocols to ensure the medical staff is providing the best care possible. The protocols will be taken to Medical Staff and all providers will sign on they have read and understand the protocols. Dr. Bacon and Dr. Rattray would like to get our providers trained on Hepatitis C. It would be great to provide this service for our community.

FINANCIAL REPORT: Continued.

CHIEF EXECUTIVE OFFICER: Edwards reviewed the attached report. Edwards handed out the requested change in the leave share and yearly holidays that we observe.

A motion to approve the Leave Share Program was made by Lundgren and seconded by Krausse. The motion passed unanimously.

A motion was made by Lundgren and seconded by Iverson to remove President's Day and MLK Day from our list of PTO days and reflect the PTO amount. The motion passed unanimously.

OLD BUSINESS:

- VA Services: Edwards noted we are seeing a lot more VA patients.
- Strategic Plan: Edwards stated the executive team is gathering data on projects.
- Board QI Project: The Board will meet with the Providers on May 10th @ 12:30pm for a luncheon.
- HVAC System: Discussed updates.
- Health Foundation: Nancy Betschart is excited to get this going.
- Levy Proposal: Discussed in Truman's report.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns
- Quality Improvement: No report
- Compliance/Risk Management: Next meeting is on 5/11/18 @ 10am.
- Medical Staff: Giddings noted it was an excellent meeting. Huge accomplishments going on.
- Credentialing:
  1. A motion was made by Krausse and seconded by Iverson to approve the appointment of Courtesy Medical Staff privileges for Eric Aronsohn, PA-C. The motion passed unanimously.
  2. A motion was made by Lundgren and seconded by Iverson to approve the appointment of Courtesy Medical Staff privileges by proxy for Integra Imaging Providers: Jason S. Vergnani, MD, Jacob P. Pickering, DO and Ngoc Q. Luu, DO. The motion passed unanimously.
  3. A motion was made by Lundgren and seconded by Iverson to approve the appointment of Courtesy Medical Staff privileges for Christopher Montague, MD. The motion passed unanimously.

- EMS: Giddings noted there has been a structure change.
- ACH/HFCC: Iverson noted they had their first focus group last week. The next focus group will be May 10th in Orient. HRSA will be coming up soon. Biggest accomplishment so far is the local businesses coming together to better our community.

NEW BUSINESS:

- Hot Topic: N/A
- Discuss View Extra Articles: The Board will continue to submit their monthly article.
- View Extra Article: Will be started by Iverson regarding great things going on at the District and is due May 9th.

ADJOURNMENT: As there was no further business the meeting was adjourned at 2:40 p.m.

Nancy Giddings, Chair Date

DiAnne Lundgren, Secretary Date

Lacy Sharbono, Recording Secretary Date

FERRY COUNTY PUBLIC HOSPITAL DISTRICT #1

dba Ferry County Memorial Hospital (509)775-3333 fax 775-3866
Republic Medical Clinic (509)775-3153 fax 775-8929
Physical & Occupational Therapy (509)775-8234 fax 775-8401
Klondike Hills Assisted Living (509)775-8228 fax 775-8402

Our Community's Life Long Partner in Health

SPECIAL BOARD OF COMMISSIONERS' MEETING
May 10, 2018

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 12:35 p.m. on May 10, 2018 in the RMC conference room at Ferry County Memorial Hospital. Commissioners in attendance were Nancy Giddings, Ronald Bacon, Sarah Krausse, David Iverson and DiAnne Lundgren.

QUORUM ESTABLISHED: A quorum was present.

GUEST: James Corbett, PA-C, Craig Christopher, PA-C, Mari Hunter, ARNP, Jane Jacobson, ARNP

PROVIDER AND BOARD LUNCHEON: Discussion with Providers

ADJOURNMENT: As there was no further business the meeting was adjourned at 1:30 p.m.

_____ _____ _____ _____
Nancy Giddings, Chair Date DiAnne Lundgren, Secretary Date

TO: Ferry County Public Hospital District #1 Board of Commissioners MEETING DATE: May 22, 2018
FROM: Cherie Hanning, CNO
Subject: Board Report

As of May 18, 2018

People

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.

Clinical Staffing Needs:

- Current Staffing Needs
  - 1 FT RN on night shift.
  - UC (PRN): Interview is scheduled for May 22nd.
  - CNA FT on day shift.

- Positions Recently Filled or In the Process Thereof:
  - Discharge Planner: Amy Haggart.
  - 1 FT LPN: Katy Ricard.

Quality

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.

Quality, Risk, and Compliance Updates

- We continue our work with WSHA on implementing "Partnership for Person and Family Engagement" (PFE).

  - Patient Family Advisory Council (PFAC)
    - We have now received applications for a total of 5 people that are interested in joining.
      - Steve Bradburn - Community Member.
      - Charlotte Coombs - Community Member.
      - Cindy Walton - Community Member.
      - Chris McDonnell - Community Member (pending).
      - Rebecca Thompson - Hospital Employee.

    - Board members have been very helpful in recruiting applicants.
    - I continue to call community members to elicit interest and recruitment.
    - Unit Clerks now recruiting through discharge follow-up phone calls.
    - PFAC Member Orientation is scheduled for May 24.

  - Metric #2- Hospitals conduct shift change huddle/bedside shift reporting with patients and family members. – RN team in progress with WSHA calls.

Acute Patient Rooms

- Remodel project for Room 4 is in progress.

Informatics

- We have implemented various assessments in our EHR:
  - Alcohol Withdrawal.

- Blood Transfusion.
- By taking the assessments off of paper and digitizing them in the EHR, we will see:
  - Fewer errors.
  - Improved workflow.
  - Better patient record integration translating into better patient care.
  - Reduced costs.
  - Greater efficiency.

Protocols and Order Sets

- We are revising and developing the following order sets in our EHR for CPOE (Computerized Provider Order Entry):
  - Stroke.
  - Chest Pain.
- These protocol revisions are founded on Evidence-Based Practice (EBP) along with shared resources from our regional transfer center (SHMC).

Patient Room Communication Boards

- We are developing whiteboards in patient rooms to be more patient centered - In progress with Charge RN group.

Fast Facts Communication Boards

- In an effort to be more transparent with our community, 5 boards have been ordered and will be placed in the following areas of the District:
  - Hospital Main Lobby.
  - Hospital Nurses Station.
  - Clinic Waiting Room.
  - Rehab Waiting Room.
  - Lab – Phlebotomy Draw Area.
- These boards will display the following information and will be updated monthly:
  - Quality Metrics.
  - Financial Data.
  - Patient Experience Metrics.
  - Employee of the Month.

We will be adding new patient equipment:

- Bair Hugger (warming unit) - Completed.
- Sequential Compression Devices (VTE prophylaxis).

DOH and CMS Survey:

- Survey Prep Team is assembled.
- We are creating a survey readiness guide.
- Implementing Department Tracers (survey checklist).
- On-site survey expected October 2018.

MA Pearl Sigurdson is now working on digitizing Employee Health records - Completed

Discharge Planning – Created a D/P Tool to increase efficiency and better facilitate patient care – See Attachment.

Service

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.

We have purchased Lippincott Bundle Suite – We are currently in the Implementation Process.

- We have weekly implementation calls with Lippincott.
- Key Stakeholders Team is now assembled.
- Clinician login credentials have been created and distributed.
- Lippincott icon (link) appears on the user computer desktop.
  - IT will create an education tab on our Intranet site with a link to Lippincott.
  - IT will also build a Lippincott link in the EHR.

CNA Training – A new CNA Training Class will begin June 13.

- We currently have 5 Applicants for the CNA Class.
- We are now developing a student agreement stating:
  - Students agree to accept and stay at a position with the hospital for a minimum of 1 year.
  - Class and material costs will be repaid to FCPHD if students break the agreement.

Long Term Care

- 6 people are currently on our waiting list.
- 2 of the 6 will soon be placed in our LTC facility.
  - 4 people will remain on the waiting list.

Training

- Upcoming Education/Training
  - ACLS is scheduled for June 18.
    - We anticipate training for 3 RNs.
  - NRP (Neonatal Resuscitation Program) is scheduled for June 19.
    - We anticipate training for 14 participants (11 RNs and 3 Providers).
  - SANE training is scheduled for June 6 - 8 at Mt. Carmel in Colville.
    - 2 RNs will attend.

- Completed Training
  - PALS Training – Completed on April 24, 2018 – 4 RNs and 1 Provider.
  - STABLE – Completed on April 25, 2018 – 4 RNs.
  - TNCC Completed on May 18, 2018 – 4 RNs.

During the week of May 6-12, we celebrated Hospital and Nurses Week. This was truly a successful team effort between Board Members, Leadership, and Management to show our employees that we appreciate them. Some of the highlights included: personally signed cards thanking our employees for their hard work, ice cream sandwiches, a gift card for Sparky's Coffeehouse, night shift delivered food, and other small gifts. The week ended with an employee BBQ.

Financial

To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.

Continued focus to diminish the need for agency help.

Continued focus to minimize overtime pay for staffing needs.

Increased admissions for Skilled Swing Beds in January – Present.

Continued focus on stability of the clinical workforce and hiring of open positions.

Growth	Continued focus on building RN and CNA PRN pools. To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents. Increased growth opportunities of our Swing Bed program through marketing. Continuing to call to Spokane Hospitals Case Management to offer Swing Bed and Rehab services. Our fliers also go in every discharge packet and are posted in public locations across the district. Our clinical team is recommending our program to potential patients and we are seeing patients call for information from this tactic and prior patient's experience referrals.

FCPHD DC Planning Evaluation/Assessment Tool

Admission Date:

Admission Diagnosis:

Discharge Diagnosis:

Readamit within 15-30 days? Yes/No

Patient and or Support Person(s) Involved in DC Eval and Assessment: Yes/No

Contact Information:

Updated Notes (these should be as the discharge plan evolves)

Medication: **RX/Prepack Given:**

To Pt

To Support Person(s)

Call/Fax to Appropriate Pharmacy

Copy Placed in Chart

N/A

Pre to Post Hospital Medication Change Education Given:

Yes/No/N/A

To Pt

To Support Person(s)

Refused

Home Medication Reconciliation Completed:

Yes/No

Notes

FCPHD DC Planning Evaluation/Assessment Tool

Referrals Made: Yes/No

Referral Made to: PCP (Who: Make Note)

Other Provider/Specialist (Who: Make Note)

PT

OT

Other Therapy (Who: Make Note)

Community Based Services (Who: Make Note)

N/A

Appropriate Post Hospitalization Documents Sent To Referral Provider/Specialist

Yes/No/N/A

Referral Notes

DME

DME Needed Yes/No

DME Use Education Given To/BY Which Staff Member

Patient

Support Person(s)

DME Provider Chosen:

Anticipated Arrival Date:

Precautions Note:

Equipment Ordered:

Home Modifications Needed and Responsible Party

FCPHD DC Planning Evaluation/Assessment Tool

Discharged From Hospital:

Destination:

- Home Self Care
- Home With Family and Caregiver (Make Note)
- Transferred To Another Facility (Make Note)
- Hospice (See Note)
- Other (See Note)
- AMA

If Transferred To Another Facility:

- Transfer Packet Sent
- Yes/NO/N/A

Report Given **Date** **Time** **RN**

Facility Notes

Transportation Method:

- Mode:
- Ambulatory
- POV
- EMS
- Stretcher
- Helicopter/ Fixed Wing (Make Note of Company)
- Police
- Morgue

Notes

FCPHD DC Planning Evaluation/Assessment Tool

Discharge Material:

Written Discharge Instructions Given To:

Patient

Support Person(s)

Refused

Understanding Of Discharge Instructions Verbalized By

Patient

Support Person(s)

Yes/No/Refused

Time Left the Facility

Admit Nurse Signature_____**Date/Time**_____

Discharge Nurse Signature_____**Date/Time**_____

TO: Ferry County Public Hospital District #1 Board of Commissioners MEETING DATE: May 22, 2018

FROM: Brant Truman

Subject: CFO/COO report

As of May 18, 2018	
People	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. • WSHA CFO Summit May 22, 2018. Mena and I will most likely be attending. • Mena and I have been co-training to ensure we are completing Financial Statements correctly. • Physical Therapy is now fully staffed internally!
Quality	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. • Continue remodel for Acute room, we continue to work on getting pricing for items related to the acute care room. Ran into additional needs related and trying to access our ability to complete. • Working on improved provider analytics to help providers benchmark performance. • Great improvement within the marketing group will drive improved marketing services within the district.
Service	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. • Weekly Team Huddles initiated will continue weekly to allow for improved patient safety/ and meeting patient needs. With the intent to improve patient loyalty and keep individuals in Ferry County. • Chargemaster pricing review will hopefully allow for more competitive pricing in various departments in the hospital.
Financial	To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers. • Chargemaster review project is going well. Review of our hospital is complete with the exception of the lab. The lab will be done this next week. We will allow a couple of weeks for changes to be made in the chargemaster. The project will be finalized with a pricing review this next month. • Working on the Revenue Cycle workflow in each department. It has become apparent that we need continued best practices help. We have scheduled a June 20th start to optimization with EHR vendor. • Identified change in ER charge capture methodology had a $50k improvement in charges (January to April). • Started with a 340B compliance company this month to ensure we are correctly aligned with our 340B program. • Should be able to recoup some funds from 2017 Medicare Cost Report

Growth	• HCA owes the hospital approx $158k, ($70k for RHC reconciliation and $88k for EHR incentive underpayment). • Continued financial success with 340B program. • Proposed Levy submitted to County for August 7th vote. • Continued work on contractual arrangements with payers. To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents. • Momentum continues to build, excited to be part of the team. • Focus has been on improving internal processes to ensure we are getting every last ounce of orange juice out of the orange. • Looking at expanding/ improving various opportunities/services throughout the organization.

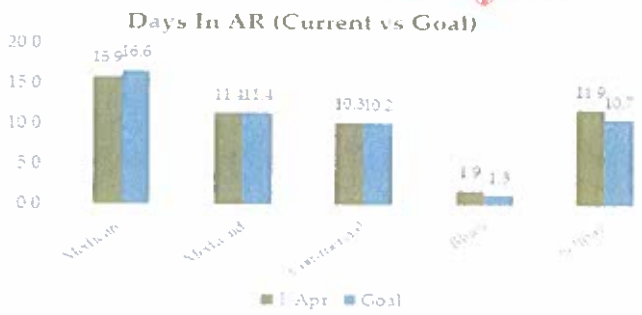
HRG Healthcare Resource Group

Monthly Report Executive Summary

Ferry County Public Hospital District

April 2018

April account resolution brought third party AR days back down to 34.5, beating the current goal of 40. Revenue has been in the $1.4M range the last two months consistently, exceeding the 13 month average of $1.28M. Cash collections of $820k fell just short of goal. Focus continues to be placed on clean claims, appeals and denial management.



Top 5 Team Initiatives & Obstacles

- **AR:** Days are currently at 53, meeting the new Best Possible goal. All payers stayed relatively steady from March to April, with the exception of Medicaid which dropped from 13.8 days to 11.9.
- **Denials:** Rate decreased to 16%, with the count of 179 up slightly from last month. Overall dollars denied dropped by almost $100k. This would indicate we did not have as many denials on high dollar claims. Detail on the top denials reasons and a breakdown of all denials is provided monthly.
- **DNFB:** Increased to 6.6 days, most likely due to a small learning curve during the transition from FCPHD to HRG coding. Review of report shows long term care cycle accounts continue to show erroneously as DNFB. These will be excluded manually each month.
- **Clean Claims:** Rate for April was 90%. Now that it is being calculated manually, which is a good place to be as Best Practice goal is 85%. Additional detail reporting on the top avoidable claims edits is provided monthly.
- **Aging:** Third party accounts over 90 days are at just 9%, beating our updated goal of 13%.

Industry Update

New CMS Proposal aims to put Hospital Charge Masters Online by 2019

On April 24, 2018, the Centers for Medicare and Medicaid Services (CMS) released a proposed rule that, in addition to many other policy revisions, is seeking to increase price transparency. If the proposal passes, the rule would require hospitals to post their pricing online. The rule states each hospital operating within the United States must each year, establish and make pricing public, whether that be the form of the charge master itself or in another form of their choice. The goal is to help patients understand what their potential financial liability might be for services they obtain at the hospital, and to enable patients to compare charges for similar services across hospitals. However, CMS is concerned that charge master data may not be helpful to patients in determining what they are likely to pay for a particular service or hospital stay, and will be seeking public comment through June 25, 2018 to questions like: 1) Should "standard charges" be defined to mean: average or median rates for the items in the charge master? 2) Should health care providers be required to inform patients how much their out-of- pocket costs for a service will be before those patients are furnished that service?

Currently the proposal is so new that it is unknown what the final requirements will look like. The full proposal can be found at the link below

https://s3.amazonaws.com/public-inspection.federalregister.gov/2018-08705.pdf

Rachel Hayes | Revenue Cycle Director
Healthcare Resource Group
Office (509) 789-6040 | rhayes@hrgpros.com

FERRY COUNTY PUBLIC HOSPITAL DISTRICT

MONTH END FINANCE REPORT

April 2018

Table of Contents

Finance Dashboard	Page	2
Revenue Detail	Page	3
Cash Detail	Page	4
Cash Forecasting	Page	5
Accounts Receivable	Page	6-7
Denial Management	Page	8
Claim Submit Efficiency	Page	9
Admits & Unbilled	Page	10
Executive Dashboard	Page	11

©Healthcare Resource Group, Inc

OutPartnering™ | Management | Consulting | Staffing
Patient Access | Health Information Management | Patient Financial Services | Information Technology
HRG

FINANCE DASHBOARD

Revenue Cycle Performance

	Target	November-17	December-17	January-18	February-18	March-18	April-18
REVENUE							
Net Revenue		$651,418	$683,779	$670,368	$722,947	$856,891	$828,577
Gross Revenue		$1,268,193	$1,282,507	$1,210,422	$1,243,785	$1,435,695	$1,395,625
CASH							
Cash Collections as a % of Net Revenue	100%	126%	99%	136%	113%	109%	96%
Cash Collections		$733,385	$641,849	$931,757	$757,860	$790,023	$819,596
ACCOUNTS RECEIVABLE							
Net AR		$1,203,276	$1,226,222	$1,114,566	$1,187,257	$1,333,743	$1,410,007
Gross AR		$2,266,623	$2,292,101	$2,112,621	$2,211,378	$2,357,172	$2,427,534
Unbilled	3	7.0	4.7	9.2	3.2	3.9	6.6
Third Party	40	33.7	36.7	28.0	38.1	39.0	34.5
Self Pay	11	14.1	14.7	14.5	11.9	11.7	11.9
Total Days in AR	53	**54.8**	**56.1**	**51.7**	**53.3**	**54.5**	**53.0**
Days in AR - Credit Balances	< 1	0.7	0.8	0.4	0.6	0.7	0.7
UNBILLED							
In-house	< 2 Days	2.4	2.3	2.6	0.2	0.1	0.1
DNFB	< 1 Day	4.6	2.4	6.7	3.0	3.8	6.5
Total Unbilled	< 3 Days	**7.0**	**4.7**	**9.2**	**3.2**	**3.9**	**6.6**

Third Party

	Target	November-17	December-17	January-18	February-18	March-18	April-18
AGING (excluding credits)							
Medicare Aging > 90 Days	9%	6.7% $ 52,917	6.1% $ 48,879	6.1% $ 33,467	7.5% $ 42,970	7.3% $ 48,955	4.5% $ 33,179
Medicaid Aging > 90 Days	11%	13.6% $ 60,061	13.7% $ 57,986	8.8% $ 45,812	9.5% $ 60,594	11.2% $ 67,505	10.5% $ 59,212
Commercial Aging > 90 Days	20%	27.0% $ 97,393	23.2% $ 94,296	22.4% $ 85,345	19.6% $ 83,611	18.1% $ 86,285	14.7% $ 69,777
Blues Aging > 90 Days	8%	8.9% $ 7,217	18.4% $ 11,913	16.3% $ 11,343	13.6% $ 10,060	8.1% $ 5,780	7.5% $ 6,833
Total Third Party Aging > 90 Days	13%	12.9% $ 219,147	12.4% $ 213,589	11.6% $ 177,566	11.6% $ 201,374	11.4% $ 213,727	9.0% $ 172,419
CLAIM SUBMISSION EFFECIENCY							
Claims Submission		1,371 $ 1,549,798	1,877 $ 1,162,136	1,691 $ 1,336,829	1,645 $ 1,367,500	1,762 $ 1,208,068	1,758 $ 1,610,126
Clean Claims	85%	73%	69%	90%	91%	81%	90%
Denial Percent	5%	20%	13%	17%	16%	21%	16%
Total Denial Rate	Count / Amt	199 $ 268,358	161 $ 201,998	144 $ 141,171	123 $ 213,335	144 $ 286,267	179 $ 192,025
Late Charges	Count / Amt	129 $ 9,052	147 $ 16,363	133 $ 20,428	101 $ 35,204	181 $ 15,337	111 $ 7,732
Communication Log Backlog		58 $ 158,932	42 $ 83,060	36 $ 60,610	59 $ 152,130	57 $ 184,113	32 $ 29,990

Self Pay

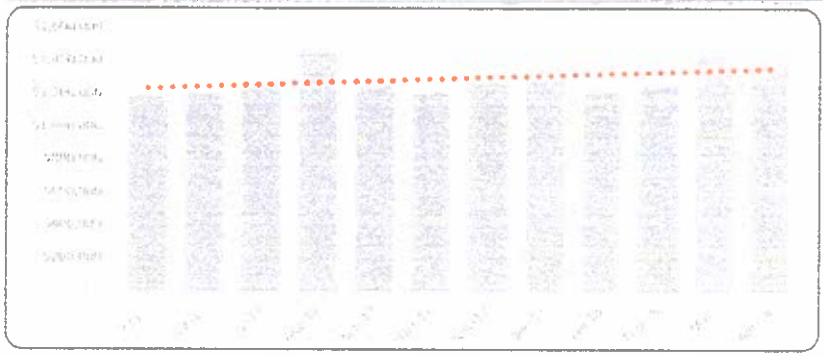
	Target	November-17	December-17	January-18	February-18	March-18	April-18
INVENTORY & QUALITY							
Total Inventory		2,019 $ 584,131	1,955 $ 602,182	1,935 $ 591,800	1,900 $ 495,590	1,954 $ 504,119	1,939 $ 542,828
New		331 $ 114,217	356 $ 115,350	473 $ 104,983	339 $ 75,763	426 $ 122,001	351 $ 99,883
Resolved		433 $ 33,760	416 $ 15,807	502 $ 30,678	378 $ 34,379	420 $ 16,356	362 $ 34,636
Aged >120 days from Assignment	< 25%	48.7% $ 284,727	51.8% $ 312,050	55.3% $ 327,188	67.5% $ 334,475	54.6% $ 275,039	51.5% $ 279,792
Total Payment Plans over 120 days		$102,605	$82,334	$70,828	$71,521	$96,643	$104,295
Average Speed to Answer	< 60 seconds	32	31	30	27	33	12
STATEMENTS & LETTERS							
Statements & Letters		473	599	635	506	561	518
Inbound and Outbound Calls	In / Out	59 / 185	46 / 163	63 / 61	40 / 80	44 / 55	37 / 83
WRITE OFFS							
Bad Debt as a % of Gross Revenue	< 2%	1.8% $ 22,875	3.7% $ 47,097	2.0% $ 23,707	4.8% $ 59,477	1.0% $ 14,851	1.7% $ 24,096
Charity as a % of Gross Revenue	< 2%	0.3% $ 3,827	0.3% $ 4,371	3.1% $ 37,907	0.6% $ 7,080	0.6% $ 8,766	0.2% $ 3,484

©Healthcare Resource Group, Inc.

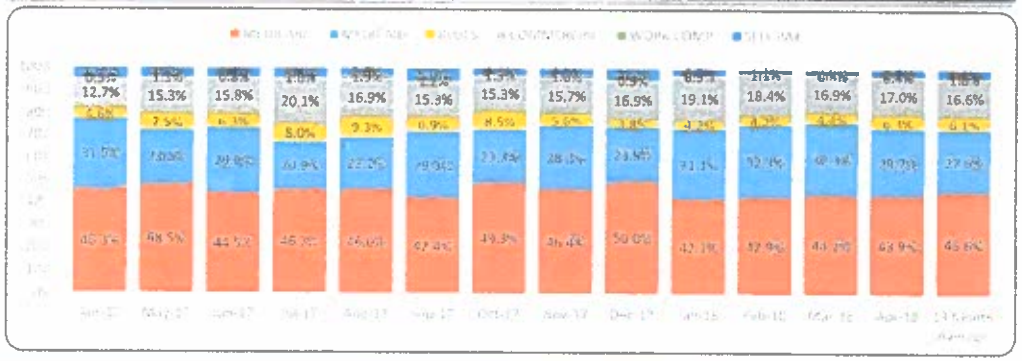
GROSS REVENUE

PAYER	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
MEDICARE	$ 558,959	$ 577,503	$ 536,331	$ 589,060	$ 670,241	$ 545,696	$ 596,182	$ 588,133	$ 641,799	$ 509,877	$ 534,143	$ 633,247	$ 612,611	$ 584,137
MEDICAID	$ 380,194	$ 283,779	$ 349,350	$ 266,370	$ 338,337	$ 376,845	$ 281,718	$ 358,617	$ 306,310	$ 376,819	$ 401,155	$ 463,777	$ 414,740	$ 353,693
COMMERCIAL	$ 152,842	$ 182,585	$ 191,131	$ 256,353	$ 245,662	$ 196,379	$ 184,610	$ 198,527	$ 216,904	$ 231,445	$ 228,421	$ 243,346	$ 237,894	$ 212,777
BLUES	$ 56,018	$ 89,320	$ 76,347	$ 101,815	$ 135,555	$ 89,159	$ 102,634	$ 70,483	$ 49,069	$ 50,507	$ 52,719	$ 62,736	$ 87,326	$ 78,745
WORK COMP	$ 6,307	$ 14,901	$ 9,429	$ 12,970	$ 27,483	$ 14,832	$ 15,489	$ 20,883	$ 10,928	$ 11,137	$ 14,004	$ 4,019	$ 5,475	$ 12,912
SELF PAY	$ 52,486	$ 42,437	$ 43,411	$ 45,804	$ 38,468	$ 63,789	$ 27,754	$ 31,556	$ 57,497	$ 30,638	$ 13,343	$ 28,569	$ 37,578	$ 39,487
TOTAL	$ 1,206,806	$ 1,190,524	$ 1,205,999	$ 1,272,372	$ 1,455,746	$ 1,286,699	$ 1,208,387	$ 1,268,193	$ 1,282,507	$ 1,210,422	$ 1,243,785	$ 1,435,695	$ 1,395,625	$ 1,281,751
AVERAGE DAILY REVENUE	$ 40,320	$ 40,466	$ 39,597	$ 39,879	$ 42,762	$ 43,639	$ 42,944	$ 41,355	$ 40,860	$ 40,882	$ 41,519	$ 43,221	$ 45,788	$ 41,787

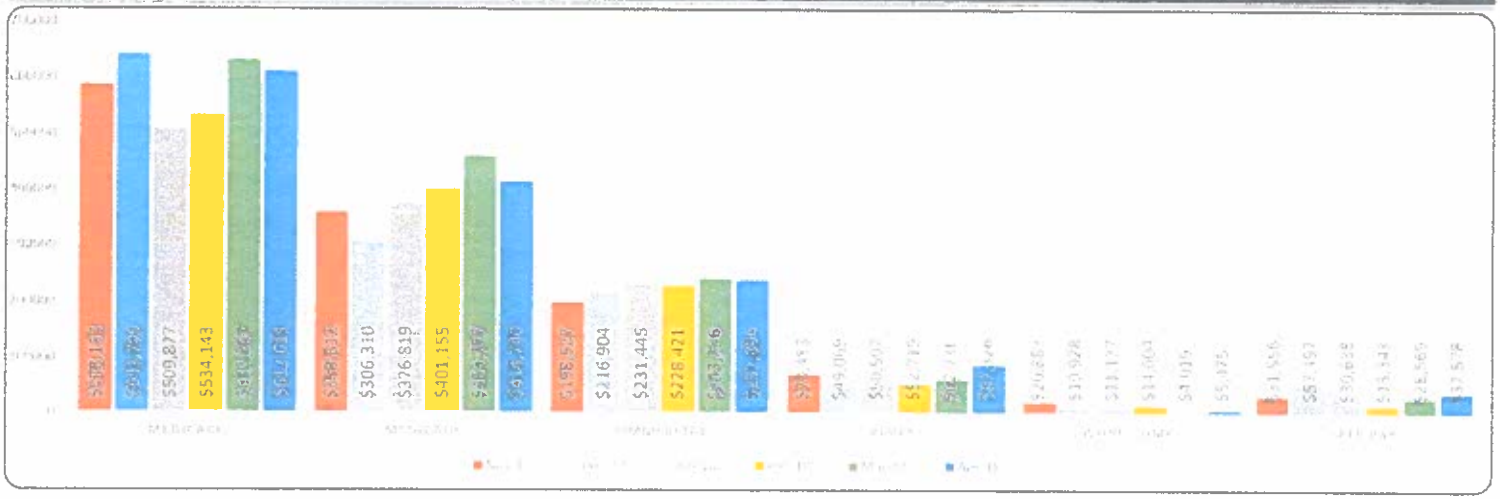
Gross Revenue



Payer Mix



Revenue Trending By Payer

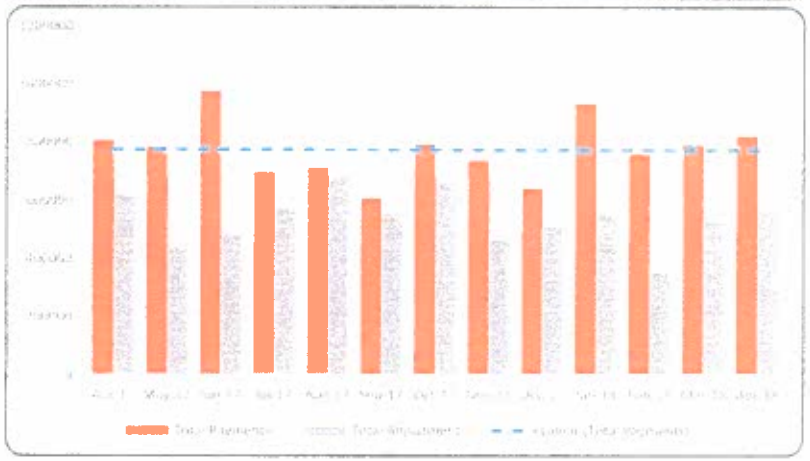


©Healthcare Resource Group, Inc

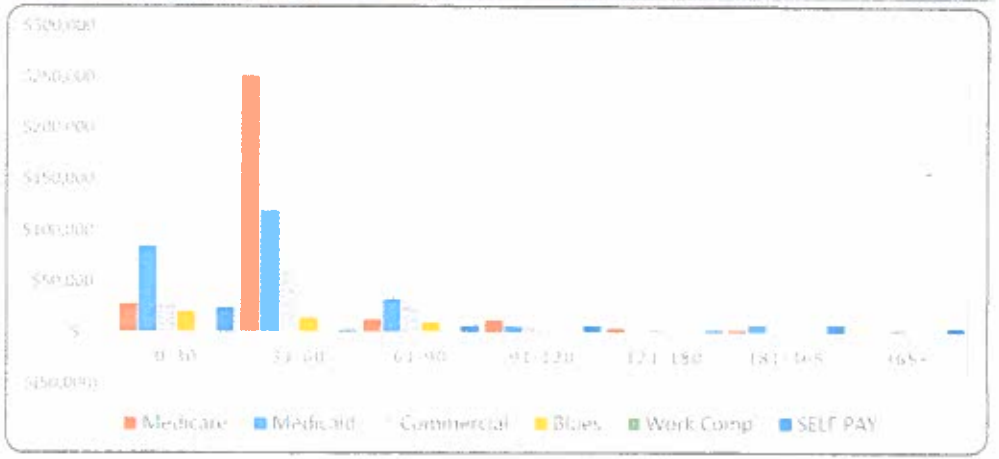
CASH DETAIL

PAYER	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
MEDICARE														
Payments	$ 336,210	$ 369,096	$ 511,521	$ 301,590	$ 261,730	$ 223,332	$ 266,920	$ 291,512	$ 272,303	$ 493,369	$ 302,871	$ 251,411	$ 314,033	$ 322,761
Adjustments	$ 261,743	$ 145,864	$ 92,067	$ 148,036	$ 302,886	$ 242,541	$ 252,482	$ 120,058	$ 213,520	$ 132,267	$ 98,239	$ 216,759	$ 186,710	$ 185,628
Collection %	56%	72%	85%	67%	46%	48%	51%	71%	56%	79%	76%	54%	63%	63%
MEDICAID														
Payments	$ 147,046	$ 142,072	$ 181,740	$ 121,406	$ 119,133	$ 104,607	$ 165,354	$ 137,021	$ 132,804	$ 164,048	$ 160,324	$ 249,124	$ 252,886	$ 159,813
Adjustments	$ 179,403	$ 193,894	$ 236,081	$ 179,060	$ 187,391	$ 168,385	$ 226,907	$ 230,440	$ 161,152	$ 185,100	$ 142,213	$ 139,114	$ 239,717	$ 189,912
Collection %	45%	42%	43%	40%	39%	38%	42%	37%	45%	47%	53%	64%	51%	45%
COMMERCIAL														
Payments	$ 152,594	$ 122,899	$ 140,112	$ 138,407	$ 162,727	$ 138,146	$ 180,212	$ 143,080	$ 124,483	$ 156,040	$ 194,768	$ 162,357	$ 135,836	$ 150,128
Adjustments	$ 47,834	$ 44,655	$ 52,497	$ 58,783	$ 60,486	$ 59,064	$ 65,115	$ 60,922	$ 51,917	$ 113,661	$ 16,380	$ 112,441	$ 82,387	$ 63,549
Collection %	76%	73%	73%	70%	73%	70%	73%	70%	71%	58%	92%	59%	62%	71%
BLUES														
Payments	$ 65,133	$ 59,832	$ 54,598	$ 54,376	$ 90,206	$ 72,959	$ 79,209	$ 93,684	$ 56,338	$ 49,617	$ 39,353	$ 55,097	$ 47,722	$ 62,933
Adjustments	$ 71,220	$ 17,824	$ 18,386	$ 25,500	$ 30,005	$ 30,250	$ 29,953	$ 21,466	$ 19,568	$ 15,258	$ 19,630	$ 16,418	$ 10,854	$ 21,256
Collection %	75%	77%	75%	68%	75%	71%	73%	81%	74%	76%	67%	77%	81%	75%
WORK COMP														
Payments	$ 3,193	$ 2,058	$ 6,967	$ 5,279	$ 5,275	$ 6,182	$ 10,418	$ 5,819	$ 5,925	$ 9,218	$ 2,112	$ 4,733	$ 1,803	$ 5,306
Adjustments	$ 5,926	$ 2,609	$ 12,255	$ 4,689	$ 10,554	$ 7,968	$ 16,735	$ 5,638	$ 10,420	$ 7,841	$ 2,126	$ 10,180	$ 8,987	$ 8,110
Collection %	35%	44%	36%	53%	33%	44%	39%	51%	36%	54%	50%	32%	17%	40%
SELF PAY														
Payments	$ 77,598	$ 80,972	$ 71,830	$ 60,234	$ 64,608	$ 60,896	$ 86,988	$ 57,697	$ 44,054	$ 56,304	$ 54,386	$ 61,941	$ 60,542	$ 64,466
Bad Debt Recoveries	$ 23,596	$ 7,782	$ 8,671	$ 11,072	$ 3,151	$ 3,319	$ 2,699	$ 4,572	$ 5,942	$ 3,161	$ 4,047	$ 5,361	$ 6,774	$ 6,934
Adjustments	$ 25,984	$ 6,674	$ 11,458	$ 46,047	$ 15,546	$ 5,064	$ 17,791	$ 5,053	$ 6,020	$ 39,262	$ 9,752	$ 11,046	$ 5,813	$ 15,808
Charity Care	$ 72,803	$ 3,665	$ 7,905	$ 42,507	$ 13,053	$ 2,013	$ 16,172	$ 3,827	$ 4,371	$ 37,907	$ 7,080	$ 8,766	$ 3,484	$ 13,350
Bad Debt	$ 57,919	$ 25,529	$ 53,827	$ 71,992	$ 57,628	$ 42,387	$ 36,200	$ 22,875	$ 47,097	$ 23,707	$ 59,477	$ 14,851	$ 24,096	$ 41,353
Total SP Adjustments	$ 106,706	$ 35,868	$ 73,191	$ 160,547	$ 86,277	$ 49,464	$ 70,163	$ 31,756	$ 57,488	$ 100,876	$ 76,308	$ 34,662	$ 33,393	$ 70,511
Collection %	42%	69%	50%	27%	43%	55%	55%	65%	43%	36%	42%	64%	64%	50%
TOTAL														
Total Payments	$ 805,370	$ 784,712	$ 975,440	$ 692,365	$ 706,830	$ 609,441	$ 791,800	$ 733,385	$ 641,849	$ 931,757	$ 757,860	$ 790,023	$ 819,596	$ 772,341
Total Adjustment	$ 622,832	$ 440,713	$ 484,477	$ 576,615	$ 677,549	$ 557,662	$ 660,855	$ 470,279	$ 514,065	$ 555,001	$ 354,896	$ 529,573	$ 562,048	$ 468,456
Total Collection %	56%	64%	67%	55%	51%	52%	55%	61%	56%	63%	68%	60%	59%	59%

Cash & Adjustment Trending



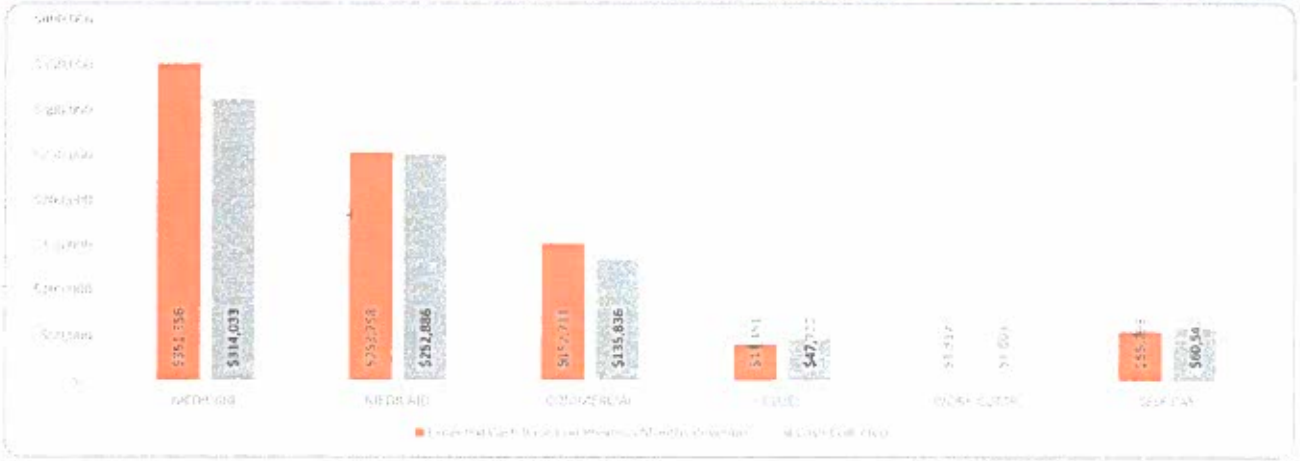
Cash Collections by Discharge Date



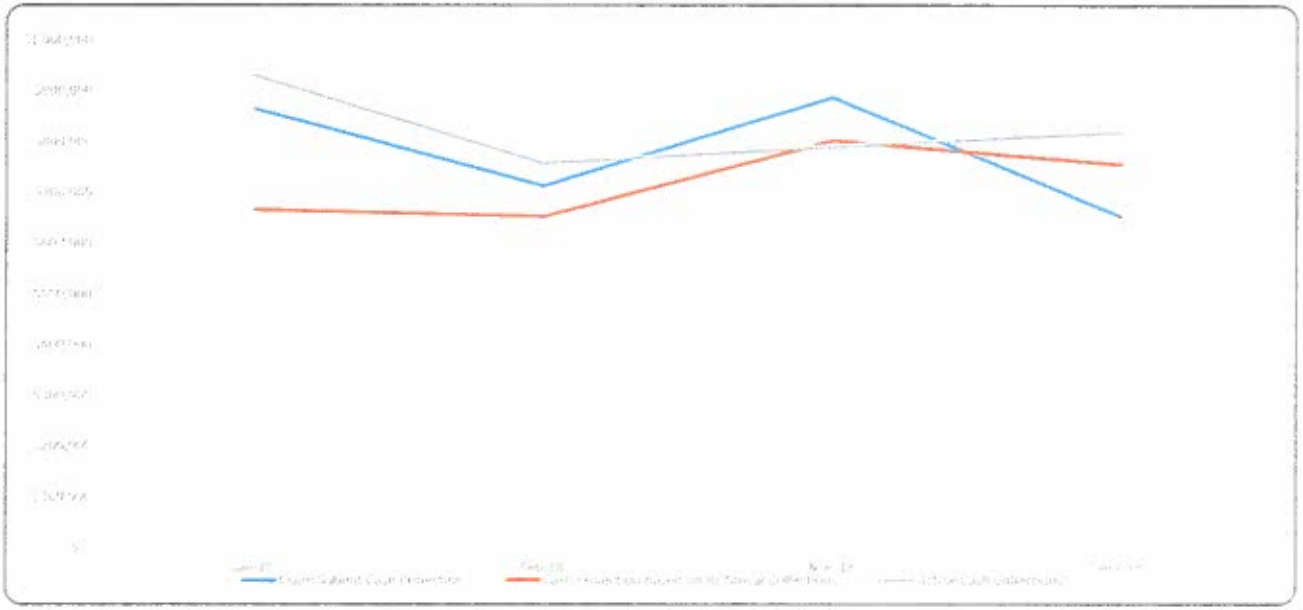
©Healthcare Resource Group, Inc.

CASH FORECASTING

Expected Last Month vs Cash Collected (Based on Previous Months Revenue)

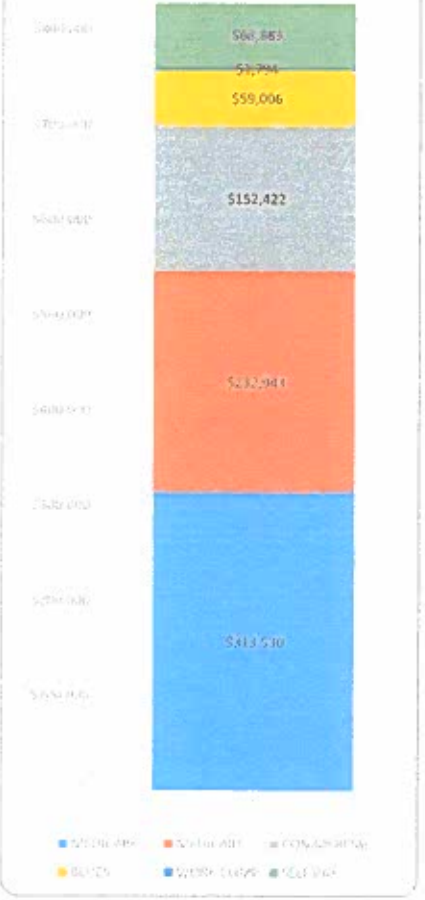


Expected Cash Next Month Based on Claim Submission Reporting



Cash Expected Next Month
(Based on this Months Revenue)

$828,577

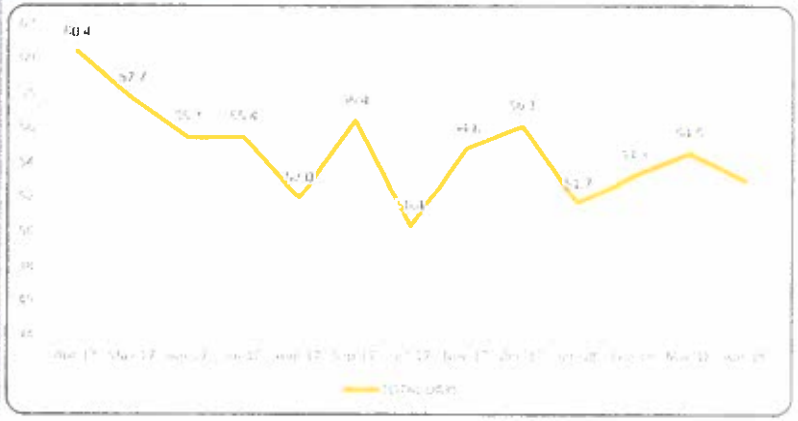


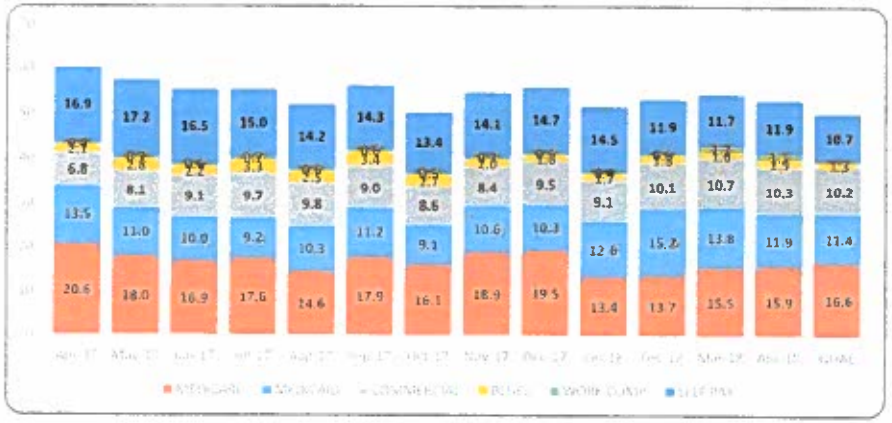
©Healthcare Resource Group, Inc

ACCOUNTS RECEIVABLE

AR Days

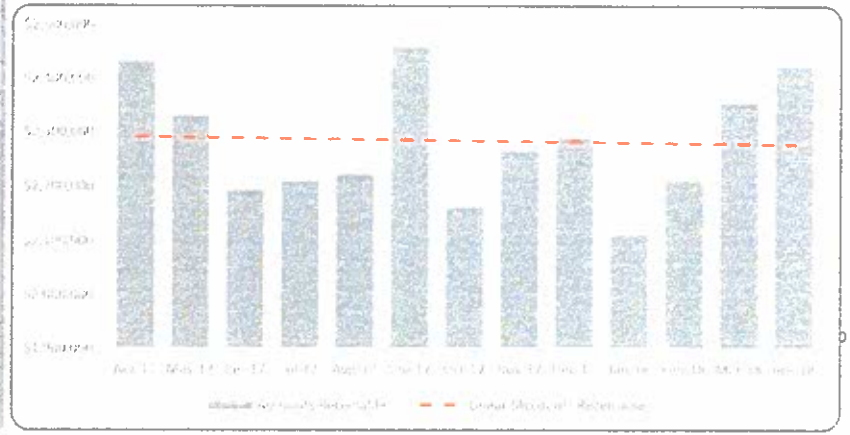
PAYER	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
MEDICARE	20.6	18.0	16.9	17.6	14.6	17.9	16.1	18.9	19.5	13.4	13.7	15.5	15.9	16.8
MEDICAID	13.5	11.0	10.0	9.2	10.3	11.2	9.1	10.6	10.3	12.6	15.2	13.8	11.9	11.4
COMMERCIAL	6.8	8.1	9.1	9.7	9.8	9.0	8.6	8.4	9.5	9.1	10.1	10.7	10.3	9.2
BLUES	2.1	2.8	2.2	3.3	2.5	3.4	2.7	2.0	1.6	1.7	1.8	1.6	1.9	2.3
WORK COMP	0.4	0.7	0.6	0.7	0.6	0.6	0.5	0.7	0.5	0.4	0.6	1.2	1.1	0.7
SELF PAY	16.9	17.2	16.5	15.0	14.2	14.3	13.4	14.1	14.7	14.5	11.9	11.7	11.9	14.3
TOTAL DAYS	60.4	57.7	55.4	55.4	52.0	56.4	50.4	54.8	56.1	51.7	53.3	54.5	53.0	54.7

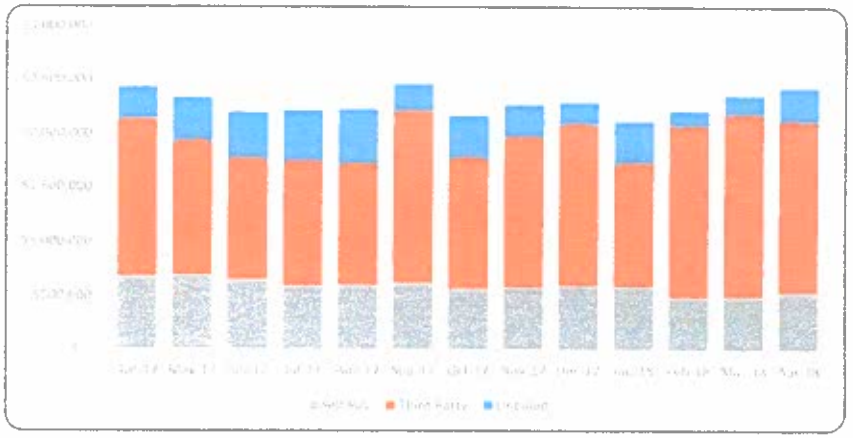




AR Balance

PAYER	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
MEDICARE	$ 832,533	$ 728,645	$ 669,157	$ 701,362	$ 623,770	$ 781,094	$ 692,215	$ 783,169	$ 796,485	$ 549,436	$ 567,932	$ 670,013	$ 728,566	$ 701,875
MEDICAID	$ 545,656	$ 443,540	$ 397,655	$ 366,503	$ 440,839	$ 488,840	$ 389,646	$ 439,535	$ 419,342	$ 513,201	$ 632,564	$ 598,218	$ 546,604	$ 478,626
COMMERCIAL	$ 273,002	$ 326,240	$ 362,094	$ 388,283	$ 420,608	$ 394,206	$ 370,595	$ 348,745	$ 389,466	$ 373,956	$ 418,579	$ 462,992	$ 469,792	$ 384,504
BLUES	$ 84,326	$ 112,528	$ 88,976	$ 130,096	$ 106,159	$ 149,377	$ 116,014	$ 80,994	$ 64,814	$ 69,248	$ 73,834	$ 69,554	$ 89,216	$ 95,010
SELF PAY	$ 681,076	$ 694,917	$ 654,722	$ 597,270	$ 606,323	$ 622,260	$ 574,033	$ 584,131	$ 602,182	$ 591,800	$ 495,590	$ 504,119	$ 542,828	$ 596,250
TOTAL	$ 2,434,020	$ 2,333,355	$ 2,194,672	$ 2,210,944	$ 2,224,196	$ 2,461,313	$ 2,162,878	$ 2,266,623	$ 2,292,101	$ 2,112,621	$ 2,211,378	$ 2,357,172	$ 2,427,534	$ 2,283,754



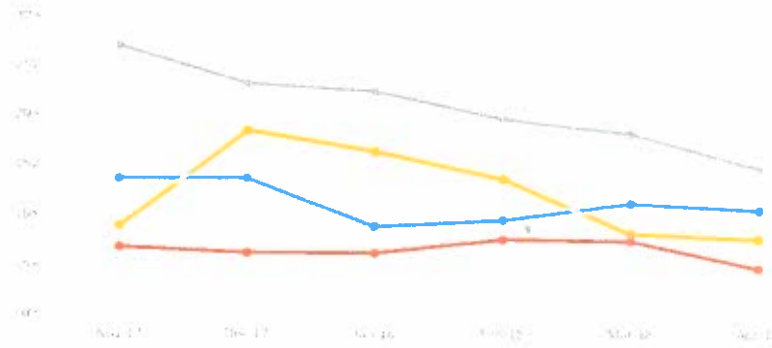


©Healthcare Resource Group, Inc.

ACCOUNTS RECEIVABLE AGING

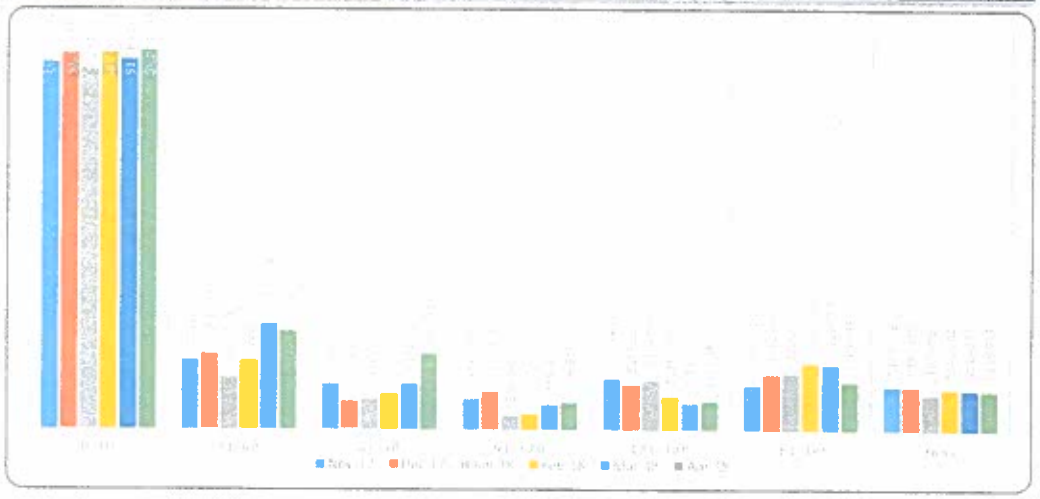
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	$	# Acts	$	# Acts	$	# Acts	$	# Acts	$	# Acts	$	# Acts	$	# Acts	$
MEDICARE																
Non-Credit	607	$ 543,637	73	$ 146,727	20	$ 9,395	16	$ 16,028	12	$ 2,938	19	$ 10,782	8	$ 3,431	755	$ 732,938
Credit	0	$ -	1	$ (131)	0	$ -	0	$ -	0	$ -	3	$ (4,011)	2	$ (230)	6	$ (4,372)
TOTAL	**607**	**$ 543,637**	**74**	**$ 146,596**	**20**	**$ 9,395**	**16**	**$ 16,028**	**12**	**$ 2,938**	**22**	**$ 6,771**	**10**	**$ 3,201**	**761**	**$ 728,566**
MEDICAID																
Non-Credit	311	$ 394,658	66	$ 31,284	26	$ 80,770	13	$ 2,095	11	$ 15,937	14	$ 25,548	8	$ 15,632	449	$ 565,924
Credit	2	$ (2,177)	2	$ (343)	4	$ (922)	8	$ (1,398)	0	$ -	0	$ -	2	$ (14,480)	18	$ (19,320)
TOTAL	**313**	**$ 392,481**	**68**	**$ 30,941**	**30**	**$ 79,848**	**21**	**$ 697**	**11**	**$ 15,937**	**14**	**$ 25,548**	**10**	**$ 1,152**	**467**	**$ 546,604**
COMMERCIAL																
Non-Credit	294	$ 232,908	142	$ 71,463	63	$ 99,738	29	$ 23,589	25	$ 15,938	24	$ 28,746	3	$ 1,504	580	$ 473,886
Credit	6	$ (251)	4	$ (203)	2	$ (621)	2	$ (34)	2	$ (234)	2	$ (100)	2	$ (2,651)	20	$ (4,094)
TOTAL	**300**	**$ 232,657**	**146**	**$ 71,260**	**65**	**$ 99,117**	**31**	**$ 23,555**	**27**	**$ 15,704**	**26**	**$ 28,646**	**5**	**$ (1,147)**	**600**	**$ 469,792**
BLUES																
Non-Credit	81	$ 55,340	30	$ 27,975	4	$ 832	1	$ 2,037	1	$ 815	1	$ 458	3	$ 3,523	121	$ 90,980
Credit	3	$ (87)	0	$ -	1	$ (5)	0	$ -	2	$ (1,197)	3	$ (475)	0	$ -	9	$ (1,764)
TOTAL	**84**	**$ 55,253**	**30**	**$ 27,975**	**5**	**$ 827**	**1**	**$ 2,037**	**3**	**$ (382)**	**4**	**$ (17)**	**3**	**$ 3,523**	**130**	**$ 89,216**
SELF PAY																
Non-Credit	165	$ 83,654	223	$ 65,173	217	$ 35,639	191	$ 54,095	245	$ 66,487	348	$ 106,663	524	$ 132,878	1913	$ 544,589
Credit	9	$ (326)	4	$ (390)	2	$ (21)	2	$ (52)	2	$ (186)	3	$ (793)	4	$ (493)	26	$ (1,761)
TOTAL	**174**	**$ 83,328**	**227**	**$ 64,783**	**219**	**$ 35,618**	**193**	**$ 54,043**	**247**	**$ 66,301**	**351**	**$ 106,370**	**528**	**$ 132,385**	**1939**	**$ 542,828**
ACCOUNTS RECEIVABLE																
Non-Credit	1470	$ 1,317,290	536	$ 343,388	334	$ 266,132	251	$ 98,604	296	$ 104,773	406	$ 172,197	546	$ 156,968	3839	$ 2,459,352
Credit	20	$ (2,841)	11	$ (1,067)	9	$ (1,569)	13	$ (1,991)	6	$ (1,617)	11	$ (4,879)	10	$ (17,854)	80	$ (31,818)
GRAND TOTAL	**1490**	**$ 1,314,449**	**547**	**$ 342,321**	**343**	**$ 264,563**	**264**	**$ 96,613**	**302**	**$ 103,156**	**417**	**$ 167,318**	**556**	**$ 139,114**	**3919**	**$ 2,427,534**

Aged Over 90 Days Trending (excluding Credits)



	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18
Medicare	6.7%	6.1%	6.1%	7.5%	7.3%	4.5%
Medicaid	13.6%	13.7%	8.8%	9.5%	11.2%	10.5%
Commercial	27.0%	23.2%	22.4%	19.6%	18.1%	14.7%
Blues	8.9%	18.4%	16.3%	13.6%	8.1%	7.5%

6 Month Aging

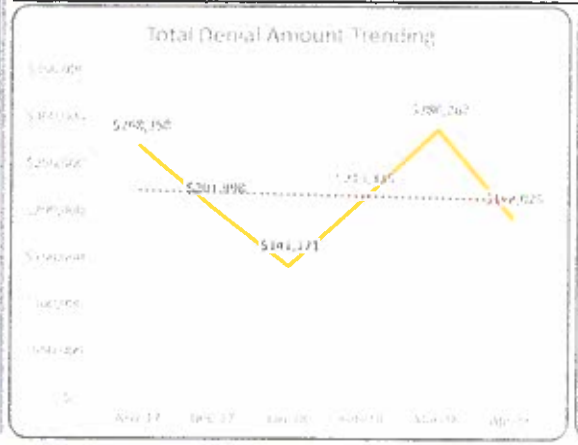


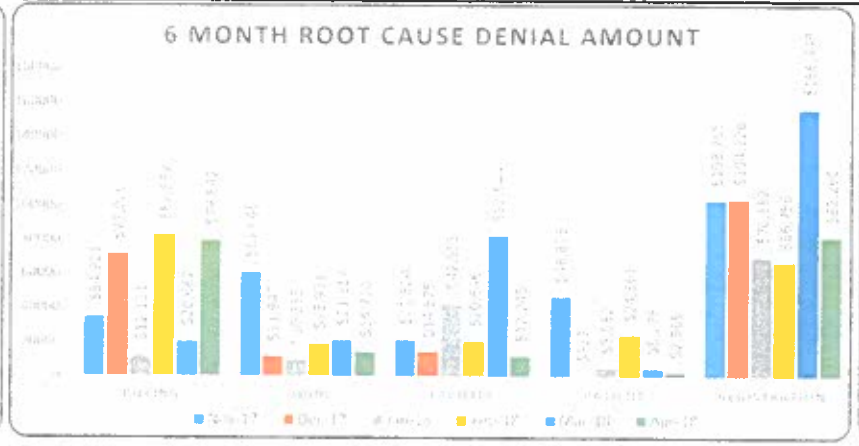
©Healthcare Resource Group, Inc.

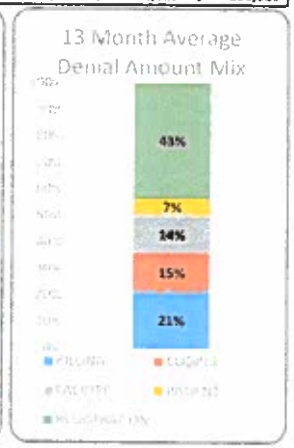
DENIAL MANAGEMENT

Denial Amount

AMOUNT	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
BILLING	$ 20,591	$ 74,840	$ 38,957	$ 10,635	$ 30,411	$ 10,054	$ 33,014	$ 34,921	$ 71,026	$ 12,121	$ 82,592	$ 20,662	$ 79,842	$ 39,974
CODING	$ 35,557	$ 36,057	$ 39,076	$ 51,882	$ 12,974	$ 31,775	$ 23,366	$ 61,045	$ 11,940	$ 10,333	$ 18,981	$ 21,317	$ 14,710	$ 28,386
FACILITY	$ 15,558	$ 36,416	$ 13,893	$ 20,318	$ 30,966	$ 27,369	$ 14,755	$ 21,824	$ 14,575	$ 42,953	$ 20,646	$ 82,544	$ 12,245	$ 27,236
PATIENT	$ 2,919	$ 10,176	$ 6,909	$ 8,155	$ 14,980	$ 5,484	$ 29,224	$ 46,803	$ 332	$ 5,582	$ 24,361	$ 5,795	$ 2,969	$ 12,553
REGISTRATION	$ 72,190	$ 63,824	$ 52,457	$ 61,141	$ 72,980	$ 112,330	$ 58,877	$ 103,765	$ 104,126	$ 70,182	$ 66,756	$ 156,449	$ 82,260	$ 82,872
TOTAL	$ 146,815	$ 221,314	$ 151,292	$ 152,132	$ 162,311	$ 187,012	$ 159,236	$ 268,358	$ 201,998	$ 141,171	$ 213,335	$ 286,267	$ 192,025	$ 191,021

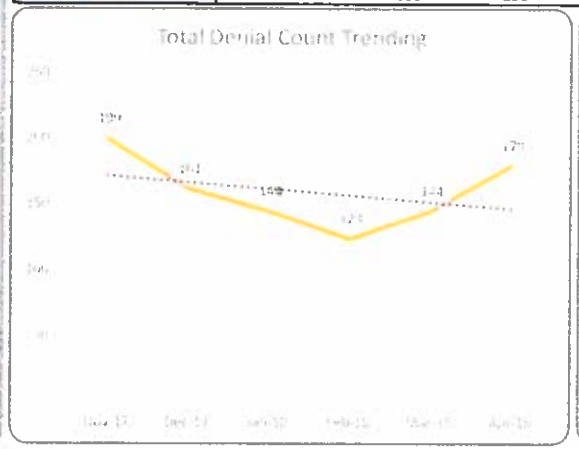


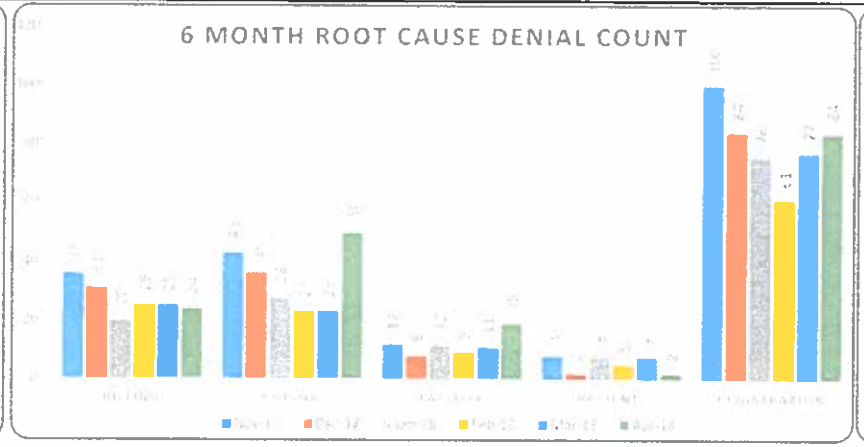


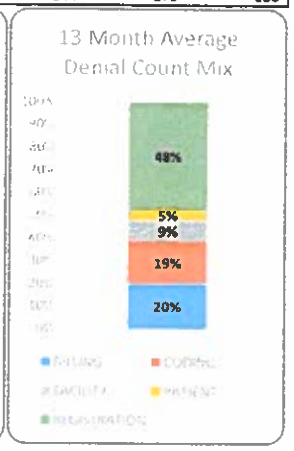


Denial Count

COUNT	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
BILLING	44	81	75	31	41	22	21	36	31	20	25	25	24	37
CODING	35	52	48	27	28	23	39	43	36	28	23	23	50	35
FACILITY	14	24	34	24	19	15	18	12	8	12	9	11	19	17
PATIENT	7	8	12	15	16	9	13	8	2	8	5	8	2	9
REGISTRATION	95	123	87	74	109	96	91	100	84	76	61	77	84	89
TOTAL	195	288	256	171	213	165	182	199	161	144	123	144	179	186





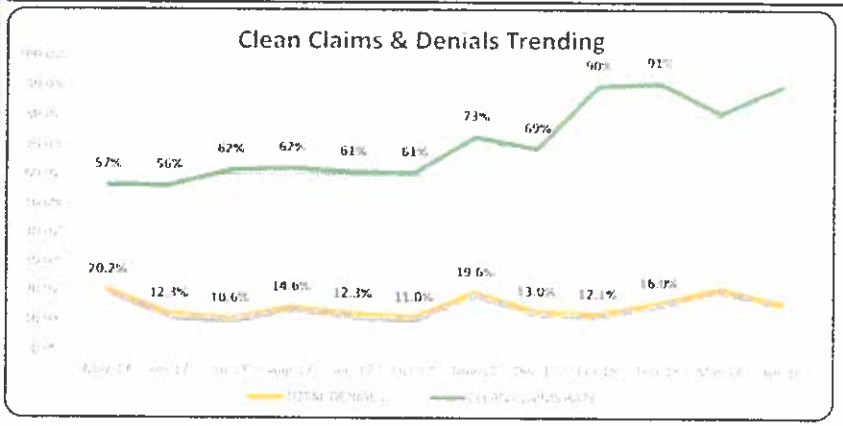


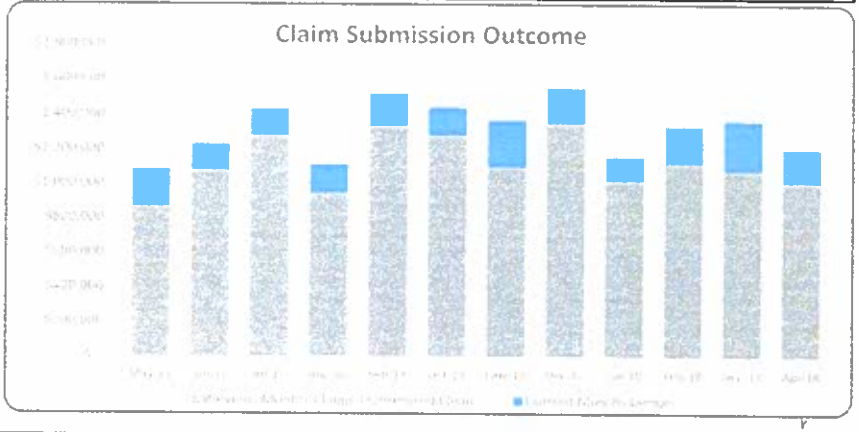
©Healthcare Resource Group, Inc.

CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

Denial & Clean Claim Trending

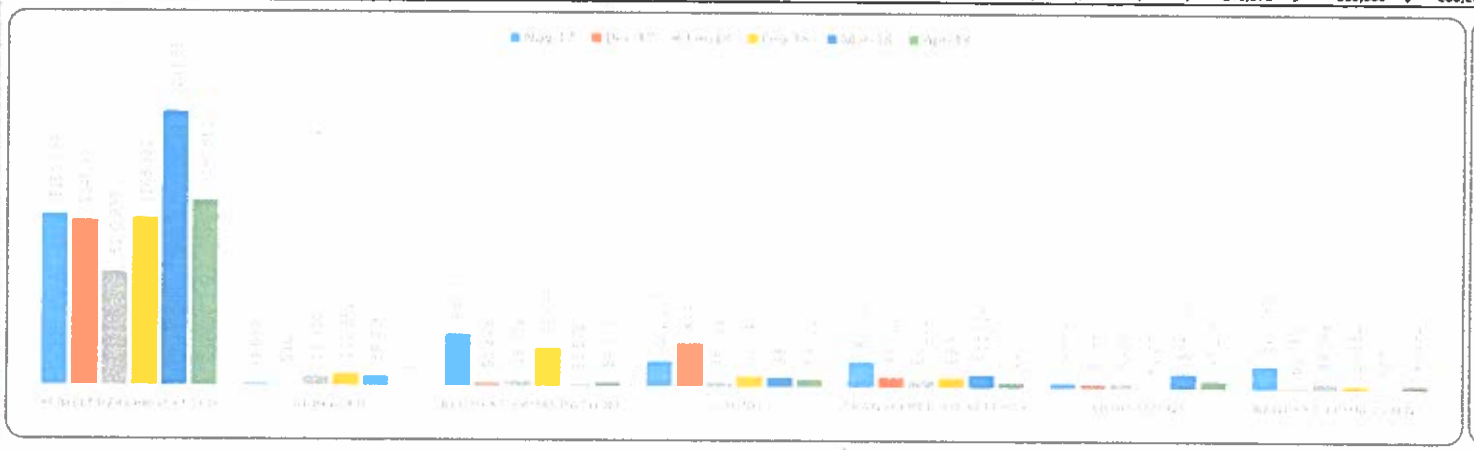
	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
DENIAL AMOUNT	$ 146,815	$ 221,314	$ 151,292	$ 152,132	$ 162,311	$ 187,012	$ 159,236	$ 268,358	$ 201,998	$ 141,171	$ 213,335	$ 286,267	$ 192,025	$ 191,021
PREVIOUS MONTH'S TRANSMITTED CLAIMS	$ 1,530,661	$ 1,093,067	$ 1,231,831	$ 1,431,495	$ 1,111,797	$ 1,518,861	$ 1,441,846	$ 1,370,248	$ 1,549,798	$ 1,162,136	$ 1,336,829	$ 1,367,500	$ 1,208,068	$ 1,334,934
TOTAL DENIAL %	9.6%	20.2%	12.3%	10.6%	14.6%	12.3%	11.0%	19.6%	13.0%	12.1%	16.0%	20.9%	15.9%	14.5%
CLEAN CLAIMS RATE	56%	57%	56%	62%	62%	61%	61%	73%	69%	90%	91%	81%	90%	70%





Action Taken on Denials

DENIAL ACTION	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
REBILLED/REPROCESSED	$ 90,017	$ 152,599	$ 115,397	$ 122,077	$ 110,149	$ 115,525	$ 70,228	$ 150,857	$ 145,470	$ 100,987	$ 146,682	$ 241,557	$ 163,651	$ 132,707
APPEALED	$ 7,627	$ 3,133	$ -	$ 580	$ 10,263	$ 8,382	$ 400	$ 1,969	$ 516	$ 9,800	$ 10,931	$ 8,716	$ -	$ 4,409
REQUEST FROM PATIENT	$ 6,247	$ 9,775	$ 7,359	$ 6,663	$ 3,056	$ 3,639	$ 27,349	$ 45,425	$ 2,878	$ 6,099	$ 33,335	$ 1,576	$ 4,014	$ 12,109
CODING	$ 10,660	$ 24,816	$ 8,364	$ 3,564	$ 4,842	$ 28,028	$ 8,502	$ 22,253	$ 38,267	$ 5,154	$ 9,140	$ 8,966	$ 7,423	$ 13,845
TRANSFERED TO SELFPAY	$ 4,400	$ 7,284	$ 5,378	$ 4,087	$ 14,539	$ 11,312	$ 14,484	$ 27,492	$ 9,221	$ 7,222	$ 8,521	$ 11,726	$ 5,277	$ 9,684
ADJUSTMENT	$ 1,311	$ 9,342	$ 7,592	$ 13,647	$ 7,247	$ 7,199	$ 27,658	$ 4,964	$ 3,893	$ 5,552	$ 1,095	$ 13,049	$ 7,279	$ 8,448
REQUEST FROM CLIENT	$ 31,554	$ 14,366	$ 7,252	$ 1,514	$ 12,215	$ 12,927	$ 10,615	$ 20,398	$ 1,753	$ 6,355	$ 3,637	$ 679	$ 4,380	$ 9,819
TOTAL	$ 146,815	$ 221,314	$ 151,292	$ 152,132	$ 162,311	$ 187,012	$ 159,236	$ 268,358	$ 201,998	$ 141,171	$ 213,335	$ 286,267	$ 192,025	$ 191,021



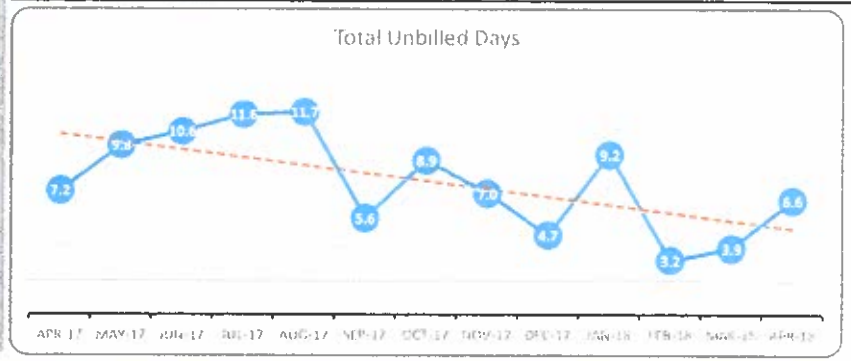
©Healthcare Resource Group, Inc.

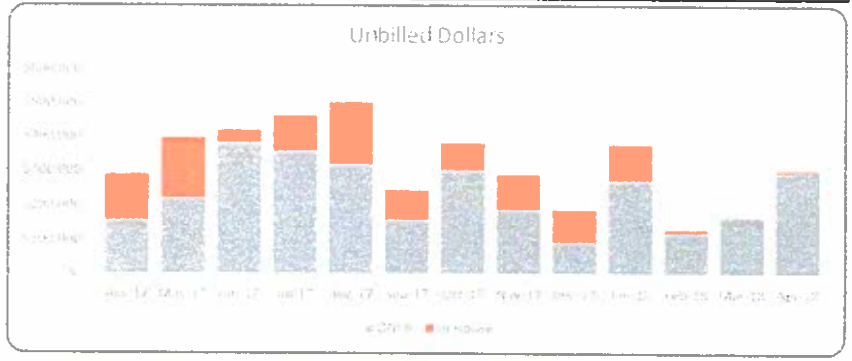
OutPartnering™ | Management | Consulting | Staffing
Patient Access | Health Information Management | Patient Financial Services | Information Technology
HRG Healthcare

UNBILLED & INVENTORY

Unbilled

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
In House	$ 131,340	$ 174,856	$ 37,629	$ 105,995	$ 182,948	$ 84,357	$ 80,362	$ 100,702	$ 93,317	$ 104,926	$ 9,738	$ 4,159	$ 6,077	$ 85,877
DNFB	$ 158,363	$ 221,495	$ 381,799	$ 356,318	$ 318,362	$ 161,077	$ 302,074	$ 189,932	$ 97,222	$ 273,229	$ 173,984	$ 164,849	$ 297,993	$ 234,361
Total Unbilled	$ 289,703	$ 396,351	$ 419,428	$ 462,313	$ 501,310	$ 245,435	$ 382,436	$ 290,634	$ 190,539	$ 378,155	$ 133,722	$ 169,008	$ 304,070	$ 320,239
Unbilled Days	7.2	9.8	10.6	11.6	11.7	5.6	8.9	7.0	4.7	9.2	3.2	3.9	6.6	7.7

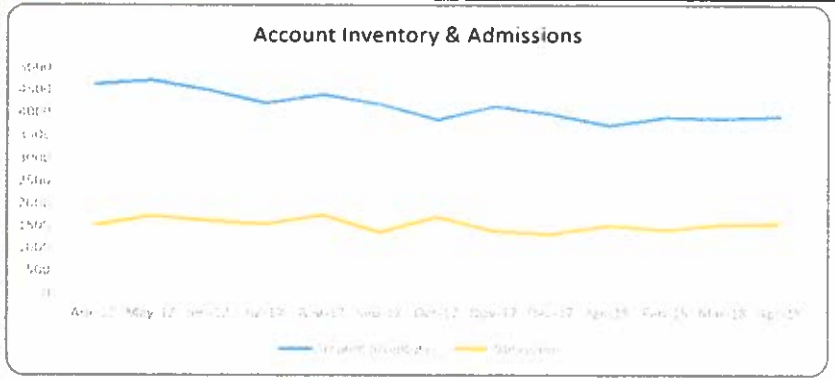


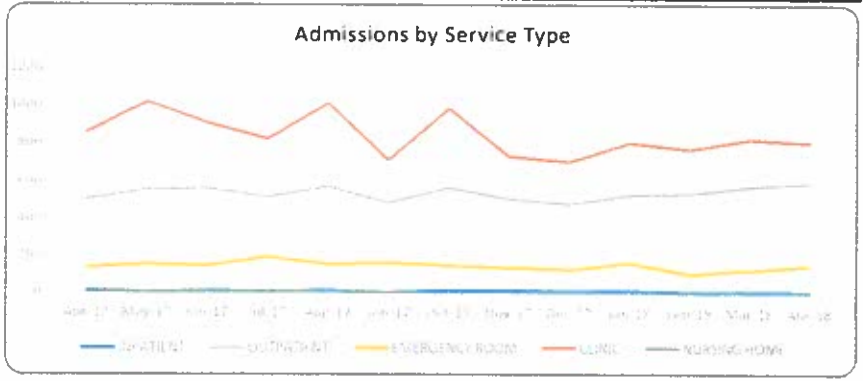


Admissions & Account Inventory

ADMISSIONS	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
INPATIENT	8	4	9	7	12	5	13	15	10	13	8	12	7	9
OUTPATIENT	505	554	563	516	573	486	568	507	482	530	538	577	595	538
EMERGENCY ROOM	135	152	144	192	153	162	148	137	127	165	106	127	151	146
CLINIC	857	1,016	905	824	1,010	712	983	734	707	805	772	824	808	843
NURSING HOME	16	4	4	12	4	4	0	4	4	3	2	3	3	5
TOTAL	1,521	1,730	1,625	1,551	1,752	1,369	1,712	1,397	1,330	1,516	1,426	1,543	1,564	1541

ACCOUNT INVENTORY	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	13 Month Average
MEDICARE	793	801	785	630	756	765	504	786	701	597	719	666	761	713
MEDICAID	718	672	555	438	484	424	390	535	422	459	528	500	467	507
COMMERCIAL	666	680	785	661	693	628	638	624	701	572	581	617	600	650
BLUES	199	256	203	202	178	159	138	153	159	134	144	124	130	168
SELF PAY	2,219	2,268	2,138	2,246	2,252	2,182	2,143	2,019	1,955	1,935	1,900	1,954	1,939	2088
TOTAL	4634	4729	4510	4219	4413	4197	3848	4152	3970	3731	3903	3878	3919	4162



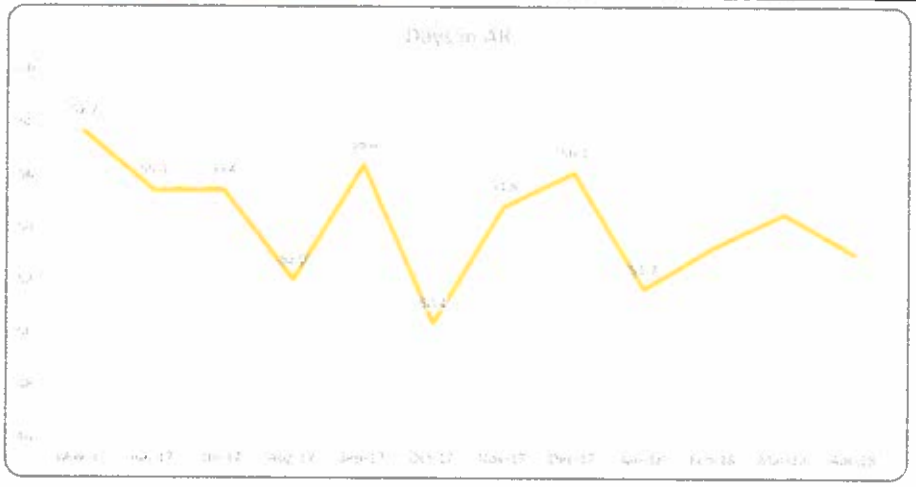


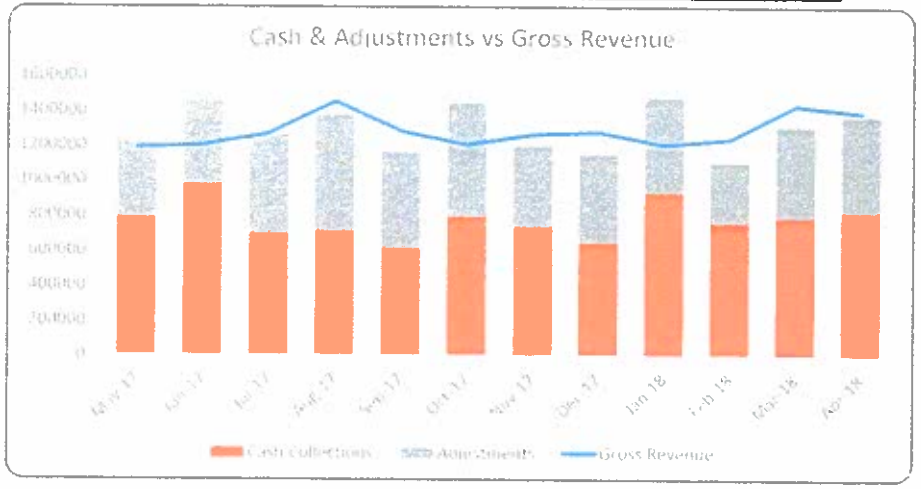
©Healthcare Resource Group, Inc.

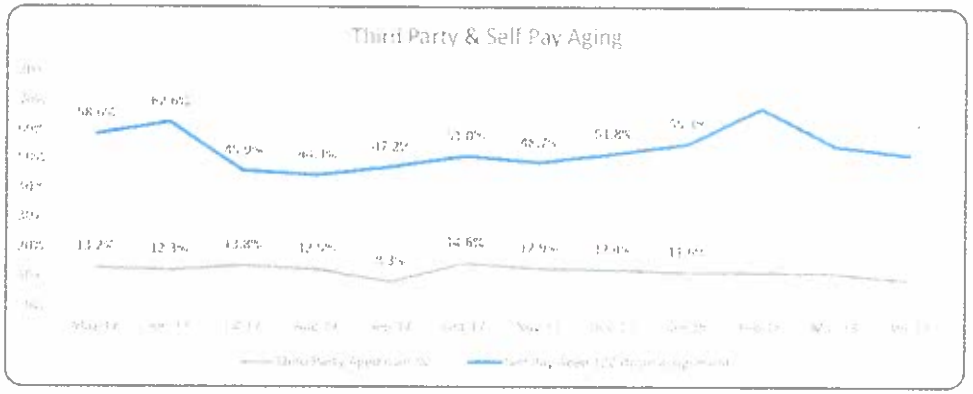
FERRY COUNTY PUBLIC HOSPITAL DISTRICT

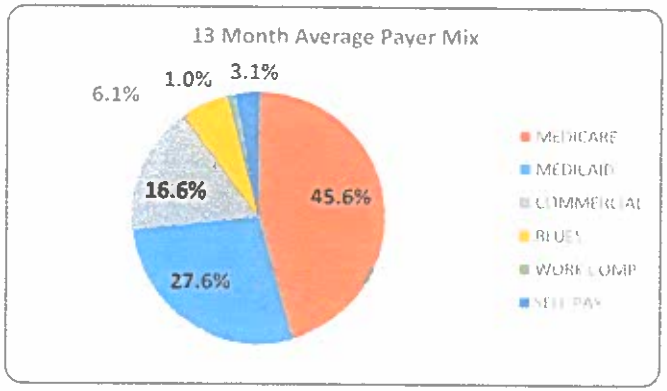
Executive Dashboard

	TARGET	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18
Days in AR	53.2	57.7	55.4	55.4	52.0	56.4	50.4	54.8	56.1	51.7	53.3	54.5	53.0
Gross AR		2,333,355	2,194,672	2,210,944	2,224,196	2,461,313	2,162,878	2,266,623	2,292,101	2,112,621	2,211,378	2,357,172	2,427,534
Gross Revenue		1,190,524	1,205,999	1,272,372	1,455,746	1,286,699	1,208,387	1,268,193	1,282,507	1,210,422	1,243,785	1,435,695	1,395,625
Cash Collections		784,712	975,440	692,365	706,830	609,441	791,800	733,385	641,849	931,757	757,860	790,023	819,596
Adjustments		440,713	484,477	576,615	677,549	557,662	660,855	470,279	514,065	555,001	354,896	529,573	562,048
Collection %		64.0%	66.8%	54.6%	51.1%	52.2%	54.5%	60.9%	55.5%	62.7%	68.1%	59.9%	59.3%
Late Charges	< 1%	1.3%	0.7%	0.8%	0.5%	0.3%	0.5%	0.7%	1.3%	1.7%	2.8%	1.1%	0.6%
Bad Debt	< 3%	2.1%	4.5%	5.7%	4.0%	3.3%	3.0%	1.8%	3.7%	2.0%	4.8%	1.0%	1.7%
Charity Care	< 3%	0.3%	0.7%	3.3%	0.9%	0.2%	1.3%	0.3%	0.3%	3.1%	0.6%	0.6%	0.2%
Third Party Aged over 90	< 17%	13.2%	12.3%	13.8%	12.5%	8.3%	14.6%	12.9%	12.4%	11.6%	11.6%	11.4%	9.0%
Self Pay Aged 120 (from assignment)	< 25%	58.6%	62.6%	45.9%	44.4%	47.2%	51.0%	48.7%	51.8%	55.3%	67.5%	54.6%	51.5%









©Healthcare Resource Group, Inc.

OutPartnering™ | Management | Consulting | Staffing
Patient Access | Health Information Management | Patient Financial Services | Information Technology
HRG

TO: Ferry County Public Hospital District #1 Board of Commissioners MEETING DATE: May 22, 2018
FROM: Aaron Edwards, CEO
Subject: CEO Report

As of May 16, 2018	
People	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. • Amanda Grumbach DPT (Doctor of Physical Therapy) and Marsha Snow DPT have joined our rehab department; we are now 100% free of agency staffing in the rehab department. • Our nursing staff is looking to be 100% agency staffing free for the month of May. • Talena Emerson is going to be adding hours working on grant writing for the District. • Tom de Oro, WSU MPHA Candidate, will join us an intern this summer working remotely. He will also be working on grants. • Will have a District "all call" on the 23rd to update employees on several issues. • The executive team hosted an all-District BBQ along with Commissioners Iverson and Krause for hospital week. We also sent each employee a hand written thank you note with a small gift (Board Chair Giddings signed on behalf of the Board).
Quality	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. • Submitted an OP Ed to the View hoping to inform the public of our work in the ER/Hospital (stroke protocol, chest pain protocol, airway and OB training, equipment updates) and our clinic (A1C, Opioid reduction, Hepatitis C treatment). • Hermanson and the Department of Enterprise services have submitted their first draft of a fix for our HVAC system to the Department of Health Construction Review Services. Hopefully we will have a fix shortly for our ailing system. • A portable ultrasound was purchased for the ED which should increase our diagnostic and procedural capabilities.
Service	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. • We have received several applications back for community members wanting to join our "patient and family advisory committee" which will work in various improvement projects with us. • Continue to visit with a potential part time doctor for the clinic. • Continue to attend the RYAC committee meetings when possible as well as the Ferry County Health Coalition Meetings.
Financial	To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers. • We are almost complete with our charge master review and will be turning to a project on competitive pricing shortly. • Considering the possibility of virtual scribe services for the clinic and rehab providers.
Growth	To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents. • Med staff continues to work on their list of potential new services we could potentially offer (stress testing, prenatal care, vasectomies, various procedures). • Continue to look for a doctor to perform EGD and Colonoscopy work (have a two potential possibilities).