

**Willapa Harbor Hospital**  
**Minutes of the Governing Board Special Meeting/Workshop**  
**Cedar Room**  
**April 10, 2026**

**Board Members Present:** Kathy Spoor, Toni Williams, Steve Holland and Gary Schwiesow

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

**Board Members Absent:** Jeff Nevitt

**Others Absent:** Steven Hill, CMO

**Guests:** Joe Kunkle, The Healthcare Collaborative, Jon Anderson, Anderson Dabrowski Architects

**Audience:** Sherri McDonald

**I. Call to Order:**

The meeting was called to order at 8:00am by Kathy Spoor

**Additions to the Agenda:** Capital Request – Additional Parking

**II. Continued Business**

➤ **Facility Master Planning**

Joe Kunkle and Jon Anderson presented an assessment of Willapa Harbor Hospital's current facility based on the healthcare architect's site visit in January. The options are focused on the next 3-5 years, while maintaining operations, improving patient care, and increasing revenue while minimizing structural changes.

**Facility Assessment**

Overall, the facility is well maintained for its age and meets DNV and DOH standards.

Priority is to address high-risk infrastructure needs first.

**Key Issues Identified – (Immediate Projects)**

1. **Site settling:** Significant concern; geotechnical evaluation needed. Potential collaboration with county on mitigation.
2. **Sewer/plumbing:** Issues beneath the building; estimated fixes include system improvements.
3. **Hot water distribution:** Repairs/replacement needed from boiler room to on-call areas.

## **Clinic Capacity & Expansion Needs**

Current exam room shortage impacts patient flow. The standard is 3 exam rooms per provider (sometimes we are down to 1).

Expand Willapa Medical Clinic to improve primary care access, and relocate the surgery clinic into the RHC space.

## **Growth Opportunities**

Swing bed expansion, infusion services, wound care, interventional pain, sleep lab, chemo, behavioral health, PT, MRI expansion, women's imaging, and specialty services.

Community input will be essential in prioritization.

## **Options to Consider**

Relocate non-clinical services (HIM/business office) offsite or remote to free up on campus space.

Possible Business Office retrofit for additional clinic space.

Modular unit(s) for clinic or office use.

Phased approach recommended, start small and scale with growth.

The board agrees to maintain administrative presence onsite.

## **Strategic Considerations**

Balance affordability, efficiency, growth potential, staffing, and disruption.

The goal is to increase revenue over the next 3-5 years to increase our debt capacity to minimize or avoid a community bond.

## **Immediate Projects**

- Geotechnical evaluation.
- Infrastructure repairs (sewer, hot water).
- CT replacement in progress; temporary trailer planned (USDA Grant Funded).
- Parking expansion.
- Explore clinic expansion (modular or repurposed space).

## **Next Steps**

Board to reconvene in 2 weeks for further evaluation of options.

Community meeting planned within 1 month to share updates and gather input.

- Adjourned for Lunch 12:15
- Resumed Meeting 12:30

➤ **Capital Requests**

**Addition to Parking**

Add 15 parking spaces behind the hospital. Two quotes were obtained, but due to rising fuel costs the cost may be a little higher.

*Toni Williams motioned to approve up to \$16,000 for the addition of 15 parking spaces. Steve Holland 2<sup>nd</sup> the motion, all in favor, motion carried.*

➤ **Strategic Planning**

Matt presented a draft of the 2026-2027 Strategic Plan Goals, noting that 2027 goals can be adjusted based on 2026 progress.

The board emphasized facility planning, community engagement, workforce development, and measurable progress as key drivers for strategic success and CEO evaluation. They also noted the importance of access to care and that they want to see the clinic reopen its access to new patients.

The board approved using both Strategic and Operational Goals for the CEO's annual evaluation structure - 60% Strategic and 40% Operational.

**Strategic Goal Weighting**

Master Facility Planning: 25% (highest priority), with 10% of this for incorporating community engagement.

Remaining strategic goals: 15% each.

The strategic goals will be revised based on the board's feedback.

An updated plan will be presented at the next regular board meeting.

**III. Adjournment:** Meeting adjourned at 1:27 pm

Submitted: 

Toni Williams, Secretary to the Board