

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. March 28, 2024 Regular Meeting
4. **6:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **6:15 – Employee Recognition – Josh Martin, CEO– Info**
6. **6:20 – The Rural Collaborative Update–Dr. Elya Prystowsky, Executive Director– Info**
7. **Executive Reports**
 - a. **6:40** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:55** – Finance Report, James Hansen – *Info*
 - c. **7:10** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:15** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
 - a. **7:40** – Medical Staff Privileges – *Action (vote)*

Aaron Stayman, MD	Initial Appointment
Raj Penumetsa, MD	Initial Appointment
Brian Ottesen, ARNP	Initial Appointment
Kevin Caserta, MD	Reappointment
Matthew Allen, MD	Initial Appointment
Zarah Pulfrey, PA-C	Active Status

- b. **7:45** – Resolution 2024-08 Surplus Property – *Action (vote)*
 - c. **7:50** – Regular Meeting Schedule – *Action (vote)*
 - d. **7:55** – NHRA Board Training - *Discussion*
 - e. **7:55** – Hot Topic Discussion – *Discussion*
 - f. **8:00** – Upcoming Events, Andrew Hooper
 - g. **8:05** – Meeting Evaluation, Andrew Hooper
9. **8:10 – Adjourn – Action (vote)**

Upcoming events: - **BOLD** events indicate desired Commissioner attendance.

- Annual Golf Tournament | Salish Cliffs | May 10, 2024
- **WSHA and AWPMD Rural Health Conference | Campbells Resort Lake Chelan | June 23-26, 2024**
- Employee Awards Ceremony | Ortuquist Conference Room | July 24, 2024
- Ride the Harbor | McCleary, WA | August 3, 2024
- **Strategic Plan Retreat | Alderbrook Resort and Spa | August 6-7, 2024**
- Employee Picnic | TBD | August 28, 2024
- Peak Health 5K Walk & Fun Run and Community Wellness Fair | Wellness Center | September 14, 2024
- Donor Celebration – Saving Lives Celebration | Wellness Center | September 25, 2024
- Ladies’ Night Out | Wellness Center | October 10, 2024
- Harbor Lights Laser Show | Satsop Business Park | December 11-12, 2024
- Summit Fights Hunger | Wellness Center | December 18-19, 2024

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



BOARD OF COMMISSIONERS MEETING MINUTES

March 28, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>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</p> <p>Commissioners present: Gary Thumser, Georgette Hiles, Carolyn Wescott, Andrew Hooper, Kevin Bossard</p> <p>Present: Josh Martin, Tori Bernier, Jennifer Burkhardt, Winfried Danke, Jim Hansen, Dr. Ken Dietrich, Jori Stott, Shannon Brear, Mike Hall, Steven Thomson, Brad Thomas, Lourdes Schoch, Susie Haykofold</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
CONSENT AGENDA	<ul style="list-style-type: none"> • 	<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
MINUTES	<ul style="list-style-type: none"> • February 22, 2024 Regular Meeting 	<p><i>Commissioner Hiles made a motion to approve the February 22, 2024 minutes. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
PATIENT STORY	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient safety story regarding Acute Care and Dietary and education provided (see patient story for more details). 	
HRO	<ul style="list-style-type: none"> • CNO Bernier introduced consultant Mike Hall who has been shepherding Summit Pacific’s education and organizational roll out of HRO with Press Ganey. • Board Chair Hooper read the Board’s HRO Commitment (see statement for more details). • Mike Hall, Press Ganey presented on High Reliability Organization efforts at Summit Pacific (see presentation for more details). 	



BOARD OF COMMISSIONERS MEETING MINUTES

March 28, 2024

	<ul style="list-style-type: none"> • Mike Hall provided history on how Press Ganey acquired HPI and began offering HRO consultation. • Discussion regarding how the Board engages in HRO. • The Board should be the “ultimate guardian of safety” for the organization. • Suggestion to have the Board members attend the Universal Skills training next year. • Suggestion to use safety as a measure of decision making. • Zero harm should be our organization’s goal. 	
<p>PATIENT ACCESS UPDATE</p>	<ul style="list-style-type: none"> • COO Danke presented Patient Access Update (see presentation for more details). • COO Danke reviewed key takeaways for the Patient Access Rapid Improvement Process (see presentation for more details). • There are challenges with wait times, staffing and call volumes. • COO Danke shared reviewed improvements in call wait times. • There is limited self-scheduling through MyChart, however improvements are being made. • The patient access numbers are continually being monitored. • CEO Martin commended Steven Thomson and COO Danke on their phenomenal work engaging Patient Access and supporting departments to improve patient experience. 	
<p>QUALITY</p>	<ul style="list-style-type: none"> • CNO Bernier reviewed the Quality Report and Dashboard (see presentation for more details). • CNO Bernier thanked Hannah Quimby for her hard work recognizing Kelle Price for her DAISY Award. • CNO Bernier shared that DOH was onsite Tuesday, March 26. Thank you to the team that was able to have a smooth EMTALA investigation. There were no findings. • Thank you, Steven Thomson, for running the Quality meeting with Cecelia’s departure. • Employee Injury process improvement is on hold. The employee health specialist was pulled into Workday implementation, but will be refocusing attention back to this project in the near future. • Acute Care has been spending a lot of attention on fall prevention. The higher rates this month were due to one patient that was very impulsive. The department has done significant work to help alleviate this by moving patient closer to the nurse 	



BOARD OF COMMISSIONERS MEETING MINUTES

March 28, 2024

	<p>station and extra checks. Summit Pacific will also be installing patient cameras in July.</p> <ul style="list-style-type: none"> • The Left without being seen rate has significantly improved. • GI is improving first case starts to improve patient throughput. • Discussion regarding our scope disinfecting process. • CNO Bernier reviewed the importance of contract and policy reviews. • The Quality meeting was great and there have already been some process improvements. The meeting location is moving to Ortquist. 	
FINANCE	<ul style="list-style-type: none"> • CFO Hansen reviewed the Financial Report (see report for more details) • Financial reporting will be changing over the next couple of months. New this month is the two monthly dashboards. • Gross patient revenue was above by 5.6% largely due to a high volume of DI exams and Urgent Care. • Net income was below budget by 11.9%. Purchased services in staffing increased. • Purchased services include agency staffing currently. • CFO Hansen reviewed financial dashboards (see presentation for more details). 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin provided an update on Advocacy. • Summit Pacific received \$2.5 million from federal appropriations bill. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CEO Martin reviewed the Executive Report (see report for more details). • CTLO Burkhardt gave an update on HR Update. Amy Donahue, HR Director started last month. • Diana Kolar, Wellness Center Clinic Manager accepted the position of Quality Director. • CNO Bernier gave an update on MFP. Summit Pacific received approval to use temporary helipad. Summit Pacific received approval for DOH for 1.0 project for ACU functional program. • CTLO Burkhardt provided an update on our marketing efforts for our expansion project and other marketing campaigns. Suggestion if we need more messaging on the fences. • Brad Thomas provided an update on the Saving Lives Campaign. CEO Martin and Brad Thomas met with Timberland executives to request 100,000. • The Foundation is hoping to be at \$2 million in commitments by July. • The School District, City and Hospital District met with Blue Zones about \$300,000 that School District needed to spend by July. 	



BOARD OF COMMISSIONERS MEETING MINUTES

March 28, 2024

	<ul style="list-style-type: none"> The team came up with a plan to develop an education trail. Chris Frye is working with the Chehalis tribe to develop a similar trail. Board Chair Hooper shared he attended the McCleary School Health Fair and it was great to see Summit’s participation. 	
<p>COMMISSONER BUSINESS</p>	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> Sarah Pinkerton, ARNP [Family Medicine] Provisional Appointment Bayli Mohl, PT [Therapy Services] Provisional Appointment Nayeli Villanueva, PT [Therapy Services] Initial Appointment Brianna Ramirez, PT [Therapy Services] Initial Appointment Michael Fisher, CRNA [Interventional Pain] Provisional Appointment Robert Taber, MD [Emergency Medicine] Reappointment James Wang, MD [Neurology Telemedicine] Reappointment Ruxandra Costa, MD [Neurology Telemedicine] Initial Appointment March Hartung, DO [Family Medicine] Active Status <p>CRNA Additional Interventional Pain Privileges</p> <ul style="list-style-type: none"> CMO Dietrich shared approval is required to add criteria for pain privileges with new service line. Discussion regarding demographic of patients seen in program. Large population of aging adults, however anyone that suffers from chronic pain can be referred for treatment. <p>Resolution 2024-05 Tort Claim Agent</p> <ul style="list-style-type: none"> Resolution required to be filed with County Auditor’s office. <p>Resolution 2024-06 MRSC Rosters Model Small Public Works, Consultant and Vendor Roster</p> <ul style="list-style-type: none"> The Resolution is required for the District to adopt MRSC’s Small Works Roster. This is less burdensome for the District and brings us into compliance with our current practice. <p>Resolution 2024-07 Surplus Property</p> <ul style="list-style-type: none"> Lab equipment no longer needed. <p>Meeting Times AM vs PM</p>	<p><i>Commissioner Wescott made a motion to approve the Medical Staff privileges. Commissioner Hiles seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Hiles made a motion to approve CRNA Additional Interventional Pain Privileges. Commissioner Wescott seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Wescott made a motion to approve Resolution 2024-05 Tort Claim Agent. Commissioner Thumser seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Thumser made a motion to approve Resolution 2024-06 MRSC Rosters Model Small Public Works, Consultant and Vendor Roster. Commissioner Bossard seconded the motion. All voted in favor</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

March 28, 2024

	<ul style="list-style-type: none">• The Governance Committee discussed this month if there would be any pros or cons for moving regular meetings to the day.• In Board Chair Hooper’s tenure the regular meeting cadence has never been reviewed.• One counter opinion is day time meetings might be harder for the community to attend meetings, however it could be more staff and community members would attend a day time meeting.• Suggestion to bring a formal topic and decision at a future meeting.• Commissioners to elicit feedback from community members. <p>Board Certification NRHA</p> <ul style="list-style-type: none">• Commissioners have opportunity to participate in the NRHA Board Certification course at no cost.• Chairman Hooper helped design course.• Jori to sign up Commissioner Hiles and Commissioner Wescott. <p>Saving Lives Campaign Decision</p> <ul style="list-style-type: none">• Chairman Hooper connected with each Board member, and all agreed to committing one Board stipend a month for the next three years to the Saving Lives Campaign starting in June 2024.• Commissioners did not express any specific naming opportunities of interest.• CEO Martin to choose the naming opportunity for the Board. <p>Hot Topic</p> <ul style="list-style-type: none">• Commissioner Wescott shared experience at McCleary Clinic. Informed by staff that there might be a reoccurring vendor issue with card readers not working. CFO Hansen will look into the issue. <p>Upcoming event</p> <ul style="list-style-type: none">• Board Chair Hooper reviewed upcoming events.• WSHA Rural Health Conference at Campbells in June. No commissioners plan to attend Saturday. Jori to update reservations.• The Strategic Plan Retreat will commence on Tuesday however rooms are available for Monday night check in.• Golf Tournament is still in need of volunteers and teams. <p>Meeting Evaluation</p>	<p><i>Commissioner Thumser made a motion to approve Resolution 2024-07 Surplus Property Commissioner Bossard seconded the motion. All voted in favor</i></p> <p><i>Commissioner Bossard made a motion to have the board formally donate a board stipend a month for the next three years starting June to go to Saving Lives Campaign. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
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BOARD OF COMMISSIONERS MEETING MINUTES

March 28, 2024

	<ul style="list-style-type: none">• Discussion regarding future topic "AI in healthcare and in primary care".	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:29 pm.	<i>Commissioner Thumser made a motion to adjourn the meeting. Commissioner Wescott seconded the motion. All voted in favor.</i>




Recording Secretary

Board Secretary

Financial Highlights – Monthly Dashboard

2024 Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

March		Year-to-Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 48,794,553	\$ 46,825,541	\$ 1,969,011	4.2%	
-	Revenue Deductions	\$ 28,280,826	\$ 26,292,542	\$ (1,988,285)	(7.6%)	
+	340B Revenue	\$ 213,741	\$ 337,882	\$ 124,140	36.7%	
=	Net Patient Revenue	\$20,727,468	\$ 20,870,882	\$ (143,414)	(0.7%)	
+	Other Operating Revenue	\$ 841,816	\$ 903,200	\$ (61,385)	(6.8%)	
=	Net Operating Revenue	\$21,569,283	\$ 21,774,082	\$ (204,799)	(0.9%)	
-	Total Operating Expenses	\$ 19,369,447	\$ 18,828,190	\$ (541,256)	(2.9%)	
+/-	Non-Operating Rev / (Expenses)	\$ 162,000	\$ (177,129)	\$ 339,129	(191.5%)	
=	Net Income (Loss)	\$ 2,361,837	\$ 2,768,763	\$ (406,926)	(14.7%)	

Financial Highlights – Monthly Dashboard

2024 Finance Summary

Key Financial Results to Review Operational and Financial Performance

Favorable Variance = + | Unfavorable Variance = ()

March	Year-to-Date			
	Actual	Goal/Budget	Variance	Var%
Days in AR	53	50	(3)	(6.6%)
DCOH	267	300	(33)	(10.8%)
Operating Margin	2.9%	6.2%	(3.4%)	
Net Income Margin	11.0%	12.7%	(1.8%)	
Net Patient Revenue per FTE	\$ 56,309	\$ 57,496	\$ (1,187)	(2.1%)
Labor Cost per FTE	\$ 33,050	\$ 33,370	\$ 320	1.0%
Non Labor Cost per FTE	\$ 15,303	\$ 15,624	\$ 321	2.1%
FTEs	368.1	363.0	(5.1)	(1.4%)



March	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 6,127,988	\$ 6,504,986	\$ (376,999)	(5.8%)	\$ 19,276,737	\$ 19,121,890	\$ 154,847	0.8%
Medicaid Revenue	\$ 4,087,528	\$ 4,248,927	\$ (161,399)	(3.8%)	\$ 13,304,671	\$ 12,434,939	\$ 869,732	7.0%
Other Revenue	\$ 5,932,398	\$ 5,170,692	\$ 761,707	14.7%	\$ 16,213,145	\$ 15,268,713	\$ 944,432	6.2%
Total Gross Operating Revenue	\$ 16,147,914	\$ 15,924,605	\$ 223,309	1.4%	\$ 48,794,553	\$ 46,825,541	\$ 1,969,011	4.2%
Patient Revenue Deductions								
Medicare Contractual	\$ 3,672,482	\$ 3,868,011	\$ 195,529	5.1%	\$ 11,863,046	\$ 11,373,703	\$ (489,343)	(4.3%)
Medicaid Contractual	\$ 2,397,829	\$ 2,548,453	\$ 150,623	5.9%	\$ 7,899,784	\$ 7,493,604	\$ (406,180)	(5.4%)
Other Contractual	\$ 2,138,909	\$ 1,773,477	\$ (365,432)	(20.6%)	\$ 5,944,902	\$ 5,214,823	\$ (730,078)	(14.0%)
Bad Debt Expense	\$ 1,033,247	\$ 538,430	\$ (494,817)	(91.9%)	\$ 2,108,788	\$ 1,583,226	\$ (525,561)	(33.2%)
Community Care	\$ 2,503	\$ 131,979	\$ 129,476	98.1%	\$ 167,814	\$ 388,079	\$ 220,265	56.8%
Administrative Adjustments	\$ 51,769	\$ 81,316	\$ 29,547	36.3%	\$ 296,493	\$ 239,106	\$ (57,387)	(24.0%)
Total Revenue Deductions	\$ 9,296,739	\$ 8,941,666	\$ (355,074)	(4.0%)	\$ 28,280,826	\$ 26,292,542	\$ (1,988,285)	(7.6%)
340B Revenue	\$ 103,643	\$ 112,627	\$ 8,984	8.0%	\$ 213,741	\$ 337,882	\$ 124,140	36.7%
Net Patient Revenue	\$ 6,954,818	\$ 7,095,567	\$ (140,749)	(2.0%)	\$ 20,727,468	\$ 20,870,882	\$ (143,414)	(0.7%)
Other Revenue								
Other Operating Income	\$ 173,722	\$ 301,067	\$ (127,345)	(42.3%)	\$ 841,816	\$ 903,200	\$ (61,385)	(6.8%)
Total Other Revenue	\$ 173,722	\$ 301,067	\$ (127,345)	(42.3%)	\$ 841,816	\$ 903,200	\$ (61,385)	(6.8%)
Net Operating Revenue	\$ 7,128,540	\$ 7,396,633	\$ (268,093)	(3.6%)	\$ 21,569,283	\$ 21,774,082	\$ (204,799)	(0.9%)
Operating Expenses								
Salaries & Wages	\$ 3,321,913	\$ 3,288,477	\$ (33,437)	(1.0%)	\$ 9,725,524	\$ 9,479,105	\$ (246,418)	(2.6%)
Benefits	\$ 835,927	\$ 878,094	\$ 42,168	4.8%	\$ 2,440,278	\$ 2,634,283	\$ 194,005	7.4%
Professional Fees	\$ 138,045	\$ 128,042	\$ (10,003)	(7.8%)	\$ 363,563	\$ 380,803	\$ 17,239	4.5%
Supplies	\$ 395,263	\$ 378,220	\$ (17,043)	(4.5%)	\$ 1,239,376	\$ 1,120,551	\$ (118,825)	(10.6%)
Utilities	\$ 50,606	\$ 50,990	\$ 385	0.8%	\$ 154,290	\$ 152,855	\$ (1,435)	(0.9%)
Purchased Services	\$ 1,025,611	\$ 962,203	\$ (63,408)	(6.6%)	\$ 3,364,537	\$ 2,894,587	\$ (469,950)	(16.2%)
Insurance	\$ 72,545	\$ 43,350	\$ (29,195)	(67.3%)	\$ 159,525	\$ 130,050	\$ (29,475)	(22.7%)
Other Expenses	\$ 236,602	\$ 290,730	\$ 54,128	18.6%	\$ 665,164	\$ 876,999	\$ 211,835	24.2%
Rentals & Leases	\$ 33,283	\$ 37,484	\$ 4,201	11.2%	\$ 134,903	\$ 115,578	\$ (19,325)	(16.7%)
Depreciation	\$ 350,361	\$ 370,804	\$ 20,443	5.5%	\$ 1,122,287	\$ 1,043,380	\$ (78,907)	(7.6%)
Total Operating Expenses	\$ 6,460,157	\$ 6,428,395	\$ (31,761)	(0.5%)	\$ 19,369,447	\$ 18,828,190	\$ (541,256)	(2.9%)
Operating Income (Loss)	\$ 668,383	\$ 968,238	\$ (299,855)	(31.0%)	\$ 2,199,837	\$ 2,945,892	\$ (746,055)	(25.3%)
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 51,706	\$ 81,605	\$ (29,899)	(36.6%)	\$ 83,218	\$ 127,871	\$ (44,653)	(34.9%)
Contributions from SPMF	\$ -	\$ 2,083	\$ (2,083)	(100.0%)	\$ -	\$ 6,250	\$ (6,250)	(100.0%)
Interest Income	\$ 553,829	\$ 424,750	\$ 129,079	30.4%	\$ 1,660,115	\$ 1,274,250	\$ 385,865	30.3%
Interest Expense	\$ (526,768)	\$ (528,500)	\$ 1,732	(0.3%)	\$ (1,581,334)	\$ (1,585,500)	\$ 4,166	(0.3%)
Total Non-Operating Rev/(Expenses)	\$ 78,766	\$ (20,062)	\$ 98,828	(492.6%)	\$ 162,000	\$ (177,129)	\$ 339,129	(191.5%)
Net Income (Loss)	\$ 747,149	\$ 948,176	\$ (201,027)	(21.2%)	\$ 2,361,837	\$ 2,768,763	\$ (406,926)	(14.7%)

METRICS								
Operating Margin (Prior Year Method)	2.0%	5.9%	(4.0%)	(66.6%)	2.9%	6.2%	(3.4%)	(54.1%)
Operating Margin (New Method)								
Net Income Margin	10.5%	12.8%	(2.3%)	(18.2%)	11.0%	12.7%	(1.8%)	(13.9%)
Days in AR					53	50	(3)	(6.6%)
DCOH					267	300	(33)	(10.8%)
Deduction %	57.6%	56.2%	(1.4%)	(2.5%)	58.0%	56.2%	(1.8%)	(3.2%)
NPSR %	42.4%	43.9%	(1.4%)	(3.2%)	42.0%	43.9%	(1.8%)	(4.1%)
Net Operating Revenue %	44.1%	46.4%	(2.3%)	(5.0%)	44.2%	46.5%	(2.3%)	(4.9%)
Benefits as a % Of SW	25.2%	26.7%	1.5%	5.8%	25.1%	27.8%	2.7%	9.7%
Benefits as a % of SWB	20.1%	21.1%	1.0%	4.6%	20.1%	21.7%	1.7%	7.8%
Paid FTEs (excludes Agency)	375.7	366.0	(9.7)	(2.7%)	368.1	363.0	(5.1)	(1.4%)
Salary per FTE	\$ 8,841	\$ 8,985	\$ 144	1.6%	\$ 26,421	\$ 26,113	\$ (307)	(1.2%)
Hours	66,195	64,834	(1,361)	(2.1%)	189,463	186,693	(2,770)	(1.5%)
Avg Hourly Rate	\$ 50.18	\$ 50.72	\$ 0.54	1.1%	\$ 51.33	\$ 50.77	\$ (0.56)	(1.1%)

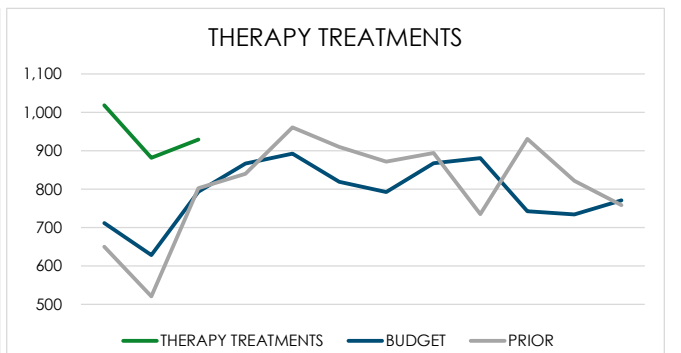
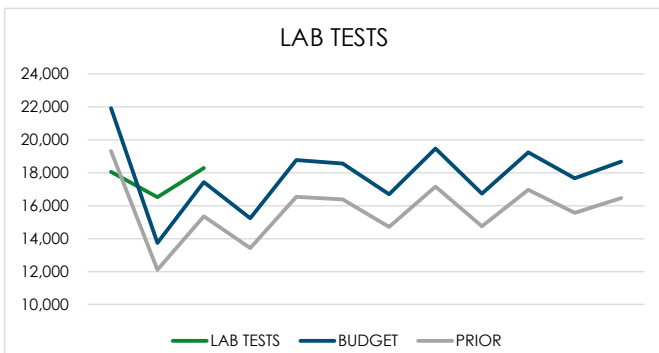
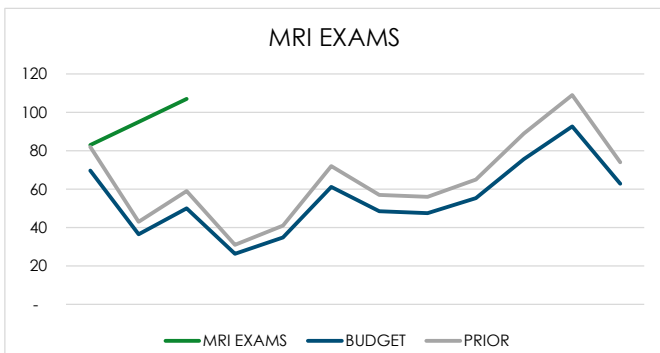
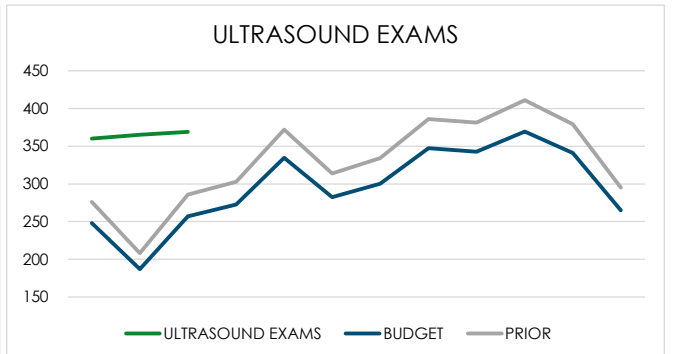
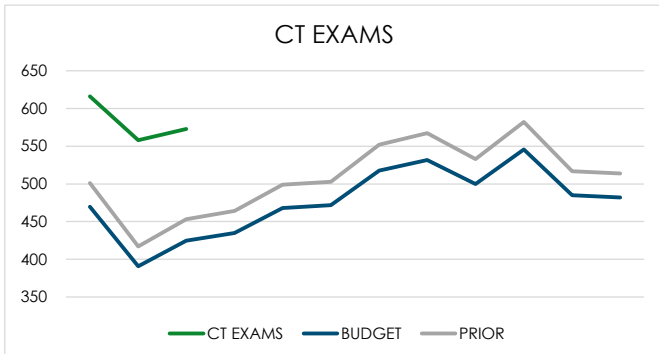
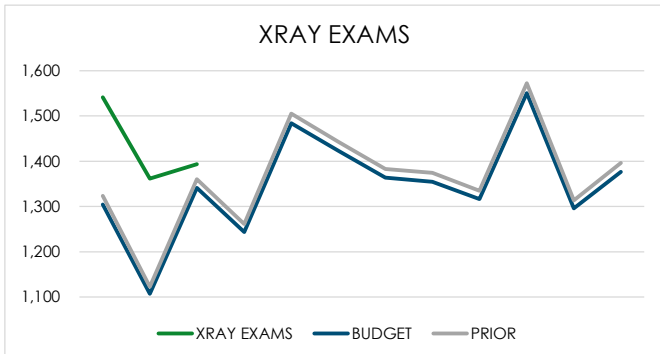
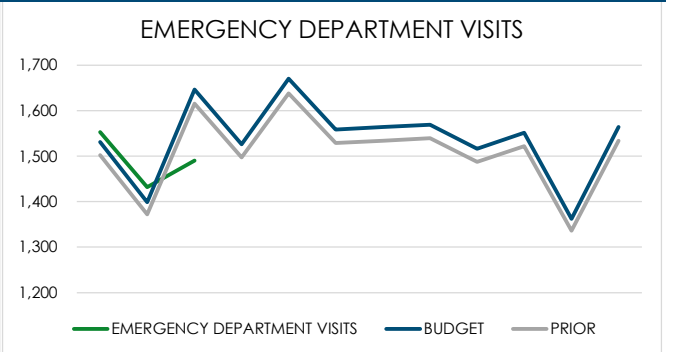
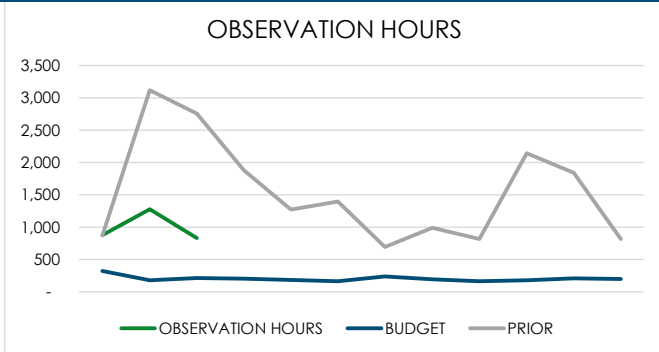
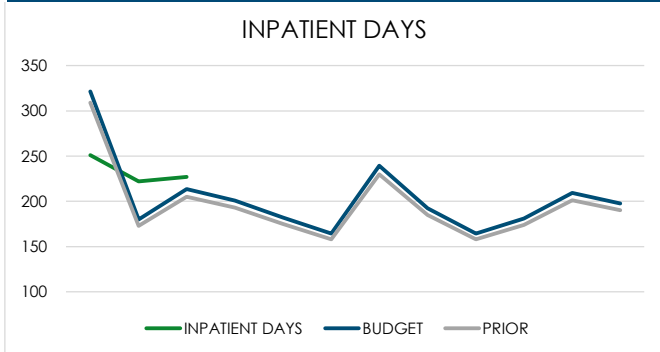
Balance Sheet as of Mar 2024

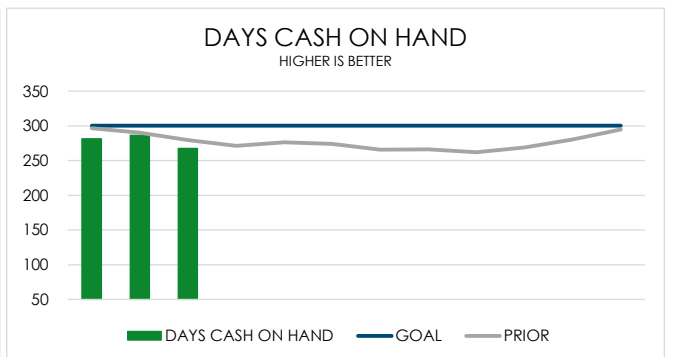
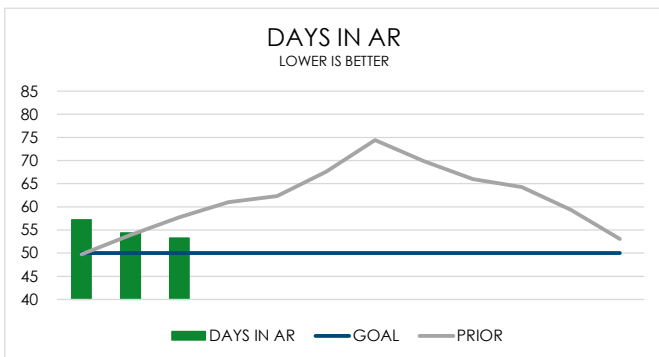
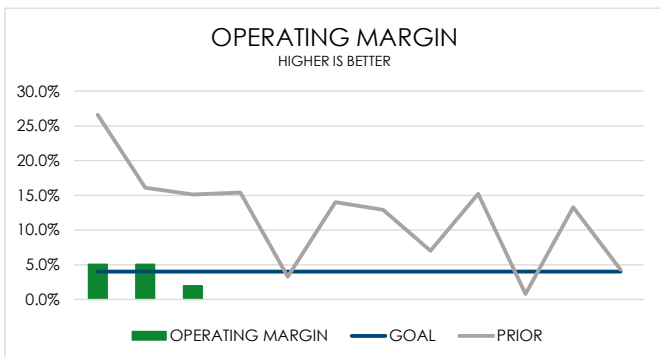
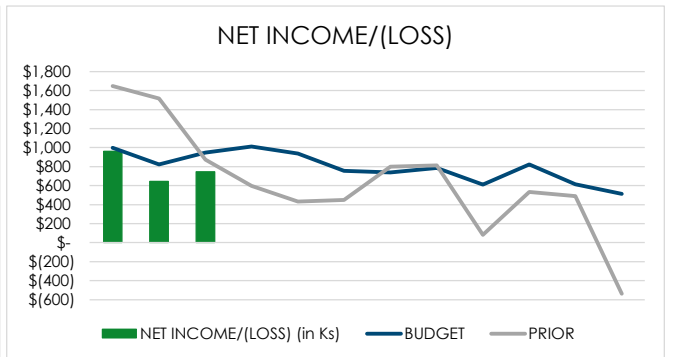
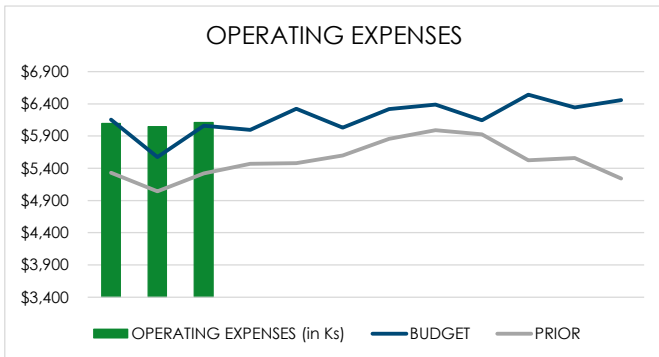
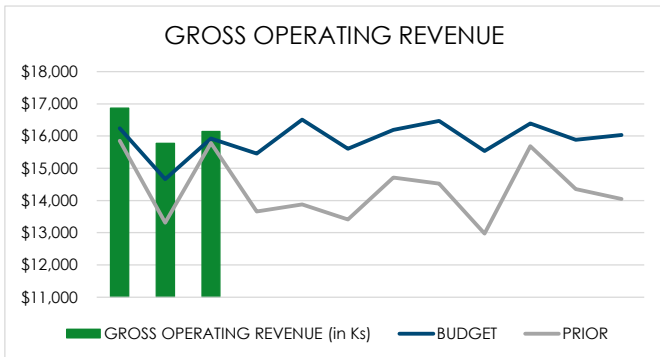
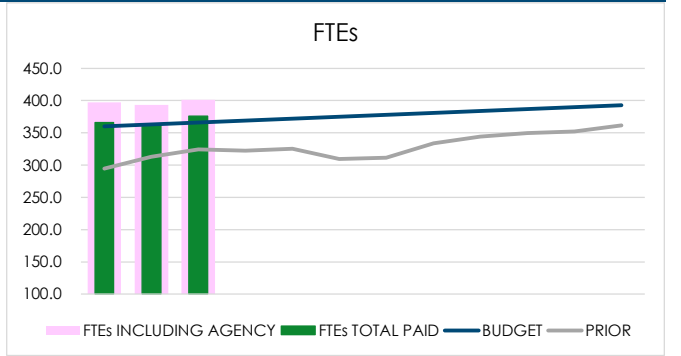
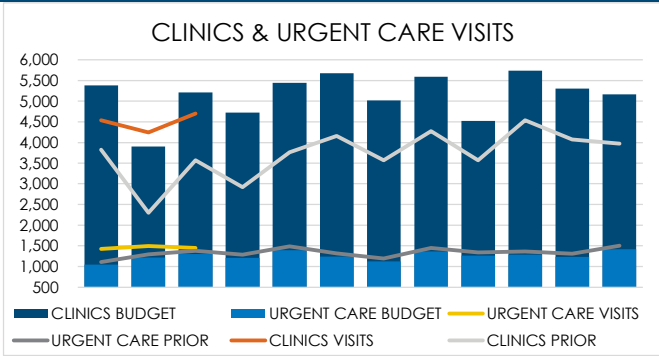
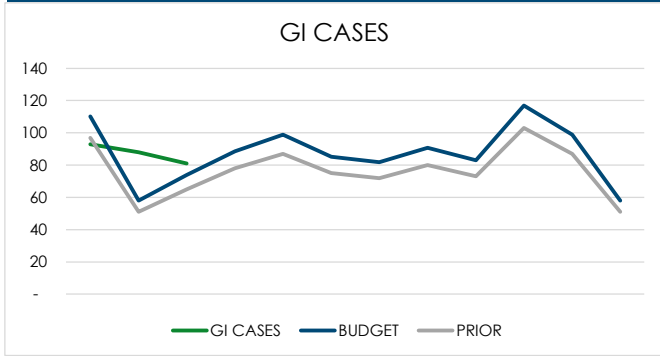
Assets	03/31/2024	02/29/2024	1 Month Variance	03/31/2023	12 Month Variance
Current Assets					
Operating Cash	56,328,602	58,435,918	(2,107,316)	50,109,367	6,219,234
Self-Insured Reserve	1,957,500	1,957,500	-	-	1,957,500
Total Operating Cash	58,286,102	60,393,418	(2,107,316)	50,109,367	8,176,734
MFP Construction Cash	54,882,275	54,089,947	792,329	-	54,882,275
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Total Restricted Cash	63,135,768	62,343,439	792,329	2,036,008	61,099,760
Accounts Receivables	28,574,355	27,896,910	677,445	28,851,109	(276,754)
Less Allow for Uncollectables	(3,367,878)	(3,389,185)	21,307	(3,257,490)	(110,388)
Less Contractual Adjustments	(11,970,235)	(11,758,759)	(211,476)	(13,226,500)	1,256,265
Accounts Receivable - Net	13,236,242	12,748,966	487,276	12,367,119	869,123
Taxes Receivable	67,967	31,152	36,815	82,826	(14,859)
Other Receivables	3,261,570	3,213,980	47,591	2,426,402	835,168
Inventory	1,082,589	1,013,840	68,749	857,304	225,284
Prepaid Expenses	729,881	978,872	(248,991)	832,355	(102,473)
Total Current Assets	139,800,117	140,723,666	(923,549)	68,711,381	71,088,737
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,473,365	54,139
Buildings	47,649,360	47,402,703	246,656	44,996,173	2,653,187
Equipment	19,354,773	19,312,465	42,308	16,170,023	3,184,750
Construction In Progress	7,830,614	6,818,483	1,012,131	5,029,156	2,801,458
Less Accumulated Depreciation	(33,435,124)	(33,084,763)	(350,361)	(28,835,038)	(4,600,086)
Property, Plant and Equipment - Net	47,579,157	46,628,423	950,734	43,485,709	4,093,449
Total Assets	187,379,275	187,352,089	27,186	112,197,089	75,182,185

Balance Sheet as of Mar 2024

Liabilities	03/31/2024	02/29/2024	1 Month Variance	03/31/2023	12 Month Variance
Current Liabilities					
Accounts Payable	1,581,704	1,807,594	(225,890)	599,800	981,904
Other Payables	778,650	564,495	214,155	932,176	(153,526)
Payroll and Related Liabilities	4,173,063	5,305,238	(1,132,175)	2,665,550	1,507,513
Interest Payable	2,109,419	1,644,781	464,638	234,452	1,874,967
Third Party Settlement Payable	1,170,141	1,170,141	-	406,795	763,346
Other Current Liabilities	1,483,334	1,487,530	(4,195)	1,381,706	101,628
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	12,679,975	13,363,443	(683,468)	7,604,142	5,075,832
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	111,095,138	111,131,633	(36,495)	45,947,149	65,147,989
Total Non Current Liabilities	109,711,474	109,747,969	(36,495)	44,563,485	65,147,989
Total Liabilities	122,391,449	123,111,412	(719,963)	52,167,627	70,223,821
Net Assets					
Unrestricted Fund Balance	62,625,989	59,480,907	3,145,082	55,989,130	6,636,859
YTD Excess of Revenues	2,361,837	4,759,769	(2,397,933)	4,040,332	(1,678,495)
Total Net Assets	64,987,826	64,240,677	747,149	60,029,462	4,958,364
Total Liabilities and Net Assets	187,379,275	187,352,089	27,186	112,197,089	75,182,185

Statistic	JAN	FEB	MAR
INPATIENT DAYS	251	222	227
BUDGET	321	180	213
PRIOR	309	173	205
OBSERVATION HOURS	880	1,276	833
BUDGET	1,065	3,814	3,369
PRIOR	871	3,119	2,755
EMERGENCY DEPARTMENT VISITS	1,553	1,432	1,490
BUDGET	1,531	1,399	1,646
PRIOR	1,502	1,372	1,615
GI CASES	93	88	81
BUDGET	110	58	74
PRIOR	97	51	65
SLEEP LAB	28	23	34
BUDGET	26	25	26
LAB TESTS	18,057	16,517	18,280
BUDGET	21,921	13,735	17,424
PRIOR	19,321	12,106	15,358
XRAY EXAMS	1,541	1,362	1,393
BUDGET	1,305	1,108	1,341
PRIOR	1,323	1,123	1,360
CT EXAMS	616	558	573
BUDGET	470	391	425
PRIOR	501	417	453
ULTRASOUND EXAMS	360	365	369
BUDGET	248	187	257
PRIOR	276	208	286
MRI EXAMS	83	95	107
BUDGET	70	37	50
PRIOR	82	43	59
THERAPY TREATMENTS	1,018	882	929
BUDGET	712	629	793
PRIOR	650	521	802
URGENT CARE VISITS	1,429	1,496	1,450
URGENT CARE BUDGET	1,046	1,222	1,303
URGENT CARE PRIOR	1,110	1,296	1,382
KELSEY CLINIC VISITS	382	381	414
BUDGET	388	537	506
PRIOR	-	71	177
MCCLEARY HEALTHCARE CLINIC VISITS	737	627	792
BUDGET	798	503	724
PRIOR	716	451	649
SUMMIT PACIFIC HEALTH CLINIC VISITS	758	757	705
BUDGET	899	973	1,073
PRIOR	-	-	-
WELLNESS CENTER VISITS	2,658	2,481	2,792
BUDGET	3,298	1,887	2,907
PRIOR	3,109	1,779	2,741
CLINICS VISITS	4,535	4,246	4,703
CLINICS BUDGET	5,383	3,900	5,209
CLINICS PRIOR	3,825	2,301	3,567
OPERATING MARGIN	5.1%	5.1%	2.0%
GOAL	4.0%	4.0%	4.0%
PRIOR	26.6%	16.1%	15.1%
DAYS IN AR	57	54	53
GOAL	50	50	50
PRIOR	50	54	58
DAYS CASH ON HAND	281	287	267
GOAL	300	300	300
PRIOR	296	290	279
FTEs TOTAL PAID	366.0	362.6	375.7
FTEs INCLUDING AGENCY	397.5	393.5	401.2
BUDGET	360.0	363.0	366.0
PRIOR	294.7	313.0	324.5





Vision: Through Summit Care we will Build the Healthiest Community in the Nation.

People

Goal: Foster a culture of passion, performance and innovation that attracts, develops, and retains the highest caliber providers and employees committed to our mission and vision.

Information Technology: Tracy Kateley, Director of Health Information & Technology Systems, will be returning to work early to mid-May. Tracey has been recovering from major back surgery this past month. While he has been out, Jeff Painter (JJ), Technology and Project Lead, has been working on projects including implementation of our new phone system, Univerge Blue. Brandy Dawson, Informatics Lead, has been leading the informatics team with a variety of implementations while continuing to work on resolving outstanding Epic issues.

Revenue Cycle: Summit Pacific welcomed Cinthya Schuder, Director of Revenue Cycle this month. Cinthya spent her last 10 years with Virginia Mason Franciscan Health, 7 as the Director, Client Relations/Revenue Cycle Denials for the Washington and Oregon region, and 3 years as Director of Patient Access. Prior to that, Cinthya spent 11 years in a variety of roles with Group Health Cooperative. At Summit Pacific, Cinthya will oversee Revenue Cycle, which includes coding, health information management, billing, and collections. The Manager of Patient Access will also report to Cinthya.

Human Resources: The Human Resources Team continues to focus on Workday implementation and improving our operational capacity through process updates and implementation. This month Human Resources digitized and made fillable all forms related to the onboarding and new hire process, saving approximately 10 hours a month. Small changes often have big results; additional tweaks to our operations have increased productivity and employee morale. HR looks forward to using this new-found time to innovate, enhance employee experience, and create partnerships and workplace pipelines within our community. These partnerships will focus on growing our workforce through education and on the job training. The department has participated in Summit's HRO process, and three members of the Human Resources team are taking additional leadership responsibilities in this initiative. Strides have been made in reducing first year turn over, which has been reduced by over 10% since last year at this time.

Stewardship

Goal: Cultivate responsible growth, efficient operations, sustainable funding and effective management of resources.

Therapy and Fitness Services: Physical Therapy patient volumes have increased 5% for the month of March, compared to February, in both inpatient and outpatient treatments. The rock wall also saw a significant increase from 6 climbers in Feb to 31 climbers in March.

After an extensive search, Summit Pacific will be able to offer speech therapy services once more. A Speech Language Therapist will join the team in July 2024. Summit Pacific is thrilled to offer these much-needed services in our community.

Diagnostic Imaging (DI): Diagnostic Imaging continues to be busy with several projects both within the department and working collaboratively with other departments. The department is partnering with Pain Management to provide image guidance during pain injections. This service is projected to go live April 26, 2024. A contract has been signed, and we are actively connecting remote services for screening and diagnostic mammography. The service is expected to go live within the next month. Stress echocardiogram services for cardiology patients are expected to be offered as of mid-May.

Food and Nutrition Services: The growth of Summit Pacific's Food & Nutrition Program, centered around healthy food choices, is continuing. Participation in the Café Loyalty Program stands at 440 members as of April 17, 2024. The Café takes an average of 240+ orders per day, and sales records continue to be broken. Our Coffee/Barista Market has added new specials for Spring. Fresh fruit and smoothie bowls are being featured at breakfast as a healthy option. A few protein-forward bakery section items have been added in the past week to assess demand. So far, these have been received well. Two cooks will visit the Northwest Food Show in late-April to gather insight into new products and trends in the market.

Food Rx volumes have held slightly higher this past month compared to prior months with around 45 meal bags being prepared and distributed every week.

Emergency Management/Environment of Care/Facilities: The Environment of Care Committee recently revised procedures associated with fire drills in an effort to increase staff participation, provide additional opportunities for staff education and allow a means for Q&A. Drills utilizing this process have shown improvement in response. Additional activities within the EOC include the revision of the hazard surveillance inspection checklist to better align with DNV standards and allow improved deficiency trending capabilities.

Both the Manager of Emergency Management, Safety & Security and the Lead Building Engineer attended a four-day conference on EOC fundamentals and Life Safety principles. Course content is aimed to provide participants with the knowledge to proactively assess compliance with CMS physical environment standards and implement solutions to identified deficiencies.

The Emergency Management Committee recently completed an assessment to identify needs associated with mutual aid agreements to increase operational response capabilities of the organization during disaster situations. The committee also began planning efforts to participate in a Spring Tabletop Exercise in conjunction with Northwest Health Response Network (NWHRN) centering around a community radiological incident. The scenario associated with the Fall exercise has been identified (Earthquake) and planning will begin in late Q2 2024.

Construction of a temporary helipad at the Abundance Life Church has been complete and the helistop is now open for operation. Renovation of 575 Bldg. to support administrative moves planned for May 2024 is continuing.

Lab Services: Summit Pacific is now performing patient testing on the new chemistry instrument! The previous instrument has been decommissioned and is awaiting removal from the lab space. A second chemistry instrument is available to perform STAT testing if the new analyzer should be down for maintenance or out of service. An offer was extended and has been accepted for our hard-to-fill night shift position with an expected start date April 15, 2024. We are continuing process-improvement work on our newborn screening collection.

Ambulatory Services: The ambulatory care team is seeking to backfill the Wellness Center Clinic manager role. Diana Kolar, the previous manager, has been promoted to the position of Quality Director with Summit Pacific. We anticipate filling the vacancy quickly. Natasha Chapin and Christina Mitchell (MHC and SPHC/UCC managers) are providing support to the Wellness Center clinical teams after the promotion of the WC clinic manager, Diana Kolar.

The providers and leaders for the ambulatory subspecialties worked through challenges with the transition of cardiology into Epic. Specialty clinics have onboarded scheduling specialists, and the list of patients waiting to be scheduled is shrinking rapidly! Summit recently hired a GI Nurse Practitioner, Mr. Brian Ottesen. Brian will be starting with Summit on May 20th, 2024. He will undergo a 1-3 onboarding and training process. Brian will help to significantly improve access for GI patients, particularly those needing follow up appointments.

SPHC behavioral health team saw the departure of 2 providers in March (LMHC therapist and PMHNP-prescriber), but the team has already hired Brandee Haskin, PMHNP, and are working hard as a team to keep patients well cared for during the transition. The culture of the team is great and we are looking forward to welcoming new providers to the team.

The Family Medicine Rural Training Program filled our residency spots for this coming year and are already busy recruiting for next year!

Medical Staff Office: The medical staff team has worked hard reviewing Summit's Bylaws, Rules & Regs, and other policies which has resulted in some changes. The team will be looking at our Ongoing Professional Practices Evaluation (OPPE) processes over the next few months.

Hospital Based Programs: The Emergency Department (ED) volumes and acuity have remained high. The ED and ACU expansion has resulted in the construction of an alternative ambulance entry to the ED which has impacted the ED waiting room. Despite these changes, the ED throughput has improved with an average of 28 minutes from patient arrival to being seen by a provider. Our LWBS is 1.4%, which is well below the national average of 2%. Continuing to see ambulance delays by Olympic Ambulance which is undergoing some growth challenges. The good news is that Olympic Ambulance has been approved to operate full service in Grays Harbor County. As a result, they plan to increase the number of units stationed in Grays Harbor County from one to three. This should significantly improve response time and reliability to Summit. Summit continues to recruit for an ED physician.

Quality and Clinical Excellence

Goal: Ensure we have a culture of safety, high reliability, and person-centered care, while enhancing quality and service excellence throughout the organization

Marketing and Patient Experience: In March, Summit Pacific's Marketing team developed various print and digital materials to meet organizational needs:

- Sent out a broad-reach postcard mailing highlighting Summit Pacific specialty services.
- Published full-page print ads on Gastroenterology services in two local magazines and created an ad for the upcoming Aberdeen Daily World Nurse Appreciation Insert.
- Designed ads for the Medication Assisted Treatment Clinic and a pamphlet for Community Health.

On the digital front:

- Developed a new career opportunity landing page, a specialty services page, and revamped the indoor rock-climbing page on the website.
- Featured the Interventional Pain Clinic in two animated social media posts and introduced the Cardiology department.

Additionally, Marketing issued two press releases: one about Summit Pacific's involvement in the McCleary School District Health Fair and another announcing the receipt of \$2.5 Million in Federal funding in late March.

Community

Goal: Through advocacy and collaboration, build purpose-driven relationships and partnerships to improve the well-being of our community, and inspire pride in Summit Pacific.

Capital Campaign: We have great news! We currently have \$1.75 million in pledges and gift commitments for our 'Saving Lives' Comprehensive campaign towards our 2-year goal of \$3 million. The first year of the campaign is the Leadership (quiet) phase with a goal of \$2 million before we go public. We're going to go public with our Campaign by August 1st. We've secured new leadership pledges from Timberland Bank, The Martin Family and Drew and Danielle Hooper. Thank you, Board of Commissioners, for your combined campaign pledge of \$30,000. We hope that OCCU, 1st Security Bank, Green Diamond and Weyerhaeuser will make their campaign pledges soon and allow us to get to \$2 million mark before going public.

Aberdeen High School Tour: Summit Pacific hosted twenty 11th-12th grade students from Aberdeen High School with tours and presentations by Dr. Jordan Snell and Amy Donahue (HR) featuring a variety of career options in the Healthcare industry.

Foundation Update: The Foundation has secured \$182k in corporate sponsorships for 2024 and we hope to secure an additional \$35,000 in annual sponsorship commitments in the next 30 days. A huge thank you to Josh Martin, Nathan Hersey, and Jenelle Canfield for all your support with this effort.

The planning of our May 10th Golf Tournament and August 3rd Ride the Harbor are in full swing. We've held our third Ride the Harbor Committee meeting. Community members of this committee will focus on outreach to riders and securing team captains over the next 3 months. Come ride with us this summer on August 3rd.

Josh Martin, Brian Smith, Drew Hooper, and Brad Thomas hosted a thank you dinner for Ron Hulscher who served Summit as our CFO, contractor, and longtime Foundation board member. He will be dearly missed.

The Foundation recently underwrote mental health presentations by Mark Schaufler from Motivational School Talk's at Elma Middle School for freshmen via their required health class. Mark shared critical information with students to help them realize when they might need to seek additional help for extensive stress, anxiety, and depression issues.

Please join us for our 5th East Grays Harbor Youth Collaborative meeting on Wednesday, April 24th at 4pm where we'll have special presentations from Grays Harbor Health Department on the recent 3rd Space Report, Motivational School Talks and Blue Zones.

We're hosting twenty healthcare career students from Aberdeen High School for a tour of the medical and Wellness Centers plus a brief presentation from Dr. Jordan Snell and Amy Donahue featuring a variety of career options in the Healthcare industry.

Innovation

Goal: Imagine, define and create alternative models to anticipate and address population health and wellness.

Population and Health Innovation: Summit Pacific was awarded \$2.5 million in support of the hospital's expansion project through legislative appropriations at the federal level sponsored by Senator Maria Cantwell. Funds will be used to help with the initial phase of construction for the hospital expansion, including demolition, structural concrete/rebar, subgrade plumbing rough-in, sitework/earthwork, and utilities/pilings.