

SOUTHERN COOS HEALTH DISTRICT
Board of Directors Regular Meeting
Public Access via Southern Coos Hospital Website and Facebook Meeting Links
August 26, 2021
6:30 p.m.

AGENDA

- I. Call to Order
 - 1. Public Input
- II. Consent Agenda
 - 1. Meeting Minutes
 - i. Regular Meeting – 7/22/2021
 - ii. Special Meeting – 7/27/221
 - iii. Special Meeting – 8/4/2021
 - iv. Special Meeting – 8/10/2021
 - v. Special Meeting – 8/12/2021
 - vi. Special Meeting – 8/19/2021
 - 2. Monthly Counsel Invoices
 - i. None
- III. Staff Reports
 - 1. CEO Report
 - 2. CNO Report
 - 3. CFO Report
 - 4. CIO Report
 - 5. SCHD Foundation Report
 - 6. Medical Staff Report – *None/No August Meeting*
- IV. Monthly Financial Statements: Review
- V. Quality & Patient Safety Report
- VI. New Business
- VII. Old Business
 - 1. Interim CEO - Update
 - 2. Open Board Positions 1 and 3 - Update
- VIII. Open Discussion
- IX. Adjournment

CONSENT AGENDA

Minutes

Regular Meeting – 7/22/2021

Special Meeting – 7/27/221

Special Meeting – 8/4/2021

Special Meeting – 8/10/2021

Special Meeting – 8/12/2021

Special Meeting – 8/19/2021

Monthly Counsel Invoices

None

**Southern Coos Health District
Board of Directors Meeting
Regular Meeting Minutes
July 22, 2021**

Members Present: Brent Bischoff, Secretary; Norbert Johnson, Mary Schamehorn, Directors. **Administration:** Deborah Ellis, Acting CEO; Jeremiah Dodrill, CFO; Cori Valet, CNO, Scott McEachern, CIO; Douglas Crane, MD, Vice Chief of Staff; Kim Russell, Executive Assistant. **Others present:** Robert Miller, III, Counsel.

I. Call to Order

At 6:30 p.m. Brent Bischoff, Secretary, called the regular meeting to order, noting the presence of a quorum and addition to the agenda:

1. Addition to the Agenda
 - i. The Consent Agenda will include Minutes from the July 20, 2021 Special Meeting.

Mary Schamehorn **moved** to approve the addition to the agenda. Norbert Johnson seconded. **None opposed. Motion approved.**

1. Public Input

None.

II. Consent Agenda

1. Regular Meeting with Executive Session & Budget Hearing – 6/24/2021
2. Special Meeting – 7/14/2021
3. Special Meeting – 7/20/2021

Norbert Johnson **moved** to approve the Consent Agenda as presented with addition of July 20, 2021 Minutes. Mary Schamehorn **seconded** the motion. **None opposed. Motion passed.**

III. Staff Reports

1. CEO Report

None. Deborah Ellis, RN/BSN, was named Acting CEO on July 21. This appointment is intended to be short term while the Board works to select an interim CEO. Ms. Ellis had no report prepared for the month of June.

2. CNO Report

Cori Valet, RN/BSN, CNO was present to provide the CNO Report. **Staffing Update:** Departments that are now fully staffed include Laboratory,

Pharmacy, Surgical Services, and Outpatient Services. A part-time Ultrasonographer has been hired. Open positions include a Respiratory Therapy tech and the Medical Imaging Manager is leaving the area to be closer to family. Med/Surg has 3 new RNS, 2 full-time and 1 per diem and has hired 8 new RNs in the last 4 months with the sign-on bonus for full-time positions. There are currently 4 RN and 2 LPN positions open with interviews scheduled. Several Agency contracts will be ending in August. SCH continues to advertise for a full-time day shift Dietary Cook position. **Quality:** Cori was pleased to share that, though low-staffed, the Dietary Department has achieved its 9th monthly quality and compliance survey in a row of 100%.

3. CFO Report

Jeremiah Dodrill reviewed a summary of department activities for the month of June. **Fiscal 2021 Audit:** The Financial Accounting team has completed the 12 month fiscal reports, preparing for the FY21 financial audit with third party audit firm, Moss Adams. Preliminary fieldwork will occur the week of August 16. Final audit fieldwork will begin the week of September 7, with the final audited financial statement completion date in late October. One of SCH's Moss Adams audit partners, Paul Holden, passed away recently. Glen Bunting will be joining Tony Andrade to complete the audit. **Fiscal 2021 Medicare Cost Report:** The Financial Accounting team has been working with both Moss Adams and CliftonLarsonAllen (CLA) on reconciling differences between the interim cost report using the new CLA cost report estimation tool. This tool will enable a monthly Medicare revenue adjustment for cost-based reimbursement and provide more accurate monthly financial statements. **CARES Act Provider Relief Funds Reporting:** For PRF funds received between 4-10-20 and 6-30-20, the reporting deadline is 9-30-21. The Financial Accounting team is currently evaluating the guidance and reporting requirements with assistance from CLA and Moss Adams. With receipt and booking of the \$3.6M PPP loan forgiveness, the FY22 \$500,000 capital budget consideration is met, with next the step being to authorize the remaining \$450,000. **Staffing:** Mr. Dodrill recognized the Financial Accounting team who have been rotating responsibilities to cover the open AP Clerk position while interviews are conducted. **Discussion:** The SCHHC Board of Directors approves the audit firm; best practice includes a periodic evaluation with partner rotations within the same audit group, or a change in auditors periodically. Mr. Bischoff asked Administration to look for any existing policy regarding the audit and/or history.

4. CIO Report

Scott McEachern, CIO, presented a summary of his report. **Phone System:** As reported in June, SCHHC has experienced several system outages with the current phone vendor. Negotiations are underway with CascadeTel, who offers a voice over internet protocol (VoIP) system. Switching phone systems will save \$6,156 annually over current cost with superior service. **Health Information Management:** A new HIM Technician was hired in June. Advertising and recruiting continues to fill two additional positions. Lori Colby, a member of the clinical informatics team, with extensive experience in medical

records, is providing support during this time. **SCHHC Marketing & Advertising:** June efforts were focused on advertising the Bandon Farmers Market COVID vaccine clinics, the Advanced Care monthly seminar, and the quarterly art show titled, "Blossoms & Blooms."

5. SCHD Foundation Report

Scott McEachern, CIO & Foundation Executive Director provided a summary of the Health Foundation Report. **SCHF Gift Shop:** The shop, managed by Karen Reber with volunteer staff, has been ordering new products for summer. June net revenue reported \$1,380, a drop from May, after a long closure. Anticipated COVID restrictions may soon allow the public to enter the hospital to enjoy this service. **Quarterly Art Show:** The current show "Blossoms & Blooms" is on view now. The online gallery can be viewed at <https://southerncoos.org/art/blossoms-blooms-2021/>. **Mary Richards Scholarships:** The Foundation offers annual scholarships to staff members and/or relatives of staff pursuing degrees in a healthcare-related field. A committee of volunteers and board members will review the applications after the July 30 deadline. Applications have been available on the SCHF website and at the front desk of the hospital. **Golf for Health Classic:** The 13th Golf for Health Classic fundraiser to benefit the hospital, will take place on September 18, 2021. Several sponsors secured to-date, include Bain Insurance Agency, Banner Bank, and Chivaroli & Associates. **Board Member Recruitment:** Two additional members are needed to serve on the Southern Coos Health Foundation Board of Directors. Interested parties may contact Scott McEachern at 541-329-1040 or by email at foundation@southerncoos.org.

6. Medical Staff Report

i. Monthly Credentialing Report

Douglas Crane, MD, Vice Chief of Staff, delivered the July provider credentialing report and requested approval of the pain management privilege set. The following were reviewed and approved by Medical Staff at their July 13 meeting for consideration by the District Board:

2-Year Privileges – New

Brian Phelps, MD – Courtesy – Emergency Medicine

2-Year Privileges – Reappointments

Judy Hardage, MD – Courtesy – Emergency Medicine

Henry Holmes, MD – Courtesy – No Specific Privileges Requested

Nikolas Jones, MD – Courtesy – Emergency Medicine

Philip Keizer, MD – Active – Diagnostic Radiology

Shane Matsui, LCSW – Active – Licensed Clinical Social Work

Steven Shimotakahara, MD – Courtesy – Otolaryngology

Direct Radiology Appointments and Reappointments – After Hours

Reading Radiology

Vitaly Izgur, MD – Courtesy – New Appointment

Joshua Kuroiwa, DO – Courtesy - Reappointment

Kenneth Edgar, MD – Courtesy - Reappointment

ii. Consideration of Pain Medicine Privilege Set

Dr. Crane provided a brief review of the privilege set provided in the meeting packet and approved by Medical Staff on July 13.

Norbert Johnson **moved** to approve the Medical Staff Monthly Credentialing Report and Pain Medicine Privilege Set as presented. Mary Schamehorn **seconded** the motion. **None were opposed. Motion passed.**

IV. Monthly Financial Statements: Review

Jeremiah Dodrill, CFO, provided a review of financial statements for the month of June, with June 30 also the end of FY21. Mr. Dodrill reminded the Board that the FY21 budget was created conservatively, projecting a budgeted (\$3.9M) Loss. As noted earlier, in June, SCH was able to book the \$3.6M PPP loan forgiveness in addition to the \$900,000 in tax revenues, closing the year with positive Net Assets at \$2.5M. Cash on Hand for June was 70.8 days, up from May at 21.9, but then at 270 days COH at month-end/year close. **Discussion:** The benchmark of 80 days COH has been in place for approximately 4 years. A strategic planning process, as SCH has been looking forward to completing again, will include updated financial benchmarks for sustained improvement of financial results. Grant revenues have not yet been reconciled. Professional fees were higher with use of contract labor. Starting in August this will be reported under Labor. The Federal Emergency for the pandemic was declared on March 15, 2020, the CEO was released by the board on March 25, a new CEO began the last week in April, Mr. Dodrill, CFO, began in May, and the FY21 Budget Hearing was on June 5. Department trends, inflationary factors, and projected collections were reviewed in the budget process. Expenses remain fairly stable, but the nursing shortage was not anticipated. Board members noted that with FY2020 issues, including emergency preparedness and pause of elective procedures, the hospital has come back well, with kudos to all departments.

V. Compliance Report

Board members were referred to the report in the meeting packet. There were no questions.

VI. Quality and Safety Report

Board members were referred to the report in the meeting packet. There were no questions.

VII. New Business

1. Oath of Office & Election of Officers

i. Oath of Office

Mr. Miller led the Oath of Office recited individually by elected members Mr. Brent Bischoff and by Mr. Norbert Johnson. Each signed the prepared Oath of Office and Ethics Statements anew, beginning their 4-year elected terms, as were completed upon appointment. Mary Schamehorn, a new appointee, had taken the Oath of Office and signed the Oath and Ethics Statements on July 14.

ii. Election of Officers

Mary Schamehorn **moved** to nominate Brent Bischoff, currently Secretary and presiding officer, as Chairman. Norbert Johnson **seconded** the motion. Mr. Bischoff accepted. **None were opposed. Motion passed.**

Mary Schamehorn **moved** to nominate herself to serve as Secretary and Norbert Johnson, as Treasurer. Mr. Johnson accepted. Brent Bischoff **seconded** the motion. **None were opposed. Motion passed.**

2. Consideration of 2021-2022 Regular Meeting Schedule

The calendar reflects the schedule of regular monthly meetings for the fiscal year. Meetings continue to be held on the 4th Thursday of the month, with the exception of November and December where they move to the third Thursday to avoid conflict with winter holidays.

Mary Schamehorn **moved** to approve the fiscal year 2022 calendar as presented. Norbert Johnson **seconded** the motion. None were opposed. Motion passed.

3. Consideration of Bids – Hospital Roof Shingle Replacement

Jason Cook, Plant Operations and Facility Manager reported that one vendor had fully met the bid requirements, and provided a recap of the project, including the decision to choose an overlay of existing original shingles, from 1999 construction, following inspection. Project time anticipated is 3 week at cost of \$65,000 with contingency cap for project of \$150,000.

Norbert Johnson **moved** to accept the bid from CNR Construction. Mary Schamehorn **seconded** the motion. **Discussion:** The estimate for total tear off was an additional \$20,000. After several contractors surveyed the project, each recommended overlay. No change order quote has been provided yet; will review at contract signing. To be warrantied for up to 130 mph winds. Contractor has been verified through State of Oregon Construction Contractors Board. **None were opposed. Motion passed.**

4. Consideration of Strategic Planning Consultant

This topic will be tabled until placement of CEO.

VIII. Old Business

1. Governance Institute Board Education

To-date members of the health district board have completed the Orientation module. In May 2021, the annual subscription was approved for renewal this fall. Education to resume after new member appointments have been made.

IX. Open Discussion

Hospital HVAC system repairs are underway after several weeks of having to mitigate high temperatures in sensitive areas. SDAO (Special Districts of Oregon) has several trainings of interest to Board members; Administration to confirm travel and training policy. Board members utilize email addresses supported by the Southern Coos server as best practice for personal and professional liability. Mr. Bischoff reminded directors to be sensitive to organizational chain of command, with CEO-only reporting to the Board. The full SCHHC Board Member Reference Guide is being updated for all directors. The first of 3 interim CEO interviews will be scheduled July 27 to be advertised per Oregon Public Meeting Law with the first in a related series to open with public input before entering Executive Session under ORS 192.660(2)(a) and 192.660(7)(d). There are currently 5-7 letters of interest received. Skills and abilities of an interim CEO may not require a Master's Degree, with BA or BS satisfactory, balanced with number of years' experience considered.

X. Adjourn

At 7:50 p.m. the meeting was adjourned. A Special Meeting is scheduled to be held Tuesday, July 27 at 2:45 p.m. The next regular meeting of the Southern Coos Health District will be August 26, 2021 at 6:30 p.m.

Brent Bischoff, Chairman

Mary Schamehorn, Secretary

**Southern Coos Health District
Board of Directors
Special Meeting Minutes
July 27, 2021
2:45 p.m.**

I. Call to Order

This special meeting of the Board of Directors for Southern Coos Health District was called to order at 2:45 p.m. by Brent Bischoff, Chairman. **Members Present:** Brent Bischoff, Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Treasurer. **Others Present:** P.J. Keizer, MD, Chief of Staff; Douglas Crane, MD, Vice Chief of Staff; Robert Miller, Counsel, and Kim Russell Executive Assistant.

II. Public Input

The Public Input portion of this meeting was made available from 2:45 to 3:00 p.m. via remote meeting link posted to the Southern Coos Hospital and Health Center website, SCHHC Facebook page, and Public Input was also available by email via the community@southerncoos.org address. None was received.

III. Executive Session under ORS 192.660(2)(a) & (7)(d) to consider the employment of a Chief Executive Officer.

At 3:00 the meeting entered Executive Session.

IV. Return to Open Session

At 6:25 the meeting returned to Open Session. No decision was made following Executive Session.

V. Open Discussion

Letters of interest and resumes for the Interim CEO position will be accepted through July 30.

VI. Adjourned 6:27 p.m.

The meeting was adjourned at 6:27 p.m. Another Special Meeting will be held after July 30 to continue Interim CEO candidate interviews, to be publicly noticed per Oregon Public Meeting Law. The next regular meeting of the Southern Coos Health District Board of Directors will be Thursday, August 26, 2021 at 6:30 p.m.

Brent Bischoff, Chairman

Mary Schamehorn, Secretary

**Southern Coos Health District
Board of Directors
Special Meeting & Executive Session - Open Session Minutes
August 4, 2021
3:00 p.m.**

Members Present: Brent Bischoff, Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Treasurer. **Others Present:** P.J. Keizer, MD, Chief of Staff; Douglas Crane, MD, Vice Chief of Staff; Robert Miller, Counsel.

I. Call to Order

At 3:00 p.m. the meeting was called to order and entered Executive Session. No members of the press had expressed interest in attending.

II. Executive Session under ORS 192.660(2)(a) & (7)(d) to consider the employment of a Chief Executive Officer.

III. Return to Open Session

At 6:27 the meeting returned to Open Session. There was no decision made following Executive Session.

IV. Open Discussion

None.

V. Adjournment

The meeting adjourned at 6:27 following return to Open Session. Another special meeting will be publicly noticed as soon as determined following Oregon Public Meeting Law. The next regular meeting of the Southern Coos Health District Board of Directors will be August 26, 2021 at 6:30 p.m.

Brent Bischoff, Chairman

Mary Schamehorn, Secretary

**Southern Coos Health District
Board of Directors
Special Meeting Executive Session – No Open Session
August 10, 2021
5:00 p.m.**

Members Present: Brent Bischoff, Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Treasurer. **Others Present:** P.J. Keizer, MD, Chief of Staff; Douglas Crane, MD, Vice Chief of Staff; Kim Russell, Exec. Assistant.

I. Executive Session under ORS 192.660(2)(a) & (7)(d) to consider the employment of a Chief Executive Officer.

This special meeting will have no open session. The meeting was called to order at 5:00 p.m.

No decision was made in Executive Session.

II. Adjournment

At 6:08 p.m. the meeting was adjourned. Another special meeting will be noticed immediately to be held Thursday, August 12, 2021 at 6:00 p.m. to potentially receive a motion for the interim CEO and to identify the process for filling the open District Board positions 1 and 3. The next regular meeting is scheduled Thursday, August 26, 2021 at 6:30 p.m.

Brent Bischoff, Chairman

Mary Schamehorn, Secretary

**Southern Coos Health District
Board of Directors
Special Meeting & Executive Session Minutes – Open Session
August 12, 2021
6:00 p.m.**

Members Present: Brent Bischoff, Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Treasurer. **Others Present:** P.J. Keizer, MD, Chief of Staff; Robert S. Miller, Counsel, and Kim Russell, Exec. Assistant.

I. Call to Order

At 5:52 p.m. the meeting was called to order and entered Executive Session, with all attendees present and no members of the press having expressed interest in attending.

II. Executive Session under ORS 192.660(2)(a) & (7)(d) to consider the employment of a Chief Executive Officer.

III. Return to Open Session

At 6:55 p.m. the meeting returned to Open Session. There was no decision from Executive Session. It was confirmed that six Interim CEO candidates have been interviewed with finalists selected. There is more work to be done to prepare an offer.

1. Outline: Board Appointee Candidate Review & Selection

A selection screening process was discussed with consideration given to the quorum of three required for consensus. Seven letters of interest have been received. Upon review of submissions, the three current members will individually rank the 7 candidates from which the group will identify the top 4 for personal interviews. All discussion will be in Open Session to be publicly noticed at the earliest opportunity if prior to the next regular meeting on August 26.

IV. Open Discussion

Appreciation was expressed for the work Mr. Bischoff has conducted to-date on Interim CEO contractual considerations.

V. Adjournment

The meeting was adjourned at 7:05 p.m. The next regular meeting of the Southern Coos Health District will be August 26, 2021, at 6:30 p.m. Any Special Meeting scheduled prior to that date will be publicly noticed according to Oregon Public Meeting Law to local newspaper and posted to SCHHC website and Facebook pages.

Brent Bischoff, Chairman

Mary Schamehorn, Secretary

**Southern Coos Health District
Board of Directors
Special Meeting & Executive Session - Open Session Minutes
6:00 p.m. August 19, 2021**

Members Present: Brent Bischoff, Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Treasurer. **Others Present:** P.J. Keizer, MD, Chief of Staff; Kim Russell, Executive Assistant.

I. Call to Order

At 5:56 p.m. the meeting was called to order and entered Executive Session. No members of the press had expressed interest to attend.

II. Executive Session under ORS 192.660(2)(a) & (7)(d) to consider the employment of a Chief Executive Officer.

There was no decision made in Executive Session. At 6:27 p.m. the meeting returned to Open Session where Mr. Bischoff asked if there was a motion. Mary Schamehorn, **moved** that Debi (Deborah) Ellis remain as the acting CEO while the two open board positions are filled, and then, a full board can proceed with the process of recruitment for a permanent CEO. Norbert Johnson **seconded** the motion. **All in favor. None were opposed. Motion passed.**

III. Return to Open Session

1. Board Appointments – Positions 1 and 3

Mr. Bischoff recapped the process by which candidate selection will take place as identified in an earlier open special meeting: Seven individuals indicated their interest. One candidate has withdrawn. The remaining interested candidates' letters and resumes were reviewed and ranked by the individual directors, independently, leading to 4 finalists identified tonight, who will be requested to interview during an open special meeting on Tuesday, August 24, beginning at 6:30. Interviews will be 30-minutes each. Current directors will submit several questions each to create one list that will be used in each interview. Finalists are Ken Hall, Tom Bedell, Pamela Hansen, and Michael Hardin. Candidates Tom Orsi and Richard Robinson were also considered. Positions 1 and 3 terms end June 30, 2023. Members of the Board must live within the special health district.

IV. Open Discussion

Dr. Keizer shared that the Southern Coos sonographer will be moving from the area, but that a strong candidate has expressed interest in the position.

V. Adjournment

The meeting adjourned at 6:37 p.m.

The next special meeting will be held on Tuesday, August 24, at 6:30 p.m.
The next regular meeting will be on Thursday, August 26, at 6:30 p.m.

Brent Bischoff, Chairman

Mary Schamehorn, Secretary

DRAFT

CEO REPORT



CEO Report August 2021

The number of COVID cases in Coos County has increased significantly from Low Risk Level in June to High Risk level in July. Governor Brown has issued a state mandate that significantly affects healthcare workers. Cori will cover that in her CNO report.

PATIENT CARE:

- Karen Stafford our Clinic Manager is back at work
- Deb Backman has accepted our offer for Radiology Manager start date Sept. 14
- Barb Snyder has accepted our Risk/Quality/Compliance Manager position, start date Sept. 1
- Posting for HR Director has gone out this week.

COMMUNITY:

- Access to Care
 - Use of market-based compensation and productivity-based incentives ongoing
- SCHHC-BSD School Nurse Partnership
 - Southern Coos Health Center and the Bandon School District have worked in partnership over the past two years to implement a school nurse program at the Bandon School District. We are now entering into year two of the implementation plan. In summer of 2020, SCHHC hired Tamara Stambaugh, Community Health Nurse Practitioner, to provide healthcare services to BSD, beginning with Ocean Crest Elementary. Entering the current school year, 2021-22, Tamara will continue her service at Ocean Crest Elementary and will expand to provide healthcare to students at Harbor Lights Middle School. Tamara spends mornings at the schools and afternoons building her practice at the Southern Coos Multi-Specialty Clinic. At the school, she oversees immunizations, offers same-day care to students, and refers children the Southern Coos Multi-Specialty Clinic when needed.

SAFETY:

- We are currently evaluating Peer Review Processes
- Ongoing COVID-19 Safety
 - We are now caring for COVID-positive patients in med/surg when we are unable to transfer. This requires that we are limiting visitation to end-of life care, or when having a personal caregiver is necessary for the health and well-being of the patient. Negative COVID test will be required.
 - Our triage tent has been put back up to accommodate potential COVID patients seeking treatment in our emergency room.

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FACILITIES:

- Facilities and Equipment Projects
 - August 30, 2021 our roofing project starts. Estimated 3 weeks for completion.
 - HVACs completely repaired replaced and upgraded.
 - Reported to OSHA additional negative pressure with HEPA filtration system and temporary ante-room system set up in response to increase in COVID hospitalizations.
- Dietary
 - Delays in delivery of food frequently. Preparation of staff meals has been temporarily suspended.

CNO REPORT



CNO Report August 2021

Quality – Oregon State mandate requiring COVID-19 Vaccinations for healthcare workers.

- August 19, 2021 Oregon governor Kate Brown announced a new mandate that COVID-19 vaccines will be mandatory for all healthcare workers after October 18, 2021, or after full FDA approval, whichever is later.
- Previous mandate for a weekly COVID-19 testing option canceled as it would require too many resources to manage.
- An increasing number of previously unvaccinated staff members are seeking vaccination.
- Currently awaiting official guidance from the state prior to policy development.

Service – COVID-19 Pandemic and recent rise in COVID-19 cases in Coos County.

- Increased rate of COVID-19 testing and positive results.
 - Drive through COVID-19 testing initiated
- Increased staff exposures and quarantine rate. Increase workload for staff across the organization.
 - Retention of Agency nurses to cover vacancies
 - Addition of a second RN in the Emergency Department during high census hours 9 a.m.-9 p.m.
 - Implemented a nurse-on-call for surge needs or vacancy coverage.

People – Recruitment and Retention

- Medical Imaging
 - Department Manager - 4 Candidates interviewed. Pre-hire process is pending.
 - Full-Time Radiology Tech 2 position remains open, no applications received.
 - Two Full-Time Ultrasound Tech positions are open, no applications received.
- Respiratory Therapy
 - A per diem therapist has accepted the Full-Time position leaving only per diem therapist positions open at this time.
- Emergency Department
 - One Full-Time RN has submitted notice of resignation leaving a vacancy beginning September 1.
 - 2 Agency nurse contracts scheduled for late August. One will fill the ED vacancy and the other to be the second RN during high census hours.

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- Medical Surgical Department
 - 2 Full-time RN and 2 Full-time LPN positions remain open.
 - 3 Full-time CNAII positions remain open, no applications received.
 - Staff turnover – 1 Full-time Charge nurse and 1 Full-time LPN.
 - 6 New nurses in orientation in July (3) & August (3).
 - 6 Full-time Agency Nurse contracts (6) required in July. 2 Additional added in August, COVID surge in Coos County.
- Dietary Department
 - 1 Full time Dietary Cook position remains open.

CFO REPORT



CFO Report August 2021

Auditor Selection and Board Oversight

The best practice is for Boards to have oversight of the selection of the financial statement audit firm. Southern Coos Health District currently has no formal policy guiding this oversight function. Past practice, while varied, has always included a formal presentation at a regular board meeting when the audit was finalized and included “Report of Independent Auditors”, “Independent Auditor’s Report Required by Oregon State Regulations”, “Report of Independent Auditors Control Over Financial Reporting” and “Other Matters on an Audit of Consolidated Financial Statements Performed in Accordance with *Government Auditing Standards*”. Additionally, the Board receives a report directly for “Communications with Those Charged with Governance”. Moss Adams has traditionally participated in an executive session discussion with the Board without management present during this meeting to discuss any findings or concerns directly. Management believes that we should work with the Board to formalize its oversight and adopt certain best practices around evaluation and selection of the District’s audit firm on a periodic basis.

Monthly Financial Statement Review Board Package

The Finance team has begun revamping the Monthly Financial Statement Board Package utilizing the more automated reporting capabilities of our budgeting and financial reporting platform Axiom. The revised finance package includes a new dashboard, payer mix graphs and less redundant financial statements presentations. We anticipate further revisions focused on providing more useful and intuitive presentation of financial and operational data.

CARES Act Provider Relief Funds Reporting

Finance has continued evaluating its use of PRF and applicable reporting requirements with the assistance of CliftonLarsonAllen (CLA) and Moss Adams. While, the revenue loss calculations have been particularly difficult due to the data challenges presented with two billing systems, we have made substantial progress in our calculations of lost revenue due to COVID. We have engaged CLA to advise and evaluate our PRF reporting. A Federal Single Audit is required related to the use of PRF funds and other federally funded grants. We are currently planning this work with Moss Adams.

CIO REPORT



**CIO Report
Information Systems, HIM, Marketing
August 2021**

Phone System

SCHHC recently agreed to convert our phone system to CascadeTel, which offers a voice over internet protocol (VoIP) system. The IS team is working with CascadeTel representatives to plan the conversion. The transition will be hardly noticeable to staff and will not require the purchase of new phones.

Electronic Health Record

As has been noted in past board reports, SCHHC is actively engaged in searching for a new electronic health record system. Back in May and June, staff participated in several demonstrations from major EMR vendors, including St. Charles (Bend), offering EPIC; Oregon Community Health Information Network (OCHIN), offering EPIC; and Cerner, offering CommunityWorks Foundation. After some delays, we are now entering into renewed negotiations with each to assess financial impacts and determine implementation timelines.

Health Information Management

We have hired two new staff members into the HIM department. The team interviewed and offered employment to Claire Benedict, a previous SCHHC employee in patient access and admitting. Claire's first day back onsite is August 23. In addition, we hired Lori Colby to the HIM supervisor position. Lori has worked with SCHHC since 2015 and offers a wide range of experience in medical records, clinical informatics, and patient service.

SCHHC Marketing & Advertising

Our marketing efforts in July and early August have centered on COVID testing availability at SCHHC. As cases rise to critically high levels in Coos County, SCHHC has seen a corresponding increase in requests for COVID tests. Much of our marketing has been focused on ensuring the public knows about the ease and efficiency of our testing process. In addition, we have promoted the July employees of the month, Kelly Hultin and Harold Sterrenberg. Finally, we continue to promote Shane Matsui's practice; Shane provides LCSW and behavioral health services. We have advertised the availability of tele-behavioral health.

SCH FOUNDATION REPORT



Officers

Joseph Bain | President
Mary Wilson | Vice-President
Sean Suppes | Treasurer
Becky Armistead | Secretary

Directors

David Allen
John Ohanesian
Roger Straus
Dr. Henry Holmes

**Southern Coos Health Foundation
Executive Director's Report
August 2021**

Mary Richards Scholarships

Southern Coos Health Foundation offers annual scholarships to staff members and/or relatives of staff members who are pursuing degrees in a healthcare-related field. We received 7 applications for funding from staff and members of the SCHHC community. We are now convening a group of volunteers from the Gift Shop and the Southern Coos Health Foundation board to sit on a committee to award scholarships.

Golf for Health Classic

The 13th Golf for Health Classic, a fundraiser to benefit the hospital, will take place on September 18, 2021. We have secured several sponsors to date, including Bain Insurance Agency, Banner Bank, and Chivaroli & Associates.

As cases continue to increase in Coos County and around the state, we are preparing to alter the format of the weekend events. Typically, we hold several events wherein people congregate in indoor spaces that we will not hold this year. We are in process of ensuring that staff and participants in the golf tournament maintain proper social distancing, wear masks, and undergo pre-tournament screening.

Fundraising

SCHF will launch its year-end fundraising campaign in October. The focus of the campaign is under discussion by the SCHF board members, in conjunction with the SCHHC executive team. We are seriously considering fundraising for the school nurse program, a partnership we have with Bandon School District, wherein our Community Health Nurse Practitioner, Tamara Stambaugh, serves the school district with nursing services. The board and executive team will make a decision at the September Foundation board meeting.

MONTHLY FINANCIAL REPORT



To: Board of Directors and Southern Coos Management
From: Jeremiah Dodrill, CFO
Re: July 2021 Month End Financial Results

Gross Revenue and Volumes – Gross revenues for July of \$3,213,000 were slightly lower than budgeted expectations of \$3,250,000. OP gross revenues of \$2,328,000 were higher than a budget of \$2,136,000. Lab volumes continued to be strong, and there was also an increase in ED volumes and Clinic visits in July. Imaging volumes met budgeted expectations. IP and Swing Bed volumes and revenues of \$885,000 were lower than a budget of \$1,114,000 for the month of July.

Deductions from Revenue – Revenue deductions at \$1,110,000 or 35% of gross revenue were even with a budget of 35%. Year-to-date, deductions from revenue is 35% of gross revenue.

Total Operating Revenues of \$2,104,000 were slightly lower than budget of \$2,111,000.

Labor Expenses in July were \$1,429,000 compared to budget of \$1,320,000 due primarily to high utilization of contract labor primarily in nursing positions for inpatient and ED positions.

Professional Fees and Purchased Services combined were \$450,000 was slightly lower than budget of \$462,000.

Medical Supplies, Drugs and Other Supplies combined were equal to budget of \$152,000.

Operating Expenses – Total operating expenses of \$2,213,000 for the month were higher than budget of \$2,122,000.

Operating Loss – Operating losses for July were (\$110,000) compared to budgeted loss of (\$11,000) due to higher than expected expenses in registry nursing.

Increase in Net Assets was \$9,000 compared to a budgeted increase of \$96,000. This difference is mostly driven by higher than forecast operating expenses.

Days Cash on Hand in July was 67.2 days, down from July at 70.8. This reduction in days cash on hand is primarily due to the increase in net A/R. The calculation of Days Cash on Hand specifically exclude CARES Act provider relief funds (PRF) and restricted investments.

Southern Coos Hospital & Health Center

Volume and Key Performance Ratios

For the Month Ending July 2021

		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior	Actual	Budget	Prior Year	Variance to Bud	Variance to Prior
Volume Summary	IP Days	92	91	87	0.6%	5.7%	92	91	87	0.6%	5.7%
	Swing Bed Days	113	147	193	-23.1%	-41.5%	113	147	193	-23.1%	-41.5%
	Total Inpatient Days	205	238	280	-14.0%	-26.8%	205	238	280	-14.0%	-26.8%
	Avg Daily Census	6.6	7.7	9.0	-14.0%	-26.8%	6.6	7.7	9.0	-14.0%	-26.8%
	Avg Length of Stay - IP	4.8	4.8	4.6	0.6%	5.7%	4.8	4.8	4.6	0.6%	5.7%
	Avg Length of Stay - SWB	10.3	13.4	17.5	-23.1%	-41.5%	10.3	13.4	17.5	-23.1%	-41.5%
	ED Registrations	453	367	389	23.6%	16.5%	453	367	389	23.6%	16.5%
	Clinic Registrations	632	668	560	-5.4%	12.9%	632	668	560	-5.4%	12.9%
	Ancillary Registrations	1,137	975	975	16.6%	16.6%	1,137	975	975	16.6%	16.6%
	Total OP Registrations	2,222	2,010	1,924	10.6%	15.5%	2,222	2,010	1,924	10.6%	15.5%
Key Income Statement Ratios	Gross IP Rev/IP Day	8,532	9,985	8,134	-14.5%	4.9%	8,532	9,985	8,134	-14.5%	4.9%
	Gross SWB Rev/SWB Day	889	1,370	844	-35.2%	5.3%	889	1,370	844	-35.2%	5.3%
	Gross OP Rev/Total OP Registrations	1,048	1,063	962	-1.4%	8.9%	1,048	1,063	962	-1.4%	8.9%
	Collection Rate	65.4%	64.8%	66.4%	0.9%	-1.5%	65.4%	64.8%	66.4%	0.9%	-1.5%
	Compensation Ratio	67.9%	62.5%	63.2%	8.7%	7.5%	67.9%	62.5%	63.2%	8.7%	7.5%
	OP EBIDA Margin \$	(57,204)	40,101	26,835	-242.6%	-313.2%	(57,204)	40,102	26,835	-242.6%	-313.2%
	OP EBIDA Margin %	-2.7%	1.9%	1.5%	-243.2%	-283.3%	-2.7%	1.9%	1.5%	-243.2%	-283.3%
	Total Margin	0.4%	4.6%	4.0%	-90.4%	-90.0%	0.4%	4.6%	4.0%	-90.4%	-90.0%
Key Liquidity Ratios	Days Cash on Hand	67.2	80.0	38.7	-16.0%	73.6%					
	AR Days Outstanding	50.6	50.0	64.0	1.2%	-20.9%					

Southern Coos Hospital & Health Center

Data Dictionary

Volume Summary	IP Days	Total Inpatient Days Per Midnight Census
	Swing Bed Days	Total Swing Bed Days per Midnight Census
	Total Bed Days	Total Days per Midnight Census
	Avg Daily Census	Total Bed Days / # of Days in period (Mo or YTD)
	Avg Length of Stay - IP	Total Inpatient Days / # of IP Discharges
	Avg Length of Stay - SWB	Total Swing Bed Days / # of SWB Discharges
	ED Registrations	Number of ED patient visits
	Clinic Registrations	Number of Clinic patient visits
	Ancillary Registrations	Total number of all other OP patient visits
	Total OP Registrations	Total number of OP patient visits
Key Income Statement Ratios	Gross IP Rev/IP Day	Avg. gross patient charges per IP patient day
	Gross SWB Rev/SWB Day	Avg. gross patient charges per SWB patient day
	Gross OP Rev/Total OP Registrations	Avg. gross patient charges per OP visit
	Collection Rate	Net patient revenue / total patient charges
	Compensation Ratio	Total Labor Expenses / Total Operating Revenues
	EBIDA	Earnings before Interest, Depreciation and Amortization
	OP EBIDA Margin \$	Operating Margin + Depreciation + Amortization
	OP EBIDA Margin %	Operating EBIDA / Total Operating Revenues
	Total Margin (%)	Total Margin / Total Operating Revenues
Key Liquidity Ratios	Days Cash on Hand	Total unrestricted cash / Daily OP Cash requirements
	AR Days Outstanding	Gross AR / Avg. Daily Revenues

Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position

For The Period Ending July 31, 2021

	Current Month - Jul-2021					Year To Date - Jul-2021				
	Jul-2021 Actual	Jul-2021 Budget	Variance	Var %	Jul-2020 Actual	Jul-2021 Actual	Jul-2021 Budget	Variance	Var %	Jul-2020 Actual
Patient Revenue										
Inpatient	885,397	1,114,260	(228,863)	(20.5%)	870,570	885,397	1,114,260	(228,863)	(20.5%)	870,570
Outpatient	2,327,649	2,135,760	191,889	9.0%	1,851,407	2,327,649	2,135,760	191,889	9.0%	1,851,407
Total Patient Revenue	3,213,046	3,250,020	(36,974)	(1.1%)	2,721,977	3,213,046	3,250,020	(36,974)	(1.1%)	2,721,977
Deductions From Revenue										
Total Deductions	1,110,260	1,142,959	32,699	2.9%	913,698	1,110,260	1,142,959	32,699	2.9%	913,698
Revenue Deductions %	34.6%	35.2%			33.6%	34.6%	35.2%			33.6%
Net Patient Revenue	2,102,786	2,107,061	(4,275)	(0.2%)	1,808,279	2,102,786	2,107,061	(4,275)	(0.2%)	1,808,279
Other Operating Revenue	748	4,090	(3,342)	(81.7%)	280	748	4,090	(3,342)	(81.7%)	280
Total Operating Revenue	2,103,534	2,111,152	(7,617)	(0.4%)	1,808,558	2,103,534	2,111,152	(7,617)	(0.4%)	1,808,558
Operating Expenses										
Total Labor Expenses	1,429,350	1,319,994	(109,357)	(8.3%)	1,142,648	1,429,350	1,319,994	(109,357)	(8.3%)	1,142,648
Total Other Operating Expenses	784,050	802,396	18,346	2.3%	690,561	784,050	802,396	18,346	2.3%	690,561
Total Operating Expenses	2,213,401	2,122,390	(91,011)	(4.3%)	1,833,209	2,213,401	2,122,390	(91,011)	(4.3%)	1,833,209
Operating Income / (Loss)	(109,866)	(11,238)	(98,628)	(877.6%)	(24,651)	(109,866)	(11,238)	(98,628)	(877.6%)	(24,651)
Net Non-Operating Revenues	119,021	107,408	10,601	9.9%	96,303	119,021	107,408	10,601	9.9%	96,303
Change in Net Position	9,154	96,169	(87,015)	(90.5%)	71,652	9,154	96,169	(87,015)	(90.5%)	71,652
Collection Rate %	65.4%	64.8%	0.6%	0.9%	66.4%	65.4%	64.8%	0.6%	0.9%	66.4%
Compensation Ratio %	67.9%	62.5%	5.4%	8.7%	63.2%	67.9%	62.5%	5.4%	8.7%	63.2%
OP EBIDA Margin \$	(57,204)	40,101	(97,305)	(242.6%)	26,835	(57,204)	40,101	(97,305)	(242.6%)	26,835
OP EBIDA Margin %	-2.7%	1.9%	-4.6%	(243.2%)	1.5%	-2.7%	1.9%	-4.6%	(243.2%)	1.5%
Total Margin (%)	0.4%	4.6%	-4.1%	-90.4%	4.0%	0.4%	4.6%	-4.1%	-90.4%	4.0%

Southern Coos Hospital & Health Center

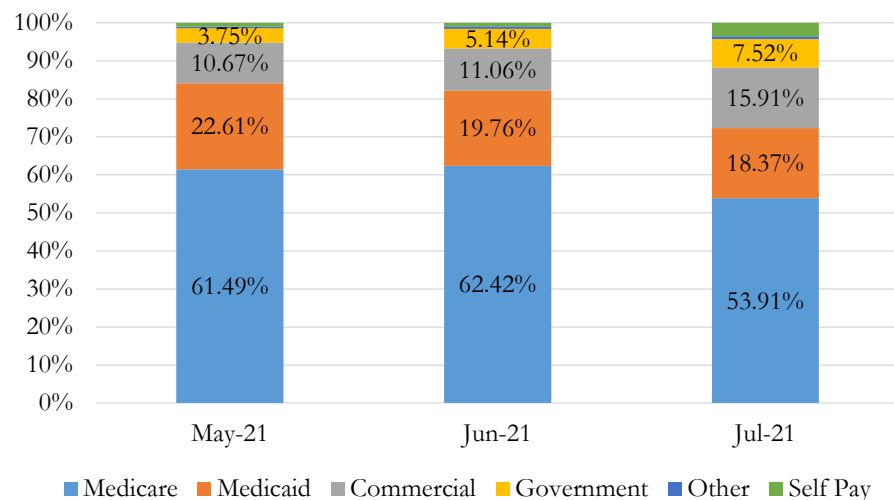
Patient Payer Mix and Volumes

For the Month Ending July 2021

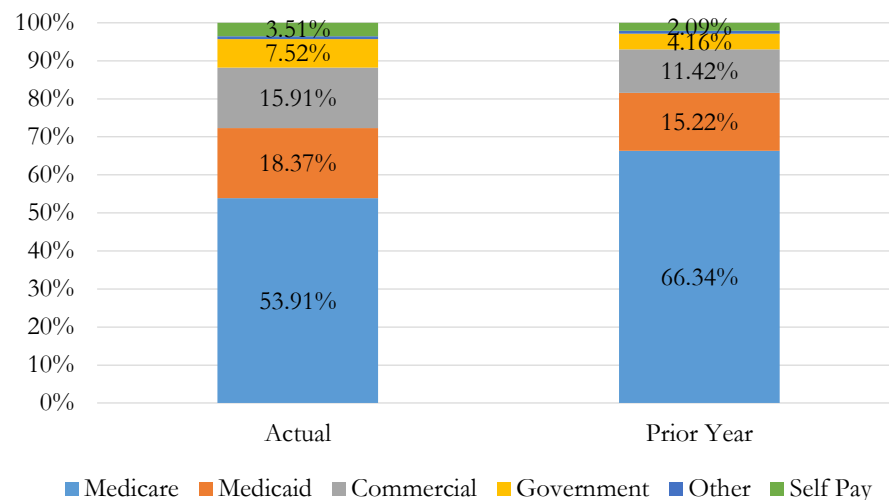
		Month					Year to Date				
		Actual	Budget	Prior Year	Var %		Actual	Budget	Prior Year	Var %	
					To Bud	To PY				To Bud	To PY
Payor Mix - Gross Charges	Medicare	53.90%	66.30%	66.30%	-18.7%	-18.7%	53.90%	66.30%	66.30%	-18.7%	-18.7%
	Medicaid	18.40%	15.20%	15.20%	21.1%	21.1%	18.40%	15.20%	15.20%	21.1%	21.1%
	Commercial	15.90%	11.40%	11.40%	39.5%	39.5%	15.90%	11.40%	11.40%	39.5%	39.5%
	Government	7.50%	4.20%	4.20%	78.6%	78.6%	7.50%	4.20%	4.20%	78.6%	78.6%
	Other	0.80%	0.80%	0.80%	0.0%	0.0%	0.80%	0.80%	0.80%	0.0%	0.0%
	Self Pay	3.50%	2.10%	2.10%	66.7%	66.7%	3.50%	2.10%	2.10%	66.7%	66.7%
	Total	100.00%	100.00%	100.00%			100.00%	100.00%	100.00%		

		Month					Year to Date				
		Actual	Budget	Prior Year	Var %		Actual	Budget	Prior Year	Var %	
					To Bud	To PY				To Bud	To PY
Patient Volumes	In Patient Days	92	91	87	1.1%	5.7%	92	91	87	1.1%	5.7%
	Swing Bed Days	113	147	193	-23.1%	-41.5%	113	147	193	-23.1%	-41.5%
	Total Patient Days	205	238	280	-13.9%	-26.8%	205	238	280	-13.9%	-26.8%
	Emergency Visits	453	367	389	23.4%	16.5%	453	367	389	23.4%	16.5%
	Radiology Procedures	707	735	700	-3.8%	1.0%	707	735	700	-3.8%	1.0%
	Laboratory Tests	3863	3487	3280	10.8%	17.8%	3863	3487	3280	10.8%	17.8%
	Respiratory Visits	436	628	521	-30.6%	-16.3%	436	628	521	-30.6%	-16.3%
	Surgeries and Endoscopies	42	39	34	7.7%	23.5%	42	39	34	7.7%	23.5%
	Specialty Clinic Visits	201	230	238	-12.6%	-15.5%	201	230	238	-12.6%	-15.5%
	Primary Care Clinic	431	438	322	-1.6%	33.9%	431	438	322	-1.6%	33.9%

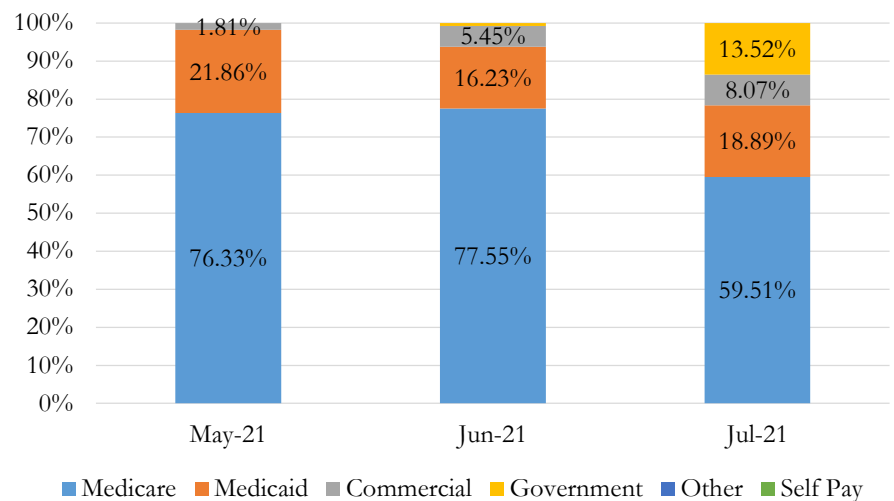
All Patients Payor Mix



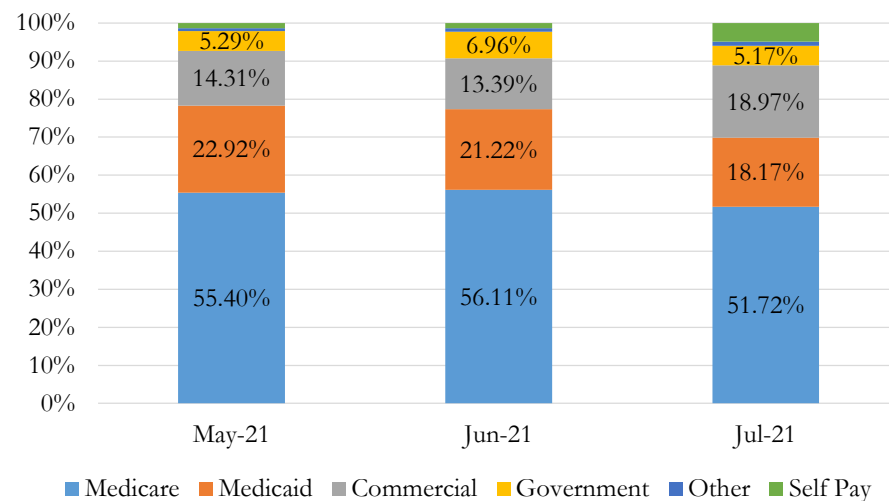
Year to Date Payor Mix



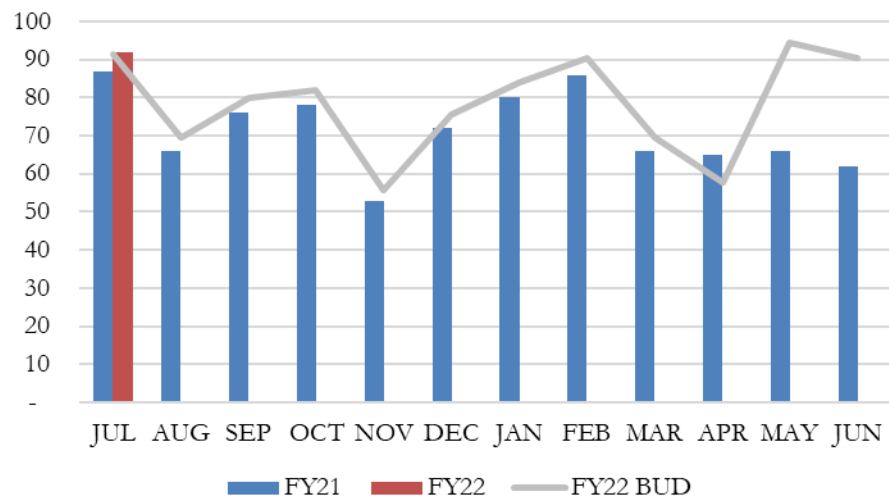
IP Payor Mix



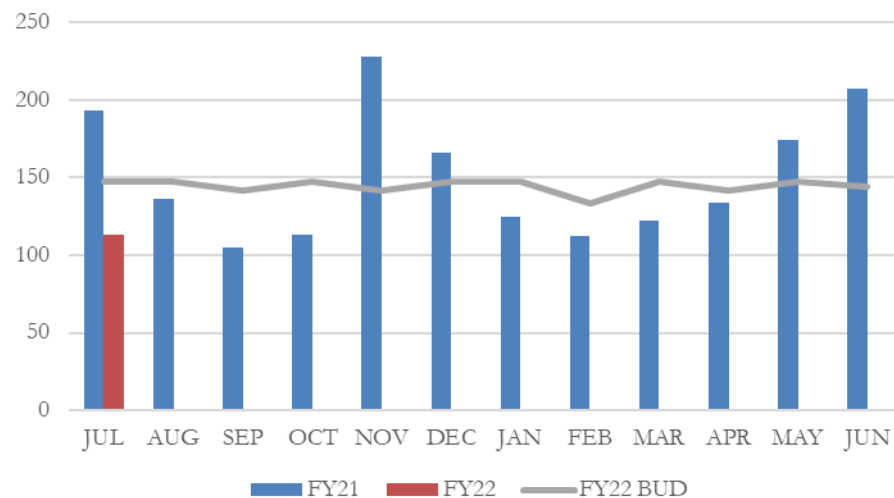
OP Payor Mix



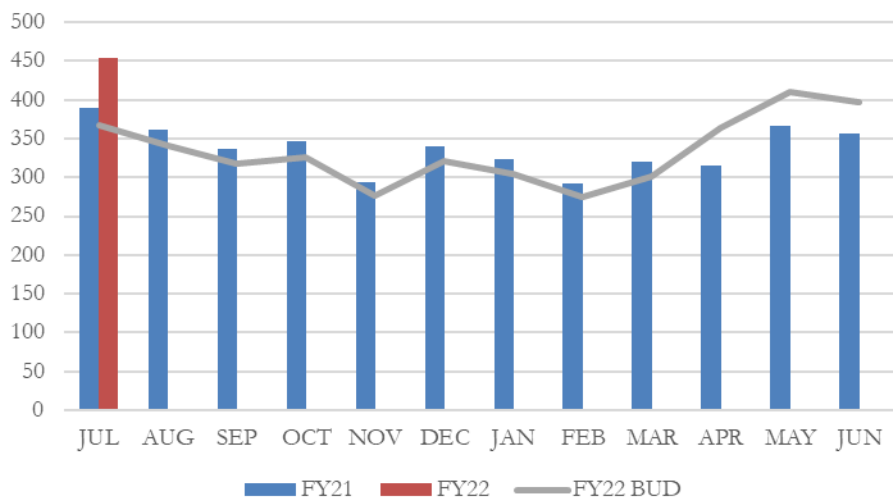
IP Days



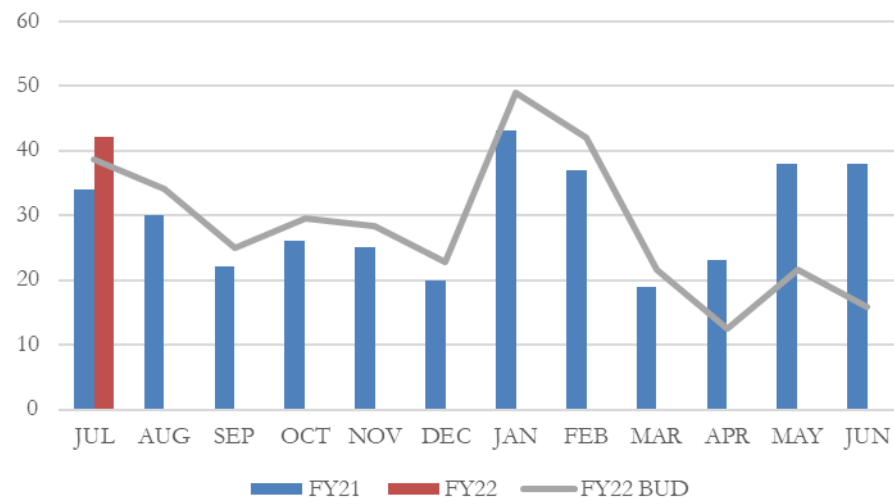
Swing Bed Days



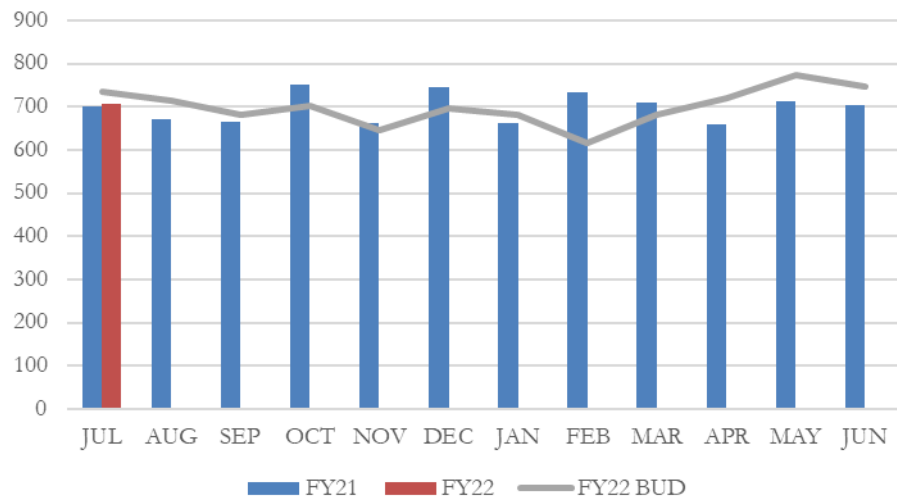
ER Visits



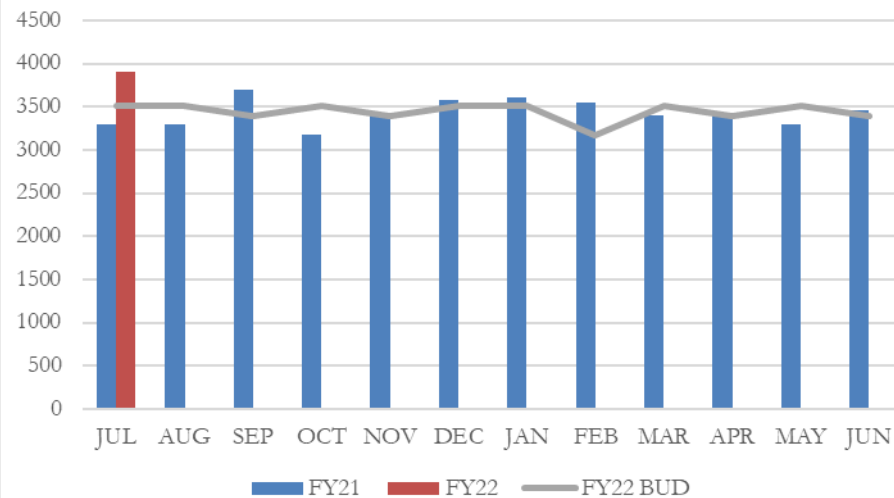
Surgery Patients



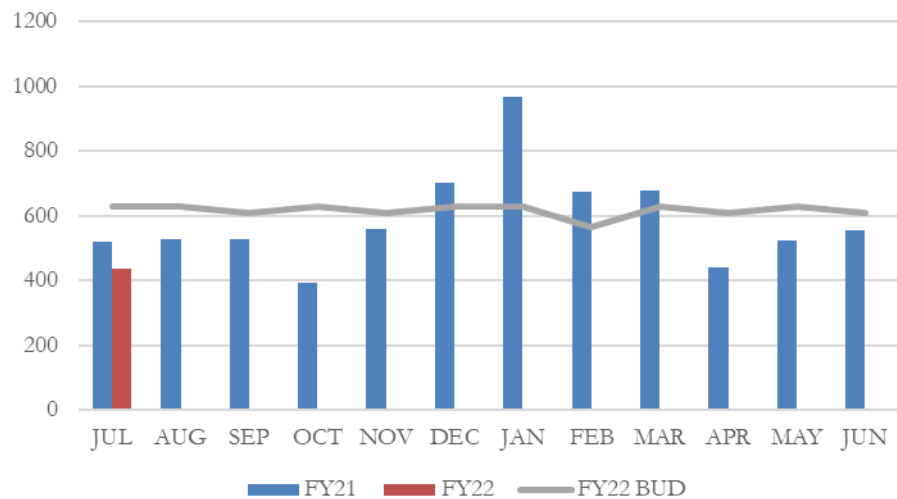
Imaging Visits



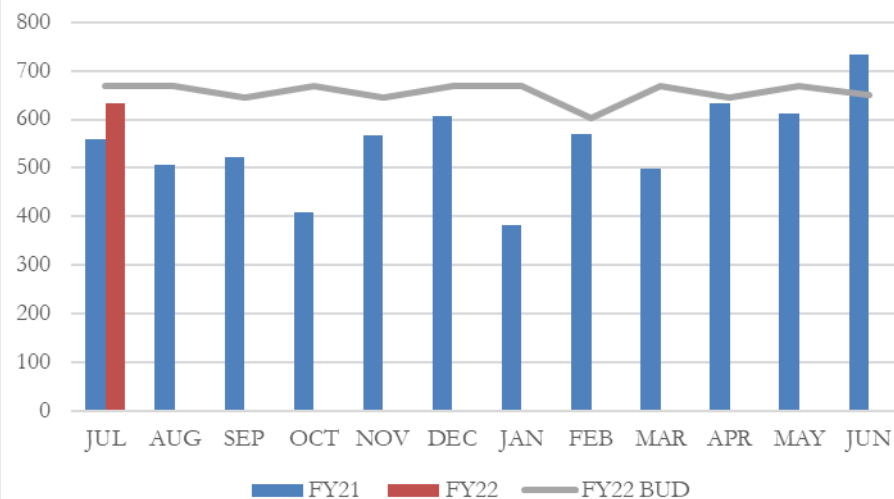
Lab Tests



RT Procedures



Clinic Visits



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending July 31, 2021

	Balance as of Jul-2021	Balance as of Jun-2021	Change	Balance as of Jun-2020
Assets				
Current Assets				
Cash - Operating	1,510,389	2,023,966	(513,577)	(781,040)
Covid-19 Relief Funds	5,229,061	5,229,061	0	8,016,556
Medicare Accelerated Payments	6,919,303	7,028,524	(109,221)	7,352,042
Investments - Unrestricted	457,549	452,620	4,929	375,577
Investments - Restricted	9,488	9,488	0	9,488
Investment - USDA Restricted	233,705	233,705	0	233,705
Investment - Board Designated	1,972,783	1,972,783	0	1,972,783
Cash and Cash Equivalents	16,332,278	16,950,147	(617,869)	17,179,111
Patient Accounts Receivable	5,395,046	4,845,025	550,021	5,758,157
Allowance for Uncollectibles	(2,431,261)	(2,319,557)	(111,704)	(2,336,539)
Net Patient Accounts Receivable	2,963,785	2,525,468	438,317	3,421,618
Other Receivables	839,009	770,633	68,376	81,441
Inventory	237,075	239,072	(1,997)	300,563
Prepaid Expense	356,219	402,507	(46,288)	128,607
Property Tax Receivable	0	0	0	0
Total Current Assets	20,728,366	20,887,827	(159,461)	21,111,340
Property, Plant and Equipment				
Land	461,527	461,527	0	461,527
Property and Equipment:	16,210,410	16,154,324	56,085	15,980,096
Less: Accumulated Depreciation	(11,704,617)	(11,651,955)	(52,662)	(11,010,369)
Construction In Progress	91,084	35,449	55,635	0
Net PP&E	5,058,403	4,999,345	59,058	5,431,254
Total Assets	25,786,769	25,887,172	(100,404)	26,542,594

Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending July 31, 2021

	Balance as of Jul-2021	Balance as of Jun-2021	Change	Balance as of Jun-2020
Liabilities and Net Assets				
Current Liabilities				
Accounts Payable	1,108,200	949,885	158,315	1,072,148
Accrued Payroll and Benefits	1,185,436	1,094,428	91,008	938,690
Interest and Other Payable	491,801	476,302	15,499	33,306
Current Portion of Long Term Debt	231,964	231,964	0	227,789
Medicare Accelerated Fund	6,577,838	6,952,217	(374,379)	7,352,042
Provider Relief Funds	4,308,836	4,308,836	0	4,308,836
Oregon Provider Relief Funds	68,963	68,963	0	68,963
Covid-19 Relief Funds	851,262	851,262	0	3,638,757
Current Liabilities	14,824,300	14,933,857	(109,557)	17,640,531
Long-Term Debt	4,368,697	4,368,697	0	4,596,488
Less Current Portion of Long-Term Debt	(231,964)	(231,964)	0	(227,789)
Total Long-Term Debt, net	4,136,733	4,136,733	0	4,368,699
Total Liabilities	18,961,033	19,070,590	(109,557)	22,009,230
Net Assets:				
Fund Balance	6,816,582	4,533,364	2,283,218	6,518,595
Change in Net Position	9,154	2,283,218	(2,274,064)	(1,985,231)
Total Net Assets	6,825,736	6,816,582	9,154	4,533,364
Total Liabilities & Net Assets	25,786,769	25,887,172	(100,403)	26,542,594

Southern Coos Hospital & Health Center

Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending July 31, 2021

	Current Month - Jul-2021				Year To Date - Jul-2021					
	Jul-2021 Actual	Jul-2021 Budget	Variance	Var %	Jul-2020 Actual	Jul-2021 Actual	Jul-2021 Budget	Variance	Var %	Jul-2020 Actual
Patient Revenue										
Inpatient	885,397	1,114,260	(228,863)	(20.5%)	870,570	885,397	1,114,260	(228,863)	(20.5%)	870,570
Outpatient	2,327,649	2,135,760	191,889	9.0%	1,851,407	2,327,649	2,135,760	191,889	9.0%	1,851,407
Total Patient Revenue	3,213,046	3,250,020	(36,974)	(1.1%)	2,721,977	3,213,046	3,250,020	(36,974)	(1.1%)	2,721,977
Deductions From Revenue										
Total Deductions	1,110,260	1,142,959	32,699	2.9%	913,698	1,110,260	1,142,959	32,699	2.9%	913,698
<i>Revenue Deductions %</i>	<i>34.6%</i>	<i>35.2%</i>			<i>33.6%</i>	<i>34.6%</i>	<i>35.2%</i>			<i>33.6%</i>
Net Patient Revenue	2,102,786	2,107,061	(4,275)	(0.2%)	1,808,279	2,102,786	2,107,061	(4,275)	(0.2%)	1,808,279
Other Operating Revenue	748	4,090	(3,342)	(81.7%)	280	748	4,090	(3,342)	(81.7%)	280
Total Operating Revenue	2,103,534	2,111,152	(7,617)	(0.4%)	1,808,558	2,103,534	2,111,152	(7,617)	(0.4%)	1,808,558
Operating Expenses										
Salaries & Wages	918,275	965,097	46,822	4.9%	812,290	918,275	965,097	46,822	4.9%	812,290
Benefits	250,203	265,719	15,516	5.8%	262,501	250,203	265,719	15,516	5.8%	262,501
Contract Labor	260,872	89,178	(171,694)	(192.5%)	67,858	260,872	89,178	(171,694)	(192.5%)	67,858
Total Labor Expenses	1,429,350	1,319,994	(109,357)	(8.3%)	1,142,648	1,429,350	1,319,994	(109,357)	(8.3%)	1,142,648
Professional Fees	237,525	214,109	(23,416)	(10.9%)	204,329	237,525	214,109	(23,416)	(10.9%)	204,329
Purchased Services	212,015	247,881	35,866	14.5%	204,429	212,015	247,881	35,866	14.5%	204,429
Medical Supplies	12,476	19,262	6,785	35.2%	15,953	12,476	19,262	6,785	35.2%	15,953
Drugs & Pharmaceuticals	63,253	48,952	(14,301)	(29.2%)	39,723	63,253	48,952	(14,301)	(29.2%)	39,723
Other Supplies	75,885	84,196	8,311	9.9%	73,679	75,885	84,196	8,311	9.9%	73,679
Depreciation & Amortization	52,662	51,340	(1,323)	(2.6%)	51,486	52,662	51,340	(1,323)	(2.6%)	51,486
Lease and Rental	13,453	25,768	12,314	47.8%	22,885	13,453	25,768	12,314	47.8%	22,885
Maintenance & Repairs	37,062	24,410	(12,651)	(51.8%)	30,779	37,062	24,410	(12,651)	(51.8%)	30,779
Utilities	17,621	20,009	2,388	11.9%	10,706	17,621	20,009	2,388	11.9%	10,706
Insurance	18,639	12,103	(6,536)	(54.0%)	11,090	18,639	12,103	(6,536)	(54.0%)	11,090
Other Expenses	43,459	54,367	10,908	20.1%	25,503	43,459	54,367	10,908	20.1%	25,503
Total Operating Expenses	2,213,401	2,122,390	(91,011)	(4.3%)	1,833,209	2,213,401	2,122,390	(91,011)	(4.3%)	1,833,209
Operating Income / (Loss)	(109,866)	(11,238)	(98,628)	(877.6%)	(24,651)	(109,866)	(11,238)	(98,628)	(877.6%)	(24,651)
Non-Operating										
Property Taxes	83,924	86,497	(2,573)	(3.0%)	78,130	83,924	86,497	(2,573)	(3.0%)	78,130
Non Operating Revenue	45,632	30,344	15,288	50.4%	24,478	45,632	30,344	15,288	50.4%	24,478
Interest Expense	(15,499)	(16,511)	0	0.0%	(16,322)	(15,499)	(16,511)	0	0.0%	(16,322)
Investment Income	4,964	7,078	(2,113)	(29.9%)	10,017	4,964	7,078	(2,113)	(29.9%)	10,017
Total Non-Operating	119,021	107,408	10,601	9.9%	96,303	119,021	107,408	10,601	9.9%	96,303
Change in Net Position	9,154	96,169	(87,015)	(90.5%)	71,652	9,154	96,169	(87,015)	(90.5%)	71,652

Southern Coos Hospital & Health Center

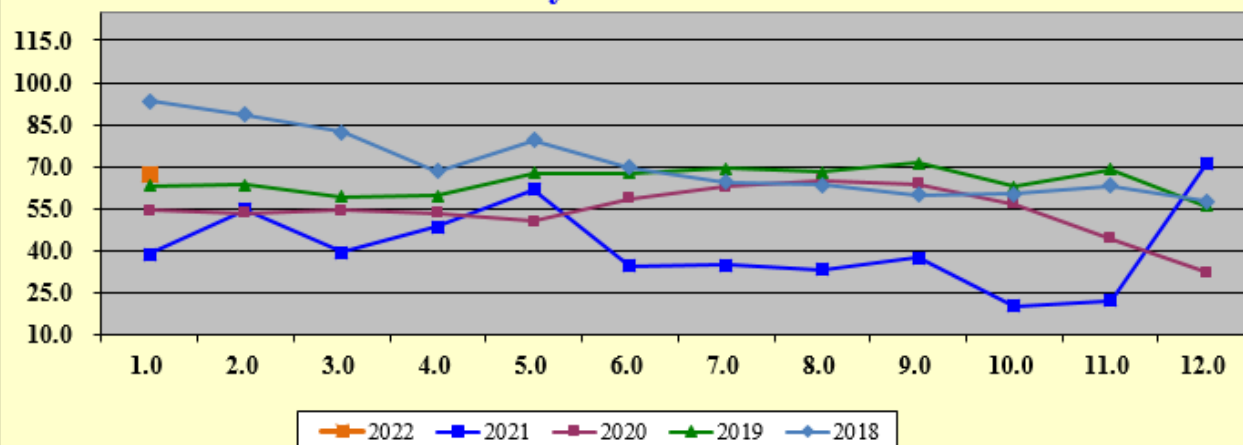
Income Statement

For The Period Ending July 31, 2021

Comparison to Prior Months

	Feb-2021	Mar-2021	Apr-2021	May-2021	Jun-2021	Current FY 2022 Jul-2021
Patient Revenue						
Inpatient	827,818	770,755	728,381	849,326	884,112	885,397
Outpatient	2,014,590	2,112,993	1,882,129	2,000,156	2,164,931	2,327,649
Total Patient Revenue	2,842,408	2,883,748	2,610,510	2,849,482	3,049,042	3,213,046
Deductions From Revenue						
Charity Services	28,897	7,542	(910)	12,337	7,989	4,838
Contractual Allowances	893,028	1,225,657	411,169	779,894	935,330	1,022,308
Other Discounts	38,215	89,674	130,611	93,513	98,018	74,261
Bad Debt	9,531	8,834	19,577	17,272	8,900	8,853
Total Deductions	969,670	1,331,707	560,447	903,016	1,050,237	1,110,260
Net Patient Revenue	1,872,737	1,552,041	2,050,063	1,946,466	1,998,805	2,102,786
Other Operating Revenue	330	24,522	45	75	40	748
Total Operating Revenue	1,873,067	1,576,563	2,050,108	1,946,541	1,998,845	2,103,534
Operating Expenses						
Salaries & Wages	826,069	782,802	1,120,954	997,256	854,780	918,275
Benefits	230,692	222,327	198,140	292,013	311,605	250,203
Contract Labor	132,258	159,628	317,216	192,534	200,772	260,872
Professional Fees	198,776	207,963	195,625	197,369	221,880	237,525
Purchased Services	275,740	195,355	187,929	250,870	389,413	212,015
Medical Supplies	12,486	21,583	4,411	11,474	24,060	12,476
Drugs & Pharmaceuticals	35,417	54,653	39,018	74,665	89,737	63,253
Other Supplies	85,937	84,226	48,129	96,439	81,351	75,885
Depreciation & Amortization	60,368	56,703	56,703	53,497	54,318	52,662
Lease and Rental	23,391	32,708	25,138	23,639	20,750	13,453
Maintenance & Repairs	18,509	15,871	(7,294)	20,680	14,337	37,062
Utilities	26,484	4,955	7,672	16,562	22,302	17,621
Insurance	20,006	8,573	32,738	3,528	17,580	18,639
Other Expenses	40,343	84,460	58,235	69,931	21,655	43,459
Total Operating Expenses	1,986,474	1,931,808	2,284,613	2,300,458	2,324,540	2,213,401
Excess of Revenue Over Expenses	(113,407)	(355,245)	(234,505)	(353,917)	(325,695)	(109,866)
Non-Operating						
Unrestricted Contributions	85,394	84,424	83,924	83,924	83,924	83,924
Other Non-Operating Revenue/Expense	14,034	96,349	39,810	39,647	3,589,658	45,632
Investment Income	5,638	5,006	4,933	5,093	4,807	4,964
Total Non-Operating	105,066	185,779	128,666	128,664	3,678,390	134,520
Interest Expense	15,828	15,828	15,828	15,828	15,828	15,499
Excess of Revenue Over Expenses	(24,169)	(185,294)	(121,667)	(241,081)	3,336,867	9,154

July 2021 Days Cash on Hand



Calculation:

$$\frac{\text{Total Unrestricted Cash on Hand}}{\text{Daily Operating Cash Needs}}$$

Definition:

This ratio quantifies the amount of cash on hand in terms of how many "days" an organization can survive with existing cash reserves.

Desired Position:

Upward trend, above the median

Benchmark

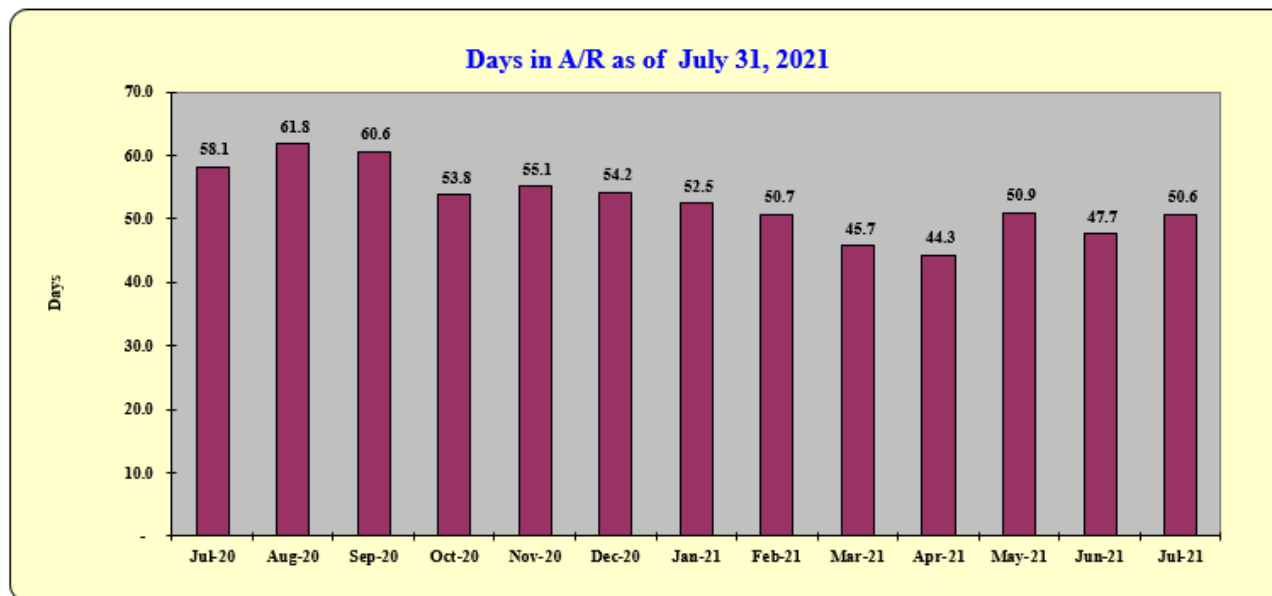
80 Days

How ratio is used:

This ratio is frequently used by bankers, bondholders and analysts to gauge an organization's liquidity--and ability to meet short term obligations as they mature.

Year	Average
2022	67.2
2021	41.2
2020	54.0
2019	64.7
2018	70.7
2017	96.1
2016	83.6
2015	67.3

Fiscal	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2022	67.2											
2021	38.7	54.6	39.1	48.2	61.6	34.4	34.6	33.0	37.2	19.9	21.9	70.8
2020	54.3	53.4	54.2	53.3	50.3	58.3	62.6	64.9	63.8	56.4	44.0	32.0
2019	63.0	63.5	59.0	59.6	67.6	67.6	69.3	67.8	71.2	62.8	69.0	55.7
2018	93.3	88.3	82.1	68.2	79.4	69.4	64.5	63.4	59.8	60.1	63.0	57.5



Calculation: $\frac{\text{Gross Accounts Receivable}}{\text{Average Daily Revenue}}$

Definition: Considered a key "liquidity ratio" that calculates how quickly accounts are being paid.

Desired Position: Downward trend below the median, and below average. **Benchmark** 50

How ratio is used: Used to determine timing required to collect accounts. Usually, organizations below the average Days in AR are likely to have higher levels of Days Cash on Hand.

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21
A/R (Gross)	4,995,370	5,384,407	5,302,025	4,633,152	4,754,578	4,805,300	4,827,674	4,916,092	4,391,535	4,152,150	4,617,946	4,459,196	5,014,861
Days in AR	58.1	61.8	60.6	53.8	55.1	54.2	52.5	50.7	45.7	44.3	50.9	47.7	50.6
	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21
A/R (Gross)	4,995,370	5,384,407	5,302,025	4,633,152	4,754,578	4,805,300	4,827,674	4,916,092	4,391,535	4,152,150	4,617,946	4,459,196	5,014,861
Days in Month	31	31	30	31	30	31	31	28	31	30	31	30	31
Monthly Revenue	2,721,977	2,664,445	2,658,849	2,603,504	2,589,675	2,961,390	2,915,176	2,842,408	2,883,748	2,610,510	2,849,482	3,049,042	3,213,046
3 Mo Avg Daily Revenue	85,926	87,104	87,449	86,161	86,286	88,637	92,024	96,877	96,015	93,670	90,693	93,506	99,039
Days in AR	58.1	61.8	60.6	53.8	55.1	54.2	52.5	50.7	45.7	44.3	50.9	47.7	50.6

SOUTHERN COOS HOSPITAL & HEALTH CENTER

CAPTIAL PURCHASES

FY2020	VENDOR	DESCRIPTION	COST	DATE	GRANT FUNDING SOURCE
	Bay Area Copier	Copy Machine	6,000.00	7/29/2019	
	CDW Government Inc	Disaster Recover Server Data Base	6,162.20	8/19/2019	
	VERATHON INC	GLIDE SCOPE CORE	18,155.00	9/1/2019	
	CURTIS RESTAURANT EQUIPMENT	COOKING STOVE	6,245.00	10/24/2019	
	MEDLINE INDUSTRIES	BLADDER SCANNER BIOCON 750 W/ PRINTER	9,500.00	12/24/2019	
	Fukuda Denshi	Bedside EKG monitor / Transmitter	8,920.90	3/1/2020	
	STRYKER	Hospital Beds	96,733.62	3/23/2020	
	GE HEALTHCARE	GE LE9 TEEprobe DL Connector	16,277.25	5/15/2020	
	Philips Healthcare	TC70 Cardiograph	10,704.00	8/4/2020	
	Philips Healthcare	Cardiograph Machine	10,704.00	11/1/2020	
	Total		<u>189,401.97</u>		

FY2021	VENDOR	DESCRIPTION	COST	DATE	GRANT FUNDING SOURCE
	Non-Threshold Capital Purchases (<\$25,000)				
	CDW Government	Computer ThinkCenters & Monitors (Covid)	16,246.72	9/29/2020	CARES Grant Funded
	Steris Corporation	Endo Cabinet, Seismic Anchor-	7,656.00	10/1/2020	
	CDW Government	Ergotron Sit-Stand Vertical Lift	5,548.64	11/1/2020	
	CDW Government	Computer ThinkCenters & Monitors (Covid)	11,487.75	11/30/2020	CARES Grant Funded
	Helmer Scientific	Blood Bank Refrigerator	12,469.76	12/1/2020	
	Para Healthcare Financial	Price Transparency Tool	15,000.00	12/31/2020	
	Emergency Genrator Repairs		17,521.59	12/31/2020	CARES Grant Funded
	Stryker Instruments	Two Neptune Surgical Waste Management Systems	29,644.76	1/1/2021	
	Zoho Corporation	OpManager Plus	7,595.00	2/28/2021	
	Walk-In Refrigeration	Refrigerator & Electric Hook Up	39,264.85	3/1/2021	
	Medline	COVID Vaccination Freezers	15,226.00	4/21/2021	CARES Grant Funded
	Fukuda Denshi	Ds-8100 Patient Monitor	16,373.40	5/1/2021	
	Board Approved Threshold Projects (>\$25,000) in Process				
	Oxygen Tanks	Bulk storage tanks	55,635.00	6/30/2021	CARES Grant Funded

Total 249,669.47

Total CARES Grant Funded Equipment 116,117.06

Capital Purchases Under Budget Authority 133,552.41

FY2021 Budget Authority 250,000.00

Remaining Budget 116,447.59

FY2022	VENDOR	DESCRIPTION	COST	DATE	GRANT FUNDING SOURCE
	Non-Threshold Capital Purchases (<\$25,000)				



To: Board of Directors and Southern Coos Management
From: Jeremiah Dodrill, CFO
Re: CARES Act Funds Update – August 18, 2021

The various CARES Act funding sources are currently in different stages of uncertainty and resolution. Since inception, the various programs and funding sources have undergone many modifications which have impacted our ability to plan. SCHHC has engaged CliftonLarsonAllen LLP (CLA) to provide independent advisory and review services associated with these various programs and ensure that SCHHC is compliant with these programs.

CARES Provider Relief Funds (PRF) – \$4,308,836

PRF payments are for healthcare-related expenses or lost revenue due to COVID-19. Under the program, providers are required to report its use of the funds for applicable costs and lost revenues incurred through June 30, 2021. The HRSA has recently opened the reporting portal and issued updated guidance and instructions for reporting the use of these funds. The reporting deadline is September 30, 2021. We are working with CLA to advise and evaluate our PRF reporting of eligible expenses and revenue loss calculations. Eligible expense calculations are completed and subject to final review while lost revenue calculations are nearly completed. These funds are subject to the federal Single Audit requirements and thus will be audited by Moss Adams at a later date.

Medicare Advanced Payments – \$7,352,042

These funds are essentially an interest free loan extended by Medicare to providers. These funds are set to begin repayment under the program one year after the receipt of funding. Repayment may occur via reductions in payment on Medicare reimbursements or via bi-weekly periodic interim payments. Under the program, repayments began in April 2021 with approximately \$839,000 of reductions on claim payments from Noridian through July 31, 2021.

Paycheck Protection Program (PPP) – \$3,638,757

PPP is a forgivable loan which bears an interest rate of 1%. On Thursday, April 8, 2021, Southern Coos submitted its application for forgiveness to its lender, Banner Bank and has provided all requested supplemental information and documentation to support its application. On June 16, 2021, we received a confirmation letter from Banner Bank confirming that the full amount of the Paycheck Protection Program loans have been forgiven by the SBA. We have recognized this as other non-operating revenue in the June 2021 financial statements.

QUALITY AND PATIENT SAFETY REPORT

Dietary Services

Service Area & Project Scope	Metrics	Service Area & Project Scope	Metrics
<i>Dietary Services</i>	<p>Eliminate excess/track leftover food waste</p> <p>Baseline: 25%</p> <p>Threshold: 0.0%</p> <p>Population: All</p> <p>Exclusions: None</p> <p>Metric Statement: Dating and labeling of food with correct dates and to track waste</p> <p>Benchmark: New measure</p>	<i>Dietary Services</i>	<p>Special meals to patients error rate</p> <p>Baseline: 20%</p> <p>Threshold: 0.0%</p> <p>Population: All special diet patients</p> <p>Exclusions: None</p> <p>Metric Statement: All special diet meals are prepared and delivered correctly</p> <p>Benchmark: New measure</p>



Clinical Laboratory

Service Area & Project Scope	Metrics
Clinical Laboratory	<p>Streamlining Process of Lab Tests- Build with no errors</p> <p>Baseline: 25%</p> <p>Threshold: 0.0%</p> <p>Population: All</p> <p>Exclusions: None</p> <p>Metric Statement: Decreased discrepancies of new test built- will contain no errors (mis-matched test descriptions, incorrect CPT code, incorrect pricing) after test goes live.</p> <p>Benchmark: New measure</p>

TEST BUILD TRACKING

	Wildcard to Completion w/ Weekends & Holidays N = 25		Origination to Completion w/o Weekends / Holidays N = 33	
Median TAT	8.6	5.5	6.3	3.7
Average TAT	7	5	5	3
Shortest TAT	5	1	3	1
Longest TAT	23	2	15	14

Long TAT items have to do with other project priorities, and the fact that even within a five day week, most team members work for 3 – 4 of those days. Not all team members are present for 8 hour 5-days/week schedules.

Infection Prevention

Service Area & Project Scope	Metrics
<i>Infection Prevention</i>	<p>Reducing Numbers of Contaminated Urine Culture Samples</p> <p>Baseline: 29%</p> <p>Threshold: 19%</p> <p>Population: All patients</p> <p>Exclusions: None</p> <p>Metric Statement: 6 month measure of urine culture contamination rates hospital wide</p> <p>Benchmark: New measure</p> <p>No Data to Show</p>