Public Hospital District 3 of Pacific County
Ocean Beach Health
BOARD OF COMMISSIONERS MEETING
May 28, 2026

AGENDA	DISUSSION / CONCLUSION	RECOMMENDATIONS / ACTION / FOLLOW-UP
CALL TO ORDER	The Public Hospital District 3 of Pacific County Board of Commissioners Meeting was called to order May 28, 2026, at 4:00pm by Nancy Gorshe. Commissioner's present: Nancy Gorshe, Chairperson Ariel Smith, Secretary, Commissioner Elise Chayet, Commissioner (Zoom) Madeline Matson, Commissioner (Zoom) Sandy Stonebreaker, Commissioner Also, Present Merry-Ann Keane, CEO Brenda Sharkey, CNO Eric Volk, CFO - Wipfli Tammie Jefferies, Chief of Staff Brendan Burns, Sr. Director of Clinics Christine Bighaus, Sr. Director of Risk Compliance Carol Zahorsky, Sr. Director of Community Engagement Stacey Brown, Sr. Director of Operations Terri Morris, HIM/IT Manager	
Comments from Citizens and Guests	No comments	
CONENT AGENDA Agenda May Leadership OBH		A motion to approve the Consent Agenda Sandra Stonebreaker; Ariel Smith seconded. The motion passed by unanimous vote.

Board Education	7 Habits – Habit 4: Stacey Brown	
Board Calendar	Board Meeting Committee Schedule: Meetings will be held via Zoom and In-Person Capital Projects Committee – 4/2/26 2:30pm Foundation Meeting – 5/13/2026 1:00pm Environment of Care – 5/21/2026 2:00PM Quality Committee – 5/20/2026 12:00PM Strategic Planning Committee – 5/21/2026 Finance Committee – 5/21/2026 Government Relations Committee – 5/21/2026 Board Meeting - 5/28/2026at 4:00PM	
Medical Staff	Medical Staff – Credentialing: Dr. Isakovic status change from Courtesy to Active	A motion to approve the Appointments / Reappointments was made by Sandy Stonebreaker; Madeline Matson seconded. The motion passed by unanimous vote.
Quality Report	Quality Report: Elise shared the committee reviewed and approved policies. They looked at the Quality Metrics dashboard. They reviewed the ED regulatory guidelines.	
Foundation	Carol reported on the Employee Campaign – Derby Days they got 68% participation from staff. This is a remarkable percentage. Overall, the staff were engaged and enjoying the fun! The foundation really appreciates each one of them and looks forward to more interactions with them. The Lions Club International funded a grant for the Long Beach Clinic Children's room. The funds will help with purchasing the children's sick room and waiting area. E.g. wall toys, play table, and other items. The Foundation awarded 11 High School Scholarships split between Naselle High School and Ilwaco High School.	
	Nancy Gorshe asked for a motion to move ahead on the agenda until 4:45pm when executive session needs to happen.	A motion was made by Sandy Stonebreaker; Ariel Smith seconded; all in favor; unanimous vote.
EOC Report	Sandy refer to EOC report.	
Strategic Planning	Nancy reported reviewing the strategic plan. The colors are moving in the right direction. Madeline mentioned she has connected with the Director of Rural Health of Oregon – this will be a good relationship to build.	
Capital Projects Committee	Elise reported: HVAC is on hold until the electrical permits are approved. Express Care: waiting on city permits. Long Beach Clinic is almost ready to open the second phase. We will be planning the ribbon cutting soon.	
Government Relations Committee	Senator Braun came for a visit to see the hospital and the clinic/express care expansion. They are focusing on inviting local commissioners to come visit. They are looking to build a	

	relationship with them and focus on coordinating with others in the community on the Medicaid cuts.	
Finance Report April	Eric Volk presented the April Finance report. April Vouchers: 68253 thru 6588 Total Distribution Accounts Payable $2,159,855.67 General Account – including ACH Transactions & Wires 6033 &6034 Net Wages including direct deposit transactions $2,735,736.76 Total: $4,895,592 April Finance Review Operating Margin -6.7% Total Margin 1.9% Unrestricted days cash on hand: 79 Inpatient Admissions: 18 Inpatient Length of Stay: 4.31 Swing Bed Admits: 1 Swing Bed Length of Stay: 13.97 Acute Patient Days: 105 Swing Bed Patient Days: 15Days in Net A/R Days: 74 Debt Service Coverage: .95 Inpatient Revenue: $580,851 YTD: $1,040,066 Outpatient Revenue: $4,911,404 YTD: $8,973,922 Clinic Revenue: $406,578YTD: 830,244 Charity Care: $56,163 YTD: $02,623 Cash decreased by $(311k). Net accounts receivable increased by $45k Non-depreciable capital assets increased by $512k due to the ongoing projects. $184k Long Beach Clinica and $313k OR Modernization/Air Handlers. Accured payroll increased $799k due to timing of payroll. AP increase slightly due to timing of check run. Net patient revenue was better than budget by $60k for the month of April. Gross Revenue: $5.501 million Net Revenue: $2.623 million Operating Revenue $2.795 million Total operating expenses was over budget by $95k for the month of April. Total increase in net positionof $66k for the month of April. Op Exp: $3.174 million Op Income: $(378)k	A motion to approve the April vouchers was made by Madeline Matson; Ariel Smith seconded. The motion passed by unanimous vote.

Non-Op Rev: $45k
Net Position: $(189)k

2024 Charity Care Total: $635,000: $52,917/month
2025 Charity Care Total: $907,809: $75,651/month

R1 Action	Intended Outcome (What We Expect to See)
Add 40% more staff for 3 months (July–Sept)	**Higher throughput**: more claims billed, more accounts worked, faster AR reduction
Deploy targeted team to work billing backlog	**Backlog cleared** and new claims billed within 48 hours
Focus on AR > 90 days	**Reduction in aging inventory**, especially 90–360 day high-risk accounts
Prioritize high-dollar accounts > $10K (211 accounts / $5.3M)	**Immediate cash acceleration** from the highest-value opportunities
Work inventory by dollar value (top-down)	**Maximize cash per hour worked**; fastest path to restoring weekly cashflow
Improve Epic work queue management & reporting	**Cleaner routing**, fewer stuck claims, fewer delays, fewer RTPs
Provide detailed AR recovery workplan	**Clear roadmap** with timelines, staffing, and measurable targets
Escalate internally & assign leadership oversight	**Faster issue resolution**, fewer bottlenecks, visible accountability
Provision new staff within 2–4 weeks	**Full staffing in place by July**, enabling measurable improvement July–Sept

Metric	Expected Improvement
Weekly Cash Collections	Return to **$600K–$750K/week**
AR Days	Drop from **74 → low-50s** by Sept 30
AR > 90 Days	**40–50% reduction** by end of September
High-Dollar Accounts	Majority of the **211 accounts resolved** by Sept 30
Billing Backlog	**Cleared** and maintained at 48-hour turnaround
RTP / Claim Errors	**Significant reduction** as work queues and staffing stabilize

CEO Report	The District's momentum has continued over the last quarter: financial performance has improved from early-year pressure; access and expansion efforts are progressing, and the LBC and Express Care projects are moving from planning into execution. During the past month, the organization has continued to build on strategic priorities in access, staff development, patient experience, and infrastructure. **Financials:** Financial performance has shown slow but steady improvement across the fiscal year-moving from a January loss, to revenue-neutral performance in February, and then to a positive trajectory in March and April. While year-to-date margin pressure remains, patient volumes, expense management, and provider recruitment continue to support a more stable outlook for the District. **Operations and Capital Projects:** The Express Care project reached a major milestone with the recent groundbreaking and bid award to Westwood Company. The HVAC project remains in process having received DOH approval but is still pending final electrical approval and equipment delivery. Long Beach Clinic, phase two, is on schedule and on budget; currently awaiting equipment and furnishings arrivals. **Staff Experience and Culture:** Staff development efforts continue through 7 Habits training, Culture of Safety work, AVADE training, cross-training, and leadership development activities. Employee Appreciation week was well received with activities scheduled throughout the week.	

Project#	Bond Project	Signed BID Pre-Tax	Initial Estimated Cost Pre Tax	Change Order	Initial Est plus (Change Order & Equip)	Tax @ 8.2% in Estimated Cost	Other Planning & Consulting Cost	Final Total Estimated Cost with Tax	Project Status
1003	Lab Expansion	Yes	443,959.00	148,194.00	642,153.00	52,656.55	160,000.00	**854,809.55**	Complete
1005	Nurse Station/Pharm	Yes	682,000.00	210,961.00	1,123,961.00	92,164.80	190,000.00	**1,406,125.80**	Complete
1001	Ilwaco Express Care Clinic	Pending	3,900,000.00		3,900,000.00	319,800.00		**4,219,800.00**	
1001	Ilwaco Clinic Renovation	Pending	1,600,000.00		1,600,000.00	131,200.00		**1,731,200.00**	
1006	OBH HVAC -Air Handlers	Yes	1,087,000.00		1,087,000.00	89,134.00	120,000.00	**1,296,134.00**	In Progress
1006	OR Modernization	Pending	1,000,000.00		1,000,000.00	82,000.00	100,000.00	**1,182,000.00**	
1002	Kitchen Remodel				96,000.00			**96,000.00**	
1004	MRI Room Prep						16,300.00	**16,300.00**	
	General Expansion Consulting						33,900.00	**33,900.00**	
			8,712,959.00	**359,155.00**	**9,449,114.00**	**766,955.35**	**620,200.00**	**10,836,269.35**	

Bond Funding	**10,000,000.00**
Deposit to District's Debt Service (initial cost)	**4,726.25**
Bond Interest 03/31/26	**867,027.71**
Total Bond Fund	**10,871,753.96**
Murdock Trust	**350,000.00**
OBH Foundation	**70,000.00**
Total Funds	**11,291,753.96**
Estimated Cost - Pre tax	**9,449,114.00**
Net Funds Available Pre-tax	**1,842,639.96**
Estimated cost with tax	**10,836,269.35**
Net Funds Available with tax	**455,484.61**

Bond Receipt

			In Line Invoices				
Project#	Bond Project	Signed BID Pre-Tax	In Line 5% Retainage Held	Invoices Paid with Tax	Total In Line	All Other Vendors Invoice Paid	Commited/Invoice Paid
1003	Lab Expansion	Yes	29,811.54	610,898.01	640,709.55	214,502.10	855,211.65
1005	Nurse Station/Pharm	Yes	44,648.05	921,535.75	966,183.80	440,046.00	1,406,229.80
1001	Ilwaco Clinic Expansion	Yes				864,320.68	864,320.68
1002	Kitchen Remodel					97,037.20	97,037.20
1004	MRI Room & Equipment	Pending				19,202.50	19,202.50
1006	OBH HVAC -Air Handlers	Yes				252,258.85	252,258.85
1006	OR Modernization	Pending		7,701.31	7,701.31	254,231.83	261,933.14
			74,459.59	**1,540,135.07**	**1,614,594.66**	**2,141,599.16**	**3,756,193.82**

Project Paid Invoices 04/2026	**3,756,193.82**
Net Bond Funds Available after Inv Pmt	**7,115,560.14**

	Patient Experience and Access: Community engagement activities such as Lunch and Learn, as well as Ladies Night (sponsored by OBHF) have been well received, and patient rounding efforts have helped strengthen responsiveness to patient needs. Women's health expansion and future pediatric growth at Long Beach Clinic continue to align with community demand. **Governmental Affairs and Strategic Partnerships:** External funding and partnership opportunities continue to develop. RHTP-related support through WSHA and TRC have created opportunities tied to capital equipment, compliance resources, credentialing support, and workforce development. Participation in rural nursing education (RNEP) also represents a meaningful investment in future staffing capacity. Recruitment: Continuing recruitment for WHNP and Pediatric Doctor for Express Pediatric care. Staff Culture: National Hospital Week – Employee Appreciation was a huge success. The staff enjoyed the festivities. Patient experience and access: The lunch and learns are being well received. There have been positive comments from the community.	
Executive Session	At 4:45pm, Nancy Gorshe called an Executive Session Pursuant to RCW 42.30.110(1)(i) to discuss potential litigation with legal counsel. At 5:00pm, Nancy Gorshe reopened the regular session.	
Other Reports	None.	
Public Participation	None.	
Adjournment	Nancy Gorshe asked for a motion to adjourn the general meeting; Madeline Matson made a motion; Elise Chayet seconded; all were in favor. Meeting adjourned at 5:02pm	

Submitted and signed by: Tammie Jefferies, Chief of Staff 5.28.2026