Due to the presence of multiple respiratory illness, Jefferson Healthcare is still highly encouraging practice of high infection protocols. You may choose to attend this meeting virtually by access the below information or can attend in person in the administration hall Executive Conference Room. Limited seating available.

**Audio Only:** dial Phone Conference Line: (509) 598-2842
When prompted, enter Conference ID number: 572 938 342#

**Microsoft Teams meeting:** Join on your computer or mobile app.
This option will allow you to join the meeting live.
[Click here to join the meeting](#)

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**Regular Session Agenda**
**Wednesday, April 26, 2023**

**Call to Order:** 2:00

**Approve Agenda:** 2:00

**Replacement and Expansion Project Update:**
- Abbott Construction and ZGF Architects 2:00

**Break:** 2:45

**Team, Provider, Employee of the Quarter:** Caitlin Kura, Executive Recruiter 3:00

**Public Comment:** 3:15
Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at commissioners@jeffersonhealthcare.org, or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00 pm the day prior to the meeting.

**Minutes:** Action Requested 3:30
- March 22 Regular Session Meeting

**Required Approvals:** Action Requested 3:45
- Resolution 2023-05 Cancelled Warrants
- March Warrants and Adjustments
- Medical Staff Credentials/ Appointments/ Reappointments

**Quality Report:** Brandie Manuel, CPSo 4:00

**Financial Report:** Tyler Freeman, CFO 4:15

**Administrative Report:** Mike Glenn, CEO 4:30

**Executive Session:**
To discuss with legal counsel representing the agency the legal risks of a proposed action or current practice, as allowed by RCW 42.30.110(1)(i) 5:00
Due to the presence of multiple respiratory illness, Jefferson Healthcare is still highly encouraging practice of high infection protocols. You may choose to attend this meeting virtually by access the below information or can attend in person in the administration hall Executive Conference Room. Limited seating available.

**Board Business:**
- Board of Health Report
- Board Book Update
- In-Person Meetings
- Meeting Evaluation

5:30

**Conclude:**

This Regular Session will be officially recorded. The times shown in the agenda are estimates only.

5:45
Agenda

• Introductions
• Project Update & Overview
• Exterior
• Interior Design Experience and Connectivity
• Next Steps
Campus Cohesion
Level 2 Floor Plan

38 Exam Rooms

- PULMONARY, NEUROLOGY, WOUND CLINIC
- UROLOGY CLINIC
- ENT CLINIC
- HAND CLINIC
- DERMATOLOGY CLINIC
- REGISTRATION
Level 1 Pathways
Campus Cohesion
View | Entry to Dining and Courtyard
View | Dining Room
View | South Entry Level 2 Stair Landing
More to come…thank you
Employee of the Quarter

Paula Sorbel, RN

“The express clinic group is one of the best teams that I have ever worked with, and I think that that is largely due to the influence of Paula Sorbel, RN. Each and every day, Paula makes a difference to the lives of her coworkers, patients and by extension the hospital at large. Her vast experience as a nurse and her unfathomable depths of compassion makes Paula a remarkable employee.”

RN, Express Clinic
First Quarter 2023
Leader of the Quarter

Krystal Brock-Farrington

“Krystal navigates the HHH departments ever changing waters with positivity and professionalism. Be it staffing, onboarding, technical glitches etc...she manages the day-to-day operations with ease, grace and fortitude. She is generally the point person and go-to guru for so many things/people and while juggling it all, never puts on an air of frustration or unavailability towards her team. Her work ethic and attitude are a HUGE asset to HHH and something to aspire to.”

Supervisor, Home Health, Hospice & Palliative Care
First Quarter 2023
“You know that Dr. Churchley is working his shift in the ED long before you ever see him by his infectious laugh. He is 100%, 24/7 always a team player, in good spirits, energetic and ready to go. He is an excellent physician and teammate. Patients feel well taken care of, and most importantly, cared for, by Dr. Churchley. He makes scary situations better, and I could not be more grateful that we have a physician of this caliber at Jefferson Healthcare.”
Team of the Quarter

Express Clinic

“The Express Clinic team’s nomination for Team of the Quarter is well deserved. Through the last many months the Express Clinic team has consistently provided excellent care to our patients at a time where they needed it most. The Express Clinic team provides flexible and readily available access to care with compassion and clinical excellence. We are fortunate to have our Express Clinic team serving our community.”

First Quarter 2023
Be a great place to receive care.
Strategic Goal #1: Deliver the highest quality care.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Initiatives</th>
</tr>
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</table>
| Cultivate a deep-rooted culture of safety.      | 1. Connect every employee to their role in patient safety and quality  
2. Develop a system of shared accountability by being accountable for systems and for responding to behavioral choices in a fair and just manner  
3. Identify and mitigate the root causes for safety events and near misses |
| Deliver care that is guided by the best evidence | 1. Promote active engagement of the medical staff in clinical quality monitoring and improvement  
2. Ensure that the highest standards of practice are met.  
3. Promote wellness and manage chronic disease  
4. Seek and maintain meaningful accreditation  
5. Enhance the use of technology, data and analytics to improve quality and safety |
| Eliminate health disparities                     | 1. Implement a comprehensive equity program  
2. Embed equity index into quality reporting  
3. Actively work to eliminate health disparities |
Quality and Safety Performance*

*CData collection in progress – through 2/28/2023*

**Cultivate a deep-rooted culture of safety**

- Overall Perception of Safety baseline (2019): 66%
- Communication
  - Inpatient: 63rd percentile ranking (goal > 75th PR)
  - Emergency: 71.2 (goal > 89.3)
  - Ambulatory: 90.8 (goal > 89.3)
- Frequency of near-miss events reported (decrease from Q4):
  - 24 near-miss events reported

**Deliver care guided by the best evidence**

- 30-day Inpatient Readmissions
  - 6% in 1st Quarter
- OB Quality Measures
  - Early Elective Deliveries: 0%
  - Newborn transfers: 8%
- Ambulatory
  - Stroke Care: 100% care measures; Time to CT above 25-minute goal
  - Colonoscopy follow up: 100%

**Eliminate health disparities**

- 2023 Focus areas:
  - 2022 Baseline showed disparities among Black/African American and Hawaiian Native for:
    - Breast Cancer Screening
    - Control of high blood pressure
- Embed Equity as a lens for Quality Reporting:
  - This is complete and ongoing.
Quality: Be a Great Place to Receive Care

<table>
<thead>
<tr>
<th>Quarter 1 Achievements</th>
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<tbody>
<tr>
<td>• Achieved Hip and Knee Replacement Certification</td>
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<tr>
<td>• Successful DNV/NIAHO survey</td>
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<tr>
<td>• Decreased readmissions* from 8% to 4%</td>
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<tr>
<td>• Completed OB Simulation training</td>
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<td>• Improved time to close charts (96% of charts are closed within 7 days, with an average time to close charts of 1.092 days!)</td>
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<tr>
<td>• Completed decontamination drill (thanks to EVS, Dietary, CI, and IT!) – decreasing our setup time by 10 minutes!</td>
</tr>
<tr>
<td>• Leadership Development – Goal Setting and cascade</td>
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<table>
<thead>
<tr>
<th>Quarter 1 Initiatives &amp; Focus Areas</th>
</tr>
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<tbody>
<tr>
<td>• Stroke quality improvement, review, education and feedback</td>
</tr>
<tr>
<td>• Management and prescribing of controlled substances</td>
</tr>
<tr>
<td>• Completed FMEA for Medication Safety in Oncology and Infusion</td>
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<tr>
<td>• Data infrastructure improvements</td>
</tr>
<tr>
<td>• Published new physician quality reports for Medical Staff</td>
</tr>
<tr>
<td>• Improving the Reliability of referrals – project go-live!</td>
</tr>
<tr>
<td>• Value based care: ACO and MIPS Reporting - COMPLETE</td>
</tr>
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<table>
<thead>
<tr>
<th>Quarter 2 Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Infection Prevention (changes to COVID systems, new construction projects/ICRAs)</td>
</tr>
<tr>
<td>• Communication and Teamwork</td>
</tr>
<tr>
<td>• Improved reporting of quality data for physician leaders and support for safety investigations</td>
</tr>
<tr>
<td>• Medication Safety re-design (safety, security, engagement)</td>
</tr>
<tr>
<td>• DNV CAP reporting and follow up</td>
</tr>
<tr>
<td>• Document control and management (contracts, consents)</td>
</tr>
<tr>
<td>• Emergency management active shooter/ bomb threat drill</td>
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</tbody>
</table>
Congratulations to Jefferson Healthcare for being the 1st Critical Access Hospital in Washington (Port Townsend) to achieve Advanced Hip & Knee Replacement Certification.

Mike, Dr. Eissmann, Brandie, Mitzi, and Laura, your commitment to delivering comprehensive orthopedic services to your community was evident during my recent visit. It is a privilege to see patient optimization and great outcomes delivered to local communities. #certification #dnv #healthcare

@mglenn@jeffersonhealthcare.org
@bmanuel@jeffersonhealthcare.org
@eeissmann@jeffersonhealthcare.org
@mhzard@jeffersonhealthcare.org
@lshowers@jeffersonhealthcare.org

If you would like to know more about DNV's Advanced Certifications for Joint and Spine programs please contact us.
https://lnkd.in/g2GZiee9
On Monday we received word from the Department of Health that Jefferson Healthcare is being awarded a FULL Level IV Trauma Designation!

This is validation of the incredible work of our Trauma Team:

- Orthopedic Surgery
- General Surgery
- Emergency Department
- Imaging and Lab
- Nursing Administration
- Clinical Informatics
- Patient Safety and Quality

Congratulations, and thank you!
Be a great place to receive care.

• Service:
  • Make it easier to engage with our healthcare system.
  • Guide patients through every encounter.
  • Prioritize a culture of compassion and kindness.
## Quarter 1 Achievements
- Top quartile performance
  - Cardiology Clinic
  - Dental Clinic
  - Dermatology Clinic (PT/PL)
  - Home Health
  - Infusion Center
  - OB/GYN Clinic
  - Oncology
  - Rehab
- Enhanced access with telehealth visits by adding Oncology
- Decreased ER throughput time by 11 minutes

## Quarter 1 Initiatives
- Standards of Behavior distribution
- Kickoff Referrals work with Nordic
- Implementation of Eagle telemedicine for Oncology
- Positive feedback loop - RealTime

## Quarter 2 Focus Areas
- Referrals workflow/systems
- Patient access via telehealth
- E-scheduling and check in
- Hardwiring Standards of Behavior
- Communication: AIDET
1st Quarter Service Performance

Easier engagement with our system
- Third next available appointment: 21.2 days (improvement from 23.5)
- Use of MyChart for e-Check-In 31.5%

Guide patients through each encounter
- ED Throughput – 205 minutes (goal < 130)
- Facilitate closed loop referrals: 69.3% (goal > 71%)

Culture of Compassion
- Would you recommend
  - Hospital: 77.6 (goal 82.7)
  - Home Health: 94.7 (goal 89.7)
  - Ambulatory Surgery: 87.3 (goal 77.7)
  - Rehab: 89.8 (goal 87.6)
  - Lab: 86.3 (goal 87.6)
  - Ambulatory: 84.5 (goal 87.6)
  - Emergency: 65.4 (goal 87.6)
In the words of our patients.

Hospital Visit:
- It was excellent!
- I was totally happy with my care. The nurses were excellent. This is a good rural hospital and I have confidence when I go there.
- I'm so incredibly grateful I got to delivery my baby at Jefferson Healthcare Birth Center. It was a most ideal, natural hospital birth I hoped for. Thank you to all the staff & facilities; it was an overall excellent experience!

ED/Express Clinic:
- All three of the professionals who cared for me were very kind and understood that I was dealing with a UTI. I was very grateful for their knowledge and compassion.
- Anytime I have been to Jefferson Hospital I have always been treated with kindness and respect.
- The providers were amazing, they worked together like a well-oiled machine.

OP testing:
- Imaging: I was in a hurry, so I arrived early and was so pleased that the technician took me in ahead of time, was efficient but not rushed, and I was done before the time I was scheduled to check in. This meant I was done with my appointment before the 93-year-old woman I'd driven to her appointment, so she didn't have to wait. Very grateful!

Physician Specific:
- Dr. Luqman: Caring, gives me time to answer all my many questions. I really like my team of doctors! Thank you.
- Dr. Kaatz: Excellent doctor and nurse. Very knowledgeable and easy to understand. Very personable.
- Char was extremely helpful and listened to all of my questions.
- Dr. Schwartz and Dr. Crowell were amazing. They explained everything to me.

Medical Group:
- Friendly and highly professional staff at all levels of contact. I felt total confidence in the care, recommendations and services from the staff, from receptionist to physician. Excellence all around.
- I would recommend Kari Griffin-Hart to any of my friends. She listens and validates your concern and helps come up with a solution.
What Questions do you Have?
### March 2023
#### Operating Statistics

<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>MARCH 2023</th>
<th>MARCH 2022</th>
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<tbody>
<tr>
<td></td>
<td>MO ACTUAL</td>
<td>MO BUDGET</td>
</tr>
<tr>
<td></td>
<td>598</td>
<td>700</td>
</tr>
<tr>
<td>FTEs - TOTAL (AVG)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ADJUSTED PATIENT DAYS</td>
<td>3,283</td>
<td>3,041</td>
</tr>
<tr>
<td>ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>86</td>
<td>108</td>
</tr>
<tr>
<td>ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)</td>
<td>308</td>
<td>297</td>
</tr>
<tr>
<td>PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION</td>
<td>394</td>
<td>422</td>
</tr>
<tr>
<td>SURGERY CASES (IN OR)</td>
<td>132</td>
<td>133</td>
</tr>
<tr>
<td>SPECIAL PROCEDURE CASES</td>
<td>98</td>
<td>71</td>
</tr>
<tr>
<td>LAB BILLABLE TESTS</td>
<td>22,759</td>
<td>21,832</td>
</tr>
<tr>
<td>TOTAL DIAGNOSTIC IMAGING TESTS</td>
<td>3,863</td>
<td>3,235</td>
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<tr>
<td>PHARMACY MEDS DISPENSED</td>
<td>18,595</td>
<td>19,897</td>
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<tr>
<td>RESPIRATORY THERAPY PROCEDURES</td>
<td>3,143</td>
<td>3,259</td>
</tr>
<tr>
<td>REHAB/PT/OT/ST</td>
<td>8,397</td>
<td>9,458</td>
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<tr>
<td>ER CENSUS</td>
<td>1,263</td>
<td>1,068</td>
</tr>
<tr>
<td>DENTAL CLINIC</td>
<td>565</td>
<td>419</td>
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<tr>
<td>TOTAL RURAL HEALTH CLINIC VISITS</td>
<td>7,619</td>
<td>6,623</td>
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<tr>
<td>TOTAL SPECIALTY CLINIC VISITS</td>
<td>3,989</td>
<td>3,911</td>
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### March 2022

<table>
<thead>
<tr>
<th>STATISTIC DESCRIPTION</th>
<th>MARCH 2022</th>
<th>% VARIANCE</th>
<th>YTD ACTUAL</th>
<th>% VARIANCE</th>
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</tbody>
</table>
## March 2023
### Income Statement Summary

<table>
<thead>
<tr>
<th></th>
<th>March 2023 Actual</th>
<th>March 2023 Budget</th>
<th>Variance</th>
<th>March 2023 YTD</th>
<th>March 2023 Budget YTD</th>
<th>Variance</th>
<th>March 2022 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Patient Service Revenue</td>
<td>31,259,409</td>
<td>29,491,437</td>
<td>1,767,972</td>
<td>6%</td>
<td>87,164,675</td>
<td>85,620,300</td>
<td>1,544,375</td>
</tr>
<tr>
<td>Revenue Adjustments</td>
<td>17,229,032</td>
<td>15,847,480</td>
<td>(1,381,552)</td>
<td>-9%</td>
<td>47,051,858</td>
<td>46,008,813</td>
<td>(1,043,045)</td>
</tr>
<tr>
<td>Charity Care Adjustments</td>
<td>398,789</td>
<td>187,886</td>
<td>(210,903)</td>
<td>-112%</td>
<td>791,870</td>
<td>545,475</td>
<td>(246,395)</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>13,631,588</td>
<td>13,456,071</td>
<td>175,517</td>
<td>1%</td>
<td>39,320,947</td>
<td>39,066,012</td>
<td>254,935</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>802,093</td>
<td>452,638</td>
<td>349,456</td>
<td>77%</td>
<td>1,859,488</td>
<td>1,314,109</td>
<td>545,379</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>14,433,682</td>
<td>13,908,709</td>
<td>524,973</td>
<td>4%</td>
<td>41,180,435</td>
<td>40,380,121</td>
<td>800,314</td>
</tr>
</tbody>
</table>

| **Operating Expenses**   |                   |                   |          |                |                      |          |                |
| Salaries And Wages       | 6,692,191         | 6,899,538         | 207,347  | 3%            | 18,579,768           | 20,030,918 | 1,451,150      | 7%           | 18,905,119    |
| Employee Benefits        | 1,389,217         | 1,564,367         | 175,151  | 11%           | 4,387,107            | 4,541,711  | 154,604        | 3%           | 4,587,159     |
| Other Expenses           | 5,939,329         | 5,041,491         | (897,839) | -18%          | 16,949,174           | 14,636,585 | (2,312,589)    | -16%         | 13,823,099    |
| **Total Operating Expenses** | 14,020,737       | 13,505,396        | (515,341) | -4%           | 39,916,049           | 39,209,214 | (706,835)      | -2%          | 37,316,187    |
| Operating Income (Loss)  | 412,944           | 403,312           | 9,632    | 2%            | 1,264,386            | 1,170,907  | 93,479         | 8%           | 1,396,685     |
| Total Non Operating Revenues (Expenses) | 140,609       | (1,730)           | 142,339  | 8228%         | 385,765              | (5,023)   | 390,788        | 7780%        | (9,992)       |
| Change in Net Position (Loss) | 553,554         | 401,582           | 151,971  | 38%           | 1,650,151            | 1,165,884 | 484,267        | 42%          | 1,386,693     |

### Operating Margin
- **Operating Margin**
  - March 2023: 2.9%
  - March 2023 Budget: 2.9%
  - March 2022: 3.6%

### Total Margin
- **Total margin**
  - March 2023: 3.8%
  - March 2023 Budget: 2.9%
  - March 2022: 3.6%

### Salaries & Benefits as a % of net pt svc rev
- **March 2023**: -59.3%
- **March 2023 Budget**: -62.9%
- **March 2022**: -64.9%
April 2023
Preview — (*as of 0:00 4/26/23)

• $27,828,983 in Projected HB charges
  • Average: $927,633/day (HB only)
  • Budget: $947,481/day
  • 97.9% of Budget

• $11,538,001 in HB cash collections
  • Average: $399,984/day (HB only)
  • Goal: $417,444/day

• 49.7 Days in A/R

• Questions
Administrative Report
April 26, 2023
Mike Glenn, CEO
2023 Legislative Session is over!
A full debrief will be presented in May, but the highlights include:

The Safety Net Assessment Program was passed (HB 1850) and will begin January 1, 2024 (!!!)
Significant funding was directed towards difficult to discharge patients
  - Funding to a hospital discharge assessment study
  - Funding for a taskforce and some pilot programs
  - Continuing funding for the long-term care rapid response nursing team program
  - Funding for supporting institutional transitions
Funding for health care workforce, including funding to implement the multistate nurse licensure
NEW SECTION. Sec. 1018. FOR THE DEPARTMENT OF COMMERCE

Health Care Infrastructure (91002197)

The appropriation in this section is subject to the following conditions and limitations:

(1) The appropriation in this section is provided solely for the following list of projects:

- Chelan Valley EMS/Access to Health Care Infrastructure (Chelan) .................. $11,000,000
- Confluence Health: Radiation Treatment (Moses Lake) .................. $3,800,000
- Jefferson Reproductive and Gynecological Health (Port Townsend) .................. $4,000,000
- Samaritan Hospital (Moses Lake) .................. $8,418,000
- Tubman Center for Health & Freedom (Seattle) .................. $11,700,000
Advocacy | Federal

Continuing to focus on fundraising. Jefferson Cancer Treatment Project application is in progress. Expanding Health Care for Rural Seniors federal appropriations ask went to all 3 offices with 25 signed letters.

Expanding Health Care for Rural Seniors

Jefferson Healthcare is committed to offering as many health services as are needed for Jefferson County residents. We are consistently striving to improve access and meet the growing healthcare needs of our community.

FY'23 Appropriations Funding Request

Project name: Jefferson Expanding Healthcare for Rural Seniors Project

Amount Requested: $2,000,000

Project cost: $0,600,000

Bringing Needed Specialty Care to Seniors in Jefferson County.

Jefferson Healthcare is the only community-owned and operated integrated healthcare system in Jefferson County, providing the majority of all healthcare for the 30,000 residents. Seniors in Jefferson County face difficulty in accessing needed specialty medical care because of the geographic isolation. With almost an hour drive to the two nearest locations for specialty care, including having to go over a bridge that faces routine closures during the winter months, Jefferson County seniors rely on Jefferson Healthcare for the majority of their care. When a healthcare need arises that requires out-of-County travel, such as referrals to specialists in neurology, pulmonology, or geriatrics, many patients find it incredibly difficult to travel to these specialty clinics. In fact, many patients decide to forego necessary care due to the long and arduous commute.

To address this need for special care services for seniors that can be provided close to home, Jefferson Healthcare has embarked on a $56,000 specialty care expansion project that will bring pulmonology, neurology, Ear, Nose and Throat (ENT), and geriatrics care to seniors in Jefferson County. We estimate that Jefferson Healthcare will be able to provide 6,000 patient visits annually with these services offered close to home, improving health care outcomes for our senior population. This clinic will also add another 20 highly skilled, critical jobs to our community.

The Expanding Rural Healthcare for Seniors Project will support Jefferson County residents in receiving high-quality, full-spectrum care right here at home.

The Expanding Rural Healthcare for Seniors Project will support opening a new clinic that offers access to neurology, pulmonology, ENT, and geriatrics. This clinic will serve hundreds of patients annually who otherwise would have had to travel at least one hour each way to specialty clinics in neighboring counties.

This project is strongly supported by the Jefferson County community and is expected to serve thousands of patients every year. The impact of COVID-19, the high cost of labor, and the current
Representative Kilmer visited on site and met with senior leadership and providers. Commissioner Dean from the county came and supported our asks from the community perspective.
COMMUNITY PROJECT FUNDING REQUESTS

FY2024 Community Project Funding Requests

1) Project Name: Expanding Healthcare for Rural Seniors Project
   Requested Amount: $2,000,000
   Intended Recipient: Jefferson County Public Hospital District No. 2, DBA Jefferson Healthcare
   Intended Recipient Address: 834 Sheridan St, Port Townsend, WA 98368
   Explanation of Request: This funding will support the construction and opening of a new clinic offering specialty care in neurology, pulmonology, ENT, and geriatrics to seniors in Jefferson County who face geographic barriers.
ACO Update
Admin Report

- Inter Facility Transfers
- Medical Director Leadership Summit
- Radiation Oncology Expression of Partnership interest
- Other