



BOARD OF COMMISSIONERS' MEETING

December 19, 2019, 12:00 p.m., in the Hospital 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	
Oath of Office for Nancy Giddings		Ashley Venturo	
<i>Items listed under the consent agenda are considered routine board matters and will be approved by a single motion of the Board without separate discussion. If separate discussion is desired, that item will be removed from the consent agenda and placed on the regular business agenda.</i>			
Approval of Consent Agenda	ACTION	Nancy Giddings	3-5
<ul style="list-style-type: none"> • Minutes 11/26/19 Board Meeting • Approval of Warrants • Financial Write-Off Report 			
Correspondence		Nancy Giddings	
Public Comments			
CNO Report & Quality Improvement and Compliance/Risk Management		Cindy Chase	6-7
Clinic Report		JoAnn Ehlers	8-10
Medical Staff Report		Dr. Garcia	
Safety Report:		Brant Truman	
CFO/COO Report		Brant Truman	11
Financial Report – To be handed out at the meeting		Brant Truman	
CEO Report		Aaron Edwards	12-13
Old Business		Nancy Giddings	
<ul style="list-style-type: none"> • Board QI Project • Facility Update • Health Foundation • Board Succession planning • Strategic Planning 			
Board Representative Reports			
<ul style="list-style-type: none"> • Finance 		Ron Bacon/Sarah Krausse	

Board of Commissioners
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<ul style="list-style-type: none"> • Quality Improvement • Compliance/Risk Management • Medical Staff • Credentialing <ul style="list-style-type: none"> 1. Request for appointment of Courtesy Medical Staff privileges by telemedicine proxy for Integra provider: Wendy Ehieli, MD 2. Request for reappointment of Mid-Level Medical Staff privileges for James Corbett, PA-C 3. Request for reappointment of Mid-Level Medical Staff privileges for Jane Jacobson, ARNP 4. Request for reappointment of Courtesy Medical Staff privileges for Barry Bacon, MD 5. Request for reappointment of Courtesy Medical Staff privileges for Kyle Rattray, MD • EMS 	<p>Jody Jannot/DiAnne Lundgren Ron Bacon/Jody Jannot Nancy Giddings/DiAnne Lundgren DiAnne Lundgren/Nancy Giddings Nancy Giddings</p>
New Business	Nancy Giddings
<ul style="list-style-type: none"> • Hot Topic • Review 2020 Calendar 	
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.**

**Special Board Meeting January 7, 2020 @ 9:00 a.m. in the HUB Conference Room
Next regularly scheduled meeting is January 28, 2020 @ 10:30 a.m. in the HUB Conference Room**



Ferry County Health

BOARD OF COMMISSIONERS' MEETING

November 26, 2019

CALL TO ORDER: Chair Nancy Giddings called the meeting of the Board of Commissioners to order at 10:30 a.m. on November 26, 2019, in the HUB Conference room at Ferry County Health. Commissioners in attendance were Nancy Giddings, Ronald Bacon, DiAnne Lundgren, Sarah Krausse and Jody Jannot. Aaron Edwards, CEO; Brant Truman, CFO/COO; Cindy Chase, CNO JoAnn Ehlers, Clinic Manager and Lacy Sharbono, Executive Assistant were present.

QUORUM ESTABLISHED: A quorum was present.

REVIEW, AMEND, ACCEPT AGENDA: A motion was made by Krausse and seconded by Bacon to accept the agenda as written. The motion passed unanimously.

VISITORS: Ashley Ventura, Mike Jager, Amanda Chilvers, Adam Volluz, Karen Quinnell, Josh Connor, Heather Egge

A motion was made by Bacon and seconded by Lundgren to reappoint Jody Jannot to the Keller position after the election. The motion passed unanimously.

OATH OF OFFICE: Ashley Ventura, Public Notary performed the Oath of Office for Jody Jannot.

2020 BUDGET PUBLIC REVIEW: Edwards reviewed the 2020 Budget.

- **A motion to approve the 2020 Levy Resolution 2019#8 was made by Lundgren and seconded by Krausse. The motion passed unanimously.**
- **A motion to approve the Levy Certification was made by Lundgren and seconded by Krausse. The motion passed unanimously.**
- **A motion to approve the 2020 Klondike Hills Budget Resolution 2019#9 was made by Lundgren and seconded by Krausse. The motion passed unanimously.**
- **A motion to approve the 2020 Hospital Budget Resolution 2019#10 was made by Lundgren and seconded by Krausse. The motion passed unanimously.**

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

CORRESPONDENCE: Giddings read a thank you card from Sue Odegard for the turkey.

PUBLIC COMMENTS: Mike Jager thanked Brant, Aaron and Mena for their hard work on the finances.

CNO/QUALITY IMPROVEMENT AND COMPLIANCE/RISK MANAGEMENT: Chase reviewed the attached report. Shout out to Rebecca Thompson for working so hard on applying for a grant.

CLINIC REPORT: Ehlers reviewed the attached report.

MEDICAL STAFF REPORT: None

SAFETY REPORT: Edwards noted we are starting to plan for a disaster drill.

Giddings called for a break at 12:00 p.m. Open session continued at 12:21 p.m.

CFO/COO REPORT: The Board reviewed the attached report.

FINANCIAL REPORT: The Board reviewed the attached October financials.

CEO REPORT: Edwards reviewed the attached report.

OLD BUSINESS:

- Board QI Project: On hold.
- Facility Update: Edwards noted Hermanson still has a few items to fix.
- Health Foundation: Still working on the bylaws.
- Board Succession Planning: Would like to look into a Trustee training for Jannot.
- Strategic Planning: The Board will have a Special Board Workshop meeting on 1/7/20 from 9:00 a.m. to 11:30 a.m. in the HUB Conference room.

BOARD REPRESENTATIVE REPORTS:

- Finance: No Board concerns.
- Quality Improvement: Managers are working on their projects.
- Compliance/Risk Management: No Board concerns.
- Medical Staff: No Board concerns.
- Credentialing: No Board concerns.
- EMS: No Board concerns.

NEW BUSINESS:

- Hot Topic: None

EXECUTIVE SESSION: Executive Session was called at 1:08 p.m. for 52 minutes regarding lease or purchase of real estate if there's a likelihood that disclosed would increase the price RCW 42.30.110(1)(b) and Performance of a public employee RCW 42.30.110(1)(g)

Open session resumed at 2:00 p.m. No action taken.

ADJOURNMENT: As there was no further business the meeting was adjourned at 2:00 p.m.

Nancy Giddings, Chair Date

DiAnne Lundgren, Secretary Date

Lacy Sharbono, Recording Secretary Date



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

MEETING DATE: December 19, 2019

As of December 18 , 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.

- Nurse Staffing Future looking bright with a couple of additions to the staff. We may need to utilize an agency nurse to get us through until new staff is ready. Hoping also to add another CNA or two as the extra evening CNA is working extremely well. Currently the CNAs are typically in LTC, the intention is to have them also take on the acute care rooms. We seem to be getting busier in acute care and this will assist the nurses.
- Workflow Evaluation As reported last month, the UCs began making attempts to call back all ED patients as opposed to just one insurance type. This has been a rousing success where 80% of ED patients were called back. Outstanding numbers that would be the envy of any ED in the state. Welcome Naomi as a new UC.

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 has been one busy IC nurse as we had an outbreak of norovirus that first hit the nursing staff and then a few of our patients. The hospital outbreaks are winding down but the nasty virus is finding its way to the outpatient areas. Housekeeping and staff alike, are bleaching everything to try to get a handle. New out breaks have slowed down but still continuing, so not quite over the hump yet. Also noticing in community as well.

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. Good news, we have a new traveling PT for in house patients to begin in mid January. Lindsay is excited to begin a program that not only will give all our patients, including LTC, more PT time, they can actually have more than one visit a day. Hoping to grow our swing bed program. The flier is done and looks great. Lindsay and our new Social worker will begin work around the region to tell everyone about our program in the near future. Having a dedicated PT will be a huge draw.
- Activities Coordinator. We have found the right person!! Christa Davidson will take over the program and has already begun work with the residents. She is so creative.
- New Equipment. We have selected a new Telemetry System and just waiting to hear about a 100K grant by Friday, Dec 20. As soon as we know, the ordering will happen. FHM has arrived and will be in service soon. Bipap/ventilator will arrive in Feb. New chairs have been ordered for LTC and the new OP chair that will work for every patient treatment we do, is on the verge of being ordered.

Financial

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

- Looking to find more grants to apply for as there are many programs being requested by providers and more equipment we would like to get. Rebecca has a real talent for grant writing and our intent is to use her!!

Growth

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

CNO: I have been busy finishing up the Trauma Designation application. It is completed and hopefully will be re-awarded a level 5 designation. I learned much about the trauma manager role and will be instituting many changes and monitoring audits down the road. The real work is about to begin. I also started a risk management class that is quite in-depth and goes through June. I have many ideas and plans for our hospital in 2020 and excited to really get at it. Many deadlines and projects took over much of my time for the last month and now I can go into planning mode. Mike and I continue to work well together as he truly is the energizer bunny! He is a doer and between the two of us, 2020 is going to an exciting year for Ferry County Health.

I wish you all a Merry Christmas and hope your holidays are filled with many blessings of family, friends and happy and peaceful moments.



TO: Ferry County Public Hospital District #1 Board of Commissioner MEETING DATE: December 19, 2019
 FROM: JoAnn Ehlers
 Subject: Clinic Report

As of 12/11/19

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.

- The Clinic finally has a full nurse force going!! Now to have a healthy crew!!
- We will be adding a bigger nurse role to the staff with an In-House opening for a Clinical Coordinator who will lead the nurse teams (please see below).
- Providers are all back to work and almost at full speed.
- There were no bites on the MA/Front Office position so we are now breaking that back up into a PRN MA and a PRN Front Office. Front office and referrals need help badly so that will be a priority now. Again, illness is taking its toll.
- As Christmas comes I want to thank those that I work with in the Clinic who have such large hearts. We are working to donate some gifts this year into our facility and community and I plan for that to become a regular thing. It is such a busy time of year, it takes love to do more. One of my goals for this Clinic: More Love.
- One of the Providers shared with me: "If I love and I allow love back to me, that keeps me going and makes me feel like what I am doing is worthwhile."

Quality

- I have a hard time splitting between Quality and Service.
- To improve quality, reduce complaints, and add to our ability to move patients efficiently, yet provide all they need; we will be changing over to nurse teams in the New Year. Every nurse was offered a chance to bring in a plan and only one did. It is a good plan, so this is the plan we will start with. Our providers will soon have support staff with a planned ratio of 1.5 per provider, often 2:1. A Clinical Coordinator will support these teams by working where needed on both teams, working with the schedules, keeping a thumb on the pulse of the Clinic back office with clinic-wide communication and help. This person will also understand all duties and make sure flow is good and results are tracked, etc. All nurses will be expected to play their part in these teams. Nurses will have a more stable schedule which will allow them their breaks and lunches on a regular basis rather than when they can grab them as it is now.

Service

- Though we continue to get some complaints regarding refills and messages; I have to say that I receive fewer complaints than I used to. I check into each one and get the back story. I make sure that someone contacts each person to explain and work out the problem. I have found that many of the problems are caused by the person that does not answer the phone when we do try to call back. We also do get a lot of bad phone numbers or calls that we cannot understand. People talk too fast, or cell phones have bad signals.
- To help this, there is a new message on the main line. The front office has been challenged to attempt to call back every single person within one hour. It is not always possible but the crew went right after this. On top of that, we invite all callers to call again if they have not

heard from us in a reasonable time. I left the length of “reasonable” to the patient. The other day (very busy phones) I took a rather lengthy call back list and made calls; and I got many “thank you for calling back so quickly” comments!!

- Due to the last Board Meeting – Nurses have been asked to redo their voice mail message to remove the part about not calling more than one time. I will be checking on those and making sure they are all adjusted.
- Dr. Kelley is increasing time in the Clinic and will be working with Providers to be what they need him to be and to help us best all around. His Endo business is booming and we have enough patients ready now for at least the next two days or more of procedures.
- Dr. Garcia’s injection business continues to fill each time.
- I am super excited to say that the Clinic may have a Licensed Clinic Social Worker sometime in the first half of the New Year!!! This is something I have never seen happen!!! Mental Health is such a big part of being healthy. CMS is always looking at how well we help to keep our population healthy. This will put us far ahead of expectations for us to provide such services and will provide this community with a much needed service right here in the Clinic. I have fingers and toes crossed for this to work out. In the mean time we will be scrambling to make sure we do this correctly and as quickly as possible.

Financial

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

- Clinic numbers continue to beat last year’s numbers each month and we have already set goals for next year.
- The patients per provider goal for next year will be an average of 14 per day. Some providers are already at this number and some will need to add a person or two. The nurse team approach should make this easy as providers will have more nurse support to allow them to keep moving.
- Due to some fabulous work by Brant’s team, registration errors are down and my staff is learning how to avoid making specific errors. It has been a pleasure to watch the different areas of registration learn to help each other and correct each other’s mistakes. This is true progress; it was certainly not this way in the past.
- I have watched through the years – it is no longer as important to understand insurance as it is to know how to get it into a system correctly. It is almost like a video game, only without the super cool graphics.

Growth

Growth is also tied to Financial so much of what I said above is tied into this section.

- Medicare Open Enrollment is over for this year. I am sure that most of the Republic population that should have checked on their part D probably did not but in time, they will come to do so.
- I was able to get at least one person off of a Medicare Advantage Plan and back to what they need in this county.
- We have a sizable population of people that are just above the income level they would need to qualify for Medicaid to back up their Medicare. It will be important to keep that in mind of any of them ever get admitted. We can apply for help right away and most likely get them covered.
- Providers have been super helpful in working with me on Pharmacy Assistance Programs for their patients.
- We continue to think about things we could offer in this community – I am toying with setting

regular days that we can do free BP checks all day and/or Blood Sugar checks. Promoting our Clinic will be a top priority. We want to be the place they call when in need. As the District offers the Employees such things as biometric checkups as part of our benefits; I wonder what we can share communitywide.

- Just this morning I received a call from a patient because she had received a couple of scary SSA calls and was wondering what to do. I was able to tell her they are fraudulent calls and to ignore them. Not clinical, but hey, we helped!! She is no longer worried!

At this year closes, I have to get a little sappy. I have NEVER worked with a leadership as willing as you are to support the good things we can do for the area's people. I have never seen a pile of good things go out as they did just this last week with benefits and raises. I have never been so happy to call a workplace my home as I am now. Aaron, Brant, HR, their teams, are all super great leadership for this District and may you always support them and thereby all of us.

Here's to a great Christmas and a very wonderful New Year as we do not raise bars, but set them.

Respectfully,

JoAnn Ehlers



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

MEETING DATE: December 18, 2019

As of December 13, 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"> • New employee finding tool being started Monday December 9, 2019. Already received a potential OT candidate • Fiscal recently attended a Use Tax Seminar • Awesome opportunities coming with multiple individuals that have interviewed.
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"> • Starting prospective review of medications coming up in the next month. • Health Maintenance is up and running again with all patients needing follow up isolated and return visits scheduled • New key fob locks coming to the facility. • Working on billing ortho out of Ferry County to allow for patients to work directly with us. • New equipment purchases to capitalize on year end rates, excited to have new and improved equipment.
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"> • NRC patient data being received and showing current trends of patient care, excited to use as a tool to help move organization forward. • Review of Revenue Cycle timing for each department, with idea of streamlining opportunities. • Emergency Radio training provided to management staff.
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"> • In depth review of uninsured patients has revealed a need to double check once registration is complete and services reviewed, each patient is actively being called to introduce help with insurance registration. • Great price negotiated for new service opportunities. • On track for record net income in 2019. • 1% chargemaster increase after adjustments were made • Made \$100k USDA loan payment towards principle with 2024 Goal to payoff. • Financial Statement Review. • Identified Interim Cost Report Calculation working on a monthly completion to adjust accordingly.
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"> • Looking at purchasing MRI bus. Also growth opportunities within swing bed program. • Many other opportunities are presenting themselves to further help the hospital.



TO: Ferry County Health Board of Commissioners MEETING DATE: December 19, 2019
 FROM: Aaron Edwards, CEO
 Subject: CEO Report

As of December 14, 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.

- Interviewed three candidates for discharge planning and social work + an LCSW with the possibility of starting behavioral health services in the clinic.
- Working on finding a full-time locum to test the possibility of having a physical therapist in the hospital to grow our swing bed program as well help with activities.
- Christa Davidson has expressed interest in heading up our activities program, she will begin working with Candice and will simultaneously taking 18 months of course work to receive a certification.
- Brant has begun coursework at The University of Indiana towards his master's in accounting.
- Cindy Chase has begun extensive coursework offered by Coverys on risk management.
- Looking at beginning coursework towards earning my DrPH (Doctor of Health Policy and Management).
- Dr. Artzis has joined the District officially as an employee as of 12/1.
- Dr. Kelley will now be providing 2-3 days of work a week in the clinic.
- The search for a full time MD in the clinic is underway.

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.

- Close to deciding on a brand-new cardiac monitoring system.
- Clinic continues towards revamping their workflows to provide better access, timely call backs, and better clinical oversight of nursing/MA staff.
- Working on a clinician informatics position to better optimize our EMR for our providers.
- Hermanson has completed work on our HVAC and has asked the DOH for sign off on the open permit.

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 in Seattle this past week with the purpose of working together to sent a 2020 legislative agenda.
- Attended a Republic school meeting to discuss possible ways to fund a new or remodeled school.
- Conducted an all District tele meeting (live and recorded) to report on the state of the District as well as what's to come in 2020. Also submitted a condensed version to the View to inform the community and ask for their input with strategic planning.

Financial

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

- Received correspondence from the University of North Carolina that we will be mentioned by name (hospital and CEO/CFO) in an upcoming paper discussing reasons hospitals fail or succeed (this is from the interviews Brant and I took part in last year).
- We will have a \$622,000 "payable" to CMS (Noridian) as a result of increased volume in 2018

Growth

(this will likely be a yearend trend for a few more years).

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

- Will be asking for approval to purchase the MRI Mobile bus as it's been offered to us at a price we believe is well below market and makes financial sense to own vs rent.