



# 2022

## ANNUAL REPORT

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### GENERATIONAL STRENGTH



"We come from strong people.  
We can do this. It just takes  
all of us."

*- CHIEF PUBLIC HEALTH OFFICER, MONA ZUFFANTE  
ADDRESSING THE WINNEBAGO COMMUNITY*

**402-878-2231**

winnebagohealth.com

225 S. Bluff Street

PO Box HH

Winnebago, NE, 68071

Care You Can Count On





# INTRODUCTION

CARE YOU CAN COUNT ON



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## THANK YOU

We couldn't have done it without you! Our heartfelt thanks go out to everyone who has entrusted us to assist them on their health journey. A special acknowledgment to those who serve the Winnebago and Omaha nations – your dedication to providing high-quality, compassionate, and culturally-centered care is how we are able to make an impact. To our colleagues and partners, we deeply appreciate your willingness to understand and work together. Last but not least, to the WCHS board and Winnebago Tribe of Nebraska's Tribal Council, we are forever grateful for your unwavering guidance and leadership that have brought us to where we are today.

*Jim Rixner*

Jim Rixner, Chairman  
WCHS Board of Directors

PINAGIGI

Amid a global health crisis, the year 2022 marked a turning point as communities around the world continued to navigate the COVID-19 pandemic. With the help of vaccinations and precautions taken, we have started to see a significant impact in our community. As we emerge from the pandemic, we can begin to focus on the future and prepare for the next seven generations.

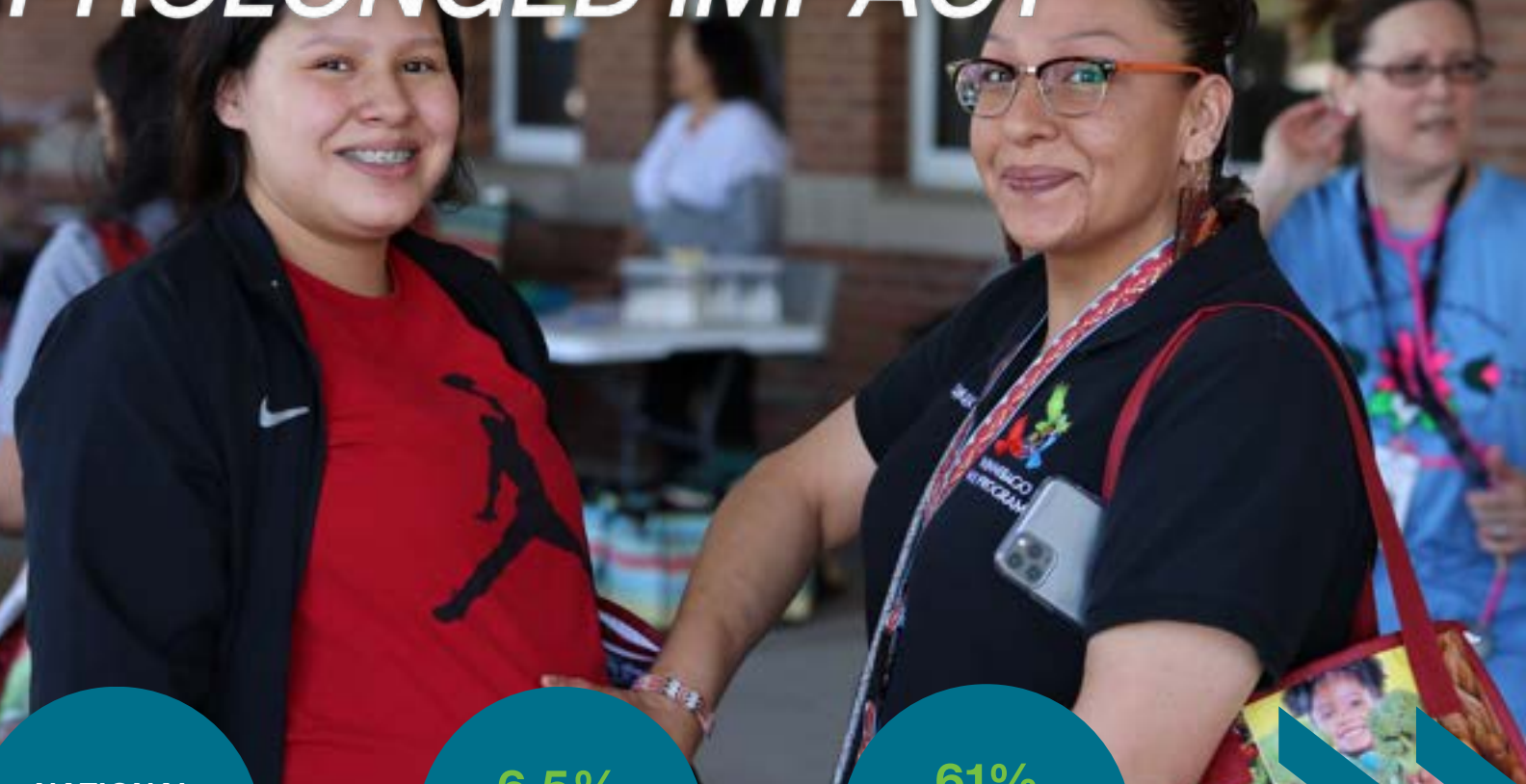
For the past four years, improving the health of patients has been a mission-driven goal for WCHS despite pandemics, turnover, and other distractions. This year was no different, and our organization continued to strive towards providing quality care services. Through this report, it is evident that our organization has become more stable and is providing care services that patients **can count on**. We are beginning to invest in new technology that will take their care services to the next level, while also building out support systems and processes to ensure financial sustainability.

As WCHS continues to adapt to changing tides, it is important to understand the trends of our communities and use those insights to make informed decisions. By doing so, we can produce better results at every stage of care and ensure that patients receive the best possible care services. With a renewed focus on patient care, WCHS is well-positioned to continue its progress toward a healthier future.



In 2022, we saw that the effects of COVID-19 reached beyond the medical implications. Equipment deliveries that would have taken two months to arrive pre-pandemic were now estimated to take 12-14 months. Inflation rates which had been increasing by 2-3% per year, rose to a 40-year high of 6.5%. Shortages of workers with critical skills became a challenge, and compensation for key positions had to be audited more frequently. Despite the post-pandemic impact on the supply chain, costs, and recruiting and retaining talent, FY22 presented growth and change opportunities. **To counter these nationwide trends, WCHS took specific measures to establish a new normal. This included initiatives to recruit and retain talent.**

# PROLONGED IMPACT



# OUR PEOPLE

## RECRUITMENT, PROMOTION, & RETENTION

To cut costs and improve engagement this year, we made significant progress in reducing the number of shared, traveler, or contract employees. We created hiring incentives for Nursing, Lab, and Radiology positions to inspire the hiring of full-time direct employees in those areas. We assumed control of the Human Resources, Finance, IT, and Communication Departments and their 14 employees from the Winnebago Tribe of Nebraska, leaving only 9 shared employees working for WTN grant-funded departments. With these efforts, we have successfully reduced our contracted share from 8.41% in FY21 to 7.34% in FY22. In addition, we partnered with Jackson Physician Group, Medefis, and other recruiting companies, to help us locate, vet, and hire the right candidates for several professional and high-level positions on throughout the organization.

At WCHS, we believe in promoting internal career advancement among our employees. In FY2022, we promoted 36 employees to new positions within the organization, with a wage increase. Of these 36 individuals, 19 are enrolled with the Winnebago Tribe of Nebraska, and 8 are enrolled with other Federally-recognized tribes.

Studies have shown that 52% of employee turnover occurs within the first twelve months of employment. To address this, our Human Resources department rolled out a new employee recognition program in FY2022 to decrease the turnover rate and recognize employees with long tenure at our facility. In FY2022, we hired 69 employees for permanent positions (temp positions were not included). Of those 69 employees, 42 (61%) remain actively employed with WCHS. Our turnover rate has also decreased within the facility, with an average of 2.20% in FY22.



# STRONGER TECH EQUALS STRONGER HEALTHCARE



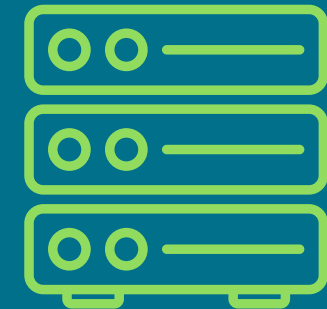
We continue to leverage technology to enhance the delivery of healthcare services, despite obstacles we remain committed to always striving to provide our community with the best possible care. This year, we have undertaken several projects aimed at improving communication, data management, and patient care.

## ENHANCING VIRTUAL CAPABILITIES



WCHS procured and deployed Polycom units in all conference rooms. These units seamlessly integrate with the Vibe boards to conduct virtual meetings, thus enabling us to effectively meet the evolving needs of healthcare delivery. In FY23, we plan establish the necessary GoTo Meeting licenses and configurations that will make this solution fully operational successfully facilitating efficient communication and collaboration among our staff.

## REVOLUTIONIZING DATA MANAGEMENT



We upgraded two servers for BioMed, replacing the existing RALS server. These servers are instrumental in facilitating the download of patient data to a central database, aiding healthcare providers in monitoring patients' glucose levels for treatment. With new servers upgrade enables our team to wirelessly download this data both accelerating the data transfer process while enhancing the efficiency of glucose level monitoring to ultimately improve our patient care.

## STRENGTHENED CONNECTIVITY

We established a new VPN (Virtual Private Network) tunnel to Nebraska Medical Center (NMC). This VPN tunnel enables seamless and secure data sharing between our hospitals. This streamlined our patients healthcare experiences removing their need to physically collect copies of their images by enabling NMC to access radiology images before our patients' appointments.



Nebraska Medical Center



Twelve Clans Unity Hospital stands as a beacon of healthcare excellence in our community. Our dedicated team strives to deliver exceptional patient care. In our state-of-the-art Laboratory, we employ cutting-edge technology to ensure precise diagnostics and rapid results. The Pharmacy Department, experiencing remarkable revenue growth, ensures access to vital medications, including innovative drive-up services during the COVID-19 pandemic. Radiology enables early diagnoses through advanced imaging techniques. Quality Management tirelessly works to maintain CMS certification, improve change management, and address service gaps, enhancing overall healthcare quality.

Lastly, our Physical Therapy Department empowers patients with rehabilitation and mobility support. Together, we are committed to providing comprehensive, compassionate, and cutting-edge healthcare for our community's well-being.



Twelve Clans Unity Hospital







# PHARMACY

## ABOUT COVID PHARMACY DRIVE-UP SERVICE

In response to the COVID-19 pandemic, the Pharmacy Department introduced a drive-up service that proved to be highly efficient, allowing patients to conveniently pick up their medications outside the facility. This innovative service not only contributed to the mitigation of COVID-19 transmission for pharmacy service but also extended support to other departments, assisting in reducing exposure by handling various tasks such as dispensing contact lenses, dental items, and medical records forms.

Our Pharmacy has achieved a substantial increase in revenue, surpassing \$4 million for the first time in our history. This achievement represents a \$1 million increase compared to the previous year. Despite the challenges faced, our dedicated team worked tirelessly to enhance revenue generation.

# \$4,000,000

### REVENUE

While achieving remarkable financial growth, the Pharmacy also proactively addressed challenges related to insurance cards and information by implementing an electronic card finder system to locate insurance information for patients efficiently, accessing the Iowa (IA) and Nebraska (NE) Medicaid portals electronically to verify active coverage for patients (although provider enrollment in IA or NE Medicaid is beyond our control). All the while maintaining diligent communication with the business office to ensure proper enrollment and accurate billing.

# 13,529

### DRIVE-UP ENCOUNTERS

# 40,587

### INDIVIDUALS THAT HAD REDUCED CONTACT WITH COVID-19

# LABORATORY

This year, our Laboratory expanded drug toxicology testing to include Fentanyl enabling our team to detect and treat patients who may otherwise have been at risk due to potential interactions with this powerful opioid. We also introduced in-house testing for CT-NG and Trichomonas, enhancing our ability to diagnose and treat sexually transmitted infections promptly. This addition includes the implementation of the Multiplex Vaginal Panel and self-collection vaginal swabs which broadened the scope of female wellness testing within our community. Both additions were met with positive feedback from both providers and patients, further reinforcing our commitment to comprehensive healthcare services.





# ENSURING QUALITY

Quality management plays a pivotal role in ensuring the highest standards of care and continuous improvement. In the past year, we have focused on key initiatives aimed at enhancing the quality of our services and strengthening our commitment to excellence remains steadfast in its commitment to excellence, continuous improvement, and the delivery of high-quality healthcare services to our community.

32

Change Management Forms Address

31

Change Management Forms Successfully Run Through

266%

Improvement in Use of the Process

97%

Quality Submissions that Moved Forward.



150 OUT OF 168

Cases Documented With Solutions Identified.



## WINNEBAGO PUBLIC HEALTH DEPARTMENT

The journey of Winnebago Public Health toward accreditation has ushered in a new era of data-driven decision-making and proactive community engagement. Our commitment to using information as a compass for program development and response has been a transformative experience. In a monumental achievement, we successfully submitted hundreds of documents to the Public Health Accreditation Board on August 30, 2022. This accomplishment was the culmination of years of dedication from our staff and active involvement from the community, marking a significant milestone in our pursuit of excellence.







# BEHAVIORAL HEALTH

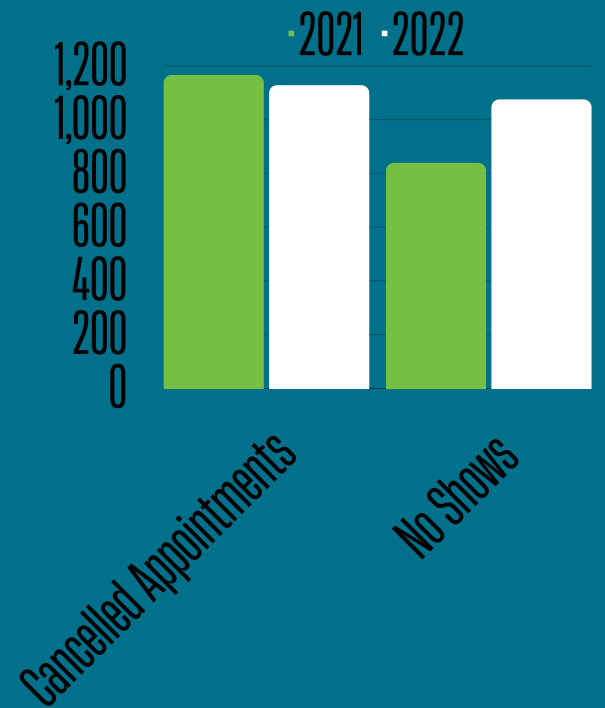
## EMPOWERING MENTAL WELLNESS

Our behavioral health services team is committed to nurturing mental wellness within our community. This year, we've achieved significant milestones, fostering better mental health and providing essential support.

After noticing concerning trends in our cancelled and no show appointments. We've embraced innovative ways to ensure successful therapy participation, reaching out to our patients through text messages, calls, and emails. This initiative has not only improved engagement but also strengthened our connection with those we serve.

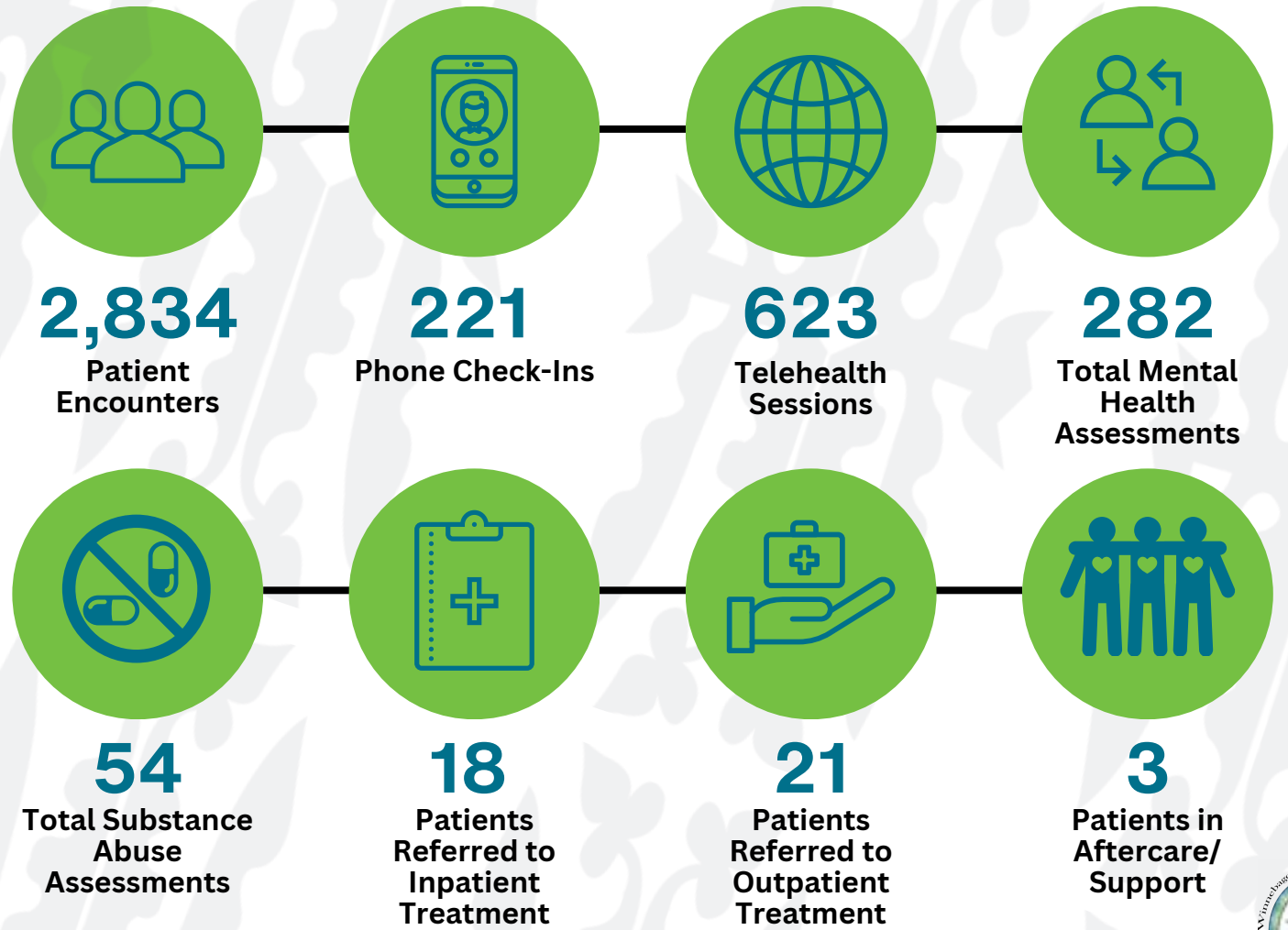
Our commitment to serving our community is evident in the increase in patient encounters, rising from 2700 last year to 2834 this year. Each encounter represents a step toward better mental health.

Our commitment to crisis intervention is unwavering. Our team of mental health therapists operates a 24-hour crisis phone line, providing immediate support when it's needed most.



### Community Health Collaboration Initiatives

- Northwest Nebraska Opioid Overdose Prevention Task Force, contributing to broader community well-being.
- Participation in daily Safety Huddles with Twelve Clans Unity Hospital and facilitate weekly group supervision with clinical staff, promoting a holistic approach to healthcare.
- Winnebago Fire Department through Critical Incident Stress Management (CISM) debriefing.
- Therapist Nicole Wells is at the Educare Education Center on Tuesdays, providing onsite mental health consultation for children, staff, & pare parentnts.
- In collaboration with the Diabetes Program, we've provided invaluable education on coping with diabetes, recognizing the crucial link between mental health and chronic conditions.



# DIABETES DEPARTMENT

TRANSFORMING LIVES THROUGH EDUCATION AND SUPPORT

369

AFTER SCHOOL PROGRAM SCREENINGS

238

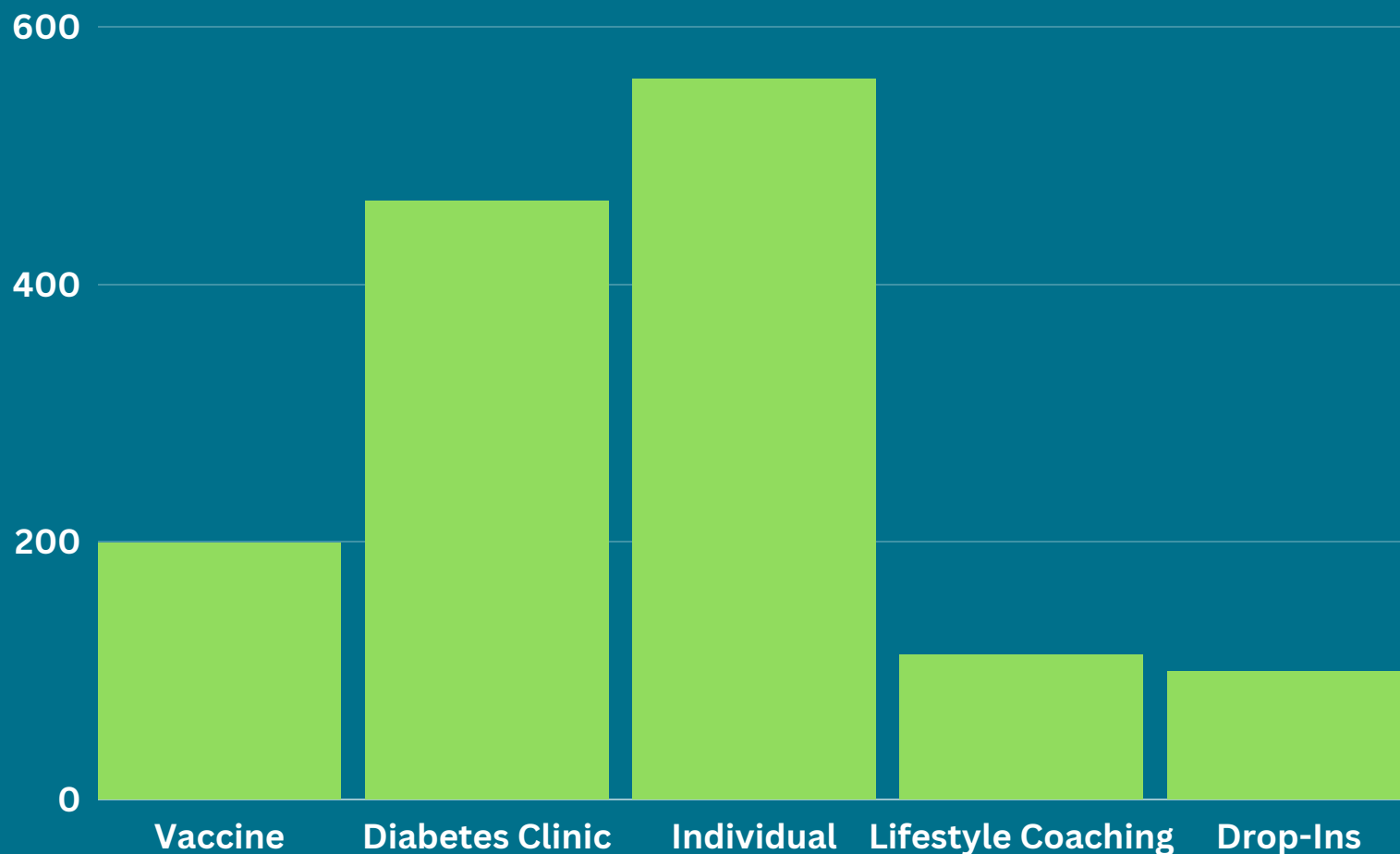
COMMUNITY SCREENINGS

432

SCHOOL SCREENINGS

The Diabetes Program at Winnebago Comprehensive Healthcare System continues to make significant strides toward achieving its mission of preventing and managing diabetes in our community. Through a combination of educational initiatives, outreach efforts, and clinical care, the program is making a positive impact on the lives of individuals living with diabetes.

2022 Patient Visits



COVID-19 vaccine administration, diabetes clinic visits, individual visits with certified diabetes educators, lifestyle coach sessions, and nurse-only drop-in visits collectively contributed to 1,433 visit encounters. Outreach played a significant role, with 3,208 outreach encounters ensuring that patients received necessary follow-ups and support.



REFERRALS TO SUPPORTIVE DIABETES SERVICES INCREASED FROM 24% TO 29%

LESS SUGAR BEVERAGES CONSUMED BY CLIENTS CAUSES, SIGNIFICANT DROPS OF 77% BELOW BASELINE LEVEL.







**12K**

EGGS FOR  
EASTER EGG  
EVENT

**5k**

ESTIMATED  
CHRISTMAS  
PRESENTS FOR  
CHILDREN

**17+**

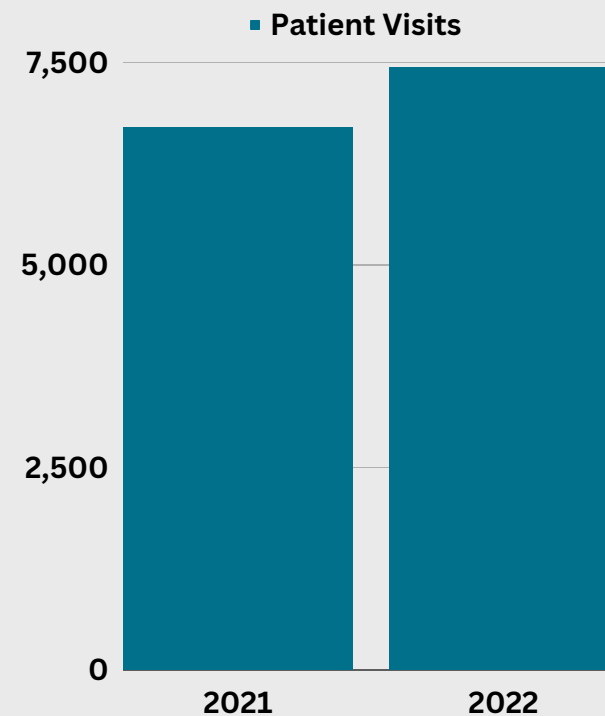
YEARS OF  
COMMUNITY  
OUTREACH

# WINNEBAGO DENTAL

In the pursuit of comprehensive healthcare, the Dental Department at the Winnebago Public Health Department plays a pivotal role in fostering healthy smiles within our community. Our commitment to oral health is reflected in the statistics and initiatives of Fiscal Year 2022.

## HEALTH PROMOTIONS AND DISEASE PREVENTION

Prevention is at the heart of our dental clinic's mission. We actively engage in various proactive prevention programs, ensuring the well-being of our community.



- Head-start Xylitol Program: Children chew two pieces of gum twice a day to promote oral health.
- Head-start Fluoride Varnish Program: Protective fluoride varnish is applied five times during the school year for all Head-start children.
- Comprehensive School Programs: We provide exams, sealants, silver diamine treatments, fluoride varnishes, and education to students from Kindergarten to 8th grade. Our goal is to see our children thrive without cavities in our schools.

## DENTAL COVERAGE

It's noteworthy that 62% of our patients do not have insurance or third-party coverage. To address this, we're taking steps to improve insurance data entry and third-party revenue, ultimately enhancing accessibility to dental care.





# FINANCIAL STATEMENT

## Winnebago Comprehensive Healthcare System Statements of Revenues, Expenses, and Change in Net Position For the Years Ended in September 30, 2022

Assets	2022	2021 (Restated)
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 17,175,362	\$ 40,716,579
Patient Accounts Receivable, Net	1,099,624	3,920,585
Due from the Winnebago Tribe of Nebraska	521,921	245,179
Inventory	1,048,905	1,374,470
Grant Receivables	504,432	400,039
Investments	19,542,055	-
Other	47,576	701
Total Current Assets	<u>\$ 39,939,875</u>	<u>\$ 46,657,553</u>
<b>Noncurrent Assets</b>		
Capital Assets not being depreciated	533,315	676,961
Capital Assets and right-to-use lease, net	5,070,272	5,036,498
Total Noncurrent Assets	<u>5,603,587</u>	<u>5,713,459</u>
Total Assets	<u>\$ 45,543,462</u>	<u>\$ 52,371,012</u>
<b>Liabilities and Net Position</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$ 1,110,113	\$ 1,380,495
Due to Winnebago Tribe of Nebraska	1,669,820	1,549,390
Purchased Referred Care Payable	190,397	304,570
Lease Payable, current portion	206,120	178,722
Accrued Expenses	2,266,384	940,533
Total Current Liabilities	<u>\$ 5,442,834</u>	<u>\$ 5,442,834</u>
<b>Noncurrent Liabilities</b>		
Lease Payable, noncurrent portion	122,430	328,550
Total Liabilities	<u>5,565,264</u>	<u>4,682,260</u>
<b>Net Position</b>		
Net Investment in capital assets	5,275,037	5,206,187
Restricted	34,703,161	42,482,565
Total Net Position	<u>39,978,198</u>	<u>47,688,752</u>
Total Liabilities and net position	<u>\$ 45,543,462</u>	<u>\$ 52,371,012</u>

	2022	2021 (Restated)
<b>Operating Revenues</b>		
Indian Health Service compact	\$ 27,214,897	\$ 61,959,626
Net patient Service Revenue	8,474,288	10,346,271
Other	308,936	413,833
Total Operating Revenues	<u>\$ 35,998,121</u>	<u>\$ 72,719,730</u>
<b>Operating Expenses</b>		
Salaries and wages	26,144,899	23,148,904
Contract Labor	6,357,479	7,311,982
Indirect Costs	4,498,799	5,539,594
Medical and Drug Supplies	3,074,023	2,710,418
Supplies and Postage	1,587,370	1,907,593
Purchased/Referred care	1,268,787	1,940,508
Deprecation and Amortization	1,025,768	842,000
Other Program costs	657,415	1,044,654
Rent	577,343	554,424
Utilities	545,075	506,336
Travel and Training	257,910	197,375
Repairs and Maintenance	206,801	502,691
Information Technology	186,047	322,193
Professional Fees	54,569	145,910
Total Operating Expenses	<u>46,442,285</u>	<u>46,674,582</u>
Operating Income (Loss)	<u>\$ (10,444,164)</u>	<u>\$ 26,045,148</u>
<b>Non-operating Revenues (Expenses)</b>		
Noncapital grant and contributions	\$ 2,336,787	\$ 3,356,881
Contributions from Winnebago Tribe of Nebraska	454,108	-
Investment Loss	(317,337)	-
Interest Income	260,252	116,416
Forgiveness of Paycheck Protection Program Loan	-	2,373,700
Total nonoperating revenue(expenses)	<u>2,733,610</u>	<u>5,846,997</u>
<b>Change in Net Position</b>	(7,710,554)	31,891,145
Net Position, beginning of Year	47,688,752	15,796,607
Net Position, end of Year	<u>\$ 39,978,198</u>	<u>\$ 47,688,752</u>





**CHIEF ADMINISTRATIVE OFFICER**  
Sharon Frenchman



**CHIEF PUBLIC HEALTH OFFICER**  
Mona Zuffante



**CLINICAL SERVICES ADMINISTRATOR**  
Austin Schanzenbach



**CHIEF OPERATIONAL OFFICER**  
Laura Gamble



**QUALITY MANAGEMENT DIRECTOR**  
Francine Parmenter



**DIRECTOR OF NURSING**  
Joe Pluth



**CHIEF EXECUTIVE OFFICER**  
Danelle Smith



**CONTROLLER**  
Kim Friloux



**CHIEF MEDICAL OFFICER**  
Carl Sirio

# BOARD OF DIRECTORS



**VICTORIA KITCHEYAN**



**ROWEN K. ZETTERMAN**



**COLY BROWN**



**JIM RIXNER**  
**CHAIRPERSON**



**DARLA LAPOINTE**

# EXECUTIVE TEAM



## POSITIONED FOR

# SUSTAINABLE GROWTH

The Planning & Development Department at Winnebago Comprehensive Healthcare System has been instrumental in driving positive change, ensuring the organization's sustainability, and enhancing the quality of care and services offered to our community.

### GETTING A HANDLE ON FUNDING AND GRANT MANAGEMENT

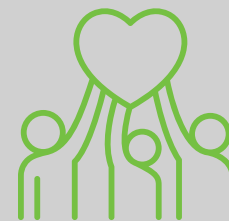
When Twelve Clans Unity Hospital was established in 2018, it embarked on a fast-paced journey to provide top-notch patient care, efficient staff coordination, and robust grant management. While the focus on immediate program implementation and patient service delivery was crucial, it led to challenges in maintaining a comprehensive understanding of our funding sources, obligations, and program histories.

In 2022, the Planning & Development Department took decisive steps to address this challenge. We evaluated grant management software from across the United States and selected GrantNavigator, a project management software, using American Rescue Plan Act (ARPA) funds. This initiative aimed to centralize grant-related information, facilitate timely reporting, and ensure a clear understanding of funding commitments.

Through ongoing efforts, we are creating a grant library that consolidates critical grant information, from award amounts and funding sources to program details and reporting deadlines. This transformation allows us to make more informed financial decisions, eliminate missed deadlines, and avoid strategic decisions based on incomplete data. With better data accessibility and utilization, we are better positioned to serve our community's needs and ensure the sustainability of our programs.

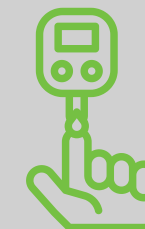
### ADDRESSING SERVICE GAPS AND ENHANCING HOLISTIC CARE

The Planning & Development Department, in collaboration with program staff, has identified and addressed service gaps that our current budget does not cover. These initiatives have resulted in impactful improvements across various areas.



### COMMUNITY CRISIS RESPONSE PARTNERSHIP

*A significant award from the U.S. Department of Health & Human Services' SAMHSA division allows us to divert those experiencing mental health crises from criminal justice intervention, fostering a more supportive and compassionate approach.*



### DIABETES PROGRAM CLINICS

*We secured funding from the Indian Health Service (IHS) for our Diabetes Clinic, enabling comprehensive diabetes prevention and maintenance education, staff support, and exercise equipment to combat the disproportionate impact of diabetes in our community.*



### SENIOR CENTER SUPPORT

*Multiple awards from HHS's Administration for Community Living have empowered our Senior Center to provide vital nutrition offerings, socialization opportunities, and independence support for our elders, respecting their invaluable contributions to our community.*



### OTHER PROGRAM SUPPORT

*Numerous programs, including Public Health Nursing, the WPHD Accreditation Process, the Winnebago Alcohol Program, and our Domestic Violence Program, have received critical support through grant awards, allowing us to enhance the quality and reach of our services.*