

### Total Patients Per Day

2017	2020	2022
32	30	33



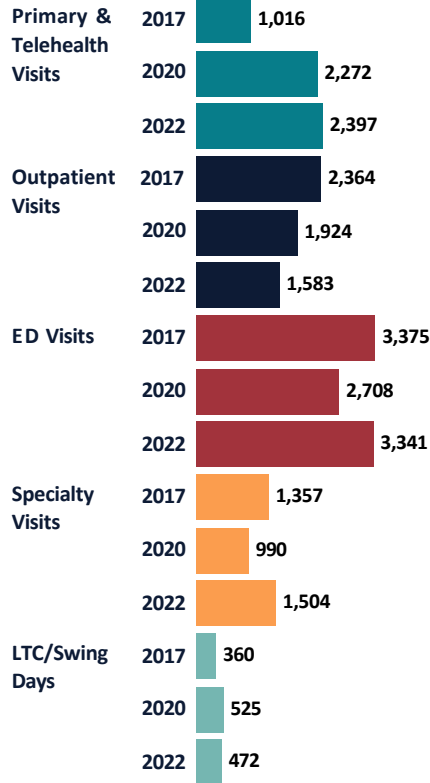
### Acute Inpatients Per Day

2017	2020	2022
2.5	1.0	0.9

### Services Offered

- Advanced Imaging ✓
- Emergency ✓
- Hospice ✓
- Imaging ✓
- Inpatient ✓
- LTC/Swing ✓
- Lab ✓
- Primary Care ✓
- Surgery ✓
- Swing Bed Program ✓
- Urgent Care ✓

### Service Volume



### History

Okanogan-Douglas County Public Hospital District #1 was formed in 1949 and opened the Okanogan-Douglas County District Hospital a few years later. Eventually, the District consolidated with an adjacent district (upper Methow to Mazama) and annexed Bridgeport and Mansfield. A new 37-bed hospital opened in 1959, and the old building was renovated into a nursing home. The hospital became a Critical Access Hospital in 2002 after meeting the federal and state designation requirements.

The hospital changed its name to Three Rivers Hospital (Three Rivers) in 2011 to reflect its local geography. Until 2020, Three Rivers was averaging about 90 deliveries per year. After the local FQHC made the decision to consolidate all Okanogan County births at a single hospital due to their struggles in recruiting physicians, the Hospital discontinued OB services. In 2021, District residents approved at the 70%+ level, an annual excess levy to help offset the cost of maintaining emergency services 24 hours a day, all year round.

### Today

Three Rivers is a member of the Rural Health Collaborative (TRC). TRC supports its member hospitals in realizing service excellence through collaboration and innovation. In the past several years, the District has made significant financial progress and investments that benefit the community, including paying back about \$3 million in registered warrants to Okanogan County, making new patient care equipment purchases, recruiting a team of providers, and building family practice and specialty clinics.

In 2023, the District asked the voters to fund bonds to replace the aging hospital. That measure did not pass, receiving just less than a 50% yes vote. Since the failure of the building bond, the Board has remained committed to caring for the underserved and finding a way to stay viable for the community, including scaling back the project and/or engaging with the other County CEOs to consider a regional alternative.

### Workforce

4.8 budgeted FTE positions are unfilled. The most pressing unfilled positions today are Nursing, Radiology Techs, and Lab Techs.

Top issues in recruiting include a lack of qualified candidates and less availability of healthcare workers and professionals in the market.

To support recruitment, Three Rivers offers clinical rotations for nursing and medical students.



0.2K  
 COVID-19  
 Vaccines  
 Administered  
 Since 2020

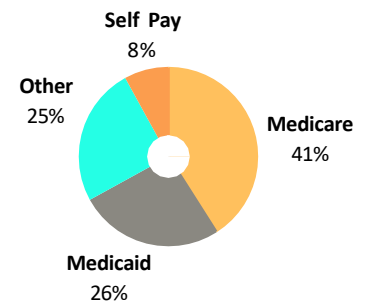
### Maternal Health

In 2022, 159 Three Rivers Service Area babies were born in a hospital. Three Rivers has not provided OB since 2020, and the next closest birthing hospital is located about 27 miles away.

### Financial Indicators & Market Share

	2017	2020	2022
Charity Care	586,684	302,159	322,454
Cost of Bad Debt	\$484,046	\$393,659	\$654,685
Net Patient Revenue	13,125,057	11,350,503	14,749,721
Operating Margin	-2.6%	-33.7%	-20.4%
Total Margin (Operations & Taxes)	8.0%	12.5%	8.0%
Service Area Inpatient Market Share	26.0%	13.2%	10.3%
Inpt Mkt Share Medicare/caid	30.3%	17.9%	11.0%
Inpt Mkt Share HMO/Commercial	14.5%	2.3%	8.7%

### 2022 Payer Mix



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

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## Our Community

Three Rivers' service area grew 3% between 2020 and 2024, with 5% growth expected by 2029. All of this growth was in the 65+ population. This cohort grew at a rate of 17% and today accounts for almost a quarter of the total population. Hispanic residents currently represent 38% of the total population and are expected to grow another 8% by 2029.

The District is comprised of the Upper (Methow) Valley and the Lower Valley (Brewster area). The communities are significantly different in terms of age, income, and diversity, with the Upper Valley being much older, less diverse and more affluent. Travel to the Hospital from the communities of the Upper Valley exceed 1-hour under ideal travel times.

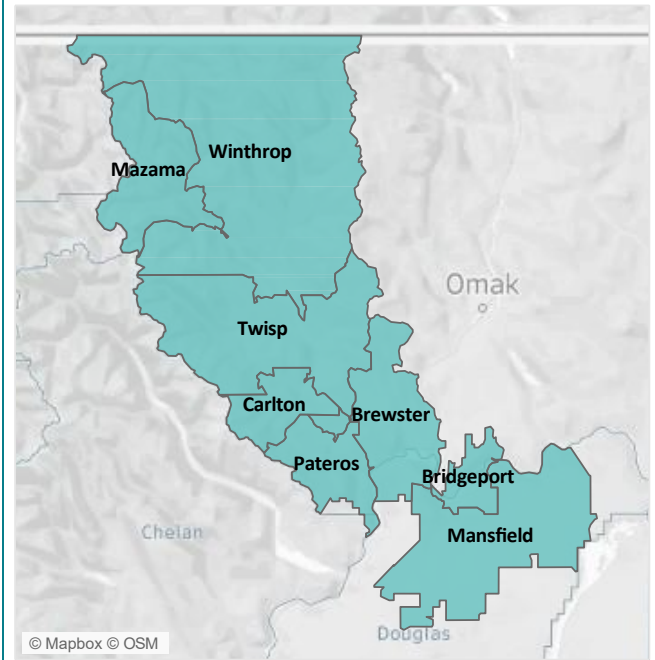
## Top Employers

Gebbers Farms  
 Sun Mountain Lodge  
 Three Rivers Hospital  
 Brewster School District  
 Chelan Fruit Cooperative

## Community Benefit

- Care Coordination & Transitions
- Community Health Worker/Outreach
- CPR Training
- Health Benefits Enrollment
- Health Education & Screenings
- Healthy Starts for Babies & Moms
- Immunizations
- Obesity Prevention
- Smoking Cessation
- Substance Abuse
- Weight Loss Classes

## Service Area



## Socioeconomic Characteristics



**78% of those age 25 and Older are High School Graduates**

15% Worse than Washington



**43% of Households with Income Less than 200% of the FPL**

86% Worse than Washington



**33% of residents who rent spend more than 30% of income on rent**

30% Better than Washington



**18% are Uninsured**

186% Worse than Washington

Source: American Community Survey

## Health Factors

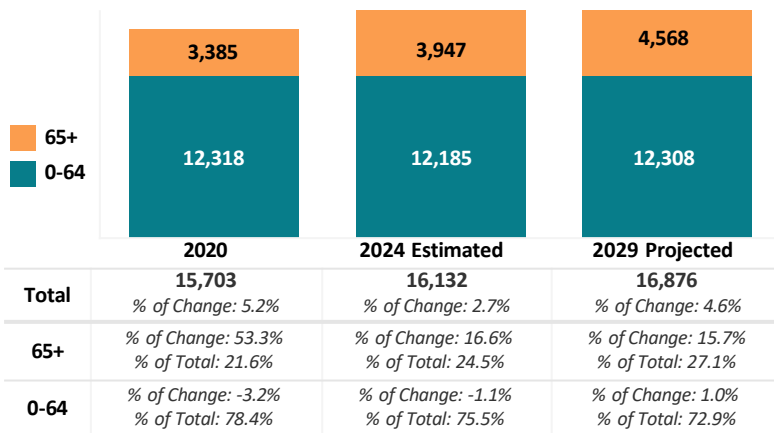


**Adults Who Smoke:** Adults who report having smoke 100 or more cigarettes in their lifetime and currently smoke every day or some days.  
**Binge Drinkers:** Males having 5+ drinks on one occasion; females having 4+ or more drinks on one occasion.

Source: BRFSS

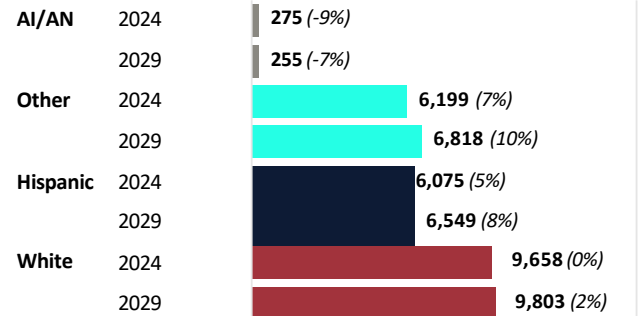
## Population

(% 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