

Board of Commissioners Meeting

August 24, 2023 Summit Pacific Wellness Center Ortquist Conference Room Gravs HarborCounty Public Hospital District No.1

Agenda

1. 6:00 – Call to Order

- a. Introductions as needed
- b. Business from audience
- 2. 6:05 Consent Agenda See separate Consent Agenda Action (vote)
- 3. 6:08 Approval of Minutes Action (vote)
 - a. July 27, 2023 Regular Meeting
 - b. July 31- August 2, 2023 Special Meeting
- 4. 6:10 Patient Story Jennifer Burkhardt– Info
- 5. 6:15 2022 Financial Audit- Luke Zarecor, CPA DZA

6. Executive Reports

- a. 6:55 Quality Report and Dashboard, Tori Bernier and Winfried Danke Info
- b. 7:10 Finance Report, James Hansen Info
- c. 7:25 Advocacy Committee, Josh Martin (as needed)
- d. 7:30 Executive Report, Josh Martin Info

7. Commissioner Business

- a. 7:45 Medical Staff Privileges Action (vote)
 - i. Nancy Espelin, PA-C Family Medicine privileges Initial Appointment
 - ii. Angela Shimoda, MD Family Medicine privileges Initial Appointment
 - iii. Abdeirahman Beltagy, MD Neurology privileges Reappointment
 - iv. Neha Mirchandani, MD Neurology privileges Reappointment
 - v. Marry Ellen Biggerstaff, MD Family Medicine privileges Reappointment
 - vi. Diane DeVita, MD Emergency Medicine privileges Reappointment
 - vii. Tera Lovell, OT reappointment, Occupational Therapy
- b. 8:00- Hot Topic Discussion
- c. 8:05 Upcoming Events, Andrew Hooper
- d. 8:07 Meeting Evaluation, Andrew Hooper
- 8. 8:08 Adjourn Action (vote)

<u>Upcoming events</u>: - BOLD events indicate desired Commissioner attendance.

- > Donor Appreciation Event | Wellness Center | August 30, 2023 5:30-7:30 pm
- > Capital Campaign Kick Off Reception | September 13, 2023 5:30-7:00 pm
- > Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 16, 2023
- East Grays Harbor Youth Collaborative | September 26th | TBD
- Ladies' Night Out | Wellness Center | October 12, 2023
- > WSHA Annual Meeting | Renton, WA | October 22-23, 2023
- > Harbor Lights Laser Show | Satsop Business Park | December 13 &14, 2023
- Summit Fights Hunger | Wellness Center | December 19 & 20, 2023



August 24, 2023 Summit Pacific Wellness Center Ortquist Conference Room Gravs HarborCounty Public Hospital District No.1

Consent Agenda

A very useful technique involves the use of a consent agenda. The board agenda planners (usually the executive or governance committee, but occasionally the board chair with the CEO) divide agenda issues into two groups of items. The first are those items that must be acted on because of legal, regulatory, or other requirements, but are not significant enough to warrant discussion by the full board. Such issues are combined into a single section of the board agenda book; members review these materials prior to the meeting, and if no one has any questions or concerns, the entire block of issues is approved with one board vote and no discussion. This frees up a tremendous amount of time that would otherwise be squandered on minor issues. Any member can request that an item be removed from the consent agenda and discussed by the full board. The success of the consent agenda is predicated upon all board members reading the material in the consent agenda section of the board agenda book. If they do not, then the board becomes a veritable rubber stamp. The second group of agenda items are those important issues that require discussion, deliberation, and action by the board. These are addressed one by one.

Executive Session Justification

Executive Session is convened to discuss the following topics, as permitted by the cited sections of the Revised Code of Washington (RCW):

- Executive session (RCW 42.30.110)
 - a. (a) national security
 - b. (b) (c)real estate
 - c. (d) negotiations of publicly bid contracts
 - d. (e) export trading
 - e. (f) complaints against public officers/employees
 - f. (g) qualifications of applicant or review performance of public employee/elective office
 - g. (h) evaluate qualifications of candidate for appointment to elective office
 - h. (i) discuss claims with legal counsel
 - *i.* existing or reasonably expected litigation
 - ii. litigation or legal risks expected to result in adverse legal or financial consequences
 - iii. presence of legal counsel alone does not justify executive session
 - i. QI/peer review committee documents and discussions
- Final action must be in open meeting



AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	 CALL TO ORDER The meeting of the Board of Commissioners of the Grays Harbor County Public Hospital District No. 1 was called to order by Andrew Hooper at 6:00 pm Commissioners present: Gary Thumser, Andrew Hooper, Kevin Bossard, Georgette Hiles, Carolyn Wescott Present: Josh Martin, Jori Stott, Jennifer Burkhardt, Tori Bernier, Winfried Danke, Dr. Ken Dietrich, Jim Hansen, Dick Bratton, PJ Bauser, Justin Chitwood, Anna Taylor, Ron Hulscher, Brad Thomas 	
BUSINESS FROM AUDIENCE	 Business from Audience Summit Pacific received and reviewed patient complaint letter addressed to commissioners from Paula Shifflett. Jennifer Burkhardt and Josh Martin will be reaching out to the patient and will provide commissioners with the formal response at the August Board meeting. Some of the major concerns included wait times and accessibility (see letter for more details). 	
CONSENT AGENDA		Commissioner Thumser made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor.
MINUTES	 June 22, 2023 July 12, 2023 	Commissioner Hiles made a motion to approve minutes. Commissioner Thumser seconded the motion. All voted in favor.
PATIENT STORY	 Jennifer Burkhardt shared a patient story regarding nurse resident (see patient story for more details). 	



	July 27, 2023	
	 Jennifer Burkhardt shared patient thank you letter sent to SPMC staff in the ED and Acute Care (see letter for more details). 	
MFP Update		
	 Patient toilet rooms are 50% larger than our current facilities. Justin Chitwood did a virtual walk through the facility. Summit Pacific is working on signage to stand out and meet our community needs. The Plexiglas was used in design for noise and a level of protection. Discussion regarding the flexibility of our trauma rooms. Mahlum has been thoughtful about how we would be flexible to address an emergency or surge situation. Discussion if the results waiting room is going to be monitored. The courtyard can be accessed from the building. 	
	 Discussion regarding where family can wait for patients. The process should allow more throughput for patient volumes. Discussion about the greenspace facility space. 	
FOUNDATION UPDATE	 Brad invited everyone to the Capital Campaign kickoff. Brad reviewed the impact report and pledge form (see forms for more details) The employee campaign goal is \$75,000. 	



details). CEO Martin reviewed the major highlight from the last six months. motion to approve the recommended edits: o Objective 6: Successfully implement ERP as measured by: commissioner Bossard seconded edits: o Objective 6: Successfully implement ERP as measured by: commissioner Bossard seconded edits: o Objective 7: Break ground on hospital expansion by Q1 of 2023 commissioner Bossard QUALITY CNO Bernier and Winfried Danke shared the Quality Report and Dashboard (see presentation for more details). comession by Q1 of 2024 QUALITY CNO Bernier and Winfried Danke shared the Quality Report and Dashboard (see presentation for more details). catering volumes were very high in July. The department is beginning a series of enhancements and started with a healthy second entre. 2 2 MDs in the ED has helped with provider getting to diagnosis and disposition faster. Thank you, Lourdes, for her hard work getting Trauma, Cardiac and Stroke accreditation! Summit Pacific will be able to open the Sleep Lab next week. There is a team working to improve GI access. Winfried reviewed value-based clinic efforts with Amerigroup. Feed trail is back online after months of integration issues. Torie reviewed the financial report (see report for more details) Summit Pacific is \$3.3 million dollars behind budget. Summit Pacific is running at 50% plan for GI this year which is mostly due to our GI department volumes.		July 27, 2023	
details). CEO Martin reviewed the major highlight from the last six months. motion to approve the recommended edits: o Objective 6: Successfully implement ERP as measured by: commissioner Bossard seconded edits: o Objective 6: Successfully implement ERP as measured by: commissioner Bossard seconded edits: o Objective 7: Break ground on hospital expansion by Q1 of 2023 commissioner Bossard QUALITY CNO Bernier and Winfried Danke shared the Quality Report and Dashboard (see presentation for more details). comession by Q1 of 2024 QUALITY CNO Bernier and Winfried Danke shared the Quality Report and Dashboard (see presentation for more details). catering volumes were very high in July. The department is beginning a series of enhancements and started with a healthy second entre. 2 2 MDs in the ED has helped with provider getting to diagnosis and disposition faster. Thank you, Lourdes, for her hard work getting Trauma, Cardiac and Stroke accreditation! Summit Pacific will be able to open the Sleep Lab next week. There is a team working to improve GI access. Winfried reviewed value-based clinic efforts with Amerigroup. Feed trail is back online after months of integration issues. Torie reviewed the financial report (see report for more details) Summit Pacific is \$3.3 million dollars behind budget. Summit Pacific is running at 50% plan for GI this year which is mostly due to our GI department volumes.		 CEO Martin thanked Brad for his tremendous work and moving forward into the project. The Foundation board just completed a telephone "Thankathon" this evening. 90% of calls were thankful for the call. Some of the most positive feedback was from 	
presentation for more details). Catering volumes were very high in July. The department is beginning a series of enhancements and started with a healthy second entre. 2 MDs in the ED has helped with provider getting to diagnosis and disposition faster. Thank you, Lourdes, for her hard work getting Trauma, Cardiac and Stroke accreditation! Summit Pacific will be able to open the Sleep Lab next week. There is a team working to improve GI access. Winfried reviewed value-based clinic efforts with Amerigroup. Feed trail is back online after months of integration issues. Tori reviewed the Quality dashboard. The lab is working to improve blood culture data. FINANCE CFO Hansen reviewed the financial report (see report for more details) Summit Pacific is \$3.3 million dollars behind budget. Summit Pacific is running at 50% plan for GI this year which is mostly due to our GI department volumes. Days in AR was up to 68 days. CBO was onsite to help begin to bring this number down as it has surpassed our threshold.	MID YEAR REVIEW	 details). CEO Martin reviewed the major highlight from the last six months. Recommended edits: Objective 6: Successfully implement ERP as measured by: Selecting ERP Vendor and establishing timeline by end of 2023 Development of dashboard to track critical success factors such as errors and productivity and efficiency. 	recommended modifications to the 2023 strategic plan. Commissioner Bossard seconded the motion. All voted
 Summit Pacific is \$3.3 million dollars behind budget. Summit Pacific is running at 50% plan for GI this year which is mostly due to our GI department volumes. Days in AR was up to 68 days. CBO was onsite to help begin to bring this number down as it has surpassed our threshold. 	QUALITY	 presentation for more details). Catering volumes were very high in July. The department is beginning a series of enhancements and started with a healthy second entre. 2 MDs in the ED has helped with provider getting to diagnosis and disposition faster. Thank you, Lourdes, for her hard work getting Trauma, Cardiac and Stroke accreditation! Summit Pacific will be able to open the Sleep Lab next week. There is a team working to improve GI access. Winfried reviewed value-based clinic efforts with Amerigroup. Feed trail is back online after months of integration issues. Tori reviewed the Quality dashboard. 	
	FINANCE	 CFO Hansen reviewed the financial report (see report for more details) Summit Pacific is \$3.3 million dollars behind budget. Summit Pacific is running at 50% plan for GI this year which is mostly due to our GI department volumes. Days in AR was up to 68 days. CBO was onsite to help begin to bring this number 	
	ADVOCACY		



	July 27, 2023	
EXECUTIVE REPORT	 Summit Pacific purchased the 575 Main Street building. Summit Pacific has a grant to help remodel that space and create more access in the hospital campus. CTLO Burkhardt was appointed to the nurse compact commission for the state. CNO Bernier has been appointed to the advisory committee to help with this work. CEO Martin provided an update for a new childcare benefit through the Foundation Employee Assistance Fund. Qualified employees can submit for reimbursement for one child and receive 10% of their tuition quarterly. Summit Pacific received a \$70,000 grant to help and engage families through basketball/ pickleball court working with city of Elma and their Parks and Recreation Department. CEO Martin shared a patient story regarding Food Rx program. Anthem/ Amerigroup has been requesting data regarding our successes with the program. 	
COMMISSONER	Medical Staff Privileges	Commissioner Hiles made a
BUSINESS	Johanna Thompson, PharmD- Pharmacist- Initial Appointment	motion to approve the Medical
	Vanessa Creed, DPT- Physical Therapy- Initial Appointment	Staff privileges. Commissioner
	Kim Miker, DNP- Family Medicine- Initial Appointment	Wescott seconded the motion.
	Michael Fisher, CRNA- Anesthesia- Reappointment	All voted in favor.
	Aaron Ward, PT- Physical Therapy- Reappointment	
	Terra Grandmason, ARNP- Primary, Urgent Care Family Medicine/ Secondary	
	Emergency Medicine- Reappointment	
	Jakdej Nicomborirak, MD- Sleep Medicine- Reappointment	
	 Sandeep Amesur, MD- Radiology- Initial Appointment 	
	 Michael Berven, MD- Radiology- Initial Appointment 	
	 James Brull, DO- Radiology- Initial Appointment 	
	 Dennis Burton, MD- Radiology- Initial Appointment 	
	Corey Chopra, MD- Radiology- Initial Appointment	
	Rashmi Hande, MD- Radiology- Initial Appointment	
	Ellen Johnson, MD- Radiology- Initial Appointment	
	Richard Rossin, MD- Radiology- Initial Appointment	
	Faranak Sandri Tafazoli, MD- Radiology- Initial Appointment	
	Shree Shah, MD- Radiology- Initial Appointment	
	Sanford Smoot, MD- Radiology- Initial Appointment	
	CEO Delegation	Commissioner Wescott made a
	 CEO Martin reviewed the updated CEO Delegation policy. 	motion to approve the CEO
L		



	 Discussion regarding in the extreme circumstances that policy would need to be used, the governance committee could provide support to CFO. 	Delegation Policy. Commissioner Hiles seconded the motion. All voted in favor.
	 Hot Topic Discussion CEO Martin presented an offering for the NRHA Certification program. AWPHD is offering to waive registration fees. 	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:37 pm.	Commissioner Wescott made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. All voted in favor.

Recording Secretary

with the

Board Secretary



"ACCELLERATING OUR JOURNEY TOWARD BIG GOAL 2028"

Board of Commissioners 2023 Strategic Planning Retreat

Alderbrook Resort, Union WA July 31 - Aug 2, 2023

Day 1: Monday July 31st

Attendees: Drew Hooper Hooper, Carolyn Wescott, Gary Thumser, Georgette Hiles, Jori Stott, Josh Martin, Kevin Bossard

Guests: Matthew Elsworth, Joanna Castellanos, Mike McNickle, Chris Nesmith

8:00	All	Group Breakfast
8:30	Commissioner	Welcome and Introductions
	Hooper	 Commissioner Hooper called the meeting to order at 8:30 am.
		 Commissioner Hooper reminded the team to ask questions as our duty as "care providers".
		Commissioner Hooper also reminded the team to think outside
		the box and think about the future of healthcare.
		 Commissioner Hooper asked the team to be "all in today" to
		drive robust conversation and healthcare innovation.
		 Josh read the HRO statement as a reminder to the board.
		Commissioner Hooper facilitated meeting introductions for
		commissioners and guests.
		• Commissioner Thumser shared this board is the most creative,
		productive and honest board he has served on in the past 40
		years.
8:45	Matt Elsworth	State of the State and Industry Updates
		Matt Elsworth presented on AWPHD Updates (see presentation
		for more details).
		Matt Elsworth reviewed PHD performance:
		 Strategic Planning
		 Funding strategies

600 East Main Street, Elma, Washington 98541 - Ph. (360) 346-2222

Owned and Operated by Gray's Harbor County Public Hospital District No. 1, SPMC is an equal opportunity provider and employer



	 Workforce (55%-70% of budgets)
	 Public Records
	 Commissioner and CEO turnover
•	Several boards do not do strategic planning, or board members
	run or serve for the wrong reasons.
•	Public hospital board members need to be committed to their
	community.
•	Being a commissioner is a constant learning experience.
•	Rurals are doing better than urban hospitals in regard to financial
	losses, although there are still impacts. Rural hospitals are more
	nimble than larger systems.
•	Workforce is still the number one challenge in rural areas right
	now.
•	In the past year and half there have been 11 CEO transitions.
•	Public records are the most asked question to the AWPHD by
	PHDs.
•	Commissioner survey showed most commissioners started their
	tenure as an appointed position.
•	California has proposed making all public district websites end in
	".gov".
•	There has been some legislative proposals for public record
	nuisance lawsuits. The law did not pass.
•	Tax Increment Financing districts draw a line and create districts
	without going to vote. City Council can propose these at any
	time, and it comes out of other special districts for three years.
•	Matt Elsworth shared learnings from Chelan with the TIFs.
•	Josh will be serving as the 2023 Board Chair.
•	There are 56 public hospital districts in the state.
•	The cost savings to be in the AWPHD is a net benefit 60% more
	than the dues.
•	Joanna Castellanos shared regarding the upcoming AWPHD
	events.
•	Production for the new "what is a PHD" video starts this week.
•	Working to improve interface for the commissioner interface for
	2024.



10:00	Chris Nesmith	 There is a part II public records officer training with MRSC coming soon. Joanna provided feedback on the Chelan retreat. Great remarks on Board Chair and CEO Lunch. There is desire for more PHD specific content, increase to three days, and have more networking time. Matt Elsworth reviewed predictions around state and national political predictions. State legislature we are losing long term members and drive ideology to decisive the democratic party will be more decisive internally. Suggestion to invite candidates to the hospital to tour. Senate will likely flip to the republicans. Discussion regarding presidential candidate. School District: Community Health Chris Nesmith introduced himself and provided background in school district redesign and state law reform (see presentation for more details). Washington post-secondary completion rate is 1 out of 3. Our system is not designed to get the results we want to get. Chris Nesmith reviewed the school district opportunities. There was no data before Chris came on as the superintendent. The Board has been updating all the policies that are 20 years material candidate are policies.
		The board is changing its format to include a work session component.
11:00	Mike McNickle	 Public Health: Community Health Mike McNickle, Public Health Director presented a public health update.



	 Mike shared how Public Health engages behavioral health for youth. PH does not offer services but partners with providers that do. Public health operates with three divisions:
	 Healthy People Healthy Families Healthy places
	 SPMC was awarded \$970,000 for mental health clinic.
	• Discussion regarding why third spaces for youth is important for youth that are not involved in sports or a club.
	Mike reviewed the overview of 2023-2025 Public Health Strategic Plan.
	Parental involvement is an important factor on youth mental health.
	 Discussion regarding what success looks like in five years. There is a small data number: reductions in suicidal ideation, or reduction of bad days, reduction youth engaging in illegal activity, reduction of youth using illegal substances.
	 There is a challenge with capturing data around mental health for youth.
	 Public health is in a difficult spot like hospitals regarding the definition of health equity and how to capture a baseline.
	 Discussion regarding senior services and what is important to public health.
	 Discussion regarding opioid and fentanyl challenges in the community. Covid has not helped.
	 Coroner shared there were 16 fentanyl/ opioid deaths last year and this year we have already had 40 deaths.
	 Discussion regarding progress with the triage mental health model.
12:00	LUNCH
	 Discussion regarding how Summit Pacific can support the school and superintendent.
	 How to engage with the community to achieve the goals the school district would like to achieve.

600 East Main Street, Elma, Washington 98541 - Ph. (360) 346-2222 Owned and Operated by Gray's Harbor County Public Hospital District No. 1, SPMC is an equal opportunity provider and employer



		If we want to build the healthiest community in the nation, we need leadership committed to health.
1:00		 Findings from May / June re-launch of community asset mapping and listening tours around Big Goal 2028 Jori reviewed July CAM survey and listening session results (see presentation for more details).
1:30	Josh / Tricia	Big Goal 2023 Review how we've made progress, what we've learned and what comes next - Youth Summit, priorities and focus, partners, etc. Discussion if the five-year concept is working for Big Goals. Discussion if Summit Pacific has made efforts and improvements during the 5-year commitment. Discussion that the 5-year goal seems to be the right number. Discussion should each "base camp" should be predetermined for a 50 year visions. There is a lot of variation it would be challenging to predetermine 50 years.
2:00	Tricia	 Big Goal 2028 As we think about continuing to impact youth, what is most important for our community? Outlets that align with youth interest – purpose driven Activities that provide for academia, athletics, arts in a safe environment (3) Safe environment; space for activities (3) Teaching youth → Financial stewardship and responsibility, Conflict resolution, etc. – purpose driven Mental health/ Removing mental health stigma (3) Education; high school and beyond; sp (eg, tech, welding, etc) (2) Parental support Reduction of risky behaviors/ decrease discipline behaviors Community connections- who will youth "tell"



	10 Obsetty(2)
	10. Obesity (2)
	11. Support and positive perception of youth success
	12. Economic development \rightarrow decrease poverty
	13. Strengthening the household (Combine 7 and 8)
	i. Youth supports for learning
	ii. Parent supports for learning
	14. Creating hope/ sense of belonging
	15. Community Resources (Combine 9 and 12)
•	Four identified options for greatest impact
	 Safe spaces/ activities/ skills (3)
	 Mental health/ behaviors/ attitudes/ hope and belonging
	(3)
	 Strengthen the household
	 Community resources
	Discussion regarding the cause and effect. Mental health is the
	why, safe spaces is the what, and community resources and
	strengthening the household is the how.
	Tricia facilitate discussion on the words the Board would like to
	use to shape the goal statement.
	Words to shape Big Goal 2028: "Grit" "perseverance"
-	"wellbeing" "elevate" "hope" "belonging" "purpose" "reliability"
	"strength" "create" "cooperation" "engagement" "safe" "role
	modeling" "leadership"
	Decision to make Big Goal 2028 around mental health/
	behaviors/ attitudes/ hope and belonging. Tricia facilitated discussion "what should our role be in the
•	
	efforts?"
	• Collaborator
	• Facilitator/ convenor
	• Provider of MH services \rightarrow create access "nexus"
	 Organizers
	 Educate
	 Pursuing external resources
	o Lead
	 Convene
	 Inspire

Josh Martin, Chief Executive Officer 600 East Main Street, Elma, Washington 98541 · Ph. (360) 346-2222 Owned and Operated by Grays Harbor County Public Hospital District No. 1, SPMC is an equal opportunity provider and employer



		 Support
		 Monitor/ measure
		Tricia facilitated discussion "How will we measure?"
		 Increase decrease in risky behaviors by%
		 Increase in population participation (# lives impacted or touched) x% of youth
		 Income earning above average graduating.
		 Decrease number of self-reported MH days for youth
		(provider survey, healthy behaviors – well child) Increase participation in with school district)
		• Include schools, MH providers, etc \rightarrow improvement?
		 Survey Decrease Absenteeism
		 Police, fire, criminal justice calls Post HS enrollment
		 Childhood obesity
		 GRIT: hope/belonging
		 Decreasing percentage of youth living in poverty
		• City/ school/ hospital/ public health \rightarrow establish and
		adopt single measure, baseline system to impact
		 Discussion to have an internal and external goal.
	/=	
4:00	Josh/Tricia	Feedback on the day -next steps
		Plus Fontactic participation from evenuence
		 Fantastic participation from everyone Shared purpose approach
		 Shared purpose approach Facilitation
		 Facilitation Delta
		• Delta • NA
		Commissioner Hiles made a motion to adjourn the meeting.
		Commissioner Hiles seconded the motion. All voted in favor.
		Meeting adjourned at 3:06 pm.
6:00	All	Team Building Dinner



Josh Martin. Chief Executive Officer



Day 2: Tuesday August 1st

Attendees: Drew Hooper, Carolyn Wescott, Gary Thumser, Georgette Hiles, Kevin Bossard, Josh Martin, Jori Stott Facilitator: Tricia Roscoe

8:30	All	Commissioner Hooper opened the meeting at 8:30 am.								
		Group Breakfast								
		Discussion regarding homework articles (see articles for more								
		details).								
		Discussion regarding various healthcare models for rural								
		healthcare.								
9:00	Josh	Welcome, Meeting Kickoff and Agenda Review								
		• Commissioner Hooper Hooper opened the meeting at 9:00 am.								
		 There was a lot of good progress from yesterday. 								
9:15	Josh	Learning From Day One								
		 Bring forward thoughts and reflections from the prior day – what new 								
		insights did board members have?								
9:30	Tricia	Hopes for our Retreat								
		Board members articulated what they hope to achieve over the next two								
		days								
		 Group consensus on direction 								
		◦ Understand why $→$ direction								
		 Doable directions 								
		 Good, smooth handoff 								
		 Finding the right big goal for this time at Summit 								
		 Goal word smithed in a way that inspires excitement 								
		 Clarity of direction and Big Goal 								
		 Sense of purpose → see ourselves doing work 								
		Big Goal Naming								
		 Strategic Imperative 								
		 Cornerstone 								
		 Aspiration 								
		 Vision milestone 								
		 Community imperative 								
		 Benchmark 								

Josh Martin, Chief Executive Officer

600 East Main Street, Elma, Washington 98541 - Ph. (360) 346-2222 Owned and Operated by Grays Harbor County Public Hospital District No. 1, SPMC is an equal opportunity provider and employer



		 Building block Vision in action 								
		 Vision alive 								
		 Directional 								
		• True north								
		 Living vision 								
		 Touchstone 								
		 Criterion 								
		o Basecamp								
		 Summit scale 								
		• Mile marker								
		 Elevate 								
		o Pinnacle								
		o Peak								
		 Capstone 								
		 Discussion regarding Josh's 6-month 360 review discussion. 								
		 Josh shared areas he is leaning into for improvement. 								
9:45	Josh	Year in Review								
		 Josh reviewed his annual CEO report (see report for more details) 								
		 Josh provided an update on the Grays Harbor Vitality Index. 								
		• Discussion if it is possible to get an "under employment" statistic.								
		 Josh reviewed the Community Health Needs assessment. 								
		 Josh reviewed recommendations for 2023. 								
10:45	All	BREAK								
11:00	Tricia /	Big Goal 2028								
	Josh	Tricia facilitated the process to refine Big Goal 2028 focus from day one.								
		• Align on "as measured by" options for eTeam to consider and finalize								



11:45	All	BREAK for Lunch
12:30	Tricia	Review of Summit Pacific Strategic Priorities and Goals
		and Establish Priorities for the Next Year
		 Tricia facilitated discussion "what are we most proud of this past year?
		o Epic
		 Food Rx
		 DNV Survey
		 Resident graduate group
		 Financial stability
		 Days AR, Cash flow, days cash, S&P
		◦ Enhanced quality and efficiency → Epic data
		 Property development
		 Staff retention
		 Retirement plan benefits
		 Childcare benefit and wage increases
		 New addition to colonoscopy (GI)
		• Kelsey clinic
		 Chair collaborative → seat 2 nonverse binset
		 2 new exec hires Back energy with machinely
		 Back open with rock wall Seat on PH Board
		 Mental health grant Pediatric hire additional hires
		o rediatric file additional files
		Tricia facilitated discussion on current priorities & goals (See
		presentation for more details).
		 Where have we made progress and how do we continue to
		accelerate that?
		 Where have we hit barriers and how do we remove or get
		around them?
		• What are the most important things we need to get done <u>next</u>
		year in order to position for success and move toward our Big
		Goal and vision?
2.20	lash	 Do we need to refine any goals?
3:30	Josh	Meeting Wrap Up and Final Day Agenda Review
	Martin	 Josh facilitated discussion about expectations for the final day.
		Decision to select presenters tomorrow morning.
		Plus
		 A lot of content efficiently
		 Very thorough Creat participation
		 Great participation

Josh Martin, Chief Executive Officer 600 East Main Street, Elma, Washington 98541 - Ph. (360) 346-2222 Owned and Operated by Gray's Harbor County Public Hospital District No. 1, SPMC is an equal opportunity provider and employer



		 Positive team Great ideas
		 Delta Too much sitting Get the names right More coffee for facilitator
3:45	Tricia	 Meeting Evaluation and Action Items Commissioner Thumser made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor. Meeting adjourned at 3:12 pm.
6:00	All	Team Building Dinner

Day 3: Wednesday, Aug 2nd

Attendees: Drew Hooper, Carolyn Wescott, Gary Thumser, Georgette Hiles, Kevin Bossard, Jim Hansen, Jori Stott, Josh Martin, Ken Dietrich, Tori Bernier, Jennifer Burkhardt, Winfried Danke Facilitator: Tricia Roscoe

7:30	All	Group Breakfast
8:00	Tricia	 Opening Remarks and Prep for E-Team Hand Off Commissioner Hooper opened the meeting at 8:00 am. Commissioner Bossardasked how we anticipate the needs of the aging gen X population. Josh requested to add acute care space review as a goal for Stewardship for 2024. Discussion to change "Big Goal" to "Vision in Action". Tricia facilitated review of the draft day one summary to share with E-Team.
9:45	All	BREAK
10:00	Board Representative	 Tricia introduced herself to new E-Team members. Board reported out to E-Team the directive for the 2024 strategic plan and recommendations (see presentation for more details). The Board thanked the E-Team for their continuous hard work.

600 East Main Street, Elma, Washington 98541 - Ph. (360) 346-2222

Owned and Operated by Grays Harbor County Public Hospital District No. 1, SPMC is an equal opportunity provider and employer



11:00	E-Team	The E-Team shared excitement regarding the direction of next year's plan.
		Commissioner Wescott made a motion to adjourn the meeting. Commissioner Thumser seconded the motion. All voted in favor.
		The meeting adjourned at 11:50.

Diorgette Hile



2023 Income Statement

• MEDICAL CENTER •	Month-to-Date					Year-to-Date								
July		Actual		Budget		Variance	Var%		Actual		Budget		Variance	Var%
Gross Operating Revenue		Acidai		bouger		Valiance	V CII / O		Acioai		bouger		Vallance	V CI / U
Medicare Revenue	\$	5,785,070	\$	6,166,527	\$	(381,457)	(6.2%)	\$	39,925,182	\$	41,096,608	\$	(1,171,426)	(2.9%)
Medicaid Revenue	\$	4,635,174		4,430,009	\$	205,166	. ,			\$	29,379,156	\$	(1,679,047)	(5.7%)
Other Revenue	\$	4,294,369		5,162,719	\$		(16.8%)		33,007,764	\$		\$	(1,519,769)	(4.4%)
Total Gross Operating Revenue	Ş	14,714,613	<u> </u>	15,759,255	\$	(1,044,642)	. ,		100,633,055	\$	105,003,297	<u> </u>	(4,370,242)	(4.2%)
Revenue Deductions														
Medicare Contractual	\$	3,327,841	\$	3,917,580	\$	589,739	15.1%	\$	24,521,728	\$	26,102,680	\$	1,580,952	6.1%
Medicaid Contractual	\$	3,020,071	\$	2,638,630	\$	(381,441)	(14.5%)		16,983,737	\$	17,581,090	\$	597,353	3.4%
Other Contractual	\$	1,666,215	\$	1,674,727	\$. ,	0.5%		11,383,576	\$	11,158,642	\$	(224,933)	(2.0%)
Bad Debt Expense	\$	601,823	\$	564,035	\$	(37,788)	(6.7%)	\$	3,552,025	\$	3,758,142	\$	206,117	5.5%
Community Care	\$	21,915	\$	212,803	\$	190,888	89.7%	\$	745,066	\$	1,417,900	\$	672,834	47.5%
Administrative Adjustments	\$	94,504	\$	87,566	\$	· · · · ·	(7.9%)	\$	540,057	\$	583,448	\$	43,392	7.4%
Total Revenue Deductions	\$	8,732,369	\$	9,095,341	\$	362,973	4.0%	\$	57,726,189	\$	60,601,903	\$	2,875,714	4.7%
Net Patient Revenue	\$	5,982,244	\$	6,663,914	\$	(681,669)	(10.2%)	\$	42,906,866	\$	44,401,394	\$	(1,494,528)	(3.4%)
Other Revenue														
Other Operating Income	\$	781,966	\$	316,354	\$		147.2%		2,807,053	\$	2,214,477	\$	592,576	26.8%
Total Other Revenue	\$	781,966	\$	316,354	\$	465,612	147.2%	\$	2,807,053	\$	2,214,477	\$	592,576	26.8%
Net Operating Revenue	\$	6,764,210	\$	6,980,267	\$	(216,057)	(3.1%)	\$	45,713,919	\$	46,615,871	\$	(901,951)	(1.9%)
Operating Expenses														
Salaries & Wages	\$	2,929,390	\$	3,467,697	\$	538,307	15.5%	\$	19,313,290	\$	21,229,929	\$	1,916,639	9.0%
Benefits	\$	787,871	\$	907,297	\$	119,426	13.2%	\$	5,105,199	\$	5,668,279	\$	563,080	9.9%
Professional Fees	\$	156,307	\$	119,036	\$	(37,271)	(31.3%)	\$	707,643	\$	811,949	\$	104,306	12.8%
Supplies	\$	426,183	\$	384,934	\$	(41,249)	(10.7%)	\$	2,535,248	\$	2,652,961	\$	117,713	4.4%
Utilities	\$	56,545	\$	45,203	\$	(11,342)	(25.1%)		339,526	\$	307,711	\$	(31,816)	(10.3%)
Purchased Services	\$	1,270,534	\$	1,093,164	\$	(177,370)	(16.2%)		7,848,601	\$	7,593,435	\$	(255,166)	(3.4%)
Insurance	\$	41,814	\$	36,650	\$	(5,164)	(14.1%)		290,052	\$	256,552	\$	(33,500)	(13.1%)
Other Expenses	\$	152,534	\$	305,818	\$	-	50.1%		1,682,927	\$	2,770,508	\$	1,087,580	39.3%
Rentals & Leases	\$	39,032	\$	55,601	\$		29.8%		287,281	\$	335,213	\$	47,932	14.3%
Total Operating Expenses	\$	5,860,210	Ş	6,415,400	\$		8.7%			\$		\$	3,516,768	8.4%
EBITDA	\$	904,000	\$	564,867	\$	339,133	60.0%	\$	7,604,151	\$	4,989,334	\$	2,614,817	52.4%
Interest & Depreciation Expenses														
Interest	\$	139,971	\$	146,336	\$		4.3%	\$	989,017	\$	1,021,908	\$	32,891	3.2%
Depreciation	\$	399,128	\$	376,684	\$	· · · ·	(6.0%)		2,455,414	\$	2,542,914	\$	87,499	3.4%
Total Interest & Depreciation Expenses	\$	539,099	\$	523,020	\$	(16,079)	(3.1%)	\$	3,444,431	\$	3,564,822	\$	120,391	3.4%
Operating Income (Loss)	\$	364,901	\$	41,847	\$	323,054	772.0%	\$	4,159,720	\$	1,424,513	\$	2,735,208	1 92.0 %
Non-Operating Revenue/(Expenses)														
Tax Revenue	\$	3,375	\$	16,329	\$	()	(79.3%)		509,028	\$	455,825	\$	53,203	11.7%
Misc Revenue/(Expenses)	\$	430,337	\$	55,652	\$				1,647,762	\$	409,043	\$	1,238,719	302.8%
Total Non-Operating Rev/(Expenses)	Ş		\$	71,981	\$		502.5%			Ş	864,869	\$	1,291,921	149.4%
Net Income (Loss)	\$	798,612	\$	113,828	\$	684,784	601.6%	\$	6,316,510	\$	2,289,381	\$	4,027,129	175.9%
METRICS														
EBITDA Margin		13.4%		8.1%		5.3%	65.1%		16.6%		10.7%		5.9%	55.4%
Operating Margin		5.4%		0.1%		4.8%	799.8%		9.1%		3.1%		6.0%	197.8%
Net Income Margin		11.8%		1.6%		10.2%	624.0%		13.8%		4.9%		8.9%	181.3%
Days in AR									74		47		(27)	(58.3%)
DCOH									266		250		16	6.3%
Deduction %		59.3%		57.7%		(1.6%)	(2.8%)		57.4%		57.7%		0.4%	0.6%
NPSR %		40.7%		42.3%		(1.6%)	(3.9%)		42.6%		42.3%		0.4%	0.8%
Net Operating Revenue %		46.0%		44.3%		1.7%	3.8%		45.4%		44.4%		1.0%	2.3%
Benefits as a % Of SW		26.9%		26.2%		(0.7%)	(2.8%)		26.4%		26.7%		0.3%	1.0%
Benefits as a % of SWB		20.7%		20.2%		(0.7%)	(2.2%)		20.4%		20.7%		0.3%	0.8%
Paid FTEs (excludes Agency) Salary per FTE	¢	315.8 9,275	¢	394.5 8,789	¢	78.7	19.9% (5.5%)	¢	323.6 59,677	¢	386.7 54,900	¢	63.1 (4.778)	16.3% (8.7%)
Salary per FIE Hours	\$	9,275 55,783	φ	69,875	φ	(486) 14,092	(5.5%) 20.2%	φ	388,564	φ	468,363	φ	(4,778) 79,799	(8.7%) 17.0%
Avg Hourly Rate	\$	52.51	\$	49.63	\$		(5.8%)	\$	49.70	\$	45.33	\$	(4.38)	(9.7%)
J	Ψ	02.01	Ψ		¥	(07)	(0.0/0]	Ψ		¥	.0.00	¥	((, ., ,))



Balance Sheet as of July 2023

			1 Month							
Assets	07/31/2023	06/30/2023	Variance	07/31/2022	Variance					
Current Assets										
Operating Cash	50,149,222	51,090,520	(941,298)	50,018,251	130,971					
Debt Reserve	2,016,008	2,016,008	-	2,016,008	-					
Accounts Receivables	33,970,207	30,431,977	3,538,230	22,514,653	11,455,554					
Less Allow for Uncollectables	(4,440,314)	(3,904,909)	(535,405)	(4,241,624)	(198,690)					
Less Contractual Adjustments	(14,905,182)	(13,361,373)	(1,543,809)	(9,932,457)	(4,972,725)					
Accounts Receivable - Net	14,624,711	13,165,695	1,459,016	8,340,572	6,284,139					
Taxes Receivable	19,635	25,095	(5,460)	37,210	(17,575)					
Other Receivables	2,286,764	1,775,593	511,171	1,812,422	474,342					
Inventory	828,489	873,127	(44,638)	776,441	52,048					
Prepaid Expenses	788,502	626,110	162,392	687,726	100,776					
Total Current Assets	70,713,330	69,572,147	1,141,184	63,688,630	7,024,700					
Property, Plant and Equipment										
Land	1,652,029	1,652,029	-	1,652,029	-					
Land Improvements	4,478,409	4,478,409	-	4,440,695	37,713					
Buildings	45,736,512	45,736,122	389	43,842,103	1,894,409					
Equipment	18,898,668	18,843,075	55,593	14,548,386	4,350,282					
Construction In Progress	4,006,272	3,215,763	790,509	6,692,745	(2,686,473)					
Less Accumulated Depreciation	(30,306,390)	(29,907,262)	(399,128)	(26,129,309)	(4,177,081)					
Property, Plant and Equipment - Net	44,465,499	44,018,136	447,364	45,046,649	(581,149)					
Total Assets	115,178,830	113,590,282	1,588,547	108,735,279	6,443,551					



Balance Sheet as of July 2023

			1 Month		12 Month
Liabilities	07/31/2023	06/30/2023	Variance	07/31/2022	Variance
Current Liabilities					
Accounts Payable	854,258	601,136	253,122	1,651,047	(796,789)
Other Payables	886,947	940,083	(53,136)	4,871,595	(3,984,649)
Payroll and Related Liabilities	4,549,943	3,977,733	572,209	3,360,632	1,189,310
Interest Payable	135,543	88,998	46,545	142,465	(6,922)
Third Party Settlement Payable	890,465	890,465	-	32,574	857,890
Other Current Liabilities	1,107,452	1,085,273	22,179	1,776,330	(668,878)
Current Maturities of LTD	1,383,664	1,383,664	-	1,192,955	190,709
Total Current Liabilities	9,808,271	8,967,351	840,920	13,027,599	(3,219,329)
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,192,955)	(190,709)
Long Term Debt	45,349,847	45,399,632	(49,785)	46,526,369	(1,176,522)
Total Non Current Liabilities	43,966,183	44,015,969	(49,785)	45,333,414	(1,367,231)
Total Liabilities	53,774,454	52,983,319	791,135	58,361,013	(4,586,559)
Net Assets					
Unrestricted Fund Balance	55,092,666	55,092,666	-	43,105,087	11,987,578
YTD Excess of Revenues	6,311,710	5,514,298	797,412	7,269,178	(957,468)
Total Net Assets	61,404,376	60,606,963	797,412	50,374,266	11,030,110
Total Liabilities and Net Assets	115,178,830	113,590,282	1,588,547	108,735,279	6,443,551

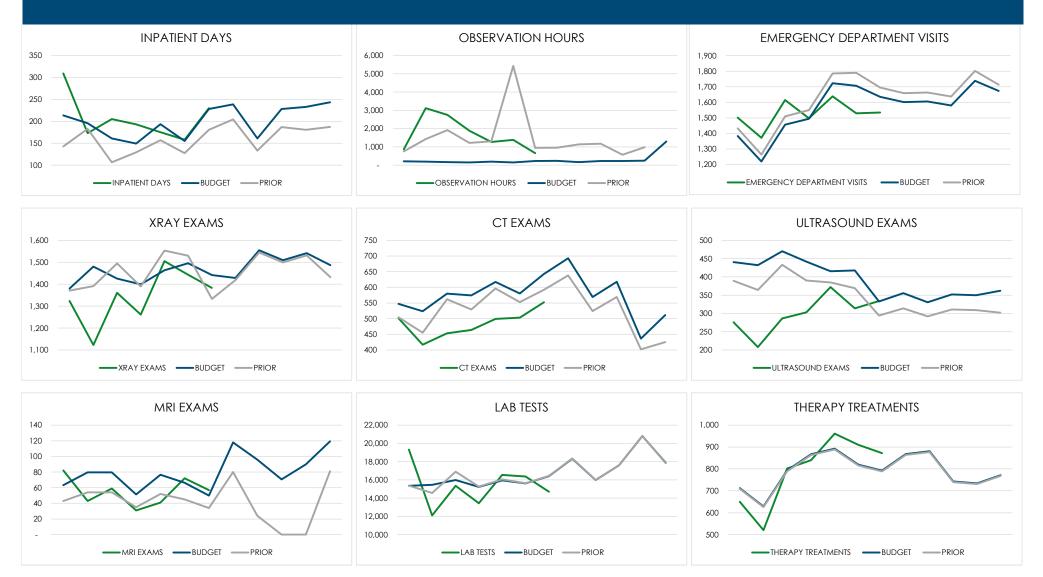


2023 STATISTIC DETAILS

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTP
INPATIENT DAYS	309	173	205	193	175	158	230						1,443
BUDGET	214	196	161	149	193	155	228	239	161	228	233	243	1,296
PRIOR	143	183	107	129	157	127	180	204	133	187	181	187	1,026
OBSERVATION HOURS	871	3,119	2,755	1,882	1,272	1,382	657						11,938
BUDGET	650	1,235	1,637	1,054	1,126	3,200	752	825	990	1,020	1,092	1,668	9,653
PRIOR	750	1,425	1,919	1,214	1,302	5,432	943	954	1,142	1,178	567	977	12,985
EMERGENCY DEPARTMENT VISITS	1,502	1,372	1,615	1,497	1,638	1,529	1,534						10,687
BUDGET	1,383	1,220	1,456	1,495	1,722	1,706	1,635	1,601	1,605	1,580	1,738	1,673	10,617
PRIOR	1,433	1,264	1,509	1,549	1,785	1,789	1,694	1,659	1,663	1,637	1,801	1,713	11,023
GI CASES	97	51	65	78	87	75	72						525
BUDGET	174	90	174	168	166	161	168	97	135	117	97	103	1,101
PRIOR	32	43	37	57	36	29	43	49	72	112	101	64	277
SLEEP LAB	-		-	-					. =				-
BUDGET	-	_	-	33	33	33	33	33	33	33	33	33	-
LAB TESTS	19,321	12,106	15,358	13,437	16,542	16,368	14,713	00	00	00	00		107,845
BUDGET	15,359	15,445	15,974	15,237	15,957	15,611	16,408	18,325	15,982	17,589	20,808	17.877	109,991
PRIOR	15,376	14,561	16,892	15,253	16,049	15,628	16,400	18,345	15,999	17,608	20,830	17,821	110,185
XRAY EXAMS	1,323	14,561	1,360	1,261	1,505	13,620	1,383	16,345	13,999	17,606	20,630	17,021	9,398
BUDGET		1,123		1,201		1,443	1,363	1,428	1,554	1,509	1,541	1,487	10,085
	1,380	,	1,425		1,463		,	, .					
PRIOR	1,371	1,391	1,495	1,390	1,553	1,530	1,333	1,419	1,544	1,499	1,531	1,432	10,063
CT EXAMS	501	417	453	464	499	503	552						3,389
BUDGET	547	524	580	574	617	580	643	692	569	618	436	511	4,065
PRIOR	504	455	562	529	596	553	592	638	524	569	402	425	3,791
ULTRASOUND EXAMS	276	208	286	303	372	314	334						2,093
BUDGET	440	432	470	441	416	418	333	355	330	352	350	362	2,950
PRIOR	389	364	433	390	385	369	294	314	292	311	309	302	2,624
MRI EXAMS	82	43	59	31	41	72	57						385
BUDGET	63	80	80	52	77	66	50	118	96	71	90	119	467
PRIOR	43	54	54	35	52	45	34	80	24	-	-	81	317
THERAPY TREATMENTS	650	521	802	840	961	910	872						5,556
BUDGET	712	629	793	866	893	819	792	867	881	743	734	771	5,504
PRIOR	709	626	790	863	889	816	789	864	877	740	731	768	5,482
URGENT CARE VISITS	1,110	1,296	1,382	1,285	1,485	1,315	1,193						9,066
URGENT CARE BUDGET	1,165	1,007	1,068	1,115	1,324	1,214	1,050	1,195	1,176	1,252	1,530	1,404	7,944
URGENT CARE PRIOR	1,206	1,043	1,106	1,154	1,371	1,257	1,087	1,237	1,217	1,296	1,584	1,453	8,224
KELSEY CLINIC VISITS		71	177	83	206	209	195	.,	.,	.,=	.,	.,	941
MCCLEARY HEALTHCARE CLINIC VISITS	716	451	649	582	798	834	670						4,700
BUDGET	839	680	1,218	996	998	914	804	981	863	924	949	962	6,449
PRIOR	831	805	948	770	772	705	617	758	664	713	733	583	5,448
SUMMIT PACIFIC HEALTH CLINIC VISITS	-	005	-	770	-	267	264	/ 30	004	715	755	505	531
BUDGET	-	-	- 304	-	- 740			720	715	710	722	715	
				504		739	732	730	715	718		715	1,471
PRIOR	184	180	205	188	195	194	188	186	173	176	179	173	382
WELLNESS CENTER VISITS	3,109	1,787	2,761	2,272	2,777	2,862	2,445		0.1.10	0.007	0.5.40	0.0/7	18,013
BUDGET	3,690	2,472	3,638	3,083	3,285	3,225	3,349	4,094	3,440	3,807	3,540	3,267	22,741
PRIOR	2,935	2,832	2,977	2,509	2,679	2,629	2,733	3,362	2,810	3,120	2,895	2,664	19,294
CLINICS VISITS	3,825	2,309	3,587	2,937	3,781	4,172	3,574						24,185
CLINICS BUDGET	4,529	3,152	5,160	4,583	5,023	4,879	4,885	5,805	5,018	5,450	5,211	4,943	32,209
CLINICS PRIOR	3,950	3,817	4,130	3,467	3,646	3,529	3,540	4,306	3,647	4,009	3,807	3,420	26,079
OPERATING MARGIN	19.4%	19.3%	10.6%	3.8%	1.0%	1.6%	4.2%						
GOAL	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	
PRIOR	26.6%	16.1%	15.1%	15.4%	3.3%	14.0%	12.9%	7.0%	15.2%	0.8%	13.3%	4.3%	
DAYS IN AR	50	54	58	61	62	68	74						
GOAL	47	47	47	47	47	47	47	47	47	47	47	47	
PRIOR	57	56	60	56	52	50	53	52	49	48	47	43	
2017 MEDITECH GO LIVE	65	76	83	84	84	79	77	82	81	81	77	77	
DAYS CASH ON HAND	296	290	279	271	276	274	266			01			
GOAL	250	250	250	250	250	250	250	250	250	250	250	250	
PRIOR	323	328	307	230	230	230	230	250	250	265	230	230	
	133	<u> </u>	307		<u></u> 67	63	65	265	269		57	28/	
2017 MEDITECH GO LIVE				75				/6	/2	55	57	/6	202.1
FTES TOTAL PAID	315.9	314.7	324.2	331.0	334.6	325.4	315.8						323.1
FTES INCLUDING AGENCY	339.9	335.1	347.5	357.3	363.5	353.4	345.4						348.9
BUDGET	380.3	380.3	381.3	390.0	390.0	390.5	394.5	396.5	396.5	396.5	397.5	397.5	386.7
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	344.0	349.5	351.8	361.7	319.1



2023 STATISTIC GRAPHS





2023 STATISTIC GRAPHS

