

2020

COMMUNITY REPORT



KootenaiHealth

RN caring for a patient on the COVID-19 Critical Care Unit

2020 IN REVIEW



Jon Ness, CEO, Kootenai Health

In early 2020, Kootenai Health's emergency operations team convened for the first time to discuss the possible threat of a novel coronavirus. No one could have predicted the significance of this new virus to our health care system, our community, and our world.

In the year since, the health care heroes at Kootenai Health have devoted their energy and expertise every single day to serve our

community in these unprecedented times. Our heroes have encountered overwhelming adversity. Even as they were burdened with uncomfortable personal protective equipment, resource shortages, and demanding circumstances, our employees and physicians continued to show up, continued to provide excellent care, and continued to face these new challenges head on.

“

Last year was a year unlike any other. Rather than focusing on growing new service lines, we grew closer as a team. Instead of expanding our facilities, we expanded our safety practices. During a time when our community would normally be fundraising to support new technology, you instead rallied to support the health care heroes who cared for those in need.

”

In the face of what have been arguably the most challenging times we may come up against, we continued to show up, face these challenges, and not only survive but set ourselves up to thrive in the future.

We honor and thank each of our health care heroes for what they have contributed to our community and we are inspired by their strength. Thank you to all who served our community in its time of need. Together, we look forward to a brighter tomorrow.

A Vision for the Future

Each year the Kootenai Health board of trustees and administrative team go through a planning process to set priorities for the organization and talk about future work. It's a process used for years at Kootenai Health, and one of the drivers for projects like building the east wing and expanding cardiovascular service. In 2011, it was also the origin of Kootenai Health's 2020 vision to become a regional referral center and ultimately receive national recognition.

At the end of 2020, a new vision was established to guide Kootenai Health's work for the next 10 years. In addition to the strategic planning work completed by the board and administrative team as part of developing the new vision statement, Kootenai Health pulled

The similarities between this group, the administrative team and the board was solid confirmation the new strategic plan was the right course for Kootenai Health.

With priorities, strategy and tactics in alignment, all the pieces were ready to establish a new vision statement. The vision team evaluated all the work, and identified three over-arching themes. **Connected**, which speaks to better connections between health care providers and with patients; **Transforming**, which speaks to improving health care experience from the inside out; and **Premier**, which speaks to the best possible care for all patients. With these three themes in mind, the new vision for 2030 was

Each theme works independently and builds upon the others. As better connections are created, the health care experience can be transformed. As the health care experience is transformed, more people will seek exceptional care here, more providers will bring services to our region, and Kootenai Health will become a premier medical destination. This is an exciting vision not only for Kootenai Health, but also for our entire region. It speaks to bringing more services and higher levels of care to our community, creating new jobs, and bringing an economic boost that will benefit the entire region.

Given the success with our prior vision, we owe it to our community to continue that momentum on to 2030.

KootenaiHealth 2030

One
connected team,
boldly transforming the health care
experience, to become a **premier medical destination**.

together a small group of organizational leaders responsible for executing the strategic plan. They discussed their own views on what will be important for Kootenai Health over the coming years.

developed. **One connected team, boldly transforming the health care experience, to become a premier medical destination.**

HEALTH CARE HEROES

75,000+

Total number of
COVID-19
tests completed



900+

Total number of
COVID-19
inpatients to date



8,500

Number of
cloth masks
donated by
the community



3

Number of informational
videos for the public



1,445%

More
N95 masks
purchased in
2020 vs. 2019



**\$1.5
Million**

Amount raised for Kootenai
Health Foundation's
Health Care Heroes Fund

442,597
Surgical masks
purchased
in 2020

11,100+
Total number
of positive
tests



91
Highest number
of COVID-19
inpatients in
one day



18,650
Kootenai Clinic
telemedicine
visits



3
Number of
units used as
COVID-19
cohort units
at the peak



79
Number of informational
articles in the
Coeur d'Alene Press



Mayo Clinic Care Network 2020 Stats

eConsults allow Kootenai Health physician specialists to connect with Mayo Clinic specialists when they want additional input regarding a patient's care - all at no charge to the patient.

90 Total number of eConsults completed

By specialty

- 1 Allergy & Immunology
- 8 Cardiovascular Disease
- 9 Dermatology
- 2 Endocrinology
- 8 Gastroenterology & Hepatology
- 18 Hematology
- 8 Infectious Disease
- 2 Nephrology & Hypertension
- 9 Neurology
- 20 Oncology
 - 1 Orthopedic Surgery
 - 2 Pulmonary Medicine
 - 2 Rheumatology
 - 1 Thoracic Surgery
 - 1 Vascular Surgery

613 unique Ask Mayo Expert (AME) page views by 1,312 staff members researching conditions through the Ask Mayo Expert online database.

Projects we collaborated on:

- *Equity, Inclusion, and Diversity* workshop series
- Professional leadership development
- Stroke program improvement

COVID-19 Vaccine Clinic

When the emergency use authorizations for the Pfizer and Moderna COVID-19 vaccines went into effect, a team of Kootenai Health employees mobilized to create an employee vaccination clinic. Within weeks, hundreds of health care workers received their COVID-19 vaccine via a seemingly seamless process. Weeks later, Kootenai was asked to assist

Panhandle Health District with public vaccinations in Kootenai County. Thanks to a well-developed system, the team was able to roll out a public vaccine clinic for seniors in Kootenai County. Together, the team of about 15 employees found solutions to challenges such as vaccine storage (having to make extra freezer accommodations for the Pfizer vaccine), arranging a space in which to give the vaccine, formalizing policies and processes, managing resources, securing staff, and more.

The COVID-19 vaccine implementation has been a community-wide effort, beginning with the Panhandle Health District who then supplied agencies such as Kootenai Health, Heritage Health, Northwest Specialty Hospital, Bonner General Health, Kaniksu Health Services, and Benewah Community Hospital with weekly shipments of the vaccines. At Kootenai Health, staff members throughout the organization signed up for shifts to work at the vaccine clinic. Seasoned volunteers assisted with check-in, and nursing students and members of the Medical Reserve Corps helped administer vaccines and perform other duties to help support the clinic.



Melissa Bunch, RN, giving Todd Hoopman, MD, his first dose of the COVID-19 vaccine.



Interlake Pharmacy joined Kootenai Health

Interlake Pharmacy joined Kootenai Health in July, 2020 under the new name Kootenai Health Pharmacy. Tim and Kris Brown, who owned the pharmacy for more than 33 years, continued to staff the pharmacy along with all their existing employees. Barbara Conti, director of ambulatory pharmacy services at Kootenai Health, now oversees the operations.

“We have enjoyed the honor and privilege of owning and coming to work at Interlake Pharmacy for 33 years,” said Tim Brown. “We are so thankful for the many patients and wonderful staff members we have worked with through the years. Now we are excited and looking forward to the next steps and evolution of pharmacy services at Kootenai Health Pharmacy.”

Kootenai Clinic Lung and Asthma

Kootenai Clinic added lung and asthma services to its spectrum of care. For years, North Idaho Lung, Asthma and Critical Care provided comprehensive pulmonary care to patients throughout the northern panhandle of Idaho. This team of dedicated health care professionals now provides the same excellent care to patients – in their clinic, on Kootenai Health’s Critical Care Unit, and at the Northern Idaho Advanced Care Hospital. Providers include: Kevin Chang, M.D., FCCP, Todd Hoopman, M.D., Ronnie Mantilla, M.D., Robert Scoggins, M.D., Ph.D., Kevin Strait, D.O., David York, M.D., Jeannette Zinggeler Berg, M.D., Ph.D., and Leah Bennett, NP.



Kootenai Clinic Family Medicine – Ironwood

Kootenai Clinic added another family medicine location in Coeur d’Alene. Kootenai Clinic Family Medicine - Ironwood is located at 914 Ironwood Drive, Suite 101. Providers at this location include Bradley Drury, M.D., Alyssa Shaw, M.D., Mitch Elting, M.D., Mitchell McAlpine, M.D., and Alyssa Miller, PA.



Expanding Regional Care

As of April 1, 2020, ownership of Clearwater Valley Hospital and Clinics, in Orofino, Idaho, and St. Mary’s Hospital and Clinics, in Cottonwood, Idaho, officially transferred to Kootenai Health. The decision to transfer ownership from Essentia Health, a health care organization based in the Midwest, is intended to strengthen health care in north-central Idaho. It will create an environment where the organizations can share knowledge, information, resources, and best practices.

Through Kootenai Health, the organizations have access to important resources, best practices and the opportunity for physicians and clinical staff members to work with other providers to share information and discuss complex cases. In time, additional areas of collaboration might include information technology, human resources support, revenue cycle and billing, and purchasing.

Strong regional relationships are critical for rural hospitals to remain viable. Isolation puts rural hospitals at risk of closing their doors and leaving their communities without the strong health care they need. As a tertiary regional health system, Kootenai Health will help ensure local care in north-central Idaho will remain accessible and continue to deliver a high degree of clinical quality, safety and excellence.



FINANCIAL STEWARDSHIP

2020 and 2019 Statement of Operations (in \$millions)

	2020	2019
Total Revenues Earned	\$693	\$621
Operating Expenses		
Employee Wages & Benefits	\$367	\$320
Supplies & Other Expenses	276	230
Capital Costs	28	29
Subtotal Operating Expenses	\$671	\$579
Total Operating Income	\$ 22	\$ 42

Key Indicators

	2020	2019
Inpatient Discharges	15,076	14,300
Inpatient Days	76,926	67,133
Outpatient Visits	438,824	321,629
Physician Visits	370,444	286,882
Emergency Department Visits	52,349	52,976
Babies Born	1,926	1,941

2020 and 2019 Balance Sheet (in \$millions)*

	2020	2019
Cash and Marketable Securities	\$462	\$271
Property and Equipment	270	263
Other Assets	151	144
Total Assets	\$883	\$678
Long Term Obligations	\$208	\$119
Other Liabilities	119	75
Net Assets	556	484
Total Liabilities and Net Assets	\$883	\$678

Financial information for 2020 includes Clearwater Valley Hospital and Clinics and St. Mary's Hospital and Clinics, which were purchased by Kootenai Health on April 1, 2020.

Financial Impact of COVID-19



The COVID-19 pandemic not only affected hospital capacity and staff morale, it carried a financial impact as well. While Kootenai Health did not experience a budget deficit, it did miss its financial goal by \$6.7 million and incurred \$17.1 million in lost revenue from canceled surgeries and additional expenses such as the costs of additional protective equipment, supplies, facility modifications, and increased staffing needs.

Finance



Most district hospitals such as Kootenai Health receive financial support from local taxes. Because of its careful financial planning and management, **Kootenai has not levied taxes since 1995**, and has no plans to do so in the future.

Standard & Poor's 'A' Rating



Standard & Poor's Ratings Services gave Kootenai Health an 'A' rating based on an evaluation of Kootenai's business plan, credit, and cash on hand. The rating is a strong affirmation that Kootenai's business model is stable and seeing positive growth in patient trends.

COMMUNITY BENEFIT - \$184 MILLION

Community benefit activities are programs and services hospitals provide to help improve health and increase access to health care in their communities. During 2020, Kootenai Health provided approximately \$184 million in qualified community benefits to people in our region.*

This amount includes the following:

\$9.7 MILLION

Free and Discounted Care

Kootenai Health wrote off \$1.9 million worth of charges for patients who could not pay for their care. Another \$7.8 million was written off as part of a discount program that reduces charges for uninsured patients by 25 percent.

\$23 MILLION

Uncompensated Care (Bad Debt)

\$23 million worth of charges to patients who were unwilling to pay the “patient responsibility” of their health care bills were also written off.

\$134 MILLION

Government Insurance Programs

Many people don't know that programs like Medicare, Medicaid and State or County insurance programs do not pay the full cost for the care their participants receive. In 2019, Kootenai Health absorbed \$134 million in costs that were not reimbursed by these payors. That included \$112 million for Medicare patients and \$22 million for state and county patients.

\$16.9 MILLION

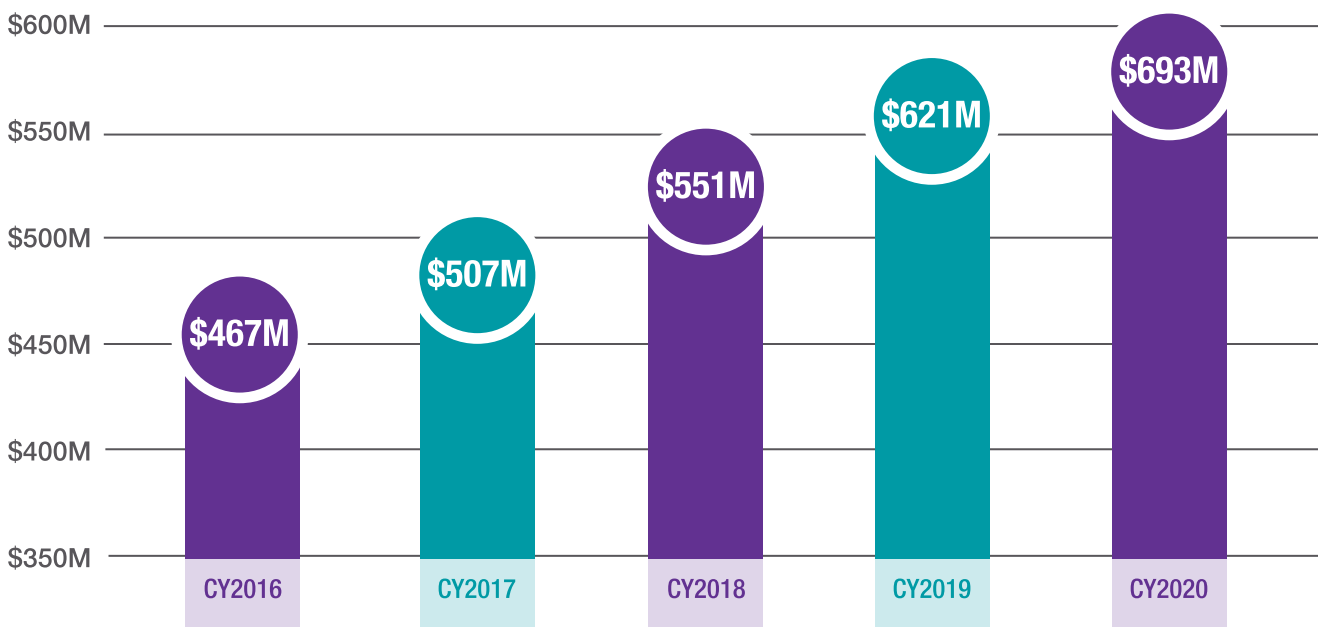
Donations, Free Services, & Programs

Each year Kootenai Health makes substantial financial and in-kind donations that benefit our community. This includes donations to groups such as the Suicide Prevention Action Network and The Community Cancer Fund. It also includes the expense of providing free and low-cost health screenings and support groups for patients. In-kind donations also include expenses and staff time related to providing training opportunities for physicians, nurses and other health care workers. Together, these donations, free services and programs are improving how people are cared for in our community.

*Calculations based on Kootenai Health's 2020 community benefit report filed with the Idaho Hospital Association.

CONTINUED GROWTH IN SERVICES

With Kootenai Health's growth in services, total revenue has been steadily increasing over the past five years from \$467M in 2016 to \$693M in 2020.



“THANKS TO YOU!”

For over 30 years the Kootenai Health Foundation has partnered with the community to help transform health care in northern Idaho. The gifts from our community empower us to offer the most highly-skilled caregivers and next generation technologies.

Gifts of every size make a difference

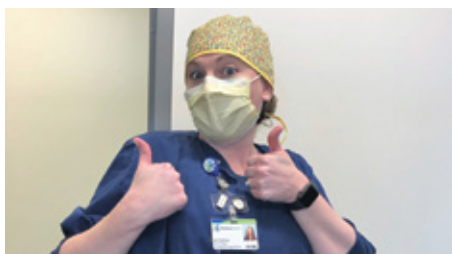
Every gift to the Kootenai Health Foundation, large or small, is sincerely appreciated. This past year we were the grateful recipients of a **\$1 million gift from Michael and Iris Smith** which will significantly benefit our **heart services** and **health care heroes**. We were also humbled to receive numerous smaller, yet equally heart-felt contributions from financial gifts to donations of **hand-made masks** and **cards of encouragement from our elementary school students**. To each and every one, we say **THANK YOU**; your generosity helps ensure we all have access to the care we need when we need it most.

Your partnership makes a real difference!

Look at the incredible things your donations supported in 2020:



When Kootenai Health's microbiology staff first started COVID-19 testing, there was only one analyzer that could be used. **Because of generous supporters, a second analyzer was purchased** by the Health Care Heroes Fund.



Our generous seamstress community provided over **8,500 handmade masks and over 1,000 scrub caps** for staff when supplies were at an all-time shortage.



Our Injury Prevention program got creative and held a drive-through bicycle helmet education event. Altogether, **this event distributed over 200 helmets** to children in the community.



Support programs **helped patients and their families stay at the Hospitality Center free of charge** when receiving treatment at Kootenai Health.

Thank you for investing in our mission and partnering to improve the health of our community.



**Kootenai Health
Foundation, Inc.**



2020 was an incredibly challenging year. When visitor limitations went into effect, your gifts funded technology to connect patients with their loved ones. When our community needed faster testing results, your gifts purchased a COVID-19 testing analyzer. And when staff needed a moment of respite, you were there through your support with notes of encouragement. Thank you for believing in our mission and the work of your local hospital.



3 East Critical Care team thanking the community for their support during the COVID-19 pandemic.

Your Gifts Have Great Impact

Your generosity made a difference in the lives of the more than 200,000 patients across the region. Whether your gift helps with the lives we touch today or helps us invest in the continued development of our clinical staff for the future, your donation is helping connect care across our communities and making the everyday experience an exceptional one. Thank you for investing in our mission and partnering to improve the health of our community.

In 2020, your support funded:

Health Care Heroes	\$ 926,528
Employee Scholarships/Trainings	\$ 34,241
Equipment - Intensive Care Unit (ICU), Heart Services, and Cancer Services	\$ 174,776
Children's Services, Pediatrics, Neonatal Intensive Care Unit (NICU)	\$ 94,599
Support programs - Family Fund, Injury Prevention, and Cancer Patient Support	\$ 130,759
Purchase of da Vinci Surgical Robot	\$1,600,000
	\$ 2.9 Million

2020 Gifts to Support Kootenai Health

Through gifts from generous donors like you, the Foundation was able to provide \$2 million to directly benefit patients and staff at Kootenai Health.

They include:

- \$1.5 million** for Health Care Heroes to purchase employee care packages, COVID-19 testing analyzer, ICU respiratory equipment, iPads for patient rooms and the vaccine clinic.
- Over \$584,000** in equipment for various departments.
- Over \$120,000** for employee, patient and community benefit programs including the Family Fund, Cancer Patient Support Program, and Injury Prevention programs.
- Over \$42,000** for scholarships, certification, and training for employees seeking to further their education and clinical skills.

KOOTENAI HEALTH AWARDS AND RECOGNITIONS



Mayo Clinic Care Network Member
The network includes organizations across the nation that work closely with Mayo Clinic to provide patients a higher level of care close to home.



Kootenai Health is dual certified as a Level II Trauma Center through the Idaho Time Sensitive Emergency System and a Level III Trauma Center through the American College of Surgeons.



Kootenai Health received an "A" Hospital Safety Grade from Leapfrog.



Top 100 ranking means Kootenai Health is among the best in the nation when it comes to providing quality, affordable health care to our community.



The Gallup Great Workplace Award recognizes companies for their extraordinary ability to create an engaging workplace culture.



Magnet means nursing excellence, earned by only 7% of hospitals nationwide.



The GO2 Foundation for Lung Cancer has recognized Kootenai Health as having the highest quality of care with a patient-centric approach for patients with cancer care.



The American College of Surgeons named Kootenai Health as an Accredited Breast Center.



Kootenai Health received an "A" rating for outstanding financial stewardship.



Healthgrades has recognized Kootenai Health as one of the top ten percent in the nation for cardiac surgery excellence.



Kootenai Health's Level III NICU can care for babies born as early as 28 weeks, and those as small as 2 pounds.



Kootenai Health's Neurodiagnostics lab is accredited by ABRET. Services also include an Epilepsy Monitoring Unit.

OUR MISSION

We improve health one patient at a time in a friendly and professional culture committed to superior quality and safety.

OUR VISION

Kootenai Health 2030
One connected team, boldly transforming the health care experience, to become a premier medical destination.

KOOTENAI HEALTH BOARD OF TRUSTEES

- Terence Neff, MD, Chair
- Robert Colvin, Vice-Chair
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- Cindy Clark, Trustee
- Thomas deTar, MD, Trustee
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