



Southern Coos Health District
Board of Directors Executive Session & Regular Meeting
January 27, 2022 | 6pm
Public Access via Southern Coos Hospital website and Facebook

Agenda

Executive Session At 6:00 p.m. there will be an Executive Session Under ORS 192.660(2)(h) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

- I. Public Meeting** Begins at 6:30pm
 - 1. Public Input

- II. Consent Agenda**
 - 1. Meeting Minutes
 - i. Regular Meeting: 12/16/2021 ...p 2-6
 - ii. Executive Sessions: 12/14/21; 12/21/21; 12/28/21; 12/30/21 ...p 7-10
 - 2. **Monthly Counsel Invoices**
 - i. Robert S. Miller III, General Counsel – 01/03/2022 Invoice #2088 ...p 11-12

- III. Staff Reports**
 - 1. CEO & Multi-Specialty Clinic Reports presented by Debi Ellis, Interim CEO ...p 13-14
 - 2. CNO Report presented by Cori Valet ...p 15-16
 - 3. CFO Report presented by Jeremiah Dodrill ...p 17
 - 4. CIO & SCH Foundation Reports presented by Scott McEachern, CIO ...p 18-19
 - 5. Medical Staff & Credentialing Report presented by Dr. P.J. Keizer, MD ...p 20

- IV. Monthly Financial Statements** presented by Jeremiah Dodrill, CFO ...p 21-37

- V. Quality & Patient Safety** presented by Barbara Snyder, Quality & Risk Manager...p 38-39

- VI. New Business**
 - 1. Bylaw revision process discussion

- VII. Old Business**
 - 1. Permanent CEO Search Update
 - 2. Governance Institute Education ...p 40

- VIII. Open Discussion**

- IX. Adjournment**



**Southern Coos Health District
Board of Directors
Regular Meeting Minutes
December 16, 2021 | 6:30pm**

Members Present: Brent Bischoff, Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Treasurer; Tom Bedell and Pamela Hansen, Directors. **Administration:** Deborah Ellis, Interim CEO via Zoom; Jeremiah Dodrill, CFO; Cori Valet, CNO; Scott McEachern, CIO; Philip Keizer, MD, Medical Staff Chief of Staff, and Kerry Vincent, covering for Kim Russell, Executive Assistant. **Others present:** Robert S. Miller III, General Counsel.

I. Call to Order

Mr. Bischoff, Chairman, called the meeting to order at 6:37 p.m., noting the presence of a quorum.

Executive session was held at 6:00 pm under ORS 192.660(2)(f) to consider information or records that are exempt from disclosure by law, including written advice from your attorney. The board reviewed an attorney-client privileged communication, which is information exempt by law from public inspection. The letter outlined general issues that board members need to know about public meetings and executive sessions as part of the ongoing board orientation. Return to open session at 6:27 pm.

1. Public Input

1. Recognition ~ David Allen was recognized by the board for his 17 years of service as a board member. David was presented with a Southern Coos Hospital rain jacket.
2. No public input

Mary Schamehorn **moved** to accept the agenda. Norbert Johnson **seconded** the motion. **None opposed. Motion passed.**

II. Consent Agenda

1. Meeting Minutes

- i. Regular Meeting – 11/18/2021 and Executive Session – 12/8/21

2. Monthly Counsel Invoices

- i. Robert S. Miller III, General Counsel ~ #2051 ~ 12/3/21
- ii. Robert S. Miller III, General Counsel ~ #2021 ~ 10/31/21

Norbert Johnson **moved** to approve the Consent Agenda with corrections to the minutes from the regular board meeting on November 18, 2021 and Tom Bedell **seconded** the motion. **None opposed. Motion passed.**

III. Staff Reports

1. CEO Report

Deborah Ellis, Interim CEO, was traveling and provided the CEO report to the Board. She was not available for comment on the report.

2. Multi-Specialty Clinic Report

Deborah Ellis, Interim CEO, was traveling and was not available for comment on this report.

3. CNO Report

Cori Valet, RN/BSN, CNO presented the CNO Report. Ms. Valet reported we had reached the 90 total monoclonal antibody infusions given at this time. Cori pointed out of those 90+ infusions only one has required inpatient hospitalization after their infusion. We have increased nurse staffing in the ED to two RNs during the peak hours of 9 am to 9 pm, 7 days per week. If there comes a time when we can reduce those hours, we will do so. We are using the COVID funds to pay for that additional nurse. We plan to begin using the new Cepheid GeneXpert (Rapid PCR) in the Laboratory beginning in January after validation and implementation. November was a great month for mammography.

4. CFO Report

Jeremiah Dodrill, CFO, reviewed his report. The staff has been working on the clinic standalone financial statements and provider reporting to be presented to the board this month. The summary report is included in the financials this month. Jeremiah would be happy to provide the individual stats for each provider to the board privately. The board and their attorney approved Jeremiah sending that data via email to the board as a group. Jeremiah acknowledge Katelin Wirth for building these reports.

5. CIO Report

Scott McEachern, CIO, shared that the Foundation donated \$5000 to staff that have gone “Above and Beyond” during the COVID pandemic. The Executive Leadership came up with criteria and a process for nominating peers. Thru this process, 12 people were awarded \$400 each with a certificate. The Foundation is very engaged with the hospital and the staff

and showing support. The twelve recipients are: Chelsea Freitag, Admitting; Kelly Hultin, Billing; Mike Snyder, Med/Surg Manager; Melanie Collins, ED Manager; Kerry Vincent, Nursing Administration; Denise Ebenal, Infection Prevention/Employee Health RN; Cheyanne Gallagher, Laboratory; Rick Haase, Steven Bettelyoun and Bonnie Ragan, all in Dietary; Katelin Wirth and Jenny Percy, both in Finance. The remaining funds will be dispersed evenly to the remaining nominees. There will be an official press release to follow soon.

6. SCHD Foundation Report

Scott McEachern, CIO & Foundation Executive Director provided a recap of the Health Foundation Report. The year-end fundraising campaign to support the Bandon School nurse program is going very well.

7. Medical Staff Report

- i. Dr. Keizer presented the Privileging Report from the December 14 Medical Staff monthly meeting:

New Appointment

None

Reappointments

Frances Lawson, MD – Emergency Medicine – 2-Year Courtesy Staff Robert Evans, MD - Emergency Medicine – 2-Year Courtesy Staff Dana Brad Hunter, MD – Emergency Medicine – 2-Year Courtesy Staff

Current Staff Changes

Joseph Goldman, MD - Emergency Medicine – Resignation Adria Ottoboni, MD - Emergency Medicine - Resignation

Direct Radiology – Third Party Reading Radiology Group

Bao Nguyen, MD – Courtesy – Resignation

Discussion:

Mary Schamehorn **moved** to accept the Medical Staff Report as presented. Norbert Johnson **seconded** the motion. **None were opposed. Motion passed.**

IV. Monthly Financial Statements: Review

Jeremiah Dodrill, CFO, provided a review of the financial statements for the month of November. Mary Schamehorn asked what efforts are being made to improve the Swing Bed

numbers which are down over 6%. Cori explained why the Swing Bed numbers are constantly in flux. This is partially based on the number of inpatients and their acuity. Eight admissions is a good number for us to keep as Swing Bed, keeping in mind when our inpatient census/acuity increases we need to decrease the beds available for Swing Bed patients. Swing Bed patients can be with us for a few weeks where the expectation is to have discharged an acute care patient within 3 days. We still receive referrals for swing bed patients but we have to weigh that need with our need for acute care admissions. Jeremiah pointed out the newest report included in this month's financials, the clinic budget income summary. Based on the report the clinic is performing as expected. Jeremiah and his staff have created similar worksheets that are provider specific. Pamela Hansen asked if Jeremiah has an administrative support head count for the clinic to include time his staff spends working on clinic reports, etc., which he does not have with him but could get it requested. **Discussion:** Discussion took place throughout the presentation of the financial reports.

V. Quality and Patient Safety Report

Barbara Snyder, Quality and Risk Manager. Ms. Snyder went over the monthly report.

VI. New Business

1. Proposed Revision to District Bylaws

Change to District Bylaws as follows on page 3, **Article 4, Officers**, section 5, paragraph 2. "The appointee shall serve until the next regular election for that position".

Mary Schamehorn **moved** to accept the change to the District Bylaws as presented. Tom Bedell **seconded** the motion. **None were opposed. Motion passed.**

2. Board Policies

Brent Bischoff, Board Chair, began open discussion on board policy and its importance in the governance function. Brent check with Debi Ellis, Interim on any current board policies. Debi found a couple of policies. Brent shared a list of board approved policies that Coos Curry Electric currently uses as a reference point. As a part of the board's strategic planning Brent would like to see this item addressed. Brent suggested that the board begin spending a fair amount of time during open discussion and we should move earlier on the agenda instead of at the end of the agenda. This will provide the board an opportunity to have in depth discussions when they are fresh into the meeting. Brent asked the board to send him any items they would specifically like discussed in open discussion along with documentation and he will add to the agenda under open discussion. Mary asked that we do not shorten the time spent on staff reports as these reports are very informative and appreciated. Mary also requested that the staff reports only be dated at the top. Scott McEachern mentioned he is

currently working on updating the format of the board packets to include page numbers and other visual cues.

VII. Old Business

1. Permanent CEO Search Update

Brent Bischoff, Board Chair gave an update on the CEO position posting. We began with 25 applicants and narrowed that down to a list of six and began virtual interviews. Three have been completed and three more next week. Brent has received a request from the Executive Team to be involved in some capacity with interviews during the next step. The board is in agreement the Executive Team should be invited to participate in the interviews with the top applicants. Jeremiah and Scott feel the entire Executive Team should be involved, not just a select few. Scott would also represent the Foundation in that process. Discussion took place regarding the next steps in the permanent CEO interview and screening process.

VIII. Open Discussion

Norbert Johnson asked about tours of the hospital for new board members, DNV has been tabled for now and he suggested a meet the board opportunities for staff. Jeremiah agreed it would be nice for them to meet staff and Scott suggested at the beginning of our daily tier 2 zoom meeting which begins at 11:45 am every weekday. Norbert will be invited first, beginning in January, and then they will rotate thru the rest of the board members.

Pamela Hansen shared a leadership book she saw in Debi Ellis' office. She thought it would be nice for the rest of the board to receive a copy. Scott will help get those for them. Tom Bedell wished everyone a Happy Holiday.

IX. Adjournment

At 8:30 p.m. the meeting was adjourned. The next regular meeting of the Southern Coos Health District will be January 27, 2022 at 6:30 p.m.

Brent Bischoff, Chairman 1-27-22

Mary Schamehorn, Secretary 1-27-22



Southern Coos Health District
Board of Directors Meeting
Executive Session Minutes
December 14, 2021 - 4:00 pm.

At 3:55 p.m. Brent Bischoff, Board Chair, called to order the **Executive Session Under ORS 192.660(2)(a) & (7)(d) to conduct interviews with prospective CEO candidates.**

Members Present: Brent Bischoff, Board Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Pamela Hansen, Tom Bedell; Directors. **Administration:** None. **Others present:** Robert Miller, III, Counsel. **Press:** None.

I. Conducted interviews with prospective CEO candidates.

Meeting adjourned at 7:05 pm

Brent Bischoff, Chairman 1-27-2022

Mary Schamehorn, Secretary 1-27-2022



**Southern Coos Health District
Board of Directors Meeting
Executive Session Minutes
December 21, 2021 - 4:00 pm.**

At 4:00 p.m. Brent Bischoff, Board Chair, called to order the **Executive Session Under ORS 192.660(2)(a) & (7)(d) to conduct interviews with prospective CEO candidates.**

Members Present: Brent Bischoff, Board Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Pamela Hansen, Tom Bedell; Directors. **Administration:** None. **Others present:** Robert Miller, III, Counsel. **Press:** None.

I. Conducted interviews with prospective CEO candidates.

Meeting adjourned at 7:02 pm.

Brent Bischoff, Chairman 1-27-2022

Mary Schamehorn, Secretary 1-27-2022



**Southern Coos Health District
Board of Directors Meeting
Executive Session Minutes
December 28, 2021 - 5:00 pm.**

At 5:08 p.m. Brent Bischoff, Board Chair, called to order the **Executive Session Under ORS 192.660(2)(a) & (7)(d) to conduct interviews with prospective CEO candidates and ORS 192.660(2)(h) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.**

Members Present: Brent Bischoff, Board Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Pamela Hansen, Tom Bedell; Directors. **Administration:** None. **Others present:** Robert Miller, III, Counsel. **Press:** None.

- I. **Conducted interviews with prospective CEO candidates and consulted with legal counsel on potential litigation.**

Meeting adjourned at 6:16 pm.

Brent Bischoff, Chairman 1-27-2022

Mary Schamehorn, Secretary 1-27-2022



**Southern Coos Health District
Board of Directors Meeting
Executive Session Minutes
December 30, 2021 - 5:00 pm.**

At 5:00 p.m. Brent Bischoff, Board Chair, called to order the **Executive Session Under ORS 192.660(2)(h) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.**

Members Present: Brent Bischoff, Board Chairman; Mary Schamehorn, Secretary; Norbert Johnson, Pamela Hansen, Tom Bedell; Directors. **Administration:** None. **Others present:** Robert Miller, III, Counsel. **Press:** None.

I. The board met with legal counsel to discuss claims against the district.

Meeting adjourned at 5:17 pm.

Brent Bischoff, Chairman 1-27-2022

Mary Schamehorn, Secretary 1-27-2022

Robert S. Miller III, Attorney at Law

Bandon Professional Center, 1010 First Street S.E.

Suite 210

Bandon, OR 97411 US

(541) 347 – 6075

robertstevensmilleriii@gmail.com

INVOICE

BILL TO

Southern Coos Hospital &

Health Center

Attn: Accounts Payable

900 11th Street S.E.

Bandon, OR 97411

INVOICE # 2088**DATE** 01/03/2022

DATE	ACTIVITY	QTY	RATE	AMOUNT
12/08/2021	Attorney Prospective CEO interviews.	1:12	250.00	300.00
12/14/2021	Attorney CEO Interviews.	3:30	250.00	875.00
12/16/2021	Attorney Preparation of attorney-client privileged letter to Board; Board Meeting and executive session.	3:30	250.00	875.00
12/21/2021	Attorney Prospective CEO interviews.	3:00	250.00	750.00
12/27/2021	Attorney Suksi: Information share with PDX law firm.	0:18	250.00	75.00
12/28/2021	Attorney Suksi: information share with PDX law firm. Board Executive Session.	3:00	250.00	750.00
12/29/2021	Attorney Correspondence; Information share regarding prospective CEO Steiner.	0:24	250.00	100.00
12/30/2021	Attorney Suksi: information share with PDX Counsel. Emergency Executive Session.	2:30	250.00	625.00
12/31/2021	Attorney Suksi: emails. Global settlement authorized principle, subject to final writing.	0:18	250.00	75.00

To make payments by credit card please call
(541) 347-6075 Monday through Friday, 9:00am–4:00pm PST.

BALANCE DUE

\$4,425.00



CHIEF EXECUTIVE OFFICER REPORT

To: Board of Directors and Southern Coos Management
From: Deborah Ellis, Interim CEO
Re: CEO Report for Board of Directors Meeting – January 2022

Service

Our annual Women's Health day is coming up on the 26th of February. Stephanie Lyons our pharmacist and Wellness ambassador is instrumental in serving on the committee. Our staff is engaged and very excited to provide this service to our community. It has been greatly appreciated and supported by all in previous years. We have sponsors in the community and hospital that donate both time, services and supplies to insure this event benefits everyone in our community.

Quality

As we will be receiving a SHIP (Small Hospital Improvement Program) grant from the Oregon Office of Rural Health, for \$11,000 which will go toward the consulting firm of Stroudwater, in order to provide us with guidance in maximizing our Medical staff services across the hospital. Previously we received this grant for Antimicrobial Stewardship and Pricing Transparency.

People

We have chosen to implement a liberal work at home policy in order to decrease the likelihood of being exposed to the Omicron COVID variant. As you have probably seen on our website and Facebook, we have limited visitors to only essential support persons to our patients. Our staff is working very hard and wearing many hats, exercising strength and resilience in adverse conditions. This demonstrates the high quality of our employees. We have hired Cherie Turbitt into the Clinic Managers position. Cherie is new to the area and brings with her a wide range of experience ranging from marketing, project management, systems designer, as well as a passion for healthcare. We are all very excited to welcome Cherie to our team.

Finance

Please refer to Jeremiah's report.

Growth

Departments are currently evaluating the structure of services and how these are provided to our customers. Suggestions and ideas in order to better serve both our internal and external customers are being explored.

Community

The healthcare community we share with Coquille Valley and Bay Area Hospital is under quite a bit of stress. Testing supplies are limited, frequent Covid exposures continue to rise, resulting in fewer staff to care for our patients. We have updated our Covid Return to Work policy according to CDC guidelines in the event we are overwhelmed and don't have the capacity to provide healthy staff to care for our patients. I am in regular contact with Coquille CEO, Jeff Lang, Brian Moore, Bay Area CEO, as well as the OHA in regard to coordination for care in the event that any of us begin to experience the inability to care adequately for our patients due to this most recent surge. We address daily, our continued capacity and alternate plans in the event of an emergency.



Safety

Jason Cook, our Engineer, is developing a safety plan and policy for any contract work that is conducted on the Southern Coos Campus which will ensure that all staff, community members and patients are protected anywhere in the vicinity of work in progress.

Multi-Specialty Clinic Report

<u>Multi-Specialty Clinic Stats - December 2021</u>									
	Days in Clinic	Patients			Total	Average	No Show	Total	Total
Provider	Clinic	Scheduled	CXL'D	No Show	Seen	Seen	Rate	Telehealth	New Pts
Debra Guzman, FNP	14	177	9	15	153	11	14%	42	10
Olinx Adams, DO	4.5	43	3	4	36	8	16%	4	3
Noel Pense, DO	4	39	1	2	36	9	8%	0	1
Christine Mitchell, DO	10	93	0	4	89	9	4%	1	8
Shane Matsui, LCSW	19	76	3	8	65	3	14%	17	2
COVID-19 Clinic	4	120	0	0	120	30	0%	0	0
Outpatient Services	21	204	1	3	200	10	2%	0	0
Totals	13	752	17	36	699	54	7%	64	24

Total telehealth	64								

Southern Coos Health Center Call Reminder Results - October 2021

Type	Total								
Called - No Answer	20		*Pts Seen	314					
Phone Too Busy	3		*Cancelled	13					
Answered No TT Requested	0		*No Show	25					
Answered - Hung Up	19		*Primary Care Only						
Answered - Entire Msg	0		No show rate - 11%						
Invalid Ph # / Out of Order	1								
Answered - Repeated Msg	2								
Answering Machine	113								
Answered Yes	180								
Answered No	21								
Total Calls Made	359								



CHIEF NURSING OFFICER REPORT

To: Board of Directors and Southern Coos Management

From: Cori Valet, CNO

Re: Chief Nursing Officer Report for Board of Directors Meeting – January 2022

Growth

Laboratory

- I. New Instrument: Cepheid GeneXPert (Rapid PCR)
 - o New in house testing will include: Influenza, COVID-19, MRSA and RSV.
 - o Validation and implementation delayed due to instillation challenges.
 - o Testing anticipated to begin in February, 2022 after training and validations complete.

Quality

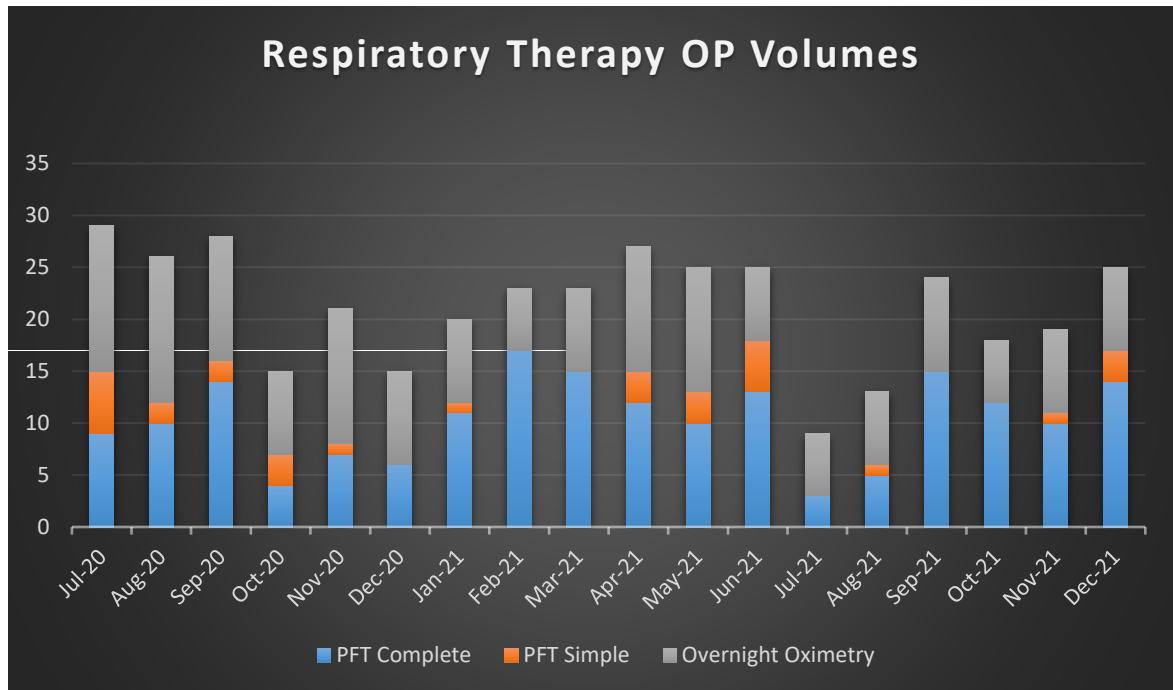
Medical-Surgical Department

- I. December 2021 Census remains at or close to capacity (physical beds and nursing capacity)
- II. Nurse Staffing-
 - a. Vacancies include 5 Full Time nurse positions and 5 CNA positions.
 - b. 4 Agency Nurse Contracts are in place.
- III. New Discharge Planner/UR/Case Manager has started and is quickly orienting to the role.
- IV. Safe Medication Administration Practice Improvements
 - a. Non-formulary medications (medications not stocked at SCH&HC) have been increasingly difficult to obtain with the staffing challenges that the Bandon Rite Aid Pharmacy. A new pharmacy contract is in process to utilize the Coast Community Health Center Pharmacy to fill non-formulary medications for inpatient and Swing Bed patients for use during their Hospitalization. By adding this second pharmacy contract, we will reduce the risk that a patient is delayed receiving important medications that are required during their stay.

Finance

Respiratory Therapy

- I. Inpatient and Swing Bed patient procedures have increased significantly in December 2021.
- II. Outpatient Volumes in Respiratory Therapy:



- III. Supply chain challenges/shortages will likely impact the volume of Pulmonary Function Test (PFT) tests performed in the next few months.



CHIEF FINANCIAL OFFICER REPORT

To: Board of Directors and Southern Coos Management
From: Jeremiah Dodrill, CFO
Re: CFO Report for Board of Directors Meeting – January 2022

Clinic Standalone Financial Statements and Provider Reporting

Included in the December Financial Statements is the rollup of Clinic standalone financial statements. In addition, the Finance Department has prepared and provided the Board individual provider reports. These financial statements include the cumulative rollup of each of the clinic providers, however, they exclude the outpatient nursing. We have met with each provider to orient and familiarize them with these reports and answer any questions they have. Monthly individual provider reports will be distributed to each provider, the Clinic manager and CEO.

We continue to make progress creating standard hospital based provider contract and financial evaluations to better understand the financial impact of hospitalist contracts, ED coverage, radiology and other such hospital based provider contracts.

Year End Tax Reporting

AP and Payroll have completed the required year-end tax reporting. 1099's and W-2's have all been sent out in January.

Community Benefit Report (CBR-1)

The State of Oregon has the requirement to report each hospital's total amount of "community benefit" that the hospital is responsible for providing to the community utilizing the CBR-1 form. The community benefit is compilation of the net unreimbursed costs of care, subsidized services and other in-kind and direct contributions for things like health professional education, scholarships, community health events, etc.

In addition, in 2019, the State of Oregon passed HB 3076 which established minimum community benefit spending thresholds for each hospital. These minimum spending thresholds went into effect for fiscal 2022 and are based on a combination of revenues and profitability. Southern Coos Hospital's minimum spending floor is \$1,302,206. For reference, our fiscal 2020 community benefit spending was \$3,520,195.

This report is due February 28, with extensions available. Finance plans to review it with the Board in the February Board meeting.



CHIEF INFORMATION OFFICER REPORT

To: Board of Directors and Southern Coos Management

From: Scott McEachern, CIO

Re: Chief Information Officer Report for Board of Directors Meeting – January 2022

People

Stephanie Lyon, SCHHC Pharmacist, is leading the development of a SCHHC Health & Wellness program. The program will kick-off with the release of a health and wellness app called HeadSpace for Work.

- In Marketing, we are focused on our long-term strategy of highlighting the personal stories that comprise the culture of the hospital; e.g. patient and staff testimonials, employees of the month, and expertise.
- The HIM, IS, Marketing, and Clinical Informatics Managers and the CIO have started reading the next leadership publication for our book club, *The 21 Irrefutable Laws of Leadership* by John Maxwell.

Service

In terms of offerings to our patients, vendors, and job seekers, we have implemented or are working on the following:

- Added an electronic job application form to the SCHHC website:
<https://southerncoos.org/employment>
- Onboarded a remote medical records request team to assist our onsite team with fielding patient requests for records
- Added an electronic request for medical records form to the SCHHC website
- In collaboration with the Southern Coos Health Foundation, we partnering with Bandon School District to continue the School Nurse Program at BSD. We have two candidates for the School Nurse Program we are interviewing soon.

Quality

HIPAA Risk Assessment

Accomplishments:

- Added detail to the SCHHC Facility Security Plan; available to you by request.
- Ensured 100% use of privacy screens in high-traffic areas

In Progress:

- Planning an annual Business Associate Agreement (BAA) audit in February
- Adding detail to SCHHC's current Contingency and Emergency Mode Operations Plans, in collaboration with SCHHC Engineering

Growth/Finance

Shawn March recently began transitioning to Clinical Informatics Manager. His first task is to benchmark the workflows in the Multi-Specialty Clinic and to develop a gap analysis for us to develop a long-term plan of action. The goal is to enhance efficiency for providers in the Multi-Specialty Clinic.



SCH Foundation Report

To: Board of Directors and Southern Coos Management
From: Scott McEachern, CIO & Executive Director, SCHF
Re: SCH Foundation Report for Board of Directors Meeting – January 2022

SCHF Campaign for the School Nurse Program at Bandon School District

Southern Coos Health Foundation will mount a year-end fundraising campaign in support of the School Nurse Program at Bandon School District. To date, we have raised \$81,600 toward the program. We continue to fundraise for the program.

Women's Health Day

The 19th Annual Women's Health Day takes place on February 26th, 2022. Due to rising COVID cases in the county, state, and nation, we moved to a fully virtual format. You may sign up for the event at <https://www.eventbrite.com/organizations/events>

Above and Beyond Recognition Program

The SCH Foundation donated \$5000 so SCHHC could recognize employees who have gone above and beyond the call of duty during the COVID pandemic. The SCHHC staff nominated many deserving candidates. Each staff member recognized received a \$400 check and a certificate of appreciation. The awardees are as follows:

Bonnie Ragan	Dietary
Chelsea Freitag	Admitting
Cheyenne Gallagher	Laboratory
Denise Ebenal	Infection Control
Jenny Percy	Finance/Accounting
Katelin Wirth	Finance/Accounting
Kelly Hultin	Revenue Cycle/Billing
Kerry Vincent	Nursing Admin
Melanie Collins	Emergency Department
Michelle Jurgenson	Admitting
Mike Snyder	Medical-Surgical
Rick Haase	Dietary
Steve Bettelyoun	Dietary

Appointment and Privileges – MEDICAL STAFF

Name	Category	Area of Practice	Licensure restrictions	NPDB Issues	Hosp Aff Issues	Training Issues	Reference Issues	Review Issues	Privileges Issues

Appointment and Privileges – Licensed Independent and Dependent Practitioners

Name	Category	Area of Practice	Licensure restrictions	NPDB Issues	Hosp Aff Issues	Training Issues	Reference Issues	Review Issues	Privileges Issues

Reappointment and Privileges – MEDICAL STAFF

Name	Category	Area of Practice	Licensure restrictions	NPDB Issues	Hosp Aff Issues	Cert. Issues	Reference Issues	Review Issues	Privileges Issues

Appointments, Reappointments, Changes – Direct Radiology

Name	Category	Area of Practice	NPDB Issues	Change					
Jeffrey Grossman, MD	Courtesy	Radiology	None	Reappoint					
Michael Rozenfeld, MD	Courtesy	Radiology	None	Resign					

Staff Changes – MEDICAL STAFF

Name	From Status	To Status	Area of Practice
Marc David Smith, MD	Courtesy	Retiring- Privileges Lapse 01.23.22	Emergency Medicine
Steven Rudis	Courtesy	Retiring, not renewing OMB 12.31.21	Emergency Medicine
Jonathan Doug Mayeux	Courtesy	Not renewing OMB 12.31.21	Emergency Medicine

*See physician requests and attestations



SOUTHERN COOS
HOSPITAL
& HEALTH CENTER

CFO Report

December 2021



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

Gross Revenue and Volumes – Gross revenues for December of \$3,190,000 were slightly higher than budgeted expectations of \$3,063,000. OP gross revenues of \$2,152,000 were higher than a budget of \$2,030,000. Lab volumes decreased in December meeting budget expectations. There was an increase in ED volumes in December exceeding budget. Imaging volumes were slightly below budgeted expectation, but still increased over the prior month. IP and Swing Bed volumes and revenues of \$1,038,000 were slightly higher than a budget of \$1,033,000 for the month of December.

Deductions from Revenue – Revenue deductions at \$1,260,000 or 39.5% of gross revenue were higher than a budget of 36.4% due to an increase in AR. Year-to-date, deductions from revenue is 34.2% of gross revenue.

Total Operating Revenues of \$1,930,000 were slightly lower than budget of \$1,952,000.

Labor Expenses in December were \$1,414,000 compared to budget of \$1,326,000.

Professional Fees and Purchased Services combined were \$454,000 which is slightly below a budget of \$462,000.

Medical Supplies, Drugs and Other Supplies combined were \$161,000 which was higher than a budget of \$149,000.

Operating Expenses – Total operating expenses of \$2,226,000 for the month were marginally higher than budget of \$2,143,000.

Operating Income – Operating loss for December was (\$296,000) compared to budgeted loss of (\$191,000). Year to date operating loss is (\$795,000) compared to a budgeted loss of (\$966,000).

Decrease in Net Assets was (\$209,000) compared to a budgeted loss of (\$83,000).

Days Cash on Hand in December was 127.4 days, down from November at 136.1. Decrease in December is due to an increase in total A/R. Days cash on hand remains high due to the recognition of COVID-19 grant funds in FY2021, in particular HRSA Provider Relief Funds received in November 2021.

Southern Coos Hospital & Health Center

Volume and Key Performance Ratios For The Period Ending December 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	118	76	72	56.0%	63.9%	620	454	432	36.6%	43.5%
	Swing Bed Days	104	147	166	-29.3%	-37.3%	646	872	941	-25.9%	-31.3%
	Total Inpatient Days	222	223	238	-0.3%	-6.7%	1,266	1,326	1,373	-4.5%	-7.8%
	Avg Daily Census	7.2	7.2	7.7	-0.3%	-6.7%	6.9	7.2	7.5	-4.5%	-7.8%
	Avg Length of Stay - IP	5.1	4.0	3.8	28.8%	35.4%	3.7	3.5	3.4	4.1%	9.3%
	Avg Length of Stay - SWB	20.8	18.4	20.8	13.2%	0.2%	12.2	10.4	11.2	17.4%	8.8%
	ED Registrations	295	320	340	-7.9%	-13.2%	2,282	1,948	2,067	17.2%	10.4%
	Clinic Registrations	383	484	336	-20.9%	14.0%	2,676	2,870	1,734	-6.8%	54.3%
	Ancillary Registrations	1,008	1,233	1,233	-18.2%	-18.2%	7,621	6,549	6,549	16.4%	16.4%
Total OP Registrations		1,686	2,037	1,909	-17.2%	-11.7%	12,579	11,367	10,350	10.7%	21.5%
Key Income Statement Ratios	Gross IP Rev/IP Day	8,003	11,004	10,417	-27.3%	-23.2%	8,408	10,944	9,802	-23.2%	-14.2%
	Gross SWB Rev/SWB Day	903	1,364	1,166	-33.8%	-22.6%	866	1,365	1,193	-36.6%	-27.4%
	Gross OP Rev/Total OP Registrations	1,276	996	1,057	28.1%	20.7%	1,020	1,075	1,048	-5.1%	-2.7%
	Collection Rate	60.7%	63.6%	71.1%	-4.6%	-14.7%	65.8%	63.8%	65.0%	3.2%	1.2%
	Compensation Ratio	73.0%	67.9%	61.2%	7.5%	19.2%	68.9%	66.9%	65.7%	3.0%	4.8%
	OP EBIDA Margin \$	(234,313)	(121,353)	(19,074)	93.1%	1128.4%	(472,978)	(604,721)	(578,660)	-21.8%	-18.3%
	OP EBIDA Margin %	-12.1%	-6.2%	-0.9%	94.7%	1237.6%	-3.9%	-5.2%	-5.5%	-25.0%	-29.5%
	Total Margin	-10.5%	-4.3%	1.0%	144.5%	-1162.6%	-1.9%	-2.7%	-3.0%	-30.0%	-36.5%
Key Liquidity Ratios	Days Cash on Hand	127.4	80.0	34.4	-59.3%	-270.3%					
	AR Days Outstanding	62.4	50	55.7	-24.8%	-12.0%					



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
	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 December 31, 2021

	Current Month - Dec-2021					Year To Date - Dec-2021				
	Dec-2021 Actual	Dec-2021 Budget	Variance	Var %	Dec-2020 Actual	Dec-2021 Actual	Dec-2021 Budget	Variance	Var %	Dec-2020 Actual
Patient Revenue										
Inpatient	1,038,237	1,033,083	5,154	0.5%	943,635	5,772,305	6,158,609	(386,305)	(6.3%)	5,356,812
Outpatient	2,151,667	2,029,502	122,165	6.0%	2,017,755	12,824,782	12,214,637	610,145	5.0%	10,843,028
Total Patient Revenue	3,189,905	3,062,586	127,319	4.2%	2,961,390	18,597,087	18,373,246	223,841	1.2%	16,199,840
Deductions From Revenue										
Total Deductions	1,260,393	1,114,184	(146,209)	(13.1%)	854,390	6,363,304	6,659,644	296,340	4.4%	5,662,041
Revenue Deductions %	39.5%	36.4%			28.9%	34.2%	36.2%			35.0%
Net Patient Revenue	1,929,512	1,948,402	(18,890)	(1.0%)	2,107,000	12,233,783	11,713,602	520,181	4.4%	10,537,799
Other Operating Revenue	223	4,090	(3,867)	(94.5%)	1,455	685	24,543	(23,858)	(97.2%)	14,587
Total Operating Revenue	1,929,735	1,952,492	(22,757)	(1.2%)	2,108,455	12,234,468	11,738,145	496,323	4.2%	10,552,386
Operating Expenses										
Total Labor Expenses	1,414,088	1,325,808	(88,280)	(6.7%)	1,291,372	8,433,220	7,852,506	(580,714)	(7.4%)	6,934,778
Total Other Operating Expenses	811,571	817,483	5,912	0.7%	885,947	4,596,007	4,851,649	255,642	5.3%	4,522,381
Total Operating Expenses	2,225,658	2,143,291	(82,367)	(3.8%)	2,177,318	13,029,227	12,704,155	(325,072)	(2.6%)	11,457,160
Operating Income / (Loss)	(295,923)	(190,799)	(105,124)	55.1%	(68,864)	(794,759)	(966,010)	171,250	(17.7%)	(904,774)
Net Non-Operating Revenues	86,674	107,408	(22,109)	(20.6%)	89,615	553,469	645,203	(95,296)	(14.8%)	586,546
Change in Net Position	(209,249)	(83,391)	(125,858)	150.9%	20,751	(241,290)	(320,806)	79,516	(24.8%)	(318,227)
Collection Rate %	60.5%	63.6%	(4.9%)	(4.9%)	71.1%	65.8%	63.8%	3.2%	3.2%	65.0%
Compensation Ratio %	73.3%	67.9%	7.9%	7.9%	61.2%	68.9%	66.9%	3.0%	3.0%	65.7%
OP EBIDA Margin \$	(240,943)	(121,354)	(119,590)	98.5%	(19,073)	(479,607)	(604,721)	125,113	(20.7%)	(578,660)
OP EBIDA Margin %	(12.5%)	(6.2%)	(6.3%)	100.9%	(0.9%)	(3.9%)	(5.2%)	1.2%	(23.9%)	(5.5%)
Total Margin (%)	(10.8%)	(4.3%)	(6.6%)	153.9%	1.0%	(2.0%)	(2.7%)	0.8%	(27.8%)	(3.0%)



Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending December 2021

		Month				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year
Payor Mix - Gross Charges	Medicare	60.36%	65.41%	65.41%	-7.7%	-7.7%
	Medicaid	21.48%	19.01%	19.01%	13.0%	13.0%
	Commercial	12.84%	9.47%	9.47%	35.6%	35.6%
	Government	3.54%	4.98%	4.98%	-28.9%	-28.9%
	Other	0.33%	0.21%	0.21%	52.4%	52.4%
	Self Pay	1.45%	0.92%	0.92%	57.6%	57.6%

Total 100.00% 100.00% 100.00%

Year to Date				
Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year
61.26%	66.25%	66.25%	-7.5%	-7.5%
18.55%	17.80%	17.80%	4.2%	4.2%
12.25%	9.74%	9.74%	25.8%	25.8%
5.39%	4.40%	4.40%	22.5%	22.5%
0.40%	0.64%	0.64%	-35.5%	-35.5%
2.15%	1.17%	1.17%	83.8%	83.8%

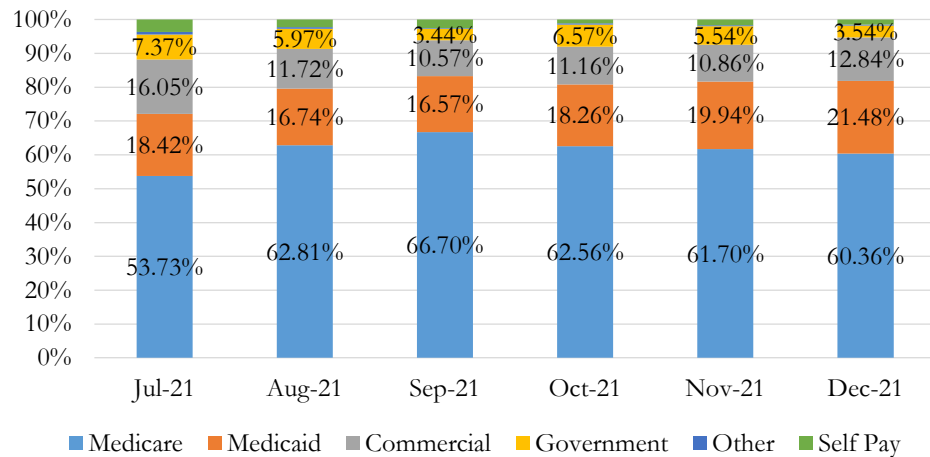
Total 100.00% 100.00% 100.00%

		Month				
		FY 21 - 22	FY 21 - 22	FY 20 - 21	Variance %	
		Actual	Budget	Prior Year	To Budget	To Prior Year
Patient Volumes	In Patient Days	118	76	72	56.0%	63.9%
	Swing Bed Days	104	147	166	-29.3%	-37.3%
	Total Patient Days	222	223	238	0.3%	6.7%
	Emergency Visits	295	320	340	-7.9%	-13.2%
	Radiology Procedures	729	696	745	4.7%	-2.1%
	Laboratory Tests	3,560	3,487	3,560	2.1%	0.0%
	Respiratory Visits	764	628	703	21.7%	8.7%
	Surgeries and Endoscopies	4	23	20	-82.4%	-80.0%
	Specialty Clinic Visits	200	230	269	-13.0%	-25.7%
	Primary Care Clinic	379	484	337	-21.7%	12.5%

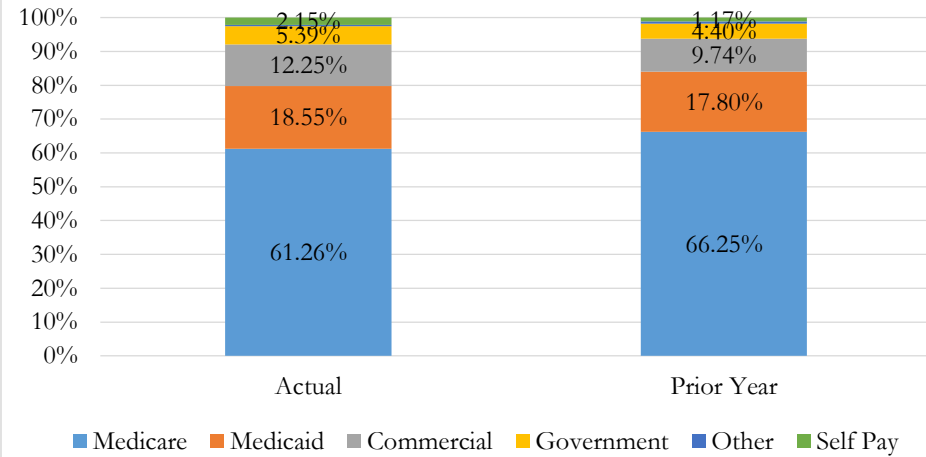
Year To Date				
FY 21 - 22	FY 21 - 22	FY 20 - 21	Variance %	
Actual	Budget	Prior Year	To Budget	To Prior Year
620	454	432	36.6%	43.5%
646	872	941	-25.9%	-31.3%
1,266	1,326	1,373	4.5%	7.8%
2,282	1,948	2,067	17.2%	10.4%
4,090	4,171	4,191	-1.9%	-2.4%
23,173	20,696	20,338	12.0%	13.9%
3,182	3,728	3,232	-14.7%	-1.6%
130	178	157	-27.2%	-17.2%
1,047	1,364	1,462	-23.2%	-28.4%
2,557	2,870	1,708	-10.9%	49.7%



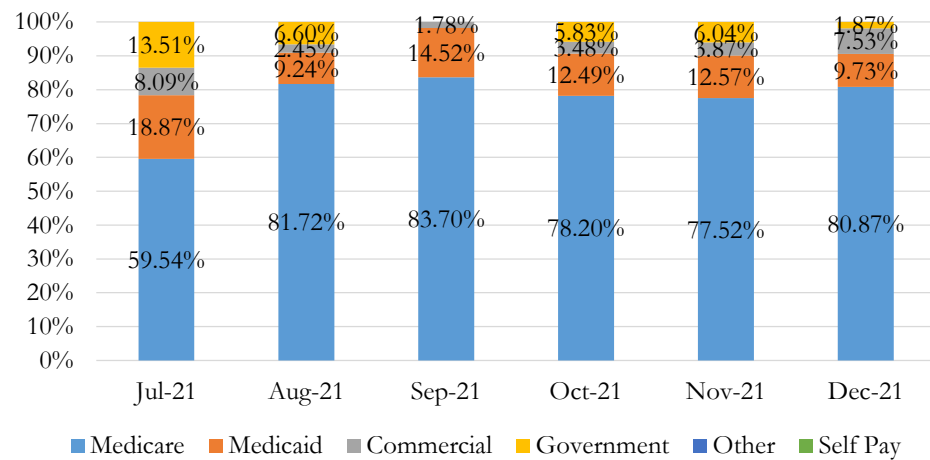
All Patients Payor Mix



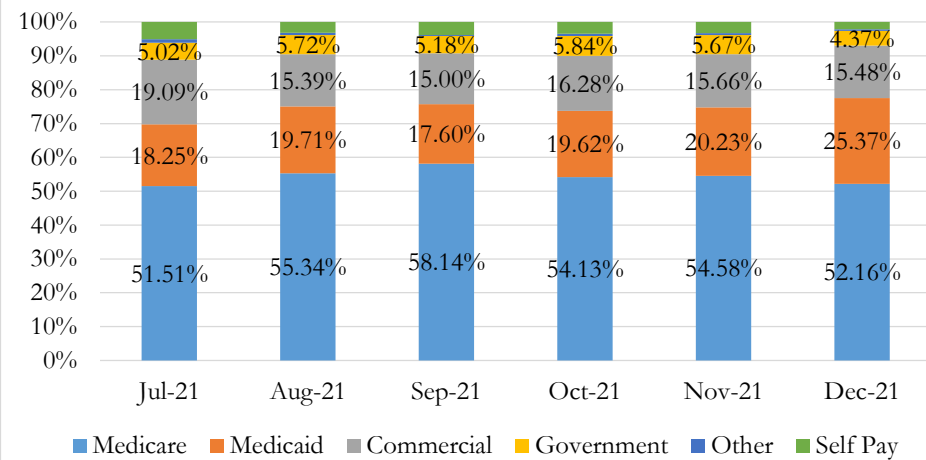
Year to Date Payor Mix



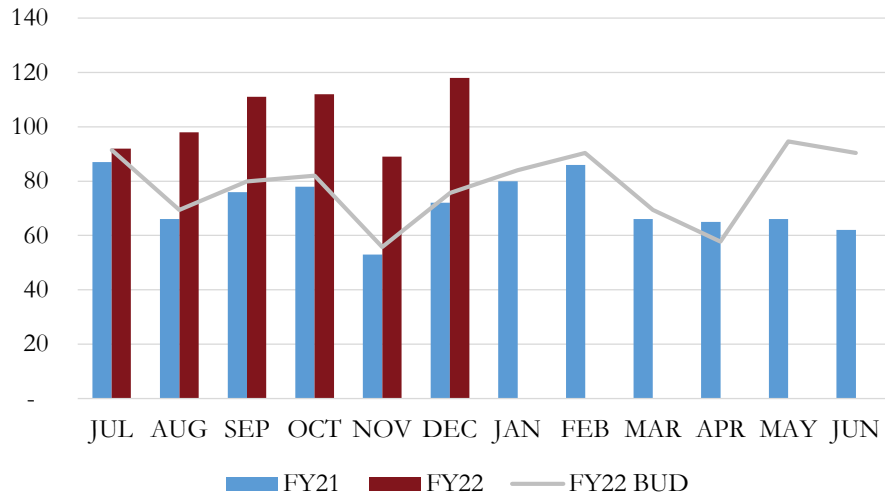
IP Payor Mix



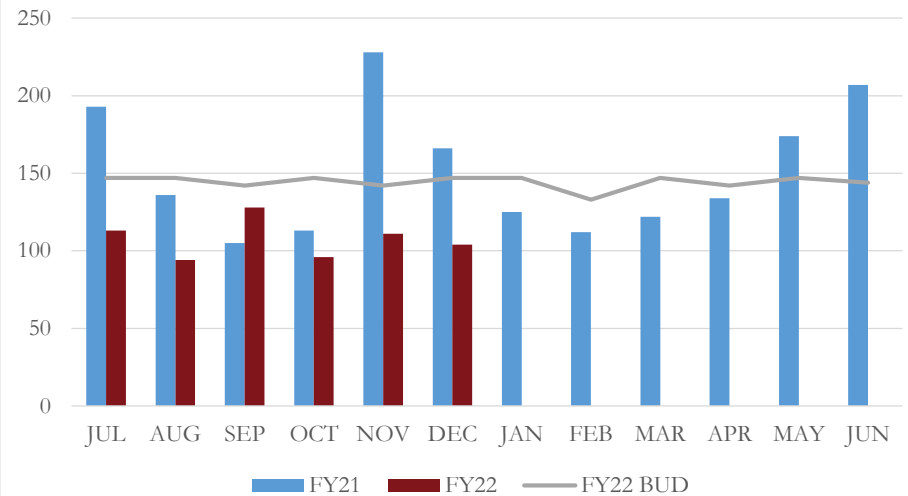
OP Payor Mix



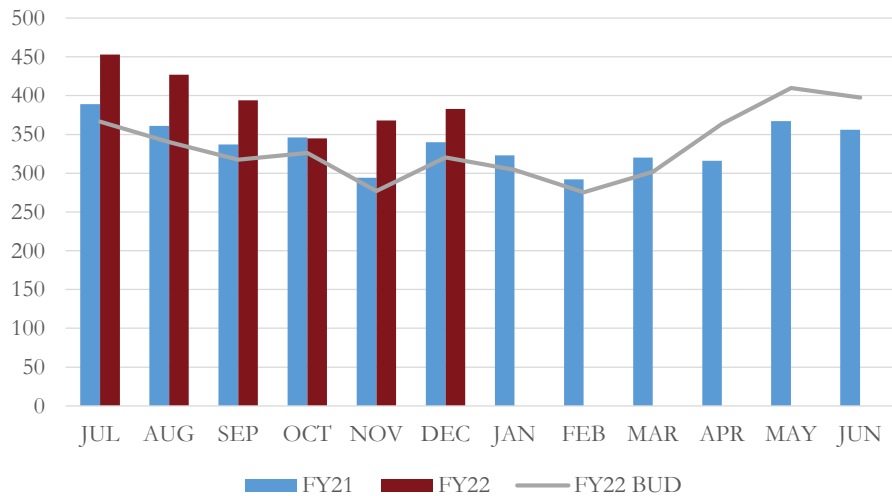
IP Days



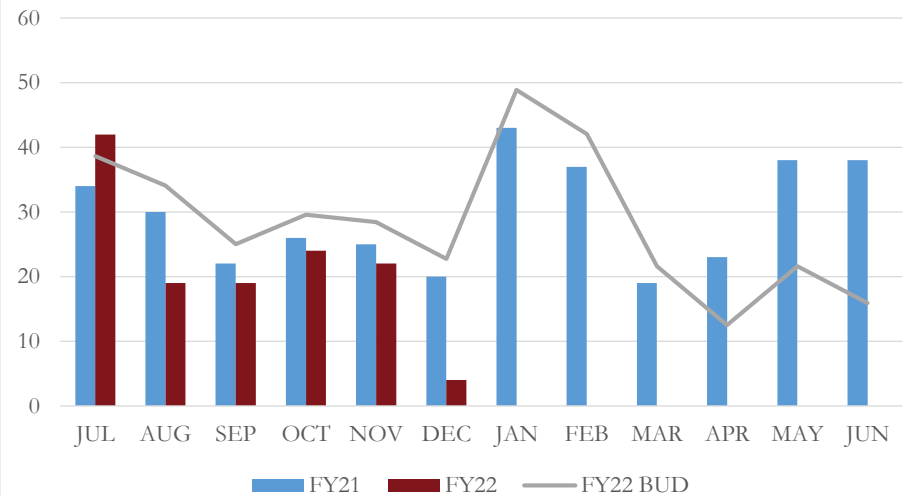
Swing Bed Days



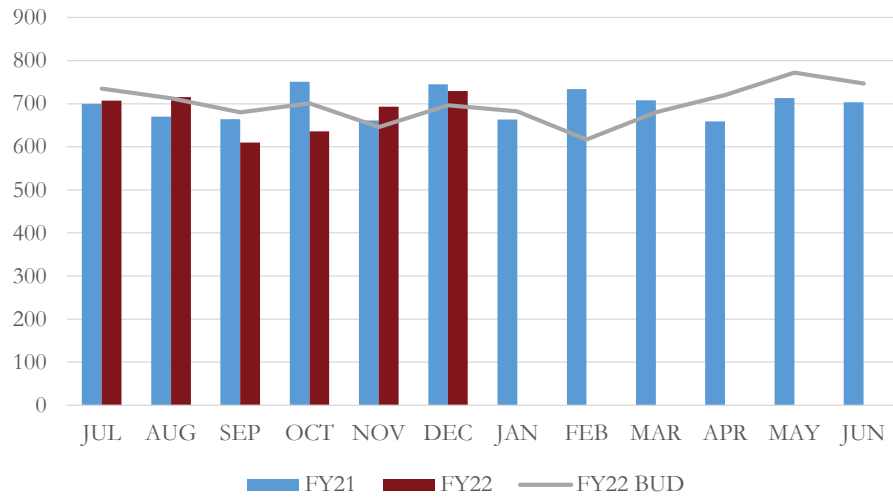
ER Visits



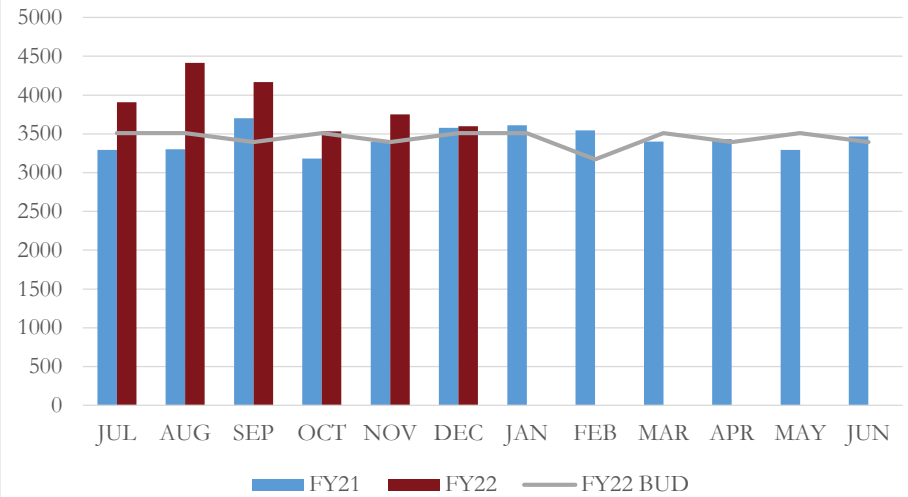
Surgery Patients



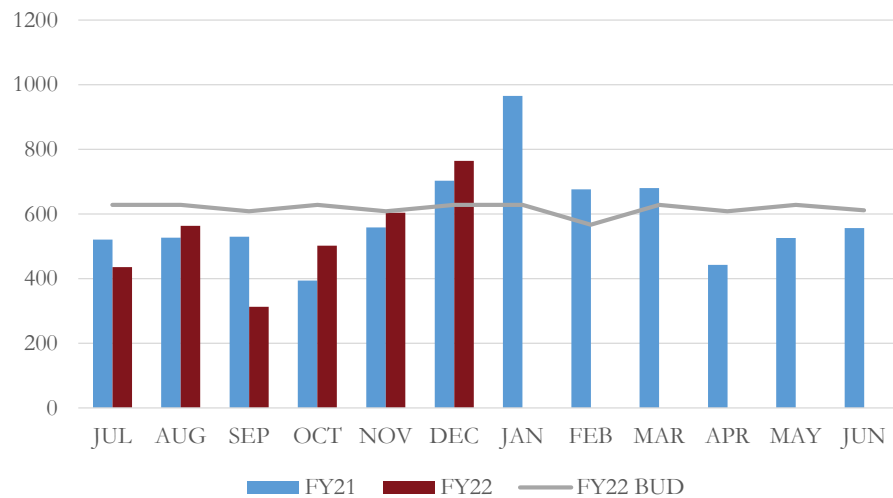
Imaging Visits



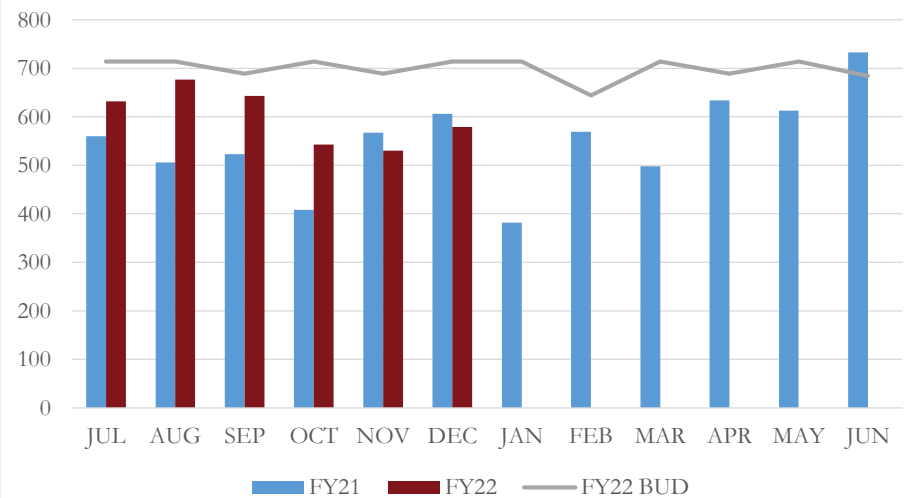
Lab Tests



RT Procedures



Clinic Visits



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending December 2021

	Balance as of Dec-2021	Balance as of Jun-2021	Change	Balance as of Jun-2020
Assets				
Current Assets				
Cash - Operating	6,419,893	7,754,374	(794,557)	(781,040)
Covid-19 Relief Funds	1,201,335	0	0	8,016,556
Medicare Accelerated Payments	5,649,715	7,028,524	(1,048,032)	7,352,042
Investments - Unrestricted	477,924	452,620	17,955	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	15,964,844	17,451,494	(1,824,634)	17,179,111
Patient Accounts Receivable	6,424,420	4,845,025	720,419	5,758,157
Allowance for Uncollectibles	(3,232,248)	(2,456,334)	(329,549)	(2,336,539)
Net Patient Accounts Receivable	3,192,172	2,388,691	390,870	3,421,618
Other Receivables	1,279,699	940,233	(57,427)	81,441
Inventory	242,999	239,072	9,624	300,563
Prepaid Expense	248,729	402,507	(84,310)	128,607
Property Tax Receivable	0	0	0	0
Total Current Assets	20,928,443	21,421,997	(1,565,877)	21,111,340
Property, Plant and Equipment				
Land	461,527	461,527	0	461,527
Property and Equipment:	16,378,611	16,154,324	225,651	15,980,096
Less: Accumulated Depreciation	(11,824,021)	(11,651,955)	(208,645)	(11,010,369)
Construction In Progress	0	31,125	(31,125)	0
Net PP&E	5,016,117	4,995,021	(14,119)	5,431,254
Total Assets	25,944,560	26,417,018	(1,579,996)	26,542,594



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending December 2021

	Balance as of Dec-2021	Balance as of Jun-2021	Change	Balance as of Jun-2020
Liabilities and Net Assets				
Current Liabilities				
Accounts Payable	735,449	924,534	(21,141)	1,072,148
Accrued Payroll and Benefits	1,122,350	1,054,435	(144,277)	938,690
Interest and Other Payable	533,996	310,866	(447,953)	33,306
Current Portion of Long Term Debt	231,964	231,964	0	227,789
Medicare Accelerated Fund	5,649,715	6,952,217	(971,725)	7,352,042
Provider Relief Funds	1,201,335	0	0	4,308,836
Oregon Provider Relief Funds	0	0	0	68,963
Covid-19 Relief Funds	0	0	0	3,638,757
Current Liabilities	9,474,810	9,474,016	(1,585,096)	17,640,531
Long-Term Debt	4,136,733	4,368,697	(96,964)	4,596,488
Less Current Portion of Long-Term Debt	(231,964)	(231,964)	0	(227,789)
Total Long-Term Debt, net	3,904,769	4,136,733	(96,964)	4,368,699
Total Liabilities	13,379,579	13,610,749	(1,682,060)	22,009,230
Net Assets:				
Fund Balance	12,806,270	4,533,364	8,272,906	6,518,595
Change in Net Position	(241,290)	8,272,906	(8,170,842)	(1,985,231)
Total Net Assets	12,564,980	12,806,270	102,064	4,533,364
Total Liabilities & Net Assets	25,944,560	26,417,019	(1,579,996)	26,542,594



Southern Coos Hospital & Health Center

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

	Current Month - Dec-2021				Dec-2020 Actual	Year To Date - Dec-2021				Dec-2020 Actual
	Dec-2021 Actual	Dec-2021 Budget	Variance	Var %		Dec-2021 Actual	Dec-2021 Budget	Variance	Var %	
Patient Revenue										
Inpatient	1,038,237	1,033,083	5,154	0.5%	943,635	5,772,305	6,158,609	(386,305)	(6.3%)	5,356,812
Outpatient	2,151,667	2,029,502	122,165	6.0%	2,017,755	12,824,782	12,214,637	610,145	5.0%	10,843,028
Total Patient Revenue	3,189,905	3,062,586	127,319	4.2%	2,961,390	18,597,087	18,373,246	223,841	1.2%	16,199,840
Deductions From Revenue										
Total Deductions	1,260,393	1,114,184	(146,209)	(13.1%)	854,390	6,363,304	6,659,644	296,340	4.4%	5,662,041
Revenue Deductions %	39.5%	36.4%			28.9%	34.2%	36.2%			35.0%
Net Patient Revenue	1,929,512	1,948,402	(18,890)	(1.0%)	2,107,000	12,233,783	11,713,602	520,181	4.4%	10,537,799
Other Operating Revenue	223	4,090	(3,867)	(94.5%)	1,455	685	24,543	(23,858)	(97.2%)	14,587
Total Operating Revenue	1,929,735	1,952,492	(22,757)	(1.2%)	2,108,455	12,234,468	11,738,145	496,323	4.2%	10,552,386
Operating Expenses										
Salaries & Wages	967,783	1,012,712	44,929	4.4%	927,923	5,781,117	5,844,379	63,262	1.1%	5,065,262
Contract Labor	175,524	42,129	(133,395)	(316.6%)	120,024	1,206,868	417,445	(789,423)	(189.1%)	420,854
Benefits	270,780	270,966	186	0.1%	243,425	1,445,236	1,590,683	145,447	9.1%	1,448,662
Total Labor Expenses	1,414,088	1,325,808	(88,280)	(6.7%)	1,291,372	8,433,220	7,852,506	(580,714)	(7.4%)	6,934,778
Professional Fees	214,229	214,109	(120)	(0.1%)	209,497	1,271,830	1,284,434	12,605	1.0%	1,285,170
Purchased Services	239,380	247,881	8,501	3.4%	297,544	1,354,367	1,487,286	132,919	8.9%	1,457,129
Drugs & Pharmaceuticals	51,741	48,952	(2,789)	(5.7%)	68,434	341,977	290,553	(51,424)	(17.7%)	279,461
Medical Supplies	15,802	16,279	476	2.9%	14,489	82,882	103,247	20,365	19.7%	93,998
Other Supplies	93,883	84,196	(9,687)	(11.5%)	83,958	511,187	505,178	(6,009)	(1.2%)	446,920
Lease and Rental	31,298	25,732	(5,566)	(21.6%)	23,639	161,746	154,392	(7,354)	(4.8%)	140,648
Maintenance & Repairs	23,441	24,410	969	4.0%	36,538	102,215	146,461	44,246	30.2%	142,112
Other Expenses	43,887	54,367	10,480	19.3%	64,024	214,869	326,137	111,268	34.1%	167,277
Utilities	25,304	20,009	(5,295)	(26.5%)	22,399	133,879	120,055	(13,824)	(11.5%)	118,749
Insurance	17,626	12,103	(5,524)	(45.6%)	15,635	105,904	72,617	(33,287)	(45.8%)	64,803
Depreciation & Amortization	54,980	69,446	14,466	20.8%	49,790	315,152	361,289	46,137	12.8%	326,114
Total Operating Expenses	2,225,658	2,143,291	(82,367)	(3.8%)	2,177,318	13,029,227	12,704,155	(325,072)	(2.6%)	11,457,160
Operating Income / (Loss)	(295,923)	(190,799)	(105,124)	55.1%	(68,864)	(794,759)	(966,010)	171,250	(17.7%)	(904,774)
Non-Operating										
Property Taxes	85,155	86,497	(1,342)	(1.6%)	83,924	507,236	518,981	(11,746)	(2.3%)	503,542
Non-Operating Revenue	12,803	30,344	(17,541)	(57.8%)	14,354	122,833	182,065	(59,232)	(32.5%)	135,520
Interest Expense	(15,135)	(16,511)	1,375	(8.3%)	(15,825)	(94,745)	(98,307)	3,562	(3.6%)	(99,405)
Investment Income	3,851	7,078	(3,226)	(45.6%)	7,162	26,146	42,465	(16,319)	(38.4%)	46,914
Gain(Loss) on Sale of Assets	-	-	-	0.0%	-	(8,000)	-	(8,000)	0.0%	-
Total Non-Operating	86,674	107,408	(20,733)	(19.3%)	89,615	553,469	645,203	(91,734)	(14.2%)	586,571
Change in Net Position	(209,249)	(83,391)	(125,858)	150.9%	20,751	(241,290)	(320,806)	79,516	(24.8%)	(318,203)



Southern Coos Hospital & Health Center

Income Statement

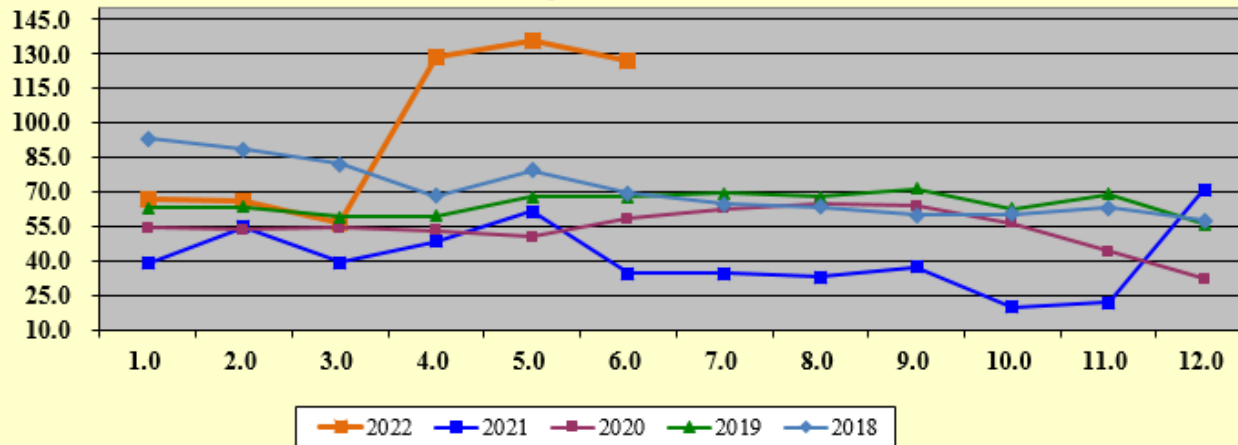
For The Period Ending December 2021

Comparison to Prior Months

	Current FY 2022					
	Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021
Patient Revenue						
Inpatient	885,397	985,833	1,048,102	926,822	887,913	1,038,237
Outpatient	2,327,649	2,310,828	2,074,562	1,931,052	2,029,023	2,151,667
Other Patient Revenue	0	0	0	0	0	0
Total Patient Revenue	3,213,046	3,296,661	3,122,665	2,857,874	2,916,936	3,189,905
Deductions From Revenue						
Charity Services	4,838	3,555	8,495	7,799	12,278	5,999
Contractual Allowances	1,022,308	1,151,916	929,345	759,761	913,152	1,177,785
Other Discounts	74,261	79,831	112,511	80,194	67,248	84,537
Bad Debt	8,853	32,210	(33,357)	(115,066)	(17,221)	(7,928)
Total Deductions	1,110,260	1,267,512	1,016,994	732,688	975,457	1,260,393
Net Patient Revenue	2,102,786	2,029,149	2,105,671	2,125,186	1,941,479	1,929,512
Other Operating Revenue	748	35	10	75	(406)	223
Total Operating Revenue	2,103,534	2,029,184	2,105,681	2,125,261	1,941,073	1,929,735
Operating Expenses						
Salaries & Wages	918,275	897,028	1,025,159	970,890	1,001,981	967,783
Benefits	250,203	248,929	281,139	112,902	281,283	270,780
Contract Labor	260,872	221,928	219,346	181,849	147,348	175,524
Professional Fees	237,525	182,244	200,272	195,049	242,511	214,229
Purchased Services	212,015	201,863	227,573	269,603	203,933	239,380
Medical Supplies	12,476	12,908	13,327	13,298	15,069	15,802
Drugs & Pharmaceuticals	63,253	56,164	68,418	76,661	25,740	51,741
Other Supplies	75,885	93,354	93,759	83,004	71,303	93,883
Depreciation & Amortization	52,662	51,275	51,275	53,432	51,527	54,980
Lease and Rental	13,453	43,308	24,529	25,914	23,244	31,298
Maintenance & Repairs	37,062	22,649	15,183	(13,238)	17,117	23,441
Utilities	17,621	17,122	24,264	27,075	22,493	25,304
Insurance	18,639	17,655	17,655	16,672	17,655	17,626
Interest	0	0	0	0	0	0
Bad Debt	0	0	0	0	0	0
Other Expenses	43,459	19,007	34,324	41,172	33,020	43,887
Total Operating Expenses	2,213,401	2,085,434	2,296,223	2,054,283	2,154,227	2,225,658
Excess of Revenue Over Expenses	(109,866)	(56,251)	(190,543)	70,978	(213,154)	(295,923)



December 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:

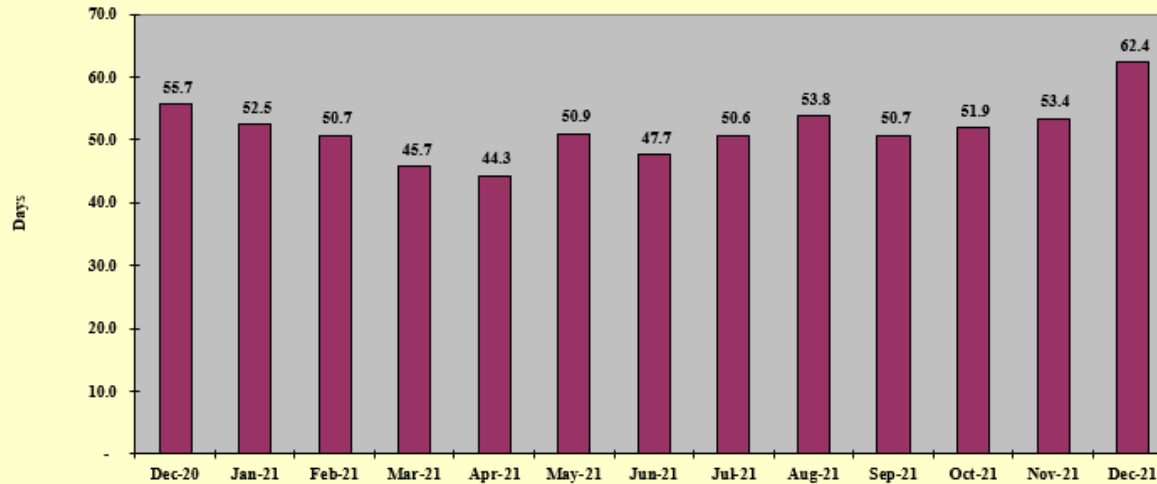
This ratio is frequently used by bankers, bondholders and analysts to gauge an organization's liquidity--and ability to meet short term obligations as they mature.

Year	Average
2022	97.0
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	66.2	56.6	128.6	136.1	127.4						
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



Days in A/R as of December 31, 2021



Calculation: Gross Accounts Receivable

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.

	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
A/R (Gross)	4,805,300	4,827,674	4,916,092	4,391,535	4,152,150	4,617,946	4,459,196	5,014,861	5,592,484	5,312,319	5,237,705	5,217,942	6,078,310
Days in AR	55.7	52.5	50.7	45.7	44.3	50.9	47.7	50.6	53.8	50.7	51.9	53.4	62.4
...	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
A/R (Gross)	4,805,300	4,827,674	4,916,092	4,391,535	4,152,150	4,617,946	4,459,196	5,014,861	5,592,484	5,312,319	5,237,705	5,217,942	6,078,310
Days in Month	31	31	28	31	30	31	30	31	31	30	31	30	31
Monthly Revenue	2,961,390	2,915,176	2,842,408	2,883,748	2,610,510	2,849,482	3,049,042	3,213,046	3,296,661	3,122,665	2,857,874	2,916,936	3,189,905
3 Mo Avg Daily Revenue	86,286	92,024	96,877	96,015	93,670	90,693	93,506	99,039	103,899	104,700	100,839	97,774	97,443
Days in AR	55.7	52.5	50.7	45.7	44.3	50.9	47.7	50.6	53.8	50.7	51.9	53.4	62.4



SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPTIAL PURCHASES SUMMARY

FY2021	VENDOR	DESCRIPTION	COST	DATE	GRANT FUNDING SOURCE
	Non-Threshold Capital Purchases (<\$25,000)				
	CDW Government	Computer ThinkCenters & Monitors (Covid)	16,247	9/29/2020	CARES Grant Funded
	Steris Corporation	Endo Cabinet, Seismic Anchor-	7,656	10/1/2020	
	CDW Government	Ergotron Sit-Stand Vertical Lift	5,549	11/1/2020	
	CDW Government	Computer ThinkCenters & Monitors (Covid)	11,488	11/30/2020	CARES Grant Funded
	Helmer Scientific	Blood Bank Refrigerator	12,470	12/1/2020	
	Para Healthcare Financial	Price Transparency Tool	15,000	12/31/2020	
	Emergency Genrator Repairs	Repairs to Hospital Generator	17,522	12/31/2020	CARES Grant Funded
	Zoho Corporation	OpManager Plus	7,595	2/28/2021	
	Medline	COVID Vaccination Freezers	15,226	4/21/2021	CARES Grant Funded
	Fukuda Denshi	Ds-8100 Patient Monitor	16,373	5/1/2021	
	Threshold Projects (>\$25,000)				
	Stryker Instruments	Two Neptune Surgical Waste Management Systems	29,645	1/1/2021	
	Walk-In Refrigeration	Refrigerator & Electric Hook Up	39,265	3/1/2021	
	Oxygen Tanks	Bulk storage tanks	92,766	6/30/2021	CARES Grant Funded
	Total		286,800		
	Total Grant Funded Equipment		153,248		
	Capital Purchases Under Budget Authority		133,552		
	FY2021 Budget Authority		250,000		
	Remaining Budget		116,448		

FY2022	VENDOR	DESCRIPTION	COST	Approved Budget Amount	DATE	GRANT FUNDING SOURCE
	Non-Threshold Capital Purchases (<\$25,000)					
	Threshold Projects (>\$25,000)					
	C&R Homes & Construction	New Roof	76,800	150,000	9/30/2021	
	Stryker	New Patient Beds	81,185	120,000	11/30/2021	
	Cepheid	PCR Testing Machine - Lab	61,731	-	In Process	SHIP ARPA
	Total		219,716			
	Total Grant Funded Equipment		61,731			
	Capital Purchases Under Budget Authority		157,985			
	FY2021 Budget Authority		1,000,000			
	Remaining Budget		842,015			



Budget Income Summary

For The Budget Year 2022

All Providers	ACT	BUD	ACT	BUD	ACT	BUD	ACT	BUD	ACT	BUD	ACT	BUD	ACT	FY22	Variance
	JUL	JUL	AUG	AUG	SEP	SEP	OCT	OCT	NOV	NOV	DEC	DEC	YTD	Budget	
Provider Productivity Metrics															
Clinic Days	67	73	68	72	60	73	57	74	48	69	52	72	351	433	(83)
Total Visits	431	484	488	484	476	467	410	484	373	467	379	484	2557	2870	(313)
Visits/Day	6.4	6.6	7.2	6.7	8.0	6.4	7.3	6.5	7.8	6.8	7.4	6.7	7.3	6.6	0.7
Total RVU	778.03	882.40	881.42	882.40	882.43	855.80	708.92	882.40	691.78	855.80	750.06	882.40	4692.64	5241.20	(548.56)
RVU/Visit	1.81	1.82	1.81	1.82	1.85	1.83	1.73	1.82	1.85	1.83	1.98	1.82	1.84	1.83	0.01
RVU/Clinic Day	11.61	12.09	12.96	12.26	14.83	11.72	12.55	11.92	14.41	12.40	14.56	12.26	13.39	12.10	1.28
Gross Revenue/Visit	331.74	353.24	282.73	353.24	345.56	353.26	351.14	353.24	334.94	353.26	348.44	353.24	331.01	353.25	(22.23)
Gross Revenue/RVU	183.77	193.75	156.54	193.75	186.40	192.77	203.08	193.75	180.60	192.77	176.07	193.75	180.37	193.43	(13.07)
Patient Revenue															
Outpatient															
Total Patient Revenue	142,978	170,968	137,973	170,968	164,485	164,972	143,968	170,968	124,932	164,972	132,060	170,968	846,397	1,013,816	(167,419)
Deductions From Revenue															
Total Deductions From Revenue (Note A)	79,311	94,398	75,702	94,398	90,716	91,093	79,770	94,398	68,865	91,093	72,522	94,398	466,887	559,777	(92,890)
Net Patient Revenue	63,667	76,570	62,271	76,570	73,769	73,879	64,198	76,570	56,068	73,879	59,537	76,570	379,510	454,039	(74,528)
Total Operating Revenue	63,667	76,570	62,271	76,570	73,769	73,879	64,198	76,570	56,068	73,879	59,537	76,570	379,510	454,039	(74,528)
Operating Expenses															
Salaries & Wages	65,195	64,890	65,893	64,890	61,655	63,389	65,341	65,133	48,479	63,353	55,262	65,856	361,824	387,156	(25,331)
Benefits	8,805	14,973	8,782	14,914	8,606	14,524	6,989	14,933	7,112	13,804	5,668	13,557	45,962	86,633	(40,671)
Purchased Services	7,421	5,465	7,226	5,465	4,561	5,465	8,735	5,465	4,244	5,465	5,680	5,465	37,869	32,789	5,079
Medical Supplies	0	507	0	507	0	491	0	507	0	490	0	507	0	3,009	(3,009)
Other Supplies	0	455	0	455	0	455	0	455	0	455	188	455	188	2,730	(2,542)
Maintenance and Repairs	0	316	0	316	0	316	0	316	0	316	0	316	0	1,894	(1,894)
Other Expenses	1,517	1,251	1,517	1,251	2,405	1,251	3,684	1,251	(650)	1,251	3,319	1,251	11,792	7,508	4,284
Allocation Expense	18,223	31,488	18,782	31,488	33,375	30,682	31,695	31,488	32,144	30,682	35,627	31,488	169,847	187,317	(17,470)
Total Operating Expenses	101,161	119,346	102,200	119,286	110,602	116,573	116,444	119,549	91,329	115,816	105,744	118,896	627,481	709,036	(81,554)
Excess of Operating Revenue Over Expenses	(37,494)	(42,776)	(39,929)	(42,716)	(36,832)	(42,694)	(52,246)	(42,978)	(35,262)	(41,937)	(46,207)	(42,325)	(247,971)	(254,997)	7,026
Total Non-Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Excess of Revenue Over Expenses	(37,494)	(42,776)	(39,929)	(42,716)	(36,832)	(42,694)	(52,246)	(42,978)	(35,262)	(41,937)	(46,207)	(42,325)	(247,971)	(254,997)	7,026

Note A - Average Collection Rate =43% of Gross Charges, therefore the Deduction Rate is 57% of Gross Charges





Quality Report

To: Board of Directors and Southern Coos Management
From: Barbara Snyder, RN, Quality & Risk Manager
Re: Quality Report for Board of Directors Meeting – January 2022

Data Reporting

Antimicrobial Stewardship (AS) Status Update

Denise Ebenal (Infection Control RN) and Stephanie Lyon (Pharmacist) have been tracking antimicrobial use in Med-Surg and the ED by hand, and are working with Katelin Wirth (Business/Financial Analyst), to load a report of this data automatically. This will allow the time to be spent on data analysis rather than data input.

Additionally, Denise has compiled information on the planning and implementation of AS at SCH, and we are in the process of organizing and laying out the requirements for a CAH AS program and outlining the responsibilities of medical staff, pharmacy and nursing. We hope to engage the Pharmacists through PipelineRX in some of the critical evaluation and reporting, and meanwhile train ourselves more thoroughly on the capabilities of CPSI (our electronic health record) as well as more specific pharmacist training in infectious disease and antimicrobial stewardship so that we can have and sustain a solid program that meets the standards of CMS.

Ideally this is an Executive Team-supported, Med Staff-led, and pharmacist-partnered program, but it can also be an Executive Team and Med-Staff supported pharmacist-led program, and at this time, Stephanie Lyon is assessing how she can dedicate her work time in partnership with Denise towards successful fulfillment of this mission.

Stephanie and Denise plan to present a brief overview of the program as well as the specific requirements of our medical staff in each of the Core Areas of Antimicrobial Stewardship at the next Med Staff meeting in February.

Hospital Consumer Assessment of Healthcare Providers and Systems Status Update

Gail Meidinger (RN Documentation Auditor) and Barbara Snyder (RN Quality and Risk Manager) met with the representative from Survey Solutions (our third party vendor) and discussed options to optimize patient feedback. Med/Surg will be exploring a reminder card to go with the patient at discharge (i.e. We want your feedback, and it's confidential. Please fill out your survey when it comes in the mail). Also, there is an option for a patient rounding survey that can be given during the hospital stay.

Patient Satisfaction Tablets are a swing bed quality goal and tablet surveys should be completed with a goal of 90% by April 2022. The mammogram unit of medical imaging is waiting for a case for their new e-tablet, and then they will begin using the tablet with all of their mammogram patients.

Patient Safety Culture

Scott McEachern has input the Culture of Safety questionnaire (Agency for Healthcare and Research Quality, US Dept. of Health and Human Services) in to a survey that can be distributed across the hospital. This will give us an idea of how safe our employees feel to report problems or concerns that affect patient safety. We should have this information back in February 2022

Patient Rights/Disability Rights

The patient rights policy has been updated and approved. The corresponding brochures and HR training should be done by February 2022. A disability rights flyer has been added to the intake materials that patients receive upon admission.

New Board Member Kit



Welcome to the board! We have collected a select list of online resources that focus on what the new board member needs to know to get a head start on being an effective director. The first set of resources on this page provide an overall board orientation perspective; additional resources by topic are listed as well for those wanting to dive deeper into the fiduciary duties and core oversight responsibilities.

Board Orientation Resources:

- » [Board Orientation Manual, Sixth Edition](#)
- » [On Board!: An Orientation to Healthcare Governance](#)
- » [Board Orientation Online Course](#)
- » [Board Orientation: Why Is It So Important?](#)
- » [Board Job Descriptions & Committee Charters, Third Edition](#)
- » [Board Self-Assessment: A Core Responsibility, Second Edition](#)
- » [Healthcare Acronyms & Terms for Boards and Medical Leaders, 11th Edition](#)

Fiduciary Duties:

- » [Board Basics: A Toolbook for Healthcare Boards and Executives](#)
- » [New Focus on the Corporate Purpose of the Health System](#)
- » [Where Was the \(Health System\) Board?](#)

Governance vs. Management:

- » [The Distinction between Management and Governance, 2nd Edition](#)

Committees:

- » [Board Committees, Second Edition](#)
- » [Worksheet: Committee Meetings](#)

Quality Oversight:

- » [The Board's Role in Quality, Second Edition](#)
- » [The MUST Dos for Excellent Governance of Quality](#)
- » [The Definitive Quality Dashboard](#)

Financial Oversight:

- » [Hospital Accounting and Finance, Fourth Edition](#)
- » [Focus on Finance: 10 Critical Issues for Healthcare Leadership, Second Edition](#)

Setting Strategic Direction:

- » [Setting Strategic Direction: A Toolbook for Healthcare Boards and Executives](#)
- » [Accelerating Value with Two-Sided Risk](#)

Management Oversight:

- » [CEO Performance Evaluation in the New Healthcare Industry, Third Edition](#)
- » [Succession Planning, Third Edition](#)

Community Benefit/Advocacy:

- » [Community Health, Second Edition](#)
- » [Outside the Hospital: Partnering with Communities to Expand the Mission](#)

Board Development/Effectiveness:

- » [Board Education and Development](#)
- » [Building a More Diverse Board: A Toolbook for Healthcare Boards and Executives](#)

System-Specific Governance:

- » [Restructuring Governance for the New Healthcare Environment: The Evolution of System Governance and Development of Best Practices](#)
- » [System Governance Structure: A Resource for System Boards](#)
- » [Onboarding Curriculum for Subsidiary Board Members Utilizing Governance Institute Resources](#)