

**ANNUAL REPORT OF ACTIVITIES  
OF  
FEATHER RIVER TRIBAL HEALTH, INC.  
FOR CORPORATE YEAR  
OCTOBER 1, 2020 – SEPTEMBER 30, 2021**

For purposes of this report, up-to-date information has been provided as much as possible, even though this report is for the corporate year October 1, 2020 through September 30, 2021.

Feather River Tribal Health, Inc. is a consortium of three federally recognized local Tribes that strive to promote the health and wellness of the Native people and communities throughout our region. The mission is to elevate the health status of the American Indian people in our service area and all people in our communities to the highest level possible through a comprehensive system of preventative and therapeutic services. We have adopted the values:

R	e	s	p	e	c	t	M	e	a	n	i	n	g	f	u	l
E	x	c	e	l	l	e	A	c	c	e	s	s	i	b	l	e
L	i	f	e	s	t	y	T	r	i	b	a	l				
A	c	c	o	u	n	t	a	b	i	l	i	t	y			
T	r	a	d	i	t	i	o	n	a	l						
I	n	n	o	v	a	t	i	v	e							
O	p	p	o	r	t	u	n	i	t	i	e	s				
N	u	r	t	u	r	i	n	g								
S	e	r	v	i	c	e										
H	o	l	i	s	t	i	c									
I	n	t	e	g	r	a	t	e	d							
P	r	o	f	e	s	s	i	o	n	a	l					
S	e	a	m	l	e	s	s									

**CORPORATION STATUS**

The corporation continues to operate as a non-profit agency in good standing. No amendments have been made to the bylaws during the corporate year.

The current officers of the corporation are:

Chairperson:	Barbara Bird, Mooretown Rancheria
Vice Chairperson:	Glenda Nelson, Enterprise Rancheria, Tribal Chair
Secretary:	Cindy Smith, Enterprise Rancheria
Treasurer:	Jessie Griffin, Berry Creek Rancheria

Other Board Members of the corporation are:

Berry Creek Rancheria: Francis Steele, Jr., Tribal Chair  
Jessie Griffin  
Patricia Reece  
Francis Steele, III, Alternate

Mooretown Rancheria: Benjamin Clark, Tribal Chair  
Gary Archuleta\*  
Guy Taylor, Alternate\*

Enterprise Rancheria: Donna Rodriguez  
Crystal Gilbert, Alternate

\*Effective 2/28/2022, Guy Taylor will be elevated to Board member and Angus Gilbert will be seated as an Alternate in representing Mooretown Rancheria.

The following corporation standing committees are:

**Executive Committee:**

Chair: Barbara Bird  
Vice Chair: Glenda Nelson  
Secretary: Cindy Smith  
Treasurer: Jessie Griffin

**Bylaws & Policy Committee:**

Chair: Barbara Bird  
Berry Creek Rancheria Francis Steele, Jr.  
Mooretown Rancheria Benjamin Clark  
Enterprise Rancheria Glenda Nelson

**Personnel & Grievance Committee:**

Chair Barbara Bird  
Berry Creek Rancheria Francis Steele, Jr.  
Mooretown Rancheria Benjamin Clark  
Enterprise Rancheria Glenda Nelson

**Finance Committee:**

Chair Barbara Bird  
Berry Creek Rancheria Jessie Griffin  
Mooretown Rancheria Guy Taylor  
Enterprise Rancheria Glenda Nelson

**Audit Committee:**

Pursuant to the Non-Profit Integrity Act of 2004, the Board of Directors has established an Audit Committee comprised of:

Berry Creek Rancheria: Patricia Reece  
Mooretown Rancheria: Guy Taylor  
Enterprise Rancheria: Donna Rodriguez

**California Indian Manpower Consortium (CIMC)**

Delegate: Barbara Bird, Mooretown Rancheria  
Alternate: Jessie Griffin

**California Rural Indian Health Board (CRIHB)**

Delegate: Patricia Reece  
Delegate: Guy Taylor  
Alternate: Barbara Bird

**FINANCIAL STATUS**

A report of the financial status of the organization for the period ending September 30, 2021 is attached to this document for reference. There were no recommendations or findings for audit year 2020-2021 by the auditors. Copies of the audit are sent out annually, as required by law, to all federal and state agencies.

Approximately 42% of the agency's \$20.5 million budget comes from IHS and grant funding; 58% comes from third party billing, interest income, and miscellaneous reimbursement.

**SERVICES**

FRTH operates three (3) facilities. The main facility is located in Oroville. A satellite facility is operated in Yuba City. In June 2019, FRTH opened the Wellness Center located in Oroville. Tele-conferencing is used between the Oroville and Yuba City facilities, which allow the two facilities to be connected via video conferencing.

Current services offered by FRTH include:

**Medical** services providing primary care and family practice with sub-specialties including:

- Pediatrics
- Women's Health
- Pain Management
- Neurology
- Acupuncture
- Dermatology
- Diabetic Health Education
- Nutrition Education
- Childhood immunizations
- Physical Therapy
- Endocrinology
- Tele-Psychiatry
- Tele-Nutrition
- Tele-Health
- Chiropractic services

### **Pharmacy**

FIRTH has an in-house pharmacy to serve PRC patients and direct Native American patients in an effort to control the rising costs of PRC and medications. The agency offers pharmacy services to all Native patients with or without an insurance resource. In addition to our onsite pharmacist, a contracted pharmacist service is used to ensure coverage and access to services.

**Dental** services focus on a comprehensive public health-oriented dental program serving adults and children in the community. FIRTH does not have an onsite dental lab. Services include:

- Emergency services
- Diagnostic services including examination & treatment planning; radiographs, oral cancer screening; consultations and referrals
- Periodontal services
- Oral dental services including simple extractions and referrals for complicated procedures
- Preventative services including dental health education, oral hygiene instruction, self-applied fluorides and sealant program
- Restorative services including routine fillings and crown build-ups
- Endodontic services (root canals)
- Prosthetics including full dentures, removable partial dentures, stayplates, and fixed crown and bridges
- Oral conscious sedation for patients that qualify

**Wellness/Outreach** services promoting health and wellness through health screening activities and health education and assisting clients with unmet health and social needs. These programs include:

- Community Health Representatives who perform home visits
- Car Safety and Booster Seat Program
- In-Home Safety assessment
- Senior Nutrition Program – put on hold during the pandemic
- Fire prevention activities
- Injury prevention program
- Parenting Classes
- Public Health Nurse/Case Management
- Immunization Program
- Community Disaster Preparedness program
- Hospital Discharge Planning liaison
- Participation in Inter-Tribal Task Force meetings between numerous local community agencies and groups
- Assisting patients to sign up for Medicare B and Medicare Part D

**Patient Services** focuses on the needs of our patients in accessing services offered by FIRTH as well as in our community including:

- Patient Registration/Indian Verification
- Assisting patients in identifying resources and access to services
- Patient assistance with completing forms and signing up for resources

**Health Information and Purchased/Referred Care** (previously Contract Health Service) focuses on:

- PRC/CHS Program – which includes payment of invoices for PRC covered benefits
- Referrals for medical, dental and behavioral services
- Access to patient records

**Behavioral Health Services** focus on the numerous needs of the community including:

- Psychiatric services for assessment, therapy and drug management
- Drug and alcohol counseling for adults and children, including preventative activities and aftercare
- Treatment for children who are emotionally, physically and sexually abused, or come from homes where domestic violence has occurred
- Individual, family and group counseling – adults, children and adolescents
- Play therapy for young children
- Co-ed recovery group for individuals with alcohol and substance abuse issues
- Assistance with placement into residential drug and alcohol treatment programs – children and adult
- Anger management classes for men and women (not those who are court-mandated)
- Parent Child Intervention Therapy (PCIT)
- Case management including referrals to other agencies/providers, home visits, court advocacy and school advocacy
- Family advocacy
- Domestic Violence victim services
- Smoking cessation counseling services

## **FUNDING SOURCES**

The agency has continued to work to retain the funding for current grants. Focus continues to be on ensuring that services provided are paid for through grants or fee-for-service. Because of COVID, FRTH has received numerous grant awards from a variety of sources in order to address the impact the pandemic has had on our communities and impact to healthcare.

Grants currently awarded to the agency include:

**Health & Human Services (HHS)** – With the arrival of COVID-19, FRTH has received federal funding to help offset the cost of operations during the pandemic. These are one time funds that must be spent down within a set period of time and can only be used for

specific activities related to fighting the pandemic. These funds were not included in the FY 20/21 budget.

**Indian Health Service (IHS)** – This federal grant awarded by the Department of Health and Human Services provides approximately 42% of funding for FRTH. It is used to provide health care services to Native Americans residing in the designated service area of Butte, Yuba and Sutter counties (excluding the cities of Chico and Durham).

**Center for Disease Control (CDC)**

FRTH was awarded a grant through CDC to help purchase personal protective (PPE) supplies and equipment that we could use for patient care. This included testing equipment and supplies for COVID, emergency operation tents, and emergency generators just to name a few. This one-time grant award was in addition to FRTH's operating budget.

**CDC/CRIHB**

FRTH received a subcontract award from California Rural Indian Health Board to assist us with updating our Emergency Operations Plan (EOP) to include the pandemic response. This was a one-time award that was in addition to FRTH's operating budget.

**Special Diabetes Program for Indians (SDPI) Grant** – This is a federal grant provided by the Department of Health and Human Services through Indian Health Service and provides about 3% of the funding for FRTH. The purpose of this grant is to assist in the treatment, control and/or monitoring of diabetic services of Native American patients receiving treatment at FRTH facilities. FRTH applied for and was awarded the competitive grant through 12/31/2020. It has since been renewed for 3 years.

**Department of Social Services (DSS)**

This program offers a grant through the State of CA to provide direct counseling services to Native American families that are eligible for Temporary Aid to Needy Families (TANF). It provides less than 1% of the funding for FRTH.

**Native Connections**

In this program, FRTH is a sub-contractor through California Rural Indian Health Board (CRIHB) to provide services related to preventing and reducing suicidal behavior and substance abuse in young people up to age 24. It provides less than 1% of the funding for FRTH.

**T-Prep**

In this program, FRTH is a sub-contractor through California Rural Indian Health Board (CRIHB) to perform surveys related to teen pregnancy and sexually transmitted diseases. It provides less than 1% of the funding for FRTH.

**THIRD PARTY BILLING**

We are providers for the managed care providers – Anthem Blue Cross and California Health & Wellness as well as Medicare and other 3<sup>rd</sup> party insurances. Billing these

resources help to provide the agency with additional revenue sources. Approximately 46% of FRTH's operating budget comes from third part billing.

## **ACTIVITIES FOR 2020/2021**

### **Purchased/Referred Care (PRC) (formerly Contract Health Service - CHS)**

Purchased/Referred Care (PRC) workshops are held annually to review the spending limits and policies. The most recent workshop was held in July 2021. The goal for the PRC program is to insure consistency and easy access to care, timely payment of invoices and statements, and patient education on the use of benefits and resources. Information about PRC is available upon request or on the FRTH website – [www.frth.org](http://www.frth.org).

### **Accreditation**

FRTH is accredited through the Accreditation Association for Ambulatory Health Care (AAAHC). FRTH has been accredited with AAAHC since 2003. FRTH was surveyed in April 2021 for re-accreditation and received a full 3 year accreditation. Current accreditation with AAAHC is now through 4/2023.

### **Quality Improvement/Risk Management**

Each of the departments is responsible to participate in quality improvement activities. The Quality Improvement Committee meets at least monthly and addresses a variety of concerns related to the provision of health care, safety, corporate compliance, and policies and procedures of the agency. They are also responsible for the oversight of accreditation preparation. This group also oversees risk management of the agency.

### **Payment Methods**

Patients that must pay for services have a variety of means available to pay. FRTH has the ability to accept debit and credit cards as a means of payment as well as accepting cash and checks for services. Non-Native patients are required to have a payment source in order to be eligible for services. The sliding fee scale is also offered to eligible individuals.

### **Policies & Procedures**

On an annual basis, the Board reviews the policies and procedures of each department to ensure that they are up-to-date and accurate. The most recent annual review occurred in December 2021.

### **Diabetes Accreditation**

In January 2006, the diabetes program at FRTH was accredited through the Integrated Diabetes Education Recognition Program (IDERP). FRTH became the first California Indian program to receive such accreditation. FRTH has current accreditation through December 5, 2024.

### **GPRA/HEDIS**

The **Government Performance Results Act** (GPRA) requires FRTH to report on health indicators set by the federal government to measure performance. Additionally, with the implementation of managed care for Medi-Cal, FRTH must now also report on measurements set by the managed care organizations through a program called HEDIS.

Meeting HEDIS measurements can result in additional payment by managed care to FRTH.

#### **NextGen/Electronic Health Records**

FRTH utilizes an electronic health record system (EHR) called NextGen. The system is used for retention of patient information as well as reporting and documentation to various external federal and state agencies. A new software update for NextGen is scheduled for Spring/Summer of 2022 to ensure it is kept current.

#### **Restructure/Succession Planning**

FRTH takes continuous steps to realign operations of the agency in an effort to ensure economic stability and cost efficiency. Planning for the eventual retirement of key personnel is also addressed.

### **ANNUAL ACTIVITIES**

#### **Patient Satisfaction Survey**

FRTH performs a patient satisfaction survey each year. Because of the pandemic, a patient satisfaction survey was not done in 2020. There is a current survey underway for 2021/22.

#### **Health Fairs/Newsletters**

Because of the pandemic, no health fair was held in 2020 or 2021. Staff worked hard to reach out to patients utilizing a variety of systems to keep them informed. A monthly report is available on the agency's website – [www.frth.org](http://www.frth.org) – for a summary of the monthly Board meetings.

#### **Training**

Throughout the fiscal year, the Board of Directors and staff have received training on a variety of topics from a variety of resources including: Indian Health Service, Indian Self Determination, State of California, National Indian Health Board, Butte County, Tribal Net, Tribal Self Governance, California Rural Indian Health Board, and AAHC. Because of the pandemic, most of this training have been done remotely via webinars.

#### **Community Access to Meeting Space**

FRTH provides free meeting space to community programs, agencies, and support groups. The Wellness Center has added access to space. The Wellness conference room can seat 200 people. We also have the auditorium in the main Oroville facility.

#### **Strategic Plan**

Strategic planning meetings are held annually to ensure that the agency is making long term plans for operations of the agency. The purpose of this plan is to provide direction and guidance to the agency in order to move the agency forward in addressing issues that impact operations and the healthcare environment under which it operates. It also helps to identify the types of services that programs may want to plan for in the future. The plan is reviewed annually and updated. The most recent 5 year strategic plan was updated and reviewed in July 2021 and runs through 2025. The Board of Directors

receives a monthly report on the status of implementation of the current year's issues in order to monitor progress.

Areas reviewed and discussed included:

- Expansion of adult and pediatric primary care
- Expansion specialty services – both in-house and contracted
- Adult and children – dental care
- Medi-Cal services – continue to adjust to managed care
- Monitoring ongoing changes to healthcare environment
- Case Management
- Mental health accessibility
- Contract Support Costs
- IT Strategic Plan
- Succession planning
- Impact of legislation on healthcare operations
- Monitor impact COVID-19 has on operations and patient care

#### **Medicare Part D**

FIRTH continues to work with patients on the renewal and/or review of Medicare Part D plans that impact patients to ensure they have access to medications. Open enrollment usually runs mid-November through mid- December of each year. Reimbursement from Medicare Part D helps FIRTH to be able to cover the cost of medications to our Native American patients.

#### **HEALTHCARE ACTIVITIES FOR 2020/2021**

##### **COVID-19**

COVID-19 has changed how we provide patient care in 2020. In 2021, we re-opened to full services and adapted patient care based on the most up-to-date information we received from CDPH and CMS. Vaccines have been made available to anyone that is requesting vaccination. Our agency chose to receive Moderna vaccine as well as Johnson & Johnson in order to provide patients with a choice. Booster shots are available to anyone who is requesting an update. Clinics are held regularly or patients can schedule an appointment with their provider to receive a vaccination or booster.

Because FIRTH only has Moderna and J&J vaccine, patients, including children, who are requesting Pfizer vaccine are referred to Butte, Yuba, and Sutter county public health departments. We can also make referrals to Northern Valley Indian Health for Pfizer vaccine for children.

During the pandemic, no employees were laid off. FIRTH developed a patient service plan that allowed all employees to continue to work:

Items worked on and or completed during the year included:

- We implemented Zoom visits allowing patients to interact with their Provider via a face-to-face meeting through their cell phone or computer.

- If a patient did not have access to a computer or cell phone, Providers did telephone visits.
- We implemented drive-thru patient visits for those that needed to be seen in person.
- We utilized personal protective equipment (PPE) to protect patients and staff from exposure to COVID.
- We did have to shut down our Senior Nutrition Program to ensure the safety of our participants in the program.
- The Wellness Center was shut down for a period of time in order to ensure safety of patients and staff. This impacted exercise, physical therapy, acupuncture, aquatic therapy, specialty BHS services and all group services. It has since re-opened and is available for services.
- We had to temporarily discontinue transports. We have recently re-opened transports effective in February 2022.
- We were unable to do home visits utilizing our Community Health Reps for a period of time but have since re-implemented these services.
- We implemented Pharmacy runs for our patients' protection and safety during the pandemic so that patients would not have to enter the building. We have since re-opened Pharmacy for in-person pick-up.
- We implemented taking temperatures, screening patients, and continue to require wearing masks before entering an FRTH building for patients and staffs' protection.
- We implemented text reminders for pharmacy, medical, dental and BHS services to allow patients the ability to acknowledge or cancel appointments.
- We partnered with other Tribal Health programs to share PPE supplies and best practices.
- We restricted staff travel.
- We administered COVID vaccine to our patients and staff based on CDC guidelines. This activity is still in process including providing booster shots.
- We established an outside patient check-in area for patient and staff safety which included hiring security.
- We utilized grant funds received for COVID to ensure that patients received access to outside care, equipment, and structures that FRTH could use to extend additional patient services during a pandemic.
- We remodeled the old gym area into 8 additional exam rooms for peds and specialty care. This new wing of the Oroville building was finally opened at the end of January 2022.
- We expanded the Referral offices for patient care to 3 offices for better patient convenience.
- We remodeled the Pharmacy area to expand space for storage of medications and provide better workflow.
- We obtained equipment for emergency operations utilizing grant funds that will help FRTH to respond to offsite emergencies and be able to continue to provide healthcare.
- We completed construction of the new peds and specialty services wing of the Oroville facility in October 2021.

- We obtained clinic licensure from the CA Dept of Public Health for the new peds and specialty services wing of the Oroville facility in November 2021.
- We implemented a shredding project to eliminate storage of old records by scanning the documents into an electronically retrievable format.

### **Specialty Services**

FIRTH continues to provide specialty on-site services through contracts with specialists for neurology, endocrinology, acupuncture, women's health, psychiatry, rheumatology, pain management, physical therapy and chiropractic services.

A new 3-dimensional Panorex x-ray unit was purchased for the Dental Department.

### **Tribal Consultation**

The Board of Directors actively participates in meetings with the State of California, IHS, and HHS in order to develop a tribal consultation policy that requires consultation with tribal leaders on a variety of issues. Issues addressed by the Board have included the definition of Indian, contract support costs, and distribution of COVID funding.

### **Annual Budget**

The annual budget workshop is held in September annually to develop the budget for the new fiscal year. The budget for fiscal year 2020/2021 was set at \$20,515,545. The agency did post a profit for 2020/2021, which is listed in the annual financial report. The operating budget for 2021/2022 is set at \$21,370,809.

### **Emergency Plan**

FIRTH's emergency plan has been put to the test numerous times in recent years. We continue to work on revisions of the agency's disaster response plan in response to lessons learned. FIRTH continues to work on the development of networks of Native American health care facilities to assist each other in case of an emergency.

FIRTH was able to obtain 2 emergency tents that allow for set up at remote locations. Generators and equipment to outfit the tents has also been obtained.

### **Newsletters/Social Media**

FIRTH provides monthly updates to the community in an effort to keep the community informed about the activities of FIRTH. The information is posted in each of the sponsoring Tribes newsletters. The monthly Board update report is also posted on the website at [www.firth.org](http://www.firth.org).

FIRTH updated its current website platform in order to provide more information to the community about services and operations of the agency. Videos showcasing services offered by FIRTH have also been added to the website.

### **Partnerships**

FIRTH partners with Tribal Health programs throughout the state to share best practices and training opportunities. Staff also continues to serve on collaborative committees. Attendance at meetings has been virtual this year due to the pandemic. FIRTH has always participated in the Inter-Tribal Task Force and the Butte County Health

Collaborative, which includes meetings with local hospitals and agencies throughout Butte County working together to coordinate services for the community. FRTH also participates in the Sac Valley Medshare organization that is developing a health information exchange for Butte County.

Throughout the year, FRTH works with other Native American healthcare programs to offer training and assistance on a variety of topics.

### **GOALS/OBJECTIVES FOR 2021/2022**

The Board of Directors and staff have been able to identify and address critical areas and issues of the organization through the development of the facilities master plan and strategic business plan. Issues that the Board will be working to address in the new fiscal year include:

#### **Property Development**

Construction projects that are already underway in 2022 are:

- Construct a new metal building to house Facilities and IT in 2022
- Install of carports at both the Oroville and Yuba City facilities to allow for outdoor patient screenings
- Install a generator back-up for the Yuba City facility
- Install new flooring for the Yuba City facility
- Install new fencing for the Yuba City facility

#### **Special Projects:**

- Joint project with Butte County Public Health for drive-thru COVID screenings (February 2022)
- Continue monitoring of productivity of providers, departments and monitor staffing levels
- Development of tribal consultation policies with state and federal agencies
- Continue to implement/monitor the 5-year business and technology plans
- Accountability of Board/Staff/FRTH
- Budget/Fiscal stability
- Continue development of emergency response network with other Native American healthcare programs
- Continue succession planning in preparing for retirement of long-term staff
- Continue to monitor/update fee schedules to ensure competitiveness
- Implement the No Surprise Act to ensure transparency of patient billing
- Maintain a schedule of infrastructure improvements and replace aging equipment
- Ensure grant requirements are met for the special grants received due to the pandemic
- Continue to meet the needs of the community during a pandemic or natural disaster
- Replace aged IT network infrastructure
- Update electronic health records system
- Replacement of aging equipment