



**Board Meeting Agenda
May 22, 2023 at 6:30 p.m.**

In Person	Morrow County Grain Growers – Conference Room 350 Main Street, Lexington, OR 97839
Zoom	https://us06web.zoom.us/j/82586697052?pwd=b1NBKy9DekI1RnlvNG5pb3dtSVdFQT09 Meeting ID: 825 8669 7052 Passcode: 058278

1. Call to Order

2. Public Comments

Maximum of 3 minutes per person/topic. Multiple items on the same topic need to be combined through one speaker. A maximum of 30 minutes may be allotted for public comment.

3. Approval of Meeting Minutes

- A. April 10, 2023
- B. April 24, 2023
- C. May 2, 2023

4. CEO Report & Executive Team Dashboard – Emily Roberts

5. Consent Agenda

- A. EMS Stats – April 2023

6. New Business

- A. Proposed Budget – FY 2023-2024
- B. Strategic Plan – 2023-2025

7. Old Business

8. Executive Session

- A. ORS 192.660(2)(f) to consider information or records that are exempt from public inspection pertaining to ongoing or anticipated litigation exempt from disclosure under ORS 192.345(1).

9. Adjourn

Promise of Excellence

Compassion: Being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed.

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Excellence: Creating standards of performance that surpass ordinary expectations. We want to make this the place where patients want to come, our providers want to practice, and people want to work!



MORROW COUNTY HEALTH DISTRICT

Excellence in Healthcare

Board of Directors Meeting Minutes

Meeting Information		Committee Members		
Meeting Date/Time:	April 10, 2023 @ 2 p.m.	Board Members:	Present: John Murray, Aaron Palmquist, Diane Kilkenny, Marie Shimer, Carri Grieb	
Location	Virtual Meeting via Zoom	Guests:	Staff Members: Emily Roberts, Nicole Mahoney Guests: None Press: None	
Video Dial In:	Zoom	Leader:	Diane Kilkenny, Board Vice Chair	Recorder: Nicole Mahoney

Vision:
Be the first choice for quality, compassionate care and lead the way in promoting wellness and improving health in Morrow County

Mission:
Working together to provide excellence in healthcare

Values:
Integrity, Compassion, Quality, Respect, Teamwork, Financial Responsibility

Agenda Item	Notes/Minutes
1. Call to Order	<ul style="list-style-type: none"> Vice Chair called the meeting to order at 2:02 p.m.
2. Executive Session	<ul style="list-style-type: none"> Diane Kilkenny announced the following executive session: <ul style="list-style-type: none"> ORS 192.660(2)(f) to consider information or records that are exempt from public inspection pertaining to ongoing or anticipated litigation exempt from disclosure under ORS 192.345(1). Executive session was called to order at 2:02 p.m. and adjourned at 3:09 p.m.
3. Open Session	<p>Due to the imminent risk of harm to residents of Morrow County posed by the Morrow County Board of Commissioner's recent decision that the Ambulance Service Area (ASA) plan is not in effect;</p> <p>MOTION: Carri Grieb moved to authorize the District's legal counsel to pursue all possible legal remedies against Boardman Fire Rescue District and Morrow County and their agents to protect public safety. Diane Kilkenny seconded the motion. The motion passed unanimously by all board members present.</p>
4. Adjourn	<p>With no further business to come before the board, regular session adjourned at 3:10 p.m.</p> <ul style="list-style-type: none"> Minutes taken and submitted by Nicole Mahoney. Approved _____.

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MORROW COUNTY HEALTH DISTRICT

Excellence in Healthcare

Board of Directors Meeting Minutes

Meeting Information		Committee Members		
Meeting Date/Time:	April 24, 2023 @ 6:30 p.m.	Board Members:	Present: John Murray, Carri Grieb, Diane Kilkenny, Aaron Palmquist	
Location	Port of Morrow Sand Hollow Room 2 East Marine Drive Boardman, OR 97818	Guests:	Staff Members: Emily Roberts, Nicole Mahoney, Sam Van Laer, Patti Allstott, Donna Sherman, Josie Foster, David Landstrom, Will LePage, Rian Heckathorn, Jaycob Lovejoy-Mahan, "MC EMS" Guests: Ken Grieb, Mike Mahoney, Aasher Van Laer, Steven Munkers Press: Andrea DiSalvo, Heppner Gazette-Times	
Video Dial In:	Zoom	Leader:	Diane Kilkenny	Recorder: Jodi Ferguson

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Agenda Item	Notes/Minutes
1. Call to Order	<ul style="list-style-type: none"> Diane Kilkenny called the meeting to order at 6:30 p.m.
2. Public Comments	<ul style="list-style-type: none"> None.
3. Approval of Minutes	<p>MOTION: John Murray moved to approve the minutes for the March 27, 2023 regular session as presented and Aaron Palmquist seconded the motion. The motion passed unanimously by all board members present.</p>
4. CEO Report & Executive Team Dashboard	<ul style="list-style-type: none"> The executive team dashboard was presented by Emily Roberts (see board packet).
5. CFO Financial Report	<ul style="list-style-type: none"> Financials for March 2023 were presented by Nicole Mahoney. The District had a loss of \$560,360 for the month.
6. Consent Agenda	<ul style="list-style-type: none"> The EMS Advisory Committee would like the EMS Advisory Committee meeting minutes and the EMS stats to be included in the MCHD board meeting packet monthly. <p>MOTION: Aaron Palmquist moved to acknowledge the EMS stats as presented. Carri Grieb seconded the motion. The motion passed unanimously by all board members present.</p>
7. New Business	
A. Irrigon Ambulance Hall Update	<ul style="list-style-type: none"> Emily provided an update about a meeting with Irrigon Rural Fire Protection District to discuss plans for a joint facility that would house Irrigon Rural Fire Protection District and MCHD Ambulance.

B. PMH Flooring	<ul style="list-style-type: none"> Nicole presented bids for replacement of carpet & vinyl flooring for the hospital and stated that there are capital funds to cover the project. Floor & Home Tri-Cities bid for carpet was \$21,400 and Vinyl was \$35,500. <p>MOTION: John Murray moved to accept the carpet bid for \$21,400 and the vinyl bid for \$35,500 both with Floor & Home Tri-Cities as presented. Carri seconded the motion. The motion passed unanimously by all other board members present.</p>
C. PMH Lab Wiring	<ul style="list-style-type: none"> Emily withdrew this item from the agenda.
D. IMC Ultrasound	<ul style="list-style-type: none"> Nicole presented bids for an ultrasound machine at IMC and recommended the Turn Key-Canon Aplio A550 Refurbished model for \$48,750 for the machine with a \$8,400 service contract. <p>MOTION: John Murray moved to approve the purchase of the Turn Key-Canon Aplio A550 for \$48,750 as presented. Aaron Palmquist seconded the motion. The motion passed unanimously by all board members present.</p>
E. Resolution 144-0423 (replaces Resolution 134-0820)	<ul style="list-style-type: none"> Emily presented Resolution 144-0423 which delegates the CEO the authority to enter into certain contracts, agreements, and make purchases that do not exceed \$25,000 and to approve entering into contracts and agreements up to a total cumulative value of \$100,000. <p>MOTION: Aaron Palmquist moved to approve Resolution 144-0423 with changes to the language. John Murray seconded the motion. After discussion about possible language changes and the intent of the existing language, Aaron Palmquist amended his motion to approve Resolution 144-0423 as presented. John Murray seconded the motion. The motion passed unanimously by all board members present.</p>
F. Community Benefit Request – City of Lexington	<ul style="list-style-type: none"> Emily presented a community benefit request from the Town of Lexington for two AEDs - one for the Fire Department and one for the outside of Town Hall to be accessed by the public with training provided by MCHD. Emily recommended approving the request with the addition of another AED to be placed in the gas station, which is one of the most visible locations to travelers. <p>MOTION: Aaron Palmquist moved to approve the community request of three AEDs with cases for the Town of Lexington. John Murray seconded the motion. The motion passed unanimously by all board members present.</p>
G. Community Benefit Request – Willow Creek Valley Assisted Living.	<ul style="list-style-type: none"> Emily presented a community benefit request from Willow Creek Valley Assisted Living for \$1,925 for the purchase of an Electronic Medication Software program to increase safety and efficiency of medication administration. <p>MOTION: Aaron Palmquist moved to approve the request for \$1,925 for Willow Creek Valley Assisted Living as presented. Carri Grieb seconded the motion. The motion passed unanimously by all board members present.</p>
8. Old Business	None.
9. Executive Session	Cancelled.
10. Adjourn	With no further business to come before the board, regular session adjourned at 7:14 p.m. Minutes taken and submitted by Jodi Ferguson. Approved _____.

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MORROW COUNTY HEALTH DISTRICT

Excellence in Healthcare

Board of Directors Meeting Minutes

Meeting Information		Committee Members		
Meeting Date/Time:	May 2, 2023 @ 6 p.m.	Board Members:	Present: John Murray, Aaron Palmquist, Diane Kilkenny, Marie Shimer, Carri Grieb	
Location	Virtual Meeting via Zoom	Guests:	Staff Members: Emily Roberts, Nicole Mahoney Guests: Troy Bundy Press: None	
Video Dial In:	Zoom	Leader:	Marie Shimer, Chair	Recorder: Nicole Mahoney

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Agenda Item	Notes/Minutes
1. Call to Order	<ul style="list-style-type: none"> Chair Shimer called the meeting to order at 6:02 p.m.
2. Executive Session	<ul style="list-style-type: none"> Chair Shimer announced the following executive sessions: <ul style="list-style-type: none"> Ambulance Service Area Plan complaint hearing determination ORS 192.660(2)(h) to consult with legal counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed. Executive session was called to order at 6:02 p.m. and adjourned at 6:55 p.m.
3. Open Session	<p>MOTION: Diane Kilkenny: The board considered the Boardman Fire Rescue District's notice of its refusal to attend any hearing related to its repeated violations of the ASA Plan. The facts and exhibits have been considered and an entry of default should be made at this time. I so move the board enter default against BFRD and sign this final order. Aaron Palmquist seconded the motion. The motion passed unanimously by all board members.</p> <p>MOTION: Diane Kilkenny: I move to file a civil claim seeking an injunction and declaratory relief against Boardman Fire Rescue District and Morrow County based upon the default order and the County's continued efforts at restructuring the ASA boundaries. Aaron Palmquist seconded the motion. The motion passed unanimously by all board members.</p>
4. Adjourn	<p>With no further business to come before the board, regular session adjourned at 7 p.m.</p> <ul style="list-style-type: none"> Minutes taken and submitted by Nicole Mahoney. Approved _____.

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May 2023

HUMAN RESOURCES	
Turnover Rate (Rolling 3 Months)	5.0%
Vacancy Rate	6.0%
Number of Open Positions	10
Newly Created Open Positions	2

The average hospital turnover rate for 2020 was 19.5% (Statista).

The annual total separations rate for health care and social assistance for 2021 was 39.4% (Bureau of Labor Statistics).

FINANCIAL	
Days Cash on Hand	59*
Days in AR	56*

Goal ≥ 90

Goal ≤ 60

*Data pulled from April 2023 dashboard due to early board meeting.

RURAL HEALTH CLINICS				
MEASURE	PMC	ICC	IMC	BIC
Third Next Available (Current Month)	15	2	12	N/A
Total Visits (Previous Month)	287	101	448	103

"Third Next Available" is an industry standard measurement of primary care access. It is defined as the average length of time in days between the day a patient makes a request for an appointment with a provider and the third available appointment for a new patient physical, routine exam, or return visit exam. Values shown are clinic averages.

CAHPS (PATIENT SATISFACTION SCORES)

Using any number from 0 to 10, where 0 is the worst provider possible and 10 is the best provider possible, what number would you use to rate this provider?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Pioneer Memorial Clinic	81% N = 42	80% N = 45	74% N = 43
Irrigon Medical Clinic	57% N = 30	75% N = 24	65% N = 17
Ione Community Clinic	89% N = 9	87% N = 15	91% N = 11
NRC Average	83%		

Would you recommend this provider's office to your family and friends?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Pioneer Memorial Clinic	91% N = 42	84% N = 44	85% N = 41
Irrigon Medical Clinic	75% N = 28	83% N = 24	82% N = 17
Ione Community Clinic	100% N = 8	100% N = 15	100% N = 12
NRC Average	90%		

Using any number from 0 to 10, where 0 is the worst facility possible and 10 is the best facility possible, what number would you use to rate this emergency department?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
ER Adult	50%	68%	85%
	N = 2	N = 19	N = 20
NRC Average	63%		
Bed Size 6 - 24 Average	78%		

Would you recommend this emergency department to your friends and family?

	Qtr 2 2023	Qtr 1 2023	Qtr 4 2022
ER Adult	50%	65%	77%
	N = 2	N = 17	N = 22
NRC Average	65%		
Bed Size 6 - 24 Average	76%		

Using any number from 0 to 10, where 0 is the worst facility possible and 10 is the best facility possible, what number would you use to rate this emergency department?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
ER Pediatric	100%	0%	75%
	N = 1	N = 1	N = 4
NRC Average	63%		

Would you recommend this emergency department to your friends and family?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
ER Pediatric	100%	0%	50%
	N = 1	N = 1	N = 4
NRC Average	69%		

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Inpatient	67%	0%	83%
	N = 3	N = 2	N = 6
NRC Average	71%		
Bed Size 6 - 24 Average	81%		

Would you recommend this hospital to your friends and family?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Inpatient	33%	50%	29%
	N = 3	N = 2	N = 7
NRC Average	72%		
Bed Size 6 - 24 Average	80%		

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Hospital	100%	0%	No Data
	N = 1	N = 1	N = 0
NRC Average	71%		
Bed Size 6 - 24 Average	81%		

Would you recommend this hospital to your friends and family?

	Qtr 1 2023	Qtr 4 2022	Qtr 3 2022
Hospital	100%	0%	0%
	N = 1	N = 1	N = 1
NRC Average	72%		
Bed Size 6 - 24 Average	80%		

Score is equal to or greater than the NRC Average
Score is less than the NRC Average, but may not be significantly
Score is significantly less than the NRC Average

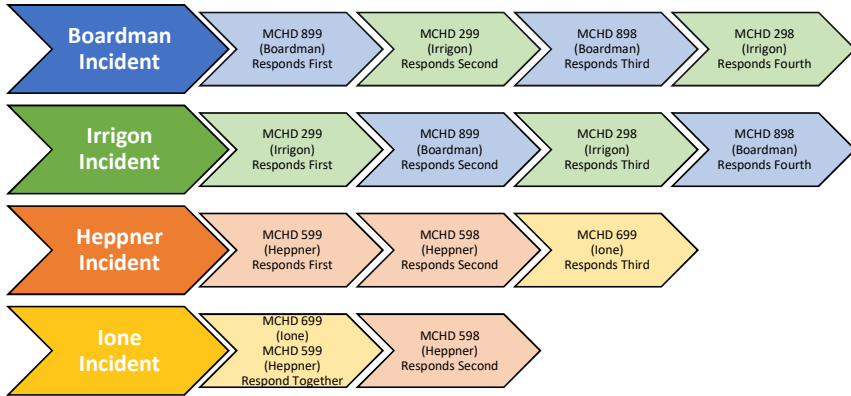
*Boardman Immediate Care is not yet receiving CAHPS data, but will be listed once data has been received.

2023	BOARDMAN						IRRIGON						HEPPNER						IONE		
	899			898			299			298			599			598			699		
	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs	Dispatch to En Route	Response Time	Number of Runs
January	0.2	3.8	47	1.0	10.2	6	1.0	3.5	52	0.1	3.9	4	3.5	8.7	26	6.0	11.5	2	N/A	N/A	0
February	0.2	5.8	43	1.1	12.4	1	1.0	3.3	33	5.0	5.0	3	5.6	21.5	22	9.0	10.0	7	N/A	N/A	0
March	0.3	4.5	31	0.1	4.6	8	1.0	4.0	28	1.5	3.0	1	4.2	7.7	24	0.8	1.2	2	N/A	N/A	0
April	0.2	4.9	44	0.3	3.3	4	1.0	3.9	30	0.4	5.0	17	3.6	7.0	26	6.0	7.0	3	N/A	N/A	0
May																					
June																					
July																					
August																					
September																					
October																					
November																					
December																					
TOTAL			165			19			143			25			98			14			0

Dispatch to en route means the length of time between when the ambulance is dispatched to when the ambulance leaves the garage.

Response time means the length of time between the notification to the ambulance and the arrival of the ambulance at the incident scene.*

*Note that response times are not adjusted for miles traveled and these times include non-emergent transfers.



PIONEER MEMORIAL CLINIC - APRIL 2023

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Dr. Schaffer	Patient Hours Available			8	8	8	8				8	7	6.5	6.5				8	8	8	7.25										91.25	
	Patients Seen			11	9	15	8				13	13	7	9				13	11	6	9										124	
	No Shows			1	1	0	1				1	0	0	1				0	0	0	0										5	
	Patient Cancellations			0	0	0	1				0	0	0	0				1	0	0	0										2	
	Clinic Cancellations			0	0	0	0				0	0	0	0				0	0	0	1										1	
	Pts. Per Available Hour			1.4	1.1	1.9	1.0				1.6	1.9	1.1	1.4				1.6	1.4	0.8	1.2										1.4	
	No Show Rate			8%	10%	0%	10%				7%	0%	0%	10%				0%	0%	0%	0%											4%
	Patient Cancel Rate			0%	0%	0%	10%				0%	0%	0%	0%				7%	0%	0%	0%											2%
Clinic Cancel Rate			0%	0%	0%	0%				0%	0%	0%	0%				0%	0%	0%	10%											1%	

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Amanda Roy, PA	Patient Hours Available					7.5	7.5	7.5					6.5	6.5	8					7.5	7.5	7.5					6.5	6	8		86.5	
	Patients Seen					14	10	11					9	12	11					12	12	12					11	11	12		137	
	No Shows					0	1	1					0	0	1					1	0	0					1	0	1		6	
	Patient Cancellations					0	0	0					1	0	0					1	0	0					1	0	0		3	
	Clinic Cancellations					0	0	0					0	0	0					0	0	0					0	0	0		0	
	Pts. Per Available Hour					1.9	1.3	1.5					1.4	1.8	1.4					1.6	1.6	1.6					1.7	1.8	1.5		1.6	
	No Show Rate					0%	9%	8%					0%	0%	8%					7%	0%	0%					8%	0%	8%		4%	
	Patient Cancel Rate					0%	0%	0%					10%	0%	0%					7%	0%	0%					8%	0%	0%		2%	
Clinic Cancel Rate					0%	0%	0%					0%	0%	0%					0%	0%	0%					0%	0%	0%		0%		

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Rebecca Humphries	Patient Hours Available				7.5	8	7				8	0							6.5	3.5	8	8			8	6	7.5	7			85	
	Patients Seen				5	4	3				2	0							2	1	1	2			0	2	3	1			26	
	No Shows				0	0	0				0	0							0	0	0	0			1	1	1	0			3	
	Patient Cancellations				0	0	0				0	0							1	1	1	0			0	0	0	1			4	
	Clinic Cancellations				0	0	0				0	1							0	0	0	0			0	0	0	0			1	
	Pts. Per Available Hour				0.7	0.5	0.4				0.3	0.0							0.3	0.3	0.1	0.3			0.0	0.3	0.4	0.1			0.3	
	No Show Rate				0%	0%	0%				0%	0%							0%	0%	0%	0%			100%	33%	25%	0%			9%	
	Patient Cancel Rate				0%	0%	0%				0%	0%							33%	50%	50%	0%			0%	0%	0%	50%			12%	
Clinic Cancel Rate				0%	0%	0%				0%	100%							0%	0%	0%	0%			0%	0%	0%	0%			3%		

Occ. Health	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
MA Chargeable Visit	Patients Seen			19	0	0	0	0			0	0	0	0	0			0	0	0	0	0			0	0	0	0	0		19	

PMCTOTALS	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
	Patient Hours Available			8	15.5	23.5	22.5	7.5			16	7	13	13	8			8	14.5	19	22.75	15.5			8	6	14	13	8		262.8	
	Patients Seen			11	14	33	21	11			15	13	16	21	11			13	13	19	22	14			0	2	14	12	12		287	
	No Shows			1	1	0	2	1			1	0	0	1	1			0	0	1	0	0			1	1	2	0	1		14	
	Patient Cancellations			0	0	0	1	0			0	0	1	0	0			1	1	2	1	0			0	0	1	1	0		9	
	Clinic Cancellations			0	0	0	0	0			0	1	0	0	0			0	0	0	1	0			0	0	0	0	0		2	
	Pts. Per Available Hour			1.4	0.9	1.4	0.9	1.5			0.9	1.9	1.2	1.6	1.4			1.6	0.9	1.0	1.0	0.9			0.0	0.3	1.0	0.9	1.5		1.1	
	No Show Rate			8%	7%	0%	8%	8%			6%	0%	0%	5%	8%			0%	0%	5%	0%	0%			100%	33%	12%	0%	8%		4%	
	Patient Cancel Rate			0%	0%	0%	4%	0%			0%	0%	6%	0%	0%			7%	7%	9%	4%	0%			0%	0%	6%	8%	0%		3%	
	Clinic Cancel Rate			0%	0%	0%	0%	0%			0%	7%	0%	0%	0%			0%	0%	0%	4%	0%			0%	0%	0%	0%	0%		1%	

IONE COMMUNITY CLINIC - APRIL 2023

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Eileen McElligott	Patient Hours Available			8	8		7.5				8	8		6.5				8	8		8				8	8		6.5				92.5
	Patients Seen			9	9		9				9	7		11				6	6		7				12	4		12				101
	No Shows			0	0		0				0	0		0				1	0		0				0	0		0				1
	Patient Cancellations			0	1		1				0	0		0				1	0		0				0	2		0				5
	Clinic Cancellations			0	0		0				0	0		0				0	0		0				1	0		0				1
	Pts. Per Available Hour			1.1	1.1		1.2				1.1	0.9		1.7				0.8	0.8		0.9				1.5	0.5		1.8				1.1
	No Show Rate			0%	0%		0%				0%	0%		0%				13%	0%		0%				0%	0%		0%				1%
	Patient Cancel Rate			0%	10%		10%				0%	0%		0%				13%	0%		0%				0%	33%		0%				5%
	Clinic Cancel Rate			0%	0%		0%				0%	0%		0%				0%	0%		0%				8%	0%		0%				1%

IRRIGON MEDICAL CLINIC - April 2023

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Jamie Reed, CSWA	Patient Hours Available				7	8	7				8		8	8						8	8	8				8	6	7	8			99
	Patients Seen				3	3	0				3		6	4						4	3	3				5	1	2	2			39
	No Shows				1	1	3				1		2	0						1	2	0				0	0	0	2			13
	Patient Cancellations				0	2	0				0		2	1						1	1	0				0	0	0	0			7
	Clinic Cancellations				0	0	0				0		0	0						0	0	0				0	0	0	0			0
	Pts. Per Available Hour				0.4	0.4	0.0				0.4		0.8	0.5						0.5	0.4	0.4				0.6	0.2	0.3	0.3			0.4
	No Show Rate				25%	17%	100%				25%		20%	0%						17%	33%	0%				0%	0%	0%	50%			22%
	Patient Cancel Rate				0%	33%	0%				0%		20%	20%						17%	17%	0%				0%	0%	0%	0%			12%
Clinic Cancel Rate				0%	0%	0%				0%		0%	0%						0%	0%	0%				0%	0%	0%	0%			0%	

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Terri Dickens, LCSW	Patient Hours Available			8		8					8		8					2		8					8		8					58
	Patients Seen			4		7					4		3					1		5					4		3					31
	No Shows			1		0					1		1					0		2					0		3					8
	Patient Cancellations			2		0					2		4					0		1					3		2					14
	Clinic Cancellations			0		0					0		0					0		0					0		0					0
	Pts. Per Available Hour			0.5		0.9					0.5		0.4					0.5		0.6					0.5		0.4					0.5
	No Show Rate			14%		0%					14%		13%					0%		25%					0%		38%					15%
	Patient Cancel Rate			29%		0%					29%		50%					0%		13%					43%		25%					26%
Clinic Cancel Rate			0%		0%					0%		0%					0%		0%					0%		0%					0%	

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Jon Watson, PA	Patient Hours Available			8	8	8	8				8	8	8	8				8	8	8					8	8	8	7				119
	Patients Seen			13	15	13	8				15	14	11	12				12	16	14					11	17	13	13				197
	No Shows			0	3	2	2				3	3	1	0				2	1	2					2	1	1	3				26
	Patient Cancellations			2	2	1	4				2	2	6	3				1	2	1					2	0	0	3				31
	Clinic Cancellations			0	0	0	0				0	0	0	0				0	0	0					0	0	0	0				0
	Pts. Per Available Hour			1.6	1.9	1.6	1.0				1.9	1.8	1.4	1.5				1.5	2.0	1.8					1.4	2.1	1.6	1.9				1.7
	No Show Rate			0%	15%	13%	14%				15%	16%	6%	0%				13%	5%	12%					13%	6%	7%	16%				10%
	Patient Cancel Rate			13%	10%	6%	29%				10%	11%	33%	20%				7%	11%	6%					13%	0%	0%	16%				12%
Clinic Cancel Rate			0%	0%	0%	0%				0%	0%	0%	0%				0%	0%	0%					0%	0%	0%	0%				0%	

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Vicki Kent, FNP	Patient Hours Available						8	8						8	8						8	8						7	8			63
	Patients Seen						11	9						11	10						9	11						9	11			81
	No Shows						2	1						1	0						0	1						0	0			5
	Patient Cancellations						1	1						2	3						4	3						1	1			16
	Clinic Cancellations						0	0						0	0						0	0						0	0			0
	Pts. Per Available Hour						1.4	1.1						1.4	1.3						1.1	1.4						1.3	1.4			1.3
	No Show Rate						14%	9%						7%	0%						0%	7%						0%	0%			5%
	Patient Cancel Rate						7%	9%						14%	23%						31%	20%						10%	8%			16%
Clinic Cancel Rate						0%	0%						0%	0%						0%	0%						0%	0%			0%	

Provider	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
Justin Cameron, PA	Patient Hours Available				8	8	8	8				8	8	8	8				8	8	8	8				8	8	7	8			127
	Patients Seen				9	6	5	9				6	8	4	7				5	6	8	8				4	5	3	7			100
	No Shows				0	2	1	0				3	1	0	1				1	1	1	1				4	1	0	1			18
	Patient Cancellations				2	1	0	0				0	1	0	0				2	1	1	0				0	2	0	1			11
	Clinic Cancellations				0	0	0	0				0	0	0	0				0	0	0	0				0	0	0	0			0
	Pts. Per Available Hour				1.1	0.8	0.6	1.1				0.8	1.0	0.5	0.9				0.6	0.8	1.0	1.0				0.5	0.6	0.4	0.9			0.8
	No Show Rate				0%	22%	17%	0%				33%	10%	0%	13%				13%	13%	10%	11%				50%	13%	0%	11%			14%
	Patient Cancel Rate				18%	11%	0%	0%				0%	10%	0%	0%				25%	13%	10%	0%				0%	25%	0%	11%			9%
Clinic Cancel Rate				0%	0%	0%	0%				0%	0%	0%	0%				0%	0%	0%	0%				0%	0%	0%	0%			0%	

Occ. Health	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
MA Chargeable Visit	Patients Seen			16	0	0	0	0			0	3	0	0	0			0	0	0	0	0			0	0	0	0	0			19

IMC TOTALS	Measure	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total
	Patient Hours Available			16	23	32	31	16			24	16	32	32	16			10	16	32	24	24			16	24	30	28	24			466
	Patients Seen			17	27	29	24	18			22	20	28	31	17			13	21	29	20	22			15	26	22	27	20			448
	No Shows			1	4	5	8	1			5	6	5	1	1			2	2	6	3	2			2	5	5	3	3			70
	Patient Cancellations			4	4	4	5	1			4	2	13	6	3			1	4	4	6	3			5	0	4	4	2			79
	Clinic Cancellations			0	0	0	0	0			0	0	0	0	0			0	0	0	0	0			0	0	0	0	0			0
	Pts. Per Available Hour			1.1	1.2	0.9	0.8	1.1			0.9	1.3	0.9	1.0	1.1			1.3	1.3	0.9	0.8	0.9			0.9	1.1	0.7	1.0	0.8			1.0
	No Show Rate			5%	11%	13%	22%	5%			16%	21%	11%	3%	5%			13%	7%	15%	10%	7%			9%	16%	16%	9%	12%			12%
	Patient Cancel Rate			18%	11%	11%	14%	5%			13%	7%	28%	16%	14%			6%	15%	10%	21%	11%			23%	0%	13%	12%	8%			13%
	Clinic Cancel Rate			0%	0%	0%	0%	0%			0%	0%	0%	0%	0%			0%	0%	0%	0%	0%			0%	0%	0%	0%	0%			0%

**MORROW COUNTY HEALTH DISTRICT
PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS
FISCAL YEAR 2022-2023**

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD
ACUTE (INPATIENT)													
ADMISSIONS	4	1	1	8	7	4	6	5	1	2			39
DISCHARGES	5	1	1	8	7	4	5	4	2	2			39
Admits- MEDICARE	3	0	1	5	6	1	5	3	0	2			26
MEDICAID	1	1	0	1	1	1	0	0	1	0			6
OTHER	0	0	0	2	0	2	1	2	0	0			7
SELF PAY	0	0	0	0	0	0	0	0	0	0			0
TOTAL	4	1	1	8	7	4	6	5	1	2	0	0	39
Dschgs -MEDICARE	4	0	0	5	6	2	4	2	1	2			26
MEDICAID	1	1	1	1	1	1	0	0	1	0			7
OTHER	0	0	0	2	0	1	1	2	0	0			6
SELF PAY	0	0	0	0	0	0	0	0	0	0			0
TOTAL	5	1	1	8	7	4	5	4	2	2	0	0	39
PATIENT DISCHARGE DAYS													
MEDICARE	12	0	1	11	23	7	25	9	4	8			100
MEDICARE ADVANTAGE	0	0	0	2	0	0	3	2	0	0			7
MEDICAID	0	0	0	0	0	0	0	0	0	0			0
MEDICAID MANAGED CARE	2	6	0	1	2	1	0	2	2	0			16
OTHER	0	0	0	7	0	6	0	0	0	0			13
SELF PAY	0	0	0	0	0	0	0	0	0	0			0
TOTAL	14	6	1	21	25	14	28	13	6	8	0	0	136
PATIENT ADMISSION DAYS													
Adults	12	6	1	21	25	14	31	13	3	8			134
Pediatric	0	0	0	0	0	0	0	0	0	0			0
TOTAL	12	6	1	21	25	14	31	13	3	8	0	0	134
AVG LENGTH OF STAY	2.4	6.0	1.0	2.6	3.6	3.5	6.2	3.3	1.5	4.0	#DIV/0!	#DIV/0!	3.4
AVG DAILY CENSUS	0.4	0.2	0.0	0.7	0.8	0.5	1.0	0.5	0.1	0.3	0.0	0.0	0.5
DEATHS	0	0	0	0	1	0	2	0	0	0			3
SWING BED (Skilled)													
ADMISSIONS	4	2	0	5	3	0	3	3	3	5			28
DISCHARGES	3	3	2	3	3	1	3	3	4	2			27
Dschgs -MEDICARE	3	3	2	2	3	1	3	3	1	1			22
MEDICAID	0	0	0	0	0	0	0	0	2	1			3
OTHER	0	0	0	1	0	0	0	0	1	0			2
SELF PAY	0	0	0	0	0	0	0	0	0	0			0
TOTAL	3	3	2	3	3	1	3	3	4	2	0	0	27
PATIENT DISCHARGE DAYS													
MEDICARE	41	59	77	25	21	46	72	28	10	12			391
MEDICARE ADVANTAGE	26	0	0	0	0	0	0	0	15	0			41
MEDICAID	0	0	0	0	0	0	0	0	0	0			0
MEDICAID MANAGED CARE	0	0	0	0	0	0	0	0	16	1			17
OTHER	0	0	0	4	0	0	0	0	0	0			4
SELF PAY	0	0	0	0	0	0	0	0	0	0			0
TOTAL	67	59	77	29	21	46	72	28	41	13	0	0	453
PATIENT ADMISSION DAYS													
MEDICARE	53	74	39	44	55	31	53	9	23	28			409
MEDICAID	0	0	0	0	0	0	0	0	16	18			34
OTHER	0	0	0	4	0	0	0	2	0	0			6
SELF PAY	0	0	0	0	0	0	0	0	0	0			0
TOTAL	53	74	39	48	55	31	53	11	39	46	0	0	449
AVG DAILY CENSUS	1.71	2.39	1.30	1.55	1.83	1.00	1.71	0.39	1.26	1.53	0.00	0.00	1.64
SWING BED REVENUE	\$ 21,592	\$ 30,148	\$ 15,889	\$ 19,555	\$ 22,407	\$ 12,629	\$ 21,592	\$ 4,481	\$ 16,296	\$ 18,740			\$ 183,330
SWING \$ DAYS	53	74	39	48	55	31	53	11	39	46			449
DEATHS	0	0	0	3	1	0	0	0	0	0			4

MORROW COUNTY HEALTH DISTRICT
PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS
FISCAL YEAR 2022-2023

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD
OBSERVATION													
ADMISSIONS	6	1	5	9	7	9	1	2	1	3			44
DISCHARGES	6	1	5	8	8	9	1	2	0	3			43
HOURS	158	41	102	269	190	308	0	62	47	72			1249
REVENUE	\$ 21,495	\$ 5,323	\$ 14,391	\$ 36,040	\$ 25,749	\$ 41,126	\$ -	\$ 13,340	\$ 6,035	\$ 9,086			\$ 172,584
AVG LENGTH OF STAY (hours)	26.3	41.0	20.4	29.9	27.1	34.2	0.0	31.0	47.0	24.0	#DIV/0!	#DIV/0!	28.4
DEATHS	0	0							0				0
HOSPITAL RESPITE													
ADMISSIONS	2	0	0	0	2	0	0	0	2	1			7
DISCHARGES	2	0	0	0	2	0	0	0	1	2			7
PATIENT ADMISSION DAYS	8	0	0	0	15	0	0	0	9	3			35
DEATHS	1	0	0	0	0	0	0	0	0	0			1
SWING (Non-Skilled)													
ADMISSIONS	0	0	0	0	0	0	1	2	1	0			4
DISCHARGES	0	0	0	0	1	0	1	1	0	0			3
Dschgs -MEDICAID	0	0	0	0	0	0	0	0	0	0			0
SELF PAY	0	0	0	0	1	0	0	1	0	0			2
TOTAL	0	0	0	0	1	0	0	1	0	0	0	0	2
PATIENT DISCHARGE DAYS													
MEDICAID	0	0	0	0	0	0	0	0	0	0			0
SELF PAY	0	0	0	0	9	0	0	11	0	0			20
TOTAL	0	0	0	0	9	0	0	11	0	0	0	0	20
PATIENT ADMISSION DAYS													
MEDICAID	62	62	60	62	60	62	62	83	93	63			669
SELF PAY	31	31	33	62	78	62	68	52	60	76			553
TOTAL	93	93	93	124	138	124	130	135	153	139	0	0	1222
AVG DAILY CENSUS	3.0	3.0	3.1	4.0	4.6	4.0	4.2	4.8	4.9	4.6	0.0	0.0	4.5
SWING BED REVENUE	\$ 35,083	\$ 35,083	\$ 35,083	\$ 46,778	\$ 52,059	\$ 46,778	\$ 49,041	\$ 59,511	\$ 68,018	\$ 61,274			\$ 488,708
SWING \$ DAYS	93	93	93	124	138	124	130	135	153	139	0	0	1222
DEATHS	0	0	0	0	0	0	0	1	0	0			1
SUMMARY STATS													
TOTAL/AVERAGE % OCCUPANCY	25.5%	26.6%	21.1%	29.6%	37.0%	26.0%	32.9%	27.0%	31.3%	31.1%	0.0%	0.0%	33.2%
TOTAL OUTPATIENTS (Admits) w/ ER													
TOTAL ER (Encounters)	108	101	89	110	98	92	86	64	73	83			904
LAB TESTS													
INPATIENT	121	81	48	130	64	73	185	50	40	78			870
OUTPATIENT	1172	1623	1501	1718	1579	1547	1504	1388	1386	1327			14745
TOTAL	1293	1704	1549	1848	1643	1620	1689	1438	1426	1405	0	0	15615
XRAY/ULTRASOUND TESTS													
INPATIENT	12	3	1	2	3	6	16	2	3	4			52
OUTPATIENT	84	113	104	116	122	105	81	73	103	58			959
TOTAL	96	116	105	118	125	111	97	75	106	62	0	0	1011
CT SCANS													
INPATIENT	37	32	38	41	42	41	37	22	29	33			352
MRI SCANS													
INPATIENT	1	1	6	6	8	6	2	8	2	1			41
EKG TESTS													
INPATIENT	26	34	40	53	45	44	33	24	31	34			364
TREADMILL PROCEDURES													
INPATIENT	0	0	0	0	0	0	0	0	0	0			0
RESPIRATORY THERAPY													
INPATIENT	6	4	1	5	11	9	4	0	13	0			53
OUTPATIENT	1	1	2	1	4	8	1	6	2	1			27
TOTAL	7	5	3	6	15	17	5	6	15	1	0	0	80

MORROW COUNTY HEALTH DISTRICT
PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS
FISCAL YEAR 2022-2023

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD
PROVIDER VISITS													
HEPPNER CLINIC	167	313	327	295	324	344	303	293	326	287			2979
IRRIGON CLINIC	223	282	254	312	337	359	437	390	474	448			3516
BOARDMAN IMMEDIATE CARE	0	0	0	108	219	149	145	144	121	103			989
IONE CLINIC	63	65	68	70	87	105	105	85	92	101			841
ALL PROVIDER ENCOUNTERS AT HOSPITAL**	157	100	92	115	153	141	128	91	92	125			1194
TOTAL	610	760	741	900	1120	1098	1118	1003	1105	1064	0	0	9519
REVENUE OF HOSPITAL ENCOUNTERS	\$ 80,158	\$ 64,134	\$ 65,670	\$ 80,823	\$ 75,724	\$ 73,769	\$ 59,095	\$ 55,241	\$ 53,033	\$ 71,140			\$678,787
AMBULANCE													
HEPPNER AMBULANCE TRANSPORTS	26	28	22	25	32	27	21	24	18	21			244
BOARDMAN AMBULANCE TRANSPORTS	27	26	23	27	32	29	37	24	18	31			274
IRRIGON AMBULANCE TRANSPORTS	22	28	17	27	35	48	30	24	17	28			276
IONE AMBULANCE TRANSPORTS	0	0	0	0	0	0	0	0	0	0			0
TOTAL	75	82	62	79	99	104	88	72	53	80	0	0	794
HEPPNER AMB REVENUE	\$ 46,160	\$ 47,261	\$ 34,739	\$ 44,210	\$ 60,715	\$ 60,443	\$ 37,936	\$ 53,508	\$ 31,118	\$ 46,284			\$462,373
BOARDMAN AMB REVENUE	\$ 62,644	\$ 60,143	\$ 52,612	\$ 62,414	\$ 74,999	\$ 68,640	\$ 63,377	\$ 55,662	\$ 40,847	\$ 69,150			\$610,488
IRRIGON AMB REVENUE	\$ 39,811	\$ 56,418	\$ 35,712	\$ 56,808	\$ 72,773	\$ 100,264	\$ 62,209	\$ 50,804	\$ 32,323	\$ 56,304			\$563,426
IONE AMB REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			\$0
TOTAL	\$ 148,615	\$ 163,822	\$ 123,063	\$ 163,432	\$ 208,487	\$ 229,347	\$ 163,522	\$ 159,974	\$ 104,288	\$ 171,738	\$ -	\$ -	\$1,636,287
HOME HEALTH VISITS													
SKILLED NURSING VISITS	55	59	62	49	38	45	43	43	52	52			498
AIDE VISITS	15	12	23	25	0	2	8	11	23	22			141
MSW VISITS	0	0	0	0	0	0	0	0	0	0			0
OCCUPATIONAL THERAPY	11	7	10	8	11	4	13	11	8	6			89
PHYSICAL THERAPY	26	26	34	34	24	18	34	34	34	28			292
SPEECH THERAPY	0	0	0	0	1	0	6	6	4	2			19
IN HOME CARE VISITS-PRIVATE PAY	36	4	0	0	0	0	0	0	0	0			40
TOTAL	143	108	129	116	74	69	104	105	121	110	0	0	1079
HOSPICE													
ADMITS	4	2	3	4	2	3	2	1	2	2			25
DISCHARGE	0	0	0	1	1	0	0	0	0	0			2
DEATHS	6	2	3	2	0	2	1	2	1	3			22
TOTAL DAYS	182	78	120	106	133	160	194	186	195	155			1509
PHARMACY													
DRUG DOSES	3305	5848	8119	8471	2824	3226	3781	2512	2450	2669			43,205
DRUG REVENUE	\$ 145,027	\$ 116,579	\$ 121,372	\$ 118,428	\$ 148,967	\$ 141,391	\$ 122,714	\$ 58,311	\$ 132,567	\$ 77,140			\$1,182,496



MORROW COUNTY HEALTH DISTRICT

Excellence in Healthcare

PROPOSED BUDGET OVERVIEW For FY 2023-2024

May 17, 2023

The accompanying budget is an estimate based on available data and strategic plans as of this date. Preparation of this budget is based on information provided by all departments, current and historical analysis, as well as new projections and projects. The beginning of FY 2023-2024 is planned to see the completion of the board-approved plan to staff ambulance services 24/7 in Boardman, Irrigon, and Heppner, with the final addition of 6 full-time EMS staff to be located in Heppner. This budget also reflects the completion of the building renovation to house Boardman Immediate Care and the purchase of real estate for offering adult care home services in Boardman.

This budget is presented in the cash based format consistent with prior years and current state reporting requirements. In the budget documents attached, total resources and expenditures are identified in summary and also by department. There is a projected net increase to cash of \$246,223. Also included is a planned capital purchases list and debt service summary.

Budgeted gross patient revenues for FY 2023-24 are up 8% or \$1.4 million over FY 2022-2023 budgeted volumes. Total budgeted operating expenses for FY 2023-24 are up nearly 12% over current annual budgeted totals, including salaries and benefits. Both revenue and expense increases are largely attributable to the opening of the Boardman Immediate Care.

Budgeted grant amounts increased as planned capital projects are reliant on these revenue streams to proceed in FY 2023-2024. Two new loans with a combined total of \$755,000 are planned for the Boardman Immediate Care renovations and the adult care home property.

The forecasted property tax revenue of \$3,578,486 is a 16% increase over the prior year due to increased property values in residential, commercial, and industrial development.

Revenue deductions are slated to decrease in the next fiscal year as cost based reimbursement increases with rising costs and other special coordinated care programs offset the total contractual write-offs and insurance adjustments.



**MORROW COUNTY
HEALTH DISTRICT**
Excellence in Healthcare

**PROPOSED BUDGET
Fiscal Year 2023-2024**

**Morrow County Health District
FY 2023- 2024 Budget
Resources**

Historical Data 2020-2021	Historical Data 2021-2022	Adopted FY 2022-23	Resource Description	Proposed FY 2023-24	Adopted FY 2023-24
9,774,706	9,301,381	11,678,067	Hospital	11,506,828	
1,157,239	1,088,831	1,217,749	Home Health & Hospice	1,197,309	
497,203	624,170	654,401	Boardman Ambulance	852,373	
389,832	446,390	449,615	Irrigon Ambulance	754,284	
1,684	0	3,676	Ione Ambulance	0	
1,218,913	870,199	1,734,724	Heppner Clinic	1,476,198	
1,365,333	1,352,021	2,061,756	Irrigon Clinic	2,316,566	
			Boardman Immediate Care	1,026,878	
165,962	291,102	278,624	Ione Clinic	442,250	
4,311,634	815,889	467,724	Other Revenue	272,271	
438,344	997,814	1,051,000	Donations & Grants	1,541,487	
67,883	35,425	45,000	Interest Income	125,000	
199,788	348,906	311,900	Community Service Fees	302,900	
0	0	0	Electronic Health Record Reimbursements	0	
297,066	197,257	260,000	340B Retail Pharmacy Net Revenue	210,000	
90,000	867,500	0	Operating, Capital, Long & Short Term Loans	755,000	
19,975,587	17,236,885	20,214,236	<i>Total Resources Except Taxes</i>	22,779,344	0
2,333,380	2,568,197	3,078,680	Property Taxes including Local Option Levy	3,578,486	
		659,223	Amounts from Prior Year Cash Reserve	0	
\$22,308,967	\$19,805,082	\$23,952,139	Total Resources	\$26,357,830	\$0

**Morrow County Health District
FY 2023-2024 Budget
Expenditures**

Historical Data 2020-21	Historical Data 2021-22	Adopted FY 2022-23	Expenditure Description	Proposed FY 2023-24	Adopted FY 2023-24
10,745,692	11,630,433	12,534,198	Hospital	14,140,681	
1,081,333	1,141,800	1,409,940	Home Health & Hospice	1,455,198	
421,505	756,250	863,687	Boardman Ambulance	1,054,449	
361,609	358,224	863,769	Irrigon Ambulance	1,038,077	
22,772	22,515	20,385	Ione Ambulance & Lexington EMS	18,799	
2,024,852	1,381,374	2,425,943	Heppner Clinic	1,659,114	
1,592,779	1,309,196	2,010,041	Irrigon Clinic	1,842,412	
			Boardman Immediate Care	1,465,467	
210,412	220,090	258,069	Ione Community Clinic	314,369	
12,536	10,778	50,000	Community Benefit Grants	50,000	
1,327,190	712,222	1,275,420	Revenue Deductions & Bad Debt	375,338	
1,189,730	772,708	1,508,706	Capital Purchases	2,509,961	
47,230	0	0	Capital Lease Principal Reduction	0	
2,150,042	1,140,900	316,495	Long & Short Term Debt Principal Reduction	187,742	
\$21,187,682	\$19,456,490	\$23,536,653	Total Expenditures	\$26,111,607	\$0
\$1,121,285	\$348,592	\$415,486	Net Increase/(Decrease) in Cash	\$246,223	\$0

**MORROW COUNTY HEALTH DISTRICT
REVENUE DETAIL BY DEPARTMENT
FISCAL YEAR 2023-2024**

	<u>FY 2023-24 Proposed</u>			<u>FY 2023-24 Adopted</u>		
	<u>Inpatient</u>	<u>Outpatient</u>	<u>TOTAL</u>	<u>Inpatient</u>	<u>Outpatient</u>	<u>TOTAL</u>
NURSING (1)	1,184,826	322,424	1,507,250			0
EMERGENCY/PROF FEES	114,785	1,717,173	1,831,958			0
AMBULANCE	0	770,977	770,977			0
CENTRAL SUPPLY	21,957	48,816	70,773			0
LABORATORY	108,892	2,918,308	3,027,200			0
EKG/TREADMILL	3,052	98,556	101,608			0
RADIOLOGY-XRAY	45,935	947,736	993,671			0
CT SCAN	41,976	993,838	1,035,814			0
PHARMACY	339,585	1,286,445	1,626,030			0
PROCEDURE	0	0	0			0
RESPIRATORY THERAPY	208,976	160,171	369,147			0
THERAPIES	157,190	15,210	172,400			0
HOSPITAL TOTAL	2,227,174	9,279,654	11,506,828	0	0	0
HOME HEALTH		630,377	630,377			0
HOSPICE		566,932	566,932			0
BRDMAN AMBULANCE		852,373	852,373			0
IRRIGON AMBULANCE		754,284	754,284			0
IONE AMBULANCE		0	0			0
HEPPNER CLINIC		1,476,198	1,476,198			0
IRRIGON CLINIC		2,316,566	2,316,566			0
BOARDMAN IMM CARE		1,026,878	1,026,878			0
IONE CLINIC		442,250	442,250			0
OTHER DEPTS TOTAL		8,065,858	8,065,858		0	0
GRAND TOTAL	\$2,227,174	\$17,345,512	\$19,572,686	\$0	\$0	\$0
NURSING (1)						
ACUTE, ICU, OBSERVATION	355,396	322,424	677,820			0
SWING BED	212,282	0	212,282			0
SWING BED NF	617,148	0	617,148			0
TOTAL	1,184,826	322,424	1,507,250	0	0	0

**MORROW COUNTY HEALTH DISTRICT
EXPENDITURE DETAIL BY DEPARTMENT
FISCAL YEAR 2023-2024**

	<u>FY 2023-24 PROPOSED</u>			<u>FY 2023-24 ADOPTED</u>		
	<u>S & B</u>	<u>OTHER</u>	<u>TOTAL</u>	<u>S & B</u>	<u>OTHER</u>	<u>TOTAL</u>
NURSING (1)	3,045,679	236,818	3,282,497			0
EMERGENCY/PROF SERVICES	1,327,718	249,585	1,577,303			0
AMBULANCE	939,909	84,964	1,024,873			0
CENTRAL SUPPLY	117,266	63,105	180,371			0
LABORATORY	421,775	520,779	942,554			0
EKG/TREADMILL	0	9,185	9,185			0
RADIOLOGY-XRAY	449,172	156,263	605,435			0
CT SCAN	28,650	122,879	151,529			0
PHARMACY	0	682,436	682,436			0
PROCEDURE	0	0	0			0
RESPIRATORY THERAPY	5,405	7,700	13,105			0
THERAPIES	0	32,500	32,500			0
DIETARY	266,450	147,694	414,144			0
LAUNDRY	28,818	11,230	40,048			0
HOUSEKEEPING	200,951	26,792	227,743			0
PLANT	281,034	242,301	523,334			0
BUSINESS OFFICE	663,045	106,730	769,775			0
MEDICAL RECORDS	124,057	7,335	131,392			0
ADMINISTRATION (2)	2,112,060	1,420,396	3,532,456			0
HOSPITAL TOTAL	10,011,987	4,128,693	14,140,681	0	0	0
HOME HEALTH/HOSPICE (3)	1,170,373	284,825	1,455,198			0
BOARDMAN AMBULANCE	948,201	106,248	1,054,449			0
IRRIGON AMBULANCE	956,853	81,224	1,038,077			0
IONE AMBULANCE	2,690	12,768	15,458			0
LEXINGTON EMS	941	2,400	3,341			0
HEPPNER CLINIC	1,453,226	205,888	1,659,114			0
IRRIGON CLINIC	1,580,012	262,400	1,842,412			0
BOARDMAN IMM CARE	1,290,107	175,360	1,465,467			0
IONE CLINIC	264,289	50,081	314,369			0
OTHER DEPTS TOTAL	7,666,691	1,181,194	8,847,885	0	0	0
GRAND TOTAL	\$17,678,679	\$5,309,887	\$22,988,566	\$0	\$0	\$0
ACUTE, ICU, OBSERVATION	3,045,679	197,564	3,243,243			0
SWING BED	0	5,792	5,792			0
SWING BED NF	0	33,462	33,462			0
NURSING (1)	3,045,679	236,818	3,282,497	0	0	0
INFO SYSTEMS	175,570	645,000	820,570			0
ACCOUNTING	357,268	80,150	437,418			0
ADMINISTRATION	1,579,222	695,246	2,274,468			0
ADMINISTRATION (2)	2,112,060	1,420,396	3,532,456	0	0	0
HOME HEALTH	559,602	166,796	726,398			0
HOSPICE	610,771	118,028	728,800			0
HOME HEALTH/HOSPICE (3)	1,170,373	284,825	1,455,198	0	0	0

**Morrow County Health District
Detail of Capital Purchases
for July 1, 2023 - June 30, 2024**

CAPITAL PURCHASES	COST	METHOD OF PAYMENT
Ultrasound Probe Sterilization Unit	\$ 9,350	Cash on Hand
VoIP Phone System	\$ 68,358	Cash on Hand
Zoll Defibrillator R Series Plus for Acute Care	\$ 19,514	Cash on Hand
Boardman Immediate Care Building Renovation	\$ 760,000	Loan for 330K/Grant for 430K
Boardman Immediate Care Building Furnishings	\$ 100,000	Loan for 100K
Boardman Immediate Care Building Achitect Fees-Partial	\$ 25,000	Cash on Hand
Carpet Install Completion for Hospital	\$ 10,000	Cash on Hand
Ambulance	\$ 336,252	250K Grant/Cash on Hand
Generator for Hospital	\$ 135,000	Federal Grant if awarded
Generator Site Prep at Hospital	\$ 90,000	Federal Grant if awarded
Adult Care Home & Land	\$ 550,000	Loan for 325K/Grant for 225K
Adult Care Home Van	\$ 40,000	Grant
Adult Care Home Furnishings	\$ 31,765	Grant
SBHC Mobile Health Unit	\$ 334,722	State Grant if awarded
TOTAL CAPITAL PURCHASES FOR BUDGET	\$2,509,961	

<i>TOTAL AMOUNT TO BE FINANCED BY LOANS</i>	755,000	
<i>TOTAL AMOUNT TO BE PAID WITH CASH ON HAND</i>	218,474	
<i>TOTAL AMOUNT TO BE PAID BY GRANT/DONATED FUNDS</i>	-	Prior Year Grants/Donations
<i>TOTAL AMOUNT TO BE PAID BY GRANT/DONATED FUNDS</i>	1,536,487	Current Year Grants/Donations
<i>TOTAL AMOUNT TO BE FINANCED BY LEASE</i>	-	
	<u><u>\$2,509,961</u></u>	

**Morrow County Health District
Detail of Long/Short Term Loans & Leases
for July 1, 2023 - June 30, 2024**

LONG & SHORT TERM DEBT SUMMARY	PRINCIPAL PAYMENTS	INTEREST PAYMENTS	MATURITY DATE
BEO USDA REFINANCE LOAN	\$27,934	\$31,009	2042
BEO LOAN - HOSPITAL PT ROOMS REMODEL	\$818	\$5	2023
BEO LOAN - BOARDMAN BUILDING	\$18,008	\$3,221	2028
MORROW CO LOAN-BOARDMAN BUILDING	\$10,116	\$659	2028
IRRIGON CLINIC REMODEL LOAN	\$47,130	\$11,974	2038
ULTRASOUND & DRUG DISPENSING UNIT LOAN	\$6,718	\$25	2023
BEO LOAN - HOSPITAL BOILERS	\$28,682	\$1,267	2024
BEO LOAN - BOARDMAN AMBULANCE	\$31,077	\$1,711	2025
MORROW CO EQUITY FUND LOAN - CHURCH	\$6,488	\$786	2031
GEODC LOAN - HOUSE	\$8,206	\$2,474	2031
NEW LOAN FOR BOARDMAN IMMEDIATE CARE REMODEL	\$930	\$2,150	2044
NEW LOAN FOR ADULT CARE HOME & LAND	\$1,635	\$2,555	2054
TOTALS	\$187,742	\$57,836	
CAPITAL LEASES SUMMARY	PAYMENTS		MATURITY DATE
NONE			
	\$0		



**MORROW COUNTY
HEALTH DISTRICT**

Excellence in Healthcare

Strategic Plan

2023 - 2025

Mission

Bring essential health services to our rural communities that meet the unique needs of the people we serve.

Vision

Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.

Values

Integrity encompassing honesty and consistently adhering to the principles of professionalism and accountability with our patients, fellow employees, and community partners; integrity is at the heart of everything we do

Compassion being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed

Quality creating standards of performance that surpass ordinary expectations; we want to make this the place where patients want to come, our providers want to practice, and people want to work

Respect recognizing and valuing the dignity and uniqueness of everyone; respect creates a work environment based on teamwork, encouragement, trust, concern, honesty, and responsive communication among all employees and our patients

Financial Responsibility being good stewards of public funds; always considering whether expenditures are in the best interests of patients and the community; ensuring financial sustainability for the future

OVERVIEW

Morrow County Health District (MCHD) is a non-profit, special district formed in 1995 to meet the healthcare needs of Morrow County residents.



Pioneer Memorial Hospital & Nursing Facility

Opened in 1950, PMH is a 21-bed critical access hospital located in Heppner, Oregon. PMH has an emergency department, inpatient and acute care, imaging services, laboratory, therapies, and a swing bed program that provides skilled-nursing for both short-term and long-term care needs. PMH’s critical access designation allows MCHD to receive enhanced funding to support the provision of other healthcare services.



Boardman Immediate Care

Located in Boardman Oregon, BIC provides immediate care and occupational health services as a mobile extension of Irrigon Medical Clinic.



Lone Community Clinic

Both a school-based health center and rural health clinic, the Lone Community Clinic serves the needs of Lone and the surrounding area. ICC operates as a partnership between Morrow County Health District, Morrow County Public Health, Lone School District, and Community Counseling Solutions.



Irrigon Medical Clinic

Located in Irrigon, Oregon, IMC is a rural health clinic offering primary care, same day appointments, and occupational health services.



Pioneer Memorial Clinic

PMC is a rural health clinic offering primary care, same day appointments, and occupational health services in Heppner, Oregon.



Home Health & Hospice

MCHD provides home care and hospice services throughout Morrow and Gilliam counties.



Ambulance Service

MCHD provides ambulance service to all of Morrow County with ambulances dispatching from Boardman, Heppner, Lone, and Irrigon. Quick response teams dispatch from Lexington and Lone.



Community Care

To provide the best care, MCHD actively partners with other local healthcare entities through the Morrow County Community Health Improvement Partnership and through more formal arrangements, such as contracting medical provider time to Morrow County Public Health.

STRATEGIC PRIORITIES

Adult Care Home



OBJECTIVE

Open a 5-bed adult care home in Boardman, Oregon for seniors and people with disabilities.

BACKGROUND

There are currently no assisted living options for seniors in Boardman, Oregon. With the current population in Boardman and the proximity of assisted living resources in the area, it is unlikely that a full assisted living facility would be financially feasible. An adult care home can provide the same level of care as an assisted living facility on a smaller scale in a more home-like environment. Adult care homes are licensed through the Oregon Department of Human Services.

OUTCOMES

- ❖ Increase access to assisted living options for seniors in Boardman and surrounding area
- ❖ Provide high-quality care to seniors and people with disabilities to support safety and independence
- ❖ Foster a caring, home-like environment

Irrigon Ambulance Hall



OBJECTIVE

Construct a new ambulance hall in Irrigon, Oregon.

BACKGROUND

MCHD currently has \$363,378 set aside for a new ambulance hall. MCHD's ambulance service in Irrigon is co-located with Irrigon Rural Fire Protection District. MCHD and IRFPD are exploring options for the ambulance service and fire department to remain co-located in a new building on the existing lot. This objective is expected to continue into the next strategic planning period.

OUTCOMES

- ❖ Partner with Irrigon Rural Fire Protection District on plans for a new building
- ❖ Explore funding options

Occupational Medicine Services



OBJECTIVE

Expand the array of occupational medicine services available at all outpatient District locations.

BACKGROUND

MCHD currently provides basic occupational health services at all outpatient locations. With the addition of Boardman Immediate Care and an occupational health registered nurse, MCHD will be able to expand the availability of occupational medicine services to meet the needs of employers across Morrow County.

OUTCOMES

- ❖ Increase availability of occupational medicine services for businesses in Morrow County

Boardman Immediate Care Expansion



OBJECTIVE

Remodel MCHD's building in Boardman, Oregon to house Boardman Immediate Care. The expansion will include four exam rooms with offices for providers and administrative staff.

BACKGROUND

In October of 2022, MCHD began providing immediate care and occupational medicine services in Boardman from a mobile clinic. This mobile clinic operates as a satellite location of Irrigon Medical Clinic. This model allowed MCHD to quickly begin providing services that were discontinued by another provider in the area, however, the mobile unit is not large enough to meet the needs of the community long-term.

OUTCOMES

- ❖ Develop space for additional medical providers in Boardman
- ❖ Increase availability of occupational medicine services for local businesses
- ❖ Complete the certification for Boardman Immediate Care to become a hospital-based Rural Health Clinic

Service Excellence



OBJECTIVE

Become the provider and employer of choice by intentionally focusing on improving patient satisfaction and employee engagement scores.

BACKGROUND

MCHD initiated a 3-year service excellence initiative in 2022 with the expectation that improvements will become hard-wired into the organizational culture.

OUTCOMES

- ❖ Improved patient satisfaction scores
- ❖ Improved employee recruitment, engagement, and retention

CPR & First Aid Training



OBJECTIVE

Offer regular CPR and First Aid training to the community in partnership with other local entities.

BACKGROUND

CPR saves lives, but skills can fade over time, so it is important for the community to have ready access to CPR training. MCHD is increasing the number of staff that are able to teach CPR and First Aid in an effort to make this training more widely available to businesses, schools, families, and others.

OUTCOMES

- ❖ Increase local knowledge of CPR and First Aid
- ❖ Increase access to low-cost and free CPR and First Aid training

Financial Sustainability



OBJECTIVE

Keep financial sustainability at the forefront for leadership and the board of directors throughout the strategic plan period. The plan includes significant growth, which will better provide for the healthcare needs of Morrow County, but which must always be considered through the lens of financial responsibility.

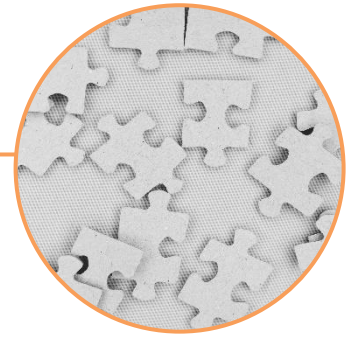
BACKGROUND

MCHD has identified two key priorities to enhance financial sustainability throughout this plan period:

- ❖ Meet productivity benchmarks at outpatient locations.
- ❖ Ensure passage of the District's local option tax levy, which expires on June 30, 2024.

OUTCOMES

- ❖ MCHD will continue to grow in a responsible and sustainable manner



Community Partnerships

OBJECTIVE

Focus on enhancing partnerships with local entities through participation in local groups and initiatives such as the Morrow County Community Health Improvement Partnership.

BACKGROUND

Partnerships are essential to rural health services, expanding the resources, knowledge, expertise, and support available to address specific issues. Additionally, with limited resources, it is important to support existing services and avoid duplication where possible.

OUTCOMES

- ❖ Contribute to the 2024 Morrow County Community Health Needs Assessment
- ❖ Enhance collaboration with community partners
- ❖ Support healthcare partners to meet the needs of the community