
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 25, 2024 Regular Meeting
 - b. August 6-7, 2024 Strategic Planning Retreat
4. **6:10 - Patient Story** – Jennifer Burkhardt, CTLO – *Info*
5. **6:15 – Patient Experience Department**, Jenifer Burkhardt, CTLO – *Info*
6. **6:30 – Patient Experience Champions Award** – Jennifer Burkhardt, CTLO
7. **Executive Reports**
 - a. **6:35** – Quality Report and Dashboard, Tori Bernier – *Info*
 - b. **6:50** – Finance Report, Rachel Brown – *Info*
 - c. **7:05** – Advocacy Committee, Josh Martin – *(as needed)*
 - d. **7:15** – Executive Report, Josh Martin – *Info*
8. **Commissioner Business**
 - a. **7:30** – Medical Staff Privileges (*See list at the end of Agenda*) – *Action (vote)*
 - b. **7:40** – Medical Staff Bylaws – *Action (vote)*
 - c. **7:50** – Board Meeting Time – *Discussion*
 - d. **7:55** – Upcoming Events, Andrew Hooper
 - e. **8:00** – Meeting Evaluation, Andrew Hooper
9. **8:05 - Executive Session** (*i*) *discuss claims with legal counsel for existing or reasonably expected litigation*
10. **8:20 – Adjourn** – *Action (vote)*

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

- Employee Picnic | TBD | August 28, 2024
- Peak Health 5K Walk & Fun Run and Community Wellness Fair and Blue Zones Trail Ribbon Cutting | 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

Medical Staff Privileges (8.a)

Neha Didwaniya, MD	Primary Hospitalist Medicine Privileges & Secondary Emergency Medicine Privileges	Initial Appointment
Ankush Bansal, MD	Telemedicine Hospitalist	Initial Appointment
Sathishkumar Cullath Hari Krishnan, MD	Telemedicine Hospitalist	Reappointment
Ryan Richards, PA	Sleep Medicine	Reappointment
Alex Grekoff, MD	Primary Emergency Medicine Privileges & Secondary Hospitalist Medicine Privileges	Reappointment
Corey White, DO	Telemedicine Neurology	Reappointment
John Zurasky, MD	Telemedicine Neurology	Reappointment
Benjamin Atkinson, MD	Telemedicine Neurology	Reappointment
Sergey Akopov, MD	Telemedicine Neurology	Reappointment
Tarvinder Singh, MD	Telemedicine Neurology	Reappointment

Michael Marvi, MD	Telemedicine Neurology	Reappointment
Ravi Menon, MD	Telemedicine Neurology	Reappointment
Biggya Sapkota, MD	Telemedicine Neurology	Reappointment
Margarita Oveian, MD	Telemedicine Neurology	Reappointment
Fahad Younas, MD	Cardiology	Provisional to Active Status

Inland Imaging Providers		
Balmforth Gregory, MD	Telemedicine Radiology	Initial Appointment
Bauer David, MD	Telemedicine Radiology	Initial Appointment
Bayona Michael, MD	Telemedicine Radiology	Initial Appointment
Beebe Logan, DO	Telemedicine Radiology	Initial Appointment
Bell John, MD	Telemedicine Radiology	Initial Appointment
Benson Adam, MD	Telemedicine Radiology	Initial Appointment
Bhat Ishwar, MD	Telemedicine Radiology	Initial Appointment
Bowlby Wilson, MD	Telemedicine Radiology	Initial Appointment
Brake Joel, MD	Telemedicine Radiology	Initial Appointment
Bruce Marc, MD	Telemedicine Radiology	Initial Appointment
Brunkan Richard, MD	Telemedicine Radiology	Initial Appointment
Bruschwein Scott, MD	Telemedicine Radiology	Initial Appointment
Bryk Scott, MD	Telemedicine Radiology	Initial Appointment
Buratto James, MD	Telemedicine Radiology	Initial Appointment
Casey Richard, MD	Telemedicine Radiology	Initial Appointment
Chun Terry, MD	Telemedicine Radiology	Initial Appointment
Cox Patrick, MD, PhD	Telemedicine Radiology	Initial Appointment
Cruite Irene, MD	Telemedicine Radiology	Initial Appointment
Curtis Matthew, MD	Telemedicine Radiology	Initial Appointment
Dahlen Richard, MD	Telemedicine Radiology	Initial Appointment
D'Amico, Anthony, MD	Telemedicine Radiology	Initial Appointment
Davis Patrick, MD	Telemedicine Radiology	Initial Appointment
Doyle Nathan, MD	Telemedicine Radiology	Initial Appointment
Eaton James, MD	Telemedicine Radiology	Initial Appointment
Ehieli Wendy, MD	Telemedicine Radiology	Initial Appointment
Finlinson Tyson, DO	Telemedicine Radiology	Initial Appointment
Fletcher Will, MD	Telemedicine Radiology	Initial Appointment
Flett Paige, MD	Telemedicine Radiology	Initial Appointment

Freathy Sarah, MD	Telemedicine Radiology	Initial Appointment
Frost Robert, MD	Telemedicine Radiology	Initial Appointment
Gagliano Bryce, MD	Telemedicine Radiology	Initial Appointment
Garcia Joshua, MD	Telemedicine Radiology	Initial Appointment
Gillham Seth, MD	Telemedicine Radiology	Initial Appointment
Gleason Timothy, MD	Telemedicine Radiology	Initial Appointment
Goff Ryan, MD	Telemedicine Radiology	Initial Appointment
Graham Eric, MD	Telemedicine Radiology	Initial Appointment
Gupta Pushpender, MD	Telemedicine Radiology	Initial Appointment
Handley Douglas, MD	Telemedicine Radiology	Initial Appointment
Henkel Amy, MD	Telemedicine Radiology	Initial Appointment
Hilton Jace, DO	Telemedicine Radiology	Initial Appointment
Ho Corey, MD	Telemedicine Radiology	Initial Appointment
Hoefer Scott, MD	Telemedicine Radiology	Initial Appointment
Hunter Chet, DO	Telemedicine Radiology	Initial Appointment
Iuliano Edward, DO	Telemedicine Radiology	Initial Appointment
Johansen Dallin, DO	Telemedicine Radiology	Initial Appointment
Joiner Elizabeth, MD	Telemedicine Radiology	Initial Appointment
Jones Shawn, MD	Telemedicine Radiology	Initial Appointment
Judd Corey, MD	Telemedicine Radiology	Initial Appointment
Kaczmark Julie, MD	Telemedicine Radiology	Initial Appointment
Keaton David, MD	Telemedicine Radiology	Initial Appointment
Keng George, MD	Telemedicine Radiology	Initial Appointment
King Scott, MD	Telemedicine Radiology	Initial Appointment
Kirsch Michael, MD	Telemedicine Radiology	Initial Appointment
Koskinen Sean, MD	Telemedicine Radiology	Initial Appointment
Krejci Christopher, MD	Telemedicine Radiology	Initial Appointment
Kujawski Gregory, DO	Telemedicine Radiology	Initial Appointment
Kurdi Alexander, MD	Telemedicine Radiology	Initial Appointment
LeCheminant Ben, DO	Telemedicine Radiology	Initial Appointment
Lee Michael Jaehoon, MD	Telemedicine Radiology	Initial Appointment
McCabe Kenneth, MD	Telemedicine Radiology	Initial Appointment
McLellan Ann Marie, MD	Telemedicine Radiology	Initial Appointment
Munoz David, MD	Telemedicine Radiology	Initial Appointment
Nackos Jeffery, MD	Telemedicine Radiology	Initial Appointment
Newton, Amy, MD	Telemedicine Radiology	Initial Appointment
Nguyen Richard, MD	Telemedicine Radiology	Initial Appointment

Penna Rupinder, DO	Telemedicine Radiology	Initial Appointment
Petersen Brian, MD	Telemedicine Radiology	Initial Appointment
Plesner Samuel, MD	Telemedicine Radiology	Initial Appointment
Posch Michael, MD	Telemedicine Radiology	Initial Appointment
Rasmussen Corey, MD	Telemedicine Radiology	Initial Appointment
Regan Jade, DO	Telemedicine Radiology	Initial Appointment
Rich Brian, MD	Telemedicine Radiology	Initial Appointment
Russell Mai, MD	Telemedicine Radiology	Initial Appointment
Sanders Trent, MD	Telemedicine Radiology	Initial Appointment
Schlung Jedidiah, MD	Telemedicine Radiology	Initial Appointment
Schmitz Casey, MD	Telemedicine Radiology	Initial Appointment
Shepherd Paula, MD	Telemedicine Radiology	Initial Appointment
Simonson Stephanie, MD	Telemedicine Radiology	Initial Appointment
Skibinski, Adam, MD	Telemedicine Radiology	Initial Appointment
Smith Philip, MD	Telemedicine Radiology	Initial Appointment
Sohn Steven, MD	Telemedicine Radiology	Initial Appointment
Stegman Matthew, MD	Telemedicine Radiology	Initial Appointment
Sterne Gregory, MD	Telemedicine Radiology	Initial Appointment
Tillack Allison, MD	Telemedicine Radiology	Initial Appointment
Townsend Robert, MD	Telemedicine Radiology	Initial Appointment
Tran Michelle, MD	Telemedicine Radiology	Initial Appointment
Wilhelm, Steven, MD	Telemedicine Radiology	Initial Appointment
Winter Zachary, MD	Telemedicine Radiology	Initial Appointment
Xiao Jenifer, MD	Telemedicine Radiology	Initial Appointment
Yee Norbert, MD	Telemedicine Radiology	Initial Appointment
Yin Chen, MD	Telemedicine Radiology	Initial Appointment
Zaidi Sadaf, MD	Telemedicine Radiology	Initial Appointment



BOARD OF COMMISSIONERS MEETING MINUTES

July 25, 2024

AGENDA	DISCUSSION/CONCLUSIONS	ACTIONS/FOLLOW-UP
CALL TO ORDER	<p>CALL TO ORDER</p> <p>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, Rachel Brown, Shannon Brear, Debi Brogan, Larry Willis, Lorraine Keen</p> <p>Introductions were made.</p>	
BUSINESS FROM AUDIENCE	<p><u>Business from Audience</u></p> <ul style="list-style-type: none"> Larry Willis and Debi Brogan shared a care concern with the Board of Commissioners. Summit Pacific took the patient information and will follow up. 	
CONSENT AGENDA		<i>Commissioner Thumser made a motion to approve the consent agenda. Commissioner Bossard seconded the motion. All voted in favor.</i>
MINUTES	<ul style="list-style-type: none"> June 27, 2024, Regular Meeting 	<i>Commissioner Westcott made a motion to approve the June 27, 2024, minutes. Commissioner Bossard seconded the motion. All voted in favor.</i>
PATIENT STORY	CTLO Burkhardt shared a patient story about the importance of using Cross Check for patient safety. (see patient stories for more details).	
STRATEGIC PLAN MID-YEAR REVIEW	<p>The Annual Strategic Plan Board retreat will be at Alderbrook 8/6- 8/7</p> <p>CEO Martin reviewed progress on the 2024 Strategic plan as well as 2024 Highlights Thus Far (see PowerPoint for more details).</p>	



BOARD OF COMMISSIONERS MEETING MINUTES

July 25, 2024

	<p>Chair Hooper shared three questions and asked Commissioners to think about discussing them at the Strategic Planning meeting next week. They included:</p> <ol style="list-style-type: none"> 1. How do we maintain a small-town appeal as we grow so quickly. How do we not lose that culture? 2. How do we develop as a board individually and in a group as a board? 3. 3. If given an opportunity to reinvent board meetings, how might it be different? 	
QUALITY	<p>CNO, Bernier, shared the Quality report (see report for more information).</p> <ul style="list-style-type: none"> • Lorraine Keen is a community partner Liaison for the Quality Committee. She introduced herself and gave a background on her experience. • A recent DNV visit recommended a focus on cybersecurity for medical equipment. • COO Danke thanked CNO Bernier for her leadership of DNV and HRO. • Steven Thomson and Stacy Bremmer are doing great things with PE Programs. • Four days of fit testing are scheduled for staff who require annual training. 	
FINANCE	<p>Financial Director, Rachel Brown, shared the Financials. (see report for more details).</p> <ul style="list-style-type: none"> • CFO Hansen added agency staff to our FTE staff to better reflect the cost. • ED and DI were underbudget • Lab & Clinic visits were down which is an annual occurrence for the summer • CEO Martin gave kudos to CFO Hansen and his Finance team for their excellent work on DORs. 	
ADVOCACY	<ul style="list-style-type: none"> • CEO Martin facilitated a discussion with the Board to debrief and discuss the in person meeting with legislators including state healthcare priorities for 2025 and gave Summit Pacific updates. 	
EXECUTIVE REPORT	<p>CEO Martin gave the Executive Report. (see report for details.) Highlights included:</p> <ul style="list-style-type: none"> • Benefits Enhanced for SPMC Caregivers. • Summit continues collective bargaining meetings. Upcoming meetings include July 26, August 12 and August 19, 2024. • Cardiology program added a third Cardiology provider and have started stress echo program. • CEO Martin accepted the WSHA Quality Award at the Rural Hospital Leadership Conference in Chelan, WA. He recognized the Quality Team and Jon Bennefeld for their excellent collection and sharing of information to WSHA every year. This was the 4th year in a row that Summit was given this Quality Award. • A recent Community Town Hall was hosted. • Summit Pacific hosted Representative Derek Kilmer on July 12, 2024, and thanked him for his exceptional support over the years. An all hospital district 	



BOARD OF COMMISSIONERS MEETING MINUTES

July 25, 2024

	celebration/acknowledgement of his service was suggested. CEO Martin will take the idea to WSHA. <ul style="list-style-type: none">Marketing is doing a great job with our FaceBook and advertising on social media.Summit Pacific won in three categories in the Best of Grays Harbor County including Best Business in the Twin Harbors, Best Hospital in the Twin Harbors and Best Business in Elma.																																																																
COMMISSONER BUSINESS PRIVILEGES	<table><thead><tr><th>Provider Name and Credentials</th><th>Specialty</th><th>Initial or Reappointment</th></tr></thead><tbody><tr><td>Maher Farah, MD</td><td>Internal Medicine</td><td>Initial Appointment</td></tr><tr><td>Lien Nguyen, DO</td><td>Neurology- Telemedicine</td><td>Initial Appointment</td></tr><tr><td>Vanessa Fisher, ARNP</td><td>Family Medicine</td><td>Initial Appointment</td></tr><tr><td>Brian Nguyen, MD</td><td>Internal Medicine-Eagle Telemedicine</td><td>Initial Appointment</td></tr><tr><td>Kristie Harris, DO</td><td>Radiology-Tele-med (Direct Radiology)</td><td>Initial Appointment</td></tr><tr><td>William Pace, MD</td><td>Radiology-Tele-med (Direct Radiology)</td><td>Initial Appointment</td></tr><tr><td>Binod Wagle, MD</td><td>Neurology-Telemedicine</td><td>Initial Appointment</td></tr><tr><td>Joy Chen, MD</td><td>Gastroenterology (CompHealth)</td><td>Initial Appointment</td></tr><tr><td>Kishan Patel, MD</td><td>Neurology-Telemedicine</td><td>Reappointment</td></tr><tr><td>Kyle Ogami, MD</td><td>Neurology-Telemedicine</td><td>Reappointment</td></tr><tr><td>Aixa Damaris Espinosa Morales, MD,</td><td>Neurology-Telemedicine</td><td>Reappointment</td></tr><tr><td>Sheila Smith, MD</td><td>Neurology-Telemedicine</td><td>Reappointment</td></tr><tr><td>Sara Kemp, DO</td><td>Internal Medicine-Eagle Telemedicine</td><td>Reappointment</td></tr><tr><td>Michael Magee, MD</td><td>Internal Medicine-Eagle Telemedicine</td><td>Reappointment</td></tr><tr><td>Richa Varshney, MD</td><td>Internal Medicine-Eagle Telemedicine</td><td>Reappointment</td></tr><tr><td>Gavind Niamatali, MD</td><td>Internal Medicine-Eagle Telemedicine</td><td>Reappointment</td></tr><tr><td>Moshe Beracha Kovachevich, MD</td><td>Internal Medicine-Eagle Telemedicine</td><td>Reappointment</td></tr><tr><td>Janelle Wortman, PharmD</td><td>Ambulatory Pharmacist</td><td>Reappointment</td></tr><tr><td>John Ringquist, MD</td><td>Emergency Medicine</td><td>Active Status</td></tr><tr><td>Michael Fisher, CRNA</td><td>Interventional Pain</td><td>Active Status</td></tr></tbody></table>	Provider Name and Credentials	Specialty	Initial or Reappointment	Maher Farah, MD	Internal Medicine	Initial Appointment	Lien Nguyen, DO	Neurology- Telemedicine	Initial Appointment	Vanessa Fisher, ARNP	Family Medicine	Initial Appointment	Brian Nguyen, MD	Internal Medicine-Eagle Telemedicine	Initial Appointment	Kristie Harris, DO	Radiology-Tele-med (Direct Radiology)	Initial Appointment	William Pace, MD	Radiology-Tele-med (Direct Radiology)	Initial Appointment	Binod Wagle, MD	Neurology-Telemedicine	Initial Appointment	Joy Chen, MD	Gastroenterology (CompHealth)	Initial Appointment	Kishan Patel, MD	Neurology-Telemedicine	Reappointment	Kyle Ogami, MD	Neurology-Telemedicine	Reappointment	Aixa Damaris Espinosa Morales, MD,	Neurology-Telemedicine	Reappointment	Sheila Smith, MD	Neurology-Telemedicine	Reappointment	Sara Kemp, DO	Internal Medicine-Eagle Telemedicine	Reappointment	Michael Magee, MD	Internal Medicine-Eagle Telemedicine	Reappointment	Richa Varshney, MD	Internal Medicine-Eagle Telemedicine	Reappointment	Gavind Niamatali, MD	Internal Medicine-Eagle Telemedicine	Reappointment	Moshe Beracha Kovachevich, MD	Internal Medicine-Eagle Telemedicine	Reappointment	Janelle Wortman, PharmD	Ambulatory Pharmacist	Reappointment	John Ringquist, MD	Emergency Medicine	Active Status	Michael Fisher, CRNA	Interventional Pain	Active Status	<i>Commissioner Hiles made a motion to approve the Medical Staff privileges. Commissioner Wescott seconded the motion. All voted in favor.</i>
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TRAINING TAKEAWAYS	Commissioner Bossard shared take-aways from recent training from the NRHA. Of the 11 attending the class, 4 were from Summit. Takeaways included: Adversity of though is important, especially to the board chair, working together as a team, speak your mind respectively, ask what we do well, invest in the board engaging in HRO, make board																																																																

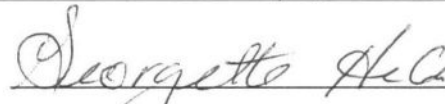


BOARD OF COMMISSIONERS MEETING MINUTES

July 25, 2024

	members supported, vetting community members on committees, keep asking (more challenging) questions.	
ADJOURNMENT	The regular session of the Board of Commissioner's meeting adjourned at 9:24 pm.	<i>Commissioner Wescott made a motion to adjourn the meeting. Commissioner Bossard seconded the motion. All voted in favor.</i>


Recording Secretary


Board Secretary



“FOCUS AND FINISH”

Board of Commissioners 2024 Strategic Planning Retreat Alderbrook Resort, Union WA Aug 6-7, 2024

GOALS

1. Continue to build Board cohesion and comradery
2. Advance board capacity through learning and dialogue
3. Guide strategic direction for Summit Pacific Medical Center

Day 1: Tuesday August 6th

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

Facilitator: Tricia Roscoe

Guests: Matthew Ellsworth, Joanna Castellanos

8:30	All	Group Breakfast
9:00	Josh	Welcome, Meeting Kickoff and Agenda Review <ul style="list-style-type: none">• CEO Martin facilitated introductions and agenda review.• SPMC wants to continue to focus on HRO.• Chairman Hooper reinforced that questioning is how the Board provides care for our community.
9:15	Matt Ellsworth	State of the State <ul style="list-style-type: none">• CEO Martin introduced Matt Ellsworth.• Matt shared an overview of the state of PHDs in the state. There has been some recovery due to the need of travelers decreasing and changes and innovation in service lines. Days Cash on Hand has improved around the state for rural hospitals.• Discussion regarding the AGs letter regarding Reproductive Privacy Act.• AWPHD is looking out for the possible effects of legislation to public hospital districts.

Josh Martin, Chief Executive Officer

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

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		<ul style="list-style-type: none"> • Discussion regarding predictions for potential changes in legislation <ul style="list-style-type: none"> ○ Filling vacancies ○ Mergers and acquisitions ○ Public disclosures • Discussion regarding changes to congress due to Kilmer's seating opening. • AWPHD is going to start providing education on Foundations. • Discussion regarding predictions of presidential election
10:30	All	B R E A K
10:45	Tricia	<p>Hopes for our Retreat</p> <ul style="list-style-type: none"> • "Focus and Finish" • Clear about direction next year <ul style="list-style-type: none"> • Priorities and what it will take • Understand risks and mitigations • In addition to construction • How board continues to develop and have influence • Board cohesion and positive perspective <ul style="list-style-type: none"> • Individual voices heard • Shared vision of how to grow as board <ul style="list-style-type: none"> • Individual and collective • Identify gaps and opportunities • Clear understanding of board impact • Challenge status quo <ul style="list-style-type: none"> • Think and challenge assumptions • Push thinking
11:00	Josh	<p>Year in Review</p> <ul style="list-style-type: none"> • CEO Martin shared "Year in Review" (see slides for more details)
12:00	All	L U N C H
12:45	Tricia	<p>Continuing to Hardwire Excellence and Advance HRO</p> <ul style="list-style-type: none"> • <i>What skills, knowledge and experience do we need to cultivate to continue accelerating our HRO journey?</i> • <i>Does our Mission statement reflect this journey? Do we need to add the word safety to our Mission statement?</i>

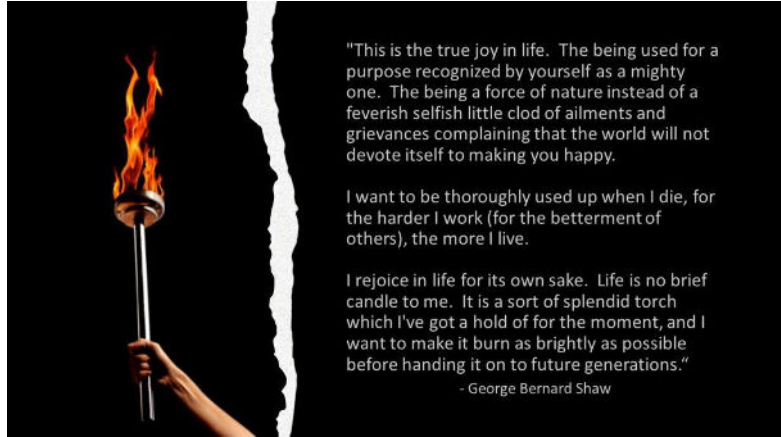
Day 1: Tuesday August 6th cont....

1:30	Tricia	Review of Summit Pacific Strategic Priorities and Goals and Establish Priorities for the Next Year
3:30	Josh Martin	Meeting Wrap Up and Final Day Agenda Review <ul style="list-style-type: none"> • CEO Martin facilitated discussion around hopes achieved today. • Discussion regarding if we want to continue AWPHD or mix it up. Board appreciate Matt's content. • Interesting to have a governance experience outside of healthcare
3:45	Tricia	Meeting Evaluation and Action Items <p>Delta</p> <ul style="list-style-type: none"> • Food • Start earlier 8 am • Questions in advance • Ability to highlight most important things <p>Plus</p> <ul style="list-style-type: none"> • Process • Ability to highlight most important things (helps inform E-team) • Efficiency • Good product/ output
4:00	All	BREAK
6:00	All	Team Building Dinner

Day 2: Wednesday, Aug 7th

8:00	All	Group Breakfast
8:30	Josh / Tricia	Opening Remarks and Prep for E-Team Hand Off <ul style="list-style-type: none"> • CEO Martin facilitated discussion about any additional thoughts since yesterday's planning. • Discussion regarding having clarity for "most important" exercise. • Tricia facilitated review of day draft summary to share with E-team • Discuss priorities and goals for E-team hand off

9:45	All	BREAK
10:00	Board	Board Report Out to E-Team <ul style="list-style-type: none"> Chairman Hooper shared “what are we most proud of this past year?” (See presentation for more details). Discussion regarding the importance of safety in the 2025 plan. Commissioner Bossard reviewed proposed goals and important things to consider in 2025 plan (see presentation for more details). Discussion regarding how we can capture more of our population to be proactive about their healthcare and what are their barriers.
11:00	E-Team	E-Team Response <ul style="list-style-type: none"> Discussion regarding E-Team feedback what excites you and what give you pause (See presentation for more details). CNO Bernier was pleased with the addition of safety to the mission. It is important to our staff to see safety at the forefront. Summit Pacific will need to help our community regarding the importance of safety. CNO Bernier shared when you are given a lot there is a lot of responsibility. CFO Hansen shared that the expansion excites him as well as gives him anxiety. CTLO Burkhardt is excited on the renewed excitement around patient centered care and the consistency of the patient experience. CTLO Burkhardt shared that the resilience and engagement of staff with fast paced and change environment gives her pause. CMO Dietrich shared that he is excited about the Board’s ongoing focus on community health and growth focused vs revenue focused. Summit Pacific has a growing reputation. Time is a concern for CMO Dietrich. Brand new hospital will need to be filled. Lack of caregivers is a concern especially given our growth. Excitement on focus and finish and hardwiring excellence.

		<ul style="list-style-type: none"> • Concern about limited bandwidth and focusing on small subsystems. • Commissioner Hooper shared poem: <div data-bbox="522 451 1297 884" data-label="Image">  <p>"This is the true joy in life. The being used for a purpose recognized by yourself as a mighty one. The being a force of nature instead of a feverish selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.</p> <p>I want to be thoroughly used up when I die, for the harder I work (for the betterment of others), the more I live.</p> <p>I rejoice in life for its own sake. Life is no brief candle to me. It is a sort of splendid torch which I've got a hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."</p> <p>- George Bernard Shaw</p> </div> <ul style="list-style-type: none"> • Thank you, Tricia, for your fantastic facilitation.
11:30	All	Board/ E-Team Lunch
12:30	Board	BREAK- Commissioners Done for the Day

Financial Highlights – Monthly Dashboard

2024 Income Statement Summary

Favorable Variance = + | Unfavorable Variance = ()

July		Year-to-Date				
		Actual	Budget	Variance	Var%	
+	Gross Patient Revenue	\$ 116,333,016	\$110,590,606	\$ 5,742,410	5.2%	😊
-	Revenue Deductions	\$ 67,763,948	\$ 62,096,625	\$ (5,667,323)	(9.1%)	
+	340B Revenue	\$ 538,473	\$ 799,117	\$ (260,645)	(32.6%)	
=	Net Patient Revenue	\$ 49,107,540	\$ 49,293,098	\$ (185,558)	(0.4%)	
+	Other Operating Revenue	\$ 3,098,975	\$ 2,114,467	\$ 984,507	46.6%	
=	Net Operating Revenue	\$ 52,206,515	\$ 51,407,565	\$ 798,949	1.6%	
-	Total Operating Expenses	\$ 46,257,233	\$ 44,999,955	\$ (1,257,277)	(2.8%)	😐
+/-	Non-Operating Rev / (Expenses)	\$ 792,084	\$ (194,513)	\$ 986,597	(507.2%)	
=	Net Income (Loss)	\$ 6,741,365	\$ 6,213,097	\$ 528,269	8.5%	😊

Financial Highlights – Monthly Dashboard

2024 Finance Summary

Key Financial Results to Review Operational and Financial Performance

Favorable Variance = + | Unfavorable Variance = ()

July	Year-to-Date				
	Actual	Goal/Budget	Variance	Var%	
Days in AR	53	50	(3)	(6.4%)	☹️
DCOH	271	300	(29)	(9.6%)	☹️
Operating Margin	4.3%	5.3%	(0.9%)		😐
Net Income Margin	12.9%	12.1%	0.8%		😊
Net Patient Revenue per FTE	\$ 130,872	\$ 133,586	\$ (2,713)	(2.0%)	😐
Labor Cost per FTE	\$ 80,790	\$ 78,375	\$ (2,416)	(3.1%)	😐
Non Labor Cost per FTE	\$ 34,514	\$ 43,577	\$ 9,063	20.8%	😊
FTEs	401.2	369.0	(32.2)	(8.7%)	👋

July	Month-to-Date				Year-to-Date			
	Actual	Budget	Variance	Var%	Actual	Budget	Variance	Var%
Gross Patient Revenue								
Medicare Revenue	\$ 7,047,363	\$ 6,321,439	\$ 725,925	11.5%	\$ 45,965,631	\$ 43,925,176	\$ 2,040,455	4.6%
Medicaid Revenue	\$ 3,875,311	\$ 4,425,609	\$ (550,298)	(12.4%)	\$ 30,244,839	\$ 29,856,805	\$ 388,034	1.3%
Other Revenue	\$ 6,502,774	\$ 5,444,134	\$ 1,058,641	19.4%	\$ 40,122,545	\$ 36,808,625	\$ 3,313,921	9.0%
Total Gross Patient Revenue	\$ 17,425,448	\$ 16,191,181	\$ 1,234,267	7.6%	\$ 116,333,016	\$ 110,590,606	\$ 5,742,410	5.2%
Patient Revenue Deductions								
Medicare Contractual	\$ 4,398,771	\$ 3,932,761	\$ (466,009)	(11.8%)	\$ 28,331,481	\$ 26,861,936	\$ (1,469,545)	(5.5%)
Medicaid Contractual	\$ 2,472,582	\$ 2,591,114	\$ 118,531	4.6%	\$ 18,869,693	\$ 17,698,080	\$ (1,171,613)	(6.6%)
Other Contractual	\$ 2,257,821	\$ 1,803,164	\$ (454,656)	(25.2%)	\$ 13,746,214	\$ 12,316,152	\$ (1,430,062)	(11.6%)
Bad Debt Expense	\$ 1,014,167	\$ 547,443	\$ (466,724)	(85.3%)	\$ 5,311,473	\$ 3,739,198	\$ (1,572,275)	(42.0%)
Community Care	\$ 305,324	\$ 134,189	\$ (171,135)	(127.5%)	\$ 612,080	\$ 916,549	\$ 304,469	33.2%
Administrative Adjustments	\$ 213,022	\$ 82,677	\$ (130,345)	(157.7%)	\$ 893,008	\$ 564,711	\$ (328,297)	(58.1%)
Total Revenue Deductions	\$ 10,661,687	\$ 9,091,348	\$ (1,570,339)	(17.3%)	\$ 67,763,948	\$ 62,096,625	\$ (5,667,323)	(9.1%)
340B Revenue	\$ 40,323	\$ 117,990	\$ (77,668)	(65.8%)	\$ 538,473	\$ 799,117	\$ (260,645)	(32.6%)
Net Patient Revenue	\$ 6,804,084	\$ 7,217,823	\$ (413,739)	(5.7%)	\$ 49,107,540	\$ 49,293,098	\$ (185,558)	(0.4%)
Other Revenue								
Other Operating Income	\$ 622,601	\$ 301,067	\$ 321,534	106.8%	\$ 3,098,975	\$ 2,114,467	\$ 984,507	46.6%
Total Other Revenue	\$ 622,601	\$ 301,067	\$ 321,534	106.8%	\$ 3,098,975	\$ 2,114,467	\$ 984,507	46.6%
Net Operating Revenue	\$ 7,426,685	\$ 7,518,890	\$ (92,205)	(1.2%)	\$ 52,206,515	\$ 51,407,565	\$ 798,949	1.6%
Operating Expenses								
Salaries & Wages	\$ 3,338,173	\$ 3,480,799	\$ 142,627	4.1%	\$ 22,885,600	\$ 22,773,545	\$ (112,055)	(0.5%)
Benefits	\$ 871,954	\$ 878,094	\$ 6,141	0.7%	\$ 5,798,167	\$ 6,146,660	\$ 348,493	5.7%
Professional Fees	\$ 141,269	\$ 144,486	\$ 3,217	2.2%	\$ 1,000,306	\$ 1,096,537	\$ 96,231	8.8%
Supplies	\$ 310,177	\$ 381,237	\$ 71,060	18.6%	\$ 2,939,546	\$ 2,643,171	\$ (296,375)	(11.2%)
Utilities	\$ 59,512	\$ 53,410	\$ (6,103)	(11.4%)	\$ 371,002	\$ 361,872	\$ (9,129)	(2.5%)
Purchased Services	\$ 1,365,211	\$ 1,003,699	\$ (361,512)	(36.0%)	\$ 8,305,621	\$ 6,826,432	\$ (1,479,190)	(21.7%)
Insurance	\$ 44,244	\$ 43,350	\$ (894)	(2.1%)	\$ 331,208	\$ 303,450	\$ (27,758)	(9.1%)
Other Expenses	\$ 257,325	\$ 298,107	\$ 40,782	13.7%	\$ 1,790,025	\$ 2,055,870	\$ 265,846	12.9%
Rentals & Leases	\$ 43,106	\$ 37,053	\$ (6,053)	(16.3%)	\$ 304,059	\$ 249,503	\$ (54,556)	(21.9%)
Depreciation	\$ 352,449	\$ 376,684	\$ 24,235	6.4%	\$ 2,531,699	\$ 2,542,914	\$ 11,215	0.4%
Total Operating Expenses	\$ 6,783,421	\$ 6,696,920	\$ (86,500)	(1.3%)	\$ 46,257,233	\$ 44,999,955	\$ (1,257,277)	(2.8%)
Operating Income (Loss)	\$ 643,264	\$ 821,970	\$ (178,706)	(21.7%)	\$ 5,949,282	\$ 6,407,610	\$ (458,328)	(7.2%)
Non-Operating Revenue/(Expenses)								
Tax Revenue	\$ 55,857	\$ 18,526	\$ 37,331	201.5%	\$ 682,845	\$ 517,154	\$ 165,692	32.0%
Contributions from SPMF	\$ -	\$ 2,083	\$ (2,083)	(100.0%)	\$ -	\$ 14,583	\$ (14,583)	(100.0%)
Interest Income	\$ 537,970	\$ 424,750	\$ 113,220	26.7%	\$ 3,790,634	\$ 2,973,250	\$ 817,384	27.5%
Interest Expense	\$ (524,607)	\$ (528,500)	\$ 3,893	(0.7%)	\$ (3,681,395)	\$ (3,699,500)	\$ 18,105	(0.5%)
Total Non-Operating Rev/(Expenses)	\$ 69,221	\$ (83,141)	\$ 152,361	(183.3%)	\$ 792,084	\$ (194,513)	\$ 986,597	(507.2%)
Net Income (Loss)	\$ 712,485	\$ 738,829	\$ (26,344)	(3.6%)	\$ 6,741,365	\$ 6,213,097	\$ 528,269	8.5%
METRICS								
Operating Margin (Prior Year Method)	1.6%	3.9%	(2.3%)	(59.1%)	4.3%	5.3%	(0.9%)	(17.5%)
Operating Margin (New Method)								
Net Income Margin	9.6%	9.8%	(0.2%)	(2.4%)	12.9%	12.1%	0.8%	6.8%
Days in AR					53	50	(3)	(6.4%)
DCOH					271	300	(29)	(9.6%)
Deduction %	61.2%	56.2%	(5.0%)	(9.0%)	58.2%	56.2%	(2.1%)	(3.7%)
NPSR %	38.8%	43.9%	(5.0%)	(11.5%)	41.8%	43.9%	(2.1%)	(4.8%)
Net Operating Revenue %	42.6%	46.4%	(3.8%)	(8.2%)	44.9%	46.5%	(1.6%)	(3.5%)
Benefits as a % Of SW	26.1%	25.2%	(0.9%)	(3.5%)	25.3%	27.0%	1.7%	6.1%
Benefits as a % of SWB	20.7%	20.1%	(0.6%)	(2.8%)	20.2%	21.3%	1.0%	4.9%
Paid FTEs (excludes Agency)	382.2	378.0	(4.2)	(1.1%)	375.2	369.0	(6.2)	(1.7%)
Salary per FTE	\$ 8,735	\$ 9,208	\$ 474	5.1%	\$ 60,990	\$ 61,717	\$ 727	1.2%
Hours	67,247	66,954	(293)	(0.4%)	450,414	447,078	(3,336)	(0.7%)
Avg Hourly Rate	\$ 49.64	\$ 51.99	\$ 2.35	4.5%	\$ 50.81	\$ 50.94	\$ 0.13	0.3%
Net Patient Revenue per FTE (\$K)	\$ 17,803.90	\$ 19,095	\$ 1,291	6.8%	\$ 130,872	\$ 133,586	\$ (2,713)	(2.0%)
Labor Cost per FTE (\$K)	\$ 11,016.42	\$ 11,531	\$ 515	4.5%	\$ 80,790	\$ 78,375	\$ (2,416)	(3.1%)
Non Labor Cost per FTE (\$K)	\$ 5,811.17	\$ 5,189	\$ (622)	(12.0%)	\$ 34,514	\$ 43,577	\$ 9,063	20.8%

Balance Sheet as of July 2024

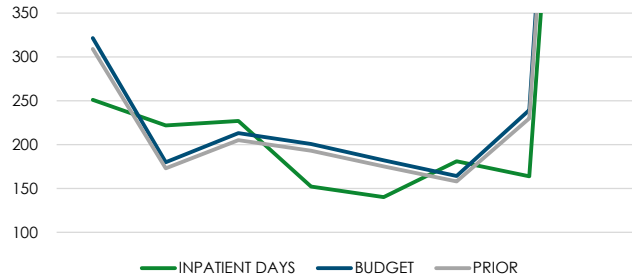
Assets	07/31/2024	06/30/2024	1 Month Variance	07/31/2023	12 Month Variance
Current Assets					
Operating Cash	59,342,027	57,201,850	2,140,177	50,129,222	9,212,805
Self-Insured Reserve	1,957,500	1,957,500	-	-	1,957,500
Total Operating Cash	61,299,527	59,159,350	2,140,177	50,129,222	11,170,305
MFP Construction Cash	47,807,058	50,332,939	(2,525,881)	-	47,807,058
Debt Reserve	8,253,492	8,253,492	-	2,036,008	6,217,484
Total Restricted Cash	56,060,551	58,586,431	(2,525,881)	2,036,008	54,024,543
Accounts Receivables	29,461,494	30,057,144	(595,650)	33,970,207	(4,508,712)
Less Allow for Uncollectables	(4,080,266)	(3,991,211)	(89,055)	(4,440,314)	360,048
Less Contractual Adjustments	(10,629,932)	(11,388,190)	758,258	(14,905,182)	4,275,250
Accounts Receivable - Net	14,751,296	14,677,743	73,553	14,624,711	126,586
Taxes Receivable	72,118	80,618	(8,500)	19,635	52,482
Other Receivables	3,400,904	3,262,095	138,808	2,598,356	802,548
Inventory	1,138,381	1,128,436	9,945	828,489	309,892
Prepaid Expenses	845,050	689,110	155,941	788,502	56,549
Total Current Assets	137,567,827	137,583,783	(15,957)	71,024,922	66,542,904
Property, Plant and Equipment					
Land	1,652,029	1,652,029	-	1,652,029	-
Land Improvements	4,527,505	4,527,505	-	4,478,409	49,096
Buildings	47,843,510	47,843,510	-	45,736,512	2,106,998
Equipment	19,879,211	19,788,300	90,911	18,898,668	980,543
Construction In Progress	12,163,632	10,251,269	1,912,363	4,006,272	8,157,360
Less Accumulated Depreciation	(34,733,676)	(34,381,227)	(352,449)	(30,306,390)	(4,427,286)
Property, Plant and Equipment - Net	51,332,210	49,681,385	1,650,825	44,465,499	6,866,711
Total Assets	188,900,036	187,265,168	1,634,868	115,490,421	73,409,615

Balance Sheet as of July 2024

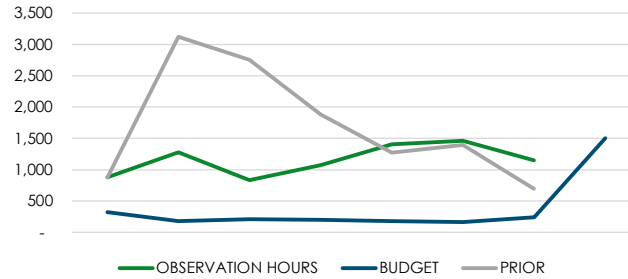
Liabilities	07/31/2024	06/30/2024	1 Month Variance	07/31/2023	12 Month Variance
Current Liabilities					
Accounts Payable	571,860	934,284	(362,425)	854,258	(282,399)
Other Payables	1,079,789	815,369	264,420	886,947	192,842
Payroll and Related Liabilities	5,155,636	4,561,230	594,406	4,549,943	605,693
Interest Payable	964,969	502,016	462,952	135,543	829,426
Third Party Settlement Payable	(194,844)	(194,844)	-	(6,000)	(188,844)
Other Current Liabilities	1,379,727	1,379,727	-	1,419,044	(39,317)
Current Maturities of LTD	1,383,664	1,383,664	-	1,383,664	-
Total Current Liabilities	10,340,800	9,381,446	959,354	9,223,398	1,117,402
Non Current Liabilities					
Current Maturities of LTD	(1,383,664)	(1,383,664)	-	(1,383,664)	-
Long Term Debt	110,518,444	110,555,415	(36,971)	45,349,847	65,168,597
Total Non Current Liabilities	109,134,780	109,171,751	(36,971)	43,966,183	65,168,597
Total Liabilities	119,475,580	118,553,197	922,383	53,189,581	66,285,998
Net Assets					
Unrestricted Fund Balance	62,683,091	62,683,091	-	55,989,130	6,693,961
YTD Excess of Revenues	6,741,365	6,028,880	712,485	6,311,710	429,655
Total Net Assets	69,424,456	68,711,971	712,485	62,300,840	7,123,616
Total Liabilities and Net Assets	188,900,036	187,265,168	1,634,868	115,490,421	73,409,615

Statistic	JAN	FEB	MAR	APR	MAY	JUN	JUL	YTP
INPATIENT DAYS	251	222	227	152	140	181	164	1,337
BUDGET	321	180	213	201	182	164	239	1,501
PRIOR	309	173	205	193	175	158	230	1,443
OBSERVATION HOURS	880	1,276	833	1,072	1,404	1,459	1,148	8,072
BUDGET	1,065	3,814	3,369	2,302	1,556	1,705	851	14,662
PRIOR	871	3,119	2,755	1,882	1,272	1,394	696	11,989
EMERGENCY DEPARTMENT VISITS	1,553	1,432	1,490	1,502	1,603	1,548	1,484	10,612
BUDGET	1,531	1,399	1,646	1,526	1,670	1,559	1,564	10,895
PRIOR	1,502	1,372	1,615	1,497	1,638	1,529	1,534	10,687
GI CASES	93	88	81	97	106	92	103	660
BUDGET	110	58	74	89	99	85	82	596
PRIOR	97	51	65	78	87	75	72	525
SLEEP LAB	28	23	34	34	21	24	17	181
BUDGET	26	25	26	26	26	26	26	182
LAB TESTS	18,326	16,768	18,626	18,087	18,634	16,639	17,605	124,685
BUDGET	21,921	13,735	17,424	15,245	18,768	18,570	16,693	122,355
PRIOR	19,321	12,106	15,358	13,437	16,542	16,368	14,713	107,845
XRAY EXAMS	1,541	1,362	1,393	1,497	1,660	1,407	1,522	10,382
BUDGET	1,305	1,108	1,341	1,244	1,484	1,423	1,364	9,268
PRIOR	1,323	1,123	1,360	1,261	1,505	1,443	1,383	9,398
CT EXAMS	616	558	573	563	621	565	653	4,149
BUDGET	470	391	425	435	468	472	518	3,177
PRIOR	501	417	453	464	499	503	552	3,389
ULTRASOUND EXAMS	360	365	369	460	444	363	460	2,821
BUDGET	248	187	257	272	334	282	300	1,882
PRIOR	276	208	286	303	372	314	334	2,093
MRI EXAMS	83	95	107	102	97	100	130	714
BUDGET	70	37	50	26	35	61	48	327
PRIOR	82	43	59	31	41	72	57	385
THERAPY TREATMENTS	1,018	882	929	1,191	1,267	951	1,266	7,504
BUDGET	712	629	793	866	893	819	792	5,504
PRIOR	650	521	802	840	961	910	872	5,556
URGENT CARE VISITS	1,429	1,496	1,450	1,415	1,395	1,309	1,246	9,740
URGENT CARE BUDGET	1,046	1,222	1,303	1,211	1,400	1,239	1,124	8,545
URGENT CARE PRIOR	1,110	1,296	1,382	1,285	1,485	1,315	1,193	9,066
KELSEY CLINIC VISITS	381	381	510	514	587	500	469	3,342
BUDGET	388	537	506	611	728	742	611	4,123
PRIOR	-	71	177	83	206	209	195	941
MCCLEARY HEALTHCARE CLINIC VISITS	737	627	792	774	824	773	725	5,252
BUDGET	798	503	724	649	890	930	747	5,241
PRIOR	716	451	649	582	798	834	670	4,700
SUMMIT PACIFIC HEALTH CLINIC VISITS	758	757	696	766	755	714	912	5,358
BUDGET	899	973	1,073	1,071	899	973	1,073	6,960
PRIOR	-	-	-	-	-	267	264	531
WELLNESS CENTER VISITS	2,658	2,482	2,792	2,816	2,861	2,483	2,726	18,818
BUDGET	3,298	1,887	2,907	2,391	2,928	3,027	2,586	19,023
PRIOR	3,109	1,779	2,741	2,254	2,761	2,854	2,438	17,936
CLINICS VISITS	4,534	4,247	4,790	4,870	5,027	4,470	4,832	32,770
CLINICS BUDGET	5,383	3,900	5,209	4,722	5,445	5,672	5,017	35,347
CLINICS PRIOR	3,825	2,301	3,567	2,919	3,765	4,164	3,567	24,108
OPERATING MARGIN	5.1%	1.3%	2.0%	10.3%	7.6%	1.6%	3.5%	
GOAL	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%	
DAYS IN AR	57	54	53	55	55	55	53	
GOAL	50	50	50	50	50	50	50	
PRIOR	50	54	58	61	62	68	74	
DAYS CASH ON HAND	281	287	267	259	273	261	271	
GOAL	300	300	300	300	300	300	300	
PRIOR	296	290	279	271	276	274	266	
FTEs TOTAL PAID	367.0	362.6	375.7	377.0	381.2	382.9	382.2	375.2
FTEs INCLUDING AGENCY	386.5	393.5	401.2	403.0	407.5	406.9	409.7	401.2
BUDGET	360.0	363.0	366.0	369.0	372.0	375.0	378.0	369.0
PRIOR	294.7	313.0	324.5	322.3	325.5	309.5	311.8	319.4

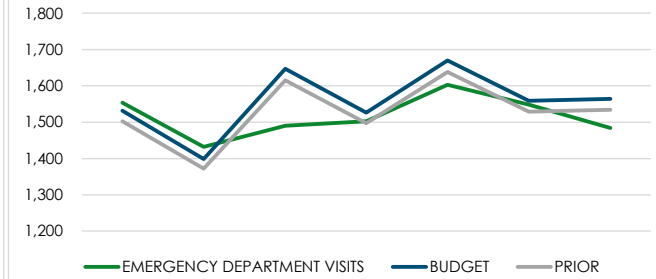
INPATIENT DAYS



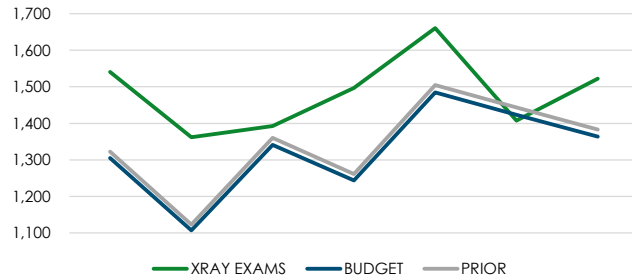
OBSERVATION HOURS



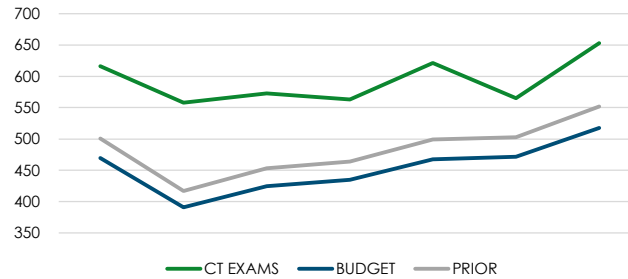
EMERGENCY DEPARTMENT VISITS



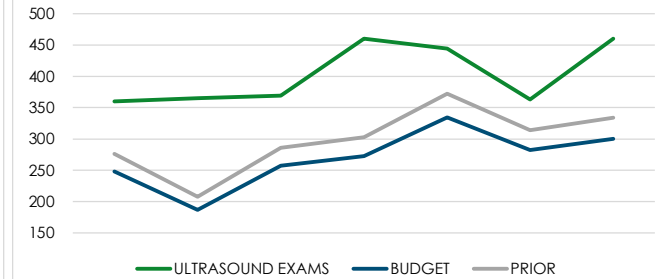
XRAY EXAMS



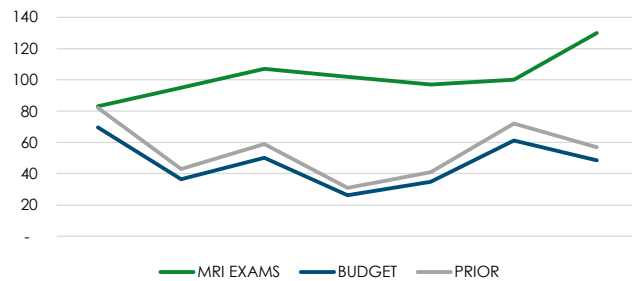
CT EXAMS



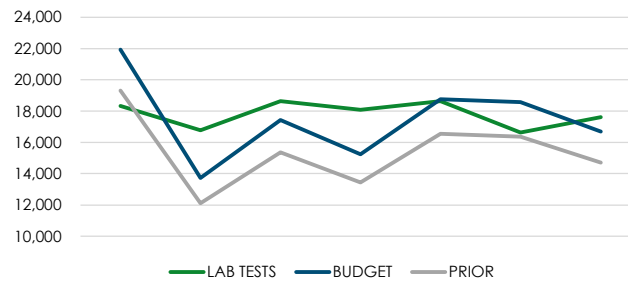
ULTRASOUND EXAMS



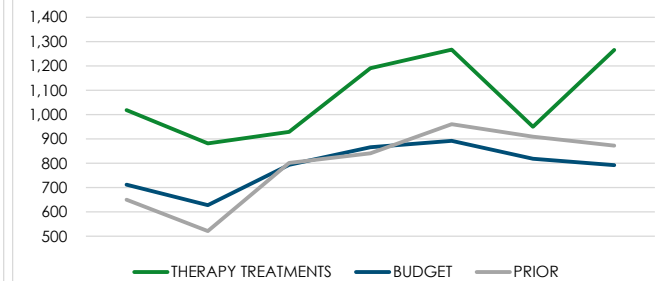
MRI EXAMS



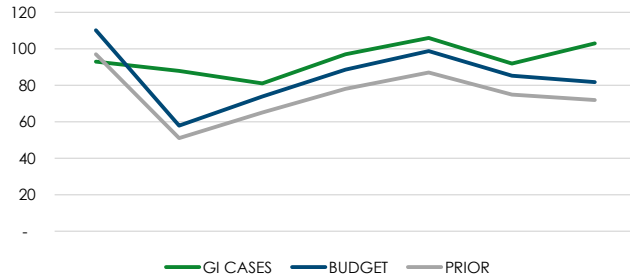
LAB TESTS



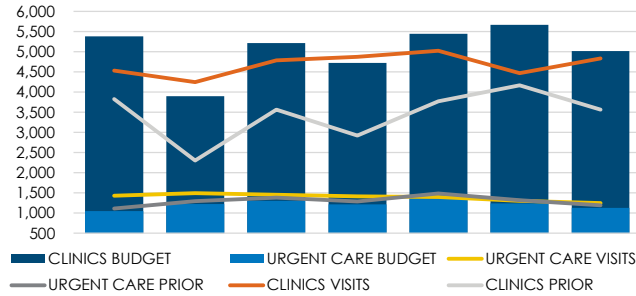
THERAPY TREATMENTS



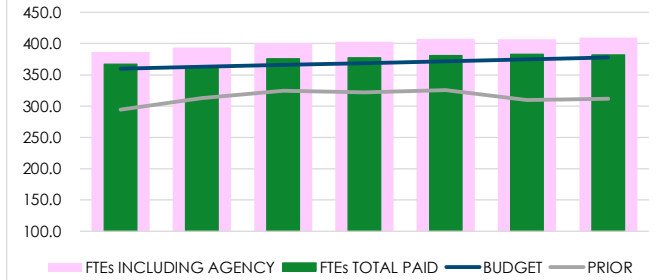
GI CASES



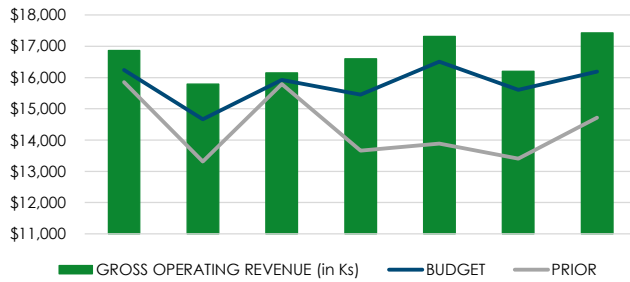
CLINICS & URGENT CARE VISITS



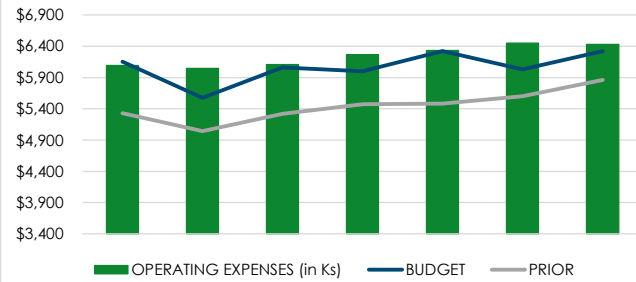
FTEs



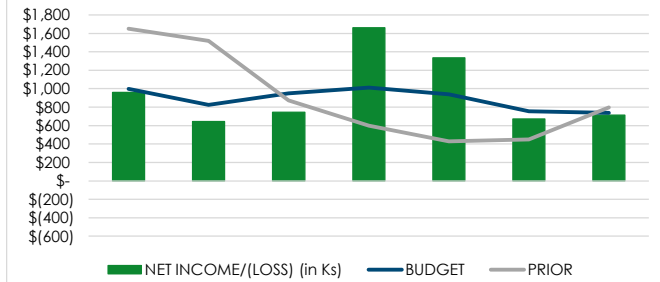
GROSS OPERATING REVENUE



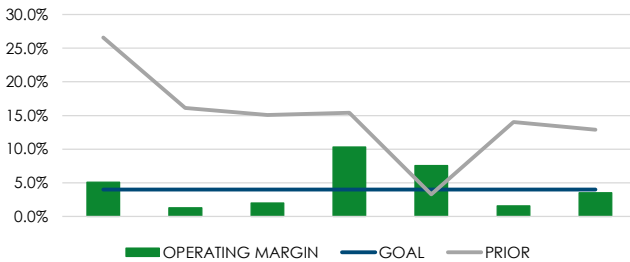
OPERATING EXPENSES



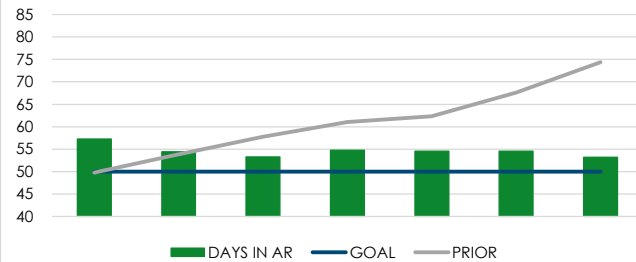
NET INCOME/(LOSS)



OPERATING MARGIN HIGHER IS BETTER



DAYS IN AR LOWER IS BETTER



DAYS CASH ON HAND HIGHER IS BETTER

