

**Wednesday, December 17, 2025**

**Audio Only:** dial Phone Conference Line: **(509) 598-2842**

When prompted, enter Conference ID number: **321 942 849#**

**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](#)

Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information above or in person in the Dirksen Conference Room at 834 Sheridan Street. Limited seating is available.

WELCOME	Who:
<p><b>Call to Order</b> The meeting was called to order at 2:00pm by Board Chair Buhler Rienstra. Commissioners in attendance included Commissioners Kolff, Dressler, McComas, and Ready. Also, in attendance were Mike Glenn, CEO; Tyler Freeman, CFO; Jake Davidson, COO; Tina Toner, CNO; Brandie Manuel, CPSQO; Brittany Huntingford, Executive Assistant; and Skip Houser of Budd Bay Law.</p> <p>This meeting was officially recorded by Jefferson Healthcare.</p>	<p>Commissioner Buhler Rienstra</p>
<p><b>Patient Story</b> Tina Toner, Chief Nursing Officer, shared with the board a patient story for December, focused gratitude across our organization dedicated to Commissioner Jill Buhler Rienstra that reflects our mission, vision, values and beliefs and the standard she has set for healthcare in our community.</p>	<p>Tina Toner, CNO</p>
PUBLIC COMMENT	
<p>Public comments are welcome orally, with a 3-minute limit, or may be submitted via email at <a href="mailto:commissioners@jeffersonhealthcare.org">commissioners@jeffersonhealthcare.org</a>, or written and addressed to Commissioners at 834 Sheridan Street, Port Townsend, WA 98368. Written submissions must be received by 5:00pm the day prior to the meeting.</p> <p>There was no public comment</p>	
ACTION REQUESTED	
<p><b>Minutes: Action Requested</b></p> <ul style="list-style-type: none"> <li><b>November 19, 2025, Special Session Minutes</b> Commissioner Dressler made a motion to approve the November 19th Special Session Minutes, Commissioner Kolff seconded. <p>Commissioner Ready motioned to amend the minutes. There was no second. Discussion ensued.</p> <p><b>Action:</b> The Original Motion passed with four ayes and one nay.</p> </li> <li><b>December 10, 2025, Special Session Minutes</b> Commissioner Kolff made a motion to approve the December 10th Special Session Minutes, Commissioner Dressler seconded. <p><b>Action:</b> Motion passed unanimously.</p> </li> </ul>	

<ul style="list-style-type: none"> <li>• <b>Medical Staff Credentials / Appointments / Reappointments</b></li> </ul> <p>Commissioner Dressler made a motion to approve the medical staff credentials, appointments and reappointments as written. Commissioner McComas seconded. <b>Action:</b> Motion passed unanimously.</p>	
<b>CONSENT AGENDA</b>	
<p><b>Required Approvals: Action Requested</b></p> <ul style="list-style-type: none"> <li>• <b>Resolution 2025-24 Canceled Warrants</b></li> <li>• <b>October Warrants and Adjustments</b></li> <li>• <b>Annual Hospice Report &amp; Quarterly QAPI Plan</b></li> </ul> <p>Commissioner McComas made a motion to approve the Required Approvals. Commissioner Kolff seconded. <b>Action:</b> Motion passed unanimously.</p>	Board of Commissioners
<b>STANDING REPORTS</b>	
<ul style="list-style-type: none"> <li>• <b>Quality Report</b></li> </ul> <p>Brandie Manuel, Chief Patient Safety &amp; Quality Officer, gave the December quality report which included a note of gratitude to Commissioner Buhler Rienstra for her years of service as well as an update on OB Quality, OB Patient Experience, and a ranking of top 9% of Hospitals nationally and best hospitals- Women’s Choice Award. Discussion ensued.</p> <ul style="list-style-type: none"> <li>• <b>Financial Report</b></li> </ul> <p>Tyler Freeman, Chief Financial Officer, presented the October Financial Report which included a review of our statistics, income statement, cash and accounts receivable as well as a very high-level preview of November financials. Discussion ensued.</p> <ul style="list-style-type: none"> <li>• <b>Administrative Report</b></li> </ul> <p>Mike Glenn, Chief Executive Officer, welcomed Elise Wright, Population Health and Government Advocacy Manager, who provided an update on Advocacy with a focus on our State focus, the RHTP WA State Application, what we are watching at the federal level, and what is upcoming for advocacy at JH. Mike Glenn, Chief Executive Officer, also shared an update on the Strategic Plan Update and a final review of that at the January Board Retreat, 2025 Unbudgeted purchases over \$100K to date, and an update on DC &amp; Olympia.</p>	<p>Brandie Manuel, CPSQO</p> <p>Tyler Freeman, CFO</p> <p>Mike Glenn, CEO</p>
<b>BOARD BUSINESS</b>	
<ul style="list-style-type: none"> <li>• <b>Board Reports</b></li> </ul> <p>Commissioner Ready shared about the Evans Vista encampment- homeless count in Jefferson County. Commissioner Ready also asked the board if they wanted to consider a role on a regional feasibility study group to explore possibilities around skilled nursing care, dementia care and hospice for people experiencing homelessness as a part of his official role as a Jefferson Healthcare Board member. Commissioner Ready also shared about work he is doing with Olycap around supported homeless camp on his private property. Commissioner Kolff shared an update about a presentation that the construction and design teams gave to the climate action committee and the effort JH put into the construction of the new building. Commissioner Kolff shared the Board of Health has not met yet this month so no updated.</p>	<p>Board of Commissioners</p> <p>Board of Commissioners</p>

<p>Commissioner Kolff also shared that he attended an inter-governmental group with representatives from the City, County, and Port recently received an update from legislative officials.</p> <ul style="list-style-type: none"> <li>• <b>Resolution 2025-25 Recognition</b></li> </ul> <p>Commissioner Ready made a motion to accept Resolution 2025-25 acknowledgement, recognition, and appreciation for extraordinary service and leadership of Commissioner Jill Buhler Rienstra, Commissioner McComas seconded.</p> <p><b>Action:</b> Motion passed unanimously</p> <ul style="list-style-type: none"> <li>• <b>Advocacy issues Commissioners would like to request that WSHA consider in 2026</b></li> </ul> <p>Discussion ensued.</p> <ul style="list-style-type: none"> <li>• <b>Which Commissioners should attend 1/28 &amp; 1/29 Olympia WSHA Advocacy Day</b></li> </ul> <p>Discussion ensued.</p> <ul style="list-style-type: none"> <li>• <b>Agenda Evaluation</b></li> </ul> <p>Commissioners evaluated the agenda. Commissioner Buhler Rienstra expressed her gratitude</p>	
<b>CONCLUDE</b>	
<ul style="list-style-type: none"> <li>• <b>Conclude</b></li> </ul> <p>Commissioner Dressler made a motion to conclude the meeting. Commissioner McComas seconded.</p> <p><b>Action:</b> Motion passed unanimously.</p> <p>Meeting concluded at 3:35pm.</p> <p>Approved by the Commission: Chair of Commission: Jill Buhler Rienstra</p> <p><i>Signed with Microsoft Teams</i></p> <hr/> <p>Secretary of Commission: Marie Dressler</p> <p><i>Signed with Microsoft Teams</i></p>	Board of Commissioners

This Regular Session will be officially recorded.



# Jefferson Healthcare

Patient Safety and Quality Report

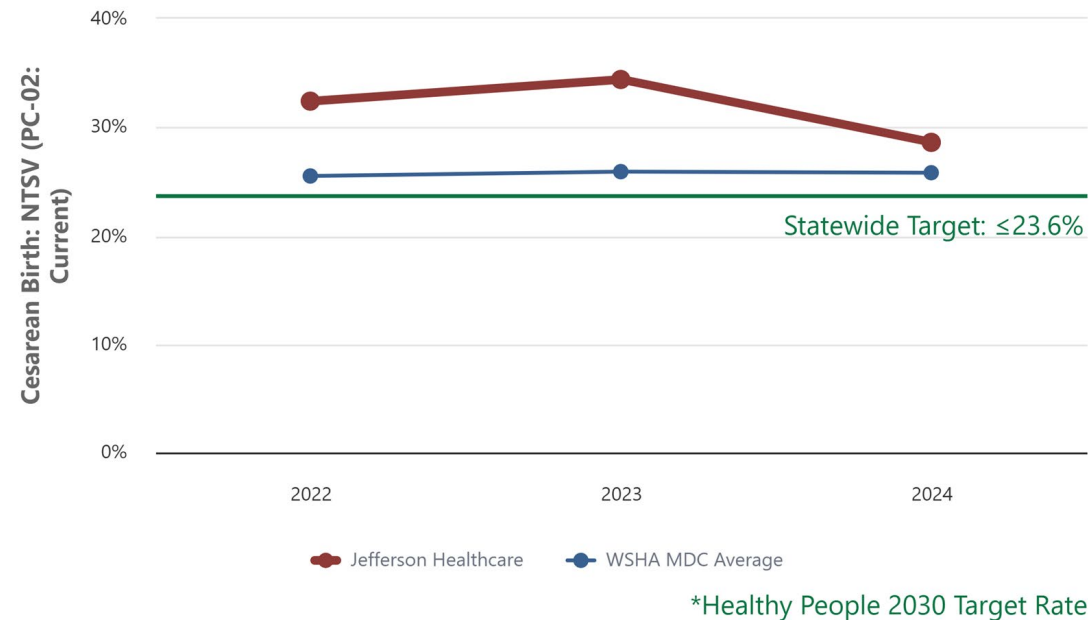
Presented to the Board of Commissioners

December 17, 2025

# OB Quality Report

Trend: Cesarean Birth: NTSV - Nullip Term Singleton Vertex (PC-02: Current)

Jan 2022 - Oct 2025

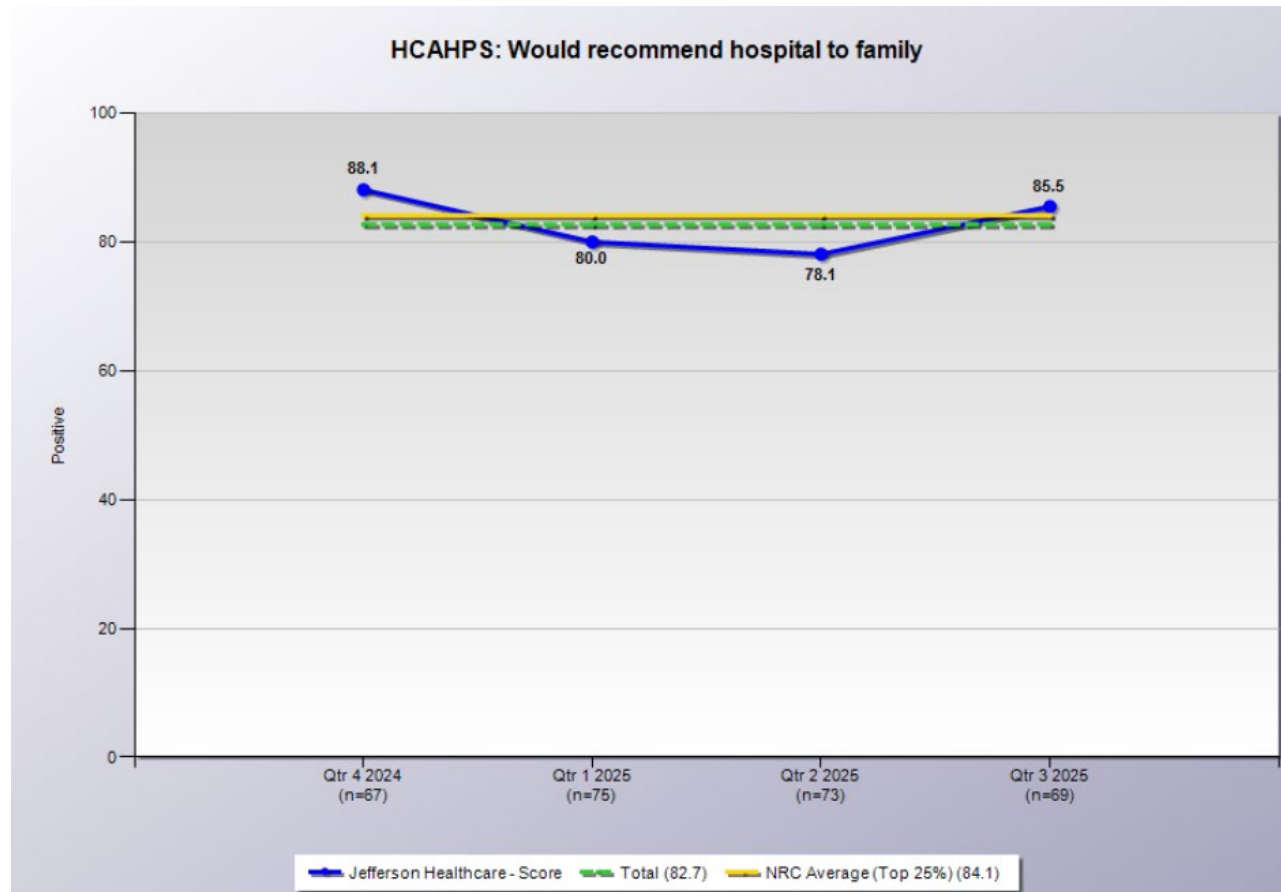


- Formalized training plan to include simulation and hands on demonstration of skills
- Increased TeamSTEPPS training to improve teamwork and communication
- Documentation improvement project
- Implemented Nursing Peer Review committee
- Enhanced infant security measures
- Medical Alert Team – clinical emergency planning

Item	Benchmark (WA top 25%)	Q3 2025	2025 YTD
Early Elective Delivery	<1.6%	0%	0%
Unexpected Newborn Complications	<17.3 per 1,000 deliveries	41.7 per 1,000 deliveries (1/24)	18.2 per 1,000 deliveries (1/55)
Maternal Morbidity including blood transfusions	<2.1%	3.7% (1/27)	3.1% (2/64)
Maternal Morbidity Excluding blood transfusions	<0.8%	0.0%	0.0%
Cesarean births among Nulliparous, Term, Singleton, Vertex (NTSV) deliveries	<23.6% Statewide target	46.2% (6/13)	42.3% (11/26)
Surgical Site Infections (*Delay in state reporting)	<1.7%	0.0%*	0.0%*

# OB Patient Experience

“Great experience - very grateful to have a facility like the in the community.”



- High scores, high correlation
  - Treated with courtesy/respect
  - MD listened carefully
  - Nurses explain things understandably
  - Staff washed/sanitized hands
- Lower score, high correlation
  - Told what medicine is for
  - Got help right away
  - Staff informed about your care



This certificate is awarded to

# Jefferson Healthcare

for achieving

**Excellence in Obstetrics**

*This award is the only designation that takes into consideration the unique needs, preferences and high standards set by women when selecting a hospital. It is 100% objective based on the hospital's clinical performance and patient experience scores.*

By carrying the Women's Choice Award seal, you are promoting your daily commitment to serving your employees and your patients with respect, integrity and the best care.

A blue ink signature of Delia Passi, CEO &amp; Chief Mission Officer of WomenCertified Inc.

Delia Passi, CEO & Chief Mission Officer  
WomenCertified Inc., home of the Women's Choice Award

Jefferson Healthcare ranks  
in the top 9% of Hospitals  
evaluated nationally

Evidence Based: based on  
patient experience,  
accreditation, low early  
elective delivery rate, and  
patient safety performance.



Questions?

# Jefferson Healthcare

December 2025 Finance Report (October 2025 Financials)

December 17, 2025

Tyler Freeman, CFO

# October 2025

## Operating Statistics

### STATISTIC DESCRIPTION

	OCTOBER 2025						OCTOBER 2024			
	<u>MO</u> <u>ACTUAL</u>	<u>MO BUDGET</u>	<u>%</u> <u>VARIANCE</u>	<u>YTD</u> <u>ACTUAL</u>	<u>YTD</u> <u>BUDGET</u>	<u>%</u> <u>VARIANCE</u>	<u>MO</u> <u>ACTUAL</u>	<u>%</u> <u>VARIANCE</u>	<u>YTD</u> <u>ACTUAL</u>	<u>%</u> <u>VARIANCE</u>
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	64	64	0%	674	625	8%	42	52%	530	27%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	411	365	13%	3,452	3,581	-4%	307	34%	3,495	-1%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	515	450	14%	4,533	4,414	3%	357	44%	4,165	9%
SURGERY CASES (IN OR)	160	175	-9%	1,392	1,466	-5%	131	22%	1,332	5%
SPECIAL PROCEDURE CASES	131	109	20%	1,053	1,068	-1%	112	17%	1,066	-1%
TOTAL DIAGNOSTIC IMAGING TESTS	4,127	3,935	5%	40,310	38,587	4%	4,558	-9%	39,807	1%
PHARMACY MEDS DISPENSED	25,909	23,387	11%	237,797	229,345	4%	22,078	17%	219,744	8%
RESPIRATORY THERAPY CHARGE UNITS	2,373	2,973	-20%	19,656	29,151	-33%	2,340	1%	25,199	-22%
REHAB/PT/OT/ST	10,426	8,933	17%	89,124	87,602	2%	8,997	16%	86,030	4%
ER CENSUS	1,328	1,376	-3%	13,645	13,493	1%	1,353	-2%	12,854	6%
DENTAL CLINIC	515	634	-19%	4,831	6,214	-22%	539	-4%	4,594	5%
TOTAL RURAL HEALTH CLINIC VISITS	7,652	8,053	-5%	73,064	78,968	-7%	7,920	-3%	71,420	2%
TOTAL SPECIALTY CLINIC VISITS	4,403	4,409	0%	37,449	42,246	-11%	4,162	6%	36,959	1%

# October 2025

## Income Statement Summary



### Operating Revenue

	October 2025 Actual	October 2025 Budget	Variance Favorable/ (Unfavorable)	%	October 2025 YTD	October 2025 Budget YTD	Variance Favorable/ (Unfavorable)	%	October 2024 YTD
Gross Patient Service Revenue	40,936,971	40,243,382	693,588	2%	376,924,263	380,690,118	(3,765,855)	-1%	344,077,428
Revenue Adjustments	22,457,078	21,919,849	(537,229)	-2%	209,073,058	207,355,081	(1,717,977)	-1%	190,180,401
Charity Care Adjustments	485,190	459,169	(26,021)	-6%	4,452,598	4,343,602	(108,996)	-3%	4,033,220
Net Patient Service Revenue	17,994,703	17,864,364	130,339	1%	163,398,607	168,991,435	(5,592,829)	-3%	149,863,806
Other Revenue	1,170,728	726,267	444,461	61%	8,403,864	7,262,672	1,141,193	16%	6,476,743
<b>Total Operating Revenue</b>	<b>19,165,431</b>	<b>18,590,631</b>	<b>574,800</b>	<b>3%</b>	<b>171,802,471</b>	<b>176,254,107</b>	<b>(4,451,636)</b>	<b>-3%</b>	<b>156,340,549</b>

### Operating Expenses

Salaries And Wages	8,385,082	8,563,662	178,580	2%	80,295,794	83,258,143	2,962,349	4%	73,275,378
Employee Benefits	1,701,787	1,836,990	135,204	7%	17,560,255	18,529,054	968,799	5%	15,966,813
Other Expenses	8,153,311	7,559,586	(593,725)	-8%	71,614,212	70,633,253	(980,959)	-1%	63,112,171
<b>Total Operating Expenses</b>	<b>18,240,180</b>	<b>17,960,239</b>	<b>(279,941)</b>	<b>-2%</b>	<b>169,470,261</b>	<b>172,420,450</b>	<b>2,950,189</b>	<b>2%</b>	<b>152,354,361</b>

Operating Income (Loss)	925,250	630,392	294,858	47%	2,332,210	3,833,657	(1,501,447)	-39%	3,986,188
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Total Non Operating Revenues (Expenses)	(296,123)	261,896	(558,019)	-213%	3,229,682	2,618,955	610,727	23%	3,390,987
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Change in Net Position (Loss)	629,127	892,287	(263,161)	-29%	5,561,893	6,452,613	(890,720)	-14%	7,377,175
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Operating Margin	4.8%	3.4%	1.4%	42.4%	1.4%	2.2%	-0.82%	-37.6%	2.5%
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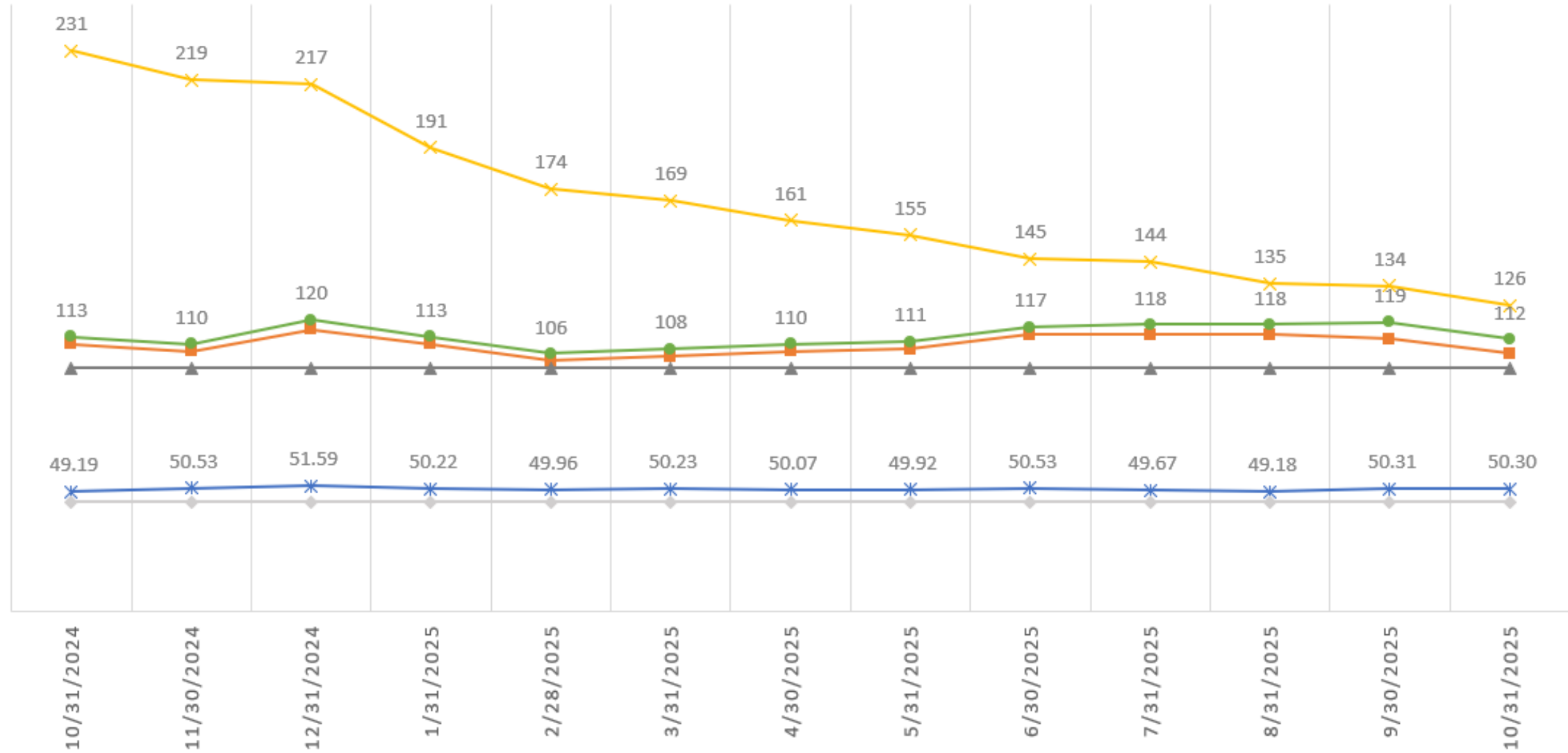
Total margin	3.3%	4.8%	-1.5%	-31.6%	3.2%	3.7%	-0.42%	-11.6%	4.7%
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Salaries & Benefits as a % of net pt svc rev	-56.1%	-58.2%	2.2%	3.7%	-59.9%	-60.2%	0.34%	0.6%	-59.5%
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# October 2025

## Cash and Accounts Receivable

—\*— DAYS OUTSTANDING IN A/R —◇— DAYS AR GOAL - 45 —■— DAYS OF CASH —▲— DAYS CASH GOAL - 90 —x— DAYS CASH W/ PROJECT FUNDS —●— DAYS CASH W/ 3RD PARTY



# December 2025

Preview – (\*as of 0:00 12/16/25)

- **\$ 40,939,759 in Projected HB charges**
  - Average: \$1,256,385/day (HB only)
  - Budget: \$1,311,241/day
  - 95.8% of Budget
- **\$ 15,198,519 in HB cash collections**
  - Average: \$505,279/day (HB only)
  - Goal: \$566,261/day
- **49.5 Days in A/R**
- **Questions**

# Administrative Report

December 17, 2025

Mike Glenn

# Advocacy

December 2025

# JH Advocacy | What We're Watching

## RHTP - WA State Application

*Submitted Nov 5, CMS response by Friday(?)*

### Priorities for Rural Health Transformation Plan



**Supporting essential hospital services:** building networks, sustainable payment models, infrastructure, and essential services



**Prevention and care management:** community-based workforce, dementia-capable communities, EMS inter-facility transport, mobile services, community spaces for care coordination



**Tribal health:** community workforce, care coordination and care management, data and technology investments



**Technology:** Project ECHO, provider technology fund



**Workforce investments:** rural residencies, training, undergraduate and graduate medical education, nursing education, recruitment and retention incentives



**Behavioral health care:** mobile crisis supports, Certified Community Behavioral Health Centers, supporting youth, opioid treatment providers

### Project Summary

**Supporting organization:** Washington State Health Care Authority

**Subrecipients or sub-awardee organizations:** Department of Health (including the State Office of Rural Health), Department of Social and Health Services, The Rural Collaborative, Rural Health Redesign Center, the Washington State Hospital Association, University of Washington, Washington State University (WSU), Project Extension for Community Health Outcomes (ECHO), and Area Agencies on Aging.

#### Project goals

- Create opportunities for health in rural Washington
- Foster partnerships across the rural health care delivery system
- Grow Washington's workforce
- Deploy technology and data-driven solutions to empower communities with healthy opportunities, increased efficiencies, and connectivity
- Improve financial solvency for rural hospitals and providers

**Total budget amount:** \$1 billion

Washington is proposing to spend \$1 billion across the five-year RHT Program. The application allocates \$200 million a year for six initiatives and administrative expenditures.

# JH Advocacy | What We're Watching

## **RHTP - *WA State Application***

- **\$10-12M/year – OB services**
- **\$2-5M/year – value-based payment model** for low-volume rural hospitals
- **\$30-38M – workforce development** (includes RNEP, rural grow your own programs & rural workforce incentive programs)
- **\$32-42M/year infrastructure fund** for investments in AI, cyber security and revenue cycle management infrastructure for hospitals (\*WSHA)
- **\$6M/year – for revenue cycle management** (\*Rural Collaborative)
- **\$2.8M/year – expand EMS interfacility transport and trauma support**
- **\$20.8M/year – behavioral health** (including SBHCs and rural opioid treatment provider recruitment and retention)

# JH Advocacy | What We're Watching

## Federal

- CR through Jan 30, 2026
- Bills to extend ACA ePTCs did **NOT** pass
  - Senate voted on two bills on 12/10/25
- \$1M secured for So County Imaging Project
  - Paperwork in hand and in progress

# JH Advocacy | Upcoming

- Connecting with new HCA director, Ryan Moran
  - At Jefferson Healthcare – Monday, January 5
  - Focus: services such as OB and dental; negotiation with MCOs; patient navigation of HR1 work requirements
- 2026 at State level
  - Anticipated budget deficit of \$2B for rest of biennium
  - Governor's budget proposal – sometime between end of this week and Dec 23
  - WSHA has released leg priorities, JH synching
    - Taxes will be a big item in 2026 – attempt to sunset B&O and PEBB/SEBB from 2025; introduction of new high-income earners & payroll taxes

# CEO Report

- Strategic Plan Update
  - Review strategies, initiatives & Smart Goals at January Retreat
  - Final review at 1/28 Board Meeting

- Unbudgeted Purchases over \$100K

\*Complete list will be shared after close of year.

Vendor Name	Transaction Amount	Posting Date	Item Description
DARKTRACE HOLDINGS LIMITED- AI CYBER SECURITY	\$ 123,404.30	7/31/2025	AI CYBER SECURITY
FUJIFILM HEALTHCARE AMERICAS CORPORATION	\$ 247,384.85	10/23/2025	BRONCHOSCOPY TOWER IN OR, PULMONOLOGY
UMANO MEDICAL	\$ 100,459.04	3/1/2025	MEDICAL BEDS

- DC & Olympia
  - We are preparing for challenging sessions
- Other