

**Willapa Harbor Hospital**  
**Minutes of the Governing Board**  
**Cedar Room**  
**May 27, 2025**

**Board Members Present:** Kathy Spoor (via Teams), Jeff Nevitt, Toni Williams, Steve Holland and Gary Schwiesow

**Others Present:** Matthew Kempton, CEO, Kimberly Polanco, CFO, Chelsea MacIntyre, CNO, Renee Clements, COO and Dawn Pearson, Executive Assistant

**Board Members Absent:** None

**Others Absent:**

**Guests:** Joe Kunkel, the Healthcare Collaborative Group, Mark Gesinger, ZGF, Craig Rizzo, ZGF, Todd Stine, ZGF, Kari Thorsen, ZGF and Sherri McDonald (via Teams)

**Audience:**

**I. Call to Order:**

The meeting was called to order at 5:30 pm by Jeff Nevitt

*Approval of April 22<sup>nd</sup>, 2025, Regular Board Meeting minutes: Gary Schwiesow made a motion to approve April 22<sup>nd</sup>, 2025, Regular Board Meeting minutes as written. Steve Holland 2nd the motion, all in favor, motion carried.*

*Approval of May 8<sup>th</sup>, 2025, Special Board Meeting minutes: Steve Holland made a motion to approve May 8<sup>th</sup>, 2025, Regular Board Meeting minutes as written. Gary Schwiesow 2nd the motion, all in favor, motion carried.*

**Consent Agenda**

*The consent agenda hadn't been reviewed. Approval has been deferred until the next meeting.*

**II. Reports and Presentations:**

**CEO Report – Matthew Kempton**

➤ **Recognition**

- I would like to thank and recognize Renee, Chelsea and all the leaders and staff who were involved with our recent surprise WA DOH survey. The surveyors had planned to be onsite for their normal length of survey days but left a day early. This was due to the level of compliance with DOH standards they observed as well as how organized and responsive everyone they encountered was in answering their questions and getting them documentation they requested. Thank you!

➤ **WHH & WMC Facilities Replacement**

- Joe Kunkle and ZGF have prepared a few alternative options, due to the recent bond failure, for executive and board member review. Raymond James and WIPFLI are

both aware we are considering these other alternatives and will develop a few different funding scenarios. Raymond James has advised us to keep and review our options with USDA. However, with the reduced scope or phased nature of any future project, financing it without USDA's involvement is an option.

➤ **Providers**

- I am excited to share that we started working this month with an immigration attorney to hire a J-1 waiver visa physician candidate who is in his residency through mid-2026.
- We recently contracted with a new hospitalist group, Rural Physicians Group (RPG). They will cover ½ of every month's hospitalist shifts (14 on/ 14 off). They will hire 2 full-time and one per diem hospitalists that will be dedicated to our facility. They start at WHH on Sept. 9<sup>th</sup> this year.
- The new RPG contract allows us a reduced fee for the RPG Compass tele-specialist program. This new specialist service will give our ER physicians and our Hospitalist physicians access to the following three specialties for their patients: Infectious Disease, Pulmonology, and Nephrology. In addition to these provider/patient consults, these specialists will also be available via tele-medicine robot for outpatient clinic visits

➤ **Pharmacy**

- We have begun compounding within the new IV clean room and will be working on growing our IV infusion service volume. We plan to show growth and consistency of these new IV services before we start chemotherapy. However, we have started reaching out to potential oncology partners for the eventual addition of chemotherapy.
- 340b shelter contract with SB Pharmacy and Craneware is close to execution by all parties.

➤ **Facilities**

- A plumbing specialist conducted an inspection of the hospital's piping system. During the inspection, a 90-degree pipe angle near the cleanout outside of the hospital was identified as collapsing and in need of replacement. The specialist also recommended jetting the lines to clear any blockages or buildup.

➤ **Quarterly Stats**

- A sample of quarterly stats was provided to the board for review. It was agreed that these statistics will be shared publicly via our social media platforms and our monthly newsletter to increase transparency and community engagement.

## **CFO Report – Kimberly Polanco**

### **➤ April 2025 Financial Status**

- Willapa Harbor Hospital's March business resulted in a Net Loss of (\$684,488), bringing the YTD loss to (\$263,729). There was a loss in operations of (\$650,588) and (\$142,418) YTD. The Total Margin YTD is (3%), with an operating margin of (7%). Days cash on hand is 92, down 10 days from February. Investments in the Local Government Investment Pool (LGIP) is currently 4.40% down slightly from 4.43% in February.

### **➤ Patient Service Revenue**

- April Patient Revenue was \$4,698,370, 3.7% over budget and 15.6% over March 2024. YTD Patient Revenue is 5.8% under budget and 10.3% over April YTD 2024. Most service lines met or exceeded the budget in April with the exception of inpatient admissions, observation hours, x-rays, EKGs, pain management services, and clinic visits, while YTD all service lines with the exception of observation hours, x-rays, pain management, and clinic visits have met or exceeded budgeted volumes. Pain management clinic visits and procedures continue to gradually increase as patients are referred for chronic pain evaluations.
- Revenue deductions in April were 41.5%, and 40.7% YTD compared to a budget of 40.5%. The Safety Net Assessment Program, a Medicaid Directed Payment Program, continues to be delayed at the federal approval level. The first four months budgeted net benefit is \$300,000, which is not currently accrued in the actual financials. When notification of federal approval is received from the Washington State Healthcare Authority which still appears to be the expectation the funds will be accounted for. These funds reduce revenue deductions as a supplement to the low Medicaid payments.
- Charity care was \$59,755 and property tax deductions were \$5,535, both within range of the typical trend.

### **➤ Accounts Receivable**

- Patient service revenue collections were \$2,455,618. Net Days in AR decreased from 43 in February to 41 in March.

### **➤ Expenses**

- April expenses were \$2,815,495, 2.6% under budget for the month, 2.3% for the year, and 14.4% higher than the same time period in the prior year.

### **➤ Balance Sheet**

- There were no major and unusual changes to the balance sheet.

### **➤ Cashflow**

- Overall, the organization has generated positive cashflow of \$264,825 YTD.

## CNO Report – Chelsea MacIntyre

### ➤ Wins

- As a pilot site and champion for the Washington State Hospital Association (WSHA) plain language codes initiative, Paul and I have been invited to speak to the California Hospital Association (CHA) to help encourage and inform and encourage their own plain language code initiative.
- Recent Washington State Department of Health (DoH) survey was successful. Very small number of low-level clinical findings. We are awaiting approval of our plan of correction to be submitted 5/22/25.

### ➤ Recognition

- To Torrie and her quality team for an excellent performance during survey with zero citations found in the quality structure, data and tracking.

### ➤ Projects

- Excited to kick off the Vocera project in June!
- Behavioral Health/Recovery Navigator Program/Designated Crisis Responder/Crisis System
  - Dedicated Designated Crisis Responder for PacCo?
    - Talks continue
    - Will likely be running as co-responder program with the Pacific County Sheriff's Office (PCSO).
  - Renee and I are exploring ways to further integrate behavioral health into WHH systems of care.
  - Recently attended regional behavioral health quality improvement meeting in Chehalis on behalf of WHH.
- Hospital Staffing Committee
  - 2025
    - Working with HR on process improvements around meal/rest breaks.
- IV Therapy and Swing Bed
- Infection Control and Employee Health
  - We are conducting audits on employee files, especially in light of rising measles cases.
  - Surveillance for measles continues.
- Serving on the Rural Collaborative Ethics Committee
- Newspaper Column
- Chairing the Rural Collaborative Chief Nurse Executive Committee
- Education
  - Drill with Summit Pacific
  - Rural OB simulation with the Rural Collaborative (TRC), Physicians Insurance (PI) and Laerdal later this summer.
  - One nursing student here, one coming in the fall.

➤ **Quality**

- Working with colleagues to respond to an increase in falls here on campus.

➤ **Service**

- Working on updating educational certs for clinical staff.
  - Trauma Nurse Core Course (TNCC) certification course held in May to recertify 5 nurses in TNCC.
- Assisting with policy development to clarify non-public areas of the hospital campus.
  - Policy draft being reviewed internally following risk review.

➤ **Gratitude**

- To Renee, for the partnership and collaboration she provides regarding survey activities. I appreciate it more than I can say, every single time.

**COO Report – Renee Clements**

➤ **Recognition** – Clinic Providers TEAMWORK! Missy chairing Wellness visit project, Dr. Hill and Tasha covering weekend clinic, Dr. Dutkiewicz elevating his engagement and leadership role, approving protocols and improvements needed for quality and growth.

➤ **Rural Health Clinic – Willapa Medical Clinic**

- **Interventional Pain Mx:** 15 visits at 50% of projected budget
- **Cardiology visits:** 71 visits at 101% of projected budget
  - \*Interpreting service amendment to Cardiology agreements-transition work in action for Holter monitor interpretation and Echocardiology exam interpretations.
- **Family Practice:** 901 visits under projected budget of
  - Melissa Smedley is championing our Welcome to Medicare visits, annual wellness visits and more. Positive patient feedback!
  - Tasha began April 15<sup>th</sup>. Positive patient feedback! Women's services access.
  - Dr. Hill and Dr. D week each PTO
  - Physician Recruitment; embarking on the J1 Visa Candidate placements
  - Sherry Franks PA returns in June; Jenni Kuker NP returns in December

➤ **Radiology**

- Strong Radiology month, exceeding budget on all modalities excluding plain film XR.

➤ **Lab**

- Ongoing contracts for client bill agreements. Conway Construction added for handling and processing Drug Screens.

➤ **Quality / Risk / Clinical Informatics**

- State DOH survey occurred on April 29 and 30, received Statement of Deficiency report 05.13.2025, response of corrections due 05.23.2025.
- Summary (9) WAC citations; (9) NFPA Life Safety Code citations
- QIAP- Plan for 2025; Governance adoption and approval this meeting.
- QI Goals- Fall reduction-Reduce All falls from 20 to 17 by EOY 2025. (9) YTD.
- Quality Dashboard-DOH/DNV (handout).

➤ **Diabetic Program**

- Temporary program halt, will ramp back up in June.

➤ **Dietary**

- BePoz Point of Sale and Patient Room ordering implemented and Live May 20<sup>th</sup>. Huge win for this project completion and staff and customer satisfaction!

➤ **Thankful** – Dishwasher for our Dietary staff.

### III. New Business

➤ **Resolution 2025-2 The Board Book/Bylaws Update**

- The Board Book/Bylaws were discussed, and a few edits were proposed during the meeting. Approval of the board book/bylaws was tabled until the next meeting to allow time for review and incorporation of suggested edits.

➤ **Resolution 2025-3 Disposal of Trailer**

*Toni Williams motioned to approve Resolution 2025-3 Disposal of Trailer. Steve Holland 2<sup>nd</sup> the motion, all in favor, motion carried.*

➤ **2025-2027 Strategic Plan**

*Steve Holland motioned to approve the 2025-2027 Strategic Plan. Toni Williams 2<sup>nd</sup> the motion, all in favor, motion carried.*

➤ **Facility Master Planning**

- Joe Kunkel and Mark Gesinger presented 5 Plan B options.
  - A – Clinic Only
  - A.1 – Outpatient Specialty Center
  - B – Hospital Only
  - B.1 – Emergency Care
  - C – Replace in Place

The cost and pros and cons of each option were explained.

The board discussed and emphasized the importance of thoughtfully considering each option and taking the time to educate the community before moving forward.

#### IV. Continued Business

##### ➤ Capital Requests

- Blood Gas Analyzer

*Gary Schwiesow motioned to approve OPTI Medical TS2 Blood Gas Analyzer in the amount of \$10,126.00 plus tax. Toni Williams 2<sup>nd</sup> the motion, all in favor, motion carried.*

##### ➤ Quality

###### • DOH Survey Summary

- The facility received 9 clinical citations and 9 life safety facility citations during the recent Department of Health (DOH) survey.

The DOH Corrective Action Plan was reviewed and shared with attendees.

Life Safety citations must be addressed within 35 days from the date of the survey exit.

Clinical citations must be resolved within 60 days of the survey exit.

The DOH indicated they will return after June to verify all corrective actions have been completed.

All citations have been addressed, and we will await the re-inspection in June and approval of our corrective actions.

###### • Quality Plan

The quality plan was reviewed. This echoes our Leadership Evaluation Tool (LEM) and aligns with our community health needs and strategic plan goals.

*Toni Williams motioned to approve the 2025 Quality Plan. Gary Schwiesow 2<sup>nd</sup> the motion, all in favor, motion carried.*

#### V. Appointments/Reappointments

- None

#### VI. Executive Session:

#### VII. Adjournment: 7:54pm

Submitted: Toni Williams

Toni Williams, Secretary to the Board