

**Willapa Harbor Hospital**  
**Minutes of the Governing Board**  
**Cedar Room**  
**April 28, 2026**

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

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

**Board Members Absent:**

**Others Absent:**

**Guests:** None

**Audience:**

**I. Call to Order:**

The meeting was called to order at 5:30 pm by Kathy Spoor

**Additions to the Agenda:** None

**Public Comment:**

*Approval of March 24th, 2026, Regular Board Meeting minutes: Jeff Nevitt made a motion to approve March 24th, 2026, Regular Board Meeting minutes as written. Steve Holland 2nd the motion, all in favor, motion carried.*

*Approval of April 10th, 2026, Special Board Meeting minutes: Jeff Nevitt made a motion to approve April 10th, 2026, Special Board Meeting minutes as written, Gary Schwiesow 2nd the motion, all in favor, motion carried.*

**Consent Agenda**

*Toni Williams made a motion to approve the March consent agenda. Jeff Nevitt 2nd the motion, all in favor, motion carried.*

Vouchers/Warrants:                      March \$1,953,050.35

Payroll/Payable:                              March \$ 864,025.22

Write-offs: Bad Debt                      March \$ 90,482.40

**II. New Business**

➤ **Communications Plan Q1 2026 Review**

- Dawn reviewed the 1Q 2026 Communications Plan Summary.
  - The board recommended sharing this with the public.

**III. Continued Business**

➤ **2026 Strategic Plan Goals**

- Matt went over the revised 2026 Strategic Plan Goals.

*Jeff Nevitt made a motion to approve the 2026-2027 Strategic Plan Goals as written. Toni Williams 2nd the motion, all in favor, motion carried.*

➤ **Quality**

- Renee presented the Q1 Operational Goals Dashboard
- Patient Safety Structural Measures (PSSM)
- Patient Safety Events Spreadsheet

Patient Family Advisory Committee (PFAC) had their first planning meeting.

- Toni is serving on the committee.
- The committee will include 3–5 community members selected through an application process, prioritizing individuals with recent patient or family experiences.
- The goal is to incorporate feedback into process improvements and actionable changes.

➤ **Capital Requests**

- None

#### **IV. Reports and Presentations:**

##### **CEO Report – Matt Kempton**

###### **Recognition & Gratitude**

- I would like to recognize our laundry & environmental services employees. Rachel (22 years), Amy (12 years) Ampai (9 years) Marilu (5 years), Marichu (4 years) Jesse (3 months). They do so much work behind the scenes to ensure our patients have clean gowns & bedding as well as clean rooms. They never ask for any recognition, and they never do anything out of motivation for praise or incentive. They are very quick to respond to any urgent need for services. They do an excellent job because they care for our patients, our staff and our facility. In my 6 years at WHH, I have never had a patient or a staff complaint about a dirty room or dirty linen or about any of these employees. I have only heard positive comments. Thank you for your efforts and work over these many years. It has not gone unnoticed. You are making a real difference in the lives of our patients and staff through enhanced cleanliness & infection control. Thank you for always living our values, mission and vision!

###### **Facility Master Planning**

- After the board facility planning workshop on 4/10, we began to communicate and coordinate a future meeting with the technical advisory group made up of interested community members on 5/7@noon. This meeting will be the first meeting to begin reviewing with the community many different options for facility expansion, required facility infrastructure updates and potential new service lines.

- Our facilities director, Paul Staats, met with Todd Strozyk on 4/21 to walk the cracked pavement area near the hospital Maintenance shop and take pictures. They both discussed the need for a geo-tech study as well as identifying property lines. Todd mentioned that he would speak with county staff regarding scheduling a meeting that would include our himself, our COO, CEO, a hospital board member and the county commissioners.
- Our executive team and our facilities director met with Joe Kunkle, our contracted Facility Planner with The Healthcare Collaborative Group, Inc. on 4/22 to plan for the second board facility planning workshop on 4/28.

### **Willapa Medical Clinic**

- On 4/09, Ayan Omar, NP concluded her contract as a traveling ARNP for WMC. She was unable to extend her contract due to her travel plans to visit her husband in Qatar. However, she is very interested in potentially joining our WMC provider staff as a part-time provider, given her need to for intermittent travel to her home country. We are currently working to find an agreeable arrangement for her to join our provider staff in the future as one of our employees.
- On 4/08, Colleen Pinch, NP began her traveling contract at WMC. She is replacing Ayan Omar. Also on 4/21, Bonita Penn, NP began her traveling contract at WMC. As we add these new clinic providers, we hope to be able to open accepting new patients at WMC very soon.
- On 4/08 our new interim WMC clinic manager started. His name is Tanner Scheid, he is a traveler through a staffing agency. He has many years of experience managing rural health clinics, many of which were larger than ours. He has already been a great added support for our WMC providers and staff.

### **CFO Report – Kimberly Polanco**

#### **March Financial Status**

Willapa Harbor Hospital reports a Total Net Loss of (\$219,143) for the month, and a YTD loss of (\$509,943). This reflects both the core operation of providing healthcare services and other financial activities. The Total Margin for March (5%), and (4.8%) year to date. Days cash on hand decreased slightly from 66 in February to 65 in March due to the delay in Medicare claims processing, however mid-April claims held by Medicare began processing again and collections are gradually increasing.

March operations resulted in an operating loss of (\$302,455) for the month and an operating loss of (\$744,198) YTD. The Operating Margin for March was (8%), and (8%) year to date.

Non-operating revenue includes \$63,332 for the month and \$189,996 for the year from levied property taxes as community support for the hospital. Cash reserve investments have generated interest income of \$44,259 YTD.

### **Expenses**

March expenses were \$3,096,942, 2.3% under budget for the month, \$250,805 or 3.9% under budget YTD, and 10.3% higher than the same time period in the prior year.

### **Patient Service Revenue**

March Patient Revenue was \$4,445,052, 13% under budget and 6.7% higher than March 2025. YTD Patient Revenue is \$13,669,957, 11% under budget and 1.5% under March YTD 2025. Net Patient Revenue YTD is under budget (\$1,057,970), or 11%.

The payer mix in March was 38% Medicare, 16% Medicare Advantage, 21% Medicaid, 20% Commercial, 3% Tricare/VA, and 2% Self Pay.

The payer mix YTD March is 35% Medicare, 17% Medicare Advantage, 21% Medicaid, 20% Commercial, 5% Tricare/VA, and 2% Self Pay.

Revenue deductions in March were 37.7%, and 37% YTD compared to a budget of 37%. Safety Net Assessment Funds supplementing low Medicaid reimbursement are included in the monthly financials reducing revenue deductions by \$299,250 YTD

Charity care was \$63,704 and \$232,604 for the year, under budget by \$43,637 YTD.

### **Accounts Receivable**

Patient service revenue collections were \$2,729,607 in March, 11% higher than the previous year average of \$2.5 million. Patient service revenue collections YTD are \$6,991,685, lower than the same time period in 2025 by 8% or \$191,836. Net Days in AR remained at 54 as in February.

### **USDA Rural Development – Community Facilities Grant**

The funding application has been approved by the USDA Rural Development National Office for the CT and other imaging equipment. The CT has been ordered and additional quotes are being obtained.

### **Rural Healthcare Transformation Program**

We continue to work with The Rural Collaborative and WSHA exploring opportunities to strengthen payer contracts, revenue cycle efficiency, and strengthen healthcare delivery. Funding decisions should be made within the next month or two and we will share additional information as it becomes available.

### **Other Grants**

WHH applied for the 2026 Distressed Hospital Grant to assist in supplementing the 2025 loss and operational challenges in 2026. Grant awards are expected to be announced in May.

The Board approved the Finance Committee's recommended RFP No. 2026-1 Banking Services selected proposal. Management will work with the vendor on details and provide a resolution and supporting documents to the Board for the banking transition at the May board meeting.

*Toni Williams made a motion to accept the RFP Proposal that was recommended by the Finance Committee. Steve Holland 2nd the motion, all in favor, motion carried.*

## **CNO Report – Chelsea MacIntyre**

### **Wins**

- Willapa Harbor Hospital has been selected as a Rural Nursing Education Program (RNEP) Community Partner!!!
- Excited to share that I was voted on to the Pacific County Health and Human Services Advisory Board Executive Committee at my first HHSAB meeting.

### **Recognition**

- Sharing some recent patient recognition:
  - “I brought my son in twice for his toe incident on 3/28 and 3/30. I want to let everyone know how much I appreciate all that was done to help him. Both visits went good, and everyone was so helpful. Please share with all staff how much their care and support meant to us. Thank you so much everyone!”
  - “I’ve been to quite a few ERs, and yours is by far the best. Everyone was so kind, and the doctor was very knowledgeable. I was honestly surprised at how well everything went compared to the other hospitals I’ve been to, and I just want to thank you! You’re the best! ”
  - “I was amazed at the care I received here... I want you all to know how thankful I am for every one of you. Thank you!”
  - ““I have PTSD related to prior hospital experiences, but this visit has truly helped me begin overcoming some of that fear. Everyone was so kind, professional, and answered all my questions. I feel like they saved my life. Thank you to everyone who helped in my care! I appreciate it.”
  - HCAHPS survey: Nurses were excellent!
  - EDCAHPS survey: The staff were absolutely amazing. My daughter is special needs and they were the best ever.
  - EDCAHPS survey: Excellent. Impressed with how much better your hospital is becoming. Great doctor on my day. Staff was thorough and asked good questions.
  - EDCAHPS survey: My nurse Jamie was very helpful and was very attentive.
  - EDCAHPS survey: Willapa Hospital is the standard others should strive for a true asset to our community.
  - EDCAHPS survey: A+ Dr. Souza/Dr. Oakfield [Oatfield] & staff. This is the best hospital I have ever visited. From the great help when one walks in the door to the ER experience- it is perfect!!! At the Willapa ER.

- OASCAHPS survey: They made me feel very comfortable and you could tell they all cared very much. I felt very relaxed because everything was explained and I knew what to expect.

## Projects

- Vocera
  - Clinical build is now complete. Jim is hard at work on the IT build.
  - Wireless survey complete and will inform adjustments to wireless.
  - Integration with our VOIP phone system is also in progress.
- Behavioral Health/Recovery Navigator Program/Designated Crisis Responder/Crisis System
  - Collaborating with the Pacific County Health Dept to improve systems of care for patients with suicide attempts and those with substance use disorders.
    - Part of the new reporting is now live.
    - We will be potentially serving as a naloxone vending machine site.
- Hospital Staffing Committee
  - Working with HR on process improvements around meal/rest breaks.
  - 2026 Hospital Staffing Plan is finalized and has been approved by the Department of Health.
- IV Therapy and Swing Bed
  - We are continuing to see growth in our referrals to our swing bed program. We have set increased targets for 2026.
  - A new patient is in the program as of this week, and we are looking at another potential patient.
- Wound Care
  - In the beginning stages of considering implementation of a more robust wound care program at WHH.
- Infection Control and Employee Health
  - We are conducting audits on employee files, especially in light of rising measles cases.
    - We are now about 50% done with audits.
  - We have a weekly evaluation of risk of local, regional and statewide data that is shared with us from the Health Dept. We use this in combination with our internal data to stratify risk and determine precaution levels that optimize safety.
- Serving on the Rural Collaborative Ethics Committee
- Newspaper Column
- Chairing the Rural Collaborative Chief Nurse Executive Committee.
  - In 2026, co-chairing with my friend and colleague Curtis Shumate from Whidbey Health.
- Education
  - WHH has been selected as an RNEP Community Partner!
    - We will be working with our nominees to file their applications to the program in May.

## **Quality**

- Collaboration between our Quality team and nursing leadership to improve our policy and documentation around chemical restraints.
- We have a goal to reduce use of indwelling urinary catheters, and we were below target for Q1. Our target was  $\leq 39$  days, and we were at 31 days of use.

## **Service**

- It has been wonderful to see recently that our nursing staff, physicians, and teams have been recognized frequently for providing world-class compassion and care. They have had a lot of recognition lately and it “fills our cup” to see these and share them with our teams.

## **Gratitude**

- I am very grateful to our experienced nurses who are kind to mentor those that are newer to practice. We had some wonderful nurses who volunteered to precept our potential RNEP nominees, and I appreciate them very much.

## **COO Report – Renee Clements**

### **Recognition**

- Paul Staats-proactive leadership specifically surrounding a recent generator outage and securing a temporary generator same day and for his daily organization skills keeping an aged facility functioning with the daily failures in MEP (Mechanical/Electrical/Plumbing) & roofing.

### **Rural Health Transformation Program**

- Attending WSHA, TRC, and HCA informational sessions surrounding the funding opportunities, restrictions vs qualifying allowable-s along with the timelines around applications and SOWs and Deliverables.

### **Cardiopulmonary**

- New actions: Updating the Respiratory Protection Program to current WACs. Pursuing a new capital need related to Mask and Respirator Fit testing.
- Pursuing Sleep Medicine ROI.
  - RT procedures-99 performed 54 projected; 183% of budget-\*PFT tests
  - EKGs Outpatient/ER/Medical-143/175 86% of budget
  - Cardiac Rehab- 31/36 86% of budget. Process improvements in place.
  - Cardiology visits at RHC- 99/62=159% of budget
  - Echocardiograms- 40/30 133% of monthly informal projections

## **Radiology**

- Diagnostic Expansion Project commencing.

Confirmation received to give the approval to start the procurement process & the new CT signed for purchase. Electrical work approved to be completed for the mobile CT unit that will be used during the installation of the new CT. Canon CT Project leader assigned & met 04.21.2026 to review space specs.

- Mixed Radiology Exam volume month- CT/MRI slightly down, other modalities at or above budget. Referral sources down from ER and Primary Care for CT & MRI.
  - XR: 392/360 108% of budget
  - CT: 198/246 80% of budget
  - Nuclear Medicine: 22/20= 110% stabilizing new service vendor.
  - MRI: 44/50= 88% of budget
  - Ultrasound: 134/133 =101% of budget\* Echocardiogram increase correlating to increased cardiology visits and increased PCP referrals in this area.
  - Mammography: 50/59 84% of budget

**Lab** - 6341/6500=97.6% of budgeted volumes.

### **Diabetes/Dietitian Programs**

97/20 visits 485 % of budget- Ongoing project activities for the Diabetes Accreditation Program to provide new billing and revenue opportunity for WHH. It will continue to be a Community Service regardless of ability to pay for our patients.

### **Quality/Risk/Informatics**

- PSSM-Patient Safety Structural measure report.
- 2026 LEM tracking dashboard
- Complaints/Grievances: March (0). Service recovery (4). One (1) public records request-topic employee compensation scales.
- P&P and Document Management software change-Power DMS project continues.
- Zero Adverse Events
- Quarter 1-Quality QMS committee held 4.23.2026 Dashboard included.

### **Facilities/Emergency Preparedness**

- **Completed works in March:**
  - Revised Facility improvement dashboard provided to Dawn in marketing for public facing communication on a rolling expense number and infrastructure replacements.
  - Eye Wash station/sink installation in Surgery/CS complete-new lighting and stainless-steel sheeting pending with this project.
  - New HazMat trailer project complete and back on campus.
  - Security/Safety Risk Assessment completed by vendor Converging. Analysis pending.
  - Anderson Architects-Architecture walk through, MEP analysis and draft report prepared for Joe Kunkel of The Health Collaborative Group. Initial public meeting workshop was held 04.10.2026.
  - Floor repaired-Lab; new Microbiology Analyzer space reconstruction.
  - Plumbing repaired for cold water in two rooms of hospital

- Fire Sprinkler Riser Placard-completed
- Temporary Generator installation
- **Pending:**
  - Parking space expansion project-PO Approved and Ashley Construction was awarded the bid. ETA for 15+ additional parking spaces behind the hospital facing the bay.
  - IT server room- Fire Mitigation plan
  - Dept. of Ecology Dangerous Waste acts compliance activities.
  - Fire Sprinkler Riser Placard-being issued
  - Old Generator repair OR Generator capital request expected.
  - HVAC boilers x2 in near future-pursuing RHTP funds or Clean Building Act USDA funding.

## **CMO Report – Steven Hill, DO**

### **Staffing**

- **Willapa Harbor Hospital Hospitalist coverage**
  - RPG continuing with 14 out of 28 and myself covering the other 14
- **Emergency Room**
  - Physicians in ER who work regularly - Rookstool, Bhullar, Souza
  - 4 per diem who work intermittently (Dueber, Wilson, Kim, Frakes)
  - Recently added locums – Dr Nunez and Dr. Gunnells
  - Added Dr Nagavi (to start soon) as part time direct hire.
  - Interviewing Dr Makela for part time direct hire – sounds promising.
- **Office at Willapa Medical Clinic**
  - Dr Busey and Dr Hill each work 4 days per week (Mon-Thurs).
  - Jennifer Kuken, ARNP works 4 days weekly (Tue-Fri).
  - Jeremy Quin, NP works 4 days weekly (Thur-Sun).
  - 2 more locums providers ARNP on staff now.
- **General Medical Staff issues**
  - We have made med changes on formulary.
  - Looking forward to CT install.
  - I had a few family emergencies requiring urgent coverage for me to be out and our other ER docs stepped in and covered. Will also be out for a week in June due to family medical issue (RPG doctor traded me shifts to cover).

## **V. Appointments/Reappointments**

### **Appointments:**

#### **a. Emergency Physicians (6mo):**

Amy Gunnells, DO (Locum Tenens), Amir Nagavi, MD (Contracted)

#### **b. Compass Tele-Providers:** The following provider is requesting provisional privileges

(6mo):

Cariane Matos, MD – Infectious Disease

c. **Holistic Pain Management:** The following provider is requesting provisional privileges

(6mo):

Carol Snider, NP

d. **Willapa Medical Clinic:** The following provider is requesting provisional privileges

(6mo):

Colleen Pinch, NP, Bonita Penn, NP

e. **VRAD:** The following provider is requesting provisional privileges (6mo):

Christopher Hurt, MD

f. **Providence Telestroke:** The following provider is requesting provisional privileges

(6mo)

Trenton Overall, DO

### **Reappointments:**

a. **Willapa Medical Clinic:** The following providers are requesting 3yr privileges

Mekenzie Kmack, CRNA, Charles (Rob) Teames, CRNA.

b. **Cellnetix:** The following providers are requesting 2yr privileges:

Dominique Coco, MD, Tracey Harbert, MD, Kevin Long, MD, Weihua Song, MD.

c. **vRAD:** The following providers are requesting 2yr privileges:

Kevin McDonnell, MD, Richard Mitchell, MD, Timothy Neher, MD, Donald Nicell, MD, Christopher Rickman, MD, Peggy Rouleau, MD, Stephanie Runyan, MD, Gerald Yutzy, MD.

d. **Providence Telestroke:** The following providers are requesting 2yr privileges:

Sergey Akopov, MD, Benjamin Atkinson, MD, Pratik Bhattacharya, MD, Kinjal Desai, MD, Bruce Geryk, MD, Mohammad Hirzallah, MD, Amit Kansara, MD, Yi Mao, MD, Micheal Marvi, MD, Ravi Menon, MD, Neha Mirchandani, MD, Andrew Rontal, MD, Sheila Smith, MD, Hanbing (Hilary) Wang, MD, James Wang, MD, Corey White, MD, John Zurasky, MD, Nishath Naseem, MD

*Gary Schwiesow made a motion to approve all appointments and reappointments excluding Donald Nicell, MD from VRAD. Toni Williams 2nd the motion to approve the appointments and reappointments excluding Donald Nicell, MD from VRAD, all in favor, motion carried.*

**VI. Executive Session:** None

**VII. Adjournment:** Meeting adjourned at 7:30 pm

Submitted:



Toni Williams, Secretary to the Board