

### Total Patients Per Day

2018	2020	2022
628	548	446



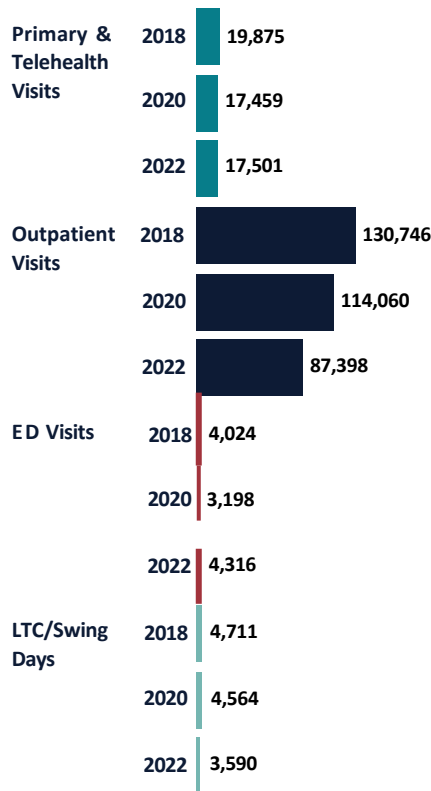
### Acute Inpatients Per Day

2018	2020	2022
4.0	2.6	6.8

### Services Offered

Behavioral Health	✓
Emergency	✓
Inpatient	✓
LTC/Swing	✓
Obstetrics	✓
Primary Care	✓
Rehabilitation	✓
Specialty	✓
Surgery	✓
Urgent Care	✓

### Service Volume



### History

Coulee Medical Center (Coulee) opened in 1934 as Mason City Hospital to care for the workers constructing the Coulee Dam. Within a few years, the hospital was deemed insufficient for union members' health care, and in 1938, when Kaiser Industries won the contract to finish the dam, the facility became the birthplace of the Kaiser Permanente health plan. Kaiser remodeled the hospital and added "modern" amenities, such as air conditioning.

With voter approval Coulee became Douglas, Grant, Lincoln, Okanogan Counties Public Hospital District #6 (the District) in 1990. It was designated as a Critical Access Hospital in 2001 by meeting the federal and state designation requirements. A 66,000 square foot replacement facility was constructed and opened in 2011. Garfield is a member of the Washington Rural Health Collaborative (TRC), that exists to support member hospitals to achieve service excellence through collaboration and innovation.

### Today

Coulee is located almost 90 minutes from a higher-level hospital. It has responded to its remoteness by developing a wide range of programs and services; most recently adding behavioral health and several surgical services.

Fifty percent of all residents in the service area that require hospitalization are hospitalized at Coulee. Portions of the District have volunteer-only EMS, and Coulee is supporting local governments in their efforts to assure access and viability of EMS. Given the current limited access to care for Tribal members, Coulee is seeking to partner with the Colville Tribe to provide coverage for their clinics. In recognition of the need to provide both surgery and OB, and because of the remoteness of the service area, Coulee is also actively advocating and sharing data to support reimbursement rates that recognize actual costs.

Coulee's focus has historically been on access, staff development, safety, and employee experience. Today, recruiting and retaining primary care has been added as an urgent focus, including providing the physical space to house additional providers.

### Workforce

9% of total budgeted FTEs are unfilled (18.0 FTE). The most pressing unfilled positions today are physicians and mid-level providers, the CNO, RNs, MA-Cs, and NA-Cs.

Top issues in recruiting include a lack of qualified candidates, inability to meet salary requirements, and a lack of local housing and professional opportunities for spouses.

To support recruitment, Coulee offers an in-house training program for CNAs and MAs and clinical rotations for medical and nursing students.



0.2K  
COVID-19  
Vaccines  
Administered  
Since 2020

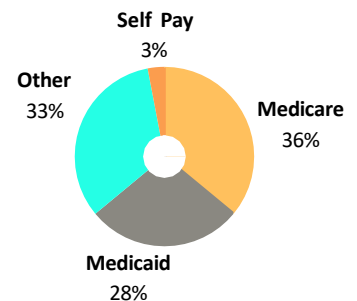
### Maternal Health

In 2022, 71 Coulee Service Area babies were born in a hospital. 40 babies (56%) were born at Coulee, which provides pre/post natal care to Medicaid patients.

### Financial Indicators & Market Share

	2017	2020	2022
Charity Care	133,960	174,546	290,218
Cost of Bad Debt	\$615,144	\$343,148	\$773,456
Net Patient Revenue	27,555,949	29,387,164	33,814,312
Operating Margin	-2.7%	-4.0%	-3.3%
Total Margin (Operations & Taxes)	-5.4%	6.6%	-3.7%
Service Area Inpatient Market Share	54.8%	43.3%	42.4%
Inpt Mkt Share Medicare/caid	58.8%	47.2%	44.3%
Inpt Mkt Share HMO/Commercial	51.1%	36.8%	30.3%

### 2022 Payer Mix



Unless indicated, all data is from CHARS or internal sources.

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## Our Community

Coulee's service area includes the large Lake Roosevelt National Recreation Area and parts of the nearby Confederated Tribes of the Colville Reservation. More than 31% of residents are American Indian. While a much smaller cohort (5%), the Hispanic population is the fastest growing ethnicity in the District and is expected to grow another 14% by 2029.

The Coulee service area continues to grow slowly, with only 1% growth between 2020 and 2024 (far below the average growth of 9% for Washington rural hospitals). All of the service area growth is occurring in the 65+ cohort; while the under the 65 population declined by 6%, the 65+ population grew 29%. By 2029, the 65+ population will account for nearly 1/3 of the population.

## Top Employers

Federal Government  
Coulee Medical Center  
Colville Confederated Tribes  
Grand Coulee Dam School District

## Community Benefit

Chronic Disease Management

CPR Training

Diabetes Education

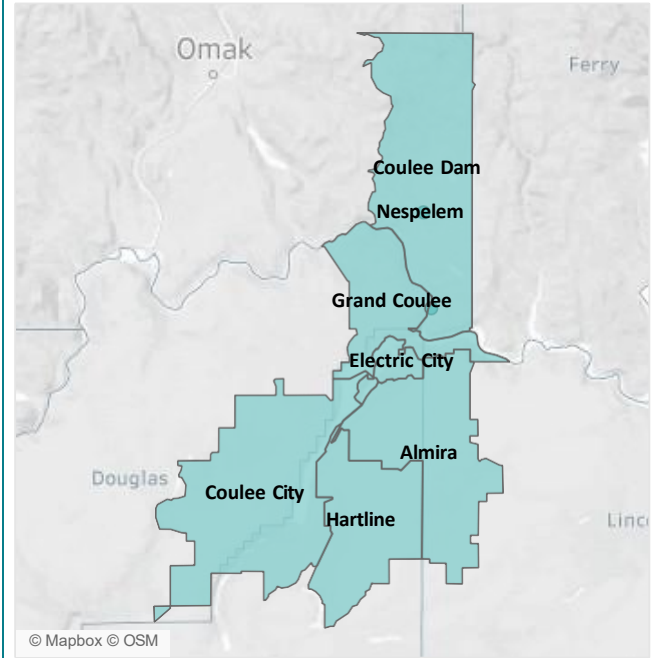
Health Education & Screenings

Immunizations

Obesity Prevention

Weight Loss Classes

## Service Area



## Socioeconomic Characteristics



**92% of those age 25 and Older are High School Graduates**

1% Better than Washington



**33% of Households with Income Less than 200% of the FPL**

42% Worse than Washington



**27% of residents who rent spend more than 30% of income on rent**

43% Better than Washington



**8% are Uninsured**  
27% Worse than Washington

Source: American Community Survey

## Health Factors

Adults Who Smoke

**25%**

128% Higher than Washington

Binge Drinking

**13%**

23% Lower than Washington

Rate of Obesity

**37%**

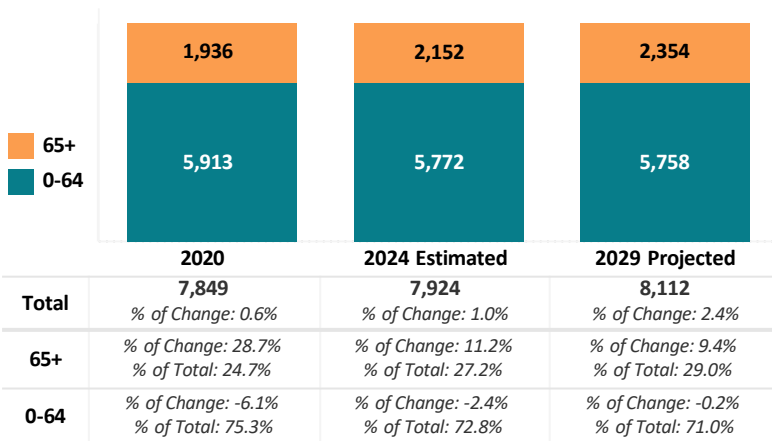
23% Higher than Washington

**Adults Who Smoke:** Adults who report having smoke 100 or more cigarettes in their lifetime and currently smoke every day or some days.  
**Binge Drinkers:** Males having 5+ drinks on one occasion; females having 4+ or more drinks on one occasion.

Source: BRFSS

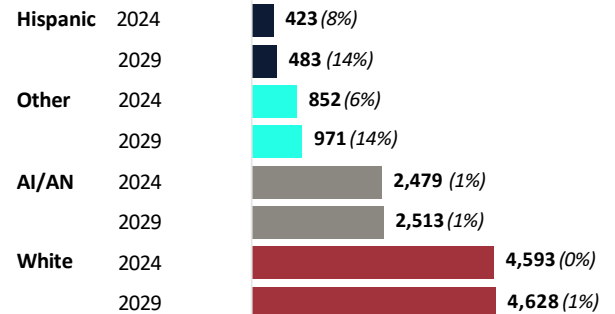
## Population

(% Change from Prior Datapoint, 2020 Compared to 2010)



## Race & Ethnicity

(% Change from Prior Datapoint, 2024 Compared to 2020)



Hispanic category includes entire Hispanic population regardless of race. Other includes Asian, Black, Native Hawaiian/Pacific Islander, 2+ Races, and Other.  
Source: Claritas