

# Winnebago Comprehensive Healthcare System



**Building a Foundation  
for a Healthier Community**

## Mission & Values



**Mission:** To create and maintain a healthy community by offering the ten essential public health services.

**Values:** Respect, Cultural Sensitivity, Confidentiality, and Professionalism.



**Mission:** To improve the well-being of the community by providing patient-centered health care that is respectful of tribal beliefs.

**Values:** Trust, Compassion, Understanding, and Healing.

## History

The **Winnebago Comprehensive Healthcare System (WCHS)** was established by the Winnebago Tribe to carry out health care services on behalf of the Tribe. WCHS is comprised of two divisions: the Winnebago Public Health Department (WPHD) and Twelve Clans Unity Hospital (TCUH). Prior to the establishment of WCHS, the Health Department was operated as a program within the Winnebago Tribe and the hospital was managed by the Indian Health Service (IHS).

The Health Department was originally formed by the Tribe in the late 1970s starting with Public Health Nursing and Community Health Representatives. Since then, it has grown to more than sixteen different programs to provide the vast array of health services now available to the Winnebago community.

In 2015, the Winnebago Tribe established a Self-Governance Steering Committee to plan and prepare for expanded public health services and eventual assumption of the hospital, formally known as the Omaha-Winnebago Hospital.

In 2018, the Tribe completed negotiations with the Indian Health Service and entered into a Tribal Self-Governance Compact pursuant to Title V of the Indian Self-Determination and Education Assistance Act to carry out the health programs for the Tribe. On July 1, 2018, the Winnebago Tribe of Nebraska assumed management of the hospital through WCHS and it was renamed *Twelve Clans Unity Hospital* in honor of the twelve traditional clans of the Winnebago Tribe.

*Under a shared vision and culture, WCHS strives to be an outstanding model in Indian Country with a unified approach to healthcare.*

## A Message From Winnebago Comprehensive Healthcare System CEO

Building a foundation for a healthier community has been our focus since the Winnebago Comprehensive Healthcare System (WCHS) began full operation in July of 2018. In an exercise of tribal sovereignty and self-governance, the Winnebago Tribe created WCHS to help carry out the wishes of our ancestors – to provide healthcare for our people. Our dedicated team of professionals understands the enormity of this responsibility and is committed to serving the health needs of our community.

The establishment of WCHS involved the merger of two very unique entities – the Winnebago Public Health Department (previously a program within the Winnebago Tribe) and the Twelve Clans Unity Hospital (previously a federal facility operated by the Indian Health Service). With approximately 100 staff members in each organization at the time of transition, it was a substantial change for everyone involved. It has been both exciting and challenging, as we recruited dozens of new employees, set up an entire finance department and human resources system, and worked to create a new workplace culture. A tremendous amount of progress has been made in a short time and I applaud the hard work, dedication and adaptability of our entire staff whose efforts made it happen.

While continuing to serve patients and clients on a daily basis, WCHS also has been focused on strengthening the organization through strategic planning and a continual process of evaluating and improving services. These processes involve the engagement of tribal leaders, community members, employees at all levels and, most importantly, our clients and patients. We value the input, ideas and critiques from our stakeholders because working together and learning from each other is how we excel in everything we do.

We recognize there are many advantages of managing our own health system. The ability to build collaborative partnerships, make decisions at a local level and design all of our services to meet the needs of our specific population is imperative to achieving our goals. In fact, as I write this, we are in the midst of a global pandemic. The integration of our health system into the overall tribal structure has been critical in our ability to be effective and navigate this uncharted territory.

It is our intent to build a patient-focused and community-based organization. For example, in our Outpatient Department we implemented new telehealth specialty clinics so patients no longer have to travel one or two hours to see a specialist, such as a rheumatologist. Through our Good Health and Wellness Program, we joined a community-wide effort to create a Farmers Market, promote gardening and provide healthy fruits and vegetables for families. These are just two new ways we are serving the community and improving health care. You will see other examples in this report and there is more to come.

We look forward to continued progress, innovation and quality improvement in all we do. Each of us requires healthcare throughout our lives for a multitude of reasons. Our tribal ancestors saw the value of this necessity. They made sacrifices to ensure it is available to us through a treaty with the federal government. And now, the Winnebago Tribe made the strong decision to exercise its right of self-governance in healthcare and I am truly honored to be a part of it.

*Danelle Smith*  
Danelle Smith, Esq.



## Winnebago Public Health Department: 2019 Overview

by Mona Zuffante, Public Health Administrator

The WPHD strives to create and maintain a healthy community. The WPHD connects with the community through events and activities, social and print media, and a variety of direct services. The WPHD has been working over the past year to improve and enhance all of its services and programs. All of these efforts are designed to educate and empower the community to make positive and effective changes. It takes all of our employees working together to effectively carry out the many services provided by the WPHD.



In 2019, the department made significant progress toward achieving Public Health Accreditation, a goal set by the WPHD. Plans developed for the accreditation path include the Community Health Assessment (CHA), Tribal Community Health Improvement Plan (TCHIP), Performance Management Plan, Quality Improvement Plan, Workforce Development Plan, Strategic Plan, and Communications Plan. Each of these written plans help drive progress within the WPHD.

Specifically, the CHA is a major component that involves gathering and analyzing community health data. The CHA helps focus our efforts and tailor services to meet community needs. Goals are set and results are measured through changes in the data. The TCHIP process incorporates the CHA and brings stakeholders together in a collective effort to create health improvements in the community. The WPHD Strategic Plan is reevaluated every six months to help drive the efforts of the entire program. Finally, the WPHD successfully increased its funding through grants from the National Indian Health Board, State of Nebraska, SAMHSA and others.

## Twelve Clans Unity Hospital: 2019 Overview

by Laura Gamble, Hospital Chief Operating Officer



Twelve Clans Unity Hospital has been working diligently to prepare for certification by the Centers for Medicare and Medicaid Services (CMS), which grants participation in the Medicare and Medicaid Programs. This certification was removed under previous IHS management. Today, the Hospital under Tribal management has made great strides toward certification. In September 2019, the Hospital Laboratory was awarded a Clinical Laboratory Improvement

Amendments (CLIA) Certificate of Compliance under the Centers of Medicare and Medicaid Services for a two-year term. The Radiology Department was also awarded a 3-year term of accreditation in mammography for both 2D and 3D imaging in September 2018 and successfully passed an FDA inspection in January 2020.

In January 2020, the Hospital successfully underwent a "mock" survey by consultants from Joint Commission Resources (JCR). The purpose of the survey was to determine the Hospital's readiness to undergo evaluation by the Centers for Medicare and Medicaid Services (CMS) for certification. The survey found that significant progress has been made and the hospital is on track to begin the CMS application process for certification.

Twelve Clans Unity Hospital joined the Nebraska Hospital Association (NHA) in August 2019. The NHA has represented and advocated for hospitals and health systems in legislative and public settings since 1927. A variety of other important measures have been taken, including the creation of a new financial and human resources infrastructure, successful recruitment of new healthcare professionals, tracking of patient satisfaction surveys, and process improvements throughout the entire organization.

## Winnebago Public Health Department Highlights

### Good Health and Wellness



The Good Health and Wellness Program plays a very active role in teaching, strengthening and celebrating cultural and traditional healthy living practices. The Program established the Ho-Chunk Food Label Program, which provides labels in the traditional Ho-Chunk language at the local grocery store and food distribution program. Various learning opportunities, both in the classroom and in natural outdoor settings, were provided on a weekly basis over the course of a 3-month period. These classes provided 28 Tribal members with

education on identifying and harvesting traditional plants. The Good Health and Wellness Program Annual Calendar features Ho-Chunk foods and recipes. Classroom activities feature healthy cooking recipes and techniques.

The Program also works in collaboration with community-wide initiatives, including Bago Grows which provided 200 raised garden beds for local families, a Tribal farm growing vegetables and fruit trees, the Farmers Market, a planned poultry egg operation and beehives, and a future garden established and managed by Winnebago Public School high school students.

### Health Promotion and Outreach

The Health Promotion and Outreach Program provides a broad range of services to community members. Services include a Cultural Program for youth, Health Education on a variety of important topics and other health and safety activities. The Methamphetamine and Suicide Prevention Initiative (MSPI) Program completed education on seatbelt safety, substance abuse prevention and suicide prevention. The Program served 1,092 clients with 37 activities during the year.



The MSPI Program also developed other initiatives like Project Woskapi and Project Launch. Project Woskapi coordinated events with the Boys and Girls Club and Winnebago Public Schools to promote health and wellness to over 780 youth participants. Last fall, the program initiated Project Launch which works with families to encourage sports participation and provide fun activities for children 0-5 years who do not otherwise have access to organized sporting events. The program served a total of 663 youths and 255 adults.

### Community Health Representatives (CHR)

The Community Health Representatives provide a vital primary care source for community members who have restricted or no access to medical services. The Program provided over 9,400 services and made 9,600 client contacts in the last year relating to health issues such as diabetes, chronic disease, hypertension, heart disease and nutrition. A high percentage of these services were for diabetes-related disease and other chronic illnesses. CHR services go beyond direct home care and provide valuable resources for the entire community. CHRs also conduct patient advocacy and other services for the homebound and seniors including grocery store visits, homemaking services and wellness check-ins.



## Winnebago Public Health Department Highlights

### Diabetes



The Diabetes Program plays a significant role in the community's public health. Diabetes is an epidemic in Indian Country and has severely impacted the Winnebago community. The Program features a wide variety of support tools including after-school programs, community screenings, clinics, prevention and nutrition classes. These events occur throughout the community during the entire year. Lifestyle Coaches also work one-on-one with both pre-diabetics and diabetics to help them make healthy food choices and encourage healthy exercise and healthy habits.

Overall, almost 18,000 community member contacts were made in 2019 including 7,800 Kidz Café meals & snacks, 1,100 screenings, 3,400 wellness snacks, classes for 288, and 440 RN case management reviews and other services.

### Optometry

The Optometry Program provides comprehensive, full scope vision care and served 1,416 patients during the year. A total of 1,244 eyeglasses and 511 contact lenses were dispensed. The program also provides school screening and education, offering free eyeglasses for children without insurance coverage. The program has continued to see an improvement in children actually wearing their eyeglasses to ensure that they have the proper tools to improve education.

The Optometry Program acquired new technology including the new OPTOS ultra-wide field retinal-imaging device, which facilitates early detection, management and effective treatment of a variety of disorders. The program provides state-of-the-art care to fully meet the needs of patients.



### Dental

The Dental Program recorded almost 7,000 patient visits this past year. The program has one of the leading clinics for proactive prevention programs. The prevention programs include a Head Start Xylitol Program and Fluoride Varnish program and a Dental Annex at the Winnebago Public School where exams and sealants are provided. Additional treatments and education are provided to all K-8th grade children on the Winnebago Reservation.



The Dental Program also provides three important community events including the Angel Tree and a Santa Event at Christmas providing gifts for 300 children and an Easter Egg Hunt featuring 9,000 treat-filled eggs.

*In the past, almost 1/3 of these children had severe dental needs. Today, that number has decreased significantly due to prevention and education programs.*

## Winnebago Public Health Department Highlights

### Senior Citizens



The Senior Citizens Center provides a crucial resource to community seniors for their physical, emotional and social needs. The largest initiative of the Senior Citizens Center is providing over 11,000 meals for both mobile and homebound seniors, of which 5,700 were home delivered in 2019. The noon lunch at the Center also includes a monthly lunch and learn program.

Other activities at the center include exercise programs, quilt making, pool tournament, bingo and a Ho-Chunk language program. Seniors are provided routine blood pressure and blood sugar screenings, offered legal advocacy through Nebraska Legal Aid as well as housing assistance. Other private and public resources are also made available to seniors throughout the year.

### Environmental Health

The Environmental Health Program covers a broad range of important services in the community. In 2019, the program conducted 30 comprehensive food surveys for health and safety hazards, fielded community complaints on air quality and provided food handler classes for food service workers. The program provides child restraint devices and seat belt safety promotion, child safety events and other outreach in illness prevention, safety hazards and disaster preparedness.



The program also provides services for families with pets for immunizations, registrations and health issues, community water testing, mosquito prevention and other community and occupational safety issues.

### Other Programs



The Winnebago Public Health Department operates a variety of other vital programs and has positively impacted a significant portion of the community. The Behavioral Health Program conducted over 1,150 assessments and hundreds of treatments; the EMS Program conducted 744 calls during the year; and the Public Health Nursing Program completed almost 3,600 home visits.

Community Education included early child development, prenatal and breastfeeding education, diabetes and nutrition and parenting. The Whirling Thunder Wellness Program offered personal training, youth prevention programming, annual school screenings, walking wellness, aquatics and group exercise classes among other activities. This is just a snapshot of the broad range of health and wellness resources available to the community.

# Twelve Clans Unity Hospital Highlights

## Clinical



**The 13-bed Inpatient Unit at Twelve Clans Unity Hospital opened on October 30, 2019.** Inpatient care had previously been unavailable prior to the Winnebago Tribe assuming management of the hospital. Opening of the Inpatient Services Unit is a major step toward achieving certification by the Centers for Medicare and Medicaid Services (CMS).

Twelve Clans Unity Hospital has partnered with an outside medical firm to serve patients who need a peripherally inserted central catheter (PICC) line placed, which is a tube inserted through a vein in the arm that carries blood into the heart. This gives doctors better access to administer necessary medications or other treatments. Previously, patients needing a PICC line had to be transferred to an outside facility for treatment.

The Emergency Department is also now equipped with Servo-U Ventilation technology that provides lung protection to help improve patient outcomes. This gives our medical staff access to protective and personalized breathing ventilation for patients in need. The technology helps with early intervention of various conditions to improve patient safety.

Both the Emergency and Outpatient Departments have been working tirelessly to provide a more patient-centered focus and more efficient operations to improve patient care. Hospital personnel receive ongoing training in both medical procedures and patient service protocols along with cultural sensitivity training to provide a more positive patient experience overall. During 2019, the Emergency Department saw and treated a total of 9,220 patients. The Outpatient Department saw a total of 9,752 patients, including Express Care and Podiatry.

## Telemedicine



**The Hospital also offers Telemedicine technology.**

This is a virtual service that allows patients to see top medical specialists without traveling outside of Winnebago. Patients interact in real time through a monitor with a physician on the other end. Through this partnership with Avera eCare, patients benefit from local access to specialists in: Rheumatology, Behavioral Health, Endocrinology, Internal Medicine, Wound Care and Gastroenterology.

Twelve Clans staff are still present with patients at the hospital, but telemedicine gives patients access to convenient specialty care that may otherwise not be available to them without traveling to a distant healthcare provider. This is a cutting-edge technology that is not available in many rural areas, but has been a priority to establish for Twelve Clans Unity Hospital.

# Twelve Clans Unity Hospital Highlights

## Radiology



**Twelve Clans Unity Hospital Radiology Department has been awarded a three-year term of accreditation in Mammography by the American College of Radiology (ACR).** Mammography uses a low-dose X-ray system to examine the breast in the early detection and diagnosis of breast diseases. Twelve Clans Unity Hospital has the newest 3D Mammography imaging available. Screening mammography is recommended as an annual or biannual exam for women 40 and over. The Radiology Department technology and expertise for a variety of diagnostic needs is a significant part of the Hospital's continuing work to provide a stronger health resource to the community.

## Pharmacy

**In 2019, the Pharmacy installed a brand new Omnicell automated dispensing cabinet system for patient medication, storage, and retrieval.** This new software has improved workflow solutions, secure data and patient information sharing between hospital departments, and improved patient outcomes. The Pharmacy Department dispensed a total of 122,646 medical prescriptions in 2019. Additionally, the department counseled 1,000 patients in the Over-The-Counter Clinic. The Pharmacy also provided 212 immunizations through the Immunization Program.

The Pharmacy has been an integral part of the Vivitrol Clinic, a medication-assisted treatment (MAT) program launched last year to help treat individuals with chronic opioid and alcohol dependencies. Vivitrol is prescribed as a non-addictive and once a month injectable medication to help address the physical effects of dependence in the brain. The Pharmacy plays an important role in providing needed medication conveniently right here in the community.



## Laboratory



**Twelve Clans Unity Hospital Laboratory has been awarded a two-year term Certificate of Compliance under the Clinical Laboratory Improvement Amendments (CLIA) program for high complexity laboratory testing.** This is the result of a recent day-long review and inspection by the State of Nebraska Department of Health and Human Services. The Centers for Medicare & Medicaid Services (CMS) regulates all laboratory testing (except research) performed on humans in the United States through CLIA. The program ensures the accuracy and reliability of patient test results.

The Laboratory's achievement is a huge step toward CMS certification. This is one more success in the ongoing progress being made to build a healthier community.

# WCHS Timeline of Significant Events



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## Independent Auditor's Report

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

## Report on the Financial Statements

We have audited the accompanying financial statements of Winnebago Comprehensive Healthcare System (the "System"), a component unit of the Winnebago Tribe of Nebraska (the "Tribe"), as of and for the year ended September 30, 2019, and the related notes to the financial statements, which collectively comprise the System's financial statements as listed in the table of contents.

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the 2019 financial statements referred to above present fairly, in all material respects, the financial position of the System as of September 30, 2019, and the respective changes in financial position and cash flows for the year ended in accordance with accounting principles generally accepted in the United States of America.

The financial statements of the System as of and for the three-months ended September 30, 2018, were audited by other auditors whose report dated April 20, 2019, expressed an unmodified opinion on those statements.

Management has omitted management's discussion and analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the financial statements. Such missing information, although not a part of the financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context. Our opinion on the financial statements is not affected by this missing information.

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the System's financial statements. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, is presented for purposes of additional analysis and is not a required part of the financial statements.

The accompanying schedule of expenditures of federal awards is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the accompanying schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

In accordance with Government Auditing Standards, we have also issued our report dated July 7, 2020, on our consideration of the System's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the System's internal control over financial reporting and compliance.

Phoenix, Arizona July 7, 2020

Albuquerque 7425 Jefferson St NE Albuquerque, NM 87109 P 505.998.3200 F 505.998.3333	Phoenix 5353 N 16th St, Suite 200 Phoenix, AZ 85016 P 602.730.3600 F 602.730.3699
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## 2015

### Tribal consultation with IHS on CMS certification

Tribal planning, building capacity and community engagement

## 2016

### Tribal engagement in federal advocacy for hospital

Tribal planning, building capacity and community engagement

## 2017

### WPHD initiates process for public health accreditation

Self-Governance Steering Committee and workgroups established

### Tribe meets financial capability criteria for the IHS Tribal Self-Governance Program

WCHS established as umbrella organization for WPHD and TCUH

### Notice of Intent to assume hospital operations sent to IHS

## 2018

### Tribe negotiates with IHS on Self-Governance Compact

WCHS administrative operations established

### Board of Directors appointed by Tribal Council

Staffing plan and recruitment to begin filling vacant positions

### Merger of WPHD under WCHS umbrella

Assumption of hospital operations begins 7/1

### Assessment of department operations begins with action plans

Initiated review of all TCUH and WPHD policies and procedures

### Engaged Joint Commission Resources for training and consultation

Radiology Department receives accreditation for hospital certification for 2D & 3D imaging

### Express Care Clinic established

Avera eCare Specialty Clinics established

## 2019

### TCUH opens inpatient unit

Lab achieves CLIA Certification

### Finalized new HR policies and procedures

Completed hospital-wide survey readiness training

### Medically Assisted Treatment Program established

WPHD long-range strategic plan completed

### Diabetes Education Program Accreditation

Community Health Assessment completed by

Association of Diabetes Care & Education Specialists

### Tribal Community Health Improvement Plan finalized

TCUH long-range strategic planning initiated

## Staffing Progress

### 2018 Total WCHS Staff

At Tribal Assumption

45% Vacancy with 199 Employees

### 2019 Total WCHS Staff

Under Tribal Management

15.89% Vacancy with 270 Employees

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

Assets	2019	2018
<b>Current assets</b>		
Cash and cash equivalents	\$16,108,336	\$17,929,140
Patient accounts receivable, net	1,586,830	1,239,606
Due from Winnebago Tribe of Nebraska	773,627	37,243
Inventory	370,339	195,647
Other	31,351	19,350
<b>Total current assets</b>	<b>18,870,483</b>	<b>19,420,986</b>
<b>Noncurrent assets</b>		
Capital assets not being depreciated	321,127	257,000
Capital assets, net of accumulated depreciation	2,063,769	1,860,999
<b>Total noncurrent assets</b>	<b>2,384,896</b>	<b>2,117,999</b>
<b>Total assets</b>	<b>\$21,255,379</b>	<b>\$21,538,985</b>
<b>Liabilities and Net Position</b>		
<b>Current liabilities</b>		
Accounts payable	\$1,429,068	\$1,325,882
Due to Winnebago Tribe of Nebraska	2,216,203	679,684
Unearned grant revenue	22,455	-
Purchased/referred care payable	987,548	-
Accrued expenses	940,832	662,598
<b>Total liabilities</b>	<b>5,596,106</b>	<b>2,668,164</b>
<b>Net position</b>		
Net investment in capital assets	2,384,896	2,117,999
Restricted	13,274,377	16,752,822
<b>Total net position</b>	<b>15,659,273</b>	<b>18,870,821</b>
<b>Total liabilities and net position</b>	<b>\$21,255,379</b>	<b>\$21,538,985</b>

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

	Year Ended September 30, 2019	Three-Months Ended September 30, 2018
<b>Operating Revenues</b>		
Indian Health Service compact	\$27,094,253	\$22,486,093
Net patient service revenue	8,472,343	3,714,767
Other	108,412	24,392
<b>Total operating revenues</b>	<b>35,675,008</b>	<b>26,225,252</b>
<b>Operating Expenses</b>		
Salaries and wages	19,239,023	4,431,162
Contract labor	6,564,256	1,284,131
Indirect costs	4,490,854	764,304
Purchased/referred care	3,698,289	354,751
Medical and drug supplies	2,465,118	232,852
Other program costs	746,646	138,209
Supplies and postage	724,692	595,426
Rent	596,493	130,067
Utilities	488,289	161,586
Repairs and maintenance	439,142	27,577
Depreciation	347,823	71,722
Travel and training	282,992	30,807
Professional fees	210,875	146,692
Information technology	145,830	206,144
<b>Total operating expenses</b>	<b>40,440,322</b>	<b>8,575,430</b>
	<b>(38,511,942)</b>	<b>662,598</b>
<b>Operating income (loss)</b>	<b>(4,765,314)</b>	<b>17,649,822</b>
<b>Nonoperating Revenues (Expenses)</b>		
Noncapital grants and contributions	1,340,057	-
Interest income	248,659	43,385
Loss on disposal of capital assets	(34,950)	-
Capital contribution - capital assets	-	2,189,721
Transfers in from I.H.S. - inventory	-	174,602
Contributions from the Winnebago Tribe of Nebraska	-	925,932
Contributions to the Winnebago Tribe of Nebraska	-	(2,112,641)
<b>Total nonoperating revenue (expenses)</b>	<b>1,553,766</b>	<b>1,220,999</b>
<b>Change in net position</b>	<b>(3,211,548)</b>	<b>18,870,821</b>
Net position - beginning of year	18,870,821	-
<b>Net position, end of year</b>	<b>\$15,659,273</b>	<b>\$18,870,821</b>

## 2019 Executive Management



**Danelle Smith**  
Chief Executive  
Officer



**Sharon R. Frenchman**  
Chief Administrative  
Officer



**Mona Zuffante**  
Public Health  
Administrator



**Laura Gamble**  
Chief Operating  
Officer



**Kim Friloux**  
Controller



**Francine Parmenter**  
Quality  
Management  
Director



**Joseph Pluth**  
Director Of Nursing

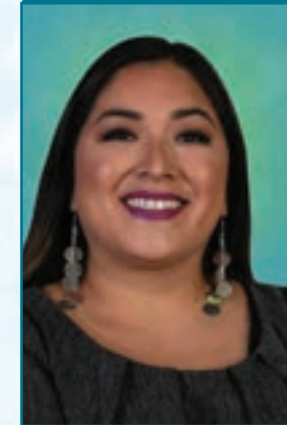


**Lynelle Noisy Hawk, MD**  
Clinical Director

## 2019 Board of Directors



**Jim Rixner**  
Chairperson



**Victoria Kitcheyan**  
Vice-Chairperson



**Ann Marie  
Bledsoe-Downes**  
Secretary



**Coly Brown**  
Member



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

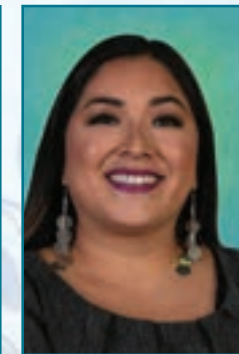
## 2019 Winnebago Tribal Council



**From Left to Right:**  
**Coly Brown**  
Chairman  
**John Snowball**  
Vice-Chairman  
**Roland Warner**  
Treasurer  
**Thelma Whitewater**  
Secretary



**From Left to Right:**  
**Louis Larose**  
Member  
**Melton Frenchman**  
Member  
**Victoria Kitcheyan**  
Member  
**Aric Armell**  
Member



\*Note - The 2019 Winnebago Tribal Council had a vacant position.





225 S. Bluff Street P.O. Box HH  
Winnebago, NE 68071  
Phone: 402-878-2231  
[winnebagohealth.com](http://winnebagohealth.com)