
Agenda

1. **1:00 – Call to Order**
 - a. Introductions as needed
 - b. Business from audience
2. **1:05 – Consent Agenda – See separate Consent Agenda – Action (vote)**
3. **1:08 – Approval of Minutes – Action (vote)**
 - a. September 26, 2024 Regular Meeting
4. **1:10 - Patient Story – Jennifer Burkhardt, CTLO – Info**
5. **1:13 – Med Staff Privileging – Tracey Lear and Dr. Kevin Caserta - Info**
6. **Executive Reports**
 - a. **1:30** – Quality Report and Dashboard, Tori Bernier – *Info*
 - i. Quality Award- Josh Martin
 - b. **1:50** – Finance Report, James Hansen – *Info*
 - c. **2:05** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **2:15** – Executive Report, Josh Martin – *Info*
7. **Commissioner Business**
 - a. **2:30** – Medical Staff Privileges – *Action (vote)*
 - i. *Maria Restrepo, MD- Neurology (Telemedicine)- Reappointment*
 - ii. *Muhammad Farooq, MD- Neurology (Telemedicine)- Reappointment*
 - iii. *Zarah Pulfrey, PA- Urgent Care (Secondary Privileges) - Initial Appointment*
 - iv. *Gregory Hannabas, MD- Family Medicine- Active Status*
 - v. *Raj Penumetsa, MD- Hospitalist- Active Status*
 - b. **2:35**- Resolution 2024-12 Operating Budget– *Action (vote)*
 - c. **2:40** – Board Discussion, Carolyn Wescott – *Discussion*
 - d. **2:45** – Upcoming Events, Andrew Hooper
 - e. **2:50** – Meeting Evaluation, Andrew Hooper
8. **2:55 – Adjourn – Action (vote)**

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

- 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

For the Period:	
September 2024	
Description	Amount
Payroll	\$ 2,770,493
A/P Operations	\$ 4,295,946
A/P Capital	\$ 2,304,060
Community Care	\$ 6,334
Bad Debt	\$ 721,813
Property Tax Credit	\$ -
Total	\$ 10,098,647



BOARD OF COMMISSIONERS MEETING MINUTES

September 26, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
<p>CALL TO ORDER</p>	<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: Luke Zarecor, Winfried Danke, Jennifer Burkhardt, Ken Dietrich, Josh Martin, Jim Hansen, Tracy Kateley, Cinthya Schuder, Debi Brogan, Chris Majors, Sharlene Higa, Jennifer Brackeen, Larry Willis, Stephanie Hegewald</p>	
<p>BUSINESS FROM AUDIENCE</p>	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> • NA 	
<p>CONSENT AGENDA</p>		<p><i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p>MINUTES</p>	<ul style="list-style-type: none"> • 	<p><i>Commissioner Wescott made a motion to approve the minutes. Commissioner Hiles seconded the motion. All voted in favor.</i></p>
<p>PATIENT STORY</p>	<ul style="list-style-type: none"> • CTLO Burkhardt shared a patient safety story about lab technician using HRO tools (see patient stories for more details). 	
<p>FINANCIAL AUDIT</p>	<ul style="list-style-type: none"> • Luke Zarecor presented the 2023 Financial audit (see audit for more details). • The financial statement letters had no modifications. • Summit Pacific has been doing a great job making an estimate on accounts receivable. • Discussion regarding cause for the patient volume spike. It is likely to do with the EMR conversion. • Luke Zarecor reviewed 2023 financial indicators. • Summit Pacific does a fantastic job locating grants. 	



BOARD OF COMMISSIONERS MEETING MINUTES

September 26, 2024

	<ul style="list-style-type: none"> • Most CAHs operate at a loss for operating margin, Summit Pacific is opposite. Tax revenue is very low for our size. • Summit Pacific is an anomaly as our primary care is larger than our hospital services. This is not the case for most hospitals; however, it has proven to be profitable. • Discussion regarding changes to Medicare in 2030 and challenges with Medicare Advantage. • Luke Zarecor advised to be aware of contractual adjustments and not to go over 53%. • Staffing ability has improved in the last year. 	
<p>QUALITY</p>	<ul style="list-style-type: none"> • CMO Dietrich shared the Quality report (see report for more information). • CMO Dietrich reviewed admission rates. • Team has worked on improving documentation for restraints as part of the work with DNV. • A good next new patient number would be 30 days, Summit Pacific is at 36. • Our follow up appointments are much higher. 	
<p>FINANCE</p>	<ul style="list-style-type: none"> • CFO Hansen shared the August Financials (See report for more details). • Activity is higher than anticipated. • Summit Pacific currently at 26 agency employees. Costs are twice as much as employed staff. • Days in AR and Days Cash on Hand is not where the organization would currently want it. Summit Pacific is anticipating some SNAP funds and Wellpoint coming to increase Cash on Hand and there are strategies to improve days in AR. • Discussion regarding interest income vs interest expense. • DI volumes continue to be over budget. • Therapy has staged a come back with their volumes. • July 1, 2025 is the anticipated opening for the hospital, but the whole project will not be complete until 2026. • CFO Hansen shared lookback from the last 6 years as he has been here. In 2018, Summit Pacific started with \$4.3 million. Summit Pacific now has \$58 million in cash as of last year. • 2021 was our most profitable year. • CFO Hansen reviewed the financial highlights over the past 6 years • CFO Hansen thanked the Board, Josh, Executive team, Ron Hulscher, Rachel Brown and direct reports for the opportunity to be the CFO of SPMC. 	<p>c</p>



BOARD OF COMMISSIONERS MEETING MINUTES

September 26, 2024

	<ul style="list-style-type: none"> • CEO Martin thanked CFO Hansen for his partnership over the past 6 years. • CFO Hansen’s last day is October 18th. • Leslie Hiebert will be the interim CFO as Summit Pacific begins search for permanent CFO. 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin reviewed EV Charging City Advocacy letter. • CEO Martin and CTLO Burkhardt met with state legislator candidate Adam Bernbaum. • Commissioner Bossard gave an update on Rural Advocacy Days in Washington DC. It was a great learning experience for him. • Summit Pacific got to meet Senator Murray at the Capital. • Next year Rural Advocacy Days are going to be a very important due to many changes in administration. 	
EXECUTIVE REPORT	<ul style="list-style-type: none"> • CEO Martin presented the Executive Report (see report for details.) Highlights included: <ul style="list-style-type: none"> ○ Welcomed new Project Manager Dave Cundiff. ○ Welcomed internal transition Morgan Lundy in patient experience. ○ Welcomed new leader Wendy Hawkins in Therapy. ○ Partnering with Elma High School about CNA program pilot with the State. Christie Kershaw to join a future meeting. ○ Summit Pacific recently graduated two medical assistants. ○ \$700,000 anonymously bequested to the Foundation in person’s will. ○ Donor appreciation was a great event! ○ Ribbon cutting on the discovery trail along with the wellness center fair and 5k run. There will be continued work to improve trail. 	
COMMISSIONER BUSINESS	<p>Medical Staff Privileges</p> <ul style="list-style-type: none"> • Joyce Koh, MD-Gastroenterology-Initial Appointment • Azra Rehman, MD-Hospitalist (Telemedicine)- Initial Appointment • Dengda Tang, MD-Gastroenterology-Initial Appointment • Claude Ouellette, LMHC-License Mental Health Counselor- Reappointment • Joanne Lapetina, MD- Hospitalist (Telemedicine)- Reappointment • Sulakshna Dhamija, MD- Hospitalist (Telemedicine)- Reappointment • Nikolay Kolev, MD-Hospitalist (Telemedicine)- Reappointment • Sarabjit Atwal, MD- Neurology- Reappointment • Minal Bhanushali, MD Neurology- Reappointment • Archit Bhatt, MD Neurology- Reappointment • Amit Kansara, MD Neurology- Reappointment 	<p><i>Commissioner Thumser made a motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor.</i></p>



BOARD OF COMMISSIONERS MEETING MINUTES

September 26, 2024

	<ul style="list-style-type: none">• <i>Soo Young Kwon, MD Neurology- Reappointment</i>• <i>Robert Lada, MD Neurology- Reappointment</i>• <i>Brian Ottesen, ARNP- Ambulatory- Active Status</i>• <i>Brandee Haskin, PMHNP- Psychiatric Mental Health Nurse Practitioner- Active Status</i>• <i>Haroon Yousaf, MD- Cardiology- Active Status</i>• <i>Sarah Pinkerton, ARNP- Ambulatory- Active Status</i> <p>• All providers have been reviewed by the Medical Executive Committee.</p> <p>Resolution 2024-09</p> <ul style="list-style-type: none">• Discussion regarding changes to the regular meeting schedule.• There was been discussion the last several months to move to days to be more accessible to staff and public.• Commissioners want to commit to meeting in the afternoon for a year and reassess.• Thank you Chef Brandon Smith for feeding the team for over a decade. <p>Resolution 2024-10 Removal of Authorized Timberland Bank Signers</p> <ul style="list-style-type: none">• CFO Hansen to be removed from accounts due to his departure from the organization. <p>Resolution 2024-11 Removal of Safety Deposit Box</p> <ul style="list-style-type: none">• CFO Hansen to be removed from safety deposit box due to his departure from the organization. <p>Board Discussion</p> <ul style="list-style-type: none">• Strategic Planning was the last topic of discussion for NRHA Commissioner course. Commissioners expressed satisfaction with our current process.• Suggestion to add Summit Pacific Strategic Plan to packets.• Jori to develop a calendar for next six months for Board Discussion• CNA to be a future topic of discussion. <p>Upcoming events</p> <ul style="list-style-type: none">• Chairman Hooper reviewed upcoming events.	<p><i>Commissioner Hiles made a motion to approve Resolution 2024-09 Regular Meeting Schedule Amendment. Commissioner Bossard seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Hiles made a motion to approve Resolution 2024-10 Removal of Authorized Timberland Bank Signers. Commissioner Thumser seconded the motion. All voted in favor.</i></p> <p><i>Commissioner Hiles made a motion to approve Resolution 2024-11 Removal of Authorized Safety Deposit Box. Commissioner Wescott seconded the motion. All voted in favor.</i></p>
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BOARD OF COMMISSIONERS MEETING MINUTES

September 26, 2024

ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 8:06 pm.	<i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Hiles seconded the motion. All voted in favor.</i>



Recording Secretary



Board Secretary

Financial Highlights – Monthly Dashboard

2024 Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

September		Year-to-Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 150,611,339	\$142,598,285	\$ 8,013,054	5.6%	😊
-	Revenue Deductions	\$ 88,107,977	\$ 80,068,937	\$ (8,039,040)	(10.0%)	
+	340B Revenue	\$ 623,659	\$ 1,024,372	\$ (400,713)	(39.1%)	
=	Net Patient Revenue	\$ 63,127,022	\$ 63,553,720	\$ (426,698)	(0.7%)	
+	Other Operating Revenue	\$ 4,532,501	\$ 2,716,601	\$ 1,815,900	66.8%	
=	Net Operating Revenue	\$ 67,659,523	\$ 66,270,321	\$ 1,389,202	2.1%	
-	Total Operating Expenses	\$ 59,892,261	\$ 58,284,755	\$ (1,607,506)	(2.8%)	😐
+/-	Non-Operating Rev / (Expenses)	\$ 825,591	\$ (375,998)	\$ 1,201,590	(319.6%)	
=	Net Income (Loss)	\$ 8,592,853	\$ 7,609,567	\$ 983,286	12.9%	😊

Financial Highlights – Monthly Dashboard

2024 Finance Summary

Key Financial Results to Review Operational and Financial Performance

Favorable Variance = + | Unfavorable Variance = ()

September	Year-to-Date				
	Actual	Goal/Budget	Variance	Var%	
Days in AR	54	50	(4)	(8.7%)	☹️
DCOH	270	300	(30)	(9.9%)	☹️
Operating Margin	4.5%	4.9%	(0.4%)		😊
Net Income Margin	12.7%	11.5%	1.2%		😊
Net Patient Revenue per FTE	\$ 156,224	\$ 166,393	\$ (10,169)	(6.1%)	☹️
Labor Cost per FTE	\$ 103,499	\$ 103,024	\$ (475)	(0.5%)	😊
Non Labor Cost per FTE	\$ 98	\$ 110	\$ 11	10.3%	😊
FTEs	377.7	372.0	(5.7)	(1.5%)	😊

Balance Sheet as of September 2024

Assets	09/30/2024	08/31/2024	1 Month Variance	09/30/2023	12 Month Variance
Current Assets					
Operating Cash	59,520,509	58,246,979	1,273,531	51,630,162	7,890,348
Self-Insured Reserve	1,957,500	1,957,500	-	-	1,957,500
Total Operating Cash	61,478,009	60,204,479	1,273,531	51,630,162	9,847,848
MFP Construction Cash	44,055,217	46,358,988	(2,303,771)	-	44,055,217
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Total Restricted Cash	52,308,710	54,612,481	(2,303,771)	2,036,008	50,272,702
Accounts Receivables	30,544,720	29,866,216	678,504	30,268,823	275,898
Less Allow for Uncollectables	(3,741,178)	(3,874,363)	133,185	(5,906,333)	2,165,155
Less Contractual Adjustments	(11,672,474)	(11,019,916)	(652,558)	(11,059,861)	(612,613)
Accounts Receivable - Net	15,131,068	14,971,937	159,131	13,302,628	1,828,440
Taxes Receivable	26,466	62,380	(35,915)	37,558	(11,093)
Other Receivables	3,197,807	3,223,274	(25,466)	2,453,730	744,077
Inventory	1,175,102	1,149,911	25,192	852,298	322,804
Prepaid Expenses	798,780	806,844	(8,063)	881,338	(82,558)
Total Current Assets	134,115,943	135,031,305	(915,362)	71,193,723	62,922,220
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,527,505	-
Buildings	47,843,510	47,843,510	-	47,402,703	440,806
Equipment	20,117,078	19,879,211	237,867	19,034,530	1,082,547
Construction In Progress	17,392,835	15,422,963	1,969,872	3,246,019	14,146,816
Less Accumulated Depreciation	(35,448,031)	(35,089,352)	(358,679)	(31,104,568)	(4,343,463)
Property, Plant and Equipment - Net	56,084,925	54,235,865	1,849,060	44,758,219	11,326,706
Total Assets	190,200,868	189,267,170	933,698	115,951,942	74,248,926

Balance Sheet as of September 2024

Liabilities	09/30/2024	08/31/2024	1 Month Variance	09/30/2023	12 Month Variance
Current Liabilities					
Accounts Payable	280,166	1,237,265	(957,099)	1,181,154	(900,988)
Other Payables	1,164,616	946,558	218,059	1,004,086	160,531
Payroll and Related Liabilities	4,027,393	3,799,145	228,247	3,675,191	352,201
Interest Payable	1,894,963	1,432,011	462,952	228,633	1,666,330
Third Party Settlement Payable	(194,844)	(194,844)	-	(6,000)	(188,844)
Other Current Liabilities	1,384,663	1,379,782	4,881	1,426,391	(41,729)
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	9,940,621	9,983,581	(42,960)	8,893,118	1,047,503
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	110,440,440	110,481,390	(40,950)	45,249,774	65,190,665
Total Non Current Liabilities	109,056,776	109,097,726	(40,950)	43,866,110	65,190,665
Total Liabilities	118,997,397	119,081,307	(83,910)	52,759,229	66,238,168
Net Assets					
Unrestricted Fund Balance	62,610,618	62,610,618	-	55,989,130	6,621,488
YTD Excess of Revenues	8,592,853	7,575,245	1,017,608	7,203,584	1,389,270
Total Net Assets	71,203,471	70,185,863	1,017,608	63,192,713	8,010,758
Total Liabilities and Net Assets	190,200,868	189,267,170	933,698	115,951,942	74,248,926

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
INPATIENT DAYS	251	222	227	152	140	181	164	164	169
BUDGET	321	180	213	201	182	164	239	192	164
PRIOR	309	173	205	193	175	158	230	185	158
OBSERVATION HOURS	880	1,276	833	1,072	1,404	1,459	1,148	1,248	1,924
BUDGET	1,065	3,814	3,369	2,302	1,556	1,705	851	1,216	1,000
PRIOR	871	3,119	2,755	1,882	1,272	1,394	696	994	818
EMERGENCY DEPARTMENT VISITS	1,553	1,432	1,490	1,502	1,603	1,548	1,484	1,508	1,508
BUDGET	1,531	1,399	1,646	1,526	1,670	1,559	1,564	1,569	1,516
PRIOR	1,502	1,372	1,615	1,497	1,638	1,529	1,534	1,539	1,487
GI CASES	93	88	81	97	106	92	103	126	118
BUDGET	110	58	74	89	99	85	82	91	83
PRIOR	97	51	65	78	87	75	72	80	73
SLEEP LAB	28	23	34	34	21	24	17	1	-
BUDGET	26	25	26	26	26	26	26	26	26
LAB TESTS	18,332	16,823	18,645	18,097	18,725	16,694	17,810	18,038	17,639
BUDGET	21,921	13,735	17,424	15,245	18,768	18,570	16,693	19,478	16,728
PRIOR	19,321	12,106	15,358	13,437	16,542	16,368	14,713	17,168	14,744
XRAY EXAMS	1,541	1,362	1,393	1,497	1,660	1,407	1,522	1,430	1,652
BUDGET	1,305	1,108	1,341	1,244	1,484	1,423	1,364	1,355	1,317
PRIOR	1,323	1,123	1,360	1,261	1,505	1,443	1,383	1,374	1,335
CT EXAMS	616	558	573	563	621	565	653	645	613
BUDGET	470	391	425	435	468	472	518	532	500
PRIOR	501	417	453	464	499	503	552	567	533
ULTRASOUND EXAMS	360	365	369	460	444	363	460	445	359
BUDGET	248	187	257	272	334	282	300	347	343
PRIOR	276	208	286	303	372	314	334	386	381
MRI EXAMS	83	95	107	102	97	100	130	123	113
BUDGET	70	37	50	26	35	61	48	48	55
PRIOR	82	43	59	31	41	72	57	56	65
THERAPY TREATMENTS	1,018	882	929	1,191	1,267	951	1,308	1,261	1,121
BUDGET	712	629	793	866	893	819	792	867	881
PRIOR	650	521	802	840	961	910	872	894	735
URGENT CARE VISITS	1,429	1,496	1,450	1,415	1,395	1,309	1,246	1,381	1,419
URGENT CARE BUDGET	1,046	1,222	1,303	1,211	1,400	1,239	1,124	1,369	1,267
URGENT CARE PRIOR	1,110	1,296	1,382	1,285	1,485	1,315	1,193	1,452	1,344
KELSEY CLINIC VISITS	381	381	510	514	587	500	469	745	637
BUDGET	388	537	506	611	728	742	611	731	672
PRIOR	-	71	177	83	206	209	195	260	243
MCCLEARY HEALTHCARE CLINIC VISITS	737	627	792	774	824	773	725	797	780
BUDGET	798	503	724	649	890	930	747	782	691
PRIOR	716	451	649	582	798	834	670	701	620
SUMMIT PACIFIC HEALTH CLINIC VISITS	758	757	696	766	755	714	912	970	977
BUDGET	899	973	1,073	1,071	899	973	1,073	1,071	899
PRIOR	-	-	-	-	-	267	264	478	584
WELLNESS CENTER VISITS	2,658	2,482	2,792	2,816	2,861	2,483	2,726	2,913	2,623
BUDGET	3,298	1,887	2,907	2,391	2,928	3,027	2,586	3,008	2,258
PRIOR	3,109	1,779	2,741	2,254	2,761	2,854	2,438	2,836	2,129
CLINICS VISITS	4,534	4,247	4,790	4,870	5,027	4,470	4,832	5,425	5,017
CLINICS BUDGET	5,383	3,900	5,209	4,722	5,445	5,672	5,017	5,592	4,520
CLINICS PRIOR	3,825	2,301	3,567	2,919	3,765	4,164	3,567	4,275	3,576
OPERATING MARGIN	5.1%	1.3%	2.0%	10.3%	7.6%	1.6%	3.5%	5.5%	6.9%
GOAL	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
PRIOR	26.6%	16.1%	15.1%	15.4%	3.3%	14.0%	12.9%	7.0%	15.2%
DAYS IN AR	57	54	53	55	55	55	53	54	54
GOAL	50	50	50	50	50	50	50	50	50
PRIOR	50	54	58	61	62	68	74	70	66
DAYS CASH ON HAND	281	287	267	259	273	261	271	263	270
GOAL	300	300	300	300	300	300	300	300	300
PRIOR	296	290	279	271	276	274	266	266	262
FTEs TOTAL PAID	367.0	362.6	375.7	377.0	381.2	382.9	382.2	386.7	387.7
FTEs INCLUDING AGENCY	395.8	393.5	401.2	403.0	406.3	406.4	408.2	412.3	414.1
BUDGET	360.0	363.0	366.0	369.0	372.0	375.0	378.0	381.0	384.0
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	333.7	344.0



