



BOARD OF COMMISSIONERS' MEETING

October 22, 2019, 10:30 a.m., in the HUB Conference Room

Mission Statement

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

AGENDA

	Page(s)		
Call to Order		Nancy Giddings	
Quorum Established		Nancy Giddings	
Review, Amend, Accept Agenda		Nancy Giddings	
Introduction of Board, District Employees and Guests		Nancy Giddings	
<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 9/18/19 Board Meeting • Minutes 9/24/19 Special Board Meeting • Minutes 10/14/19 Special Board Meeting • Approval of Warrants • Financial Write-Off Report 			
Rural Resources			
DZA			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	8-9
Clinic Report		JoAnn Ehlers	10-11
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report - Will be handed out at the meeting		Brant Truman	
Financial Report		Brant Truman	12-22
CEO Report		Aaron Edwards	23-26
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Board Succession planning 			

- Strategic Planning
- Job Corp

Board Representative Reports

- Finance Ron Bacon/Sarah Krausse
- Quality Improvement Sarah Krausse/DiAnne Lundgren
- Compliance/Risk Management Ron Bacon/Sarah Krausse
- Medical Staff Nancy Giddings/DiAnne Lundgren
- Credentialing DiAnne Lundgren/Nancy Giddings
 1. Request for reappointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra provider: James Eaton, MD
- EMS Nancy Giddings

New Business Nancy Giddings

- Hot Topic
- Recap from the WSHA Conference

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.**

**Budget Hearing Meeting is November 4, 2019 @ 10:00 a.m. in the Hospital Conference Room
Special Board Meeting Workshop is November 11, 2019 @ 10:00 a.m. in the Hospital Conference Room
Next regularly scheduled meeting is November 26, 2019 @ 10:30 a.m. in the HUB Conference Room**



Ferry County Health

BOARD OF COMMISSIONERS' MEETING September 18, 2019

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 12:00 p.m. on September 18, 2019, in the Hospital Conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren and Sarah Krausse. Aaron Edwards, CEO; Brant Truman, CFO/COO; Cindy Chase, CNO; JoAnn Ehlers, Clinic Manager; Mike Jager, Maintenance Manager 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 Lundgren to accept the agenda as written. The motion passed unanimously.

VISITORS: Jim Burnside, Rachel Siracuse, Mary Masingale, Nancy Betschart, Ryan Berendsen.

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

CORRESPONDENCE: Giddings read a letter of interest for the Keller Board position from Jody Jannot.

RURAL RESOURCES AND CITY OF REPUBLIC:

- Jim Burnside stated a new rail will go up next week on the new sidewalk entering the hospital entrance. He also said the City will be installing flashing speed limit signs at the top and bottom of Klondike.
- The Board would like the City take ownership from the entrance of the Hospital off Klondike to the end of where the new sidewalk ends. The Hospital would be responsible from that point in to the hospital district. Jim Burnside said he and Rachel would take this to the City Council for approval.
- Once this is complete the Hospital will grant an easement to Rural Resources.

PUBLIC COMMENTS: None

CNO/QUALITY IMPROVEMENT AND COMPLIANCE/RISK MANAGEMENT: Chase reviewed the attached report.

CLINIC REPORT: Ehlers reviewed the attached report.

MEDICAL STAFF REPORT: No report.

SAFETY REPORT: Truman noted the following:

- The sidewalk on the lower parking lot stairs railing has been installed.
- Room 6 remodel is complete.

CFO/COO REPORT: Truman reviewed the attached report.

FINANCIAL REPORT: Truman reviewed the attached August financials.

CEO REPORT: Edwards reviewed the attached report.

OLD BUSINESS:

- Board QI Project: The Board will be working on an onboarding process for new Board members.
- Facility Update: Edwards noted he will be exploring the cost for a new maintenance shop that also has apartments attached. The Board thought this was a great idea.
- Health Foundation: Meeting went well.
- Board Succession Planning: The Board would like to set a Special meeting to interview Jody Jannot for the vacant Keller position on 9/24/19 or 10/7/19. Sharbono will get this scheduled.
- Strategic Planning: The Board will have a Special Board Workshop meeting on 10/14/19 at 9:00 a.m. in the Hospital Conference room.

BOARD REPRESENTATIVE REPORTS:

- Finance: Bacon discussed the cost report. The Finance Committee will be attending the DZA conference in Spokane October 28th.
- Quality Improvement: Next meeting is scheduled for 10/23/19.
- Compliance/Risk Management: Next meeting is scheduled for 11/8/19.
- Medical Staff: Lundgren noted it was a great meeting.
- Credentialing:
 1. A motion was made by Lundgren and seconded by Bacon to approve the appointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra Imaging provider Stephanie Simonson, MD. The motion passed unanimously.
- EMS: No Board concerns.

NEW BUSINESS:

- Hot Topic: Lundgren discussed a company called Care Net. They will be having an auction to get an ultrasound to take to rural communities for OB patients that do not have insurance.
- Job Corps: Edwards, Truman and Ehlers met with Job Corps yesterday and they are all working out a plan for coverage.
- Budget Hearing Date: The Budget Hearing date will be 11/4/19 at 10:00 a.m. in the Hospital Conference room.

EXECUTIVE SESSION: Executive Session was called a 3:22 p.m. for 60 minutes regarding performance of a public employee RCW 42.30.110(1)(g).



Ferry County Health

**BOARD OF COMMISSIONERS' SPECIAL WORKSHOP MEETING
October 14, 2019**

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 9:17 a.m. on October 14, 2019 in the Hospital conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, Sarah Krausse, DiAnne Lundgren and Jody Jannot. Aaron Edwards, CEO, Brant Truman, CFO/COO and Lacy Sharbono, Executive Assistant was also present.

GUEST: Mary Masingale, Ashley Venturo

QUORUM ESTABLISHED: A quorum was present.

Oath of Office: Ashley Venture, Public Notary performed the Oath of Office for Jody Jannot.

The group took a photo to add to the website and Mary took one for the newspaper.

STRATEGIC PLANNING: Giddings shared ideas from Building a Culture of Ownership in Healthcare.

A discussion was made to do a survey to determine the current culture.

The Board will meet for another Strategic Planning Workshop on November 11, 2019 at 10:00 a.m. in the Hospital Conference Room.

ADJOURNMENT: As there was no further business the meeting was adjourned at 11:14 a.m.

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



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

MEETING DATE: October 24, 2019

As of October 17, 2019

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 is in a great position. We have adequate PRN staff picking up vacation coverage. No agency or travelers needed. • Workflow Evaluation The NAC class is winding down. We have hired 5 of the 6 students in various capacities. We have one agency NAC whose contract ends the end of this month. New NACs have some orientation lined up and will be ready to roll within the next 4 weeks.
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. Katy has been busy with giving flu shots to the staff. She also is looking into how to best serve the patients who have had cultures taken either in the hospital or the clinic. Our current reporting system has some quirks that are being ironed out. She is looking to beef up the antimicrobial stewardship meeting to include discussion of the hospital patients that are actually on antibiotics and how to monitor patients in between meetings. More to come on that venture.
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. The revised process is in full swing now and was tested by Deaconess Hospital in Spokane. There were a few communication tweaks that had to be made but as of October 16, they are ironed out. Amy is working on a new flier that will be distributed everywhere that explains our process and what we have to offer swing bed patients at FCH. • Activities Coordinator. We seem to have some positive movement in that direction to fill that opening. We have received a list of many potential volunteers and the possibility of 3 candidates who are interested in the role. This will be pursued aggressively over the next couple of weeks. • Staff Meeting. My first all staff meeting for the nursing department is today. Main topic is Patient Centered Care which includes how we give excellent care, good teamwork, good communication and customer service. I have all the care givers invited so they hear the same message.
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"> • With our good staffing, it is going to be a rare occasion to use Agency staffing. We have selected a FHM machine, Combo bipap and ventilator machine. Still working on the new tele system. Spacelabs back again on the 29 with a demo.
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"> • CNO Since returning from vacation, I have been focusing on filling critical positions. One position that is close to being filled internally is the NM role. Also, recently there have been staff dissatisfaction with the schedule. I have taken over the schedule for now and



reformatted it and thus far, the staff have been happy with their schedules and the ease of the new look. I am currently evaluating the charge nurse role. I want our charge nurses to feel empowered to lead, make decisions and solve problems and am considering at either providing training on site or sending them to an actual training course. It is important to have someone in charge that knows what they are doing and is respected by the staff they are leading that shift. Hoping to inspire better cooperation with each other and ultimately resulting in better patient care and monitoring.



TO: Ferry County Health Board of Commissioners
 FROM: JoAnn Ehlers
 Subject: Clinic Report

MEETING DATE: October 22, 2019

As of October 15, 2019

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 have finally hired a new Front Office Coordinator and she is locally born and raised! • Still need a PRN for back up at the least. • Josie Larsen is moving to the ALF full time, her last day with the Clinic is the 18th. • I had some GREAT help from Melinda Payton, Kandee Urseth, William Bosnyak, Pearl Sigurdson, Penny Christman, and Cindy McLain, through our shortages and want to thank them here in public. Even Provider Jodi grabbed a ringing phone one day. ☺ • It did seem that community members enjoyed having nursing staff out front.
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"> • There were still glitches in the new phone system. We found we have a box that collects messages that we did not know about. There were 200 messages in there and we had some exemplary help in pulling those and checking on anyone that actually left a message. BIG thanks to Melinda Payton and Kandee Urseth. • In the meantime, we are emptying all message boxes as soon as we possibly can. Our message to all patients is: If you do not hear back from us within an hour or two at the most, please keep calling.
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"> • Dr. Kelley will be adding time to the Clinic. This will give us one more provider to see patients for 2 or more days per week starting next week. When I know more, I will share. • The MRI will go live soon; we are meeting about the best way to work together. • DSHS Mobile Team (without big van) returned on October 10, it was a very cold day and only one of the people I had lined out to come in did so. The team was super about this and does plan to return in the Spring and Summer of next year. I will plan an event if possible. • Our High Dose Flu Shots have been delayed and as of 10/15, we are still looking at between October 24 to November 7th as an arrival date, if there are no other delays. The Health District also verified that they are out of the High Dose Flu Shot. • We have a first Dr. Hseih Wound Care visit referred and working to get set up in the Hospital. • Dr. Kelley's endo had a good day on the 10th. Clinic staff will continue to support Endo by sharing Julia Santana with the Hospital. • Dr. Garcia is filling up well for each injection day. • We are continuing to work to make sure we can get patients in when they need in.
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"> •
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>

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- Due to the “Status Quo” not always working well; the entire Clinic staff is working out a way we can work together to make things more efficient. This includes making a list of absolutely every task there is in this Clinic and then working out who can do what.
 - I am rebuilding what we have in terms of competency lists and tracking.
 - We are looking to possibly re-arrange the way we staff the back office; for instance, rather than one on one provider to nurse, we may try 3 nurse staff per two providers. One of the issues we constantly have is that there is one day per week that we do not have a provider in and usually the nurse is also out. If we have teams, we can have someone here representing that provider every day of the week. This would mean moving our phone nurse to a team, and dividing the phone calls between the teams per who they work with. I have worked in team situations before and so have some of the nurse staff – it has worked well and can only help with making sure our patients receive timely responses to their needs
 - Just a note: I will be in Disneyland during the Board Meeting. Minnie says “hello!”
 - As Always, I respectfully submit this with thanks. JoAnn Ehlers
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Ferry County Public Hospital District #1 Financial Statements
Month Ending September 30, 2019



Ferry County Public Hospital District No. 1
doing business as

Ferry County Memorial Hospital

Combined Income Statement: Hospital and Klondike Hills

Year to Date September 30, 2019

	Q1	Q2	July	August	September	% of Gross Rev	YTD	% of Gross Rev
Operating revenue:								
Gross patient service revenue	4,806,826	5,245,352	1,918,835	1,729,156	1,566,627		\$ 15,266,797	
Contractual allowances and provisions for uncollectible accounts	(1,625,177)	(1,673,636)	(683,366)	5,440	(381,037)	-24%	\$ (4,357,777)	-29%
Patient service revenue - (Net contractual allowances)	\$ 3,181,649	\$ 3,571,716	\$ 1,235,469	\$ 1,734,596	\$ 1,185,591	76%	\$ 10,909,021	71%
Bad debt expense	(123,940)	(87,011)	(31,725)	(12,209)	(19,940)	-1%	\$ (274,824)	-2%
Other operating revenue	218,983	356,051	80,637	(62,852)	62,473	4%	\$ 655,293	4%
Total operating revenue	3,276,692	3,840,757	1,284,381	1,659,535	1,228,124	78%	\$ 11,289,490	74%
Operating expenses:								
Salaries and wages	1,478,978	1,467,164	501,290	521,640	479,740	31%	\$ 4,448,812	29%
Employee benefits	385,956	406,794	129,679	80,549	134,881	9%	\$ 1,137,858	7%
Professional fees	359,326	447,378	159,158	179,086	117,229	7%	\$ 1,262,177	8%
Supplies	236,119	262,731	107,094	85,866	92,103	6%	\$ 783,913	5%
Purchased services - Utilities	81,195	56,695	15,176	15,668	15,098	1%	\$ 183,833	1%
Purchased services - Other	221,411	220,296	16,735	145,217	74,672	5%	\$ 678,331	4%
Insurance	20,429	11,321	16,690	7,135	7,135	0%	\$ 62,710	0%
Other	77,876	78,761	39,277	19,064	18,710	1%	\$ 233,689	2%
Rent	32,125	33,324	11,357	13,642	10,743	1%	\$ 101,192	1%
Depreciation	145,926	179,774	57,296	91,741	59,473	4%	\$ 534,210	3%
Total operating expenses	3,039,341	3,164,238	1,053,753	1,159,610	1,009,784	64%	\$ 9,426,727	62%
Gain (loss) from operations	237,351	676,519	230,629	499,925	218,340	14%	\$ 1,862,763	12%
Nonoperating revenues (expenses):								
Property taxes	68,497	75,143	22,300	22,336	22,300	1%	\$ 210,575	1%
Interest earnings	16,114	17,747	6,166	6,498	6,135	0%	\$ 52,660	0%
Interest expense	(58,821)	(53,640)	(17,595)	(8,525)	(15,250)	-1%	\$ (153,830)	-1%
Grants and donations	19,449	13,475	7,157	-	-	0%	\$ 40,081	0%
Other	59,921	58,060	69,512	(35,868)	17,885	1%	\$ 169,508	1%
Total nonoperating revenues (expenses) - Net	105,160	110,784	87,539	(15,560)	31,070	2%	\$ 318,994	2%
Increase (decrease) in net position	\$ 342,511	\$ 787,303	\$ 318,168	\$ 484,365	\$ 249,410	16%	\$ 2,181,757	14%

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

Hospital Income Statement
 Year to Date September 30, 2019

	Q1	Q2	July	August	September	YTD
Operating revenue:						
Gross patient service revenue	4,652,157	5,099,984	1,874,450	1,684,771	1,525,098	14,836,461
Contractual allowances and provisions for uncollected	(1,625,177)	(1,677,822)	(686,470)	5,440	(381,037)	(4,365,066)
Patient service revenue - (Net contractual allowances)	\$ 3,026,980	\$ 3,422,162	\$ 1,187,980	\$ 1,690,211	\$ 1,144,061	\$ 10,471,395
Bad debt expense	(123,940)	(87,011)	(31,725)	(12,209)	(19,940)	(274,824)
Other operating revenue	218,956	356,006	80,628	(62,866)	62,464	655,190
Total operating revenue	3,121,996	3,691,158	1,236,883	1,615,137	1,186,586	10,851,760
Operating expenses:						
Salaries and wages	1,375,562	1,374,657	470,731	489,887	450,475	4,161,311
Employee benefits	355,356	377,341	119,979	69,319	124,270	1,046,265
Professional fees	359,326	447,378	159,158	179,086	117,229	1,262,177
Supplies	230,665	256,858	105,788	84,035	90,927	768,273
Purchased services - Utilities	77,955	53,074	14,044	14,463	13,888	173,424
Purchased services - Other	201,257	198,118	9,590	138,038	67,319	614,323
Insurance	20,429	11,321	16,690	7,135	7,135	62,710
Other	77,515	78,115	39,049	18,980	18,626	232,285
Rent	-	1,199	649	2,899	-	4,747
Depreciation	145,926	179,774	57,296	91,741	59,473	534,210
Total operating expenses	2,843,990	2,977,835	992,974	1,095,583	949,343	8,859,725
Gain (loss) from operations	278,006	713,323	243,909	519,554	237,243	1,992,036
Nonoperating revenues (expenses):						
Property taxes	68,497	75,143	22,300	22,336	22,300	210,575
Interest earnings	15,821	17,438	6,066	6,395	6,040	51,761
Interest expense	(58,821)	(53,640)	(17,595)	(8,525)	(15,250)	(153,830)
Grants and donations	19,449	13,475	7,157	-	-	40,081
Other	59,921	58,060	69,512	(35,868)	17,885	169,508
Total nonoperating revenues (expenses) - Net	104,868	110,476	87,439	(15,662)	30,975	318,095
Increase (decrease) in net position	\$ 382,873	\$ 823,799	\$ 331,348	\$ 503,892	\$ 268,218	\$ 2,310,130

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

Klondike Hills Income Statement
 Year to Date September 30, 2019

	Q1	Q2	July	August	September	YTD
Operating revenue:						
Patient service revenue - (Net contractual allowances)	\$ 154,669	\$ 149,554	\$ 47,489	\$ 44,385	\$ 41,529	\$ 437,625
Other Operating Revenue	27	45	9	14	9	104
Total operating revenue	154,696	149,599	47,498	44,399	41,538	437,729
Operating expenses:						
Salaries and wages	103,416	92,507	30,559	31,753	29,265	287,501
Employee benefits	30,600	29,453	9,700	11,230	10,611	91,594
Supplies	5,454	5,873	1,306	1,831	1,176	15,640
Purchased services - Utilities	3,240	3,621	1,133	1,206	1,209	10,409
Purchased services - Other	20,154	22,178	7,144	7,180	7,352	64,009
Other	362	646	228	84	84	1,405
Rent	32,125	32,125	10,708	10,743	10,743	96,445
Total operating expenses	195,350	186,403	60,778	64,028	60,442	567,002
Gain (loss) from operations	(40,655)	(36,805)	(13,281)	(19,629)	(18,904)	(129,273)
Nonoperating revenues (expenses):						
Interest earnings	293	308	100	103	95	899
Total nonoperating revenues (expenses) - Net	293	308	100	103	95	899
Increase (decrease) in net position	\$ (40,362)	\$ (36,496)	\$ (13,180)	\$ (19,526)	\$ (18,808)	\$ (128,374)

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

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

Year to Date September 30, 2019

Assets	YTD Balances July	YTD Balances August	YTD Balances September
Current assets:			
Cash and cash equivalents	\$ 3,971,644	\$ 4,386,429	\$ 4,238,944
Patient trust	500	500	500
Receivables:			
Patient AR - Net	2,192,937	2,021,487	2,275,985
Gross AR	\$ 3,403,401	\$ 3,122,580	\$ 3,249,368
Contractual allowance	(1,210,464)	(1,101,093)	(973,384)
Taxes	124,196	121,970	114,411
Estimated third-party payor settlements	-	(50,340)	70,306
Other	119,127	201,152	149,920
Inventories	149,953	154,257	155,338
Prepaid expenses	54,186	45,125	48,446
Total current assets	\$ 6,612,543	\$ 6,880,580	\$ 7,053,850
Noncurrent cash and cash equivalents:			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funded depreciation	-	-	-
Total noncurrent assets limited as to use	-	-	-
Capital assets:			
Nondepreciable capital assets	\$ 27,282	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	5,595,546	5,697,922	5,661,404
Total capital assets	\$ 5,622,829	\$ 5,725,204	\$ 5,688,686
TOTAL ASSETS	\$ 12,235,371	\$ 12,605,784	\$ 12,742,536

Ferry County Public Hospital District No. 1

doing business as

Ferry County Memorial Hospital

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

Year to Date September 30, 2019

<i>Liabilities and Net Position</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current liabilities:			
Current maturities - Long term debt	\$ 433,729	\$ 259,014	\$ 85,284
Current maturities - Capital lease obligations	93,268	97,772	134,750
Accounts payable	358,818	289,698	168,809
Warrants payable	267,487	177,740	345,477
Patient trust	500	500	500
Payroll and related expenses	326,479	134,059	166,844
Accrued vacation	270,187	278,212	286,195
Unearned tax revenue	111,498	89,198	66,899
Accrued interest payable	105,361	121,100	130,762
Estimated third-party payor settlements	100,000	236,854	236,854
Total current liabilities	\$ 2,067,327	\$ 1,684,146	\$ 1,622,372
Noncurrent liabilities:			
Long term debt - Less current maturities	\$ 4,142,275	\$ 4,141,989	\$ 4,141,369
Capital lease obligations - Less current portion	73,701	227,677	177,412
Total noncurrent liabilities	4,215,975	4,369,666	4,318,781
Total liabilities	\$ 6,283,302	\$ 6,053,812	\$ 5,941,153
Net position:			
Invested in capital assets	\$ 774,495	\$ 877,653	\$ 1,019,109
Restricted expendables	-	-	-
Unrestricted	5,177,574	5,674,320	5,782,273
Total net position	\$ 5,952,069	\$ 6,551,973	\$ 6,801,383
TOTAL LIABILITIES AND NET POSITION	\$ 12,235,371	\$ 12,605,784	\$ 12,742,536

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

Hospital Balance Sheet
 Year to Date September 30, 2019

<i>Assets</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current assets:			
Cash and cash equivalents	\$ 3,872,881	\$ 4,299,165	\$ 4,149,031
Patient trust	500	500	500.00
Receivables:			-
Patient AR - Net	2,137,748	1,963,532	2,214,582
Gross AR	3,348,212	3,064,625	3,187,965
Contractual allowance	(1,210,464)	(1,101,093)	(973,384)
Taxes	124,196	121,970	114,411
Estimated third-party payor settlements	-	(50,340)	70,306
Interdivision Receivables	1,480,015	1,497,863	1,515,863
Other	119,127	201,152	149,920
Inventories	149,953	154,257	155,338
Prepaid expenses	54,186	45,125	48,446
Total current assets	\$ 7,938,606	\$ 8,233,224	\$ 8,418,397
Noncurrent cash and cash equivalents:			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funded depreciation	-	-	-
Total noncurrent assets limited as to use	-	-	-
Capital assets:			
Nondepreciable capital assets	\$ 27,282	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	5,595,546	5,697,922	5,661,404
Gross depreciable capital assets	14,661,726	14,855,843	14,878,797
Depreciation	(9,066,179)	(9,157,921)	(9,217,394)
Total capital assets	\$ 5,622,829	\$ 5,725,204	\$ 5,688,686
TOTAL ASSETS	\$ 13,561,435	\$ 13,958,429	\$ 14,107,083

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

Hospital Balance Sheet
 Year to Date September 30, 2019

<i>Liabilities and Net Position</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current liabilities:			
Current maturities - Long term debt	\$ 433,729	\$ 259,014	\$ 85,284
Current maturities - Capital lease obligations	93,268	97,772	134,750
Accounts payable	355,681	287,456	172,909
Warrants payable	267,487	175,675	331,356
Nursing home trust	500	500	500
Payroll and related expenses	308,109	126,480	156,208
Accrued vacation	237,691	243,148	252,997
Unearned tax revenue	111,498	89,198	66,899
Accrued interest payable	105,361	121,100	130,762
Estimated third-party payor settlements	100,000	236,854	236,854
Total current liabilities	\$ 2,013,323	\$ 1,637,197	\$ 1,568,517
Noncurrent liabilities:			
Long term debt - Less current maturities	\$ 4,142,275	\$ 4,141,989	\$ 4,141,369
Capital lease obligations - Less current portion	73,701	227,677	177,412
Total noncurrent liabilities	4,215,975	4,369,666	4,318,781
Total liabilities	\$ 6,229,299	\$ 6,006,863	\$ 5,887,298
Net position:			
Invested in capital assets	\$ 774,495	\$ 877,653	\$ 1,019,109
Restricted expendables	-	-	-
Unrestricted	6,557,641	\$ 7,073,914	\$ 7,200,675
Total net position	\$ 7,332,136	\$ 7,951,566	\$ 8,219,785
TOTAL LIABILITIES AND NET POSITION	\$ 13,561,435	\$ 13,958,429	\$ 14,107,083

Ferry County Public Hospital District No. 1

doing business as
Ferry County Memorial Hospital

Klondike Hills Balance Sheet
 Year to Date September 30, 2019

<i>Assets</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current assets:			
Cash and cash equivalents	\$ 98,763	\$ 87,264	\$ 89,913
Patient trust	-	-	-
Receivables:			
Patient AR - Net	55,189	57,955	61,403
Gross AR	55,189	57,955	61,403
Contractual allowance	-	-	-
Taxes	-	-	-
Estimated third-party payor settlements	-	-	-
Other	-	-	-
Inventories	-	-	-
Prepaid expenses	-	-	-
Total current assets	\$ 153,952	\$ 145,219	\$ 151,316
Noncurrent cash and cash equivalents:			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funds	-	-	-
Total noncurrent assets limited as to use	-	-	-
Capital assets:			
Nondepreciable capital assets	\$ -	\$ -	\$ -
Depreciable capital assets - Net of accumulated	-	-	-
Gross depreciable capital assets	-	-	-
Depreciation	-	-	-
Total capital assets	\$ -	\$ -	\$ -
TOTAL ASSETS	\$ 153,952	\$ 145,219	\$ 151,316

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

Klondike Hills Balance Sheet
 Year to Date September 30, 2019

<i>Liabilities and Net Position</i>	YTD Balances July	YTD Balances August	YTD Balances September
Current liabilities:			
Current maturities - Long term debt	\$ -	\$ -	\$ -
Current maturities - Capital lease obligations	-	-	-
Accounts payable	3,137	2,242	(4,100)
Warrants payable	-	2,064	14,121
Patient trust	-	-	-
Payroll and related expenses	18,370	7,579	10,636
Accrued vacation	32,497	35,064	33,198
Unearned tax revenue	-	-	-
Accrued interest payable	-	-	-
Estimated third-party payor settlements	-	-	-
Interdivision Payables	1,480,015	1,497,863	1,515,863
Total current liabilities	\$ 1,534,019	\$ 1,544,813	\$ 1,569,718
Noncurrent liabilities:			
Long term debt - Less current maturities	\$ -	\$ -	\$ -
Capital lease obligations - Less current portion	-	-	-
Total noncurrent liabilities	-	-	-
Total liabilities	\$ 1,534,019	\$ 1,544,813	\$ 1,569,718
Net position:			
Invested in capital assets	\$ -	\$ -	\$ -
Restricted expendables	-	-	-
Unrestricted	(1,380,067)	(1,399,594)	(1,418,402)
Total net position	\$ (1,380,067)	\$ (1,399,594)	\$ (1,418,402)
TOTAL LIABILITIES AND NET POSITION	\$ 153,952	\$ 145,219	\$ 151,316

Key Ratios (Hospital Only, Excluding ALF)

I). Liquidity Ratios

Current Ratio

$$= \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

Measures the ability to repay current liabilities with current assets.

Ferry County Memorial Hospital (Excluding ALF)	Direction Compared to Benchmarks	* Benchmark - Far West CAH Most Current Benchmark in 2017	^ Benchmark - Washington CAH Most Current Benchmark in 2017	Desired Trend
September YTD Ratios				
4.40	↑	2.85	3.07	↑

Days Cash on Hand

(Short-Term Sources Only)

Days Cash on Hand

(All Sources including investments)

$$= \frac{\text{Cash \& Investments}}{\text{Total Expenses}} \\ \text{(Less Depreciation \& Amortization) /} \\ \text{Number of Days}$$

The number of days of operating expenses that could be paid with current cash available.

136	↑	46	Not available	↑
136	In between	87	70	↑

Key Ratios (Hospital Only, Excluding ALF)

II). Capital Ratios

Long Term Debt to Capitalization

$$= \frac{\text{Debt}}{\text{Equity + Debt}}$$

Financial leverage of the Hospital District.

Ferry County Memorial Hospital (Excluding ALF)	Direction Compared to Benchmarks	* Benchmark - Far West CAH Most Current Benchmark in 2017	^ Benchmark - Washington CAH Most Current Benchmark in 2017	Desired Trend
September YTD Ratios				

39.00%	↓	22.60%	25.40%	↓
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Equity Financing

$$= \frac{\text{Net Position}}{\text{Total Assets}}$$

Amount of equity used to finance the Hospital District's assets.

54.00%	↑	56.80%	53.64%	↑
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III). Profit Ratios

Operating Margin

$$= \frac{\text{Operating Income (Loss)}}{\text{Net Revenue}}$$

Measures the control of operating expenses relative to operating revenues.

12.6%	↑	-3.99%	1.89%	↑
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Total Margin

$$= \frac{\text{Change in Net Position}}{\text{Total Operating Revenues}}$$

Measures the control of expenses relative to revenues.

12.9%	↑	2.60%	1.89%	↑
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Return on Total Assets

$$= \frac{\text{Change in Net Position}}{\text{Total Assets}}$$

Measures profitability relative to the Hospital District's total assets.

10.4%	↑	3.79%	Not available	↑
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Fixed Asset Turnover

$$= \frac{\text{Total Operating Revenue}}{\text{Net Plant, Property, and Equipment}}$$

Measures the Hospital District's ability to generate net operating revenue from fixed asset investments.

179%	↑	109%	Not available	↑
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* BENCHMARKS: 2017 Almanac of Hospital Financial and Operating Indicators; CAH-Far

^ BENCHMARKS: March 2017 Flex Monitoring Team CAH Financial Indicators Report: Sum



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

MEETING DATE: October 22, 2019

As of October 16, 2019

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.

- Working on a possible "job share" physician position in the clinic.
- Dr. Kelley and Dr. Rattray have stepped up helped out with filling in for absent providers in the clinic.
- Dr. Kelley will begin working two days in a week in the clinic (Monday and Tuesday).
- Have been interviewing recruiting firms to use to search for a full time clinic doctor (estimating 12-18 months to find a new doctor).
- Working on 2020 goals for the clinic + possible structural staffing changes (who works with who, who leads, etc.). Have a second meeting with the clinic providers on the 24th.
- Reopening the Nurse Manager role as our selected candidate withdrew.
- Ads have been adjusted to include allowing for training a long term care activities coordinator in lieu of up front experience.

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.

- Room 1 and 6 remodels are complete.
- Lab remodel is fully permitted and will begin soon.
- Focusing on policy clean up and transition to policy manager across the District.
- Sidewalk done at the ALF and steps in front of hospital.
- Lab has a new blood bank fridge with alarming at nurses station for 24/7 monitoring.
- We have selected a replacement fetal heart monitor which should come soon.
- Glucose monitors across the District will be replaced.
- We will have a Cardiac Monitor vendor here on the 29th to discuss replacement of our monitors (we have received two quotes already).
- New phones are in and working well for the most part. James and Jim did an excellent job of making the process go quickly and for the most part pretty seamless.
- Looking at the first wave of NRC data on how the community feels about our services. Lab already has identified a QI project around redraws + communication around when patients should expect their results.

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.

- Attended a rural health committee meeting where we agreed on legislative agenda for 2020 and discussed setbacks in home health caused by the Washington State Department of Health (nurse visits out of the clinic).
- We will not be formally contracting with Better Health Together (our ACH). Don't feel we have the bandwidth to comply with their expectations and do not feel that work with them at this time will move the District forward.
- ALF preparing for trick-or-treaters and the overall holiday season.

Financial

- Attended Rural advocacy day meetings in Washington D.C.. Had face to face meeting with Sen. Cantwell and Murray as well as Rep. Cathy McMorris. Also met with CMMI re payment reform for rural facilities.

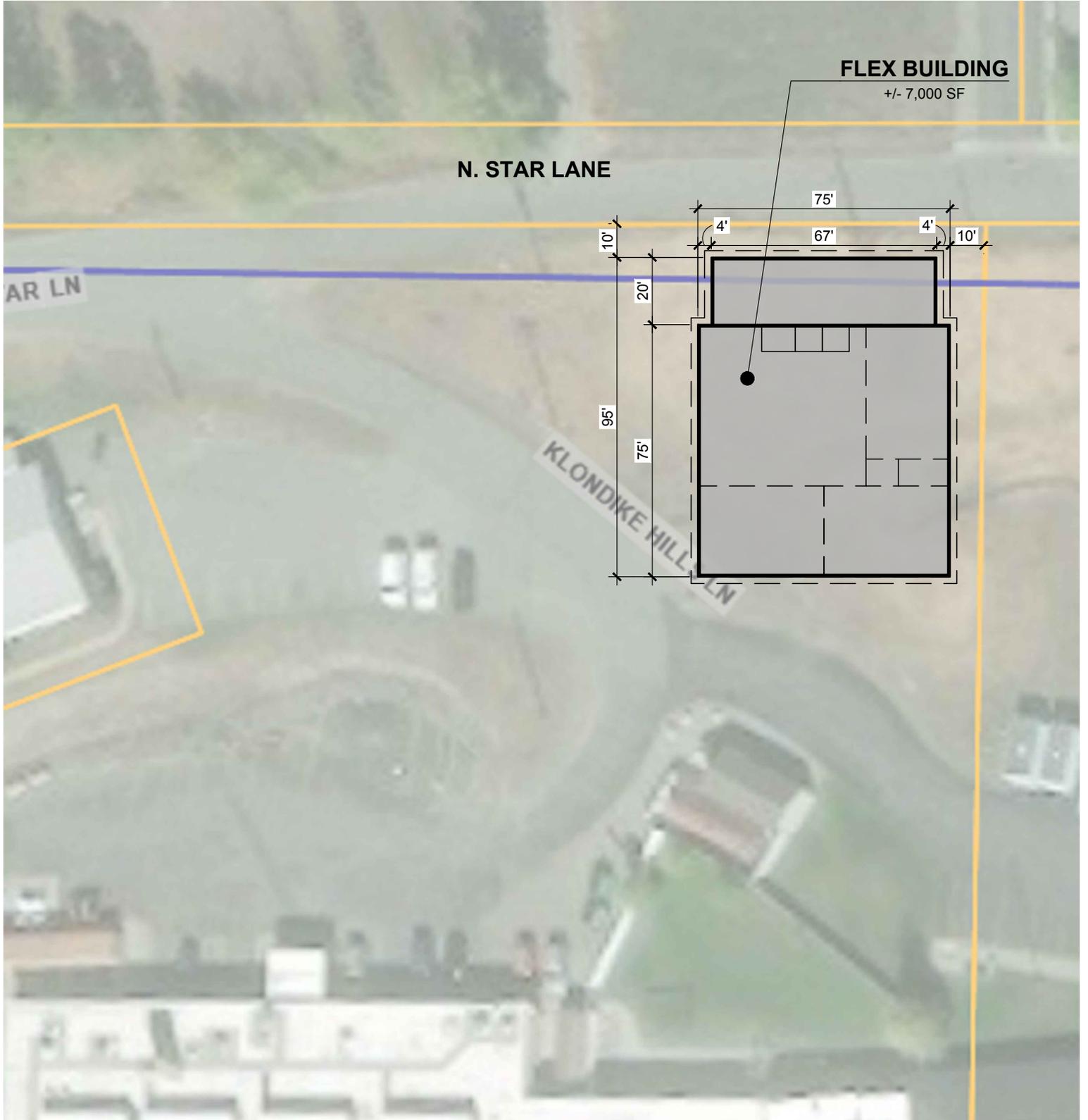
To be financially viable, to support advancing the mission and vision. To be operationally efficient. To offer value to payer and consumers.

- Budgets are all turned in and will be compiled.
- Continue to grapple with space for storage, meeting, etc. Have a preliminary drawing of a maintenance shop, doc apt, storage, and meeting room building.
- ALF expecting a new resident soon with one moving out so they will remain full. Julie has done excellent job of keeping the ALF at capacity!
- Will be attending the DZA conference in Spokane later this month (DZA does our audits and CMS cost reporting).

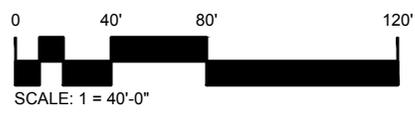
Growth

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

- Attended the WSHA annual meeting which had good workshops and time to network.
- Board strategic planning survey complete and will go out shortly.



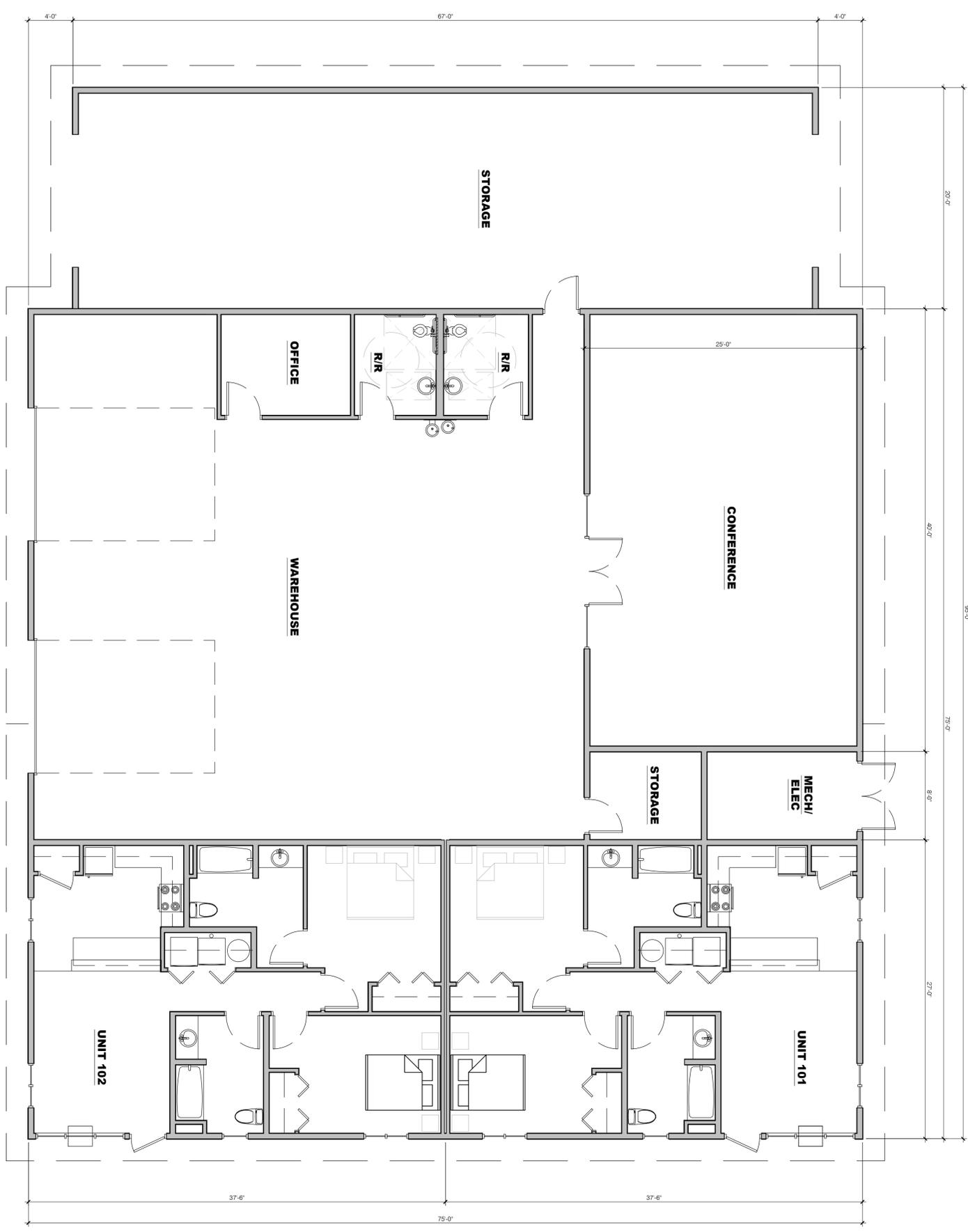
SCHEMATIC SITE PLAN #1
36 KLONDIKE ROAD * REPUBLIC, WA * 09.13.19



- GENERAL NOTES**
- ALL ITEMS TO BE COMPLETED PER SPECIFICATIONS AND GENERAL NOTES, UNLESS NOTED OTHERWISE.
 - ALL INTERIOR GINS ARE FROM FACE OF STUD TO FACE-OF-STUD.
 - ALL INTERIOR METALS TO HAVE (1) COAT INTERIOR METAL PRIMER AND (2) COAT FINISH PAINT INTERIOR SEMI-GLOSS ALYD ENAMEL.
 - CONTRACTOR SHALL PROVIDE PRODUCTS COMPLETE WITH FINISH PAINT.
 - ALL EXPOSED CONCRETE FLOOR SLAB TO RECEIVE (1) COAT SYMONS CORPORATION CURE & SEAL FOR PARAPHASE INSTRUCTIONS AND PROPER MOUNTING LOCATION TO THE BUILDING.
 - KNOX BOX, IF REQUIRED, CONTACT THE FIRE DEPT. FOR PURCHASE INSTRUCTIONS AND PROPER MOUNTING LOCATION TO THE BUILDING.

- SYMBOLS LEGEND**
- ◆ SEE THIS SHEET FOR WALL TYPES
 - ◻ WOOD STUD WALL SEE WALL TYPES
 - ⊕ F.E. FIRE EXTINGUISHERS
 - ▭ ROOF MATCH LARGER, SEE WALL DETAILS

- WALL TYPES**
- W1 - EXTERIOR:**
 1-TYCK COMMERCIAL WBP
 2-1/2" W/PT G. SEE STRUCT
 2-3/4" W/PT G. SEE STRUCT
 4-MIL W/PT BARRIER
 2-3/8" TYPE "X" GWB
 2-3/4" WOOD STUD @ 16" O.C.
 4-1/2" SOUND BATTIS
 5/8" GWB
- W2 - INTERIOR:**
 1-TYCK COMMERCIAL WBP
 2-1/2" W/PT G. SEE STRUCT
 2-3/4" W/PT G. SEE STRUCT
 4-MIL W/PT BARRIER
 2-3/8" TYPE "X" GWB
 2-3/4" WOOD STUD @ 16" O.C.
 4-1/2" SOUND BATTIS
 5/8" GWB
- W3 - INTERIOR:**
 5/8" GWB
 1-1/2" BATT INSULATION @ 16" O.C.
 5/8" GWB



SCHEMATIC FLOOR PLAN #1
 Scale: 3/16" = 1'-0"



REVISIONS

#	DESCRIPTION	DATE

THESE DRAWINGS AND SPECIFICATIONS, AS INSTRUMENTS OF SERVICE, ARE THE PROPERTY OF MAP MERCIER ARCHITECTURE & PLANNING. THEY ARE TO BE USED ONLY FOR THE PROJECT AND SITE SPECIFICALLY IDENTIFIED HEREIN. ANY REUSE OR MODIFICATION OF THESE DRAWINGS WITHOUT THE WRITTEN PERMISSION OF MAP MERCIER ARCHITECTURE & PLANNING IS PROHIBITED.

NEW FLEX BUILDING:
FERRY COUNTY HEALTH
 36 KLONDIKE ROAD
 REPUBLIC, WA 99166

PROJ. # 19.79
 DRAWN: SSM
 DATE: 09.13.2019

A2.0
 SCHEMATIC FLOOR PLAN #1

