Willapa Harbor Hospital

Minutes of the Governing Board

Cedar Room

September 22, 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: None

Others Absent:

Guests: None

Audience:

I. Call to Order:

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

Pledge of Allegiance

Additions to the Agenda:

November and December meeting dates

Approval of Meeting Minutes:

Approval of August 25th, 2026, Regular Board Meeting minutes: Gary Schwiesow made a motion to approve August 25th, 2026, Regular Board Meeting minutes as written. Steve Holland 2nd the motion, all in favor, motion carried.

Consent Agenda

Steve Holland made a motion to approve the August consent agenda. Gary Schwiesow 2nd the motion, all in favor, motion carried.

Vouchers/Warrants:	August	$1,931,909.46
Payroll/Payable:	August	$ 863,663.38
Write-offs: Bad Debt	August	$ 121,330.34

II. New Business

- **November and December Meeting Schedule**

The Board discussed that the regularly scheduled November and December meetings fall during the week of the holidays.

The Board agreed to move both meetings to the third Tuesday of the month.

- **November Meeting:** November 17, 2026
- **December Meeting:** December 15, 2026

III. Continued Business

- **Facility Master Planning**
  - The hospital is currently working with Joe Kunkle, The Healthcare Collaborative Group, on obtaining estimates for core sampling. The previously presented geotechnical estimate was based on a contractor estimate and was not the contractor's actual bid. Joe is working to obtain another estimate, with the goal of reducing the cost from the original estimate.

- **Quality**
  - The hospital held its first compliance meeting in several years. The meeting focused on supporting ongoing compliance efforts and addressing regulatory requirements.
  - Staff are also working on readiness for the upcoming DNV survey, which is due in October. Efforts are underway to ensure all required policies and procedures are updated in the new Power DMS system.

- **Capital Requests**

  Rural Health Transformation Projects

  - **Accutec Fit Testing Machine**

Schwiesow made a motion to approve the Accutec Fit Testing Machine in the amount of $17,307.00. Toni Williams 2nd the motion, all in favor, motion carried.

  - **Willapa Medical Clinic South Side Roof Replacement**

Steve Holland made a motion to approve the Safecover estimate for the Willapa Medical Clinic's South Side Roof Replacement up to $46,300.00 plus tax. Toni Williams 2nd the motion, all in favor, motion carried.

  - **Business Office Cubicles**

Gary Schwiesow made a motion to approve the Aberdeen Office Equipment quote for $44,220.00 for cubicles in the Business Office Building. Steve Holland 2nd the motion, all in favor, motion carried.

  - **Business Office Flooring and Electrical**

The business office flooring and electrical bids were presented as informational. No board approval was necessary.

IV. Reports and Presentations:

CEO Report – Matt Kempton

Executive Summary

This month's report highlights strong community support, operational progress, and continued focus on patient experience. The 4th Annual Drive to Save Lives Charity Golf Tournament was the most successful fundraiser to date, reflecting the commitment of the WHH Capital Campaign members, Willapa Harbor Health Foundation, WMC staff and providers, vendors, and employee groups. Anesthesia volumes were lower for the month due in part to provider vacation, but the department continued to demonstrate value through a new three-year Drager anesthesia machine service agreement that will save the hospital $8,573 over the contract term. A recent patient story

also underscored the importance of interdisciplinary collaboration and clear communication during urgent care situations. Willapa Medical Clinic remained ahead of budget year to date and significantly ahead of last year's visit volume, while August patient experience scores improved across key measures including likelihood to recommend, provider communication and quality, and office staff quality.

Recognition & Gratitude
I would like to thank the WHH Capital Campaign members for their hard work, and for the extra hours they put in to make our 4th Annual Drive to Save Lives Charity Golf Tournament a big success this year. It was our most successful fundraiser since it began four years ago. Everyone had a great time; and it ran very efficiently and smoothly. I also want to thank the Willapa Harbor Health Foundation, our WMC staff & providers, as well as all other vendors and employee groups who either made monetary donations to support this fundraiser or who donated baskets & gifts for our silent auction.

Anesthesia
Our case numbers were lower this month in part because Dr. Oatfield was on vacation the week of August 16th. Endoscopy cases 19; OR cases 8; Anesthesia Emergency room cases 6; Anesthesia collaboration with hospitalist 1.

In June, we signed a new three year-service agreement for our Drager anesthesia machine. This contract will save the hospital $8,573 (64%) over the three years. This new service vendor (AES) has extensive experience servicing anesthesia equipment throughout Washington. Our new service technician was able to find a gas leak that had gone undetected even though our system had been serviced previously by Drager technicians.

A patient story: Rob Teams was called by Dr. Souza in the evening to consult on a patient that had recently had surgery. As part of this surgery the patient had a tracheostomy placed. The patient had fallen and the tracheostomy tube had become dislodged. Dr. Souza and Rob were able to collaborate and come up with a solution to safely secure the patient's airway. They carefully explained to the patient the procedure to reinsert his tracheostomy. Once the tracheostomy tube was placed, the patient could speak. The patient expressed how scared he was, in part because he couldn't verbalize his concerns. Because we took the time to explain what we were doing, he had confidence we could help him. He was grateful for the team that cared for him.

Willapa Medical Clinic
Willapa Medical Clinic (WMC) had a moderate August volume and improved patient experience. WMC missed budgeted visit projection by only 9 visits and but improved over last year by 39 visits. Year to date, the clinic is almost 400 visits above budget and 1,015 visits ahead of last year. Patient experience improved over the prior month, with August scores showing likelihood to recommend the provider office of 94%, up 10 percentage points from last month, physician communication and quality at 93% up 4 percentage points from last month, and office staff quality at 96% (N=68). The clinic is hoping to open to new patients on October 5th following the arrival of Dr Bolivar.

CFO Report – Kimberly Polanco

August Financial Status

Willapa Harbor Hospital reports a Total Net Loss of ($35,515) for the month, and a YTD loss of ($1,924,436). This reflects both the core operation of providing healthcare services and other financial activities. The Total Margin for August was (1%), and (8.5%) year to date. Days cash on hand decreased by 3 to 65.

August operations resulted in an operating loss of ($117,570) for the month and an operating loss of ($2,568,581) YTD. The Operating Margin for August was (4%), and (12%) year to date.

YTD the hospital has experienced an acute inpatient shortfall, lower than budget by 40% and lower than prior YTD by 31%. Swing bed days are 3% lower than budget, and 190% higher than prior YTD. Outpatient service volumes are meeting or exceeding budget in Surgeries, Surgery Clinic Visits, Xrays, MRIs, Ultrasounds, Respiratory Therapy, Diabetic Education Visits, RHC Visits, Pain Management Visits and Procedures, and Cardiology Visits.

The remaining services lines are close to budget or under budget within less than 20%: Labs, Observation, CT Scans, Mammograms, Nuclear Medicine Procedures, EKGs, IV Therapy Visits, and Cardiac Rehab Visits.

Non-operating revenue includes $63,332 for the month and $506,656 for the year from levied property taxes as community support for the hospital, 18% lower than budgeted due to a drop in timber tax. Cash reserve investments have generated interest income of $137,489 YTD, 42% lower than prior YTD.

Expenses

August expenses were $2,938,012, 8% under budget for the month, $1,205,644 or 5% under budget YTD, and 6% higher than the same time period in the prior year.

Patient Service Revenue

August Patient Revenue was $4,469,984, 13% under budget and 11% lower than August 2025. YTD Patient Revenue is $36,658,084, 10% under budget and 2% lower than August YTD 2025. Net Patient Revenue (revenue after deductions) YTD is under budget ($3,504,606), or 15%.

The payer mix in August was 40% Medicare, 15% Medicare Advantage, 20% Medicaid, 18% Commercial, 5% Tricare/VA, and 2% Self Pay.

The payer mix YTD August is 38% Medicare, 16% Medicare Advantage, 20% Medicaid, 20% Commercial, 4% Tricare/VA, and 2% Self Pay.

Revenue deductions in August were 35%, and 40% YTD compared to a budget of 37%. Safety Net Assessment Funds supplementing low Medicaid reimbursement are included in the monthly financials as an accrual reducing revenue deductions by $798,000 YTD. The SNAF Program was approved by CMS on August 19th and cash payments totaling $197,596 were received in August for 2/3 of Q1 2026 payments due.

Charity care was $66,689 in August and $684,117 YTD. Prior year YTD August was $618,544.

Bad debt was $78,920 in August and $534,298 YTD. Prior year YTD August was $793,074. Bad debt has decreased from prior year by 33%.

Accounts Receivable
Patient service revenue collections were $2,866,568 in August. Patient service revenue collections YTD are $20,783,791, in line with the same time period last year.

Net Days in AR increased 43 to 45 in August.

Medicare Cost Reports
The **2025 Medicare Cost Report** settlement of $1,014,000 has not been received or accrued. The funds are expected in September, which will increase cash on hand and be reserved as a payable until finalized in a future year.

2026 Interim Medicare Cost Report
An interim Medicare cost report was completed with YTD financials through July 2026 resulting in an estimated receivable of $1.3 million. Another interim report will be prepared as required by CMS after the September financials are completed to provide a closer estimate of the cost report result for 2026.

ROI for adding wound care and infusions services into the new HIM location was reviewed. 2027 budget planning is underway, budget meetings will be scheduled for October

CNO Report – Chelsea MacIntyre

Wins - Infusion Services dept continues to grow. We had a record-high 47 visits in August.

Recognition - I would like to recognize Dawn Pearson for her tireless commitment to enhancing community outreach. She did such an excellent job coordinating our outreach for the Fair and Labor Day events. Thank you, Dawn, for all your hard work. It does not go unnoticed! We all appreciate you very much.

Quality
Urinary Catheter Reduction
We have a goal to reduce use of indwelling urinary catheters, and we were below target for Q2. Our target was </=39 days, and we were at 35 days of use.
Computerized Provider Order Entry (CPOE) – Aug Results

- Med-Surg: Goal **95%** | Result **92%** ◌
- Emergency Department: Goal **95%** | Result **94%** ●
- Surgery: Goal **95%** | Result **95%** ●
- **Overall:** Goal **95%** | Result **94%** ●

Bedside Barcode Medication Administration (BCMA) – Aug Results

- Med-Surg: Goal **95%** | Result **95%** ●
- Emergency Department: Goal **92.5%** | Result **89%** ●

- Surgery: Goal **95%** | Result **84%** ●
- IV Therapy: Goal **95%** | Result **91%** ◌
- **Overall:** Goal **95%** | Result **90%** ◌

Alaris Guardrails Compliance – Aug

- **Overall:** Goal **95%** | Result **91.49%** ◌

Service

Med-Surg

Goal: Achieve **3 of 5** Inpatient Experience Targets

(Press Ganey HCAHPS, Baseline 2025)

- Communication with Nurses **84%** (from 83%) →
- Response of Hospital Staff **69%** (from 66%) →
- Communication about Medicines **61%** (from 59%) →
- Discharge Information **86%** (from 84%) →
- Staff Support for Rest/Recovery **77%** (from 75%) →

Goal: 3 | Aug: 0 ●

Emergency Department

Goal: Achieve **2 of 4** ED Experience Targets

(Press Ganey, Baseline 2025)

- Getting Timely Care **87%** (from 85%) →
- Doctors & Nurses Communication **87%** (from 85%) →
- Communication about Medications **88%** (from 86%) →
- Communication about Follow-Up **78%** (from 76%) →

Goal: 2 | Aug: 3 ●

Surgery

Goal: ≥98% Top Box Score in at least 2 of 4 domains

Domains:

- Communication (97 baseline)
- Facility / Personal Treatment (98)
- Discharge (98)
- Overall (97)

Goal: 2 | Aug: 1 ◌

Emergency Department Patient Experience Comments

- " Dr Makela was great, even helped me find the meds. I went to American Lake to get it. Felt better in two days!! Next time I need care I'll definitely come to your hospital."

- "Nursing staff was very responsive. The doctor did a good job explaining symptoms and what steps we were taking next."
- "Had a great experience. Got pain relief and questions answered."
- "Very pleased with the ER. Will return if needed."
- "I have always received excellent care here."
- "Willapa Hospital - best all around!!"

Inpatient Patient Experience Comments

- " The doctors & nurses were great..."
- "Excellent staff housekeepers did a great job keeping the room tidy and organized."
- "Everything was very satisfactory."

Growth

Med-Surg

- Goal: **2.6** | August: **1.7** ●

Emergency Department

- Goal: **471** | August: **523** ●

Surgery

- Endoscopies: Goal **27** | August: **19** ●
- Surgeries: Goal **8** | August: **8** ●
- Clinic Visits: Goal **67** | August: **71** ●

Infusion / IV Therapy

- Goal: **27** | August: **44** ●

Projects

- Vocera
  - Very excited to possibly implement more devices as part of RHTP projects.
- Telestroke services
  - Exploration of options for telestroke services to optimize patient care and cost.
- 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.
    - Live with new reporting.
- Hospital Staffing Committee
  - 2026 Hospital Staffing Plan is finalized and has been approved by the Department of Health.
  - Developing 2027 Hospital Staffing Plan.

- Updating our HSC charter.
- 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.
  - We had a record high 47 visits in August!
- Wound Care
  - Utilizing our surgery nurses, we are continuing to build 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 more than 60% 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.
  - Influenza A and COVID-19 cases are already rising this year.
- Serving on the Rural Collaborative Ethics Committee
- Chairing the Rural Collaborative Chief Nurse Executive Committee.
  - In 2026, co-chairing with my friend and colleague Curtis Shumate from Whidbey Health.
  - Looking forward to our annual in-person meeting next week.
- Participating on the Health & Human Services Advisory Board (and its executive committee).
  - Excited to follow along as Pacific County completes is Community Health Assessment (CHA).
    - Completed a CHA interview earlier this month.
- Education
  - WHH has been selected as an RNEP Community Partner!
    - All 3 nominees accepted to the program.
    - They will start the nursing portion of their program in 2027 (2) and 2028 (1).
  - Upcoming classes for Advanced Cardiac Life Support (ACLS) in October and the Trauma Nurse Core Course (TNCC) in November.

COO Report – Renee Clements

Recognition - Dustie Franks. Has been an enormous help with Community Health Fair planning and has assisted with urgent onboarding needs with contracted vendors.

*Ancillary orders are lower than expected for August.

Cardiopulmonary: Progress on our Cardiac Expansion

1. Cardiac Loop Recorders- In progress; 2. Bubble Contrast Echocardiograms-in progress; 3. Increase Cardiology consultation days.

Cardiopulmonary Performance Dashboard

Metric	Actual / Budget	% Achieved	Operational Status

Cardiology Visits (RHC)	91 / 62	**146%**	● Critical Growth: Exceeding budget *Increasing to two more days a month 2027
RT Procedures	47 / 55	**87%**	◍ Growth noticed: New hire-employed RT
Echocardiograms	39 / 40	**98%**	● On track
Cardiac Rehab	44 / 36	**122%**	● On-Track: Steady growth/performance.
EKGs (OP/ER/Med)	141 / 175	**80%**	● *Need New referrals (This data point is Not Including Clinic EKGs)

Radiology Performance Dashboard:

Modality	Actual / Budget	% of Budget		Status / Insight
Mammography	47/ 58	**81%**	●	At target
Ultrasound	123/ 133	**93%**	◍	At target
Nuclear Medicine	23 / 20	**115%**	●	Milestone Top performance surpassed record
MRI	47 / 50	**94%**	●	Vendor closed (1) day of service
X-Ray (XR)	355/ 361	**98%**	●	At target.
CT Scan	216/ 247	**87%**	◍	Critical low, Decreased ER acuity and volumes, decreased Clinic referrals

- Diagnostic Expansion Project in progress. Dept of Health (DOH) CatScan plan review *pending* construction review services (CRS), DOH Fee waiver for CT equipment costs *approved*, Mobile CT DOH CRS plan review *pending*, CT room shielding plan Radiation protection DOH approval. Local Building permit with South Bend city *pending* and Structural engineer being secured. Trophon purchased and received and installed! Plain XR equipment selections readied. Quotes received. 4 proposals.
- MRI service expansion; increasing to 3 day/week services for mobile MRI. Estimated for November.

Lab: 5851/6500=90% ◍ Monitor: Annual DOH CLIA (Clinical Laboratory Improvement Amendments) survey/inspection tentatively set August 25th.

Diabetes/Dietitian Programs: Program growth continues.

● Volume Surge continues: 106/20. Ongoing program demand and growth. New Revenue generating department. New temporary Dietitian started and is a great asset for our teams. Dietary Manager position open- interim coverage COO and pursuing replacement.

Quality/Risk/Informatics:

- PSSM-Patient Safety Structural measure report= 3-4 out of 5 measures met.
  - Hospital Daily Safety Huddles initiated
- Complaints/Grievances: (1) non-traditional complaint resolved without complaint or grievance process-Google review and Director was able to resolve confusions immediately) for August.
- Patient Safety and Quality Report- Attached *Action Cue*
- Public records request on Roofing bids.

Facilities/Emergency Preparedness: Facility work log report attached.

- Completed works:
    - Finalized Geo Tech analysis-Pac Co workshop discussion/pending core sampling proposals.
    - *Small works roster advertised and pending finalized roster.* Republished it in the news paper to get more interested parties.
    - Slope failure short term mitigations-removal of weight off of slope, relocation of fuel in progress, power line identified, Trenching secured. Finally a bid for pavement crack filing received. Have attempted several companies for interest without success.
    - Roof bids Willapa Medical Clinic So Side - goal for RHTP (Rural Health Transformation Program) funding reimbursement. (4) bids presented; selection pending.
    - Fit testing Request RHTP.
    - HIM (Health Information Management) and Business office projects in place for proposals. Anderson Architects initiating first steps in Plans for CRS review for remodel of HIM repurpose space. Plan for request for proposal.
- Pending:
    - IT server room- Fire Mitigation plan potential goal for RHTP award.
    - HVAC boilers x2 in near future-pursuing RHTP funds or Clean Building Act USDA funding.

Community Give Back:

- Preparing for the 3rd Annual Community Health Fair at WHH- Adventure to Wellness. Planned for October 3rd, Saturday 10-2:00. 35 booths confirmed!
- Golf tournament Sept. 12th a success; COO and Dietary members assisted in breakfast and snacks for tournament. Fundrasiing proceeds are for our Cardiac Procedure expansion.

CMO Report – Steven Hill, DO

Staffing –

Emergency Room:

Physicians in ER who work regularly - Rookstool, Bhullar, Souza, Makela
4 per diem who work intermittently (Dueber, Wilson, Kim, Frakes, Nagavi)
Locums – Dr Nunez and Dr. Gunnells (have interviewed 2 more locums – pending)

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).
Laura McAbee, ARNP (traveler) works 4 days weekly (Tue-Fri).
Jeremy Quinn, PA-C works walk in Thurs-Sun

Medical Staff-

Meeting regularly to discuss changes, formulary, etc.
Surgery – does more wound care for both outpatients and inpatients. Increased services with wound vacs and other modalities.

Inpatient volumes up and down as expected – swing bed usage increased

Training for our staff –

September – Pediatric training provided for 2 hours from pediatric facility – was very good and staff felt was good training (no cost).
October – 8 hours of trauma team development course provided by Franciscan.

V. Appointments/Reappointments

Reappointments

- Cellnetix: The following providers are requesting 2yr privileges:
  - Nguyen, Luan, MD, Parajuli, Shobha, MD

Kathy Spoor motioned to approve all reappointments, Gary Schwiesow 2nd the motion, all in favor, motion carried.

VI. Regular Meeting Adjourned: 7:03 pm

VII. Executive Session: Executive Session 7:03 pm to 7:06 pm

- RCW 42.30.100 Personnel Issue

VIII. Adjournment: With no further business, meeting adjourned at 7:06 pm

Submitted: Toni Williams

Toni Williams, Secretary to the Board