



# Ferry County Health

## BOARD OF COMMISSIONERS' MEETING

November 24, 2020, 10:30 a.m. via Zoom

<https://zoom.us/j/92472952116?pwd=TURCZUg5dGVyUGRKNTI0YmhOc2g1dz09>

Meeting ID: 924 7295 2116

Passcode: 260559

One tap mobile

+12532158782,,92472952116# US (Tacoma)

+13462487799,,92472952116# US (Houston)

### 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	
2021 Budget Public Review (Resolutions to be presented at the meeting)			
• Motion to approve 2021 Levy Resolution 2020#8		ACTION	
• Motion to approve Levy Certification		ACTION	
• Motion to approve 2021 Klondike Hills Budget Resolution 2020#9		ACTION	
• Motion to approve 2021 Hospital Budget Resolution 2020#10		ACTION	
• Motion to approve 2021 Pharmacy Budget Resolution 2020#11		ACTION	
 <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	3-10
• Minutes 10/27/20 Board Meeting			
• Minutes 11/9/20 Budget Hearing Meeting			
• Minutes 11/9/20 Special Board Meeting			
• Approval of Warrants			
• Financial Write-Off Report			
• Resolution 2020#12 Surplus Small Equipment			
• Resolution 2020#13 Republic Drug Store bank accounts			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	11-12
Clinic Report		Julia Santana	13
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	

CFO/COO Report	Brant Truman	14
Financial Report	Brant Truman	15-22
CEO Report	Aaron Edwards	23
Old Business	Nancy Giddings	
<ul style="list-style-type: none"> <li>• Board QI Project</li> <li>• Facility Update</li> <li>• Health Foundation</li> <li>• Board Succession planning</li> <li>• Strategic Planning</li> <li>• Pharmacy</li> <li>• Curlew Clinic</li> </ul>		
Board Representative Reports		
<ul style="list-style-type: none"> <li>• Finance</li> <li>• Quality Improvement</li> <li>• Compliance/Risk Management</li> <li>• Medical Staff</li> <li>• Credentialing</li> </ul>	Ron Bacon/Sarah Krausse Jody Jannot/DiAnne Lundgren Ron Bacon/Jody Jannot Nancy Giddings/DiAnne Lundgren DiAnne Lundgren/Nancy Giddings	
<ol style="list-style-type: none"> <li>1. Request for reappointment of Courtesy Medical Staff privileges for John Victor Cowley, CRNA</li> <li>2. Request for reappointment of Mid-Level Medical Staff privileges for Craig Christopher, PA-C</li> <li>3. Request for reappointment of Active Medical Staff privileges for Samuel Artzis, MD</li> <li>4. Request for reappointment of Courtesy Medical Staff privileges for Elizabeth Hsu, MD</li> </ol>		
<ul style="list-style-type: none"> <li>• EMS</li> </ul>	Nancy Giddings	
New Business	Nancy Giddings	
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 December, 22 2020 @ 10:30 a.m.**



## Ferry County Health

### **BOARD OF COMMISSIONERS' MEETING**

**October 27, 2020**

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:35 a.m. on October 27, 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, Clinic Manager; Cindy Chase, James Davidson, IT 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 Krausse to amend the consent agenda to add Hot Topic to New Business. The motion passed unanimously.

**GUEST:** None

**CORRESPONDENCE:** None

**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

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

**CLINIC REPORT:** Santana reviewed the attached report.

**MEDICAL STAFF REPORT:** Dr. Garcia noted the following:

- Looking into both Abbott ID and Cepheid pcr for Covid19.
- We will start having 4<sup>th</sup> year med students.
- Happy to see the job posting for a nutrition manager. Excited to get our diabetic meals dialed in.

**SAFETY REPORT:** Truman reviewed the following:

- Received notice from the State to start prepping for the Covid vaccine. We have purchased a freezer to store the vaccines once they arrive.
- Had a call with WSHA regarding Covid protocols.

**CFO/COO REPORT:** Truman reviewed the attached report.

**FINANCIAL REPORT:** Truman reviewed the September financials.

**Giddings called for a break at 11:52 a.m. Open session continued at 12:01 p.m.**

**CEO REPORT:** Edwards reviewed the attached report.

**OLD BUSINESS:**

- Board QI Project: Working on Strategic Plan
- Facility Update: Discussed electricity to District.
- Health Foundation: They did not meet.
- Board Succession: Tabled
- Strategic Planning: Giddings reviewed notes from last meeting.
- Pharmacy: Will have a Special Board meeting on 11/9/20 @ 11:00 a.m. regarding the purchase of the Pharmacy.
- Curlew Clinic: Nothing to report.

**BOARD REPRESENTATIVE REPORTS:**

- Finance: No Board concerns.
- Quality Improvement: November is patient portal month. Also discussed NRC.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: Impressed with dietary changes.
- Credentialing:
  1. A motion was made by Lundgren and seconded by Krausse to approve the reappointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra Imaging providers David Bauer, MD; Adam Benson, MD; Joel Brake, MD; Richard Dahlen, MD; Kyle Dale, MD; Anthony D’Amico, MD; Sarsfield Dougherty, MD; Paul Eikens, MD; Mark Elliott, MD; Casey Schmitz, MD; Michael Steward, MD Bruce Turlington, MD; Zachary Winter, MD and Roy Zimmer, MD. The motion passed unanimously.
- EMS: Giddings noted they are utilizing quality data information. She reviewed the information.

**NEW BUSINESS:**

- Hot topic: Giddings reviewed the drug court article from the View.

**EXECUTIVE SESSION:** Executive Session was called at 1:35 p.m. regarding RCW 42.30.110(1)(d).

Open session resumed at 2:10 p.m. No action taken.

**ADJOURNMENT:** As there was no further business the meeting was adjourned at 2:10 p.m.

\_\_\_\_\_  
Nancy Giddings, Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary

\_\_\_\_\_  
Date

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Lacy Sharbono, Recording Secretary      Date





Ferry County Health

BOARD OF COMMISSIONERS' SPECIAL MEETING

November 9, 2020

**CALL TO ORDER:** Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 11:02 a.m. on November 9, 2020 in the HUB conference room at Ferry County Health and via Zoom. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO, Brant Truman, CFO/COO; James Davidson, IT Manager and Lacy Sharbono, Executive Assistant were also present.

**QUORUM ESTABLISHED:** A quorum was present.

**GUESTS:** Rob and Patty Slagle

**PHARMACY PURCHASE:**

**A motion was made by Lundgren and seconded by Krausse to approve Aaron Edwards, CEO to sign the necessary paperwork for the purchase of the Republic Drug Store. The motion passed unanimously.**

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

\_\_\_\_\_  
Nancy Giddings, Chair                      Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary                      Date

\_\_\_\_\_  
Lacy Sharbono, Recording Secretary                      Date



Ferry County Health  
**RESOLUTION 2020 #12**

**A RESOLUTION OF THE FERRY COUNTY HEALTH BOARD OF COMMISSIONERS,  
REPUBLIC WASHINGTON, AUTHORIZING THE DISPOSAL OF SURPLUS SMALL  
EQUIPMENT AND SUPPLIES.**

**WHEREAS, the District purchased and/or was donated several pieces of small  
equipment and supplies several years ago for multiple uses in different departments.**

**WHEREAS, the small equipment and supplies listed on attached Exhibit A are no  
longer in use and are in poor shape or obsolete,**

**WHEREAS, Exhibit A list of items are no longer necessary for the District's use and it  
would be an inefficient use of resources to move or continue to store them,**

**THEREFORE, the Ferry County Health Commissioners hereby resolve the  
aforementioned small equipment and supplies listed on Exhibit A shall be deemed  
surplus and disposed of by the District Policy, at the discretion of the Plant Manager.**

**RESOLVED, this 24<sup>th</sup> day of November 2020.**

**APPROVED** at regular meeting of the Commissioners of Ferry County Health, Republic,  
Washington, this 24<sup>th</sup> day of November 2020.

\_\_\_\_\_  
Nancy Giddings, Chair Date

\_\_\_\_\_  
Ronald Bacon, Vice Chair Date

\_\_\_\_\_  
DiAnne Lundgren, Secretary Date

\_\_\_\_\_  
Sarah Krausse, Commissioner Date

\_\_\_\_\_  
Jody Jannot, Commissioner Date

*Board of Commissioners*

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



Asset Disposal Sheet (Quarterly Report)  
 Disposal of Surplus Property other than Real Estate (Policy 25.01.001 - Exhibit A)  
 For 4th Quarter, 2020

DATE OF ACQUISITION	DESCRIPTION (Model/Serial #/ Quantity/Current Location)	REASON FOR DISPOSAL	DISPOSITION PROCESS		DISPOSAL TIMELINE		COMMENTS
2007	Crimsco, Hot/Cold Food cart Ser.# KS 707401	No Parts available	Recycle		As soon as approved		
	Pro Maxima P151 Leg curl & extention machine #G0026	Do not use	Donate		As soon as approved		
	4 Hon 4 drawer File cabinets	Do not use	Donate		As soon as approved		
	1 Anderson Hickey Co. 4 drawer file cabinet	Do not use	Donate		As soon as approved		

Facilities Mgr \_\_\_\_\_ Date: \_\_\_\_\_

CFO \_\_\_\_\_ Date: \_\_\_\_\_

CEO \_\_\_\_\_ Date: \_\_\_\_\_

BOD \_\_\_\_\_ Date: \_\_\_\_\_

Resolution 2020#12  
 Date Approved by BOC: 11/24/20



Ferry County Health  
**RESOLUTION 2020 #13**

**A RESOLUTION OF THE FERRY COUNTY HEALTH BOARD OF COMMISSIONERS, REPUBLIC WASHINGTON, AUTHORIZING THE HOSPITAL TO CREATE NEW BANK ACCOUNTS FOR THE PURCHASE OF THE REPUBLIC DRUG STORE.**

**WHEREAS, a separate fund is required for revenue collection and expenditures for the Republic Drug Store.**

**WHEREAS, the Association of Washington Public Hospital Districts indicates the need to have board of commissioners approve new bank accounts for new businesses.**

**WHEREAS, in following current practice Hospital District would like to use the same banking institution they are using for other accounts.**

**WHEREAS, Ferry County Public Hospital District, Republic Drug Store fund # 648.000.000 is hereby established and the Ferry County Treasurer’s office is authorized to transfer and administrate the revenue collected.**

**WHEREAS, this set up will allow for consistency across the district.**

**RESOLVED, this 24th day of November 2020.**

**APPROVED** at a regular meeting of the Commissioners of Ferry County Health, Republic, Washington this 24<sup>th</sup> day of November 2020.

\_\_\_\_\_  
 Nancy Giddings, Chair Date

\_\_\_\_\_  
 Ronald Bacon, Vice Chair Date

\_\_\_\_\_  
 DiAnne Lundgren, Secretary Date

\_\_\_\_\_  
 Jody Jannot, Commissioner Date

\_\_\_\_\_  
 Sarah Krausse, Commissioner Date



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

MEETING DATE: November 24, 2020,

As of November 19, 2020

People

To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.

- Nurse Staffing Census picked up again as we actually reached a goal of 5 Swing beds. We actually had 6 for a while. We have been staffing fairly well on both shifts as we zero in on hiring a couple more nurses to ensure staffing is adequate for the upcoming winter months. We are trying out some flex staffing to see how that works, so stay tuned! We interviewed someone who is a Hospice nurse who has moved into the community. This may allow us to offer more extensive hospice care and jump start a program here. Wound care is very busy.
- Workflow Evaluation Mike and I are looking to expand the charge nurse role to do more oversight of nurses and staff. Otherwise, bedside shift report, safety huddle are going well. We have our beautiful electronic white board is up and running and now all nurses and NACs are carrying phones and their numbers are listed there. Hoping this does help with communication while on shift.

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.

- Infection Control/ Employee Health. Katy gave 88% of our staff a flu shot. Still hoping that number will increase. We are gearing up now for the Covid 19 vaccine marathon. Katy continues to call patients with their results, and although areas around us are ramped up big time, we are remaining as very low in our area. Fingers crossed that trend continues. Trailer testing has picked up and we are excited to move into the white house in Covid Village. They are super nice inside and WARM!!

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.

- Swing Beds. Are in full swing! Mike and Austin continue to reach out to surrounding areas offering our beds!
- New Equipment. We had high hopes for a new call light system but did pass on the quote we received. Hoping to find a sale somewhere!!
- QI/RISK/QMM. We had no falls in the hospital and actually 1 in the ALF and rehab. Other QMMs were documentation/medication related. No serious situations! In Compliance, Safe patient handling resumed Nov 19. Katy leading the group. We now have another certified CPR instructor and a class coming up in Dec. I continue to play phone tag with the active shooter folks. With the new covid restrictions most likely won't really be able to pursue until Feb. QI continuing on. We will start new projects come January. Those that did participate, did show progress in their goals.

Financial

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

- We continue to watch clocking issues. Some were issues with the time clock and new one is coming! We are enforcing breaks and lunch times. Still have one agency nurse that soon will not be needed.

## Growth

Programs to community and constituents.

The best thing we can do is continue to educate our community on the seriousness of Covid 19. We will get to offer the vaccine hopefully before spring and that will be our time to truly explain the vaccine and educate our community on the Corona Virus.

CNO Have a safe and warm Thanksgiving.



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

MEETING DATE: November 24<sup>th</sup> 2020

As of Nov 17<sup>th</sup> 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• Lori has officially started as a full time FOC.</li> <li>• I have also hired Zach as a full time screener/FOC and Melinda and I are working together to replace him in the Hosp so he can start in the Clinic</li> </ul>
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"> <li>• Jeanette has been coming over in the afternoons and working with the front desk to make insurance check and registration processes more efficient which will translate to less errors</li> </ul>
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"> <li>• The Saykara official launch is projected to be the first week of December.</li> <li>• Our Drive Thru Flu clinic was a smashing success , we may even do a round 3 through Covid Land</li> <li>• I am also getting the TV in the front lobby updated and working again.</li> </ul>
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"> <li>• I have been working with Heather Dirks, HIM Manager, to shore up issues in the clinic pharmacy formulary. This will help decrease delays in payments to the hospital district.</li> </ul>
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"> <li>• Numbers are still down.</li> <li>• We are looking at the beginning of the year for having the new Cardiology group start</li> </ul>



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

MEETING DATE: November 24, 2020

As of November 18, 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• Changes in Fiscal department</li> <li>• Continued development in the Revenue Cycle</li> </ul>
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"> <li>• Roof fix on November 19 for winter, complete renovation in the spring.</li> <li>• Have improved equipment list for this coming year, excited to continue to add to refresh our equipment.</li> <li>• Preparing for the COVID vaccine.</li> </ul>
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"> <li>• Additional capital projects could potentially come down the line.</li> <li>• Improvements in Utilization Review.</li> <li>• Working on Wellness program to allow for improved health in our facility.</li> <li>• Currently working with Cardiac program on a contract.</li> </ul>
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"> <li>• 340B Audit completed with opportunity for improvement.</li> <li>• Financially doing well, continue to add to days cash on hand.</li> <li>• Making additional debt payments.</li> <li>• HHS allowed for a change to facilitate all capital project costs associated.</li> <li>• Price Transparency mandated, currently working on a solution.</li> <li>• Total Fiscal Support from the Federal Government.</li> <li>• CARES ACT: \$3,752,874 (Potential Grant) PPP LOAN: \$1,280,000 (Potential Grant) ACCELERATED PAYMENT: \$2,080,000 (LOAN MUST PAY BACK). Review status</li> <li>• Review of Financials presented.</li> </ul>
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"> <li>• Working on additional opportunities to expand in Cardiac.</li> <li>• Working on grant opportunities to improve the community.</li> <li>• Working with the Pharmacy purchase.</li> <li>• AI provider documentation coming soon.</li> </ul>

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

	Q1	Q2	Q3	September	October	October % of Gross	YTD	% of Gross Rev
<b>Operating revenue:</b>								
Gross patient service revenue	4,822,315	5,217,686	6,356,146	2,093,104	2,117,135		\$ 18,513,283	
Contractual allowances and provisions for uncollectible accounts	(1,756,659)	(1,670,879)	(2,233,908)	(425,528)	(763,601)	-36%	\$ (6,425,048)	-35%
Patient service revenue - (Net contractual allowances)	\$ 3,065,656	\$ 3,546,807	\$ 4,122,238	\$ 1,667,576	\$ 1,353,534	64%	\$ 12,088,235	65%
Bad debt expense	55,690.05	85,998	17,071	8,004	57,642	3%	\$ 216,402	1%
Other operating revenue	221,755	231,554	209,184	82,541	66,818	3%	\$ 729,312	4%
<b>Total operating revenue</b>	<b>3,343,101</b>	<b>3,864,359</b>	<b>4,348,493</b>	<b>1,758,121</b>	<b>1,477,994</b>	<b>70%</b>	<b>13,033,948</b>	<b>70%</b>
<b>Operating expenses:</b>								
Salaries and wages	1,657,919	1,618,555	1,764,111	588,280	611,994	29%	\$ 5,652,578	31%
Employee benefits	459,783	438,596	453,401	154,163	110,787	5%	\$ 1,462,567	8%
Professional fees	358,749	416,246	386,857	125,892	118,443	6%	\$ 1,280,296	7%
Supplies	265,807	221,991	267,873	93,272	157,125	7%	\$ 912,796	5%
Purchased services - Utilities	78,997	63,104	52,775	15,783	17,621	1%	\$ 212,497	1%
Purchased services - Other	352,538	323,788	359,861	136,366	87,492	4%	\$ 1,123,680	6%
Insurance	21,405	12,956	33,728	7,997	9,036	0%	\$ 77,125	0%
Other	96,950	42,700	61,364	19,404	32,229	2%	\$ 233,243	1%
Rent	34,819	34,719	34,719	11,573	11,573	1%	\$ 115,829	1%
Depreciation	203,832	200,562	204,307	67,683	68,039	3%	\$ 676,741	4%
<b>Total operating expenses</b>	<b>3,530,800</b>	<b>3,373,216</b>	<b>3,618,997</b>	<b>1,220,412</b>	<b>1,224,339</b>	<b>58%</b>	<b>11,747,351</b>	<b>63%</b>
<b>Gain (loss) from operations</b>	<b>(187,698)</b>	<b>491,143</b>	<b>729,497</b>	<b>537,709</b>	<b>253,655</b>	<b>0%</b>	<b>\$ 1,286,597</b>	<b>7%</b>
<b>Nonoperating revenues (expenses):</b>								
Property taxes	65,704	73,014	182,619	21,877	21,908	1%	\$ 226,404	1%
Interest earnings	14,622	9,338	29,390	2,015	1,532	0%	\$ 32,936	0%
Interest expense	(45,893)	(46,356)	(121,822)	(14,582)	(15,141)	-1%	\$ (151,545)	-1%
Grants and donations		1,200	17,590	10,878	16,012	1%	\$ 44,480	0%
Other	55,651	870,745	1,108,127	130,126	(32,104)	-2%	\$ 1,206,149	7%
<b>Total nonoperating revenues (expenses) - Net</b>	<b>90,085</b>	<b>907,940</b>	<b>1,215,903</b>	<b>150,314</b>	<b>(7,793)</b>	<b>0%</b>	<b>1,358,424</b>	<b>7%</b>
<b>Increase (decrease) in net position</b>	<b>\$ (97,614)</b>	<b>\$ 1,399,084</b>	<b>\$ 1,945,400</b>	<b>\$ 688,023</b>	<b>\$ 245,862</b>	<b>12%</b>	<b>\$ 2,645,021</b>	<b>14%</b>



# 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 October 31, 2020

<i>Assets</i>	YTD Balances August	YTD Balances September	YTD Balances October
<b>Current assets:</b>			
Cash and cash equivalents	\$ 11,434,450	\$ 12,104,837	\$ 12,216,168
Patient trust	500	500	500
<b>Receivables:</b>			
Gross AR	\$ 3,516,348	\$ 3,508,126	\$ 3,668,306
Contractual allowance	(1,530,603)	(1,400,574)	(1,457,304)
Patient AR - Net	1,985,745	2,107,552	2,211,001
Taxes	103,179	95,159	37,783
Estimated third-party payor settlements	-	-	-
Other	136,696	175,722	141,595
Inventories	225,638	224,767	223,144
Prepaid expenses	76,182	64,395	52,608
<b>Total current assets</b>	<b>\$ 13,962,389</b>	<b>\$ 14,772,931</b>	<b>\$ 14,882,799</b>
<b>Noncurrent cash and cash equivalents:</b>			
Restricted cash & cash equivalent, USDA reserve	-	-	-
Internally designated cash and cash equip, funded depreciation	-	-	-
<b>Total noncurrent assets limited as to use</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital assets:</b>			
Nondepreciable capital assets	\$ 27,282	\$ 27,282	\$ 27,282
Depreciable capital assets - Net of accumulated depreciation	5,612,192	5,591,933	5,749,351
<b>Total capital assets</b>	<b>\$ 5,639,474</b>	<b>\$ 5,619,215</b>	<b>\$ 5,776,634</b>
<b>TOTAL ASSETS</b>	<b>\$ 19,601,864</b>	<b>\$ 20,392,146</b>	<b>\$ 20,659,433</b>

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 October 31, 2020

<i>Liabilities and Net Position</i>	YTD Balances August	YTD Balances September	YTD Balances October
<b>Current liabilities:</b>			
Current maturities - Long term debt	\$ 98,905	\$ 98,406	\$ 98,579
Current maturities - Capital lease obligations	92,866	84,808	77,659
Accounts payable	176,563	166,796	267,028
Warrants payable	156,776	361,275	272,851
Patient trust	500	500	500
Payroll and related expenses	182,567	241,929	317,622
Accrued vacation	414,481	393,961	375,252
Unearned tax revenue	87,504	65,628	43,752
Accrued interest payable	108,121	121,335	134,989
CARES ACT FEDERAL FUNDING	4,239,143	4,125,334	4,128,477
Estimated third-party payor settlements	2,356,022	2,356,354	2,470,243
<b>Total current liabilities</b>	<b>\$ 7,913,449</b>	<b>\$ 8,016,325</b>	<b>\$ 8,186,953</b>
<b>Noncurrent liabilities:</b>			
Long term debt - Less current maturities	\$ 3,745,106	\$ 3,745,605	\$ 3,645,432
Capital lease obligations - Less current portion	149,800	148,685	99,654
<b>Total noncurrent liabilities</b>	<b>3,894,906</b>	<b>3,894,290</b>	<b>3,745,086</b>
<b>Total liabilities</b>	<b>\$ 11,808,355</b>	<b>\$ 11,910,614</b>	<b>\$ 11,932,039</b>
<b>Net position:</b>			
Invested in capital assets	\$ 1,444,676	\$ 1,420,376	\$ 1,720,320
Restricted expendables	-	-	-
Unrestricted	6,348,833	7,061,156	7,007,073
<b>Total net position</b>	<b>\$ 7,793,509</b>	<b>\$ 8,481,532</b>	<b>\$ 8,727,394</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 19,601,864</b>	<b>\$ 20,392,146</b>	<b>\$ 20,659,433</b>

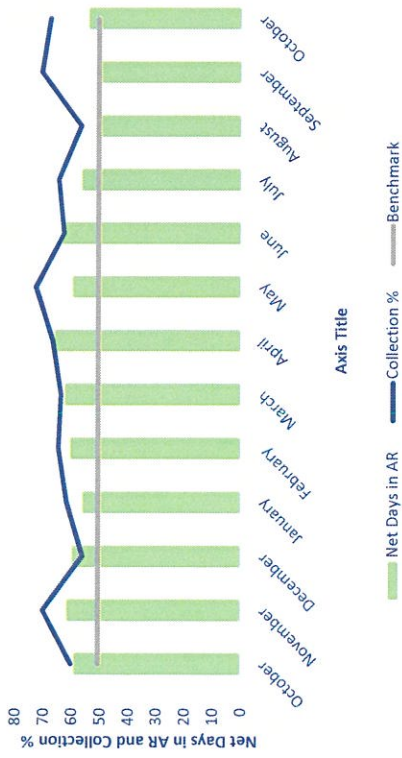
**FINANCE DASHBOARD**  
**Ferry County Public Hospital District #1**  
**October 31, 2020**

Stats	Year To Date		Current Month		Prior Year
	Current Total	Target	Current Total	Target	
1 Acute Care Days	232	164	14	16	12
2 Skilled Swing Bed Days	549	382	45	38	81
3 Long Term Swing Bed Days	2661	3668	279	362	310
4 Observation Hours	2165	1999	110	197	186
5 Admissions (Acute)	72	64	6	6	4
6 Average Length of Stay (Acute)	2.83	3.00	2.26	4.00	1.29
7 Outpatient Visits	8176	8426	1,114	832	1,054
8 ED Visits	1591	1447	169	143	158
9 Emergency Admit to Inpatient	4.09%	3.00%	3.55%	2.80%	3.80%
10 Procedures	142	198	14	20	17
11 Clinic Visits	8148	8889	1,128	877	995
12 Rehab Treatments	9496	8745	1,333	863	1,202
13 Imaging Visits	3370	3547	391	350	259
14 Lab Visits	23662	22987	2,769	2,268	1,903
<b>Profitability</b>					
14 Revenue Deductions % of Gross Revenue	35%	30%	36%	30%	37%
15 Salaries % Gross Patient Revenue	31%	45%	29%	45%	29%
16 Benefits % of Salary Expense	27%	26%	18%	26%	25%
17 Bad Debt % Gross Patient Revenue	0%	2%	3%	2%	3%
18 Charity % Gross Patient Revenue	4%	1%	2%	1%	0.19%
19 Total Salary Expense	\$ 5,652,578	\$ 5,009,233	\$ 611,994	\$ 500,923	\$ 479,740

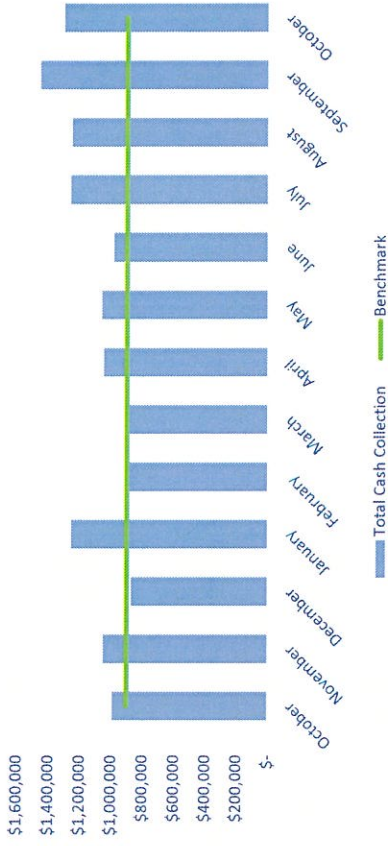
**Key**  
● Meets or exceeds budget/target  
● Does not meet budget/target expectations by 5% or less  
● Does not meet budget/target expectations by greater than 5%

# 2020 Revenue Cycle

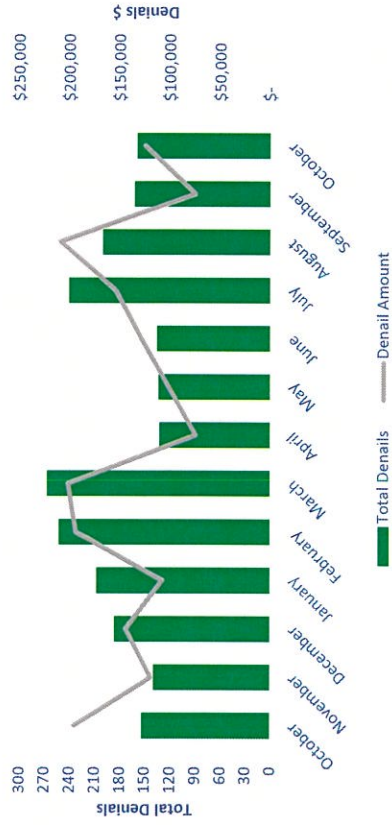
### Net Days in Accounts Receivable



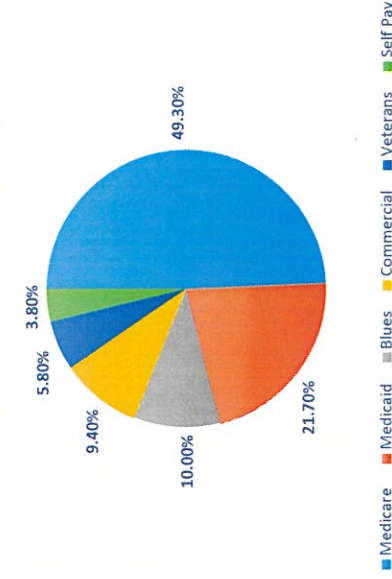
### Cash Collections- Patient Accounts



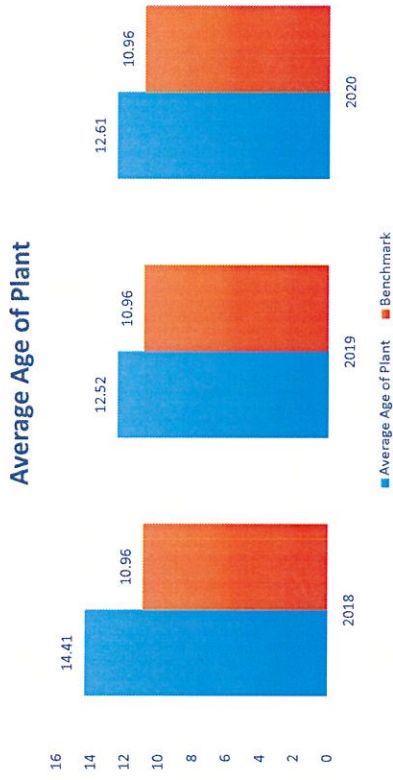
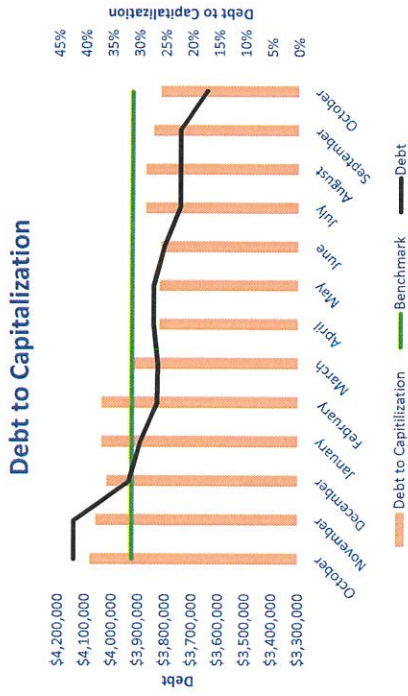
### Total Avoidable Denials



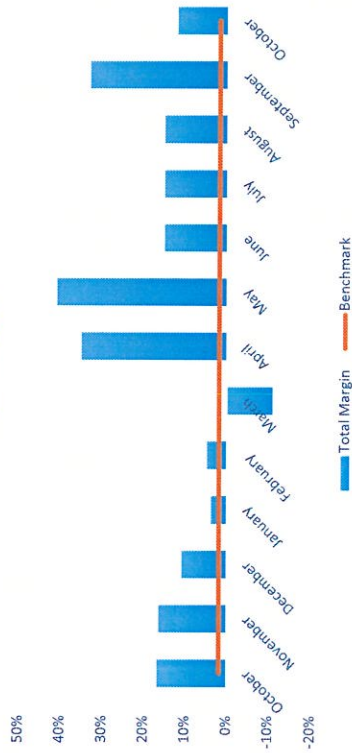
### Payer Mix- 13 Month Average



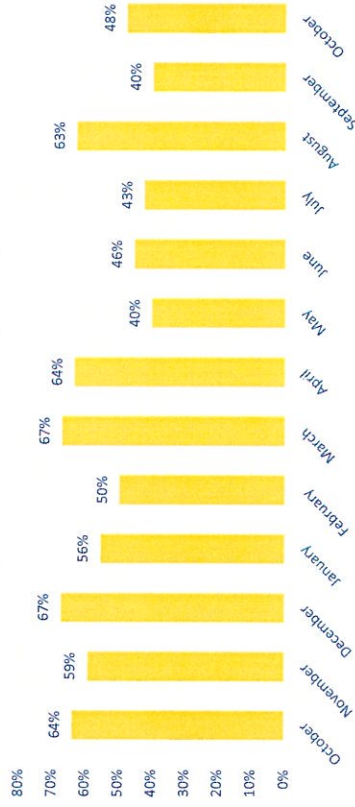
# 2020 Liquidity



### Total Margin

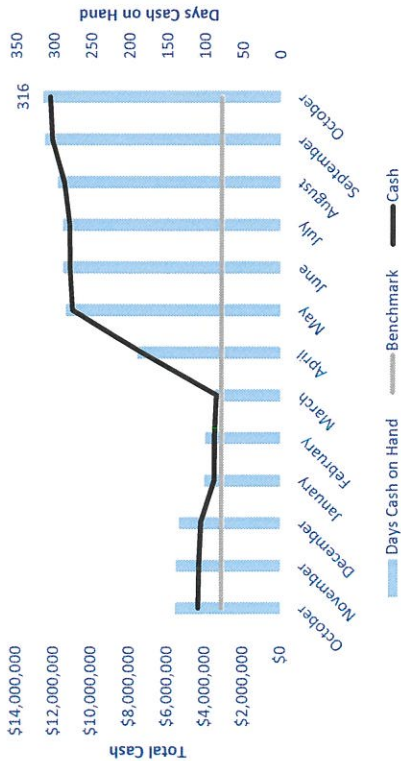


### Labor Expense as a % of Operating Revenue

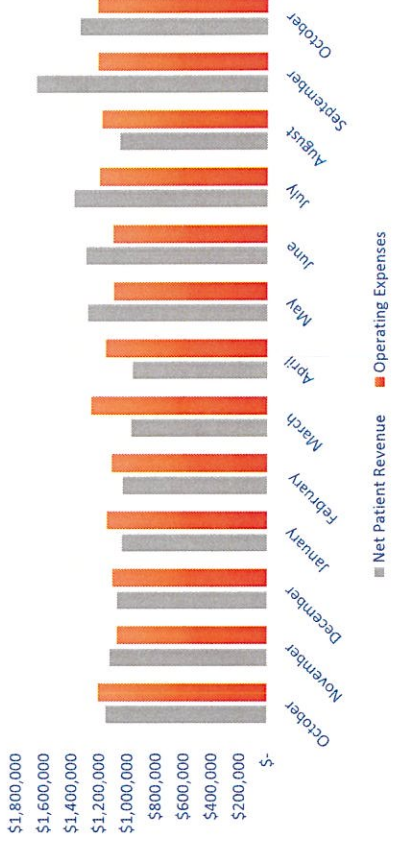


# 2020 Financial

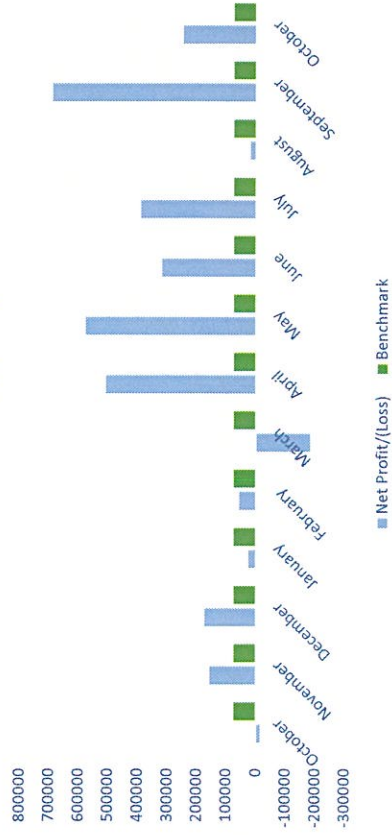
### Days Cash on Hand



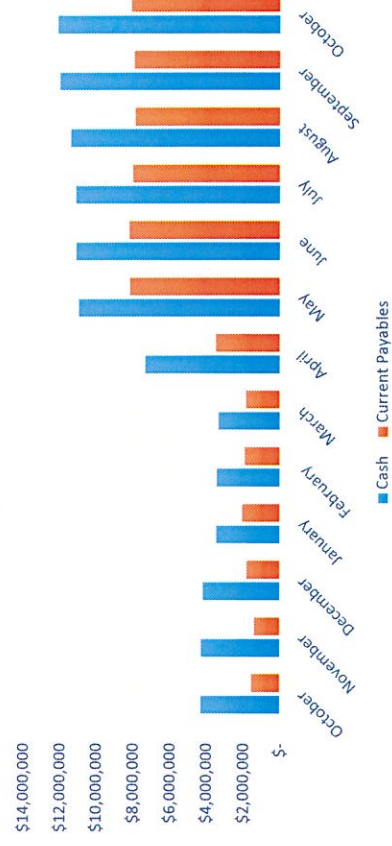
### Net Patient Revenue vs Operating Expense



### Net Profit/(Loss)



### Cash vs Current Payables





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

MEETING DATE: November 24, 2020

As of November 19, 2020

People	<p>To be the employer of choice. To develop and support a culturally diverse, competent, motivated and productive workforce. To recruit and retain highly competent staff to meet the District's patient and resident needs.</p> <ul style="list-style-type: none"> <li>• Enjoying my NRHA CEO Certification course, have been assigned a mentor CEO out of Iowa and have already had good conversation.</li> <li>• Sen. Murray and Cantwell were very helpful in persuading HHS to overturn their adverse decision regarding using CARES money for capital equipment and capital projects (small homes).</li> <li>• A huge thank you to staff who have helped drive a relatively fast turnaround time for installation of our small homes.</li> <li>• Online open enrollment for staff/Board health insurance started 11/16 and goes to 11/30.</li> <li>• Continue to encourage staff compliance with distancing/hygiene. The State is having a very significant surge, and we are seeing neighboring hospitals/LTC struggling with outbreaks. Staff shortages are occurring across Washington.</li> <li>• New resident has moved into the ALF this past week.</li> </ul>
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"> <li>• Go live for COVID-19 testing at the small home site is Friday 11/20</li> <li>• COVID-19 Vaccine small home site should be available the first week in December (pending arrival of the vaccine)</li> <li>• Actively involved with WSHA around shaping a possible non-essential procedure proclamation.</li> </ul>
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"> <li>• Employee turkey certificates go out Friday 11/20.</li> <li>• Reviewing an online performance management system for managers to streamline our review process.</li> <li>• Due to slow turnaround time of current COVID testing back from reference labs we will not be able to participate in offering COVID tests to allow for families to meet over Thanksgiving (see Gov. Inslee's 11/15 proclamation around visiting for Thanksgiving). Many other facilities are doing the same.</li> <li>• Working on a submission for a new Job Corps contract.</li> </ul>
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"> <li>• Adverse CARES \$ decision by HHS has been reversed allowing us to use funding for our small homes and other capital projects and equipment.</li> </ul>
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"> <li>• Continue to make progress towards the purchase of Republic Drug.</li> </ul>