



BOARD OF COMMISSIONERS' MEETING

January 26, 2021, 10:30 a.m., in the HUB Conference Room & Zoom

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	3-7
<ul style="list-style-type: none"> • Minutes 12/22/20 Board Meeting • Approval of Warrants • Financial Write-Off Report • Surplus Small Equipment 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	8-9
Clinic Report		Julia Santana	10
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	11
Financial Report		Brant Truman	12-19
CEO Report		Aaron Edwards	20
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Strategic Planning 			
Board Representative Reports			
<ul style="list-style-type: none"> • Finance 		Ron Bacon/Sarah Krausse	

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

- Quality Improvement Jody Jannot/DiAnne Lundgren
 - Compliance/Risk Management Ron Bacon/Jody Jannot
 - Medical Staff Nancy Giddings/DiAnne Lundgren
 - Credentialing DiAnne Lundgren/Nancy Giddings
 - Request for reappointment of Courtesy Medical Staff privileges for William Hartman, PA-C
 - Request for reappointment of Courtesy Medical Staff privileges for William Magee, MD
 - Request for reappointment of Courtesy Medical Staff privileges for Sam Hsieh, MD
 - Request for reappointment of Active Medical Staff privileges for Kal Kelley, MD
 - Request for appointment of Courtesy Medical Staff privileges for Douglas Waggoner, MD
 - Request for appointment of Courtesy Medical Staff privileges for Nathan Spence, MD
 - EMS Nancy Giddings
- New Business Nancy Giddings
- Election of Officers and Committees
 - Complete Annual Conflict of Interest Disclosure
 - Bylaw review
- 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 February 23, 2021 @ 10:30 a.m. in the HUB Conference Room & via Zoom



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

December 22, 2020

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:37 a.m. on December 22, 2020, via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Jody Jannot and Sarah Krausse. Aaron Edwards, CEO; Brant Truman, CFO/COO; Julia Santana and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Lundgren and seconded by Jannot to amend the consent agenda to add CT scanner and Hazard Pay under New Business. The motion passed unanimously.

GUEST: Elizabeth Corcoran and Scott Hylton

SAO Audit Exit: Elizabeth Corcoran and Scott Hylton reviewed the SAO audit.

CORRESPONDENCE: Giddings read a thank you cards from family of a resident that passed away.

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

PUBLIC COMMENTS: None

CLINIC REPORT: Santana reviewed the attached report.

MEDICAL STAFF REPORT: Garcia noted the following via message:

- We picked up where we left off on bylaws. We plan to make time after each med staff meeting to work on them.
- Very happy we were able to get the vaccine to Republic so soon and feel a big relief with getting our LTC residents, staff and providers vaccinated. We still need to continue to use face masks and take precautions.
- I have been impressed with lab having the quad plex has helped keep us safe with admissions and other high risk situations having 40 min turnaround time.

SAFETY REPORT: Truman reviewed the following:

- We have seen an increase of mental health patients in the ER needing security. Will be looking into this to keep our staff safe.
- The temporary doors between LTC and the nurse's station will be replaced soon.

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

- SAO recommendations.
- Reviewed possible grant ideas.
- We have decided to not bring billing in house at this time. Will stay with our current vendor at this time.

FINANCIAL REPORT: Truman reviewed the November financials.

Giddings called for a break at 11:35 a.m. Open session continued at 11:44 a.m.

Adam Volluz discussed different companies he has looked into for purchasing a new CT scanner.

CEO REPORT: Edwards reviewed the attached report and noted the following:

- We were able to vaccinate 74 employees with the Covid vaccine.
- Thank you to the City for helping sand the Covid village while we wait for our sander to get here.
- Presented the Smart Dollar information and Hazzard pay for employees.

A motion was made by Lundgren and seconded by Jannot to approve Hazard pay and Smart Dollar for employees. The motion passed unanimously.

OLD BUSINESS:

- Board QI Project: On hold.
- Facility Update: The DOH has signed off on Hermanson's work.
- Health Foundation: They did not meet.
- Board Succession: Will take off the agenda.
- Strategic Planning: On hold.
- Pharmacy: Working through everything to complete the purchase and transfer.
- Curlew Clinic: PT looking to have PT services in Curlew. Will present their ideas to the Board.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: Getting ready for 2021 QI projects.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing: No Board concerns.
- EMS: Giddings noted Derek Gianukakis will be on the EMS board now.

NEW BUSINESS:

- CT Scanner:

A motion was made by Krausse and seconded by Lundgren to approve the purchase of a new CT scanner with digital x-ray upgrade. The motion passed unanimously.

Asset Disposal Sheet (Quarterly Report)
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)
 For 1st Quarter, 2021

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS	DISPOSAL TIMELINE	COMMENTS
	Front wheeled walker	Old	Recycle	ASAP	
	Rower	Do not use	Surplus	ASAP	
2/1/1991	Aospueer Microscope	Obsolete	Surplus	ASAP	
1/1/1990	Olympus Microscope	Obsolete	Surplus	ASAP	
1/1/2017	Byers Salt Dog Sander	Broken	Surplus	ASAP	
1/1/2015	MDE15 Maytag Dryer	Worn out	Dump	ASAP	
1/1/2016	4 Metal Desks	Replaced	Surplus	ASAP	
	Leg Press	Do not use	Surplus	ASAP	

APPROVED BY:

Facilities Mgr _____ Date: _____

CFO _____ Date: _____

CEO _____ Date: _____

BOD _____ Date: _____

Resolution 2021 #1
 Date Approved by BOC: 1/26/21



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

MEETING DATE: January 26, 2021

As of January 19, 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"> • Nurse Staffing Mike has been busy! Two confirmed hires for nightshift RNS and 2 confirmed Agency staffing for nights as well. We are seeing more Covid in our hospital and when that happens it pretty much takes a nurse off the normal assignment path. We are staffing up for covid and for transfers that need a nurse to go along when we are unable to fly. Our NAC situation is not as well off. Three injuries are holding us back from being well staffed. We are working on it. A new NAC class begins in Feb. • Workflow Evaluation Nothing new on this front except when we get a covid patient in. Staff is adapting though not always easy. Mike has some swing beds that he is working on.
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"> • Infection Control/ Employee Health Covid has managed to stay out of our hospital although we have dodged a bullet or two. Katy busy with tracing and we all are doing time in the White House for testing. We go through streaks and currently we have flattened out a bit. Fingers crossed
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"> • Swing Beds. • We continue to recruit and currently we have 4 SBs and all are doing fine. • New Equipment Nothing new in this area. No time to spend money during a pandemic! • QI/RISK/QMM Nothing to report here. Will be needing to get the new quality dashboard completed soon.
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> <p>We have been hiring help through our in-house agency. And hoping by April, all contracts will be concluded and all staff are back to work from injuries. 2020 was tough on shoulders!</p>
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>

Still looking for a community safety projects. 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. Nothing new in this area due to time commitment to vaccines, but didn't want to forget about it.

CNO My life has become vaccine related. Mike, Katy and I are doing a lot of the physical work and Aaron is going to bat for us with the state on a daily basis. By the time you have your meeting we will have vaccinated over 700 folks with many more to go to meet the need of the community. I would like to call out our two volunteers, Pam King and Nancy Morris who have organized the hotline and many other tasks. There are so many moving parts besides just the pokes in the arms. Mike and Katy and I have been pretty much working nonstop on this project and I have hope there is light at the end of the tunnel. Time to shed 2020 and look to 2021 as beacon of light. I see the fall frog is attached. Too cute to cut this month. Happy New Year.





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

MEETING DATE: January 26th 2021

As of Jan 21, 2021

As of Jan 21, 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"> I have received more applications for Informatics positions. I am hoping to get interviews set up soon
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"> We have implemented a basic scheduling matrix for the front office to follow We got a temp taking kiosk for Zach, our screener. Temps can now be taken hands free, lessening exposure risk to Zach.
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 front desk will be receiving Medical Terminology training soon.
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"> I need the time to pick through the new RHC changes that are being implemented because this will be affecting the clinic financially
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"> Brant and I will be looking into the possibility of adding Telemedicine services to the clinic



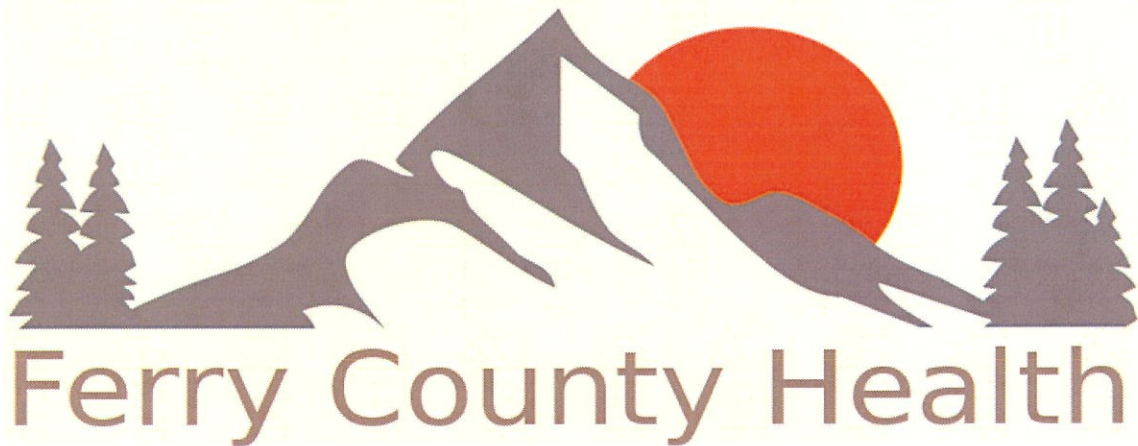
TO: Ferry County Public Hospital District #1 Board of Commissioners
 FROM: Brant Truman
 Subject: COO/CFO Report

MEETING DATE: January 26, 2021

As of January 21, 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"> • New additions have incorporated really well excited to see how they grow. • New employees at Republic Drug Store. Looking for a new tech. • New OT and PT started earlier this month, great additions to our team. • Bringing on new doctor team in clinic. • New Doc in the ER coming summer of 2022. • Have new intern that is with us for the next couple of months, look forward to working with him.
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"> • Working on price transparency to allow for shop able services among our patients. • Improved quality across Registration and program continues to progress.
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 into a registration kiosk opportunity to minimize errors and improve service. • Improved HR tracking tool to allow for better employee management. • Signed Cardiac contract, working through insurance credentialing. • Working on additional capital projects that will improve the quality of services.
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 pay down debt each month to help meet our Goal of 2024. • Realized additional savings in our revenue cycle. • Submitted PPP loan forgiveness documents, expect answer in the next couple of months. • HHS allowed for a change to facilitate all capital project costs associated. (approx. 50% of total) • Working through all YE requirements to finalize 2020. • Total Fiscal Support from the Federal Government. • CARES ACT: \$3,752,874)PPP LOAN: \$1,280,000 (Potential Grant) Review status • Working through Financial set up at The Republic Drug Store, expect Drug Store to be a great addition. • Review of Financials presented.
Growth	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> • Working on additional opportunities to expand in Cardiac. • New CT Scanner purchased • AI provider documentation started.

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

	Q2	Q3	November	December	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:							
Gross patient service revenue	5,217,686	6,356,146	1,728,552	1,748,612	100%	\$ 21,990,447	
Contractual allowances and provisions for uncollectible accounts	(1,670,879)	(2,233,908)	(707,253)	(754,955)	-43%	\$ (7,887,255)	-36%
Patient service revenue - (Net contractual allowances)	\$ 3,546,807	4,122,238	1,021,300	993,657	57%	\$ 14,103,192	64%
Bad debt expense	85,998	17,071	48,219	23,248	1%	\$ 287,869	1%
Other operating revenue	231,554	209,184	4,466	67,552	4%	\$ 801,329	4%
Total operating revenue	3,864,359	4,348,493	1,073,984	1,084,458	62%	15,192,390	69%
Operating expenses:							
Salaries and wages	1,618,555	1,764,111	570,238	783,537	45%	\$ 7,006,353	32%
Employee benefits	438,596	453,401	142,403	180,677	10%	\$ 1,785,647	8%
Professional fees	416,246	386,857	166,256	102,402	6%	\$ 1,548,954	7%
Supplies	221,991	267,873	90,737	118,031	7%	\$ 1,121,564	5%
Purchased services - Utilities	63,104	52,775	24,741	22,859	1%	\$ 260,097	1%
Purchased services - Other	323,788	359,861	97,443	104,024	6%	\$ 1,325,147	6%
Insurance	12,956	33,728	7,997	7,997	0%	\$ 93,118	0%
Other	42,700	61,364	35,526	29,705	2%	\$ 298,475	1%
Rent	34,719	34,719	11,709	11,573	1%	\$ 139,111	1%
Depreciation	200,562	204,307	70,063	67,202	4%	\$ 814,006	4%
Total operating expenses	3,373,216	3,618,997	1,217,114	1,428,007	82%	14,392,472	65%
Gain (loss) from operations	491,143	729,497	(143,129)	(343,549)	-20%	\$ 799,918	4%
Nonoperating revenues (expenses):							
Property taxes	73,014	182,619	21,876	24,160	1%	\$ 272,440	1%
Interest earnings	9,338	29,390	1,403	1,147	0%	\$ 35,486	0%
Interest expense	(46,356)	(121,822)	(14,334)	(14,489)	-1%	\$ (180,368)	-1%
Grants and donations	1,200	17,590	3,654	5,055	0%	\$ 53,189	0%
Other	870,745	1,108,127	(505,829)	91,930	5%	\$ 792,250	4%
Total nonoperating revenues (expenses) - Net	907,940	1,215,903	(493,230)	107,803	6%	972,997	4%
Increase (decrease) in net position	\$ 1,399,084	\$ 1,945,400	\$ (636,360)	\$ (235,746)	-13%	\$ 1,772,915	8%

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 December 31, 2020

<i>Assets</i>	YTD Balances November	YTD Balances December
Current assets:		
Cash and cash equivalents	\$ 12,218,918	\$ 10,383,787
Patient trust	500	500
Receivables:		
Gross AR	3,484,885	3,375,861
Contractual allowance	(1,384,399)	(1,384,761)
Patient AR - Net	2,100,486	1,991,100
Taxes	20,404	21,021
Estimated third-party payor settlements	-	(4,874)
Other	116,161	247,985
Inventories	222,651	228,066
Prepaid expenses	50,650	38,792
Total current assets	\$ 14,729,770	\$ 12,906,378
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	5,715,266	5,660,265
Total capital assets	\$ 5,742,548	\$ 5,687,547
TOTAL ASSETS	\$ 20,472,318	\$ 18,593,925

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 December 31, 2020

<i>Liabilities and Net Position</i>	YTD Balances November	YTD Balances December
Current liabilities:		
Current maturities - Long term debt	\$ 85,854	\$ 100,853
Current maturities - Capital lease obligations	70,515	63,377
Accounts payable	190,369	63,446
Warrants payable	329,608	815,072
Patient trust	500	500
Payroll and related expenses	327,149	168,284
Accrued vacation	380,633	360,787
Unearned tax revenue	21,876	-
Accrued interest payable	147,859	160,906
CARES ACT FEDERAL FUNDING	4,491,639	4,978,318
Estimated third-party payor settlements	2,629,373	388,115
Total current liabilities	\$ 8,675,375	\$ 7,099,658
Noncurrent liabilities:		
Long term debt - Less current maturities	\$ 3,608,157	\$ 3,543,158
Capital lease obligations - Less current portion	97,752	95,822
Total noncurrent liabilities	3,705,909	3,638,980
Total liabilities	\$ 12,381,284	\$ 10,738,638
Net position:		
Invested in capital assets	\$ 1,732,410	\$ 1,723,431
Restricted expendables	-	-
Unrestricted	6,358,623	6,131,856
Total net position	\$ 8,091,034	\$ 7,855,287
TOTAL LIABILITIES AND NET POSITION	\$ 20,472,318	\$ 18,593,925

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

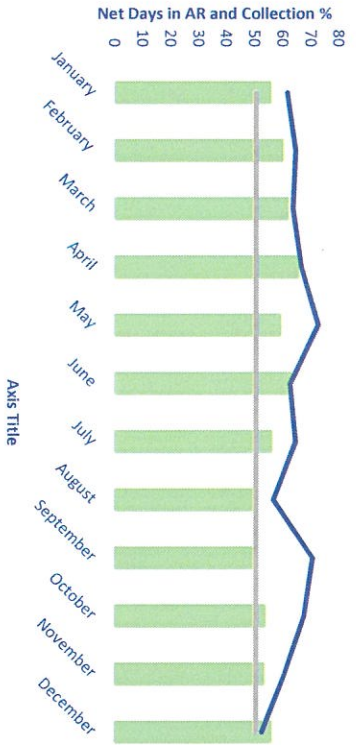
Stats	Year To Date				Current Month			
	Current Total	Target	Prior Year		Current Total	Target	Prior Year	
1 Acute Care Days	262	197	254		13	16	19	
2 Skilled Swing Bed Days	776	458	570		116	38	61	
3 Long Term Swing Bed Days	3165	4404	4486		253	362	279	
4 Observation Hours	2524	2400	2596		112	197	292	
5 Admissions (Acute)	74	77	84		6	6	10	
6 Average Length of Stay (Acute)	2.82	3.00	2.62		1.67	4.00	2.70	
7 Outpatient Visits	10142	10117	10299		988	832	770	
8 ED Visits	1836	1738	1907		118	143	157	
9 Emergency Admit to Inpatient	4.14%	3.00%	3.99%		5.93%	2.80%	3.82%	
10 Procedures	175	237	191		12	20	26	
11 Clinic Visits	9975	10672	10800		1,058	877	856	
12 Rehab Treatments	12015	10500	12425		1,264	863	899	
13 Imaging Visits	3924	4258	3790		293	350	3790	
14 Lab Visits	28808	27600	27678		2,599	2,268	2,415	
Profitability								
14 Revenue Deductions % of Gross Revenue	35%	30%	30%		36%	30%	40%	
15 Salaries % Gross Patient Revenue	31%	45%	29%		45%	45%	29%	
16 Benefits % of Salary Expense	27%	26%	8%		23%	26%	27%	
17 Bad Debt % Gross Patient Revenue	0%	2%	2%		1%	2%	2%	
18 Charity % Gross Patient Revenue	4%	1%	0.48%		2%	1%	0.20%	
19 Total Salary Expense	\$ 5,652,578	\$ 5,009,233	\$ 6,019,658		\$ 783,537	\$ 500,923	\$ 518,089	

Key

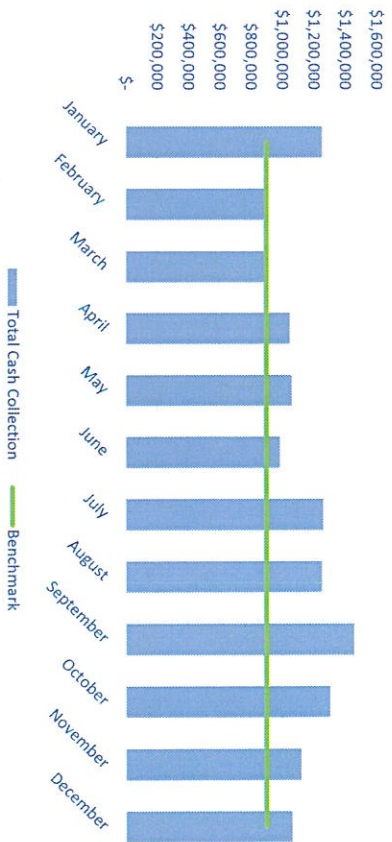
- Meets or exceeds budget/target
- Does not meet budget/target expectations by 5% or less
- Does not meet budget/target expectations by greater than 5%

2020 Revenue Cycle

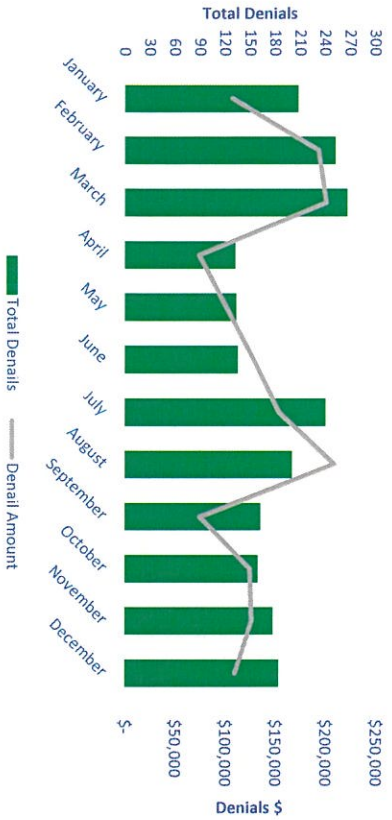
Net Days in Accounts Receivable



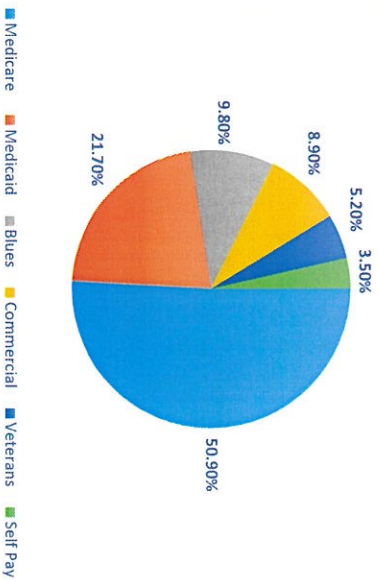
Cash Collections - Patient Accounts



Total Avoidable Denials

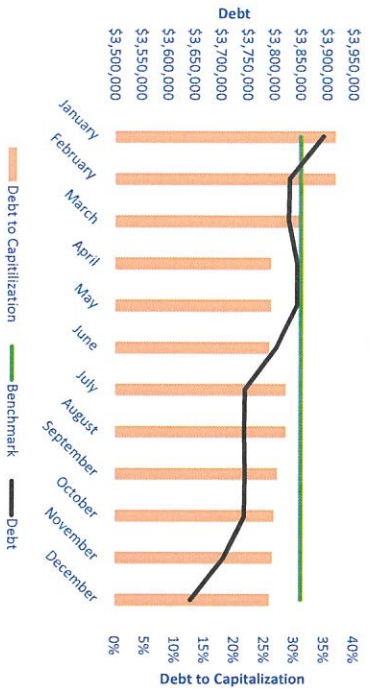


Payer Mix - 13 Month Average

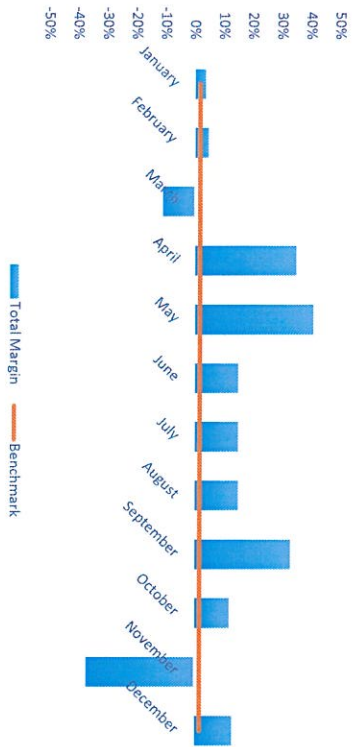


2020 Liquidity

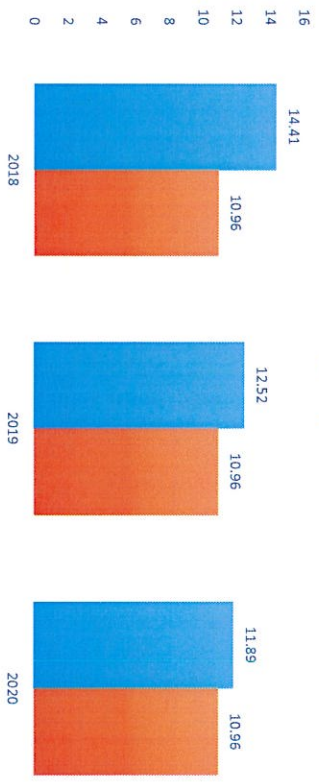
Debt to Capitalization



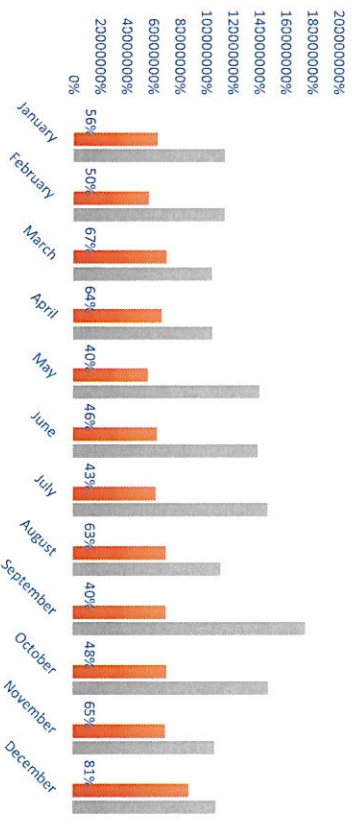
Total Margin



Average Age of Plant

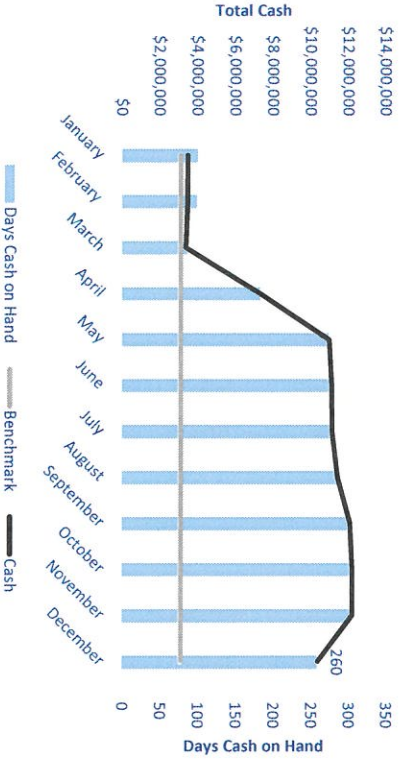


Labor Expense as a % of Operating Revenue

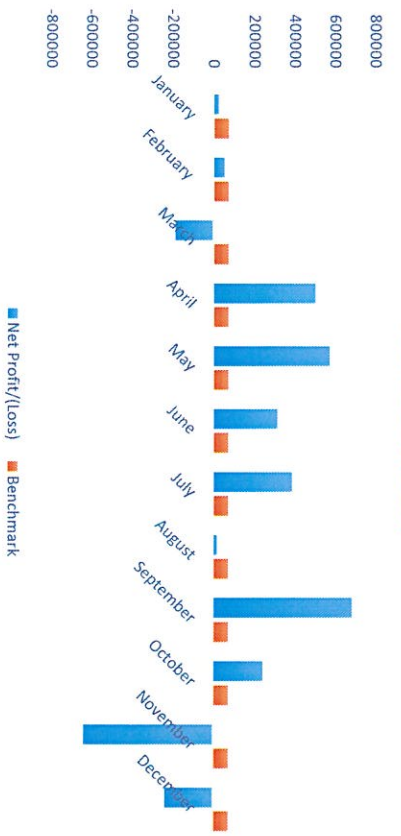


2020 Financial

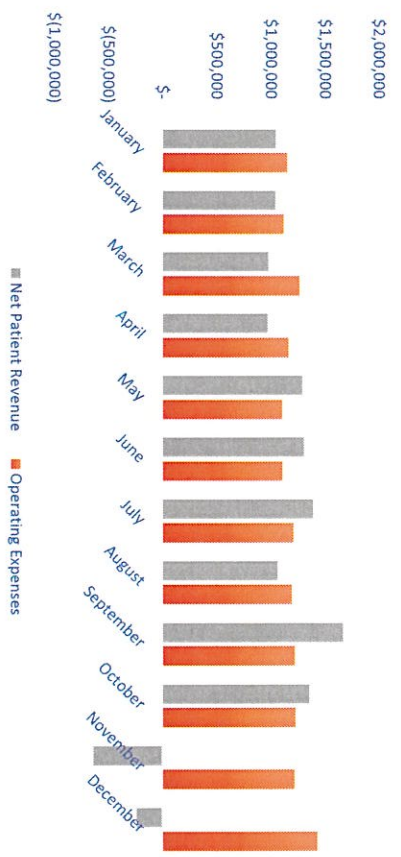
Days Cash on Hand



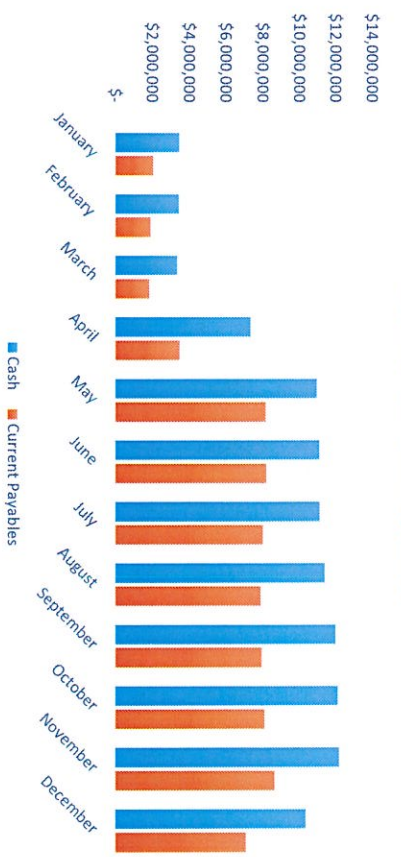
Net Profit/(Loss)



Net Patient Revenue vs Operating Expense



Cash vs Current Payables





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

MEETING DATE: January 26, 2021

As of January 21, 2021

<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"> Extremely appreciative of those volunteers that are working to direct traffic (Ferry County Search and Rescue), make appointment phone calls, and monitor for adverse events (Curlew and Republic EMS) during vaccination events. Significant staff have been devoted to our vaccination efforts of late (CNO, Clinic Manager, CEO, 4 hospital nurses off and on, 1 MA, 1 pharmacist, significant numbers of volunteers). We are pleased to announce the addition of Dr. Silas Wiefelspuett to our ED/Hospital team, coming in June of 2022 (with a few rotations likely this summer)! We are hopeful to add two physicians to our clinic team last this coming summer. We provided a hazard pay bonus for all employees (CEO, CFO excluding) during the holidays. HR Launching a new tool called Lattice which will serve as a platform for reviews, goal setting, and real time feedback across district teammates.
<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"> Continue with my NRHA Rural CEO Certification, working on units on physician recruitment and medical staff meetings/bylaws. A new 64 slice Phillips CT has been purchased and will be delivered sometime in March. Working on the purchase of a digital x-ray upgrade.
<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"> By the time we visit in person we will have exceeded 1,000 vaccinations! Helped to move vaccine to 3 long term care facilities in Stevens County + did some vaccination in Keller and Inchelium. We are well into phase B1. Will be working to share CARES funding with Curlew EMS, Republic EMS, and SAR for their assistance with vaccinating.
<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"> Significant changes coming to the clinic with the recently passed RHC Modernization Act which we believe will drive down clinic reimbursement.
<p>Growth</p>	<p>To be the healthcare provider choice for our community. To identify service growth areas. To market service programs to community and constituents.</p> <ul style="list-style-type: none"> Contracting complete with Multi-Care to provide cardiology services. Completed orientation for our move to an "A" member of the Rural Health Collaborative. We believe there will be significant opportunity with this group. Started discussion with a possible building and construction consultant to help with planning long into the future.