



Board of Directors Regular Meeting
April 25, 2024 6:00 p.m.
AGENDA

I.	Executive Session Call to Order 6:00 p.m.	
	<i>Executive Session Under 192.660(2)(c) to consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 Licensing of facilities and health maintenance organizations. No decision will be made in Executive Session.</i>	
	1. Review of Executive Session Minutes-3/28/24	
	Approval to be in Open Session	
	2. Agenda Additions or Corrections & Motion to Approve	
	3. Monthly Reports	
	a. Quality & Patient Safety	
	b. Risk & Compliance	
	c. Medical Staff Report	
II.	Open Session Call to Order 6:30 p.m.	
III.	Consent Agenda	
	1. Meeting Minutes	
	a. Regular Meeting–03/28/24.....	1
	b. Executive Session–03/28/24 (<i>provided in Executive Session</i>)	
	2. Monthly Counsel Invoice – Robert S. Miller III Attorney - <i>None</i>	
	3. Motion to Approve Consent Agenda.....	(action)
IV.	New Business	
	1. Strategic Planning Retreat-June 2024.....	7
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	7. Strategic Plan Report (<i>under separate cover-insert</i>)	
VII.	Monthly EHR/ERP Implementation Dashboard	35



VIII.	Monthly Financial Statements: Review	
	1. Month End Summary	37
	2. Month End Statements for Period Ending March 31, 2024	39
IX.	Open Discussion & Adjournment	

**Southern Coos Health District
Board of Directors Meeting
Open Session Minutes
March 28, 2024**

Executive Session Call to Order 6:00 p.m. Under ORS 192.660(2)(c) to consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 Licensing of facilities and health maintenance organizations.

No decisions were made in Executive Session.

I. Open Session Call to Order 6:30 p.m.

1. Roll Call – Quorum established; Brent Bischoff, Board Chairman; Mary Schamehorn, Secretary; Tom Bedell, Treasurer; Pam Hansen and Norbert Johnson Directors. **Administration:** Raymond Hino, CEO; Antone Eek, CFO; Scott McEachern, CIO; Cori Valet, CNO; Carrie Okey, HR Director & Acting Clinic Manager; Douglas Crane, MD, Vice Chief of Staff. **Others present:** Kim Russell, Executive Assistant. **Press:** None.

2. Agenda Additions or Corrections & Report Approvals from Executive Session

a. Quality & Patient Safety Report. Presented in Executive Session by Sharon Bischoff, Quality RN

b. Risk & Compliance Report – Carmen Rodriguez, Interim Quality & Risk Manager

c. Medical Staff Report & Physician Credentialing & Privileging – Douglas Crane, Vice Chief of Staff

2-Year Privileges – New

Christoffer Poulsen, DO – Provisional – Emergency Medicine

Daniel McGee, MD – Provisional – Emergency Medicine

Tanya Bucierka, DO – Provisional – Emergency Medicine

Charlotte Ransom, MD – Provisional – Emergency Medicine

Annaleigh Boggess, MD – Provisional – Emergency Medicine

Graham Becherer-Bailey MD- Provisional – Emergency Medicine

Rebecca Palmer, MD – Provisional – Emergency Medicine

2-Year Privileges – Reappointments

Scott Christian Smith – Courtesy – Emergency Medicine

Olixn Adams, DO – Active - Hospitalist

Hammad Qadir, MD – Courtesy - Nephrology

Direct Radiology Appointments & Reappointments – After Hours

Reading Radiology

None

Medical Staff Status Change

Hannah Wolsiefer, MD – Allowing privileges to lapse 02.29.24

Adam Kawalek, MD – Active Status to Courtesy

Discussion: Brent Bischoff moved to move the appointment of Compliance Officer from Consent Agenda to New Business. Mary Schamehorn **moved** to approve the agenda as noted and reports from Executive Session. Norbert Johnson **seconded** the motion. **All in favor. Motion passed.**

3. Public Input

None.

II. Consent Agenda

1. Meeting Minutes

a. Regular Meeting–02/22/24

b. Executive Session–02/22/24 (provided in Executive Session)

2. Monthly Counsel Invoice – None.

Pam Hansen **moved** to approve the Consent Agenda. Tom Bedell **seconded** the motion. **All in favor. Motion passed.**

III. New Business

1. Appointment of Compliance Officer, Carmen Rodriguez, MD, interim Quality & Risk Manager

Mr. Hino provided an introduction and review of Dr. Rodriguez's qualifications for the role that does require Board approval.

Mary Schamehorn **moved** to appoint Dr. Rodriguez as Compliance Officer. Norbert Johnson **seconded** the motion. **All in favor. Motion passed.**

2. Consideration of Liability Insurance Renewal

Raymond Hino, CEO, introduced Derek Grewatz, Assistant VP with Chivaroli & Associates, insurance broker attending via tele-link. Mr. Grewatz noted improvements in Southern Coos Hospital & Health Center areas of stability, confidence in leadership, and fewer claims since the last renewal, which invites competition in the insurance market. Coverage and excess comparisons were reviewed. D&O (Director & Officer) and Management Liability are proposed from Allied World, noting that 2 years ago Southern Coos had only one option, compared to 6 quotes received this year. Fiduciary & Crime, Security & Privacy also discussed. Administration is seeking Board approval for the following liability coverages:

- Professional & General Liability by Physicians Insurance
- Management Liability (Directors & Officers & Employment Practices) by Allied World

- Fiduciary & Crime Insurance by Travelers Casualty & Surety Company of America
- Security & Privacy Liability (Cybersecurity) by Tokio Marine

Mary Schamehorn **moved** to accept the recommendation from staff for proposed liability insurances. Pam Hansen **seconded** the motion. **All in favor. Unanimous decision.**

3. Review of Southern Coos Health District Check Signing Process

Raymond Hino, CEO, provided a review of current practices and policy regarding the District check signing process. The current Board Delegation of Authority policy provides that any expense check over \$25,000 for an expense not included in the approved budget must have a second signature from a member of the Board of Directors. **Discussion:** Tom Bedell, District Board Treasurer, supports the recommendation from staff to retain current practice. Mr. Bischoff noted that the annual third party financial audit has not expressed concern, in fact, has praised internal controls. Discussion concluded that there will be no motion to change from current practice.

4. Consideration of Board Education Proposal

Raymond Hino, CEO, has reviewed several board education programs, concluding with two finalists, Govern Well and Veralon, and final recommendation of Veralon with expense of \$29,500, similar to cost of the previously utilized Governance Institute. Veralon was recommended due to their coaching program and availability of subject matter experts, plus extensive video library of board education materials. Mr. Hino then introduced Veralon representatives, Jeffery Adler, Managing Director and Keith Wysocki, for a brief overview and question and answer session. **Discussion:** Board members requested that demos be scheduled from the two finalists Govern Well and Veralon in April with a potential decision in April and new program to begin after June 1 (or with the new fiscal year which begins July 1).

IV. Old Business.

1. Consideration of Resolution 2024-02 Banking Signature Authority – Adding Chief Financial Officer, Antone Eek

Mr. Hino, CEO, re-introduced the recommendation and request for motion to approve Resolution 2024-02 adding new CFO, Antone Eek to hospital bank account signature authority, joining Raymond Hino, CEO, Brent Bischoff, Chairman, and Tom Bedell, Treasurer, as authorized signers. At the February meeting the Board had requested to withhold the resolution until the standard employment probationary period of 3 months had lapsed. Mr. Hino shared his support for Mr. Eek, who over the previous 5 weeks has fulfilled all responsibilities for the CFO position and has already had a favorable impact on hospital operations. Administration is requesting that check signing authority be approved at this time so that the CFO is able to exercise his full responsibilities.

Tom Bedell, Treasurer **moved** to approve Resolution 2024-02 as presented. Brent Bischoff **seconded** the motion. **Discussion:** Tom Bedell, Treasurer, meets weekly with the CEO and CFO and supports the motion. Mr. Bischoff added his opinion that there is no gain in withholding check signing authority. **4 in favor, 1 opposed. Motion passed.**

2. Consideration of Proposed Financing for EHR/ERP (Electronic Health Record/Enterprise Resource Planning) Project

Antone Eek, CFO, provided a review of project preparation that has led to the current step to select financing, and the methodology utilized to reach tonight's recommendation. Options reviewed include Banner Bank, First American, First Interstate Bank and SCHHC Self-Funding. Self-funding was not an option due to loss of interest benefit. Staff recommendation is to select Banner Bank for continued business relationship, rate, and cost savings. **Discussion:** This option preserves cash on hand. Utilizing the CD (Certificate of Deposit) allows savings on interest payments. The "go live" date for Sage Intaact is October 1; "go live" for Epic is December 7.

Mary Schamehorn **moved** to approve staff recommendation to seek financing from Banner Bank as proposed. Pam Hansen **seconded** the motion. **All in favor. Motion passed.**

V. Staff Reports

In the interest of time, Mr. Bischoff requested that Staff Reports remain succinct.

1. CEO Report

Raymond Hino, CEO, provided highlights from his report on operations from prior month. **Surgical Services:** Dr. Monsivias has been a welcome addition and is staying busy. The sterile processing project is in progress with architects and project management team working well together. The open bid process for general contractor received no bids, which allows Southern Coos to solicit and negotiate terms. The sterile processing unit has not yet been ordered. **Clinic Providers:** Courtney Feral, locums FNP, still has capacity to add patients for same day visits while we await a response from an offer to a recent permanent FNP candidate.

2. Clinic Report

Carrie Okey, Acting Clinic Manager, provided a summary of the Multi-Specialty Clinic Report for the month of February. Tom Bedell, Treasurer, noted that while the clinic report reflects a financial loss, it is showing improvement, noting that with the PCPCH designation benefit, quarterly revenue will post to the clinic. Mr. Bedell also shared his personal experience as a recent patient of Dr. Monsivais; he was impressed by the entire process and positive patient experience.

3. CNO Report

Cori Valet, CNO, offered to answer any questions regarding the CNO Report for the month of February. There were no questions.

4. CFO Report

Antone Eek, CFO provided highlights for the month of February, noting two significant department projects, the Corebridge employee retirement fund transition and Cardinal Health pharmacy project, both huge wins for Southern Coos. Thank you to Katelin Wirth, Financial Analyst and Brenda Sund, Controller and team for their work. Mr. Hino added that our new CFO has already identified opportunities in Revenue Cycle. The Revenue Cycle team and finance team are working to identify unbilled claims, to maximize charge capture, with a report to be provided in April. Mr. Eek joined Southern Coos with 340B experience and has established a new 340B policy and committee for 340B oversight, noting potential outpatient pharmacy opportunity.

5. CIO Report

Scott McEachern, CIO, provided a summary of his report for the month of February. The health industry suffered another major cybersecurity attack that did effect Southern Coos, though only minor, with a delay in claims processing. The Southern Coos system was not affected.

6. SCHD Foundation Report

Mr. McEachern, SCH Foundation Executive Director, offered to answer any questions. There were none. The new art show, "Garden Party," has already sold 10 pieces in advance of the actual show reception to be held on April 14 from 1:00-3:00pm.

7. Strategic Plan

Mr. Hino offered to answer any questions. Discussion: It is time to develop a new strategic plan. Members requested that the EHR/ERP project be added to the strategic plan or that it follow the same format in its own report. A board retreat or workshop will be planned with dates to be announced.

VI. Monthly EHR/ERP Implementation Dashboard

VIII. Monthly Financial Narrative & Review of Statements

Antone Eek, CFO, provided a summary of the financial statements for the month of February.

At 8:17 p.m. the board moved to Executive Session.

IX. Executive Session under ORS 192.660(2)(i) and 192.660(8) to review and evaluate the performance of an officer, employee or staff member if the person does not request an open meeting. This reason for executive session may not be used for general evaluation of an agency goal, objective or operation of any directive to personnel concerning those subjects.

Present: Brent Bischoff, Board Chairman; Mary Schamehorn, Secretary; Tom Bedell, Treasurer; Pam Hansen and Norbert Johnson Directors.

At 8:30 p.m. Mr. Hino was asked to join.

At approximately 8:45 p.m. the Board returned to Open Session

There were no decisions from this Executive Session.

X. Open Discussion and Adjournment

At this time Brent Bischoff, Chairman, tendered his letter of resignation from the Southern Coos Health District Board of Directors, citing increased responsibilities in his professional career as CEO of Coos Curry Electric and now also CEO of Beacon Broadband. Mary Schamehorn agreed to assume acting Chairperson responsibilities until a new appointee is identified and officer elections can be held. Administration will arrange advertising for the newly vacated Position #5 with term ending June 30, 2025.

At approximately 8:50 p.m. the meeting was adjourned.

Mary Schamehorn
Secretary/Acting Chair

04-25-2024

Tom Bedell, Treasurer

04-25-2024



Strategic Planning Retreat

TO: Board of Directors
FROM: Raymond T. Hino, CEO 
SUBJECT: Southern Coos Hospital Strategic Plan 2024

Recommended Action

I am recommending that the Board of Directors authorize the CEO to sign an agreement with David Sandberg and his company, Cycle of Business, to conduct a 2024 Strategic Plan Meeting and to create a new 2024 Strategic Plan for Southern Coos Hospital. The details of the proposal will be provided to the Board prior to our April 25, 2024 Board meeting.

Background

As was discussed at our March Board of Directors Meeting, with our current Strategic Plan now at nearly 90% completion, it is time to work on creating a new plan for the next 2-3 years of direction for our hospital. I have requested a written proposal from David Sandberg, who led our last strategic planning session in 2022, and his dates of availability for the month of June 2024. As soon as I receive his proposal, I will forward it to the Board members for their review and proposed action at the April Board meeting.

Summary

I am proposing a June date for our 2024 Strategic Planning Meeting due to the change in Board membership with a replacement for Brent Bischoff's position on the Board. I anticipate that we will be in position to name a replacement for Brent's position on the Board, no later than the date of the May Board meeting on May 22, 2024.



Board Position #5 Vacancy

TO: Board of Directors
FROM: Raymond T. Hino, CEO 
SUBJECT: SCHHC Board Vacancy – April 25, 2024

Recommended Action

I recommend that the Board of Directors select a date and time when they would like to meet to review letters of interest and resumes from candidates for the Board vacancy created by Brent Bischoff's resignation on March 28. The meeting should occur as soon as possible, after the May 3, 2024 deadline for applicants. I recommend a Special Board meeting to do this, and the meeting could include (if desired by the Board), in-person attendance by some or all of the candidates.

Background

With the resignation of Brent Bischoff from the Southern Coos Hospital & Health Center (SCHHC) Board of Directors on March 28, 2024, it is the responsibility of the current four (4) members of the SCHHC Board to appoint a replacement for Brent's Position #5 on the Southern Coos Health District Board.

In the past 21 days, we have advertised the Board vacancy and made a request for qualified individuals to apply for appointment to the Board for the unexpired remainder of Brent's term (14 months) until June 30, 2025. Advertisements have been made in print (Coffee Break) and social (Facebook) media. Mary Schamehorn also put an announcement in her print and social medial column "As I See It." The advertisements state that qualified applicants have until Friday, May 3 to submit a written Letter of Intent to the attention of the administration department at Southern Coos Hospital.

Summary

As of today's date, we have received 4 letters of intent from interested community members. The 4 letters were received from the following individuals:

- Harv Schubothe
- Royce Brownfield
- Paul Michaels, MD
- Robert Pickel

I am including letters of interest and resumes (as available) from each of the individuals.

April 11, 2024

Good afternoon,

I am reaching out to express my interest in being considered for the open position on the Board of Directors of the Southern Coos Hospital and Health Center.

My primary interest stems from concerns about the sustainability of quality rural health care on the Southern Oregon coast and of maintaining and growing the medical resources that we have in our area. The Board of Directors of the Southern Coos Hospital and Health Center are playing and can continue to play an essential role in making that happen.

I have a good understanding of the operations and certainly the management of the financial resources of the Southern Coos Hospital and Health Center. I have served as a member of the Hospital's budget and finance committees since 2008 and I believe I am one of the longest standing members of those committees.

I have also served this community on a variety of committees and commissions. I have served on the Port of Bandon's Commission. I have chaired the City of Bandon's Planning Commission and the City's Park and Recreation Commission. And I was honored for the three years that I contributed as a Ford Family Foundation Community Fellow.

I have also contributed over 16 years of leadership as, first, the Executive Director of the Bandon Community Youth Center followed by another eleven as Executive Director of the Greater Bandon Association.

I believe my experiences and knowledge of South Coast Community Hospital and Health Center uniquely qualify me to serve on the Southern Coos Hospital and Health Center's Board of Directors. I would be happy to share a resume and references upon request.

I look forward to hearing from you and to the possibility of serving on the Board.

Sincerely

Harv Schubothe

Harv Schubothe

53485 Safe Road

Bandon, Oregon 97411

541 297-2342

From: Royce Brownfield <roycefieldaz@gmail.com>
Sent: Monday, April 8, 2024 3:11 PM
To: info at southerncoos
Subject: Southern Coos Health District Board Position
Attachments: Resume.pdf

CAUTION: This email originated from outside the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello, my name is Royce Brownfield and I am responding to the Ad placed in the Coffee Break for position # 5 on the Southern Coos Health District Board. I'm retired and live here in Bandon. My career spanned 30 years, working in hospitals, HMOs and ultimately starting a healthcare consulting company called PopHealthCare. Additionally, over the last few years, I have received excellent health care in the Southern Coos Emergency Department, Outpatient Infusion Center and Outpatient Radiology Department. I have also been a patient at Coast Community Health Center for several years and am alarmed at how tenuous healthcare delivery can be in a small community. My interest in the Board position stems my desire to ensure that quality healthcare delivery systems continue to thrive in Bandon.

I'm not sure if my experiences align with what you are looking for. My resume is attached and I would be happy to discuss the position if you think I might be of service.

Royce Brownfield
602.471.8894
RoycefieldAZ@gmail.com

ROYCE BROWNFIELD

1027 Gretchens Court
Bandon, Oregon 97411
602-471-8894 (Cell)

Qualifications for **Healthcare Data Analytics**

Extensive experience analyzing all aspects of health care delivery systems. Experienced leader of a diverse analytic department. Strong background in application development and database administration. Excel at spanning the gaps between technical programmers, clinical personnel and functional department managers.

WORK EXPERIENCE

Senior Director of Client Analytics, PopHealthCare, May 2006 – May 2018

Several of us working at CIGNA decided to follow our physician medical director out of the company and we created PopHealthCare (short for Population Healthcare). Initially it was just four of us working in a small house, but as new clients were recruited, we grew to 200+ employees over the 12 years I was there. During that time, I designed and created the processes we used for revenue recovery for what grew to be 35 Medicare HMO clients. I also designed and built all the tools our clients provided to physicians. These tools contained patient medical histories as well as unreported but suspected medical conditions we thought should be evaluated. The physician/owner sold the company in March of 2017. He was very generous, granting a small ownership stakes to those of us who helped him build the company. After the sale, I remained with the company for 14 months to transition my responsibilities. I retired in May 2018.

Assistant Director, Financial Analysis, CIGNA Healthcare of Arizona, Feb. 2002 – April 2006

Developed and maintain an automated reporting process for maximizing CIGNA's Medicare Advantage revenue. Provide technical expertise to a work group that has retrieved \$8.5 million in unclaimed CMS revenue. Provided required analysis to support CIGNA's entry into Medicare Part D program. Produce monthly dashboard report supporting Medicare Advantage program used by senior management. Administer risk sharing pools for projects costing \$25 million annually. Profile PCP and Specialty Physician activity. Measure physician productivity in CIGNA's Medical Group. Analyze and report pharmacy utilization for CIGNA's Medicare product. Prior to office restructure, supervised two Senior Analysts.

Manager, Analysis & Reporting Dept. / Database Administrator, Scottsdale PHO, 1998 - 2001

Managed an Analytical Department and supervised three analysts. Developed and distributed severity adjusted physician profiles for Primary Care and Specialty Physicians. Designed, implemented and administered MS SQL Server based data repository that replicated the PHO's Precertification, Claims and Enrollment information. Administered electronic claims processing (EDI) and batch eligibility loading for PHO with 68,000 lives. Designed an EDI error handling process that loads 80% of all EDI errors without manual intervention. Developed and administered complex capitation arrangements for ten physician specialty networks using various combinations of severity adjusted physician contacts, RVU weighted encounter data and straight PMPM's. Conducted extensive analyses of financial performance, network efficiency and quality improvement.

Manager, Medical Financial Analysis Department, HealthPartners Health Plans, 1994 - 1998

Managed an Analytical Department that was the primary information resource for multiple departments of the health plan including Finance, Medical Management, Network Development and Quality Improvement. Supervised staff of four analysts. Produced provider report cards using severity adjusted encounter and pharmacy data. Ensured that the health plan's dynamically changing information needs were continuously being met. Transitioned analytic data repository from PC to client/server technology using MS SQL Server.

Planning Manager / Cost Accountant, Lutheran Healthcare Network, 1988 - 1994

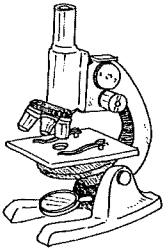
Created computer models, compiled information and conducted analyses required for strategic planning and feasibility studies. Designed, developed and maintained a comprehensive marketing management information system using internal and external data sources. Managed multi-facility, mainframe-based cost accounting system for 600 bed hospital network. Financial consultant for Cardiovascular Service Line and Utilization Management Program. Advised directors and prepared budgets for 27 clinical departments.

COMPUTER SKILLS

Extensive use of Microsoft Access, Excel & Word. SQL Server Database Administrator.

EDUCATION

Master of Business Administration - Finance and Marketing: University of Texas at Austin.
Bachelor of Science - Economics: University of California at Riverside.



PAUL J. MICHAELS, M.D.
BOARD CERTIFIED IN ANATOMIC AND
CLINICAL PATHOLOGY, AND
CYTOPATHOLOGY

4000 Beach Loop Drive SW
Bandon, OR, 97411

MOBILE -- (512) 808-6711
HOME -- (541) 329-2320
Email: pauljmicahels@gmail.com

April 15, 2024

To Whom It May Concern:

I am writing this letter to express my interest in being considered for position #5 on the Board of Directors for Southern Coos Health District. I live here in Bandon and have been here since January of 2021. It was always my dream to relocate to the Oregon Coast, and feel very fortunate to have found a home and community that I love, and one that I want to further dedicate my time towards helping to improve. I am currently the Department Chairperson of Pathology at Bay Area Hospital, and I also serve as the Medical Director of the laboratory at Southern Coos Hospital and Health Center, working directly with the laboratory manager, Cindy Kessler, who is a huge asset to our hospital. I have very much enjoyed my interactions with the staff at SCHHC, and would like to be able to invest more time in our community and play a larger role when it comes to the health and wellbeing of our residents here on the Southern Oregon coast.

Medicine has always been my passion and I also have a strong interest in medical education and community health. I've been a member of the medical executive committee of every hospital that I've worked at since finishing residency and fellowship at Massachusetts General Hospital/Harvard Medical School in 2006. This experience has provided significant insight into the various delicate complexities of hospital functions, particularly in a community setting. I also currently serve as a Clinical Assistant Professor of Pathology at Oregon Health & Sciences University, where I teach monthly, either in person or via Zoom conferences, allowing me additional exposure to our state's only academic center hospital. In practicing medicine, despite being in a rural setting, I aim to take the best elements from my prior diverse professional exposure, in order to ensure that the highest quality healthcare is delivered to our community. I pride myself in my ability to learn from my mistakes in order to deliver even better care in the future. I would use this same mentality, based on my experience in various medical settings, in guiding what I believe to be the best decisions for our population.

Finally, with the vast footprint of social media, I have noticed that medical misinformation is unfortunately often disseminated at an alarming rate, particularly in our small community, which often has the unfortunate consequence of propagating inaccuracies and subsequently seeding mistrust in our clinical care providers and health center. Therefore, I additionally hope to serve as an individual with vast medical knowledge who can provide a voice of reason and one that values evidence-based medicine, as a way of promoting the health of our region.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul J. Michaels'.

Paul J. Michaels, M.D.

PAUL J. MICHAELS, M.D.

4000 Beach Loop Road, Bandon, Oregon 97411
PHONE: (512) 808-6711 EMAIL: pauljmicro@gmail.com

PROFESSIONAL EXPERIENCE

January 2021 – Present

Pathologist at Pathology Consultants Coos Bay, OR

- Member of ~10 pathologist group that operates the largest and most comprehensive anatomic pathology services laboratory within Central and Coastal Oregon.
- One of 2 pathologists responsible for covering Bay Area Hospital, the largest hospital on the Oregon Coast, which serves as a regional referral center.
- Bay Area Hospital
 - Chairman of Pathology and member of Hospital Medical Executive Committee (1/2022-Present)
 - Medical Director for Transfusion Medicine, Hematology, and Cytopathology (1/2021-Present)
 - Member of Cancer Committee
 - Member of Trauma Committee
- Southern Coos Hospital and Medical Center
 - Laboratory Medical Director (1/2021–Present)
- Anatomic pathology responsibilities include frozen sections, gross evaluation and sign-out of complex surgical specimens, review of numerous outpatient biopsies, GYN and NON-GYN cytology, presentation at tumor board conferences, and performing hospital autopsies
- Clinical pathology responsibilities include peripheral blood smear and body fluid review, crystal identification, and evaluation of blood transfusion reactions

February 2013 – December 2020

Pathologist and Shareholder at Clinical Pathology Associates Austin, TX

- Member of ~50 pathologist group that covers several major hospitals in the Central Texas region (including the Austin area and surrounding communities, San Marcos, Waco, and San Antonio)
 - Vice President (2018–2020) and Director of the Operations Committee
- Anatomic pathology responsibilities include frozen sections, ROSE, fine needle aspiration of superficial sites, sign-out of complex surgical specimens, review of numerous outpatient biopsies, GYN and NON-GYN cytology, presentation at tumor board conferences, and performing hospital autopsies
- Clinical pathology responsibilities include peripheral blood smear and body fluid review, crystal identification, assessment of blood transfusion reactions and RBC antibody serology work-ups, TEG analysis, and evaluation of protein electrophoresis panels
- St. David's Medical Center:
 - Chairman of Pathology (2020):
 - Member of the hospital Medical Executive Committee (2020)
 - Member of Quality Committee (2018–2020)
 - Member of Infection Prevention Committee (2018–2020)
 - Pathology representative of region-wide St. David's Healthcare Lung Cancer Working Group (2015–2020)
- Laboratory Medical Director for:
 - First Texas Hospital, Houston, Texas (2016-2020)
 - Clinical Pathology Laboratories North Stat Laboratory (2013-2020)
 - Clinical Pathology Laboratories South Stat Laboratory (2013-2020)
- College of American Pathologists (CAP) Inspections:

- Team Leader (June 2014)

July 2006 – January 2013

Pathologist at Laboratory Medicine Consultants/Aurora Diagnostics Las Vegas, NV

- Member of a ~18 pathologist group that covered several hospitals in the southern Nevada and northwestern Arizona region
 - Steering/Executive Committee Member (2009-2013)
- Anatomic pathology responsibilities include frozen sections, sign-out of complex surgical specimens, review of numerous outpatient biopsies, GYN and NON-GYN cytology, coverage of outpatient FNA clinic, presentation at numerous tumor board conferences, and performing hospital autopsies
- Clinical pathology responsibilities include peripheral blood smear and body fluid review, crystal identification, assessment of blood transfusion reactions, protein electrophoresis and immunofixation analysis, and interpretation of various chemistry, lipid, coagulation, and serologic laboratory test panels
- MountainView Hospital:
 - Laboratory Medical Director (2010-2013)
 - Member of the Medical Executive Committee (2010-2013)
 - Member of the Quality Council (2010-2013)
- Sunrise Hospital and Medical Center:
 - Cancer Conference Coordinator (2007–2009)
 - Cancer Program Activity Coordinator (2007–2009)
- Outpatient Cytopathology Laboratory Director (2007–2010)
- College of American Pathologists (CAP) Inspections:
 - Team Leader (September 2009, August 2010)
 - Team Member (March 2007, September 2010)
- In 2012, was voted a “Top Doctor” in Pathology in Las Vegas, NV by Consumers’ Checkbook of Washington, D.C., published in *Vegas Seven* magazine (2/23/2012).
 - Received the most votes of any pathologist in the city

October 2004 – June 2006

Locum Tenens Pathologist at Commonwealth Pathology Partners Salem, MA

- Independently performed autopsies at North Shore Medical Center that occurred during the weekends and holidays
- Prepared and signed-out (cosigned) the autopsy reports with an attending/supervising pathologist

EDUCATION/CLINICAL TRAINING

July 2005 – June 2006

Cytopathology Fellowship, Massachusetts General Hospital/Harvard Medical School

- Included Elective Subspecialty GYN and GI pathology sign-out (1-month each)

June 2001 – June 2005

Anatomic/Clinical Pathology Residency, Massachusetts General Hospital/Harvard Medical School

- Chief Resident, Anatomic Pathology (June 2004 – November 2004)
- Resident Representative for Mentoring, American Society of Cytopathology, Ethics and Conduct Committee (2004–2006)

August 1996 – June 2001

Doctorate of Medicine, University of California, Los Angeles

- Post Sophomore Fellowship in Anatomic/Clinical Pathology, Combined UCLA/Cedars Sinai Program (June 1998 – June 1999)
- Alpha Omega Alpha Honor Society (Elected 2001)

September 1992 – September 1995

Bachelor of Science, University of California, Irvine

- Major in Biological Sciences with a Minor in Microbiology, *Cum Laude*
- Awarded “Excellence in Research” Award
- Phi Beta Kappa Honor Society (Elected 1995)
- UC Regents Scholar (1992–1995)
- Golden Key National Honor Society

ACADEMIC APPOINTMENTS

January 2023 – Present

Clinical Assistant Professor in the Department of Pathology & Laboratory Medicine, Oregon Health & Science University (OHSU)
- Recipient of the OHSU Department of Pathology “Most Innovative Teaching Award,” 2022-2023

March 2018 – December 2020

Assistant Professor of Diagnostic Medicine, Dell Medical School, The University of Texas at Austin
- Division Chief of Head and Neck Pathology
- Dell Medical Admissions Applicant Review Committee Member
- Faculty Senate, member

June 2009 – June 2013

Adjunct Associate Professor of Pathology, Touro University of Nevada, College of Osteopathic Medicine

June 2001 – June 2006

Clinical Fellow/Instructor in Pathology, Harvard Medical School
- Focus on teaching medical renal pathology to second year medical students.

CERTIFICATION

October 2006 – Present

American Board of Pathology, Cytopathology (Time Limited, Recertified - March, 2015)

August 2005 – Present

American Board of Pathology, Anatomic and Clinical Pathology (Time Unlimited)

MEDICAL LICENSURE

Oregon (License # MD201747)

California (License # C55645)

PROFESSIONAL ORGANIZATIONS

American Medical Association (AMA)

Oregon Medical Association (OMA)

American Society of Cytopathology (ASC)

American Society of Clinical Pathology (ASCP)

College of American Pathologists (CAP)

United States and Canadian Academy of Pathology (USCAP)

AD HOC REVIEWER

Cancer Cytopathology

American Journal of Clinical Pathology

ACADEMIC PUBLICATIONS

Yeager TS, Stroh BC, El Youssef R, and **Michaels PJ**. Ectopic Prostatic Tissue Involving the Omentum and Presenting with Intussusception and Small Intestinal Obstruction: A Report of a Rare Case with a Review of the Literature. *Human Pathology Reports*. 2022;30:300679.

Pusztaszeri M, Wang H, Cibas ES, Powers CN, Bongiovanni M, Ali S, Khurana KK, **Michaels PJ**, and Faquin WC. Fine-needle Aspiration Biopsy of Secondary Neoplasms of the Thyroid Gland: a Multi-institutional Study of 62 Cases. *Cancer Cytopathol*. 2015;123:19-29.

Lewis Jr. BA, Zebrowski B, Yumiaco NS, **Michaels P**, and Erling M. Case Report of Paratesticular Liposarcoma with Metachronous Large Renal Cell Carcinoma. *Curr Urol*. 2010;4:162-163.

Pitman MB, **Michaels PJ**, Deshpande V, Brugge WR, and Bounds BC. Cytological and Cyst Fluid Analysis of Small (<3 cm) Branch Duct Intraductal Papillary Mucinous Neoplasms Adds Value to Patient Management Decisions. *Pancreatol*. 2008;8:277-84.

Michaels PJ, Brachtel EF, Bounds BC, Brugge WR, and Pitman MB. Intraductal Papillary Mucinous Neoplasms (IPMN) of the Pancreas: Cytologic Analysis and Correlation with Histologic Grade. *Cancer*. 2006;108:163-73.

Steele DJ and **Michaels PJ**. Case Records of the Massachusetts General Hospital. Weekly Clinicopathological Exercises. Case 40-2004- A 42-year-old Woman with Long-Standing Hematuria. *N Engl J Med*. 2004;351:2851-9.

Michaels PJ, Espejo ML, Kobashigawa J, Alejos JC, Burch C, Takemoto S, Reed EF, and Fishbein MC. Humoral Rejection in Cardiac Transplantation: Risk Factors, Hemodynamic Consequences and Relationship to Transplant Coronary Artery Disease. *J Heart Lung Transpl*. 2003;1:58-69.

Michaels PJ, Fishbein MC, and Colvin RB. Humoral Rejection in Human Transplantation. *Springer Semin Immunopathol*. 2003;25:119-140.

Marchevsky AM, Lau SK, Khanafshar I, Ockhart C, Phan A, **Michaels PJ**, and Fishbein MC. Internet Teleconferencing Method for Telepathology Consultations from Lung and Heart Transplant Patients. *Hum Pathol*. 2002;33:410-4.

Michaels PJ, Kobashigawa J, Laks H, Azarbal A, Espejo ML, Chen L, and Fishbein MC. Differential Expression of RANTES Chemokine, TGF- β , and Leukocyte Phenotype in Acute Cellular Rejection and Quilty B Lesions. *J Heart Lung Transpl*. 2001;20:407-16.

Michaels PJ, Kobashigawa J, Child JS, and Fishbein MC. Chronic Right Sided Myocarditis Mimicking Arrhythmogenic Right Ventricular Dysplasia. *Hum Pathol*. 2000;31:618-21.

Michaels PJ and Mautz WJ. Effects of Inhaled Ozone and Formaldehyde on Tracheal Epithelial Secretion of Rats Exposed During Rest and Exercise. *Journal of Undergraduate Research in the Biological Sciences*. 1995;25:779-90. (UC Irvine Publication)

PRESENTATIONS

INVITED TALKS:

November, 2023

“*The Use of Ancillary Techniques in the Practice of Rural Pathology*” at New York Presbyterian/Weill-Cornell University, New York, New York. Invited Speaker.

March 2022

“*Cervical Cancer Screening: An Update*” at Bay Area Hospital, Coos Bay, Oregon. Invited Grand Rounds Speaker.

November 2019

"Recognition of Germline Mutations in General Surgical Pathology" at University of Texas Medical Branch at Galveston, Department of Pathology. Invited Speaker.

August 2018

"Screening Laboratory Tests: Recent Guidelines from the Newborn Nursery to the Nursing Home" at St. David's Medical Center, Austin, Texas. Invited Grand Rounds Speaker.

May 2018

"Interesting FNA Cases from a Busy Outpatient Clinic" at George Washington University and Health Sciences, Department of Pathology. Invited Speaker.

April 2015

"The Surgical Pathology of Dysphonia" for the Masters Program in Speech and Language Pathology at University of the Pacific, Stockton, California. Invited Speaker.

January 2014

"Sin City Cytology" at University of Colorado, Denver, Department of Pathology and Laboratory Medicine. Invited Grand Rounds Speaker.

"Cytology Jeopardy" at University of Colorado, Denver, Department of Pathology and Laboratory Medicine. Invited Unknown Conference for Residents.

March 2013

"Confounding Metastatic Breast Cancer Controversy" presented at the 23rd Annual National Interdisciplinary Breast Center Conference for the National Consortium of Breast Centers. Planet Hollywood Resort & Casino. Las Vegas, Nevada. Invited Speaker.

March 2012

"Interesting Cases: What Would You Have Done?" presented at the 22nd Annual National Interdisciplinary Breast Center Conference for the National Consortium of Breast Centers. Paris Las Vegas Hotel & Casino. Las Vegas, Nevada. Invited Speaker and Panelist.

November 2010

"Cytology From Sin City 2" at Massachusetts General Hospital and Brigham and Women's Hospital, Departments of Pathology, Harvard Medical School. Invited Speaker.

February 2009

"Cytology From Sin City" at Massachusetts General Hospital, Brigham and Women's Hospital, and Beth Israel Deaconess, Departments of Pathology, Harvard Medical School. Invited Speaker.

December 2003

"Thin Basement Membrane Nephropathy and Alport Syndrome" at Massachusetts General Hospital, Clinicopathologic Conference (Published in *N Engl J Med*), Harvard Medical School.

PLATFORM PRESENTATIONS:

Michaels PJ, Brachtel EF, Bounds BC, Brugge WR, and Pitman MB. Intraductal Papillary Mucinous Neoplasm (IPMN) of the Pancreas: Cytologic Analysis and Correlation with Histologic Grade. Annual Meeting of United States and Canadian Academy of Pathology. March 2004. Vancouver, British Columbia, Canada.

Michaels PJ, Kobashigawa J, Laks H, Azarbal A, Espejo ML, Chen L, and Fishbein MC. Differential Expression of RANTES Chemokine and Leukocyte Phenotype in Acute Cellular Rejection and Quilty B Lesions. 20th International Society of Heart and Lung Transplantation Annual Meeting. April, 2000. Osaka, Japan.

Kakkis JL, **Michaels PJ**, Ma JP, Ke B, Kupiec-Weglinski J, Imagawa DK, and Busuttill RW. Pravastatin Prolongs Rat Survival after Orthotopic Liver Transplantation by Decreasing the

Expression of β 2-Glycoprotein-1 and Proinflammatory Cytokines. World Congress of the Transplantation Society. July 12-17, 1998. Montreal, Quebec, Canada.

POSTER PRESENTATIONS:

Michaels PJ, Bounds BC, Brugge WR, Lewandrowski K, Pitman MB. The Clinical Utility of Cyst Fluid Analysis in Conjunction with Cytological Evaluation in the Preoperative Characterization and Subclassification of Pancreatic Mucinous Cysts. 52nd American Society of Cytopathology Annual Meeting. November, 2004. Chicago, IL.

Michaels PJ, Brachtel EF, Bounds BC, Brugge WR, and Pitman MB. Intraductal Papillary Mucinous Neoplasms (IPMN) of the Pancreas: Cytologic Analysis and Correlation with Histologic Grade. Massachusetts General Hospital Clinical Research Day. June, 2004. Boston, MA.

Michaels PJ, Kobashigawa J, Espejo ML, Alejos JC, Burch C, and Fishbein MC. Humoral Rejection in Cardiac Transplantation: Recent UCLA Experience. Sixth Banff Conference on Allograft Pathology. April, 2001. Banff, Canada.

Marchevsky A, Lockhart C, Phan A, **Michaels PJ**, and Fishbein MC. Web-based Teleconferencing Techniques as Inexpensive Tools for Transplant Patients. 2000 Annual Meeting of United States and Canadian Academy of Pathology. March, 2000. New Orleans, LA.

Kakkis JL, Schmit P, **Michaels PJ**, and Thompson J. Management of Gallstone Disease During Pregnancy in the Era of Laparoscopic Cholecystectomy. The Southwestern Surgical Congress. April, 1999. Coronado, CA.

Kakkis JL, **Michaels PJ**, Ke B, Zhao D, Kato H, Imagawa D, Kupiec-Weglinski JW, and Busuttil RW. Treatment with Pravastatin Ameliorates Rejection and Improves Survival in Liver Transplanted Rats. International Congress on Immunosuppression. December 1998. Orlando, FL.

Kakkis JL, **Michaels PJ**, Gornbein J, Terasaki P, Imagawa D, Busuttil R. Multivariate Analysis of Risk Factors in 1,008 Orthotopic Liver Transplant Recipients Reveals Significant Influence of Panel Reactive Antibody on Patient and Graft Survival. Annual Meeting of the American College of Surgeons, October 1998. Orlando, FL.

Kakkis JL, **Michaels PJ**, Ma JP, Ke B, Kupiec-Weglinski J, Imagawa DK, and Busuttil RW. Pravastatin-induced Survival in Rat Orthotopic Liver Transplantation is Accompanied by Diminished Expression of β 2-Glycoprotein-1 and Proinflammatory Cytokines. American Society of Transplant Physicians. May, 1998. Chicago, IL.

Michaels PJ, Ma J, Zhao D, Imagawa D, Busuttil R, and Kakkis JL. Pravastatin Treatment is Associated with Downregulation of TGF- β and TNF- α in Liver Transplanted Rats. 1997 Short Term Training Program Poster Session. Los Angeles, CA.

Kakkis JL, **Michaels PJ**, Ma JP, Ke B, Zhao D, Imagawa DK, and Busuttil RW. Analysis of Genetic Modifications in Liver Transplanted Rats Utilizing Messenger RNA Differential display. American Society of Transplant Surgeons. May, 1997. Chicago, IL.

From: Bob Pickel <bobpickel@me.com>
Sent: Wednesday, April 17, 2024 6:59 PM
To: info at southerncoos
Subject: Board of Directors - Southern Coos Hospital and Health Center
Attachments: BobPickel resume.pdf

CAUTION: This email originated from outside the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

To Whom It May Concern,

Please accept this communication as my letter of interest regarding a position on the Southern Coos Health District Board.

I believe my experience and knowledge may help contribute to the success of Southern Coos Hospital and Health Center.

My resume is attached for your consideration.

Sincerely,
Bob Pickel

Robert B. Pickel

P.O. Box 84, Bandon, OR 97411. 541.892.7496

EDUCATION

- **Master's Degree:** Rehabilitation Administration. University of San Francisco, San Francisco, CA, 1991. Emphasis in community development.
- **Bachelor's Degree:** Psychology. Sonoma State University, Rohnert Park, CA, 1978. Minor in English and Performing Arts.
- **Classes:** Oregon Institute of Technology, Klamath Falls, OR 1980 - 1982: Computers, welding and electronics.
- **Classes:** Allegheny College, Meadville, PA, 1969 - 1971: Psychology, and graphic arts.

EMPLOYMENT

Senior District Director. Lutheran Community Services: Klamath Falls, Prineville, Bend, and Terrebonne offices, 1996 to 2021. Outpatient behavioral health. 100+ staff. \$8 million budget.

Southern Regional Coordinator. Commission on Children and Families, State of Oregon, 1994 - 1996. Coordination of volunteers and elected officials with state grants for local services.

Coordinator. Youth Services, Klamath County, OR, 1990 - 1994. Planning, funding & review of services and community resources. \$2 million in grants.

Juvenile Counselor. Klamath County, OR, 1986 - 1990. Intake and adjudication for issues of juvenile delinquency.

Residential Program Manager. Tinec Corporation, Klamath Falls, OR, 1980 - 1986. Administration of services for developmentally disabled adults.

Unit Manager. Kennedy Memorial Hospital for Children, Brighton, MA, 1971 - 1974. Administration of a hospital unit serving physically and mentally challenged children.

EXPERIENCE

Administration. Strength-based and mission-driven. Service, staff training and community partnership are priorities. Fiscally knowledgeable and conservative. Successful grant writer. Understanding of social services, including appropriate Oregon Administrative Rules.


Presentation. *Teacher:* "Human Service Organizations" at Oregon Institute of Technology. "John Lilly - Pioneer" at Sonoma State University. *Facilitator:* Strategic Planning sessions with community leaders, elected officials and interested citizens. *Certified Trainer* through The Pacific Institute, Seattle, WA, for authentic leadership and engaged organizational culture.

Creativity. *Written Monographs* for "Developing Community Services", "Community Forums", and "Program Monitoring and Reporting". *Singer / Songwriter* playing guitar and writing songs since the 1970s. *Graphic Artist* of cards, newsletters, signs and written material.

REFERENCES Available upon request.



Board Education Program

TO: Board of Directors
FROM: Raymond T. Hino, CEO 
SUBJECT: Board Education Program – April 25, 2024

Recommended Action

I recommend that the Board of Directors take the time to sample Board education materials, prior to deciding on a Board Education partner.

Background

At the March 28, 2024, SCHHC Board of Directors meeting, the SCHHC CEO proposed that the Board of Directors request a demonstration of Board Education materials (video education modules) from Veralon, prior to deciding on a Board Education partner at our April Board meeting.

The Board requested that a demonstration be set up with both Veralon and GovernWell, the 2nd Board Education partner that was identified by the CEO as an excellent choice for Board education. I have made a request to both companies to provide a demonstration of their Board education resources.

Veralon Demonstration

1. **Login Credentials**

- [Click here](#)
- If you are unable to click this link, please let me know and I will send you the link in an e-mail for easier electronic connectivity
- UN: southerncoos PW: password1

2. **Sample Courses**

- On the landing page you will see the large tile titled '**Calendar**'
- Click on '**Calendar**' and you will see several sample courses scheduled for you each April and in May - click to launch each course
- In addition to accessing sample courses in the '**Calendar**' board members can access our complete master library in '**My Courses**'. Lastly, by typing any keyword of their choice into search field (upper right)

3. **Questions & Next Steps**

- If board members have any questions at all, they can contact Jeffery Adler directly anytime at all on his mobile (619) 987-5400; or by email at jadler@veralon.com

4. Additionally, a 1-page summary of the Veralon Board Education Program is attached to this memorandum.

GovernWell Demonstration

I have also requested demonstration materials from GovernWell for our Board members. As soon as I receive the GovernWell materials, I will forward them to the Board of Directors.

Summary

As a reminder from last month, the price of the Veralon proposal is as follows:

- The first-year cost of contracting with Veralon is \$29,500.

The price of the GovernWell proposal is as follows:

- The first-year cost of contracting with GovernWell Education is \$16,000.



VERALON®

TRANSFORMATIVE HEALTHCARE CONSULTING

Virtual Board Education

Empowering hospital trustees to elevate their board.

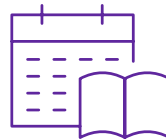
Veralon provides a virtual board education solution that empowers trustees with governance knowledge. We believe better boards make better decisions which lead to better care.

SUBSCRIPTIONS INCLUDE:



Video Library

The largest library of video courses specifically designed for hospital and health system boards featuring top industry experts.



Learning Modules/Calendar

Options for individual and group learning, and the ability to identify and schedule the most suitable courses depending on your goals and objectives.



Virtual Expert

Virtual participation by subject matter experts for your board meetings, including board retreats.



Virtual Huddles

Access to invitation-only small virtual roundtables covering a variety of hot topic issues, facilitated by a subject matter expert.



Branded Dashboard

Includes hospital logo and digital marketing billboard featuring custom content for your organization.



Virtual Coaching

A customized video coaching experience with leading subject matter experts offering insights and solutions for your board.



Board Assessments

Veralon's assessment resources will enable you to compare your board against best practices, highlight strengths, and identify opportunities for development.



Board Retreats

Facilitated discussion to explore emerging issues, review and clarify roles and responsibilities of the board, and set goals and priorities for your organization.



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CEO Report

To: Southern Coos Health District Board of Directors
From: Raymond T. Hino, MPA, FACHE, CEO
Re: CEO Report for SCHD Board of Directors, April, 25 2024

Management Vacancies:

- Quality, Risk & Compliance Director – Dr. Carmen Rodriguez is continuing to serve in the Interim Director of Quality, Risk & Compliance role that she has been filling since February 26. We had 2 on-site interviews earlier this month and have put out an offer for a full-time Director. As of this date and time, we do not have an acceptance. I hope to have an update by the time of our Board Meeting on April 25. In the meantime, we are very satisfied with Carmen Rodriguez's work as our Interim Director.
- Clinic Manager – Dawn Gray has informed us that she will be returning into her role as Clinic Manager on May 6. Carrie Okey has done a great job of filling in for Dawn, during her absence. However, all of us will be very happy to have Dawn back.
- Surgery Manager – As reported last month, our new Surgery Department Manager, Danielle Wirt will start on Wednesday, April 24. She comes to us from North Bend Medical Center. We are excited to have her join our team.
- Human Resources Director – On April 3, I received Carrie Okey's 30-day notice of resignation from her position as Director of Human Resources for SCHHC. Carrie has been with us since July of 2022 and has done a fabulous job as our HR Director. She explained to me that she is leaving to accept a position as HR Business Partner in the HR department at Bay Area Hospital. This fulfills a goal of Carrie's to work in a larger and more complex hospital and organization than she has ever worked at before in her career. She has career aspirations to take her career into larger organizations. As much as we will miss Carrie, I would never want to hold anyone back from career advancement. We began our recruitment for a replacement for Carrie's position, and have scheduled 3 interviews so far. Our top candidate is an HR Director that I know from my experience in California. He has far more experience than Carrie Okey. He is very interested in the position and has agreed to come to Bandon for an on-site interview on Monday, April 29. In the meantime, we will continue to accept applications and resumes to see if we receive any additional high caliber candidates. Our goal is to have a replacement for Carrie Okey in place by June 1. In the meantime, we are going to be using Kelley Frengel, former HR Director for OHSU, who has worked as Interim HR Director for SCHHC shortly after I arrived in March of 2022, who will return for a limited engagement of up to 10 hours per week on a Virtual basis.

Surgery

- As reported last month, the entire Sterile Processing Department (SPD) construction team, including Project Manager (Joe Kunkel), Architecture firm (Anderson, Dabrowski), and General Contractor (In Line Construction) were all here for an on-site walk through on April 5. In Line

Construction came prepared with a timeline that shows that they anticipate that Sterile Processing will be down for 4 weeks during the construction phase of the project. The good news is that, although SPD will be down for 4 weeks, our surgery suite will only be down for 1 week. That means that if we can provide an acceptable way to bring in sterile instruments for cases for the 3 weeks that SPD is down, then we can continue to perform surgeries for up to 3 of those weeks, and potentially only be down for surgeries for 1 week. Once our new Surgery Manager, Danielle Wirt, is onboard, we will be exploring the feasibility of creating a secondary plan to provide sterile instruments during the construction phase.

Emergency Department

- On April 10 we had a visit from Jonathan Pantenburg, a Principal with Wintergreen Consulting, for a consultation on an Emergency Department Assessment for Actionable Opportunities for Operations and Financial Improvements. Individuals interviewed by Mr. Pantenburg included: CNO, CFO, CIO, Dr. Rob Evans, Cathy Mann, Pharmacist, Carmen Rodriguez, Sharon Bischoff and Nick Lucas (ED Nurse Manager). This consultation was funded by a grant through the Oregon Office of Rural Health. We are looking forward to Mr. Pantenburg's consultation report, which will include findings and recommendations for operational and financial improvement.

Coast Community Health Center

- On April 10, Antone Eek, Scott McEachern and consultants from Coker Group (hired by SCHHC for the purpose of helping us to renegotiate our CPSI renewal contract for the next year), met with the Interim CEO, Chief Medical Officer, and Director of Finance for Coast Community Health Center. I was unable to attend the meeting because I was away at the Becker's Conference that week. The meeting was very productive and led to an agreement to create a 3-way Non-Disclosure Agreement (NDA) and to begin receiving information from CCHC for the purposes of identifying shared services opportunities. I believe that Coker Group will be able to help CCHC with their OCHIN contract, just as they are helping us with unwinding our CPSI agreement.

National Doctor's Day

- National Doctor's Day falls on March 30 every year. This year Doctor's Day was on a Saturday on Easter Weekend. In recognition of Doctor's Day this year, we scheduled a dinner at Lord Bennett's Restaurant for our Active Staff and Employed Providers. The following providers were able to attend this year: Dr. Pense, Dr. Mankowski, Dr. Holmes, Dr. Wong and Shane Matsui, LCSW. It was a pleasure to recognize our Doctor's again this year and show them our appreciation. Due to the fact that Doctor's Day fell during Spring Break and on the Easter weekend, attendance was low this year. Next year, we will choose a date that is more convenient.

Becker's Annual Meeting in Chicago

- Once again, I was offered the opportunity to participate as a speaker at the Becker's Annual Meeting in Chicago. I always enjoy attending this meeting, which includes executives from all of the major hospitals and health systems around the Country, as well as some of the most knowledgeable people in healthcare in the U.S. My panel was entitled "Rural Hospital CEOs" Overcoming Obstacles to Thrive." I was joined on the panel by the President & CEO for Avera McKennan Hospital & University Health Center in Sioux Falls, South Dakota and the CEO for Pioneers Memorial Hospital in Brawley, California.



Multi-Specialty Clinic Report

To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Carrie K. Okey, Interim Clinic Manager

Re: Multi-Specialty Clinic Report for SCHD Board of Directors Meeting – April 25, 2024

Provider News

This month’s clinic performance has been strong and steady. Our temporary FNP is ramping up and will continue to grow in the number of patients seen as we schedule same day/acute patients and Medicare Annual Wellness Visits primarily with her.

March 2024 Clinic Stats										
Provider	Days in Clinic	Patients Scheduled	CXL'D	No Show	Total Seen	Average Seen	No Show Rate	Cancellation Rate	Total Telehealth	Total New Pts
Bonnie Wong, DO	10	135	36	5	94	9.4	4%	27%	5	15
Courtney Feral, FNP	16	75	8	3	64	4.0	4%	11%	2	0
Noel Pense, DO	2	20	2	0	18	9.0	0%	10%	0	0
Olixn Adams, DO	3	33	5	1	27	9.0	3%	15%	6	0
Paul Preslar, DO	13	168	25	4	139	10.7	2%	15%	0	23
Shane Matsui, LCSW	20	104	25	2	77	3.9	2%	24%	10	0
Victoria Schmelzer, CRNA	8	78	29	0	49	6.1	0%	37%	0	1
Sharon Monsivais, MD	9	140	16	3	121	13.4	2%	11%	0	0
Michael Ivanitsky, MD	7	56	1	0	55	7.9	0%	2%	0	0
Outpatient Services	21	233	28	5	200	9.5	2%	12%	0	0
Totals	109	1042	175	23	844	7.7	2%	17%	23	39
Total telehealth	23									

644 Clinic Registrations

In addition to the provider stats provided above, the specialist stats are:

- Dr. Qadir, Nephrology, was in clinic one day and saw 16 patients. Dr. Qadir notified us that he will no longer be utilizing our space. Due to the increased number of providers, we can’t accommodate his practice on Tuesdays. We offered him Mondays or Fridays, but this does not work for him.
- Dr. Webster, ENT/Dermatology, was in clinic one day and saw 15 patients. April may be the last month we can accommodate Dr. Webster on his preferred day for the same reason.

Clinic Report

Dawn has been out on extended medical leave for six weeks, and expects to return to work on Monday, May 6th. She is doing well and looking forward to returning to her team.

Kelli Cotton, BSN- our contracted Care Coordination Specialist- is managing our Chronic Care program remotely and reports the following:

- 30 patient phone calls made
- 15 patients enrolled in Chronic Care Management
- 3 Medicare Annual Wellness Visits schedule

We continue to work with our ACO Signify, which has been acquired by CVS, to meet and report quality metrics.

Clinic Provider Income Summary

All Providers

For The Budget Year 2024

	ACT	BUD	ACT	BUD	ACT	BUD	ACT	Current Budget YTD	
	JAN	JAN	FEB	FEB	MAR	MAR	YTD	FY24 Budget	Variance
Provider Productivity Metrics									
Clinic Days	82	80	77	76	88	78	633	620	13
Total Visits	623	629	643	606	644	647	4,725	4,636	89
Visits/Day	7.6	7.9	8.4	8.0	7.3	8.3	7.5	7.5	(0.0)
Total RVU	1,316.46	1,304.35	1,302.86	1,255.63	1,526.60	1,335.76	10,341.42	9,891.72	449.70
RVU/Visit	2.11	2.07	2.03	2.07	2.37	2.06	2.19	2.13	0.06
RVU/Clinic Day	16.05	16.28	16.92	16.49	17.35	17.11	16.35	15.95	0.40
Gross Revenue/Visit	452.58	381.84	446.34	413.61	497.12	396.94	423.21	394.83	28.38
Gross Revenue/RVU	214.18	184.12	220.28	199.78	209.71	192.35	193.37	185.05	8.31
Net Rev/RVU	91.94	81.26	112.47	87.96	98.04	85.85	85.87	82.72	3.16
Expense/RVU	125.91	104.68	106.33	103.69	121.49	101.26	125.94	119.44	6.50
Diff	(33.97)	(23.42)	6.13	(15.73)	(23.45)	(15.41)	(40.06)	(36.72)	(3.34)
Net Rev/Day	1,476.02	1,323.04	1,902.94	1,450.63	1,700.73	1,469.31	1,404.03	1,319.69	84.34
Expense/Day	2,021.43	1,704.36	1,799.21	1,710.11	2,107.60	1,733.03	2,059.08	1,905.56	153.51
Diff	(545.42)	(381.32)	103.73	(259.48)	(406.87)	(263.72)	(655.05)	(585.87)	(69.17)
Patient Revenue									
Outpatient									
Total Patient Revenue	281,959	240,155	287,000	250,849	320,143	256,937	1,999,671	1,830,469	169,202
Deductions From Revenue									
Total Deductions From Revenue (Note A)	160,926	134,162	140,473	140,408	170,479	142,255	1,111,621	1,012,271	99,351
	57%	56%	49%	56%	53%	55%	56%	55%	
Net Patient Revenue	121,034	105,992	146,526	110,441	149,664	114,681	888,050	818,198	69,851
	43%	44%	51%	44%	47%	45%	44%	45%	
Total Operating Revenue	121,034	105,992	146,526	110,441	149,664	114,681	888,050	818,198	69,851
Operating Expenses									
Salaries & Wages	79,650	71,845	59,924	68,436	133,798	71,845	744,988	636,578	108,409
Benefits	19,843	9,057	11,889	8,865	7,429	9,477	90,931	75,231	15,699
Purchased Services	10,000	0	11,145	0	(21,025)	0	120	0	120
Medical Supplies	2,579	638	4,770	638	3,944	567	13,325	4,681	8,644
Other Supplies	529	132	56	132	368	132	5,501	1,191	4,310
Maintenance and Repairs	0	0	25	0	23	0	185	0	185
Other Expenses	2,467	2,225	3,667	2,225	12,013	2,225	33,686	20,029	13,658
Allocation Expense	50,689	52,643	47,064	49,898	48,919	51,019	413,631	443,723	(30,092)
Total Operating Expenses	165,758	136,540	138,539	130,196	185,469	135,265	1,302,367	1,181,434	120,933
Excess of Operating Rev Over Exp	(44,724)	(30,548)	7,987	(19,755)	(35,805)	(20,584)	(414,317)	(363,236)	(51,081)
Total Non-Operating Income	300	0	450	0	0	0	4,898	0	0
Excess of Revenue Over Expenses	(44,424)	(30,548)	8,437	(19,755)	(35,805)	(20,584)	(409,419)	(363,236)	(51,081)



Chief Nursing Officer Report

To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Cori Valet, RN, BSN, Chief Nursing Officer

Re: CNO Report for SCHD Board of Directors Meeting – April 25, 2024

	Actual	Budget	Diff	Actual	Budget	Diff	Actual	Budget	Diff
Med Surg	27.12	25.77	1.35	4.20	1.93	2.27	31.33	27.70	3.62
Manager	1.00	1.01	0.01	-	-	0.00	1.00	1.01	-0.01
CNA I	4.48	1.72	-2.76	-	-	0.00	4.48	1.72	2.76
CNA II	3.61	3.77	0.16	-	-	0.00	3.61	3.77	-0.16
Patient Activities Coordinator	-	1.00	1.00	-	-	0.00	-	1.00	-1.00
Charge Nurse	3.76	3.54	-0.22	-	-	0.00	3.76	3.54	0.22
RN	10.47	10.99	0.52	4.20	1.93	2.27	14.68	12.92	1.75
LPN	1.99	2.56	0.57	-	-	0.00	1.99	2.56	-0.57
Telemetry Tech	1.82	1.18	-0.64	-	-	0.00	1.82	1.18	0.64
Swing Bed	0.98	1.01	-0.03	-	-	0.00	0.98	1.01	-0.03
Case Manager	0.98	1.00	0.02	-	-	0.00	0.98	1.00	-0.02
LPN	-	0.01	0.01	-	-	0.00	-	0.01	-0.01
Emergency Room	11.38	12.12	-0.74	1.47	0.97	0.50	12.85	13.09	-0.24
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
CNA II	1.00	2.49	1.49	-	-	0.00	1.00	2.49	-1.49
LPN	3.05	2.39	-0.66	-	-	0.00	3.05	2.39	0.66
RN	6.33	6.24	-0.09	1.47	0.97	0.50	7.80	7.21	0.60
Surgical Services	2.89	5.60	-2.71	1.88	-	1.88	4.77	5.60	-0.83
Director	-	1.00	1.00	-	-	0.00	-	1.00	-1.00
Manager	0.74	-	-0.74	-	-	0.00	0.74	-	0.74
RN	-	-	0.00	-	-	0.00	-	-	0.00
Surgical Nurse	1.14	3.00	1.86	1.88	-	1.88	3.02	3.00	0.02
Surgical Tech	1.01	1.60	0.59	-	-	0.00	1.01	1.60	-0.59
Radiology	2.87	3.05	-0.18	0.97	1.93	-0.97	3.84	4.98	-1.14
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Coordinator	0.75	0.75	0.00	-	-	0.00	0.75	0.75	0.00
Medical Imaging Admin	0.99	1.00	0.01	-	-	0.00	0.99	1.00	-0.01
Rad Tech IV	0.14	0.30	0.16	0.97	1.93	-0.97	1.10	2.23	-1.13
Ultrasound	1.54	1.94	-0.40	-	-	0.00	1.54	1.94	-0.40
Ultrasound Tech II	1.40	1.64	0.24	-	-	0.00	1.40	1.64	-0.24
Ultrasound Tech IV	0.14	0.30	0.16	-	-	0.00	0.14	0.30	-0.16
Mammography	0.55	1.63	-1.08	-	-	0.00	0.55	1.63	-1.08
Mammo Tech	0.55	1.63	1.08	-	-	0.00	0.55	1.63	-1.08
Cat Scan	2.34	0.06	2.28	-	-	0.00	2.34	0.06	2.28
Rad Tech II	1.93	-	-1.93	-	-	0.00	1.93	-	1.93
Ct/Rad Tech Reg	0.42	0.06	-0.36	-	-	0.00	0.42	0.06	0.36
MRI	0.96	0.99	-0.03	-	-	0.00	0.96	0.99	-0.03
Rad Tech IV	0.96	0.99	0.03	-	-	0.00	0.96	0.99	-0.03
Lab	10.03	9.53	0.50	2.72	1.93	0.78	12.74	11.46	1.28
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Assistant I	1.97	0.99	-0.98	-	-	0.00	1.97	0.99	0.98
Assistant II	1.67	3.01	1.34	-	-	0.00	1.67	3.01	-1.34
Assistant III	1.06	0.99	-0.07	-	-	0.00	1.06	0.99	0.07
CNA II	-	-	0.00	-	-	0.00	-	-	0.00
Medical Lab Tech Lead	-	1.00	1.00	-	-	0.00	-	1.00	-1.00
Medical Lab Scientist	1.34	0.55	-0.79	-	-	0.00	1.34	0.55	0.79
Medical Lab Tech	2.99	1.99	-1.00	2.72	1.93	0.78	5.70	3.92	1.78
Pharmacy	1.22	1.90	-0.68	-	-	0.00	1.22	1.90	-0.68
Pharmacist	-	0.60	0.60	-	-	0.00	-	0.60	-0.60
RN	1.22	1.30	0.08	-	-	0.00	1.22	1.30	-0.08
Respiratory	6.52	6.00	0.52	-	0.97	-0.97	6.52	6.97	-0.45
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Respiratory Therapist	5.52	5.00	-0.52	-	0.97	-0.97	5.52	5.97	-0.45
Total Difference	68.39	69.60	-1.21	11.24	7.72	3.51	79.63	77.32	2.30

Clinical Department Staffing - March 2024

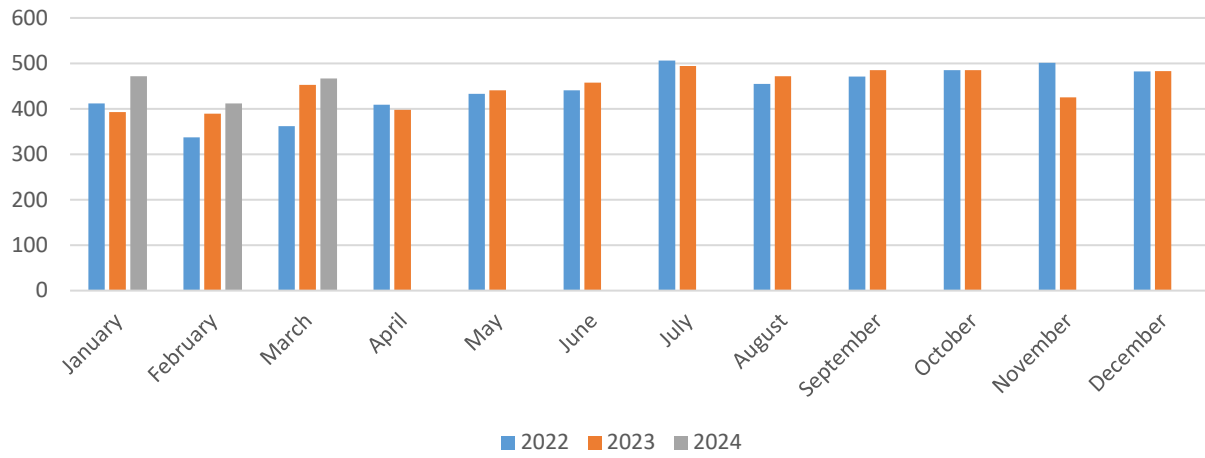
- **Medical-Surgical Department –**
 - One new full-time Noc shift RN on-boarded.
 - Two new full-time CNA positions filled
 - One CNA position vacant in March, however this vacancy now filled by a per diem CNA transitioning to full-time in April.
 - Three full-time nurse positions vacant.
 - Three contract RNs utilized (4 FTE shown on table due to additional shift coverage)
- **Emergency Department –**
 - One full-time RN vacancy
 - One full-time LPN float position vacant (float between MS and ED).
 - Two contract RNs utilized to cover position vacancy and maternity leave.
- **Surgical Services –**
 - New Surgical Services Nurse Manager started 4/24/2024
 - Local candidate previously at NBMC Day Surgery. Experienced in Pre, Intra, and Post operative care as well as management/administrative responsibilities.
 - One per diem surgical technician position filled.
 - Two full-time RN positions vacant.
 - Two contract RNs utilized.
- **Medical Imaging –**
 - One full-time CT/XR Technologist vacancy.
 - One full-time XR/C-arm Technologist vacancy.
 - One full-time MRI Technologist position vacant.
 - Two contract Radiology Technologists utilized.
- **Laboratory –**
 - One full time and one part-time Medical Lab Technologist/Scientist position vacant.
 - Two contract Medical Lab Technologist utilized.
- **Pharmacy –**
 - Fully staffed.
- **Respiratory Therapy –**
 - Fully staffed

SCH&HC Foundation Sponsored New Training Manikin for Clinical Education

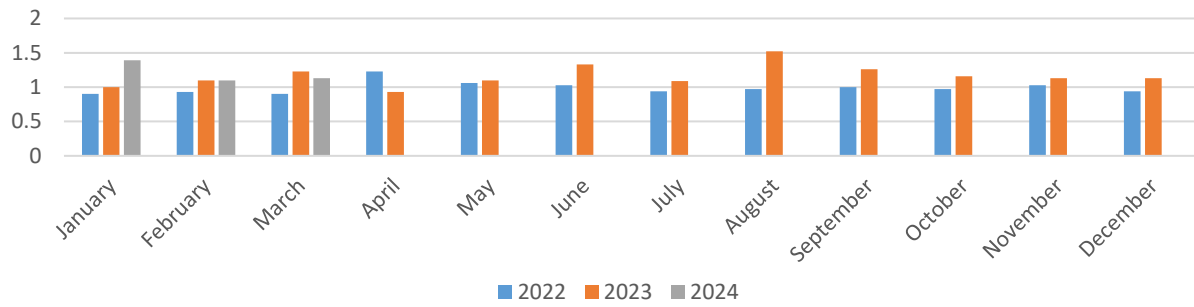
- SCH&HC now has a new Manikin for clinical staff education. The new manikin offers multiple interchangeable components that will allow for a large variety of educational opportunities.
 - Tracheal intubation, NG tube placement, suctioning, suturing, IV and IM injections, catheterization, and many trauma or emergent scenarios.
- New manikin will be used at the upcoming Skills Day event in May.

Emergency Department Statistics

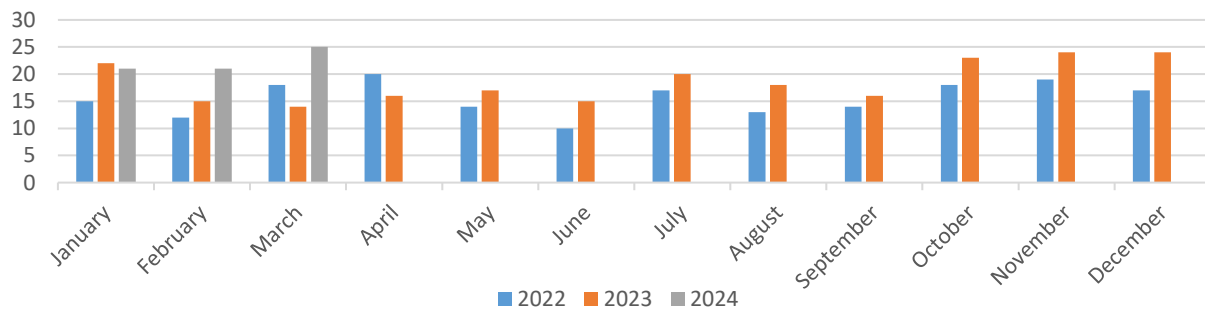
ED Census Tracking 2021-2023



Average ED Admissions to Med-Surg Unit per Day



ED Transfers





Chief Financial Officer Report

To: Board of Directors and Southern Coos Management
From: Antone Eek, CFO
Re: CFO Report for Board of Directors Meeting – April 25, 2024

Accounting / Finance

The accounting/finance team is a force to be reckoned with. The team continues to excel, spearheading various projects and contributing significantly to positive transformations and outcomes.

Sage Intacct

The implementation process for Sage Intacct is underway. Our Finance Team has initiated working sessions with the Wipfli implementation project manager and commenced self-training using Sage resources. We aim to complete the majority of the setup and training by the end of June, aligning with our fiscal year-end. The Go-Live date is set for October 1, 2024.

Medicare Cost Report

We are currently progressing as planned and are on track to meet our targets.

Fiscal Year End

We are diligently preparing to ensure a smooth audit and Medicare Cost Report season.

Budget

Katelin has demonstrated exceptional leadership in coordinating budget sessions, engaging with department heads, and analyzing current trends and future requirements based on productivity and volumes. The initial round of budget discussions with all departments has been completed. The subsequent steps involve non-departmental estimates, and we are adhering to the budget schedule. This effort will be followed by extensive work from Jenny and Brenda to make sure we stay on track and our budget is completed on time.

Analytics

Our team members have been conducting comprehensive analyses of SCHHC's data. Our efforts have revealed opportunities to enhance revenue through improved charge capture and to reduce expenses in various areas. The upcoming April report will provide insights into ongoing projects and investigations.

Engineering / EVS

Process Improvement

Our engineering team is actively reviewing existing processes and implementing improvements to enhance project outcomes, minimize risks, and promote accountability.

Materials Management

Project Materials / Equipment Purchases

Our materials team continues to investigate and identify cost-effective product and equipment purchases that align with the specific needs of our projects and departments as well as an effort to reduce overall expenses for the facility.

Revenue Cycle

Coding and Chargemaster Audit

The Revenue Cycle and Finance Teams have been digging into data and finding several areas of opportunity. This is part of the effort to identify gaps in processes, clean up old items and prepare for going into the new EPIC system environment.

Surgical Services

Estimator for Monsivais is now complete, all teams (Revenue Cycle, Finance, Clinic, and Surgery) are now working on process flow and finalizing the last steps of the patient flow.

Accounts Receivable (A/R) Days

We are pleased to report a decrease in the Total A/R Days to 47.9, down from 50.1 in February. This improvement reflects the dedication and performance-driven approach of our team.

Other Items

Pharmacy Services

I am leading collaborative efforts to refine inventory management processes and strengthen internal controls. Additionally, we are exploring opportunities for 340B optimization, potential cost reductions, and revenue enhancement through improved charge capture.



Chief Information Officer Report

To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Scott McEachern, Chief Information Officer

Re: CIO Report for SCHD Board of Directors, April 25, 2024

Cybersecurity

Email Protection Provided by Mimecast	November 2023	December 2023	January 2024	February 2024	March 2024
Spam Blocked/Number of Emails	618/46198	624	1281/43,826	1383/43,222	1069/28,638
Impersonation Attacks	1030	1048	919	906	961
Malware Detected and Quarantined	12	7	11	15	14
Links Clicked/Number Unsafe	292/1	1	363/0	0	0
Malicious Attachments	0	0	0	0	0
Internet Traffic Monitored by Critical Insight	November 2023	December 2023	January 2024	February 2024	March 2024
Number of Records Ingested (in millions)	591.9	599.8	639.1	624	640
Investigations	3	2	1	1	2
Reported Investigations	1**	0	0	0	0
High Priority Investigations	0	0	0	0	0

March Cybersecurity Climate

The Change Healthcare cyberattack and exfiltration of records continued to dominate the news. Globally, there were fewer total records breached, but an astonishing 388% increase in incidents.

Clinical Informatics

In March, the Clinical Informatics team continued several major projects:

- Building interfaces to the State of Oregon to communicate Sexual Orientation and Gender Identity (SOGI) data to the Oregon Health Authority
- Updating nursing flowcharts to reflect best practice and accommodate upcoming quality regulations
- Mapping current clinical workflows to prepare for the upcoming Epic build
- Assisting the Quality department in identifying gaps in quality reporting



Southern Coos Health Foundation Report

To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Scott McEachern, Executive Director, SCHF

Re: SCH Foundation Report for SCHD Board of Directors, April 25, 2024

- **End-of-Year Fundraising** checks are still coming in. The total raised so far is over \$90,000 including an unexpected \$18,774 check from the Bandon Education Foundation, which disbanded and donated its remaining funds to the School Nurse, and a \$3,000 grant from the Bandon Inn at Face Rock for the School Nurse Program that Amy Moss Strong applied for.
- The **Bottle Drop** program continues to raise money, so far over \$1,000. The next Bottle Drop matching event begins on Earth Day, April 22, when the company will match a percentage of the bottles/cans returned. Additional bottle drop receptacles are being ordered to locate around the hospital and signs will be affixed to the receptacles. To donate from home, fill a blue plastic bag with cans or bottles and bring it back to the hospital or drop it off at the Bottle Drop in Coos Bay. Brenda has extra bags or ask Amy Moss Strong.
- Sponsorships for **Women's Health Day**, set for Feb. 24, 2024, totaled \$3,000. The event also brought in \$380 for a 50/50 raffle and \$560 for raffle tickets for the gift baskets that were donated and created for the event.
- Alix McGinley presented to 100 Strong Bandon in February and the group voted to support the **Living & Aging Well** event. Those funds will be eligible for a matching grant as well, so no further sponsorships will be sought and the event is being offered free to the community.
- We received donations for the 2nd Annual Ocean Crest Health Fair, including \$250 from Joseph Bain and \$500 from Bandon Rotary. The Health Fair is being held Wednesday, April 17 and was organized for the second year by the School Nurse Elizabeth Deters.
- **The Quarterly Art show**, "Stormy Weather" was a hit and 34 paintings sold, with \$425 of the proceeds going to the Foundation. The current show, "Garden Party" is already to a great start, with 24 pieces sold. The total donated to the Foundation will be calculated at the end of the show in July. Thank you to the artists for their generous contributions.

ERP/EHR Project Update

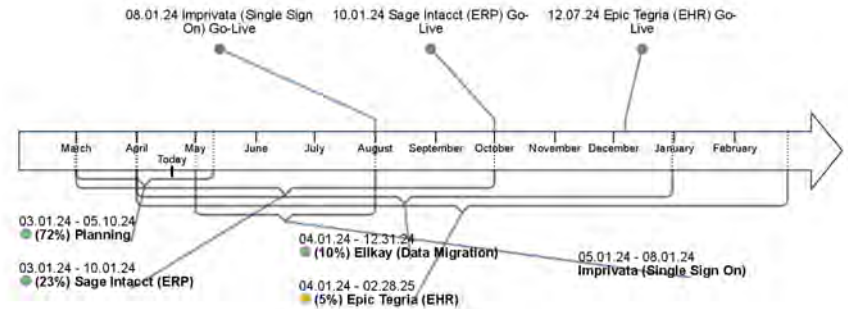
Presented to the Southern Coos Health District Board of Directors

April 25, 2024



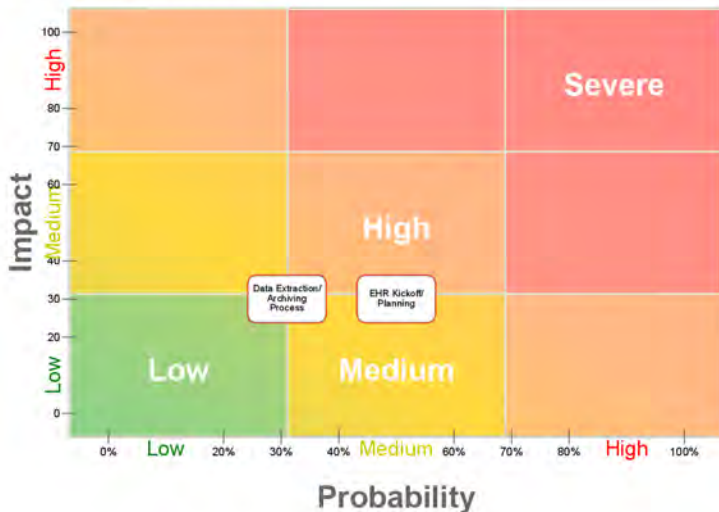
Project Dashboard

Name	Start	Complete	% Comp	Status Color
SCHHC ERP EHR Implementation High Level	03-01-2024	02-28-2025	14.61	●
Planning	03-01-2024	05-10-2024	72	●
Sage Intacct (ERP)	03-01-2024	10-01-2024	23	●
Elkay (Data Migration)	04-01-2024	12-31-2024	10	●
Epic Tegria (EHR)	04-01-2024	02-28-2025	5	●
Imprivata (Single Sign On)	05-01-2024	08-01-2024		
Imprivata (Single Sign On) Go-Live	08-01-2024	08-01-2024		
Sage Intacct (ERP) Go-Live	10-01-2024	10-01-2024		
Epic Tegria (EHR) Go-Live	12-07-2024	12-07-2024		



SCHHC ERP EHR Implementation Risks

- Critical
- Financial
- Equipment/Technology
- Communication
- Physician
- Quality/Regulatory
- Change Management
- Single Sign On
- N/A (Blank)
- All
- None



- Severe
 - High
 - Medium
 - Low
- EHR Kickoff/Planning (1500)
Data Extraction/Archiving Process (930)





Monthly Financial Report

To: Board of Directors and Southern Coos Management

From: Antone Eek, CFO

Re: March 2024 Month End Financial Results – April 25, 2024

Revenue Performance:

- Gross Revenue: Achieved \$4,318,000, surpassing the budgeted \$4,125,000.
- OP Gross Revenue: Reached \$3,217,000, exceeding the budgeted \$2,911,000.
- IP and Swing Bed Revenues: Totaled \$1,100,000, slightly below the budgeted \$1,214,000.

Patient Activity Metrics:

- Average Daily Census (ADC): Recorded at 7.6, falling short of the budgeted 8.8 and the prior year's 8.4.
- Clinical volumes lagged behind expectations.
- Surgical and ER volumes surpassed budget projections.
- Respiratory Therapy, Lab, and Imaging either met or came close to meeting budgeted volumes.

Revenue Deductions:

- Deductions from Revenue: Amounted to \$1,738,000, accounting for 40.3% of gross revenue, exceeding the budgeted 38.1%.
- YTD Revenue Deductions: Stood at 36.2%, compared to the budgeted 38.1%.
- Elevated deductions were due to patient account transactions.
- Medicare Cost Report Settlement: Anticipated receivable of \$103,000 post a lump sum payment of \$155,000 in February.

Operating Revenues:

- Total Operating Revenues: Registered at \$2,579,000, outperforming the budgeted \$2,563,000, and marking an increase of \$189,000 from the same period last year.

Operating Expenses:

- Labor Expenses: Totaled \$1,750,000, coming in below the budgeted \$1,786,000.
- Reduced contract labor costs in Lab and Radiology contributed to this decrease.
- Professional Fees and Purchased Services: Combined expense reached \$594,000, surpassing the budgeted \$514,000.
- Decreased independent contractor ER Physician coverage costs by \$54K, showing a \$31K improvement from the previous month.
- Medical Supplies, Drugs, and Other Supplies: Accumulated to \$219,000, exceeding the budgeted \$184,000.
- Increased expenses attributed to drug issuance from the Pharmacy.

Operating Income/Loss:

- Operating Loss: Incurred a loss of \$248,000, greater than the budgeted loss of \$182,000.
- The higher revenue deductions and increased operating expenses contributed to this shortfall.

Net Position Change:

- Decrease in Net Position: Experienced a decrease of \$169,000, compared to the budgeted decrease of \$84,000.
- YTD Increase in Net Position: Showed a positive growth of \$394,000.

Financial Health Indicators:

- Days Cash on Hand: Stood at 137.0 days, a decline from the previous month's 145.3 days.
- Accounts Receivable (A/R) Days Outstanding: Reduced to 47.9 days, down from 50.1 days in the prior month.

Southern Coos Hospital & Health Center

Volume and Key Performance Ratios

For The Period Ending March 2024

		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year	Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year
Payor Mix - Gross Charges	Medicare	62.0%	59.0%	59.0%	5.0%	5.0%	62.2%	62.6%	62.6%	-0.6%	-0.6%
	Medicaid	20.2%	19.2%	19.2%	5.1%	5.1%	17.5%	17.8%	17.8%	-1.6%	-1.6%
	Commercial	10.6%	14.4%	14.4%	-26.1%	-26.1%	12.5%	12.4%	12.4%	0.7%	0.7%
	Government	5.8%	5.4%	5.4%	8.6%	8.6%	6.1%	5.6%	5.6%	9.2%	9.2%
	Other	0.2%	1.1%	1.1%	-81.4%	-81.4%	0.4%	0.8%	0.8%	-52.4%	-52.4%
	Self Pay	1.2%	0.9%	0.9%	30.0%	30.0%	1.3%	0.8%	0.8%	59.1%	59.1%
Total		100.0%	100.0%	100.0%			100.0%	100.0%	100.0%		

		Month					Year To Date				
		FY24 Actual	FY24 Budget	FY23 Prior Year	Variance % To Budget	Variance % To Prior Year	FY24 Actual	FY24 Budget	FY23 Prior Year	Variance % To Budget	Variance % To Prior Year
Patient Volumes	In Patient Days	132	102	112	29.9%	17.9%	1,104	1,110	1,124	-0.5%	-1.8%
	Swing Bed Days	103	170	147	-39.4%	-29.9%	996	1,508	1,030	-33.9%	-3.3%
	Total Patient Days	235	272	259	-13.5%	-9.3%	2,100	2,617	2,154	-19.8%	-2.5%
	Emergency Visits	451	367	443	22.8%	1.8%	4,035	4,073	4,014	-0.9%	0.5%
	Radiology Procedures	859	890	932	-3.5%	-7.8%	7,767	8,249	7,551	-5.8%	2.9%
	Laboratory Tests	3,731	3,874	4,685	-3.7%	-20.4%	35,710	37,117	34,081	-3.8%	4.8%
	Respiratory Visits	747	796	648	-6.2%	15.4%	5,476	4,773	5,201	14.7%	5.3%
	Surgeries and Endoscopies	40	29	24	37.9%	66.7%	144	261	110	-44.8%	30.9%
	Specialty Clinic Visits	200	220	253	-9.0%	-20.9%	1,916	1,736	1,763	10.4%	8.7%
	Primary Care Clinic	644	647	476	-0.5%	35.3%	4,725	4,636	4,206	1.9%	12.3%



Southern Coos Hospital & Health Center

Data Dictionary

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



Southern Coos Hospital & Health Center

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

For The Period Ending March 31, 2024

	Current Month - Mar-2024					Year To Date - Mar-2024				
	Mar-2024 Actual	Mar-2024 Budget	Variance	Var %	Mar-2023 Actual	Mar-2024 Actual	Mar-2024 Budget	Variance	Var %	Mar-2023 Actual
Patient Revenue										
Inpatient	1,100,223	1,214,143	(113,920)	(9.4%)	1,207,247	9,513,843	11,071,667	(1,557,824)	(14.1%)	9,975,759
Outpatient	3,217,288	2,911,176	306,112	10.5%	2,864,509	27,137,840	28,217,373	(1,079,533)	(3.8%)	23,261,500
Total Patient Revenue	4,317,511	4,125,319	192,192	4.7%	4,071,756	36,651,683	39,289,040	(2,637,357)	(6.7%)	33,237,259
Deductions From Revenue										
Total Deductions	1,738,095	1,573,061	(165,034)	(10.5%)	1,681,757	13,260,228	14,983,264	1,723,037	11.5%	12,475,250
<i>Revenue Deductions %</i>	<i>40.3%</i>	<i>38.1%</i>			<i>41.3%</i>	<i>36.2%</i>	<i>38.1%</i>			<i>37.5%</i>
Net Patient Revenue	2,579,416	2,552,258	27,158	1.1%	2,389,999	23,391,456	24,305,775	(914,320)	(3.8%)	20,762,009
Other Operating Revenue	5	10,449	(10,444)	(100.0%)	20	54,842	94,040	(39,198)	(41.7%)	135,406
Total Operating Revenue	2,579,421	2,562,707	16,714	0.7%	2,390,019	23,446,298	24,399,815	(953,517)	(3.9%)	20,897,415
Operating Expenses										
Total Labor Expenses	1,749,555	1,786,028	36,473	2.0%	1,573,328	15,376,832	15,911,278	534,446	3.4%	13,871,901
Total Other Operating Expenses	1,078,214	959,099	(119,115)	(12.4%)	831,280	8,797,943	8,570,791	(227,152)	(2.7%)	7,718,530
Total Operating Expenses	2,827,769	2,745,128	(82,642)	(3.0%)	2,404,608	24,174,775	24,482,069	307,294	1.3%	21,590,431
Operating Income / (Loss)	(248,348)	(182,421)	(65,927)	36.1%	(14,589)	(728,477)	(82,254)	(646,224)	785.6%	(693,015)
Net Non-Operating Revenues	79,673	98,838	(19,165)	(19.4%)	110,879	1,122,621	889,546	233,076	26.2%	900,416
Change in Net Position	(168,675)	(83,583)	(85,093)	101.8%	96,290	394,144	807,292	(413,148)	(51.2%)	207,401
Collection Rate %	59.7%	61.9%	(3.4%)	(3.4%)	58.7%	63.8%	61.9%	3.2%	3.2%	62.5%
Compensation Ratio %	67.8%	69.7%	(2.7%)	(2.7%)	65.8%	65.6%	65.2%	0.6%	0.6%	66.4%
Operating Margin	(9.6%)	(7.1%)	35.3%	35.3%	(0.6%)	(3.1%)	(0.3%)	821.7%	821.7%	(3.3%)
OP EBIDA Margin \$	(142,579)	(80,277)	(62,302)	77.6%	68,956	193,788	800,156	(606,368)	(75.8%)	3,842
OP EBIDA Margin %	(5.5%)	(3.1%)	(2.4%)	76.5%	2.9%	0.8%	3.3%	(2.5%)	(74.8%)	0.0%
Total Margin (%)	(6.5%)	(3.3%)	(3.3%)	100.5%	4.0%	1.7%	3.3%	(1.6%)	(49.2%)	1.0%



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending March 2024

	Balance as of March 2024	Balance as of June 2023	Change	Balance as of June 2022
Assets				
Current Assets				
Cash - Operating	8,563,203	8,783,262	(220,059)	6,600,542
Cash Equivalents	3,372,630	3,988,481	(615,851)	7,911,429
Net Patient Accounts Receivable	3,655,086	2,813,679	841,407	3,197,844
Other Current Assets	647,440	678,641	(31,201)	1,134,760
Total Current Assets	16,238,360	16,264,064	(25,704)	18,844,575
Net PP&E	5,989,519	6,677,893	(688,374)	4,847,259
Total Assets	22,227,879	22,941,957	(714,078)	23,691,835
Liabilities and Net Assets				
Current Liabilities	3,769,426	4,308,166	(538,740)	7,170,179
Total Long-Term Debt, net	4,402,165	4,966,652	(564,487)	3,990,653
Fund Balance	13,667,140	12,531,014	1,136,125	12,706,270
Change in Net Position	394,144	1,136,125	(741,981)	(175,268)
Total Net Assets	14,061,284	13,667,140	394,144	12,531,002
Total Liabilities & Net Assets	22,232,874	22,941,957	(709,083)	23,691,835
Ratios				
Cash to Debt Ratio	1.95	1.77	0.18	1.65
Current Ratio	4.31	3.78	0.53	2.63
Average Age of Plant	6.72	13.67	(6.94)	19.36
Debt to Capitalization Ratio	0.24	0.27	(0.03)	0.25



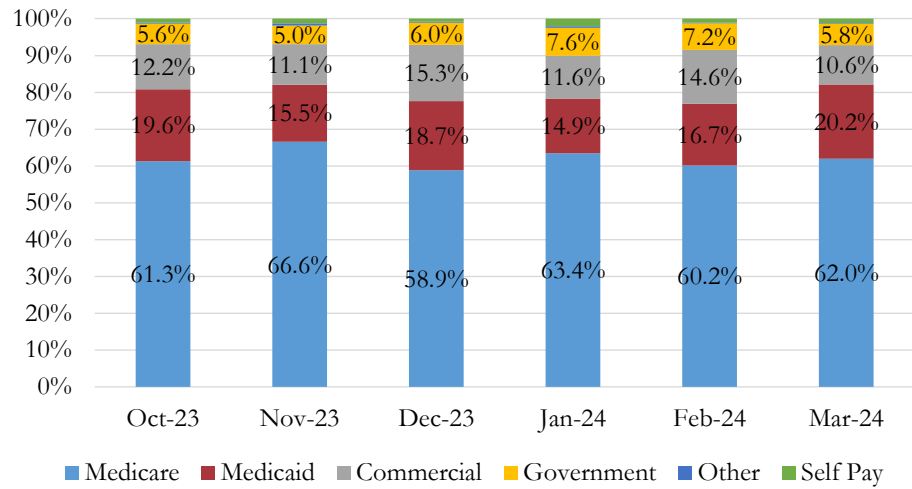
Southern Coos Hospital & Health Center

Volume and Key Performance Ratios For The Period Ending March 2024

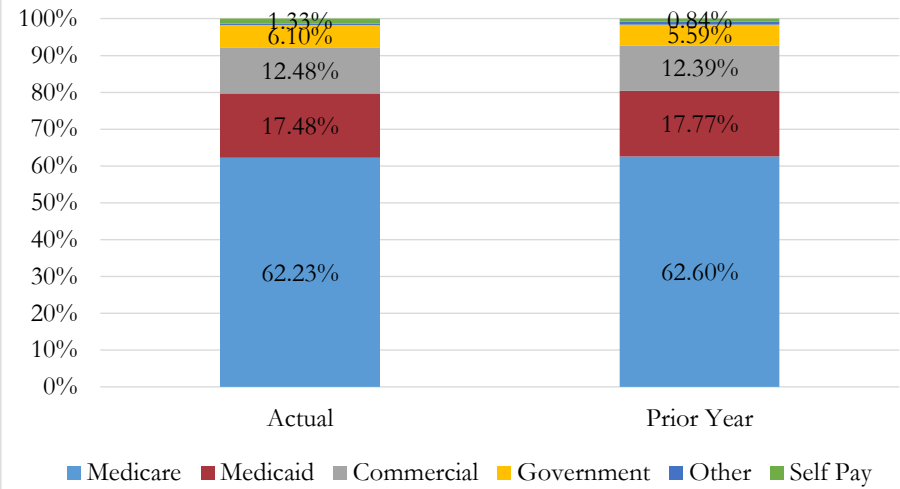
		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior	Actual	Budget	Prior Year	Variance to Bud	Variance to Prior
Volume Summary	IP Days	132	102	112	29.9%	17.9%	1,104	1,110	1,124	-0.5%	-1.8%
	Swing Bed Days	103	170	147	-39.4%	-29.9%	996	1,508	1,030	-33.9%	-3.3%
	Total Inpatient Days	235	272	259	-13.5%	-9.3%	2,100	2,617	2,154	-19.8%	-2.5%
	Avg Daily Census	7.6	8.8	8.4	-13.5%	-9.3%	7.6	9.5	7.9	-19.8%	-2.9%
	Avg Length of Stay - IP	4.4	3.1	3.4	42.9%	29.6%	4.1	4.1	4.1	1.4%	0.1%
	Avg Length of Stay - SWB	14.7	21.2	18.4	-30.7%	-19.9%	11.9	20.1	13.7	-41.0%	-13.7%
	ED Registrations	451	367	443	22.8%	1.8%	4,035	4,073	4,014	-0.9%	0.5%
	Clinic Registrations	598	454	441	31.7%	35.6%	4,333	4,027	4,001	7.6%	8.3%
	Ancillary Registrations	1,141	1,079	1,079	5.7%	5.7%	10,243	8,652	8,652	18.4%	18.4%
	Total OP Registrations	2,190	1,900	1,963	15.2%	11.6%	18,611	16,752	16,667	11.1%	11.7%
Key Income Statement Ratios	Gross IP Rev/IP Day	7,535	10,401	9,424	-27.6%	-20.0%	7,759	9,059	8,044	-14.4%	-3.5%
	Gross SWB Rev/SWB Day	1,025	926	1,033	10.7%	-0.7%	952	676	908	40.9%	4.9%
	Gross OP Rev/Total OP Registrations	1,550	1,532	1,459	1.2%	6.2%	1,458	1,684	1,396	-13.4%	4.5%
	Collection Rate	59.7%	61.9%	58.7%	-3.4%	1.8%	63.8%	61.9%	62.5%	3.2%	2.2%
	Compensation Ratio	67.8%	69.7%	65.8%	-2.7%	3.0%	65.6%	65.2%	66.4%	0.6%	-1.2%
	OP EBIDA Margin \$	(142,579)	(80,277)	68,956	77.6%	-306.8%	193,788	800,156	3,842	-75.8%	4943.7%
	OP EBIDA Margin %	-5.5%	-3.1%	2.9%	76.5%	-291.6%	0.8%	3.3%	0.0%	-74.8%	4395.4%
	Total Margin	-6.5%	-3.3%	4.0%	100.5%	-262.3%	1.7%	3.3%	1.0%	-49.2%	69.4%
Key Liquidity Ratios	Days Cash on Hand	137.0	80.0	117.7	71.3%	16.4%					
	AR Days Outstanding	47.9	50	50.3	-4.2%	-4.8%					



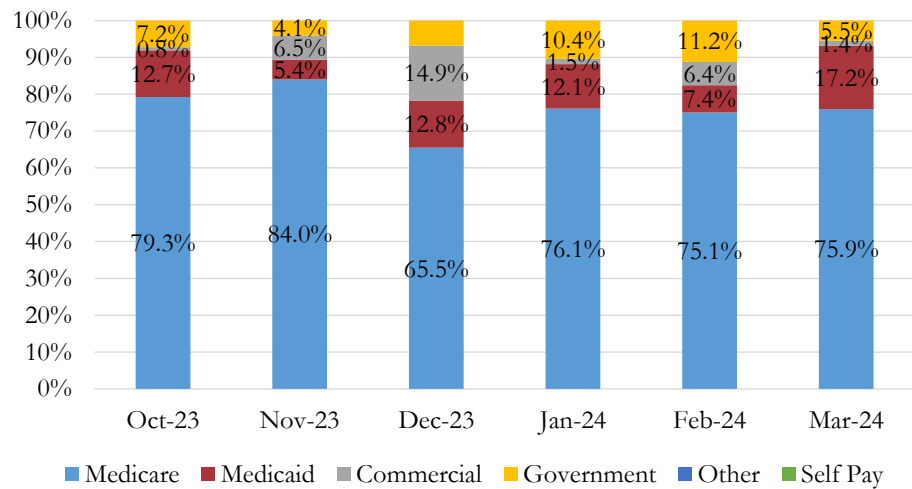
All Patients Payor Mix



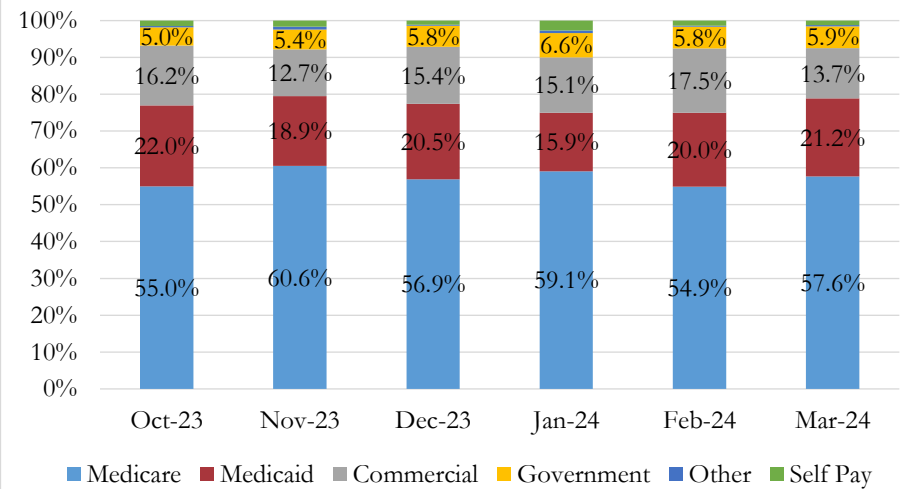
Year to Date Payor Mix



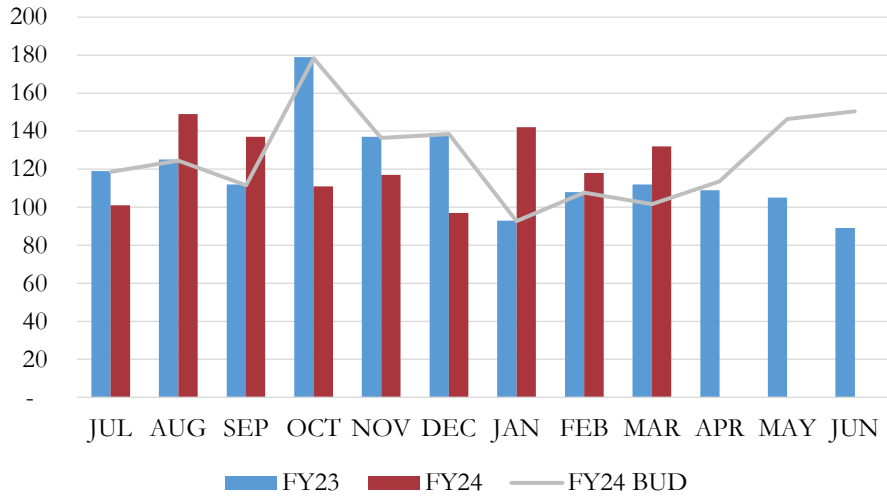
IP Payor Mix



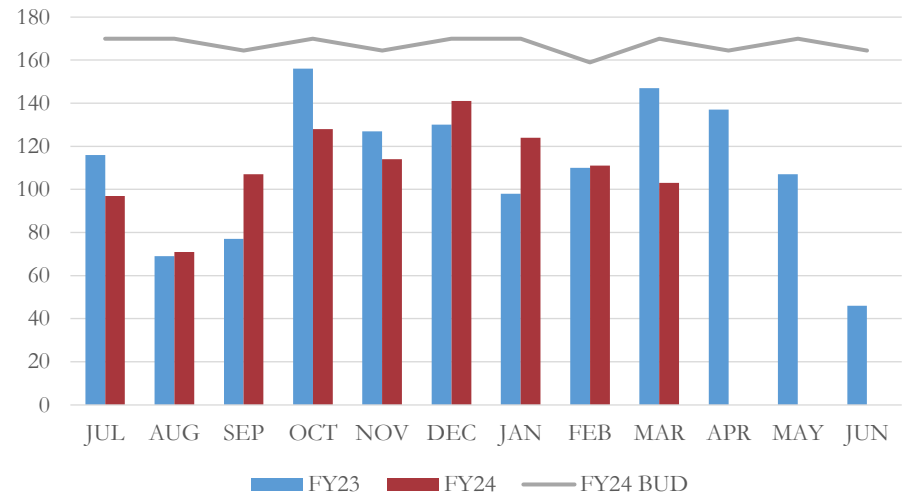
OP Payor Mix



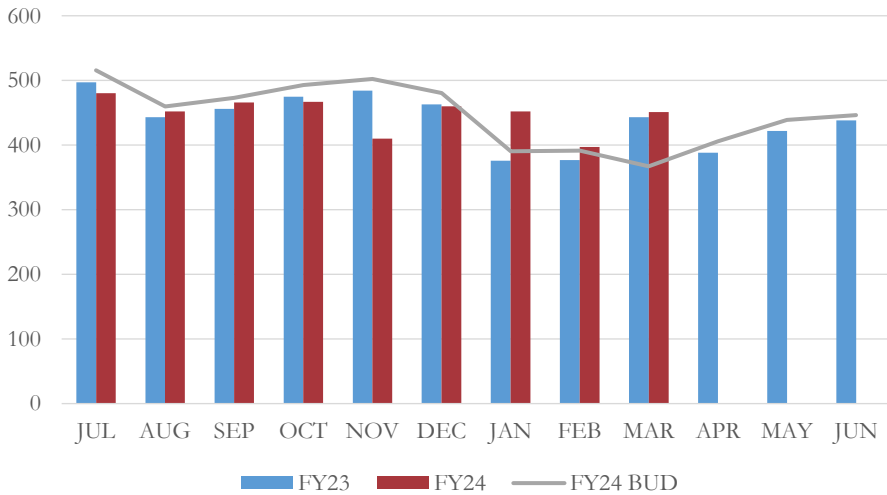
IP Days



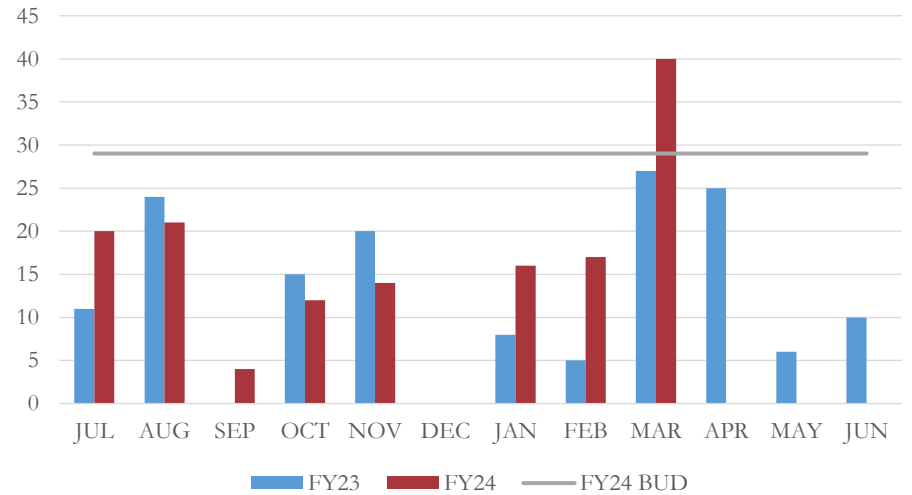
Swing Bed Days



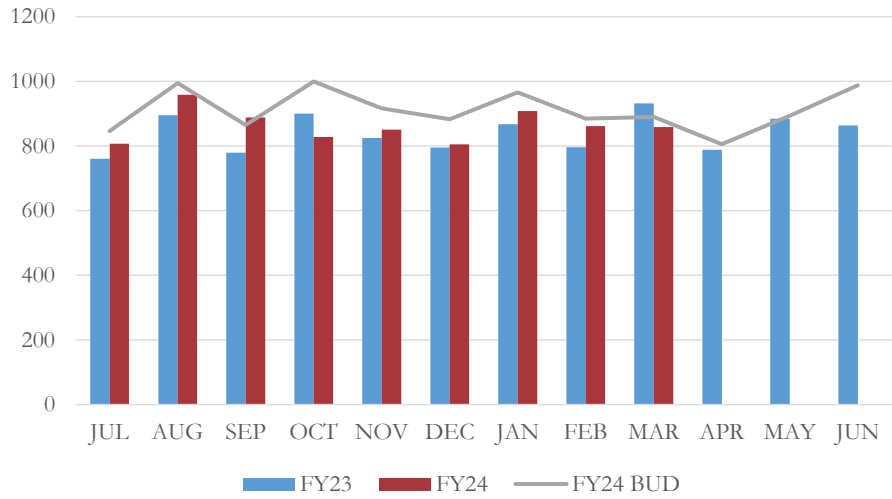
ER Visits



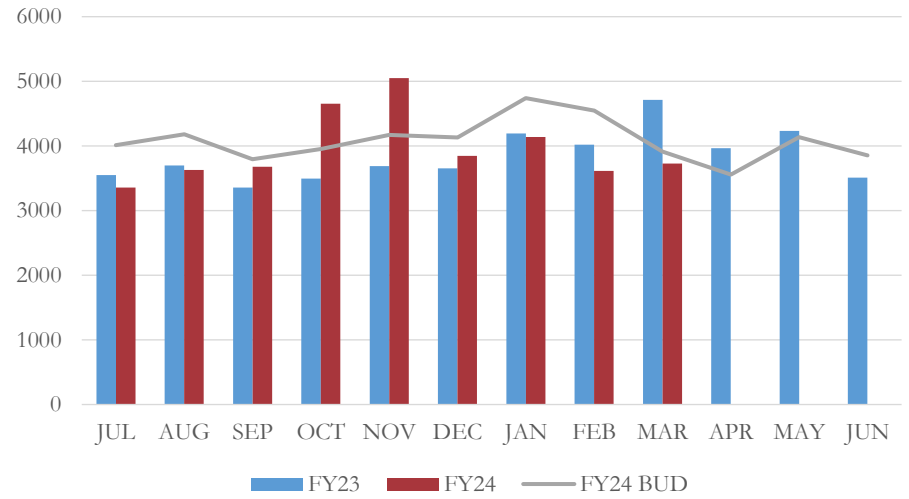
Surgery Patients



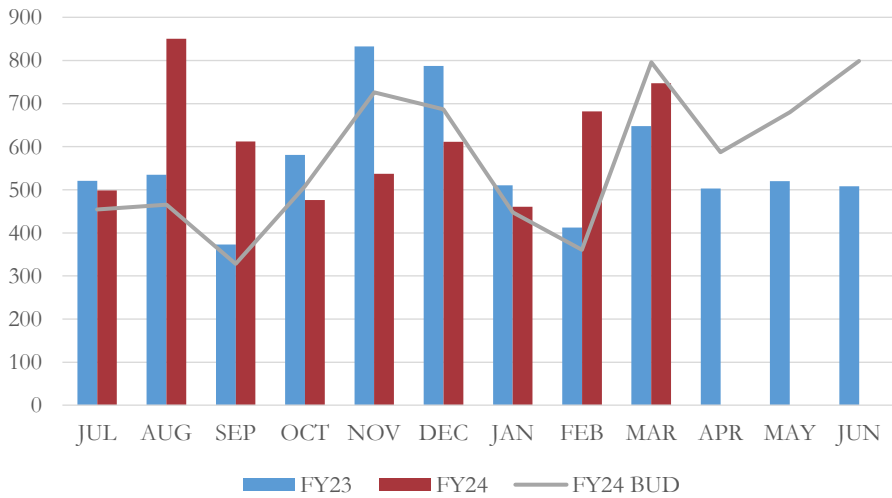
Imaging Visits



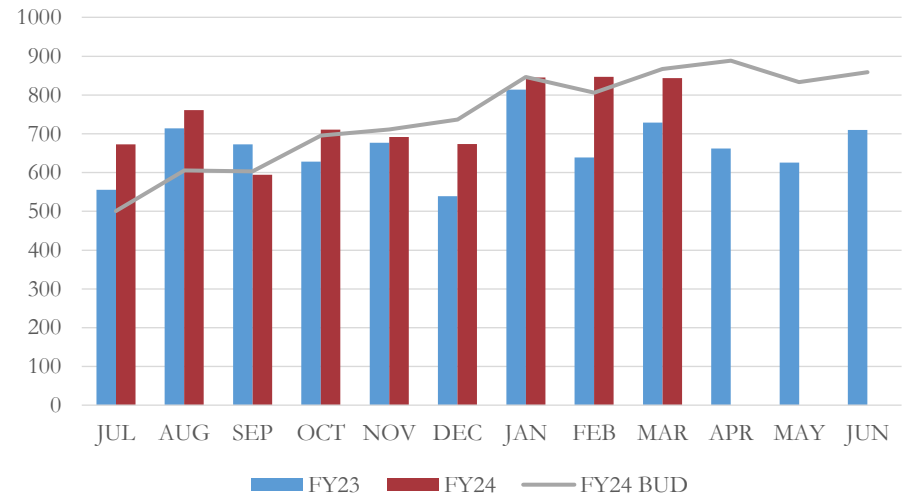
Lab Tests



RT Procedures



Clinic Visits



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending March 2024

	Balance as of March 2024	Balance as of June 2023	Change	Balance as of June 2022
Assets				
Current Assets				
Cash - Operating	8,563,203	8,783,262	(220,059)	6,600,542
Covid-19 Relief Funds	-	-	-	1,201,335
Medicare Accelerated Payments	-	-	-	3,041,479
Investments - Unrestricted	1,156,654	1,772,505	(615,851)	1,452,639
Investments - Restricted	9,488	9,488	-	9,488
Investment - USDA Restricted	233,705	233,705	-	233,705
Investment - Board Designated	1,972,783	1,972,783	-	1,972,783
Cash and Cash Equivalents	11,935,833	12,771,743	(835,910)	14,511,971
Patient Accounts Receivable	6,996,883	5,628,112	1,368,771	5,990,969
Allowance for Uncollectibles	(3,341,797)	(2,814,433)	(527,364)	(2,793,125)
Net Patient Accounts Receivable	3,655,086	2,813,679	841,407	3,197,844
Other Receivables	(3,712)	20,892	(24,605)	7,034
Inventory	470,714	262,233	208,481	163,375
Prepaid Expense	383,328	367,358	15,970	479,232
Property Tax Receivable	(202,889)	28,158	(231,047)	43,119
Medicare Receivable	-	-	-	442,000
Total Current Assets	16,238,360	16,264,064	(25,704)	18,844,575
Property, Plant and Equipment				
Land	461,527	461,527	-	461,527
Property and Equipment:	20,404,725	20,092,234	312,490	17,205,488
Less: Accumulated Depreciation	(14,881,501)	(13,904,245)	(977,256)	(12,886,837)
Construction In Progress	9,764	28,376	(18,613)	67,081
Net PP&E	5,994,514	6,677,893	(683,379)	4,847,259
Total Assets	22,232,874	22,941,957	(709,083)	23,691,835



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending March 2024

	Balance as of March 2024	Balance as of June 2023	Change	Balance as of June 2022
Liabilities and Net Assets				
Current Liabilities				
Accounts Payable	954,289	842,313	111,976	757,537
Accrued Payroll and Benefits	1,134,721	1,145,490	(10,770)	1,195,908
Interest and Other Payable	77,770	100,328	(22,559)	103,720
Medicare Reserve Payable	844,649	1,441,004	(596,356)	623,871
Current Portion of Long Term Debt	757,998	779,030	(21,032)	246,328
Medicare Accelerated Fund	-	-	-	3,041,479
Provider Relief Funds	-	-	-	1,201,335
Current Liabilities	3,769,426	4,308,166	(538,740)	7,170,179
Long-Term Debt	5,160,163	5,745,681	(585,519)	4,236,981
Less Current Portion of Long-Term Debt	(757,998)	(779,030)	21,032	(246,328)
Total Long-Term Debt, net	4,402,165	4,966,652	(564,487)	3,990,653
Total Liabilities	8,171,590	9,274,817	(1,103,227)	11,160,832
Net Assets:				
Fund Balance	13,667,140	12,531,014	1,136,125	12,706,270
Change in Net Position	394,144	1,136,125	(741,981)	(175,268)
Total Net Assets	14,061,284	13,667,140	394,144	12,531,002
Total Liabilities & Net Assets	22,232,874	22,941,957	(709,083)	23,691,835



Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending March 31, 2024

	Current Month - Mar-2024					Year To Date - Mar-2024				
	Mar-2024 Actual	Mar-2024 Budget	Variance	Var %	Mar-2023 Actual	Mar-2024 Actual	Mar-2024 Budget	Variance	Var %	Mar-2023 Actual
Patient Revenue										
Inpatient	1,100,223	1,214,143	(113,920)	(9.4%)	1,207,247	9,513,843	11,071,667	(1,557,824)	(14.1%)	9,975,759
Outpatient	3,217,288	2,911,176	306,112	10.5%	2,864,509	27,137,840	28,217,373	(1,079,533)	(3.8%)	23,261,500
Total Patient Revenue	4,317,511	4,125,319	192,192	4.7%	4,071,756	36,651,683	39,289,040	(2,637,357)	(6.7%)	33,237,259
Deductions From Revenue										
Total Deductions	1,738,095	1,573,061	(165,034)	(10.5%)	1,681,757	13,260,228	14,983,264	1,723,037	11.5%	12,475,250
<i>Revenue Deductions %</i>	<i>40.3%</i>	<i>38.1%</i>			<i>41.3%</i>	<i>36.2%</i>	<i>38.1%</i>			<i>37.5%</i>
Net Patient Revenue	2,579,416	2,552,258	27,158	1.1%	2,389,999	23,391,456	24,305,775	(914,320)	(3.8%)	20,762,009
Other Operating Revenue	5	10,449	(10,444)	(100.0%)	20	54,842	94,040	(39,198)	(41.7%)	135,406
Total Operating Revenue	2,579,421	2,562,707	16,714	0.7%	2,390,019	23,446,298	24,399,815	(953,517)	(3.9%)	20,897,415
Operating Expenses										
Salaries & Wages	1,244,480	1,287,879	43,398	3.4%	1,057,860	10,663,705	11,295,786	632,081	5.6%	9,753,905
Contract Labor	255,345	177,043	(78,302)	(44.2%)	303,537	2,024,691	1,807,784	(216,907)	(12.0%)	1,741,414
Benefits	249,730	321,107	71,377	22.2%	211,930	2,688,436	2,807,708	119,272	4.2%	2,376,582
Total Labor Expenses	1,749,555	1,786,028	36,473	2.0%	1,573,328	15,376,832	15,911,278	534,446	3.4%	13,871,901
Professional Fees	281,035	227,544	(53,491)	(23.5%)	228,924	2,522,801	2,047,897	(474,904)	(23.2%)	2,238,031
Purchased Services	312,818	286,301	(26,517)	(9.3%)	237,821	2,418,945	2,576,710	157,765	6.1%	2,045,003
Drugs & Pharmaceuticals	105,246	51,697	(53,550)	(103.6%)	56,672	683,204	458,577	(224,627)	(49.0%)	438,967
Medical Supplies	15,683	31,326	15,643	49.9%	22,462	166,536	277,511	110,975	40.0%	201,597
Other Supplies	98,244	101,085	2,841	2.8%	92,776	817,040	909,765	92,724	10.2%	835,394
Lease and Rental	-	-	-	0.0%	-	3,300	-	(3,300)	0.0%	-
Maintenance & Repairs	15,843	22,954	7,111	31.0%	17,387	166,432	206,590	40,158	19.4%	159,310
Other Expenses	97,179	87,993	(9,186)	(10.4%)	41,152	675,435	778,837	103,402	13.3%	683,161
Utilities	25,917	26,508	591	2.2%	28,914	236,564	238,568	2,004	0.8%	226,439
Insurance	20,480	21,547	1,068	5.0%	21,629	185,420	193,926	8,506	4.4%	193,772
Depreciation & Amortization	105,769	102,144	(3,625)	(3.5%)	83,545	922,265	882,410	(39,856)	(4.5%)	696,858
Total Operating Expenses	2,827,769	2,745,128	(82,642)	(3.0%)	2,404,608	24,174,775	24,482,069	307,294	1.3%	21,590,431
Operating Income / (Loss)	(248,348)	(182,421)	(65,927)	36.1%	(14,589)	(728,477)	(82,254)	(646,224)	785.6%	(693,015)
Non-Operating										
Property Taxes	93,248	91,439	1,809	2.0%	89,427	852,070	822,950	29,121	3.5%	804,841
Non-Operating Revenue	5,394	9,361	(3,968)	(42.4%)	9,000	159,016	84,253	74,763	88.7%	75,800
Interest Expense	(23,735)	(27,066)	3,331	(12.3%)	(23,359)	(222,599)	(243,597)	20,999	(8.6%)	(195,751)
Investment Income	44,834	25,104	19,730	78.6%	35,811	387,237	225,940	161,297	71.4%	215,527
Gain(Loss) on Sale of Assets	(40,067)	-	(40,067)	0.0%	-	(53,103)	-	(53,103)	0.0%	-
Total Non-Operating	79,673	98,838	(19,165)	(19.4%)	110,879	1,122,621	889,546	233,076	26.2%	900,416
Change in Net Position	(168,675)	(83,583)	(85,093)	101.8%	96,290	394,144	807,292	(413,148)	(51.2%)	207,401

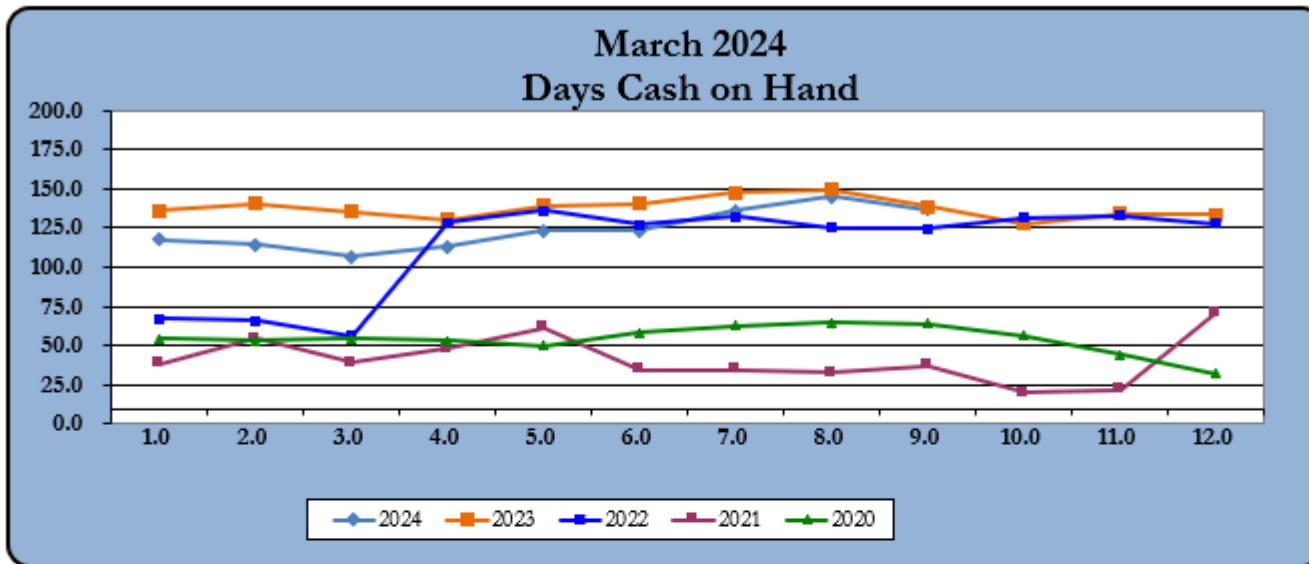


Southern Coos Hospital & Health Center

Income Statement
For The Period Ending March 2024
Comparison to Prior Months

	Oct-2023	Nov-2023	Dec-2023	Jan-2024	Feb-2024	Mar-2024
Patient Revenue						
Inpatient	1,018,842	1,060,741	1,024,177	1,153,907	1,041,279	1,100,223
Outpatient	2,826,783	2,964,738	3,059,987	3,226,636	3,141,420	3,217,288
Total Patient Revenue	3,845,624	4,025,479	4,084,164	4,380,543	4,182,699	4,317,511
Deductions From Revenue						
Charity Services	8,753	18,218	26,530	34,603	33,620	24,096
Contractual Allowances	1,119,403	1,154,956	1,255,821	1,391,808	1,340,268	1,445,911
Other Discounts	88,409	96,974	174,936	146,705	101,826	268,532
Bad Debt	(4,327)	(8,982)	(12,813)	48,526	(32,368)	(444)
Total Deductions	1,212,238	1,261,165	1,444,475	1,621,642	1,443,346	1,738,095
Net Patient Revenue	2,633,387	2,764,314	2,639,689	2,758,901	2,739,354	2,579,416
Other Operating Revenue	880	1,226	5,794	1,646	45,172	5
Total Operating Revenue	2,634,267	2,765,540	2,645,483	2,760,547	2,784,526	2,579,421
Operating Expenses						
Salaries & Wages	1,296,214	1,170,312	1,266,425	1,232,141	1,136,835	1,244,480
Benefits	366,228	307,268	313,603	401,379	290,402	249,730
Contract Labor	202,973	204,260	232,947	171,604	212,160	255,345
Professional Fees	295,359	281,372	259,275	310,968	274,379	281,035
Purchased Services	234,027	252,096	240,614	297,074	298,365	312,818
Medical Supplies	16,269	18,085	13,884	27,829	19,903	15,683
Drugs & Pharmaceuticals	64,809	59,188	78,739	83,094	64,258	105,246
Other Supplies	76,376	95,720	89,214	117,156	69,914	98,244
Depreciation & Amortization	114,846	100,717	100,737	105,951	102,445	105,769
Lease and Rental	1,100	1,100	(1,100)	-	-	-
Maintenance & Repairs	18,279	27,739	9,597	15,704	18,694	15,843
Utilities	19,831	30,521	30,243	28,137	24,520	25,917
Insurance	19,860	20,185	19,860	24,976	20,480	20,480
Other Expenses	70,668	92,204	59,813	53,629	108,913	97,179
Total Operating Expenses	2,796,838	2,660,767	2,713,851	2,869,643	2,641,269	2,827,769
Excess of Revenue Over Expenses from Oper	(162,571)	104,773	(68,368)	(109,097)	143,257	(248,348)
Non-Operating						
Unrestricted Contributions	104,710	93,248	93,248	93,248	93,248	93,248
Other Non-Operating Revenue\Expense	5,554	20,705	32,727	18,990	14,699	5,394
Investment Income	44,134	41,760	50,746	42,784	41,858	44,834
Gain(Loss) on Sale of Assets	(14,924)	-	1,888	-	-	(40,067)
Total Non-Operating	139,474	155,713	178,608	155,021	149,805	103,408
Interest Expense	(17,245)	(29,051)	(26,521)	(24,183)	(23,944)	(23,735)
Excess of Revenue Over Expenses	(40,342)	231,435	83,720	21,741	269,117	(168,675)





Calculation:

Total Unrestricted Cash on Hand

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

Year	Average
2024	124.1
2023	137.8
2022	113.0
2021	41.2
2020	54.0

Benchmark

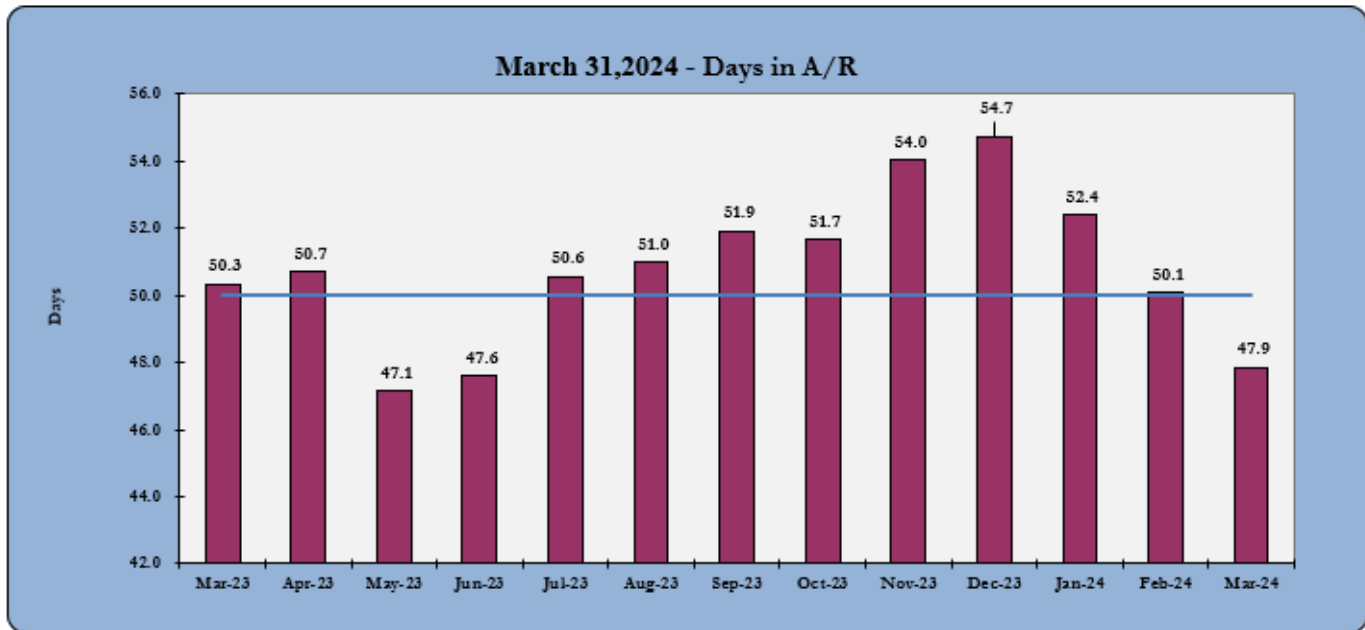
80 Days

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.

Fiscal	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2024	117.7	114.5	106.8	113.1	123.1	123.3	136.1	145.3	137.0			
2023	135.9	140.8	135.2	130.5	139.4	140.7	147.8	149.7	138.9	127.8	134.2	133.3
2022	67.2	66.2	56.6	128.6	136.1	127.4	132.1	125.1	124.6	131.5	132.8	127.5
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





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.

	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
A/R (Gross)	6,096,420	6,038,783	5,617,678	5,350,234	5,896,120	6,202,815	6,668,233	6,683,559	7,026,722	7,073,822	7,082,413	6,930,580	6,773,937
Days in AR	50.3	50.7	47.1	47.6	50.6	51.0	51.9	51.7	54.0	54.7	52.4	50.1	47.9
***	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
A/R (Gross)	6,096,420	6,038,783	5,617,678	5,350,234	5,896,120	6,202,815	6,668,233	6,683,559	7,026,722	7,073,822	7,082,413	6,930,580	6,773,937
Days in Month	31	30	31	30	31	31	30	31	30	31	31	29	31
Monthly Revenue	4,071,756	3,262,905	3,627,380	3,339,613	3,759,053	4,095,150	3,961,459	3,845,624	4,025,479	4,025,479	4,380,543	4,182,699	4,317,511
3 Mo Avg Daily Revenue	121,106	119,118	119,153	112,416	116,587	121,672	128,431	129,372	130,026	129,311	135,125	138,338	141,547
Days in AR	50.3	50.7	47.1	47.6	50.6	51.0	51.9	51.7	54.0	54.7	52.4	50.1	47.9



**SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY FY2024**

Approved Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
Non-Threshold Capital Purchases (<\$15,000)						
New desk/workspace	ER	14,500		14,500		
Desk Dividers	Information Systems	10,000	-	10,000	NA	Purchases do not meet capital policy requirement - items expensed February
Ortho MTS Workstation	Lab	10,000		10,000		
Refrigerator Double Doors	Lab	10,000		10,000	NA	Purchase in FY23 covered this need
ID TipMaster	Lab	5,000		5,000		
Reclining Chairs	MedSurg	10,500		10,500		
Bed Alarm System	MedSurg	10,000		10,000		
Suction flow meters (19)	MedSurg	9,595		9,595		
UHS Blanket Warming Unit	MedSurg	7,500	7,435	65	3.31.24	PO # 1607121
External automatic door near MRI	Radiology	10,000		10,000		
Blanket Warmers	Radiology	7,335	5,631	1,704	9.30.23	PO # 1606862
Ultrasound Probe hockey stick	Radiology	7,000		7,000		
PAPR	Radiology	12,000		12,000	NA	No longer needed per Radiology
Door security	Radiology	4,000		4,000		
Not in Budget (<\$15,000)						
Clinic Lobby Refresh	Clinic	-	6,525	(6,525)	11.30.23	PO # 1606840
Freezer	Dietary	-	6,135	(6,135)	2.29.24	PO # 1607228
Respiratory Flooring Replacement	RT	-	5,235	(5,235)	11.30.23	No PO
		127,430	30,961	96,469		



**SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY FY2024**

Approved Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
Threshold Projects (>\$15,000)						
Air Handler Fin replacement	Engineering	70,000		70,000		
Outside Sign Upgrades	Engineering	24,500		24,500		
Gurney (3)	ER	43,700		43,700		
EKG Machine	ER	15,000	19,968	(4,968)	01.31.24	
Wi-Fi System Upgrade	Information Systems	22,000		22,000		
Security Camera System Expansion	Information Systems	21,000	4,769	16,231		In progress - down payment made 02.2024
DataCenter Battery Backup Replacement	Information Systems	20,000		20,000		
Storage Server Replacement	Information Systems	15,000		15,000		
BACT Alert 360 D Replacement	Lab	20,000		20,000		
Bariatric Bed	MedSurg	35,000		35,000		
Cardiac Monitors (8)	MedSurg	25,000		25,000		
Drug Dispensing System (Pyxis)	Pharmacy	170,000	79,454	90,546	3.31.24	Towers were not purchased this year, will likely be pushed to FY25
Ultrasound Probe Cardiac 3D X5-1	Radiology	23,000		23,000		
Ultrasound Echo Bed	Radiology	19,203		19,203		
AMSCO Washer	Surgery	62,000		62,000		
Construction for Washer	Surgery	44,500		44,500		
Not in Budget (>\$15,000)						
		-		-		
		<u>629,903</u>	<u>104,191</u>	<u>525,712</u>		
Grand Total		<u>757,333</u>	<u>135,152</u>	<u>622,181</u>		

Grant Funded Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Grant Funding Source
2019 Ford F-350	Hospital	54,291	54,291	-	10.31.23	SHIP ARPA - Covid Testing & Mitigation
Emergency Response Trailer	Hospital	63,171	63,171	-	10.31.23	SHIP ARPA - Covid Testing & Mitigation
		<u>117,462</u>	<u>117,462</u>	<u>-</u>		



Clinic Provider Income Summary

All Providers

For The Budget Year 2024

							Current Budget YTD		
	ACT JAN	BUD JAN	ACT FEB	BUD FEB	ACT MAR	BUD MAR	ACT YTD	FY24 Budget	Variance
Provider Productivity Metrics									
Clinic Days	82	80	77	76	88	78	633	620	13
Total Visits	623	629	643	606	644	647	4,725	4,636	89
Visits/Day	7.6	7.9	8.4	8.0	7.3	8.3	7.5	7.5	(0.0)
Total RVU	1,316.46	1,304.35	1,302.86	1,255.63	1,526.60	1,335.76	10,341.42	9,891.72	449.70
RVU/Visit	2.11	2.07	2.03	2.07	2.37	2.06	2.19	2.13	0.06
RVU/Clinic Day	16.05	16.28	16.92	16.49	17.35	17.11	16.35	15.95	0.40
Gross Revenue/Visit	452.58	381.84	446.34	413.61	497.12	396.94	423.21	394.83	28.38
Gross Revenue/RVU	214.18	184.12	220.28	199.78	209.71	192.35	193.37	185.05	8.31
Net Rev/RVU	91.94	81.26	112.47	87.96	98.04	85.85	85.87	82.72	3.16
Expense/RVU	125.91	104.68	106.33	103.69	121.49	101.26	123.94	119.44	6.50
Diff	(33.97)	(23.42)	6.13	(13.73)	(23.45)	(15.41)	(40.06)	(36.72)	(3.34)
Net Rev/Day	1,476.02	1,323.04	1,902.94	1,450.63	1,700.73	1,469.31	1,404.03	1,319.69	84.34
Expense/Day	2,021.43	1,704.36	1,799.21	1,710.11	2,107.60	1,733.03	2,059.08	1,905.56	153.51
Diff	(545.42)	(381.32)	103.73	(259.48)	(406.87)	(263.72)	(655.05)	(585.87)	(69.17)
Patient Revenue									
Outpatient									
Total Patient Revenue	281,959	240,155	287,000	250,849	320,143	256,937	1,999,671	1,830,469	169,202
Deductions From Revenue									
Total Deductions From Revenue (Note 1)	160,926	134,162	140,473	140,408	170,479	142,255	1,111,621	1,012,271	99,351
	57%	56%	49%	56%	53%	55%	56%	55%	
Net Patient Revenue	121,034	105,992	146,526	110,441	149,664	114,681	888,050	818,198	69,851
	43%	44%	51%	44%	47%	45%	44%	45%	
Total Operating Revenue	121,034	105,992	146,526	110,441	149,664	114,681	888,050	818,198	69,851
Operating Expenses									
Salaries & Wages	79,650	71,845	59,924	68,436	133,798	71,845	744,988	636,578	108,409
Benefits	19,843	9,057	11,889	8,865	7,429	9,477	90,931	75,231	15,699
Purchased Services	10,000	0	11,145	0	(21,025)	0	120	0	120
Medical Supplies	2,579	638	4,770	638	3,944	567	13,325	4,681	8,644
Other Supplies	529	132	56	132	368	132	5,301	1,191	4,310
Maintenance and Repairs	0	0	25	0	23	0	185	0	185
Other Expenses	2,467	2,225	3,667	2,225	12,013	2,225	33,686	20,029	13,658
Allocation Expense	50,689	52,643	47,064	49,898	48,919	51,019	413,631	443,723	(30,092)
Total Operating Expenses	165,758	136,540	138,539	130,196	185,469	135,265	1,302,367	1,181,434	120,933
Excess of Operating Rev Over Exp	(44,724)	(30,548)	7,987	(19,755)	(35,805)	(20,584)	(414,317)	(363,236)	(51,081)
Total Non-Operating Income	300	0	450	0	0	0	4,898	0	0
Excess of Revenue Over Expenses	(44,424)	(30,548)	8,437	(19,755)	(35,805)	(20,584)	(409,419)	(363,236)	(51,081)



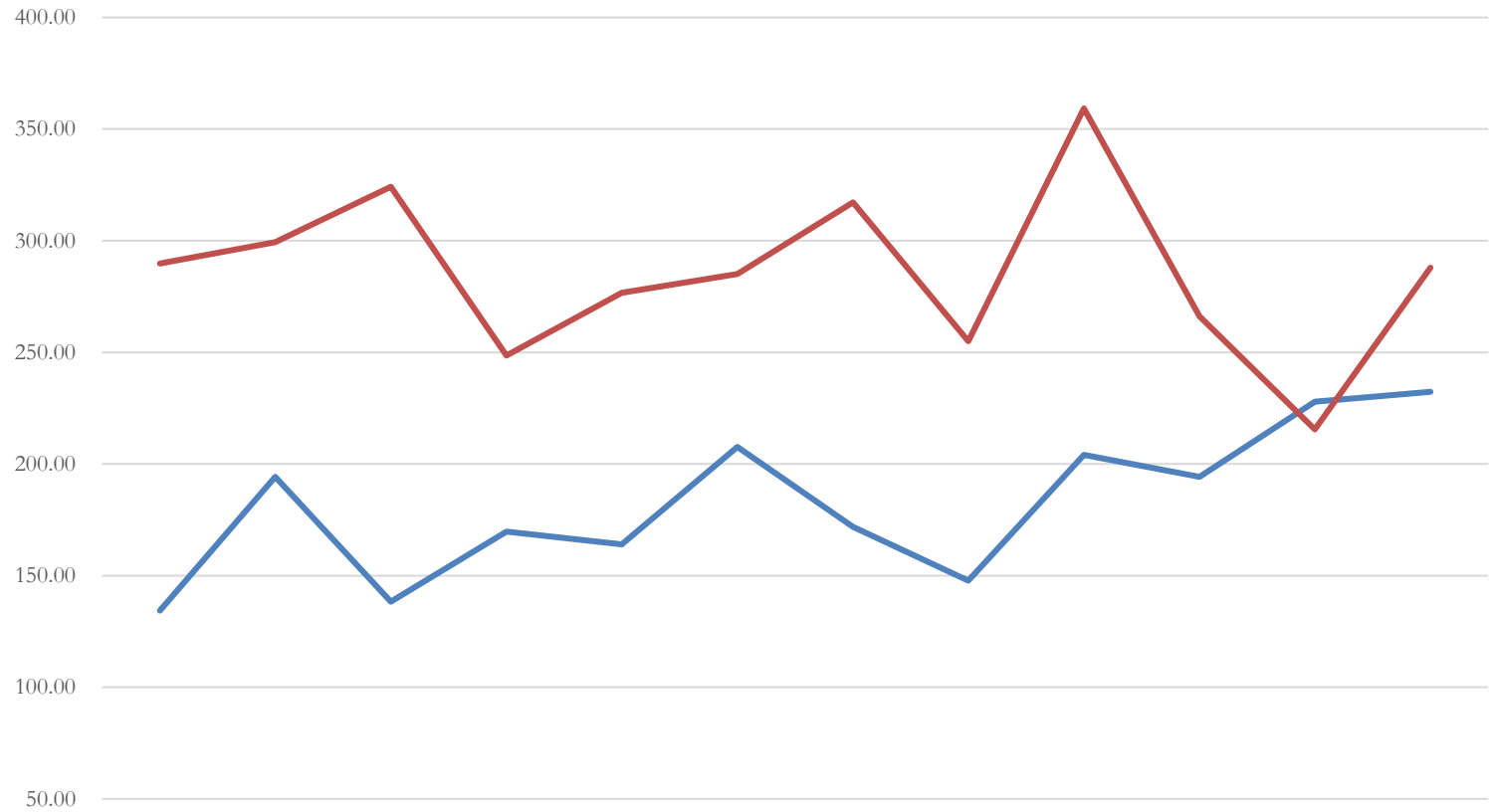
Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending March, 2024

	Current Month - Mar-2024			Year To Date - Mar-2024		
	Hospital	Clinic Providers	Mar-2024	Hospital	Clinic Providers	Mar-2024
	Actual	Actual	Actual	Actual	Actual	Actual
Patient Revenue						
Inpatient	1,100,223	-	1,100,223	9,513,843	-	9,513,843
Outpatient	2,897,145	320,143	3,217,288	25,138,169	1,999,671	27,137,840
Total Patient Revenue	3,997,368	320,143	4,317,511	34,652,012	1,999,671	36,651,683
Deductions From Revenue						
Total Deductions	1,567,616	170,479	1,738,095	12,148,606	1,111,621	13,260,228
<i>Revenue Deductions %</i>	<i>39.2%</i>	<i>53.3%</i>	<i>40.3%</i>	<i>35.1%</i>	<i>55.6%</i>	<i>36.2%</i>
Net Patient Revenue	2,429,752	149,664	2,579,416	22,503,406	888,050	23,391,456
Other Operating Revenue	5	-	5	54,842	-	54,842
Total Operating Revenue	2,429,757	149,664	2,579,421	22,558,248	888,050	23,446,298
Operating Expenses						
Total Labor Expenses	1,608,328	141,227	1,749,555	14,540,913	835,919	15,376,832
Total Other Operating Expenses	1,033,973	44,241	1,078,214	8,331,495	466,448	8,797,943
Total Operating Expenses	2,642,300	185,469	2,827,769	22,872,408	1,302,367	24,174,775
Operating Income / (Loss)	(212,544)	(35,805)	(248,348)	(314,160)	(414,317)	(728,477)
Net Non-Operating Revenues	79,673	0	79,673	1,122,621	0	1,122,621
Change in Net Position	(132,871)	(35,805)	(168,675)	808,461	(414,317)	394,144
Collection Rate %	60.8%	46.7%	59.7%	64.9%	44.4%	63.8%
Compensation Ratio %	66.2%	94.4%	67.8%	64.5%	94.1%	65.6%
OP EBIDA Margin \$	(106,774)	(35,805)	(142,579)	608,105	(414,317)	193,788
OP EBIDA Margin %	(4.4%)	(23.9%)	(5.5%)	2.7%	(46.7%)	0.8%
Total Margin (%)	(5.5%)	(23.9%)	(6.5%)	3.6%	(46.7%)	1.7%



Net Revenue/Expense Per Clinic Visit - Clinic Combined



	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Net Rev/Visit	134.37	194.29	138.34	169.66	163.99	207.69	171.87	147.77	204.04	194.28	227.88	232.40
Expenses/Visit	289.88	299.36	324.20	248.61	276.74	285.08	317.15	255.02	359.31	266.06	215.46	288.00



Surgical Services Income Summary

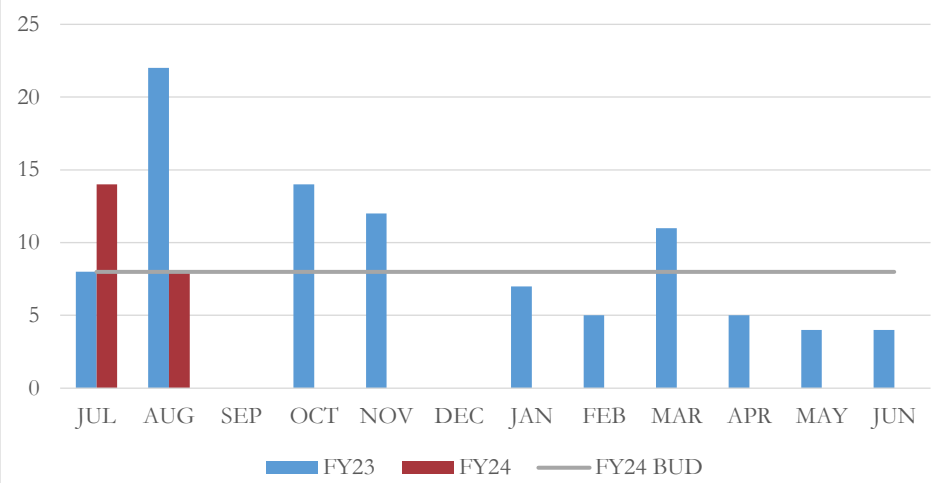
All Providers

For The Budget Year 2024

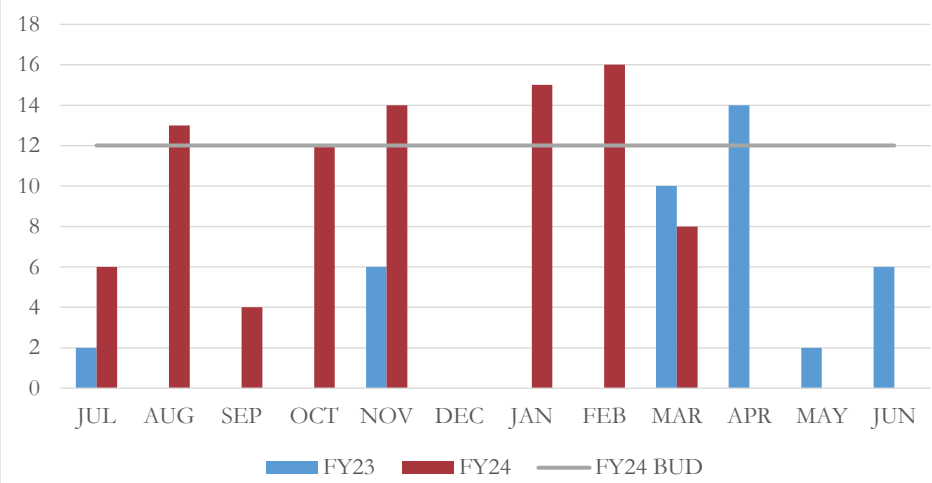
	ACT		BUD		ACT		BUD		ACT		Current Budget YTD	
	JAN	JAN	FEB	FEB	MAR	MAR	YTD	FY24 Budget	Variance			
Provider Productivity Metrics												
Productive Days	23	23	21	21	21	21	87	87	0			
Total Visits	16	29	17	29	40	29	144	261	(117)			
Visits/Day	0.7	1.3	0.8	1.4	1.9	1.4	1.7	3.0	(1.3)			
Gross Revenue/Visit	2,173.17	10,050.22	1,191.71	10,041.13	5,878.10	10,041.13	2,681.20	10,051.57	(7,370.37)			
Net Rev/Day	891.94	7,476.49	569.18	8,181.13	6,605.86	8,181.13	2,618.33	17,791.28	(15,172.95)			
Expense/Day	5,552.34	5,415.44	6,012.51	5,620.63	8,484.76	5,931.20	13,049.78	12,605.36	444.42			
Diff	(4,660.39)	2,061.05	(5,443.33)	2,560.50	(1,878.90)	2,249.93	(10,431.45)	5,185.92	(15,617.37)			
Patient Revenue												
Outpatient												
Total Patient Revenue	34,771	291,456	20,259	291,193	235,124	291,193	386,093	2,623,460	(2,237,367)			
Deductions From Revenue												
Total Deductions From Revenue (Note A)	14,256	119,497	8,306	119,389	96,401	119,389	158,298	1,075,619	(917,320)			
Net Patient Revenue	20,515	171,959	11,953	171,804	138,723	171,804	227,795	1,547,841	(1,320,046)			
Total Operating Revenue	20,515	171,959	11,953	171,804	138,723	171,804	227,795	1,547,841	(1,320,046)			
Operating Expenses												
Salaries & Wages	76,248	80,531	79,787	75,521	89,831	80,531	620,627	709,649	(89,022)			
Benefits	20,950	23,376	21,743	21,868	12,665	23,376	129,021	201,196	(72,175)			
Purchased Services	4,128	291	11,660	291	43,531	291	208,519	2,620	205,899			
Medical Supplies	8,535	12,946	1,952	12,942	12,990	12,946	36,254	116,508	(80,253)			
Other Supplies	8,503	4,558	5,696	4,558	3,649	4,558	66,551	41,026	25,525			
Maintenance and Repairs	8,313	2,269	4,837	2,269	2,869	2,269	51,230	20,423	30,807			
Other Expenses	1,027	583	588	583	12,645	583	23,129	5,246	17,883			
Total Operating Expenses	127,704	124,555	126,263	118,033	178,180	124,555	1,135,331	1,096,666	38,664			
Excess of Operating Rev Over Exp	(107,189)	47,404	(114,310)	53,770	(39,457)	47,248	(907,536)	451,175	(1,358,711)			
Total Non-Operating Income	0	0	0	0	0	0	0	0	0			
Excess of Revenue Over Expenses	(107,189)	47,404	(114,310)	53,770	(39,457)	47,248	(907,536)	451,175	(1,358,711)			
Additional SPD Expenses												
Architectural & Engineering Fees	3,150	0	8,623	0	19,444	0	31,217	75,000	(43,783)			
Construction	0	0	0	0	18,205	0	18,205	400,000	(381,795)			
Capital	0	0	0	0	167,111	0	167,111	150,000	17,111			
Liposuction Equipment	0	0	0	0	5,000	0	5,000	55,000	(50,000)			
Other Instrumentation & Equipment	0	0	0	0	0	0	0	150,000	(150,000)			
Total Project Expense	3,150	0	8,623	0	209,761	0	221,534	830,000	(608,466)			



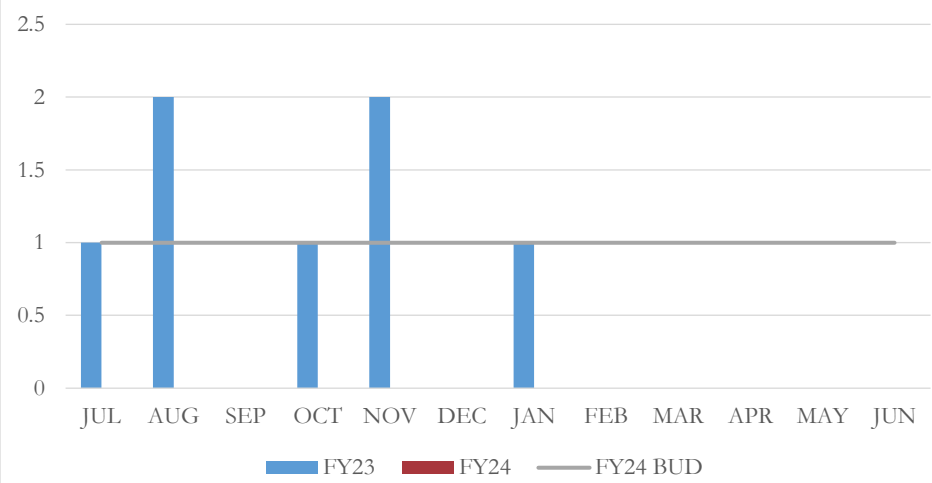
Endoscopies



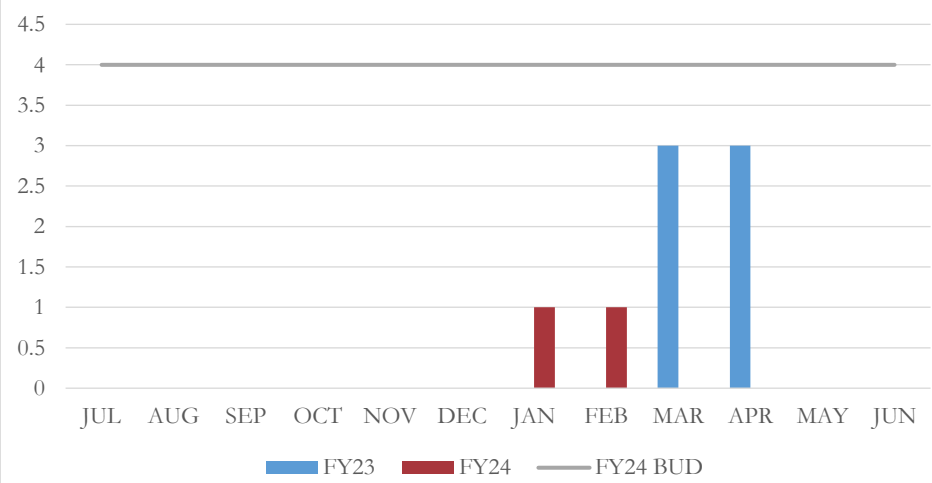
Pain Procedures



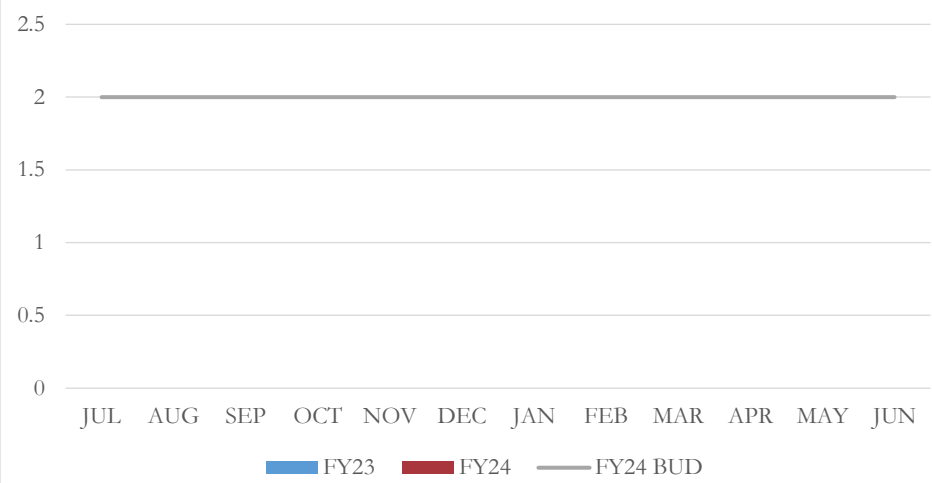
Cardioversions



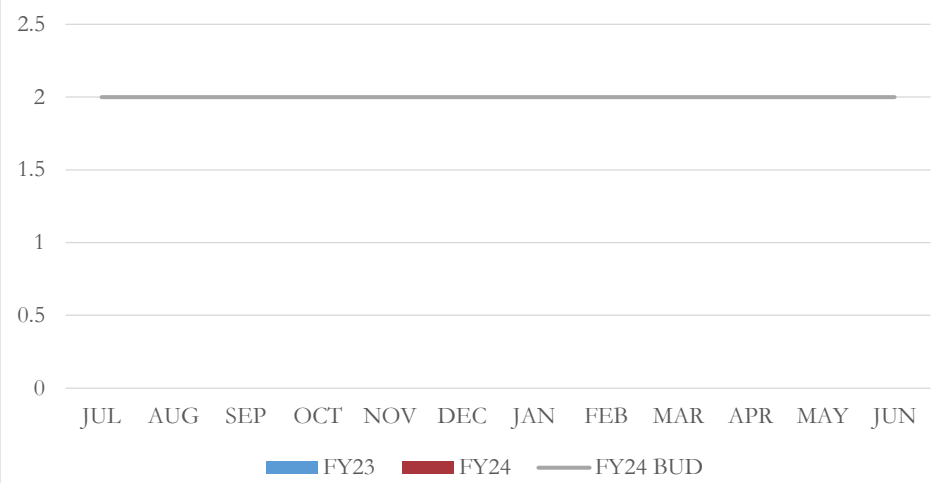
Fractures/Majors



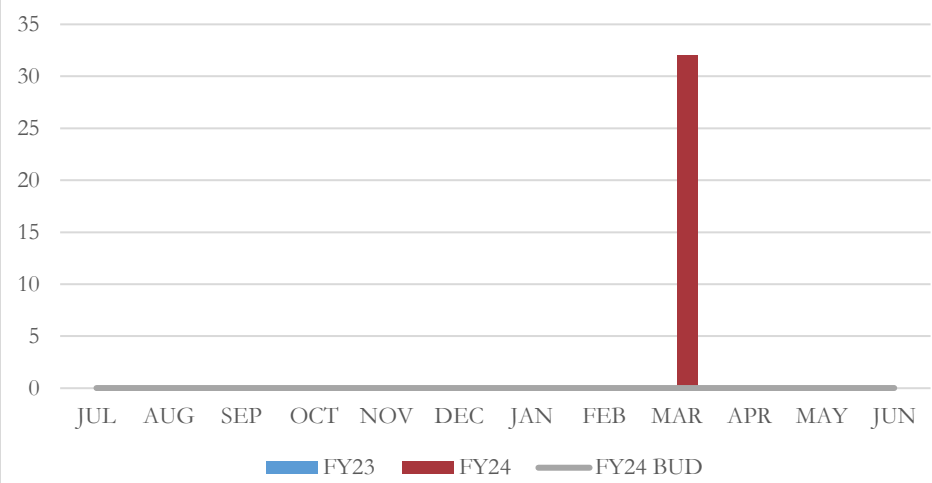
Total Joints



Arthroscopies



Minor/Other



ER Provider Income Summary

All Providers

For The Budget Year 2024

	Current Budget YTD								
	ACT JAN	BUD JAN	ACT FEB	BUD FEB	ACT MAR	BUD MAR	ACT YTD	FY24 Budget	Variance
Provider Productivity Metrics									
Productive Days	31	31	29	29	31	31	275	275	0
Total Visits	452	390	397	391	451	367	4035	4,073	(38)
Visits/Day	14.6	12.6	13.7	13.5	14.5	11.8	14.7	14.8	(0.1)
Operating Expenses									
Purchased Services	226,852	150,000	203,400	150,000	213,786	150,000	1,785,358	1,350,000	435,358
Other Expenses	5,883	0	5,708	0	1,119	0	32,661	0	32,661
Total Operating Expenses	232,735	150,000	209,109	150,000	214,905	150,000	1,818,019	1,350,000	468,019

