



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

August 25, 2020, 10:30 a.m. via zoom

Join Zoom Meeting

<https://zoom.us/j/99409381777?pwd=TWpvaytQMhdeTZWODVIMkJSsmxQZz09>

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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	3-5
<ul style="list-style-type: none"> • Minutes 7/28/20 Board Meeting • Approval of Warrants • Financial Write-Off Report 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	6-7
Clinic Report		JoAnn Ehlers	8-9
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	10
Financial Report		Brant Truman	11-18
CEO Report		Aaron Edwards	19
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Board Succession planning 			

- Strategic Planning
- Pharmacy
- 2021 Holiday Calendar
- Curlew Board Meeting

Board Representative Reports

- Finance Ron Bacon/Sarah Krausse
- Quality Improvement Jody Jannot/DiAnne Lundgren
- Compliance/Risk Management Ron Bacon/Jody Jannot
- Medical Staff Nancy Giddings/DiAnne Lundgren
- Credentialing DiAnne Lundgren/Nancy Giddings
 1. Request for reappointment of Active Medical Staff privileges for Richard Garcia, DO
 2. Request for reappointment of Mid-Level Medical Staff privileges for Joseph Petersen, ARNP
 3. Request for reappointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra provider: Shawn Jones, MD

- EMS Nancy Giddings

New Business

- WSHA Annual Meeting eSeries Nancy Giddings 20

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 September 22, 2020 @ 10:30 a.m.



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

July 28, 2020

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:35 a.m. on July 28, 2020, via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO; Brant Truman, CFO/COO; Cindy Chase, CNO; Joann Ehlers, Clinic Manager; Nina Novikoff, HR Director; Mike Martinoli, Nurse Manager and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

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

GUEST: None

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

CORRESPONDENCE: Giddings read a thank you letter from our Med Student, Larissa Siirliia. There was another letter read from a patient's family.

PUBLIC COMMENTS: None

CNO/QUALITY IMPROVEMENT AND COMPLIANCE/RISK MANAGEMENT: Chase reviewed the attached report. She also noted the LTC garden is coming along. Martinoli discussed plans for the garden.

Sean Kim with ATS discussed possible upgrades for pressurizing rooms.

CLINIC REPORT: Ehlers reviewed the attached report. Will start closing the COVID trailer at 4pm. This is an issue for the lab to get the samples out the same day. Ehlers has given her 6 month notice.

MEDICAL STAFF REPORT: Dr. Garcia noted the following:

- Still in negotiations with cardiology group and general surgery.
- Hoping to develop stress testing as it would be beneficial for our area.
- More activity at mobile testing for COVID.
- Impressed with our hospital's continued effort and protocols.
- Still no effective treatments beyond supportive treatment for COVID.
- Elective services running smoothly from injections and colonoscopies.

SAFETY REPORT: Truman reviewed the following:

- Updated weapons policy.
- There are some new Emergency signs up.
- Looking at the roof repair for the hospital.

Giddings called for a break at 11:53 a.m. Open session continued at 12:05 p.m.

CFO/COO REPORT: Truman reviewed the attached report. He noted the following:

- Working on a contract with the current Curlew Clinic owners. We would like to have a provider up there 2 half days a month at the Curlew Clinic.
- Discussed the proposal to give all full time staff a one-time 24 hour increase to their PTO bank. Part Time employees would receive a one-time 12 hour increase to their PTO bank. This is due to COVID 19 challenges to some department within our hospital district. **A motion was made by Lundgren and seconded by Krausse to approve the COVID19 PTO days for staff. Motions passed unanimously.**
- Reviewed the 2021 Holiday calendar.

EXECUTIVE SESSION: Executive Session was called at 12:24 p.m. regarding RCW 42.30.110(1)(g).

Open session resumed at 12:32 p.m. No action taken.

Continued conversation regarding the 2021 holiday calendar. Truman will give more information on this next month.

FINANCIAL REPORT: Truman reviewed the June financials.

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

- Discussion on masking
- Looking at having our September Board meeting in Curlew.

OLD BUSINESS:

- Board QI Project: Tabled
- Facility Update: Meeting with Hermanson on Friday to get closed out.
- Health Foundation: They did not meet.
- Board Succession Planning: Need to have a job description of the Board Chair.
- Strategic Planning: Novikoff presented the Strategic Plan summary that the Board and Executive Team worked on.
- Pharmacy: Met with Rob Slagle a few weeks ago. Reviewed the financials.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: No Board concerns.
- Compliance/Risk Management: Next meeting is in August.
- Medical Staff: No Board concerns.



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

MEETING DATE: August 25, 2020

As of August 21, 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"> • Nurse Staffing We are very close to shoring up the night shift with some great, experienced nurses. Hoping next report will have them signed on. • Workflow Evaluation Covid continues to create issues with workflow but some improvements have been made. The nurses and NACs now carry small phones that allow them to contact each other when they need assistance. The numbers of who has which phone is posted on the electronic whiteboard. It will be going through a change as soon as James can update the board. Hoping to post one as well in the LTC report room.
<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. Triage trailer continues to be utilized daily which is a change from the earlier months of Corona. Discussions are beginning on where to permanently place the trailer, or buy a new one, to get us through Flu season. Lots to come on that.
<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. The Swing bed program continues to thrive. Busy enough we can be a particular about who comes. Austin and Mike continue to rock the swing bed role. • New Equipment. Phones, already mentioned, and training is beginning on the new high flow O2 machine. Mike has more equipment ideas. Hang on to your wallet Brant. • QI/RISK/QMM. QMMs are centered around falls. They are up again last month. 7 for the district. A new fall prevention program is being suggested where we involve all the departments when they go by a High Risk for Falls room to glance in to be sure patient is safe. More to come on that.
<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"> • We continue to manage staffing fairly ok and hoping agency use will decline quickly as we hire new nurses. We have three we are actively recruiting so fingers crossed. Night shift still riddled with injured nurses but we are getting there.
<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> <p>I have asked the staff to suggest ideas on what we can do for the community when it comes to safety. This is part of the Trauma Program requirements. Your ideas are welcomed and appreciated.</p> <p>CNO New things happening in nursing beginning Sept 1. The biggest launch is the new Charge nurse safety huddle at the beginning of each shift. Here the CN (Off going) will announce to the entire staff who is at risk for what. Like a patient in 201 could be a high risk for choking, or fall ,</p>

etc. This way entire staff knows who needs what surveillance to ensure safety. Bedside shift report will be in full swing by Sept 1. Mike and I will be listening in on both hand off and coach as necessary. We will be finally getting to the new whiteboards that are even budgeted. They will be monumental in a good bedside report. A new debrief form has been created for staff to use after a code or trauma to clarify what went well and what challenges we faced. On the safety huddle form will be the last fall date. Every 100 days with no falls in LTC or Acute and even the ED, staff will be fed as a reward. Trying to put a major focus on falls prevention. Hoping the district will join in the Rally to Prevent Falls....it does take a village.

I will miss board meeting as I am basking in the sun on the Deschutes River in Sunriver Oregon.
Be safe and stay cool.



TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: JoAnn Ehlers
 Subject: Clinic Report

MEETING DATE: August 11, 2020

As of August 11, 2020

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.

- I am thrilled with the great help we have been able to bring in. We are training two new folks right now. One in the Front office PRN, who has taken to the job very quickly. One new MA Phlebotomist who is training with us in the front office, COVID Screening, Referrals and will learn to back up nursing staff. We have one more PRN Front office person to train and she is waiting in the wings to get started. It is so NICE to have full staffing. Some of our days were hard to handle before this last COVID surge.
- I have given my resignation notice so my job is now open. I am not leaving for any reason but that COVID is making me feel that my husband and I need to be near our kids.
- I would like to share that the support here is amazing and anyone new will be lucky to be stepping in. I want the whole community to know that this is an amazing, miraculous medical facility for such a small town. The providers are at the top of the game in any setting. Believe me when I say that many places do not have the quality of provider you are offered here. Support staff is also top notch. Administration and the Board truly care and that is something you don't get quite so deeply in a bigger place. This Community is in great hands.
- There are things I could not get done; but I feel that you have great potential here to do more than anywhere due to the smallness of this population and the support you have in doing all you can for every patient.

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.

- With enough staffing, I feel that we are able to do a better job all around.
- We continue to look for ways to improve.
- We are also looking for ways to help each other in any little thing. Unity is growing.
- Complaints are being heard; but so are the compliments and we are getting more of those! People have started thanking us for being here.

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.

- The COVID-19 Testing Trailer has seen some busy times. We have reduced the hours to end at 4 pm due to the need to get tests out on time each day.
- The ISO side of the Clinic has had more use.
- Due to the high heat, we did move our Screening in to the front lobby. Screening is going to be sectioned off as best as we can get it so that we can have a more permanent base. This is going to be an on-going job. Some kind of wall has been requested.
- We have had fewer issues with folks regarding masking; probably due to the surge.
- Dr. Kelley continues to fill his Procedure Days.
- Dr. Garcia continues to fill his US Guided Injection Days. His days will be changing due to the ER schedule change in when he is on duty.
- Dr. Pavlic, Cardiology is coming to the area again.

- Bill Hartman, Orthopedics never stopped coming in.
- Dr. Hsu's Telehealth visits were put on hold for a personal reason. Nothing to do with COVID.
- We are looking forward to bringing Wound Care to the Hospital and possibly more.
- The Dental Van and the Coupons I got last year for glasses were not something I could get this year due to COVID but we will keep all of these contacts ready for when we can bring them back in. I still have the dental van wait list we started.
- The Mammogram bus is scheduled to be here on October 7th. We have turned in our wait list to the Rad Dept.
- We will be making a Flu shot wait list so that we can let folks know as soon as we have the shots in. The Flu shots this year will be offered in a Drive-by fashion to keep everyone as safe as possible. Please watch for news on our website, Facebook, and the local papers.

Financial

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

- Definitely seeing slowdowns when COVID numbers go up.
- Appointments are up but total numbers down due to less walk-in business. I do like to have appointments made rather than walk-ins if we get a call –overall numbers are down with more caution regarding coming in to the Clinic.
- Total for July: 826 – of these are 47 walk-ins (795 appointments)
- Heaviest day was 5 walk-ins on Thursday, July 2nd
- 16 Phone visits
- 2 Telehealth ZOOM visits – We still offer all types of visits. We are missing some phone visits that I feel could be registered. I need help to get these captured.
- Providers are at an average of 12 visits per day. Goal is 14.
- Front office staff has continued to keep up with
- Last year July was 883 – of those 121 walk-ins (762 appointments.)
- Walk -ins last year were: 1st Quarter: 507, 2nd Quarter: 533
- This year is: 1st Quarter: 262, 2nd Quarter: 78
- The Front office staff continues to do a stellar job in reduction of errors. Nursing staff is working hard to address every need. I am so very proud of everyone's efforts.

Growth

To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.

- I respectfully submit this with thanks. JoAnn Ehlers



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

MEETING DATE: August 25, 2020

As of August 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"> • Rehab director/manager hired group starts October 1st. • Revenue Cycle improvements in structure and potential opportunities. • Transitioned Revenue Cycle staff to new manager this last month. • 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. • DOH potential adjustments to oversight of our hospital from a quality and patient safety relation. • We maintain approx. 180 days of high use PPE
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"> • Looking at an additional building to help with COVID testing/vaccines as well as long term sleeping solution for the providers. • Waiting on bids to replace hospital oxygen system • Received Nasal Cannula, which will greatly help our ability to provide oxygen services to our patients • Working on surgical options • Curlew Clinic progress • Clinical documentation improvement currently being researched, continuing.
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 Pharma companies requesting additional access to data • 340B Audit scheduled for October with new vendor selected. • Revenue in July was awesome, look forward to continued growth. • 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 • Revenue Cycle adjustments • Expect finalized audit requirements for CARES act "soon." • 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 Curlew, Cardiac and minor surgery.

Ferry County Public Hospital District #1 Financial Statements
Month Ending July 31, 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 July 31, 2020

	Q1	April	May	June	Q2	July	July % of Gross	YTD	% of Gross Rev
Operating revenue:									
Gross patient service revenue	4,822,315	1,462,044	1,651,185	2,104,457	5,217,686	2,404,082	\$	12,444,083	
Contractual allowances and provisions for uncollectible accounts	(1,756,659)	(508,258)	(361,702)	(800,919)	(1,670,879)	(1,011,545)	-42%	(4,439,084)	-36%
Patient service revenue - (Net contractual allowances)	\$ 3,065,656	\$ 953,786	\$ 1,289,483	\$ 1,303,537	\$ 3,546,807	\$ 1,392,536	62%	\$ 8,004,999	64%
Bad debt expense	55,690.05	17,073	48,511	20,414	85,998	7,948	1%	149,636	1%
Other operating revenue	221,755	84,819	71,831	74,905	231,554	72,201	4%	525,511	4%
Total operating revenue	3,343,101	1,055,678	1,409,825	1,398,857	3,864,359	1,472,685	66%	8,680,146	70%
Operating expenses:									
Salaries and wages	1,657,919	570,665	510,788	537,102	1,618,555	551,857	26%	3,828,330	31%
Employee benefits	459,783	154,348	137,584	146,663	438,596	150,611	7%	1,048,990	8%
Professional fees	358,749	154,369	136,670	125,207	416,246	126,362	6%	901,357	7%
Supplies	265,807	77,571	64,261	80,159	221,991	108,888	4%	596,685	5%
Purchased services - Utilities	78,997	25,399	17,876	19,828	63,104	15,451	1%	157,551	1%
Purchased services - Other	352,538	80,931	130,244	112,614	323,788	129,886	5%	806,213	6%
Insurance	21,405	8,240	2,358	2,358	12,956	18,168	0%	52,529	0%
Other	96,950	12,193	25,315	5,191	42,700	24,817	0%	164,467	1%
Rent	34,819	11,573	11,573	11,573	34,719	11,573	1%	81,110	1%
Depreciation	203,832	66,697	66,807	67,057	200,562	69,157	3%	473,552	4%
Total operating expenses	3,530,800	1,161,988	1,103,477	1,107,752	3,373,216	1,206,771	53%	8,110,787	65%
Gain (loss) from operations	(187,698)	(106,309)	306,348	291,105	491,143	265,914	0%	569,359	5%
Nonoperating revenues (expenses):									
Property taxes	65,704	23,473	27,634	21,907	73,014	21,876	1%	160,593	1%
Interest earnings	14,622	3,346	2,418	3,574	9,338	2,937	0%	26,898	0%
Interest expense	(45,893)	(15,284)	(14,812)	(16,260)	(46,356)	(15,355)	-1%	(107,604)	-1%
Grants and donations		1,200			1,200	10,344	0%	11,544	0%
Other	55,651	598,970	253,911	17,864	870,745	104,111	1%	1,030,508	8%
Total nonoperating revenues (expenses) - Net	90,085	611,705	269,150	27,085	907,940	123,914	1%	1,121,939	9%
Increase (decrease) in net position	\$ (97,614)	\$ 505,396	\$ 575,498	\$ 318,190	\$ 1,399,084	\$ 389,828	15%	\$ 1,691,298	14%

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 July 31, 2020

<i>Assets</i>	YTD Balances June	YTD Balances July
Current assets:		
Cash and cash equivalents	\$ 11,133,588	\$ 11,150,277
Patient trust	500	500
Receivables:		
Gross AR	3,608,601	\$ 3,975,312
Contractual allowance	(1,592,234)	(1,754,932)
Patient AR - Net	2,016,367	2,220,380
Taxes	108,875	105,776
Estimated third-party payor settlements	-	-
Other	228,634	226,139
Inventories	219,577	213,328
Prepaid expenses	43,405	75,107
Total current assets	\$ 13,750,946	\$ 13,991,506
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
Depreciable capital assets - Net of accumulated depreciation	5,717,952	5,679,659
Total capital assets	\$ 5,745,235	\$ 5,706,941
TOTAL ASSETS	\$ 19,496,180	\$ 19,698,447

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

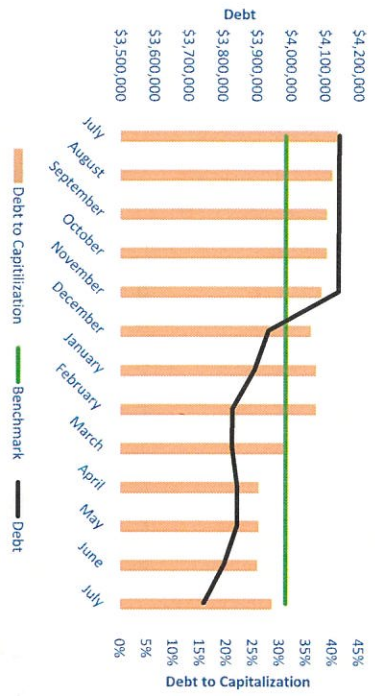
Balance Sheet (Combined Statement of Net Position: Hospital and Klondike Hills)

Year to Date July 31, 2020

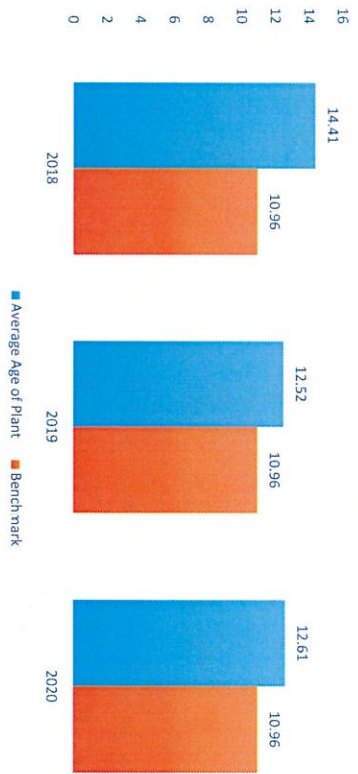
<i>Liabilities and Net Position</i>	YTD Balances June	YTD Balances July
Current liabilities:		
Current maturities - Long term debt	\$ 96,718	\$ 98,292
Current maturities - Capital lease obligations	108,644	100,754
Accounts payable	421,365	100,513
Warrants payable	6,378	378,589
Patient trust	500	500
Payroll and related expenses	338,999	121,107
Accrued vacation	372,029	367,320
Unearned tax revenue	131,256	109,380
Accrued interest payable	81,925	95,580
CARES ACT FEDERAL FUNDING	4,344,797	4,250,517
Estimated third-party payor settlements	2,324,974	2,404,881
Total current liabilities	\$ 8,227,585	\$ 8,027,433
Noncurrent liabilities:		
Long term debt - Less current maturities	3,747,293	\$ 3,745,719
Capital lease obligations - Less current portion	137,459	151,625
Total noncurrent liabilities	3,884,752	3,897,344
Total liabilities	\$ 12,112,337	\$ 11,924,777
Net position:		
Invested in capital assets	\$ 1,573,195	\$ 1,514,972
Restricted expendables	-	-
Unrestricted	5,810,648	6,258,699
Total net position	\$ 7,383,843	\$ 7,773,671
TOTAL LIABILITIES AND NET POSITION	\$ 19,496,180	\$ 19,698,447

2020 Liquidity

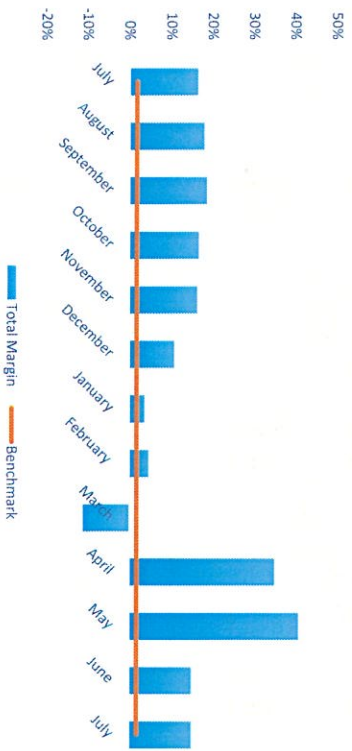
Debt to Capitalization



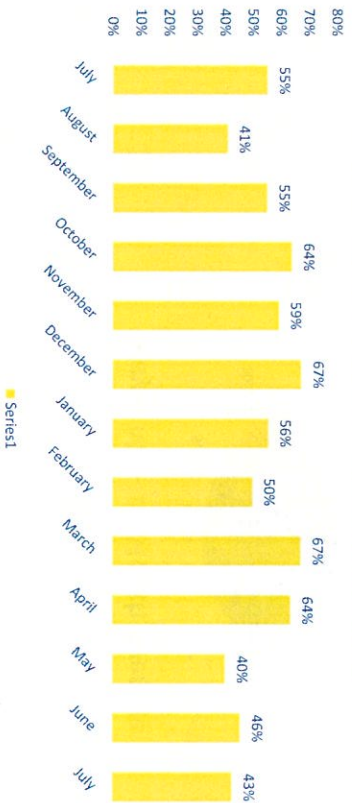
Average Age of Plant



Total Margin

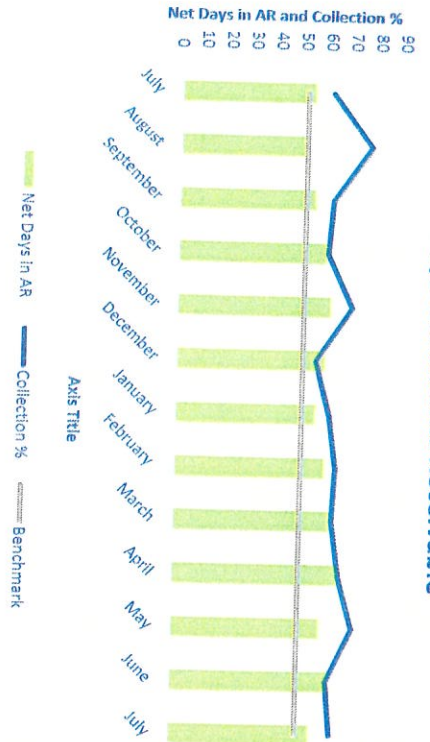


Labor Expense as a % of Operating Revenue

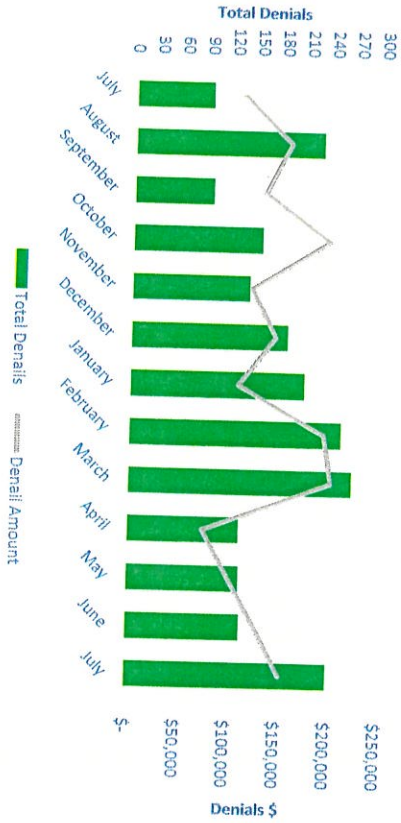


2020 Revenue Cycle

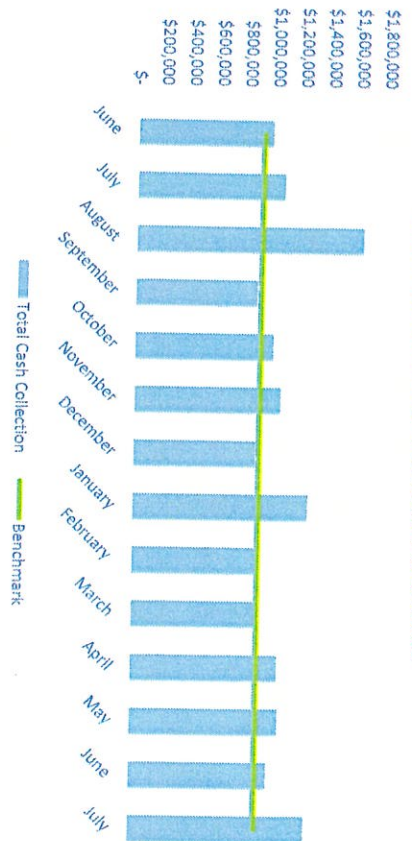
Net Days in Accounts Receivable



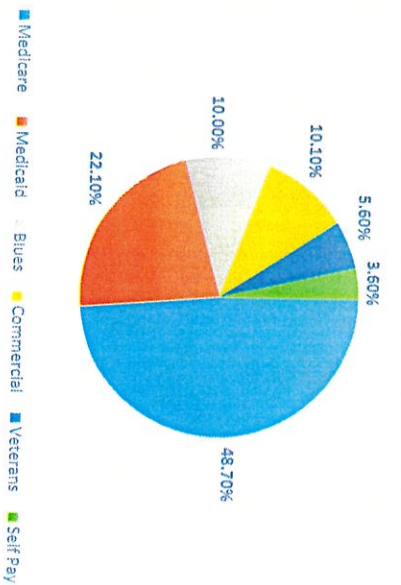
Total Avoidable Denials



Cash Collections - Patient Accounts

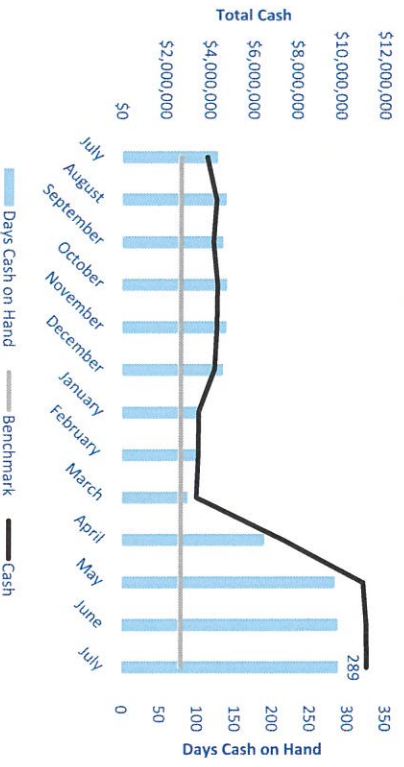


Payer Mix - 13 Month Average

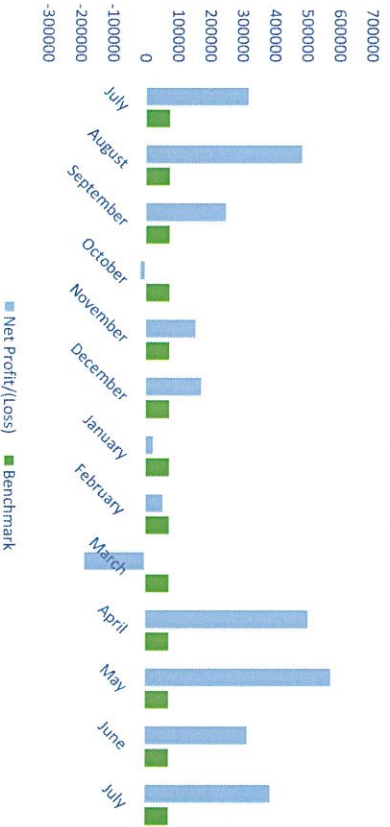


2020 Financial

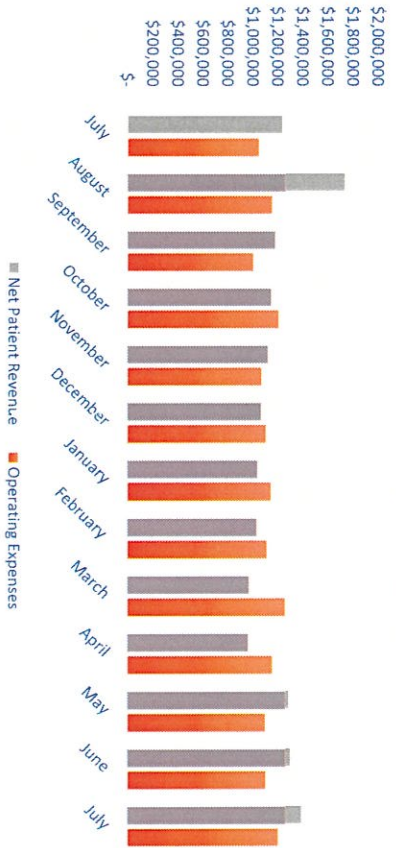
Days Cash on Hand



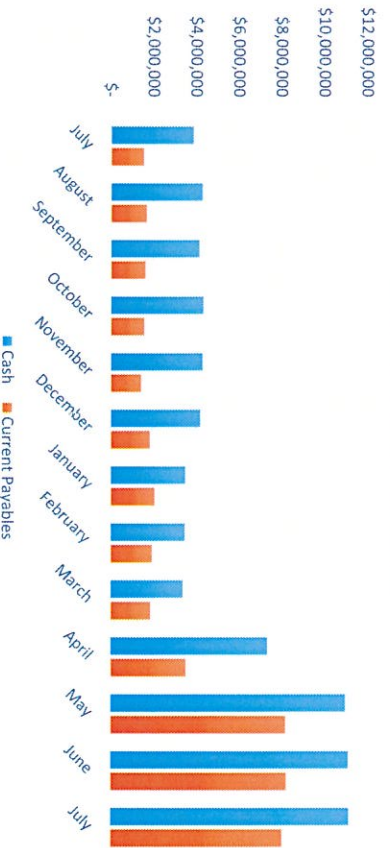
Net Profit/(Loss)



Net Patient Revenue vs Operating Expense



Cash vs Current Payables



FINANCE DASHBOARD
Ferry County Public Hospital District #1
July 31, 2020

Stats	Year To Date				Current Month				
	Current Total	Target	Prior Year	%	Current Total	Target	Prior Year	%	
1 Acute Care Days	168	114	186	36%	17	16	26	36%	
2 Skilled Swing Bed Days	346	266	303	31%	44	38	83	26%	
3 Long Term Swing Bed Days	1854	2558	2930	8%	258	362	381	32%	
4 Observation Hours	1612	1394	1440	1.20%	363	197	151	1.65%	
5 Admissions (Acute)	49	45	54	0.37%	7	6	11	0.20%	
6 Average Length of Stay (Acute)	2.90	3.00	3.32		2.85	4.00	2.01		
7 Outpatient Visits	5145	5876	5876		1,085	832	907		
8 ED Visits	1063	1009	1121		212	143	177		
9 Emergency Admit to Inpatient	4.14%	3.00%	4.46%		2.36%	2.80%	4.52%		
10 Procedures	105	138	94		32	20	21		
11 Clinic Visits	4624	6199	6179		-	877	883		
12 Rehab Treatments	5544	6099	6897		1,438	863	995		
13 Imaging Visits	2349	2473	2259		418	350	312		
14 Lab Visits	15799	16031	16244		2,654	2,268	2,437		
Profitability									
14 Revenue Deductions % of Gross Revenue									
15 Salaries % Gross Patient Revenue		36%	30%	33%		42%	30%	36%	
16 Benefits % of Salary Expense		31%	45%	29%		23%	45%	26%	
17 Bad Debt % Gross Patient Revenue		8%	26%	27%		27%	26%	32%	
18 Charity % Gross Patient Revenue		1.20%	1.78%	2.04%		0.33%	1.78%	1.65%	
19 Total Salary Expense	\$ 3,828,330	\$ 3,005,539.57	\$ 3,447,432		\$ 551,857	\$ 500,923	\$ 501,290		

- 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%



TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Aaron Edwards, CEO
 Subject: CEO Report

MEETING DATE: August 25, 2020

As of June 25, 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"> • Have had some very promising screening interviews for the open clinic manager position. • Beginning work on the 2021 ED/Hospital block schedule. • Received two calls this month from physicians looking for work (ED). • Received CV's via Board Chair Giddings for two physicians (husband and wife) looking to relocate back in Republic (one grew up here). • We have a new Rehab Director starting in October moving from the Vancouver, WA area.
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"> • Brant and I will be attending the virtual NRHA annual late next month. • WSHA is working on a virtual annual meeting in October for leadership (would like to have the Board attend). • Getting closer to an agreement with the Elson S. Floyd Medical School at WSU to have two students work on an analysis of what could be done to improve obstetric care in rural facilities such as ours. • WSU will be including our patients and community in a coming study on COVID and cancer patients (how COVID-19 has impacted them across various measures). • Will be doing COVID-19 point of prevalence testing in the ALF soon per a DOH mandate (optional for patients, not optional for employees). • Our summer UW med student completed her report on home health and the potential for it in Ferry County. Will review and pass on to Board members (just received it).
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"> • Planning for flu shot days to be done in the parking lot in prep for a COVID-19 vaccine coming sometime in the not too distant future. • Visited with a family working towards opening an early childhood learning center here in Republic, space in there only issue at this point. • BHT may possibly have some funding to help with bringing early childhood learning and/or suicide prevention.
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"> • July was another record for gross revenue, however, recent COVID cases seemed to have slowed our August clinic pacing. • Hired a nurse specializing in inpatient qualification to reduce inpatient/hospital billing denials (working with InterQual software).
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"> • Continue to work towards the possibility of surgical services coming to the District. • Certified wound nurse coming to the hospital in October.



WSHA Annual Meeting eSeries



SEPT.
16

10:00 -
11:30 a.m.



Mike Abrashoff

Mike Abrashoff was the most-junior officer in the Pacific Fleet when he took command of the near-worst performing ship. Twelve months later, the USS Benfold was the best ship in the entire Navy - using the same crew. The story of that stunning transformation has lessons for every organization: leadership matters - and culture is everything.

OCT.
07

10:00 -
11:00 a.m.*



Mara Liasson

Mara Liasson is a national political correspondent for NPR. Her reports can be heard regularly on award-winning newsmagazine programs Morning Edition and All Things Considered. Liasson provides coverage of politics and policy from Washington, DC, focusing on the White House and Congress.

* Please also join us for the [WSHA BUSINESS MEETING @ 11:00 a.m.](#) and the [WSHA LEGISLATIVE PREVIEW @ 12:00 p.m.](#)

OCT.
28

10:00 -
11:30 a.m.



WSHA Peer Exchange: Lessons Learned from COVID-19 Response

Join WSHA Member Hospitals as they share TED-style presentations, accompanied with a follow-up discussion session.

NOV.
11

10:00 -
11:30 a.m.



Carvell Wallace

Carvell Wallace is a New York Times Bestselling author, memoirist, and award-winning podcaster who covers race, arts, culture, film and music for a wide variety of news outlets. He is a regular long form contributor to the New York Times Magazine where his profile of Riz Ahmed was a cover story in August 2018. He has additionally written cover profiles on Mahershala Ali for GQ and Samuel L. Jackson for Esquire.

DEC.
02

10:00 -
11:30 a.m.



Don Berwick

Don Berwick is the United States' leading advocate for high-quality health care, and one of the top thinkers in health care today. He sees tremendous unrealized potential in American medicine. Despite our expert practitioners and world-class equipment, our health care system can do better in providing safe, high-quality care at reasonable costs.