



BOARD OF COMMISSIONERS' MEETING

September 28, 2021, 10:30 a.m., in the HUB conference room, Republic WA

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
• Minutes 8/24/21 Board Meeting			
• Approval of Warrants			
• Financial Write-Off Report			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	
Clinic Report		Julia Santana	6
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	7-9
• Resolution 2021#8 Participate in WA State Insurance Plans	ACTION		
Financial Report		Brant Truman	10-18
CEO Report		Aaron Edwards	19-20
Old Business		Nancy Giddings	
• Board QI Project			
• Facility Update			
• Health Foundation			
• Strategic Planning			
• Aaron's Evaluation			
Board Representative Reports			

- Finance Ron Bacon/Sarah Krausse
- Quality Improvement Jody Jannot/DiAnne Lundgren
- Compliance/Risk Management Ron Bacon/Sarah Krausse
- Medical Staff Nancy Giddings/DiAnne Lundgren
- Credentialing DiAnne Lundgren/Nancy Giddings
 1. Request for appointment of Courtesy Medical Staff privileges by proxy for Integra Imaging provider: Patrick Cox, MD
 2. Request for reappointment of Courtesy Medical Staff privileges by proxy for Integra Imaging provider: James Eaton, MD
 3. Request for appointment of Courtesy Medical Staff privileges for Donald Canaday, MD
- EMS Nancy Giddings

New Business Nancy Giddings

- Set Budget Hearing date in November
- Ethics Committee: Board representative

Executive Session – RCW 42.30.110(1)(g) 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 October 19, 2021 @ 10:30 a.m. in the HUB Conference Room



Ferry County Health

BOARD OF COMMISSIONERS' MEETING August 24, 2021

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:33 a.m. on August 24, 2021, in the HUB conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO; Brant Truman, CFO/COO; Julia Santana, James Davidson, IT Manager, Adam Volluz, Informatics Director and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Bacon and seconded by Krausse to amend the consent agenda to add review refinance of USDA loan under New Business. The motion passed unanimously.

GUEST: Nancy Churchill and Leslie Williams

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

CORRESPONDENCE: None

PUBLIC COMMENTS: Heard community members.

A motion was made by Lundgren and seconded by Jannot to add discussion on equal access to healthcare under the 7/28/21 public comments. The motion passed unanimously. Sarah abstained.

CNO REPORT: No report

CLINIC REPORT: Santana reviewed her report.

MEDICAL STAFF REPORT: Dr. Garcia gave his report via text to Aaron.

SAFETY REPORT: Working with other facilities with getting transfers out. Still waiting for the airport lights to be fixed. Our CT is being installed.

CFO/COO REPORT: Truman reviewed his report. He also reviewed the new insurance plan the District would like to go with next year. The Board would like to review WAC's and RCW's and will take action next month on the resolution. Truman went over the different interest rates he received from different banks to refinance the USDA Loan.

FINANCIAL REPORT: Truman reviewed the July financials.

Giddings called for a break at 12:05 p.m. Open session continued at 12:32 p.m.

Adam Volluz went over the Meditech EMR choice. The Board will approve the Meditech contract at next month's board meeting.

CEO REPORT: Edwards reviewed his report.

OLD BUSINESS:

- Board QI Project: On hold.
- Facility Update: The lawn remodel is looking good.
- Health Foundation: Will be meeting to discuss scholarships.
- Strategic Planning: Continue to work on it.
- Curlew Clinic: Rehab is still fully booked up there.
- Pharmacy: Will discuss in executive session.
- Aaron's evaluation: The Board will work on this in executive session.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: Meeting was cancelled.
- Compliance/Risk Management: Meeting was cancelled.
- Medical Staff: No Board concerns.
- Credentialing:
 1. A motion was made by Lundgren and seconded by Krausse to approve the Active Medical Staff privileges for Matthew Short, MD. The motion passed unanimously.
 2. A motion was made by Lundgren and seconded by Krausse to approve the Active Medical Staff privileges for Patricia Short, MD. The motion passed unanimously.
 3. A motion was made by Lundgren and seconded by Krausse to approve the Courtesy Medical Staff privileges by proxy for Integra Imaging providers Mark Alder, MD and Stephanie Simonson, MD. The motion passed unanimously.
- EMS: Will have a special meeting to discuss the mandate.

NEW BUSINESS:

- Refinance USDA Loan:
A motion was made by Lundgren and seconded by Bacon to approve moving forward with the proposal for refinancing the USDA Loan through Bank of America. The motion passed unanimously.

EXECUTIVE SESSION: Executive Session was called at 2:04 p.m. regarding RCW 42.30.110(1)(g) and 42.30.110(1)(d).

Open session resumed at 3:20 p.m. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 3:20 p.m.



TO: Ferry County Public Hospital District #1 Board of Commissioners MEETING DATE September, 28th 2021
 FROM: Julia R Santana
 Subject: Board Report

As of May 18 th	
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"> • We chose Michelle Ordway to enter the MA apprenticeship program starting October. • I was asked by WSHA to be a mentor for the Washington State Opportunity Scholarship. That will start in October as well • Nikki Scriver is no longer with us. She transferred up to the ALF the second week of September because she has started nursing school in Omak. We are very proud of her but it has caused back office/ nursing staffing issues.
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"> • I am very proud of both the front and back office for everyone working together to make sure patients are seen, phone calls and call backs completed and meds refilled. It has not been perfect or easy with less back office nursing staff, two new providers and increase in sick in patients in ISO to include scheduled patients and walk ins. But the increase in communication and team work is showing. • Adam will put putting up a timeline of how the new EMR implantation to go live will be going and showing where we currently are in the process. He will be putting this information in the Hosp and clinic
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"> • We are working out billing and seeing if Kristine our new Dietician will be seeing patients as an Outpatient Service or billed through the Clinic • Our Nexpalon account was approved and we already have 3 patients waiting for the procedure • I have reached out to Katie Jo Raebel several times for our mock survey report and have not heard back from here. • We have met a couple times with Anita from WSU and they will be submitting to us paperwork to finalize (and approval) for FCPHD to become a fellowship site for newly graduated NP's
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"> • We are tracking cancelations more closely to see how many pt's cancel due to "sick" or "covid" but at the same time we are seeing an increase of walkin and sick
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"> • Pulse Cardiology is going smoother, Dr Canaday and Cody Reese PA were here September 14th and together saw 19 patients. • The Shorts are getting settled in. We are already scheduling pt's with them staring Sept 22. On Thursdays Patty will be seeing primarily consults.



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

MEETING DATE: September 28, 2021

As of September 16, 2021	
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"> • Interviewing potential Pharmacy candidates. • Working on finalizing pharmacy assistant positions. • Looking for a central supply assistant. • Dietician recently started, excited to have her as part of the district. • Looking for a lot of positions within the district.
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"> • Improved quality across registration team, program continues to progress. Improvement has been slowed by COVID, hopeful for future help. • Improved MRI maintenance to allow for longevity of MRI bus, expecting to add permanent cooling system in 2022. • Plan of Correction with DOH/CMS complete and approved.
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 different opportunities to improve use of our survey tool. • Working on 501c3 application in an effort to make sure we can compete with other non-profit employers. • Looking at employee insurance options.
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"> • Continue to look at opportunities to pay off debt at accelerated rate, focusing on refi of current debt to save money. Hopefully finalized shortly • Total Fiscal Support from the Federal Government. • CARES ACT: \$3,752,874 PPP LOAN: \$1,280,000 (Grant) • Approximately \$2 million dollars will go back to the government, currently working on reporting funds. Reporting has been delayed for 2 months, waiting on finalized reporting adjustments to submit. Single Audit will occur as well. • Working on getting inventory in place in pharmacy to allow for track and trace on a monthly basis. Working on getting properly staffed to accomplish inventory needs. • Working on 501c3, more to come on that front. • 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"> • CT scanner installed and operational, excited to have improved imaging quality at the district.

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- Excited for new EMR opportunity, go live is slated for November 1, 2022.
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Ferry County Health
RESOLUTION 2021 #8

**A RESOLUTION OF THE DISTRICT OF FERRY COUNTY PUBLIC HOSPITAL DISTRICT #1
BOARD OF COMMISSIONERS OF FERRY COUNTY HOSPITAL DISTRICT #1
REQUESTING REVIEW BY THE HEALTH CARE AUTHORITY TO PARTICIPATE IN THE
WASHINGTON STATE INSURANCE PLANS**

WHEREAS, the Health Care Authority administers the medical, dental, life, and long term disability insurance coverage for the employees of the state of Washington, as set forth in chapter 41.05 RCW; and,

WHEREAS, the (FCPHD Board of Commissioners) representing the (FCPHD #1) has reviewed the state insurance plans, chapter 41.05 RCW, RCW 41.04.205, chapter 182-08 WAC, and chapter 182-12 WAC; and,

WHEREAS, we deem the state insurance plans as providing desirable insurance coverage for the employees (and members of the Governing Body where applicable); and,

WHEREAS, we certify that all employees (and members of the Governing Body) enrolled are eligible to participate in the state insurance plans;

BE IT RESOLVED, that FCPHD #1 requests approval by the Health Care Authority to participate in the state insurance plans for the employees of FCPHD #1, subject to the requirement of RCW 41.04.205 and the rules adopted thereunder.

RESOLVED, this 28th day of September 2021.

APPROVED at a regular meeting of the Commissioners of Ferry County Health, Republic, Washington this 28th day of September 2021.

Nancy Giddings, Chair Date

Ronald Bacon, Vice Chair Date

DiAnne Lundgren, Secretary Date

Jody Jannot, Commissioner Date

Sarah Krausse, Commissioner Date

Board of Commissioners

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

Ferry County Public Hospital District #1 Financial Statements
Month Ending August 31, 2021



Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

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

Year to Date August 31, 2021

	Q1	Q2	July	August	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:							
Gross patient service revenue	5,638,216	6,789,211	2,480,722	2,319,107	100%	\$ 17,227,256	
Contractual allowances and provisions for uncollectible accounts	(1,980,801)	(2,064,977)	(946,639)	(933,827)	-40%	\$ (5,926,243)	-34%
Patient service revenue - (Net contractual allowances)	4,360,305	5,476,075	1,841,212	1,658,057	71%	\$ 13,335,650	77%
Bad debt expense	314,184	68,074	25,539	20,517	1%	\$ 428,313	2%
Other operating revenue	17,549	190,124	46,361	51,018	2%	\$ 305,051	2%
Total operating revenue	4,692,039	5,734,273	1,913,112	1,729,591	75%	14,069,015	82%
Operating expenses:							
Salaries and wages	1,886,641	2,100,208	686,396	682,271	29%	\$ 5,355,516	31%
Employee benefits	530,895	541,925	142,987	171,219	7%	\$ 1,387,026	8%
Professional fees	420,356	499,068	54,461	143,573	6%	\$ 1,117,458	6%
Supplies	290,883	436,962	165,134	140,684	6%	\$ 1,033,663	6%
Purchased services - Utilities	91,207	64,476	18,020	22,284	1%	\$ 195,987	1%
Purchased services - Other	369,118	399,612	83,075	101,143	4%	\$ 952,947	6%
Pharmacy Drugs	487,072	290,081	190,614	144,061	6%	\$ 1,111,828	6%
Drug Store Retail	17,271	39,000	8,313	7,951	0%	\$ 72,534	0%
Insurance	25,467	19,804	10,468	17,236	1%	\$ 72,974	0%
Other	88,551	110,528	37,574	184,877	8%	\$ 421,530	2%
Rent	34,861	35,165	11,549	39,283	2%	\$ 120,857	1%
Amortization	10,802	10,802	3,601	3,679	0%	\$ 28,885	0%
Depreciation	217,059	209,088	65,898	67,384	3%	\$ 559,428	3%
Total operating expenses	\$ 4,470,183	\$ 4,756,717	1,478,089	1,725,645	74%	12,430,634	72%
Gain (loss) from operations	221,856	977,556	435,023	3,946	0%	\$ 1,638,381	10%
Nonoperating revenues (expenses):							
Property taxes	78,020	75,099	22,230	22,268	1%	\$ 197,617	1%
Interest earnings	2,386	1,890	479	1,184	0%	\$ 5,938	0%
Interest expense	(44,516)	(36,625)	(18,065)	(13,049)	-1%	\$ (112,255)	-1%
Grants and donations	16,062	7,712	18,636	(96)	0%	\$ 42,314	0%
Other	1,429,073	472,804	25,356	33,794	1%	\$ 1,961,027	11%
Total nonoperating revenues (expenses) - Net	1,481,025	520,880	48,635	44,101	2%	2,094,641	12%
Increase (decrease) in net position	\$ 1,702,881	\$ 1,498,437	\$ 483,658	\$ 48,046	2%	\$ 3,733,022	22%

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

Republic Drug Store Income Statement
Year to Date August 31, 2021

	Q1	Q2	July	August	% of Total Rev	YTD
Operating revenue:						
Pharmacy revenue - (Allowances)	632,247	657,068	277,855	244,529	90%	1,811,699
Retail Revenue	70,643	94,774	29,275	28,247	10%	222,938
Total operating revenue	\$ 702,890	\$ 751,841	\$ 307,129	\$ 272,776	100%	\$ 2,034,637
Operating expenses:						
Salaries and wages	82,522	86,970	31,063	35,240	13%	235,795
Employee benefits	31,187	30,911	10,601	6,576	2%	79,276
Utilities	3,573	1,855	1,031	947	0%	7,406
Pharmacy Drugs	487,072	290,081	190,614	144,061	53%	1,111,828
Retail	17,271	39,000	8,313	7,951	3%	72,534
Supplies	2,732	4,346	78	1,818	1%	8,974
Purchased services- Other	6,796	5,888	2,443	7,093	3%	22,220
Taxes and Licences	3,065	14,774	2,984	3,509	1%	24,332
Advertising	321	115	115	-	0%	551
Professional Fees	81	1,436	81	81	0%	1,680
Other	844	4,886	2,727	1,364	0%	9,821
Amortization	10,802	10,802	3,601	3,679	1%	28,885
Depreciation	13,519	13,631	4,544	5,771	2%	37,464
Total operating expenses	\$ 659,785	\$ 504,695	\$ 258,195	\$ 218,090	80%	\$ 1,640,765
Gain (loss) from operations	43,105	247,146	48,934	54,686	20%	393,872
Nonoperating revenues (expenses):						
Grants and Donations	7,181	(974)	(242)	(96)	0%	5,868
Interest Expense	(4,430)	(4,349)	(1,406)	(1,346)	0%	(11,531)
Interest earnings	-	-	-	-	0%	-
Total nonoperating revenues (expenses) - Net	\$ 2,751	\$ (5,324)	\$ (1,648)	\$ (1,442)	-1%	\$ (5,664)
Increase (decrease) in net position	\$ 45,856	\$ 241,822	\$ 47,286	\$ 53,244	20%	\$ 388,208

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

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

Year to Date August 31, 2021

<i>Assets</i>	YTD Balances July	YTD Balances August
Current assets:		
Cash and cash equivalents	\$ 10,390,788	\$ 10,344,072
Patient trust	500	500
Receivables:		
Gross AR	4,170,888	4,334,596
Contractual allowance	(1,665,177)	(1,688,647)
Patient AR - Net	2,591,186	2,708,502
Taxes	104,136	101,317
Estimated third-party payor settlements	-	-
Other	224,657	173,803
Inventories	406,054	410,454
Prepaid expenses	111,438	108,339
Total current assets	\$ 13,828,760	\$ 13,846,986
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	6,838,574	6,809,301
Total capital assets	\$ 6,865,856	\$ 6,836,583
TOTAL ASSETS	\$ 20,694,616	\$ 20,683,570

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

Balance Sheet (Combined Statement of Net Position: Hospital, Klondike Hills and Republic Drug Store)
 Year to Date August 31, 2021

<i>Liabilities and Net Position</i>	YTD Balances July	YTD Balances August
Current liabilities:		
Current maturities - Long term debt	\$ 191,008	\$ 175,287
Current maturities - Capital lease obligations	21,321	23,534
Accounts payable	161,557	226,205
Warrants payable	408,541	289,178
Sales Tax Payable	2,984	3,509
Patient trust	500	500
Payroll and related expenses	185,860	265,724
Accrued vacation	394,909	391,259
Unearned tax revenue	111,150	88,920
Accrued interest payable	77,344	87,804
CARES ACT FEDERAL FUNDING	3,012,593	3,008,951
Estimated third-party payor settlements	501,559	501,559
Total current liabilities	\$ 5,069,326	\$ 5,062,430
Noncurrent liabilities:		
Long term debt - Less current maturities	\$ 3,792,471	\$ 3,739,929
Capital lease obligations - Less current portion	41,851	42,196
Total noncurrent liabilities	3,834,322	3,782,125
Total liabilities	\$ 8,903,648	\$ 8,844,555
Net position:		
Invested in capital assets	2,741,861	\$ 2,767,834
Restricted expendables	-	-
Unrestricted	9,049,107	\$ 9,071,181
Total net position	\$ 11,790,968	\$ 11,839,015
TOTAL LIABILITIES AND NET POSITION	\$ 20,694,616	\$ 20,683,570

FINANCE DASHBOARD
Ferry County Public Hospital District #1
August 31, 2021

Stats	Year To Date		Prior Year	Current Month	
	Current Total	Target		Current Total	Target
1 Acute Care Days	144	144	130	25	16
2 Skilled Swing Bed Days	783	783	304	117	38
3 Long Term Swing Bed Days	2451	2451	2920	273	362
4 Observation Hours	2020	2020	1591	125	197
5 Admissions (Acute)	47	47	51	10	6
6 Average Length of Stay (Acute)	3.07	3.07	3.00	2.53	4.00
7 Outpatient Visits	8495	1377	6707	1237	832
8 ED Visits	1377	1377	1152	171	143
9 Emergency Admit to Inpatient	2.25%	2.25%	3.00%	4%	2.80%
10 Procedures	90	90	157	0	20
11 Clinic Visits	6265	6265	7076	940	877
12 Rehab Treatments	9805	9805	6962	1463	863
13 Imaging Visits	2672	2672	2823	370	350
14 Lab Visits	21523	21523	18299	2975	2268

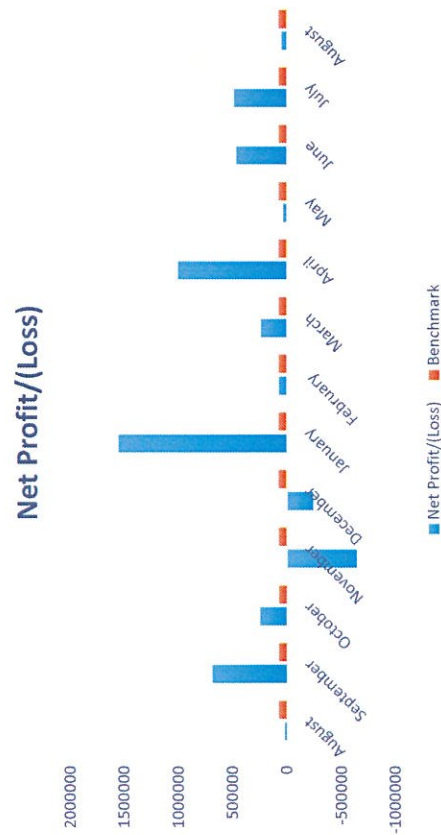
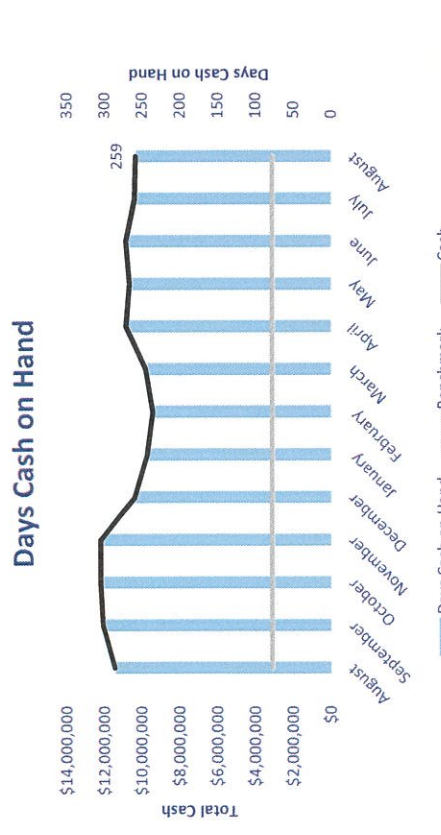
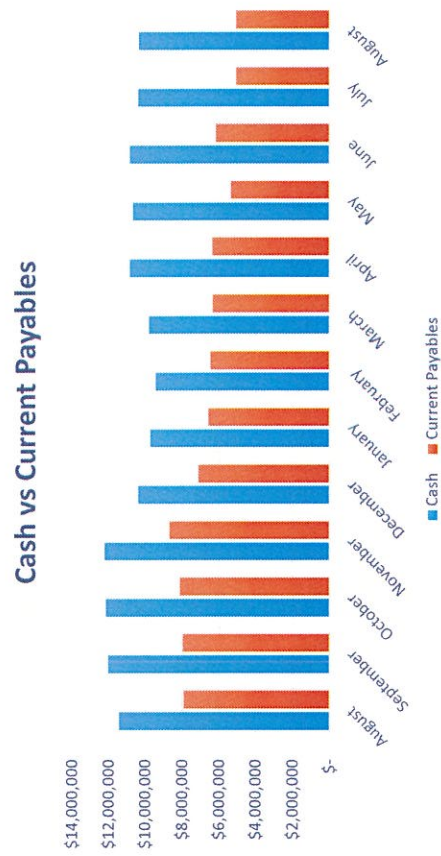
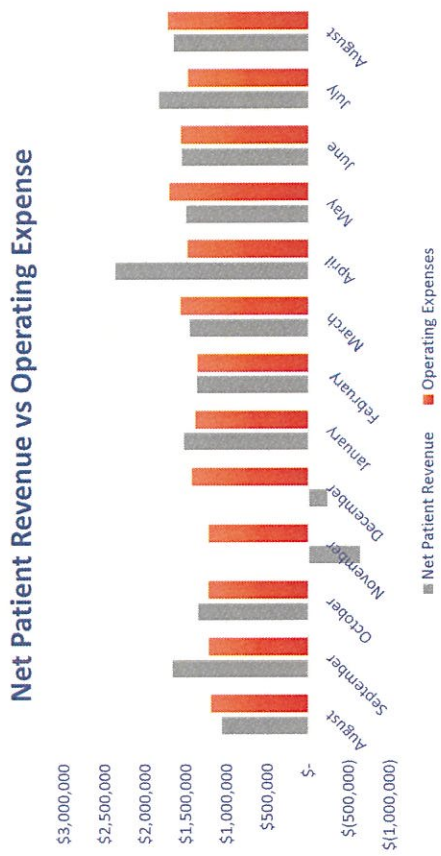
Profitability

14 Revenue Deductions % of Gross Revenue	34%	34%	30%	40%	30%
15 Salaries % Gross Patient Revenue	31%	31%	45%	29%	45%
16 Benefits % of Salary Expense	26%	26%	26%	25%	26%
17 Bad Debt % Gross Patient Revenue	2%	2%	2%	1%	2%
18 Charity % Gross Patient Revenue	0.47%	0.47%	1%	0.63%	1%
19 Total Salary Expense	\$ 5,355,516	\$ 4,800,000	\$ 4,452,304	\$ 682,271	\$ 600,000

Key

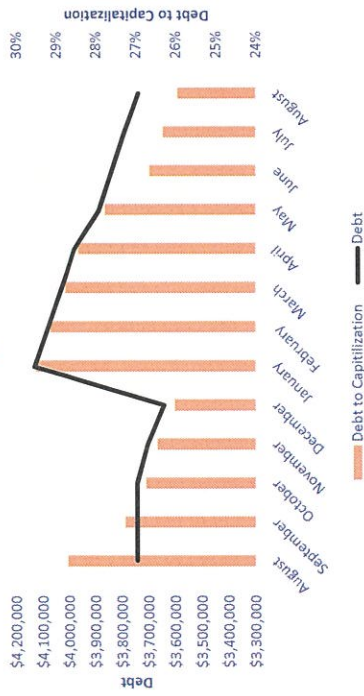
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

2021 Financial

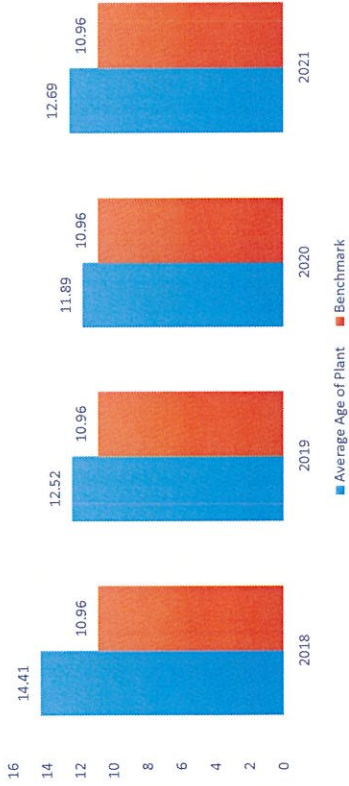


2021 Liquidity

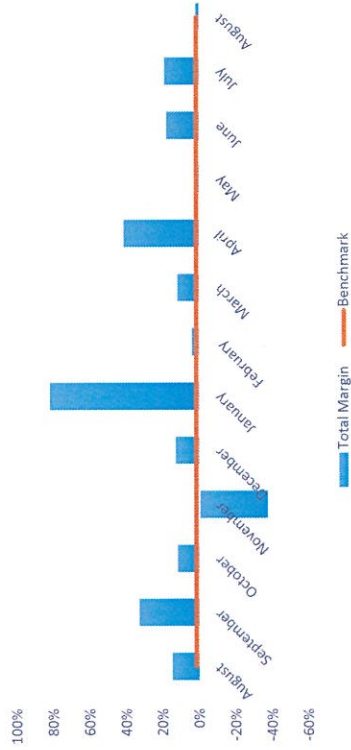
Debt to Capitalization



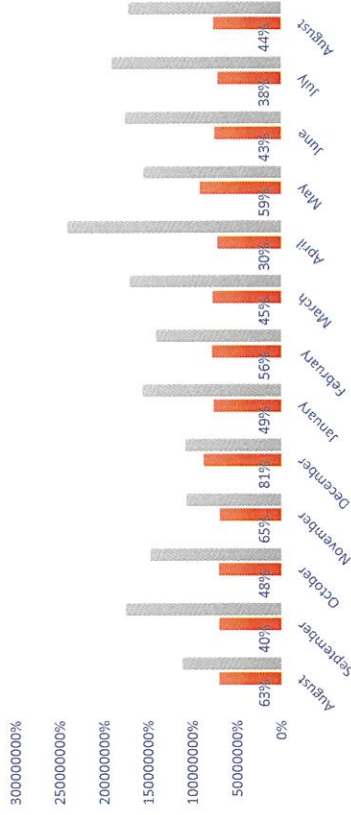
Average Age of Plant



Total Margin

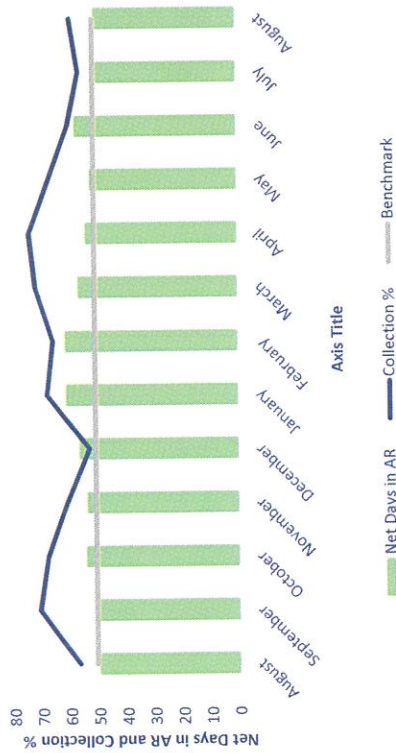


Labor Expense as a % of Operating Revenue

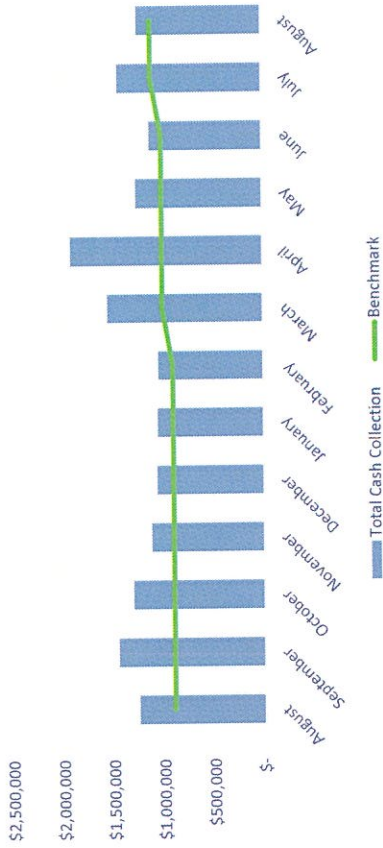


2021 Revenue Cycle

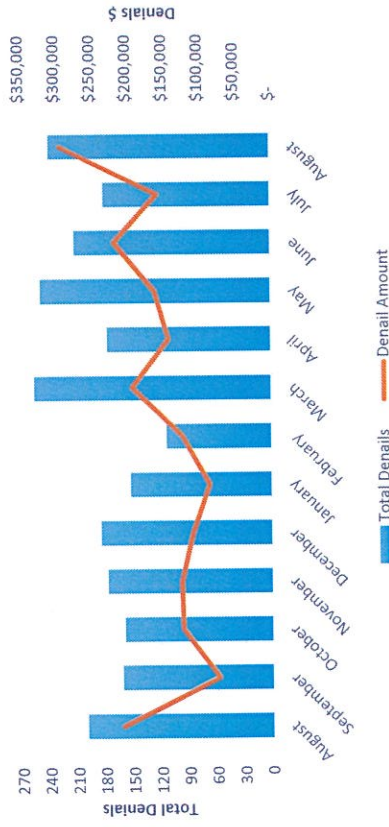
Net Days in Accounts Receivable



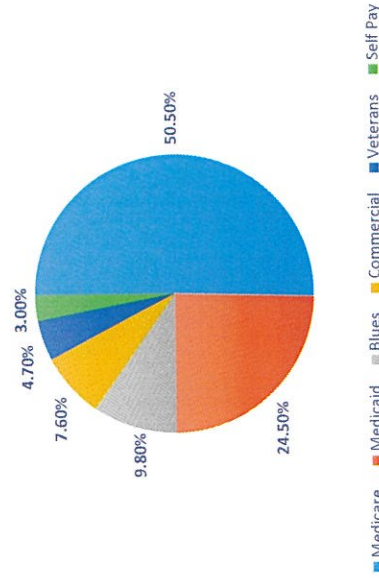
Cash Collections- Patient Accounts



Total Avoidable Denials



Payer Mix- 13 Month Average





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

MEETING DATE: September 28, 2021

As of September 16, 2021

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"> • Rolled out incentives for staff working overtime and picking up extra shifts through October. • Staffing in most areas has remains stable while many around us are struggling to the point of going on divert at times. • Thank you to our maintenance staff, Brant Truman and Katy Ricard who quickly converted our hospital procedure room into extra ED beds during a moment of need. • "COVID Village" (camp spot, 3 small homes) are full + we have added another rental to aid in efforts to remain fully staffed.
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"> • Unfortunately we have had to roll back to more restrictive visitor policy across the district due to increasing C19 spread. • We continue to be able to offer C19 vaccinations and travel testing despite increased volume coming to the District. • Dr. Garcia and I participated in a "what if" discussion around the strong possibility of Washington going to Crisis Standards of Care. Hopefully we will never need to put the exercise into play. • Humidity being installed, upgraded O2 system coming soon, lawn/sprinklers installed and looking good, and the ALF parking lot has been sealed and repainted (clinic parking lot will be next). • We have suspended gastro's for a short time to preserve hospital capacity (it has been extremely difficult to move patients the past month+ and continues to get harder).
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"> • The lab will be bringing new testing offerings online soon as they have completed validation of their new BioFire. • Radiology is up and running with a brand new Phillips 64 slice CT scanner. • The ALF is again full. • We have taken an additional two LTC patients and are now up to 10 patients (had been capped at 8). • Able to hang on to travel C19 testing but at the moment not able to do rapid PCRs due to supply shortages nationally. • Have been helping Stevens County with Monoclonal Antibody supplies as Prov just getting up and going. These are now be rationed nationally due the large Delta surge.
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"> • Will likely have to move employee insurance plans, expecting a substantial increase.

Growth

- Continue to advocate to be able to keep our CARES money which has yet to be sent back to CMS.
- Revenue has exceeded expenses by \$3.7M YTD, August was breakeven due to large onetime expense for the coming new EHR.

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

- Dietitian in place (shared with Rural Resources) with an aim to improved care in the hospital as well as resuming clinic visits.