

Winnebago Comprehensive Healthcare System

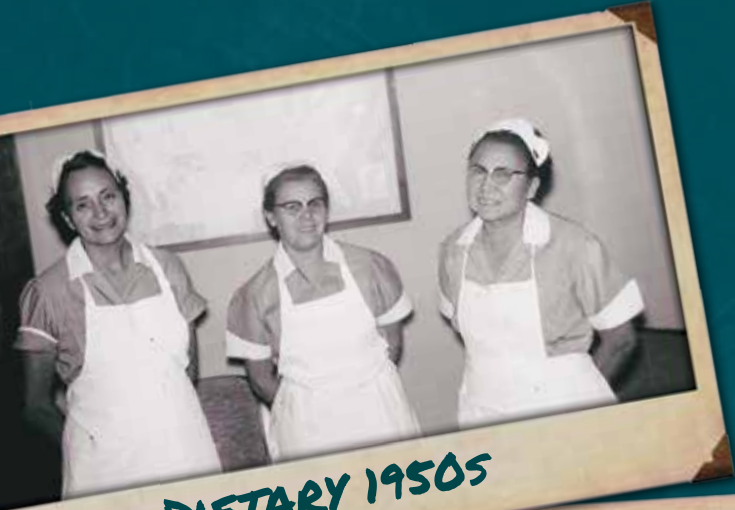
# Redefining *Resiliency*



2021 ANNUAL REPORT



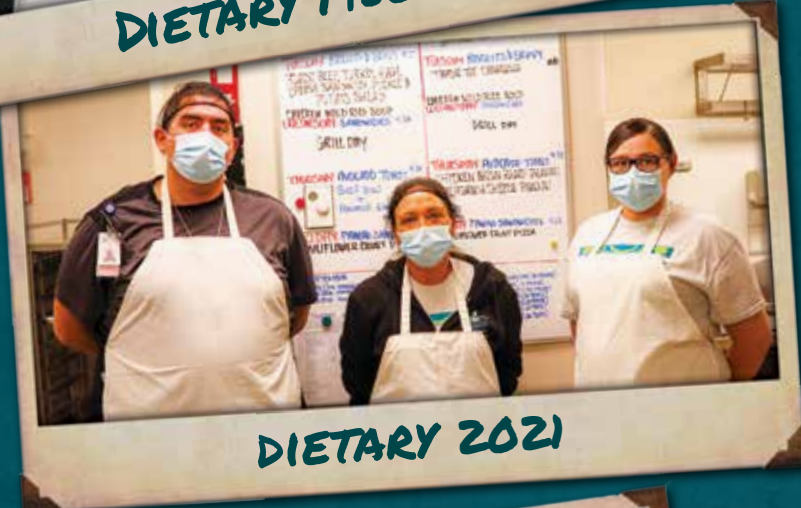
# THEN & NOW



DIETARY 1950S



HOSPITAL 1950S



DIETARY 2021



HOSPITAL 2021



ADMINISTRATIVE OFFICER 1950S



PHARMACY MANAGER 1950S



PHARMACY MANAGER 2021



ADMINISTRATIVE OFFICER 2021

## A MESSAGE FROM THE CEO

### Winnebago Comprehensive Healthcare System CEO

What does it mean to be resilient? Resiliency can be defined as the ability to recover quickly from difficult conditions, to be tough, and being able to adapt to challenges. The year 2021 showcased the Winnebago Comprehensive Healthcare System's ongoing resiliency to provide quality tribal healthcare despite the COVID-19 pandemic and many other challenges.

I continue to be extremely proud of our staff and the entire Winnebago tribal community for leading the nation in healthcare programs and services. This past year, the innovations and development of new processes included establishing new networks and avenues that provide our community with efficient and innovated care and resources. We have also focused on improving existing programs with increased training through grants, education, and licensing. The Winnebago Public Health Department showcased their years of hard work and made huge strides toward Public Health Accreditation this year. Twelve Clans Unity Hospital also continues to make significant steps toward certification by the Centers for Medicaid and Medicare (CMS) by refining and analyzing process while waiting for their official CMS survey. Throughout this report you will see more examples of our expansive skillset that we continue to grow upon each year despite the obstacles that the COVID-19 pandemic presented.

As we work to accomplish our goals at Winnebago Comprehensive Healthcare System, it is important to remember that our work is a marathon and not a sprint. There is still more work to be done every day, but as we step back and recollect our year we can be proud of all our endeavors. Not only did our staff display unwavering strength in times of adversity, the collaboration and hard work of the Winnebago Public Health Department and Twelve Clans Unity Hospital greatly improved the services and care we provide our patients and clients. This showcased our capability to redefine what it means to be resilient, becoming stronger and better than we have ever been before.

*Danelle Smith*

Danelle Smith, Esq.



## WPHD 2021 HIGHLIGHTS FROM THE CHIEF PUBLIC HEALTH OFFICER

*Mona Zuffante, Public Health Administrator*

2021 has brought some exciting changes within the Department. In July 2021, the WPHD welcomed the WIC and Alcohol program back under our umbrella. This was a welcome addition to complement the services that we were currently providing, but also bridging some of the gaps. We are continually enhancing the services and working with stakeholders on where improvements can be made to meet the every evolving needs of the community.

One of the examples of meeting the needs of our community was the EMS Advanced Service Licensure. This was recognized as a need to provide higher level of care through our EMS program for our community. The director worked on building the capacity through training and obtaining the necessary equipment to be able to advance to this level. This was many years in the making to get us to this position.

The WPHD has been able to secure many grants including the Northeast Nebraska Native Alcohol and Substance Abuse Network, which has provided an opportunity for partners to network on the availability of services provided in this area. Another opportunity was the Native Connections Project Grant, which has emphasized the importance of including culture into the program planning. It has provided opportunities to give the youth and the community for cultural engagement and empowering of the youth and young adults to participate in these programs.

COVID 19 continued to plague the community, but vaccination clinics were planned every Wednesday to combat this persistent issue. The community responded with an outpouring response of participation in the clinics and encouraging others through various campaigns to get their vaccination. The vaccination campaign demonstrated the importance of the personal connections and the significance of protecting our people. The vaccination rate was the highest in the area, due to the engagement and all entities working together to promote these efforts.

The *Journey to Public Health Accreditation* has been a long road, but on September 2021, the application was submitted to the Public Health Accreditation board. The decision was made after several plans and documents were created and followed. Public Health Accreditation process demonstrated the excellence that a Public Health Department should have and we have stepped up to that challenge. The WPHD are stewards of the community's public health and as such, we want to continue to use data to continue to evolve and improve all of our processes. The WPHD wants to continue to increase the engagement with stakeholders and implement meaningful plans. We want to make sure that the dreams and hopes of our ancestors continue to resonate within our programs to create a healthy community for all of our present and future generations.

*EMS Advanced Service Licensure*

Winnebago Public Health Department's Emergency Medical Services (EMS) division, led by Medical Service Director Cindy Aldrich with the support of Physician Medical Director, Joseph Nicolas, M.D., has achieved their EMS license for ALS Ambulance Services. Winnebago EMS continues to provide Basic Life Support (BLS) services, but now are able to transport patients in need of advanced care.

The Winnebago Tribe of Nebraska is the first Tribe in Nebraska to obtain an Advanced Life Support Service License. For patients, this expansion of services is critical to providing emergency care on the Winnebago Reservation. Winnebago EMS can provide transport for patients in need of a higher level of care. This includes patients that may need additional medical interventions like advanced airway support, tracheal intubation, cardiac monitoring (electrocardiography), intravenous (IV) therapy, administration of IV medications, and more. The Winnebago service is staffed with three EMS Drivers, seven Emergency Medical Technicians with advanced training, one Paramedic, one Registered Nurse, and plans to hire additional Advanced Providers. Winnebago EMS was formerly known as Winnebago Tribal Rescue and Ambulance Service and hopes to provide Critical Care Transport and Community Paramedicine in the future.

## JOURNEY TO PUBLIC HEALTH ACCREDITATION

The Winnebago Public Health Department has been working toward achieving accreditation from The Public Health Accreditation Board (PHAB). Accreditation by the PHAB pertains to performance and quality improvement of WPHD and provides a framework for the health department to identify performance improvement opportunities, improve management, develop leadership, and improve relationships with the community.

To qualify for accreditation, health departments must demonstrate they meet the Public Health Accreditation Standards and Measures. The WPHD submitted their application for accreditation in 2021 and it was accepted in September of that year. The WPHD will have a site visit from the Public Health Accreditation Board. In preparation, the WPHD will hold a mock site visit for training and staff preparation.



## THE NORTHEAST NEBRASKA NATIVE ALCOHOL AND SUBSTANCE ABUSE NETWORK

WCHS was awarded a grant from the Department of Health and Human Services' (DHHS) Health Resources & Service Administration to launch the Rural Health Outreach and Rural Network Development Program. The grant, which totaled \$99,768, will be used to develop the Northeast Nebraska Native Alcohol and Substance Abuse Network (NENNASAN) in effort to support Native Americans seeking treatment throughout the region.

Funds will be used to support a one-year planning process with core and supporting partners who will focus on developing a strategic plan to support NENNASAN, identify pretreatment space, and create treatment coordination and post treatment support. Core partners of the NENNASAN are WCHS (which includes the Winnebago Public Health Department and Twelve Clans Unity Hospital), Winnebago Alcohol Program, Omaha Alcohol Program, Carl T. Curtis Behavioral Health Clinic, and the Indian Health Service Great Plain Area Regional Drug Dependency Unit. Supporting partners include Frank LaMere Hope Street of Siouxland, Nebraska Urban Indian Health Coalition, Rosecrance Jackson Centers, and DHHS's Divisions of Behavioral Health and Public Health's Health Disparities and Health Equities Section.

This grant creates opportunities to strengthen alcohol and substance abuse services and maximize efficiency of current services. Tribal Councils from both The Winnebago Tribe of Nebraska and The Omaha Tribe of Nebraska passed Resolutions endorsing NENNASAN. The award period for the grant began on July 1st, 2021 and a Project Coordinator was hired under the Winnebago Public Health Department's Behavioral Health Program to support NENNASAN planning.



NENNASAN Partners at the Frank LaMere Hope Street Ribbon Cutting in June 2021



## ALCOHOL & WIC PROGRAMS

### Winnebago WIC Program and the Alcohol Program Move Under WPHD

The Winnebago Public Health Department expanded operations in 2021 to include two programs new to the health department umbrella. This included the WIC Program and the Winnebago Alcohol Program.

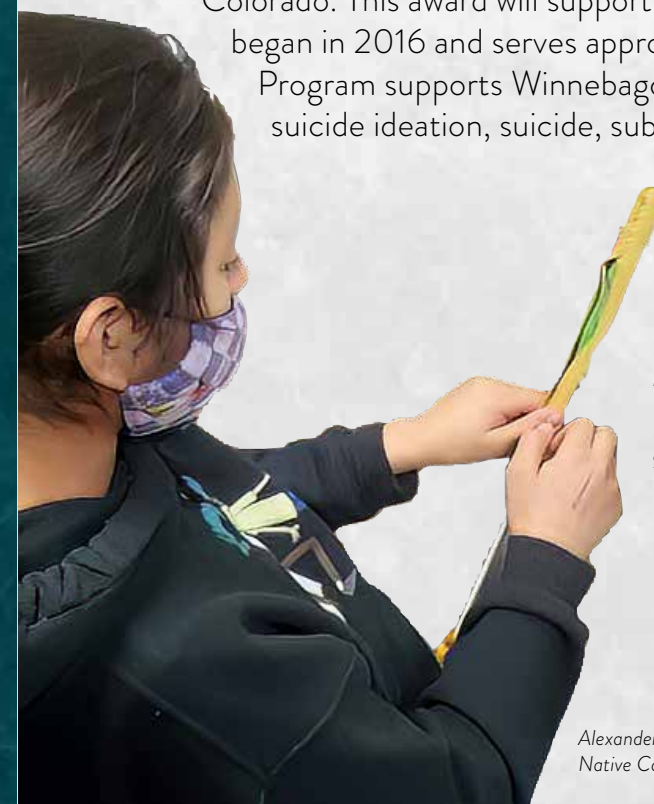


## NATIVE CONNECTIONS PROJECT

The WPHD was awarded a \$25,000 grant from the First Nations Development Institute of Longmont, Colorado. This award will support the efforts of the WPHD's Native Connections Program, which began in 2016 and serves approximately 550 native youth every year. The Native Connections Program supports Winnebago youth from ages 14 to 24. The program works to prevent suicide ideation, suicide, substance abuse, and help deal with historical trauma through

exploring traditional cultural practices. By providing workshops in regalia, instruments, and tool making the goal is for the program to become an outlet for native youth empowerment. Additionally, a Ho-Chunk language component will be introduced to support ownership in traditional ways. WPHD Mental Health Therapists will also be involved in our classes to promote familiarity and trust in counseling as a tool to further support healthy choices in native youth.

The Native Connections grant period began on October 1st, 2021 and will end in a year. Funds will be used to support the program's staff and promote cultural awareness amongst the native youth in Winnebago.



Alexander G. Smith makes a drum stick during the Native Connections drum stick making class.

TWELVE CLANS UNITY HOSPITAL 2021 HIGHLIGHTS FROM THE CHIEF OPERATING OFFICER

*Laura Gamble, Hospital Chief Operating Officer*

Throughout 2021, the hospital expanded services and staff while exemplifying our core values of trust, compassion, understanding, and healing.

Our Radiology department expanded training and technology and now offers expanded services to patients. New processes have also been developed, such as our reminder call system and wheelchair tagging procedures. These have greatly improved accessibility and outcomes in our Outpatient Clinic.

We successfully passed the life safety portions of inpatient accreditation, and in support of this the Pharmacy transitioned to full-time coverage, expanding the hospital's access to medication experts during after-hours and weekends for emergent patients.

We continue to grow and welcome new additions to our medical staff and have implemented an integrated care model, which cultivates a collaborative care environment with expert medical providers throughout the Outpatient, Emergency, and Inpatient Departments. In support of that care model virtually all providers in our emergency department have transitioned from contracted to employed providers.

All of this was accomplished as we endured a challenging pandemic. We are very proud of our staff and of all the hard work done in 2021 to better serve our patients and the Winnebago community.



Twelve Clans Unity Hospital introduced a twenty-four hour, seven-day a week pharmacy coverage in October of 2020. The decision to utilize 24/7 pharmacy coverage at Twelve Clans Unity Hospital is an integral part of Centers for Medicare & Medicaid Services (CMS) requirements. This includes having 1st dose verification for medications administered in the Emergency and Inpatient Departments. Having this service available also greatly reduces the number of medication errors that occur when a pharmacist is not present. Additionally, having medication experts present for emergent patients during the additional shifts and the ability of reimbursement of medications dispensed out of the Emergency Department greatly improves outcomes. Since its inception, medication errors have dropped over 90%, making medication errors in the Emergency Department almost nonexistent. This has also increased revenue from the additional coverage, increasing overall claims. The transition to this coverage has received positive feedback from staff and patients, as the pharmacist are available to counsel our patients on medicines prior discharge.

**RADIOLOGY**

In 2021, The TCUH Radiology Department received a grant from the State of Nebraska, Public Health Department to promote screening mammography. In the past, grant dollars have had a significant impact on increasing breast screenings in our communities. This particular grant will renew each year for 5 years, depending on State funding. The goals of the grant are: to provide education and training to TCUH Mammography Technologists, education to our community, and to combat obstacles that prevent women from utilizing these services.

The Mammography program requires both FDA and ACR (American College of Radiology) accreditation. The ACR evaluated TCUH Mammography images and program in May of 2021, and elected to renew our accreditation for another 3 years.

Our current x-ray equipment has reached its end of life, and we are on track to install new diagnostic equipment in the department in 2022. The selected equipment is a fully integrated digital system, Siemens Max Fusion with a special orthopedic package that will assist with imaging those exams.



**WHEELCHAIR TAGGING**

We began looking at wheelchair cleaning when CMS came through in March 2021. The surveyor identified that our process of identifying "clean" wheelchairs, ones that our patients could be assured of cleanliness, was lacking. This was reported back to the Survey Committee.

In April of 2021, Infection Control, the Nurse Educator, EVS staff began to look for solutions to this problem. It was decided that we would use the stoplight tags as an indicator of cleanliness. We also decided to place wheelchairs back into the facility-designed wheelchair storage spaces in each clinical department to promote ownership in the cleanliness of the chairs and to make them more accessible to patients.

We continue to monitor the progress and the accuracy of the tags identifying clean chairs. This is part of a larger process for tagging clean medical equipment.



**PODIATRY**

2021 brought back some familiar faces to the hospital. Dr. Greg McCarthy had provided podiatry services in Winnebago for many years before taking a break. In October of 2021, he started seeing patients again every Wednesday morning from 8am to noon at TCUH. His professional services and rapport with patients are a welcomed addition to our team.

## Independent Auditor's Report

To the Board of Directors  
Winnebago Comprehensive Healthcare System  
Winnebago, Nebraska

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the System as of September 30, 2021 and 2020, and the respective changes in its financial position and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Phoenix, Arizona  
June 7, 2022

*Disclaimer: This is an abbreviated version of the Independent Auditor's Report. To view the full report please visit our website.*

**Winnebago Comprehensive Healthcare System**  
(A Component Unit of the Winnebago Tribe of Nebraska)  
Statements of Net Position  
September 30,

| Assets  | 2021                | 2020                |
|---|---------------------|---------------------|
| Current assets  |                     |                     |
| Cash and cash equivalents                                   | \$40,716,579        | \$21,331,515        |
| Patient accounts receivable, net                            | 3,920,585           | 1,801,640           |
| Due from Winnebago Tribe of Nebraska                        | 245,179             | 1,353,661           |
| Inventory   | 1,374,470           | 672,582             |
| Grant Receivables   | 400,039             | 169,833             |
| Other   | 701                 | 35,484              |
|   | <u>46,657,553</u>   | <u>25,364,715</u>   |
| Total current assets  |                     |                     |
| Noncurrent assets   |                     |                     |
| Capital assets not being depreciated                        | 676,961             | 356,684             |
| Capital assets, net of accumulated depreciation             | 4,549,144           | 2,421,240           |
|   | <u>5,226,105</u>    | <u>2,777,924</u>    |
| Total noncurrent assets                                     |                     |                     |
|   | <u>51,883,658</u>   | <u>28,142,639</u>   |
| Total assets  |                     |                     |
| <br><b>Liabilities and Net Position</b>                     |                     |                     |
| Current liabilities   |                     |                     |
| Accounts payable  | \$1,380,495         | \$1,424,989         |
| Due to Winnebago Tribe of Nebraska                          | 1,549,390           | 2,710,124           |
| Unearned grant revenue                                      | -                   | 4,003,480           |
| Purchased/referred care payable                             | 304,570             | 262,357             |
| Current portion of Paycheck Protection Program Loan         | -                   | 1,322,238           |
| Accrued expenses  | 940,533             | 1,571,382           |
| Total current liabilities                                   | <u>4,174,988</u>    | <u>11,294,570</u>   |
| Noncurrent liabilities                                      |                     |                     |
| Paycheck Protection Program loan,<br>net of current portion | -                   | 1,051,462           |
|   | <u>4,174,988</u>    | <u>12,346,032</u>   |
| Total liabilities   |                     |                     |
| <br><b>Net position</b>                                     |                     |                     |
| Net investment in capital assets                            | 5,226,105           | 2,777,924           |
| Restricted  | 42,482,565          | 13,018,683          |
|   | <u>47,708,670</u>   | <u>15,796,607</u>   |
| Total net position  |                     |                     |
|   | <u>\$51,883,658</u> | <u>\$28,142,639</u> |
| Total liabilities and net position                          |                     |                     |

**Winnebago Comprehensive Healthcare System**  
 (A Component Unit of the Winnebago Tribe of Nebraska)  
 Statements of Revenues, Expenses, and Change in Net Position

|   | Year Ended<br>September 30, 2021 | Year Ended<br>September 30, 2020 |
|---|----------------------------------|----------------------------------|
| <b>Operating Revenues</b>                       |                                  |                                  |
| Indian Health Service compact                   | \$61,959,626                     | \$35,299,750                     |
| Net patient service revenue                     | 10,346,271                       | 6,019,612                        |
| Other   | 413,833                          | 84,806                           |
|   | <hr/>                            | <hr/>                            |
| Total operating revenues                        | 72,719,730                       | 41,404,168                       |
| <b>Operating Expenses</b>                       |                                  |                                  |
| Salaries and wages                              | 23,148,904                       | 22,069,139                       |
| Contract labor                                  | 7,311,982                        | 6,786,506                        |
| Indirect costs                                  | 5,539,594                        | 4,954,220                        |
| Purchased/referred care                         | 1,940,508                        | 1,497,726                        |
| Medical and drug supplies                       | 2,710,418                        | 3,887,317                        |
| Other program costs                             | 1,044,654                        | 873,759                          |
| Supplies and postage                            | 1,907,593                        | 556,090                          |
| Rent  | 713,146                          | 649,142                          |
| Utilities                                       | 506,336                          | 446,134                          |
| Repairs and maintenance                         | 502,691                          | 427,855                          |
| Depreciation                                    | 663,360                          | 336,903                          |
| Travel and training                             | 197,375                          | 151,614                          |
| Professional fees                               | 145,910                          | 69,609                           |
| Information technology                          | 322,193                          | 128,739                          |
|   | <hr/>                            | <hr/>                            |
| Total operating expenses                        | 46,654,664                       | 42,834,753                       |
| Operating income (loss)                         | 26,065,066                       | (1,430,585)                      |
| <b>Nonoperating Revenues (Expenses)</b>         |                                  |                                  |
| Noncapital grants and contributions             | 3,356,881                        | 1,352,943                        |
| Interest income                                 | 116,416                          | 214,976                          |
| Forgiveness of Paycheck Protection Program loan | 2,373,700                        | -                                |
|   | <hr/>                            | <hr/>                            |
| Total nonoperating revenue (expenses)           | 5,846,997                        | 1,567,919                        |
| Change in net position                          | 31,912,063                       | 137,334                          |
| Net position - beginning of year                | 15,796,607                       | 15,659,273                       |
| Net position, end of year                       | 47,708,670                       | \$15,796,607                     |

## 2021 EXECUTIVE MANAGEMENT



**Danelle Smith**  
Chief Executive Officer



**Sharon R. Frenchman**  
Chief Administrative Officer



**Dr. Carl Sirio**  
Chief Medical Officer



**Laura Gamble**  
Chief Operating Officer



**Kim Friloux**  
Controller



**Mona Zuffante**  
Public Health Administrator



**Francine Parmenter**  
Quality Management Director



**Joseph Pluth**  
Director of Nursing



**Austin Schanzenbach**  
Clinical Services Administrator

## 2021 BOARD OF DIRECTORS



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Chairperson



**Victoria Kitcheyan**  
Vice-Chairperson



**Darla LaPointe**  
Secretary



**Coly Brown**  
Member



**Rowen K. Zetterman**  
MD, MACP, MACG  
Member

## 2021 WINNEBAGO TRIBAL COUNCIL



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Chairwoman



**Brian Chamberlain**  
Vice-Chairman



**Rona Stealer**  
Treasurer



**Lorelei Decora**  
Secretary



**Louis Larose**  
Member



**Aric Armell**  
Member



**John Snowball**  
Member



**Thelma Whitewater**  
Member



**Coly Brown**  
Member

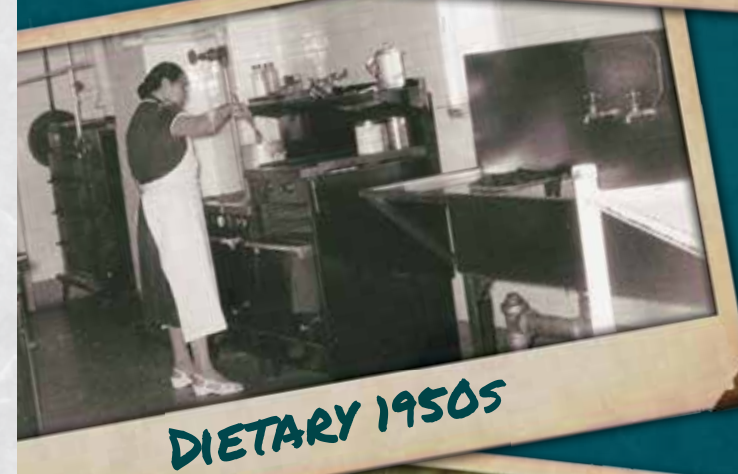
## THEN & NOW



**LAB TECHNICIAN 1950S**



**LAB TECHNICIAN 2021**



**DIETARY 1950S**



**DIETARY 2021**



**PUBLIC HEALTH NURSE 1950S**



**PUBLIC HEALTH NURSE 2021**



**FIRE TRAINING 1950S**



**FIRE TRAINING 2021**



Cover Drawing By: Neveah Redhorn, WPS 9th Grade Student



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