

Wednesday, February 25, 2026 2:00 pm

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

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

Microsoft Teams meeting: Join live on your computer or mobile app.

[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.

TIME	WELCOME	WHO
2:00pm	<p>Call to Order The meeting was called to order at 2:00pm by Board Chair McComas. Commissioners in attendance included Commissioners Dressler, Rhoden, Kolff, McComas, and virtually attending was Commissioner Ready. Also, in attendance were Mike Glenn, CEO; Jake Davidson, COO; Tina Toner, CNO; Brandie Manuel, CPSQO; Tyler Freeman, CFO; Brittany Huntingford, Executive Assistant; and Skip Houser, Attorney of Budd Bay Law.</p> <p>This meeting was officially recorded by Jefferson Healthcare.</p>	Commissioner McComas
	<p>Approve Agenda Commissioner Dressler motioned to accept the agenda, Commissioner Kolff seconded.</p> <p>Board Chair McComas added a ten (10) min break at the end of Standing reports. Commissioner Kolff moved to accept the amended agenda. Commissioner Dressler seconded. Action: Motion passed as amended.</p>	Board of Commissioners
2:05pm	<p>Patient Story Tina Toner, Chief Nursing Officer, shared with the board a patient story for February, that reflected on the care a patient received throughout the organization. From Registration, to the Emergency Department Team to the follow up call from the RN in Primary Care this patient felt exceedingly lucky to live close to Jefferson Healthcare.</p>	Tina Toner, CNO
	PUBLIC COMMENT	
2:10pm	<p>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 5:00pm the day prior to the meeting.</p> <p>We had a delayed public comment from a community member that was waiting for the meeting at the previous location (Sheridan Conference Room) and asked to be able to speak up at 2:33pm</p>	
	ACTION REQUESTED	

2:15pm	<p>Action Requested</p> <ul style="list-style-type: none"> January 28, 2026, Regular Session Minutes Medical Staff Credentials / Appointments / Reappointments <p>Commissioner McComas asked if there are any amendments to be made. No discussion or amendments were made.</p> <p>Commissioner Kolff moved to approve the minutes as presented. Commissioner Dressler seconded. Action: Motion passed.</p> <p>Commissioner Dressler moved to approve the Medical Staff Credentials as presented. Commissioner Rhoden seconded. Action: Motion passed.</p>	Board of Commissioners
CONSENT AGENDA		
2:20pm	<p>Required Approvals: Action Requested</p> <ul style="list-style-type: none"> Resolution 2026-05 Canceled Warrants Resolution 2026-06 Surplus Equipment Resolution 2026-07 Q1 QAPI Plan January Warrants and Adjustments <p>Discussion ensued No changes were made to the consent agenda, it was approved as presented.</p>	Board of Commissioners
STANDING REPORTS		
2:30pm	<ul style="list-style-type: none"> Quality Report <p>Brandie Manuel, Chief Patient Safety & Quality Officer, gave the February quality report which included an oversight of the Quality Management System (QMS), Hip & Knee Accreditation Update, and 2026 Program Goals and Priorities. Discussion ensued.</p>	Brandie Manuel, CPSQO
2:40pm	<ul style="list-style-type: none"> Financial Report <p>Tyler Freeman, Chief Financial Officer, presented the January Financial Report which included a review of our statistics, income statement, cash and accounts receivable. Discussion ensued</p>	Tyler Freeman, CFO
2:50pm	<ul style="list-style-type: none"> Advocacy Report <p>Elise Wright, Population Health and Government Advocacy Manager, provided an update on Advocacy with a focus on What We've Been Up To, What We're Watching, and What's Coming Up Discussion ensued</p>	Elise Wright
3:00pm	<ul style="list-style-type: none"> Administrative Report <p>Mike Glenn, Chief Executive Officer, also shared an update on Recent Notable Acknowledgements, New Providers, Castle View Addition, and HR1 update. Discussion ensued</p>	Mike Glenn, CEO

3:10pm	<ul style="list-style-type: none"> • CMO Report <p>Dr. Steve Butterfield, Chief Medical Officer, shared an update on additions to the Medical Staff, & the Leadership Summit coming up on Friday</p>	Dr. Butterfield, CMO
	<p>Break</p> <p>Commissioners recessed for break at 3:11 pm Commissioners reconvened from break at 3:21 pm</p>	
BOARD BUSINESS		
3:30pm	<ul style="list-style-type: none"> • Board Report <p>Commissioner Kolff shared an update from the Climate Action Committee yesterday as well as an update from the Board of Health, Commissioner Kolff shared a potential opportunity to have a JH representative on the Economic Development Council (EDC). Commissioner Dressler shared that she, CEO Glenn and Commissioner Rhoden recently attended the AHA Rural Health Leadership Conference and shared key takeaways were AI and upcoming issues with HR1. Commissioner McComas shared a reminder with the board to complete F1 Financial Affairs Reports by April 15th.</p>	Board of Commissioners
3:40pm	<ul style="list-style-type: none"> • Committee Assignments <p>Board Chair McComas shared with the group the committee assignments based on submitted preferences from board members. Assignments are as noted below.</p> <p><u>Hospital Committees:</u></p> <p>Finance: Meets every other month: Patty Rhoden Marie Dressler</p> <p>Executive Quality & Safety Council: commissioners attend quarterly Matt Ready Bruce McComas</p> <p>Credentialing: monthly Marie Dresser Patty Rhoden- backup</p> <p>Health Equity: quarterly Kees Kolff</p> <p><u>Outside committees and boards:</u></p> <p>Jefferson Healthcare Foundation: monthly + Patty Rhoden Commissioner Kolff motioned, Commissioner Dressler seconded. Action: Motion passed unanimously</p> <p>Behavioral Health Advisory Council: even months Bruce McComas Matt Ready as alternate Commissioner Kolff motioned, Commissioner Dressler seconded. Action: Motion passed unanimously</p>	Board of Commissioners

<p>3:45pm</p>	<p>Climate Action Committee: even months Kees Kolff Commissioner Rhoden motioned, Commissioner Dressler seconded. Action: Motion passed unanimously Board of Health: monthly Kees Kolff Commissioner Rhoden motioned, Commissioner Dressler seconded. Action: Motion passed unanimously</p> <p>Discussion ensued.</p> <ul style="list-style-type: none"> • Meeting Evaluation <p>Discussion ensued.</p>	<p>Board of Commissioners</p>
EXECUTIVE SESSION		
<p>3:50</p>	<p>Commissioner McComas announced an Executive Session to begin at 3:47pm, for thirty-five minutes (35) minutes, returning to regular session at 4:25 pm, to discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency, as allowed by RCW 42.30.110(i)</p> <p>Commissioners requested that their designee notify the public they would extend the executive session by five (5) minutes at 4:25pm to return to regular session at 4:30pm.</p> <p>Commissioners returned to the regular session meeting at 4:30pm.</p> <p>Commissioner Dressler made a motion to authorize Mike Glenn, CEO to execute a settlement and release agreement to Arthur West, substantially similar to the one drafted by outside counsel Jeff Myer. Commissioner Kolff seconded. Action: The motion passed unanimously.</p>	<p>Board of Commissioners</p>
CONCLUDE		
<p>4:25</p>	<p>Conclude Commissioner Dressler made a motion to conclude the meeting. Commissioner Rhoden seconded. Action: Motion passed unanimously.</p> <p>Meeting concluded at 4:35 pm.</p>	<p>Board of Commissioners</p>

	<p>Approved by the Commission: Chair of Commission: Bruce McComas</p>  <p>Secretary of Commission: Marie Dressler</p> 	
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This Regular Session will be officially recorded. The times shown on the agenda are estimates only.

Jefferson Healthcare

Patient Safety and Quality Report

Presented to the Board of Commissioners

February 25, 2026

QUALITY PILLAR

GOAL:

We will be the first choice for healthcare.

We will do this by:

- Hardwiring High Reliability
- Elevating Clinical Excellence
- Eliminating Preventable Harm

February Focus Area:

Orthopedic Quality – Advanced Hip and Knee Replacement Certification

Our community trusts us to care for them. Delivering excellent, personalized care right here at home drives everything we do.



Oversight of the Quality Management System (QMS)

QM.1 SR.1

The board, administration, and the Medical Staff are responsible for ensuring The CAH develops, implements and maintains an ongoing, hospital-wide, data-driven effective quality management system (QMS) and integrates the Quality Assessment and Performance Improvement (QAPI) program into the QMS.

SR.1b Clear expectations for safety are established and communicated hospital-wide

SR.1c Adequate resources are allocated for measuring, assessing, improving, and sustaining the hospital's performance and reducing risk to patients;

SR.1d Corrective and preventive actions are implemented, measured and monitored for effectiveness and sustainability;

Roles and Responsibilities:

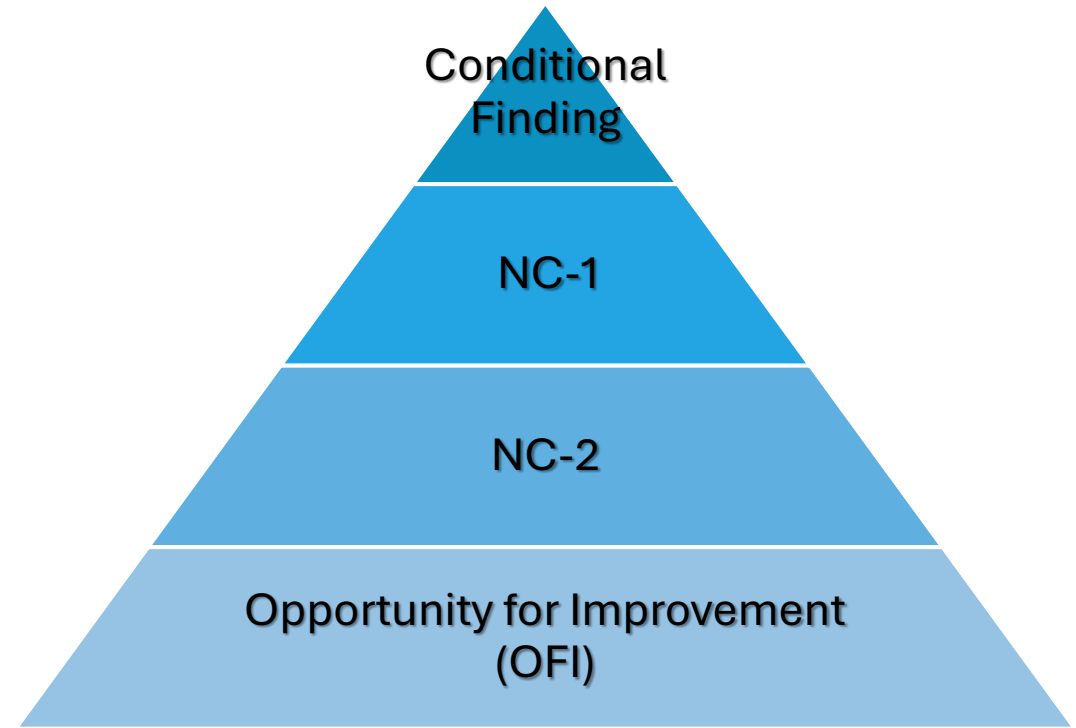
- Periodic Review of the QMS
- Development of a plan to implement and maintain the QMS
- Review of the progress of QAPI projects
- Determination of annual QAPI projects
- Evaluation of the effectiveness of improvement actions that the hospital has implemented
- Ensuring that clear expectations for safety are established and communicated hospital-wide, as well
- Allocating adequate resources to carry out the functions of the QMS and QAPI program requirements.

Interpretive Guidelines:

- The quality assessment and performance improvement (QAPI) program shall be integrated into the organization's QMS. When hospital leadership evaluates the QMS, this inherently includes the QAPI program.
- There shall be processes in place to continually identify opportunities for quality and safety improvements and to implement changes that lead to improved outcomes that are sustained over time.

Accreditation Update

- Survey Type:
 - Advanced Hip and Knee Replacement Certification
- Survey Date:
 - January 13, 2026
- Survey Summary:
 - Zero Condition Level Findings
 - Zero NC-1 Findings
 - One NC-2 Finding



Noteworthy Findings:

- Quality Management System
 - Measurement, reporting, and analysis of anesthesia quality metrics – specifically post-op nausea and vomiting and multimodal pain control.
- Corrective Action – noted the extensive work done to reduce the incidence of surgical site infections
- Program Protocols/Pathways
 - The Protocol for Sleep Apnea
 - The Glucose Management protocol



Accreditation

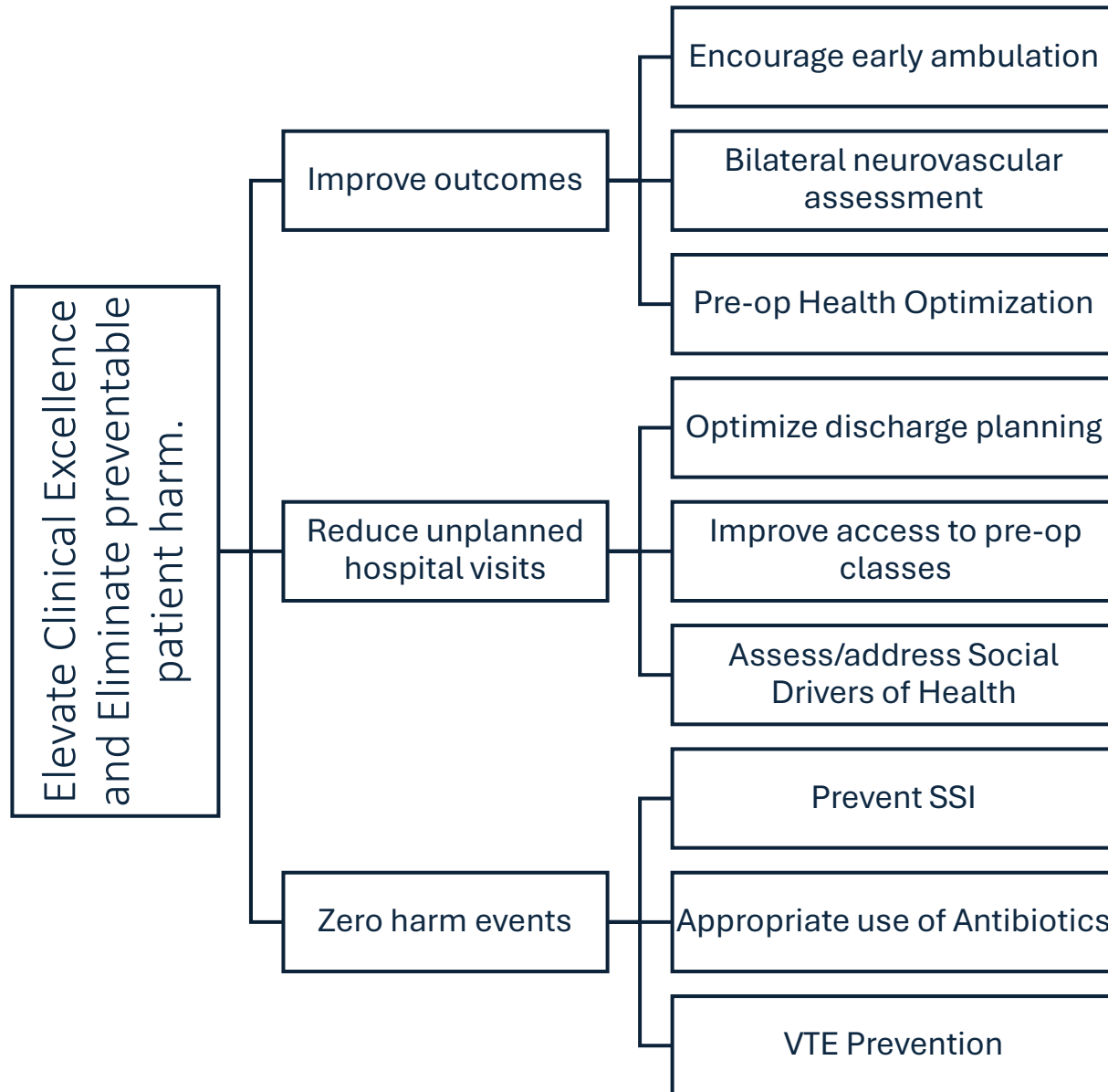
Advanced Hip and Knee Replacement Certification (AHKRC)



CAP approved by DNV 2/5/2026

NC Number	Non-Conformity	Corrective Action	Status
NC-2-1 Medical Staff (MS)	Levels of supervision were not specified on the privilege forms for the Ortho PA-C for suture/closure (simple versus deep closure)	<ul style="list-style-type: none">• Update privilege form• Submit form to the Credentials Committee for approval (followed by MEC and the board)• Purge/replace all outdated forms (paper and electronic)	In Progress

2026 Program Goals and Priorities



Questions?

Jefferson
Healthcare



Healthcare
Accreditation Services

**ADVANCED
CERTIFICATION**

Hip & Knee
Replacement


Quality & Patient Safety

Jefferson Healthcare

January 2026 Finance Report

February 25, 2026

Tyler Freeman, CFO



January 2026

Income Statement Summary



	January 2026 Actual	January 2026 Budget	Variance Favorable/ (Unfavorable)	%	January 2026 YTD	January 2026 Budget YTD	Variance Favorable/ (Unfavorable)	%	January 2025 YTD
Operating Revenue									
Gross Patient Service Revenue	40,783,393	41,629,464	(846,072)	-2%	40,783,393	41,629,464	(846,072)	-2%	37,629,913
Revenue Adjustments	22,488,833	22,831,028	342,195	1%	22,488,833	22,831,028	342,195	1%	20,048,671
Charity Care Adjustments	443,374	536,452	93,078	17%	443,374	536,452	93,078	17%	541,159
Net Patient Service Revenue	17,851,186	18,261,985	(410,799)	-2%	17,851,186	18,261,985	(410,799)	-2%	17,040,083
Other Revenue	997,453	928,391	69,062	7%	997,453	928,391	69,062	7%	679,112
Total Operating Revenue	18,848,639	19,190,376	(341,737)	-2%	18,848,639	19,190,376	(341,737)	-2%	17,719,195
Operating Expenses									
Salaries And Wages	9,081,075	9,212,682	131,606	1%	9,081,075	9,212,682	131,606	1%	8,345,835
Employee Benefits	2,492,953	2,064,850	(428,103)	-21%	2,492,953	2,064,850	(428,103)	-21%	1,761,578
Other Expenses	7,237,988	7,742,770	504,782	7%	7,237,988	7,742,770	504,782	7%	7,299,497
Total Operating Expenses	18,812,017	19,020,302	208,285	1%	18,812,017	19,020,302	208,285	1%	17,406,911
Operating Income (Loss)	36,622	170,074	(133,451)	-78%	36,622	170,074	(133,451)	-78%	312,284
Total Non Operating Revenues (Expenses)	(402,304)	(164,361)	(237,943)	145%	(402,304)	(164,361)	(237,943)	145%	435,128
Change in Net Position (Loss)	(365,681)	5,713	(371,394)	-6501%	(365,681)	5,713	(371,394)	-6501%	747,413
Operating Margin	0.2%	0.9%	-0.7%	-78.1%	0.2%	0.9%	-0.69%	-78.1%	1.8%
Total margin	-1.9%	0.0%	-2.0%	-6617.0%	-1.9%	0.0%	-1.97%	-6618.2%	4.2%
Salaries & Benefits as a % of net pt svc rev	-64.8%	-61.8%	-3.1%	-5.0%	-64.8%	-61.8%	-3.08%	-5.0%	-59.3%

January 2026

Operating Statistics

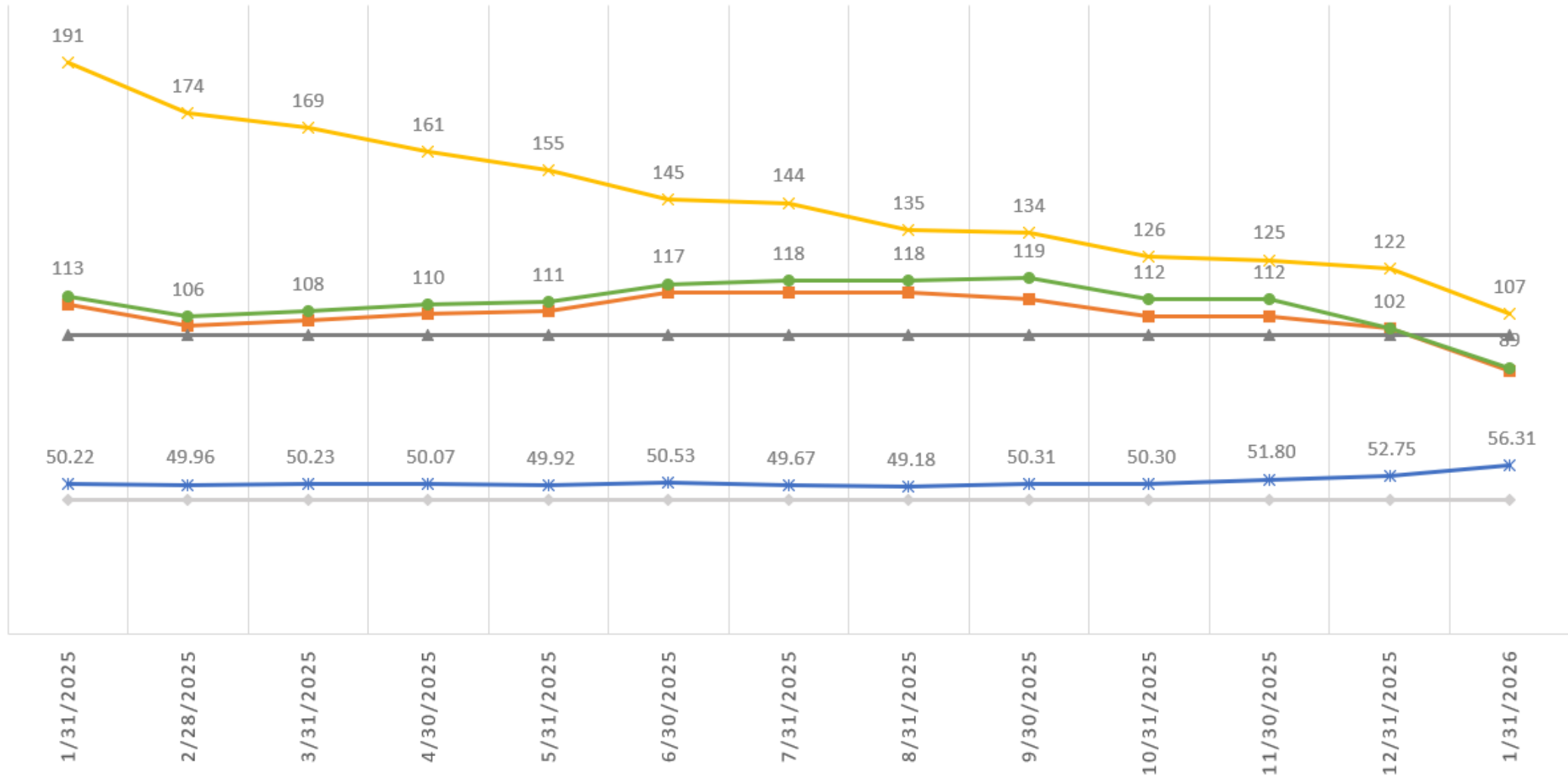
STATISTIC DESCRIPTION

<u>STATISTIC DESCRIPTION</u>	JANUARY 2026						JANUARY 2025			
	<u>MO</u>	<u>MO</u>	<u>%</u>	<u>YTD</u>	<u>YTD</u>	<u>%</u>	<u>MO</u>	<u>%</u>	<u>YTD</u>	<u>%</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>	<u>ACTUAL</u>	<u>VARIANCE</u>	<u>ACTUAL</u>	<u>VARIANCE</u>
FTEs - TOTAL (AVG)	747	796	6%	747	796	6%	697	-7%	697	-7%
ADJUSTED PATIENT DAYS	4,843	4,754	2%	4,843	4,754	2%	4,863	0%	4,863	0%
ICU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	59	68	-13%	59	68	-13%	82	-28%	82	-28%
ACU PATIENT DAYS (IP + OBSERVATION, MIDNIGHT CENSUS)	356	348	2%	356	348	2%	367	-3%	367	-3%
PATIENT DAYS (ACU, ICU, SWING), INCLUDES OBSERVATION	479	463	3%	479	463	3%	462	4%	462	4%
SURGERY CASES (IN OR)	171	134	28%	171	134	28%	132	30%	132	30%
ENDOSCOPY SERVICES CASES	110	102	8%	110	102	8%	116	-5%	116	-5%
LAB BILLABLE TESTS	26,637	24,780	7%	26,637	24,780	7%	24,795	7%	24,795	7%
TOTAL DIAGNOSTIC IMAGING TESTS	4,039	4,446	-9%	4,039	4,446	-9%	4,217	-4%	4,217	-4%
PHARMACY MEDS DISPENSED	25,914	24,698	5%	25,914	24,698	5%	23,589	10%	23,589	10%
RESPIRATORY THERAPY CHARGE UNITS	2,745	2,040	35%	2,745	2,040	35%	2,034	35%	2,034	35%
REHAB/PT/OT/ST	9,962	10,549	-6%	9,962	10,549	-6%	8,409	18%	8,409	18%
ER CENSUS	1,303	1,410	-8%	1,303	1,410	-8%	1,314	-1%	1,314	-1%
DENTAL CLINIC	558	615	-9%	558	615	-9%	515	8%	515	8%
TOTAL RURAL HEALTH CLINIC VISITS	7,670	7,834	-2%	7,670	7,834	-2%	7,650	0%	7,650	0%
TOTAL SPECIALTY CLINIC VISITS	4,084	4,645	-12%	4,084	4,645	-12%	3,674	11%	3,674	11%

January 2026

Cash and Accounts Receivable

◆ DAYS OUTSTANDING IN A/R ◆ DAYS AR GOAL - 45 ◆ DAYS OF CASH ◆ DAYS CASH GOAL - 100 ◆ DAYS CASH W/ PROJECT FUNDS ◆ DAYS CASH W/ 3RD PARTY



February 2026

Preview – (*as of 0:00 02/24/26)

- **\$ 36,006,846 in Projected HB charges**
 - Average: \$1,245,909/day (HB only)
 - Budget: \$1,350,100/day
 - 92.3% of Budget
- **\$ 12,679,991 in HB cash collections**
 - Average: \$463,208/day (HB only)
 - Goal: \$623,806/day
- **59.2 Days in A/R**
- **Questions**

Jefferson
Healthcare

Jefferson
Healthcare

Government Advocacy Update

February 2026

JH Advocacy

What We've Been Up To

Working with HCA

- HCA Medicaid navigator onsite

Olympia Advocacy Day

- Mike Glenn, Bruce McComas, Elise Wright
- 24th LD meetings with Legislators

Bill Testimony

- Dr. Lemke – Corporate Practice of Medicine
- Andy Nelson – 340B

JH Advocacy

What We're Watching



State Session Bills

- **2SSB 5981** (340B): strongly support, amendment, exec session 2/24
- **ESSB 5845** (timely payment): Strong support, amendment, Exec session 2/24
- **SB5387** (corporate practice of medicine): opposed, **not moving forward this session**

State Session Budgets

- House & Senate released Sunday Feb 22
- **No direct cuts to hospitals**
- Specific items to support healthcare

JH Advocacy

What's Coming Up



AHA Annual Meeting

- April 19-21
- Washington, D.C.
- Mike and Kees

CMS Site Visit

- April or May
- Agenda items: MA, AI & Prior Auth, Site Neutral, CMMI

RHTP

- April*: State wrap up of budget negotiation & will have money from Fed
- Unknowns: contractual obligations, application for initiatives w/o subcontractors
- June*: When we expect a clearer picture

WSHA Webinar: [RHTF gov ed short_Feb 2026](#)

Questions?



Jefferson
Healthcare

Jefferson
Healthcare

Administrative Report

Mike Glenn, CEO
February 2026

Notable Acknowledgements

- Womens Choice Award
- LOWN Institute

New Providers

- Jill Corson, FNP-C, Neurology

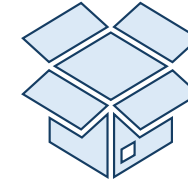
Castle View Addition

- 6 months... today
- All systems working to design
- New services operating as expected
- Kitchen Cafeteria- A Big Hit!

HR1 Update

- Coker Group has been onsite several times
- Assessment document will be complete March 17
- Opportunity Grid

CEO Update



Employed Physician Enterprise

- Physician Compensation and Productivity
- Non-Provider Staffing
- Expense Management
- Patient Access and Throughput
- Rural Health Clinic Strategy
- Value Based Care Strategy

Revenue Cycle Management

- Pre-Registration, Scheduling, and Digital Front Door
- Charge Capture
- Billing, Collections and Denial Management
- Accounts Receivable Management
- Patient Financial Services

Commercial Payer Contracting

- Review of Key Commercial Payer Contracts
- Commercial Rate Analysis

Pharmacy

- Formulary Management
- Infusion Services and 340B Utilization
- Purchasing and Inventory Review
- Cost Savings and Procurement Strategy

Supply Chain and Purchase Services

- Strategic Plan Alignment
- Purchased Services High-Level Data Review
- GPO and Alliance Evaluation
- Distribution Analysis

Clinical Enterprise

- Perioperative
- ED Services
- Hospital-Based Services Optimization
- Patient Throughput & Length of Stay
- Service Line Optimization
- Medical Staff Optimization

CEO Update