



**CCMC HOSPITAL SERVICES BOARD AGENDA  
November 21, 2024 REGULAR MEETING  
12:00PM HYBRID IN-PERSON**

CCMC, WE BELIEVE THAT HEALTHY PEOPLE CREATE A HEALTHY COMMUNITY.

**Board of Directors**  
Kelsey Hayden exp. 3/26  
Liz Senear exp. 3/27  
Ann Linville exp. 3/25  
Diane Ujioka exp. 3/27  
Shelly Kocan exp. 3/25

**CEO**  
Hannah Sanders, M.D.

**OPENING:** Call to Order  
Roll Call - Kelsey Hayden, Liz Senear, Ann Linville, Diane Ujioka and Shelly Kocan.

Establishment of a Quorum  
**A. COMMUNICATIONS BY AND PETITIONS FROM VISITORS**  
**(Speaker must give name and agenda item)**  
1. Audience Comments  
2. Guest Speaker

**B. BOARD DEVELOPMENT** ~ none  
**C. CONFLICT OF INTEREST**  
**D. APPROVAL OF AGENDA**  
**E. APPROVAL OF MINUTES**

1. October 29, 2024 Meeting Minutes Pgs 2-5

**F. REPORTS OF OFFICERS OR ADVISORS**  
1. Board Chair Report  
2. CEO Report  
3. Director of Finance Report

Pg 6  
Pgs 7-10

**G. DISCUSSION ITEMS**  
1. Follow up from November 4<sup>th</sup> work session

**H. ACTION ITEMS**  
1. Delineation of privileges for Dr. Zaing (John) Lu Pgs 11-12

**I. AUDIENCE PARTICIPATION (limited to 3 minutes per speaker)** Members of the public are given the opportunity to comment on matters which are within the subject matter authority of the Board and are appropriate for discussion in an open session.

**J. BOARD MEMBERS COMMENTS**  
**K. EXECUTIVE SESSION**  
**L. ADJOURNMENT**

**This Board of Directors meeting will be held via ZOOM:**  
<https://us02web.zoom.us/j/4675701050?pwd=TXEvSFVHOHhIL1JvOGNua1RUUjdQUT09&omn=85139167765>

To call in: 1-253-215-8782  
Meeting ID: 467 570 1050; Passcode: 379187

**For a full packet, go to [www.cityofcordova.net/government/boards-commissions/health-services-board](http://www.cityofcordova.net/government/boards-commissions/health-services-board)**

**Minutes**  
**CCMC Hospital Services Board Meeting**  
**October 29, 2024 at 12:00pm**

**CALL TO ORDER AND ROLL CALL –**

**Liz Senear** called the Board Meeting to order at 12:04pm.

Board members present: **Ann Linville, Diane Ujioka, Liz Senear,** and **Shelly Kocan**. Board members absent: **Kelsey Hayden**.

**Quorum was established. 4 members present.**

CCMC staff present: Dr. Hannah Sanders, CEO; Alexis Allen, Director of Nursing; Denna Stavig, Director of Finance; Noelle Camarena, Director of Operations; Olivia Moreno, Long Term Care Director of Nursing and Abby Bourgeois.

**A. COMMUNICATIONS BY AND PETITIONS FROM VISITORS**

1. **Audience Comments** ~ None
2. **Guest Speaker** ~ None

**B. BOARD DEVELOPMENT** ~ None

**C. CONFLICT OF INTEREST** ~ None

**D. APPROVAL OF AGENDA**

**M/ Ujioka S/ Kocan** “I move to approve the agenda.”

**Senear – yes, Linville – yes, Ujioka – yes, Kocan – Yes, and Hayden-absent. 4 yeas, 0 nay, 1 absent; Motion passed.**

**E. APPROVAL OF MINUTES**

1. **September 29, 2024, Meeting Minutes**

**M/Ujioka S/Linville** “I move to approve the minutes.”

**Senear – yes, Linville – yes, Ujioka –yes, Kocan– yes, and Hayden-absent. 4 yeas, 0 nay, 1 absent; Motion passed.**

**F. REPORTS OF OFFICERS and ADVISORS**

1. **Board Chair Report** – Kelsey Hayden has nothing to report.
2. **CEO Report** – Dr. Sanders states that she had met with Nicole and Carolyn from NVE as well as the city manager this morning to plan for the work session with the health services board and tribal health board on Monday, November 4th at 5:30 in the Cordova Center City Council chambers. In her meeting, she states she continued to communicate her concern for CCMC; as our monthly financials and staffing issues reflect that our critical access hospital is vulnerable. She states that it is sometimes difficult to make ends meet and that having a competitor in Cordova doesn't help the matter. She states the importance of maintaining the goal of “how do we best serve Cordova's health

needs.” Dr. Sanders states she hopes the work session can be a discussion of the barriers and opportunities of working together. Board member Shelly Kocan asks if there is any way to best prepare for the work session. Dr. Sanders’ response is to enter the discussion with an open mind and ears to figure out how to continue collaborating, working together, and building bridges. Board member Diane Ujioka states that she doesn’t perceive it as being a conflict of interest, but she does declare her status as a lifelong Cordovan as well as a tribal member newly elected to the tribal council. She makes it clear that she is not a member of the tribal health board specifically, but simply wants to make her affiliations known. She states that she in no way wants to undermine anything the CCMC Board nor the Ilanka Community Health Board wants to do. Dr. Sanders states that currently she doesn’t see any conflict of interest as the work session is merely a conversation, but if things are to progress and actions are to arise, discussions with involving entities may take place to ensure there is zero conflict. Board member Shelly Kocan states how it may even be seen as helpful to have someone who “embodies both sides at the table.” Ujioka states that if it comes to it, she’s willing to abstain from meetings to maintain zero conflict.

- 3. Director of Finance Report** – Denna Stavig reports that if things continue to trend the way they have, CCMC could come out positive at the end of this year. She states that last month was relatively standard and that our cash has recovered some and even more now than is reported in the packet. Board member Liz Senear asks why the financial data reflects the emergency room revenues are under what was predicted. Stavig explains that last year a 2% increase in emergency room visits was budgeted. She goes on to further explain that some visits cost more than others and it could depend on the severity of their visits. Dr. Sanders states that there has been a nationwide drop in professional fee reimbursement that may also play a role in the underprediction. She goes on to say that the clinic and emergency room is where we see those professional fees hurt us the most. Stavig states that ever since CCMC was at its highest cost in debt, it has been slowly trending its way more toward zero, which is a good sign.
- 4. Medical Director Quarterly Report** – Dr. Bejes did not submit a written report. Dr. Sanders states that Dr. Bejes is currently working as medical director for Ilanka Community Health Center as well as CCMC. She states that he held a dinner for all providers to attend that went seemingly well. He has finished reviewing this year’s policies. He communicated to Dr. Sanders prior to this meeting that he is working on flu and covid vaccines for our long-term care residents.
- 5. Quality Quarterly Report** – Noelle Camarena states that some of the high points of her report include inviting the state of Alaska’s infection preventionist Rebecca Hamel for an infection control assessment and response visit. Camarena states Hamel was incredibly thorough and helpful in sharing best practices to maintain the spread of

infection as well as offer an outside perspective that served as fresh eyes to spot necessary changes. She states it was not mandated and merely a self-improvement project in an attempt of maintaining survey-readiness. Camarena states that this visit was a great learning opportunity for CCMC's infection preventionist, Kathleen Castellano, to learn more from an expert. She notes that Kathleen also took part in an infection prevention conference in Anchorage, allowing her to network with fellow Alaskan infection preventionists. Camarena states she plans on having multiple process-improving projects around fortifying our infection prevention in 2025.

**6. Director of Nursing Quarterly Report** – Alexis Allen touches upon Rebecca Hamel's visit in her report. Allen states that Rebecca also put her in touch with sterilization expert Lisa Cone, who will be visiting in December to help with sterilization processes to ensure we are doing everything in accordance with state regulations. She states that we are always looking for more E.R. nursing staff and have one full-time position available for long-term care. Allen states that we are working on adding two C.N.A.'s to the swing CAH side to help in times of PTO requests or when we have a higher census. She discusses the C.N.A. class coming up and CCMC's goal to recruit two of its participants. Diane Ujioka notices in the report mention of a newly hired, part-time case manager, and asks about the scope of one's duties. Alexis Allen, along with Dr. Hannah Sanders, explain a case-manager's duties include: helping with admission and discharge processes, connecting with community members for follow-up appointments, improving quality of care for inpatients, building relationships with outside hospitals, running eligibility checks on insurance policies, and helping with Cordova's social determinants such as food and education access. Dr. Sanders states that the number one priority of having this position is to build relationships with other hospitals to secure more swing-bed patients. Allen states that there is a positive correlation between when she was hired and an increase in our swing census. Dr. Sanders explains that CCMC once had a full-time hospital case manager and so this is not a new position, but rather one that is finally filled after several years of vacancy. Alexis Allen states that there is a census discrepancy and there are currently nine long-term care residents due to a swing-bed patient being moved to long-term care.

**7. Director of Ancillary Services Quarterly Report** – Dr. Sanders states that Tamara Russin's report is in the packet and that she is currently taking some time off, but that she is happy to answer any questions regarding the Ancillary Services Report. Liz Senear asks why PT and OT visits are way down compared to previous reports. Dr. Sanders explains that a lot of insurance providers changed the way that they recognize our facility for PT and OT and started charging a facility fee, making a huge impact on our outpatient services use. Dr. Sanders states that we try to encourage patients with large bills to call regarding their financial situation and see if they qualify for financial assistance. Shelly Kocan asks if someone is coming to replace Dr. Gloe's position, and

Dr. Sanders responds saying that CCMC will utilize traveling doctors until a full-time applicant arises.

- 8. Director of Behavioral Health Quarterly Report** – Dr. Sanders states that Barb Jewell is not present, but that she can answer any questions if needed.

**G. DISCUSSION ITEMS** ~ None

**H. ACTION ITEMS**

- 1. Delineation of Radiology Telemedicine Privileges for Robert Brenteson, MD M/Ujioka S/Linville** “I move that the CCMC Authority Board of Directors approve the Delineation of Radiology Telemedicine Privileges for Robert Brenteson, MD as presented.”

**Voice Vote on Motion**

**Senear – yes, Linville – yes, Ujioka – yes, Kocan – yes, and Hayden – absent.**

**4 yeas, 0 nay, 1 absent; Motion passed.**

**I. AUDIENCE PARTICIPATION** ~ None

**J. BOARD MEMBERS COMMENTS**

**Senear** ~ Happy to be here at a normal hour.

**Linville** ~ Good meeting.

**Ujioka** ~ Happy to participate.

**Kocan** ~ I have nothing additional.

**K. EXECUTIVE SESSION** ~ None

**L. ADJOURNMENT**

**M/Linville S/Ujioka** to adjourn the meeting.

**Hearing no objection, Liz Senear** declared the meeting adjourned 12:35pm.

## **Cordova Community Medical Center CEO Report: November 2024**

### **Staffing Updates**

We have had a significant personnel update, with Alexis Allen, our CAH DON, submitting her resignation. The recruitment process to fill this essential role is underway, and we are committed to finding a candidate who aligns with CCMC's mission and values. Additionally, after careful consideration, we have decided not to fill the Executive Administrative Assistant role, and this position has been removed from our 2025 budget.

### **Financial Planning and Budget**

Given the ongoing financial pressures from inflation and high shipping costs, our team has devoted considerable effort to crafting a balanced budget for 2025. We've re-evaluated every line item and pursued cost-saving strategies to ensure financial sustainability while protecting patient care quality. These budget adjustments will help us maintain stability as we continue serving our community.

### **Joint Work Session with NVE and City**

The recent joint work session with NVE was productive, focusing on integration and collaborative planning. We are also actively engaged with the City to better understand and address the implications of unfunded liabilities in PERS.

In summary, these initiatives and adjustments underscore our commitment to operational excellence, fiscal responsibility, and collaborative partnerships, which are critical to meeting CCMC's mission in our community.

RUN DATE 11/14/24  
 TIME 09:58

CORDOVA COMMUNITY MEDICAL CENTER  
 OPERATING/INCOME STATEMENT  
 Projected 2024 vs Budgeted 2025

	Actual 2023	Annualized 2024	Projected 2025	\$ Variance	% Variance
<b>REVENUE</b>					
ACUTE	1,485,872.43	1,712,546.55	1,858,099.55	(145,553.00)	(7.84)
SWING BED	4,334,938.88	3,562,681.90	3,684,720.84	(122,038.94)	(3.32)
LONG TERM CARE	5,628,667.97	5,345,152.47	5,506,584.83	(161,432.36)	(2.94)
CLINIC	1,311,788.81	1,255,256.37	1,334,723.38	(79,467.01)	(5.96)
ANCILLARY DEPTS	3,315,852.15	3,274,995.56	3,481,673.55	(206,677.99)	(5.94)
EMERGENCY DEPARTMENT	4,492,587.91	4,170,782.11	4,433,079.81	(262,297.70)	(5.92)
BEHAVIORAL HEALTH	305,065.76	252,311.19	268,125.35	(15,814.16)	(5.90)
RETAIL PHARMACY	1,611,155.12	2,055,889.15	2,170,570.58	(114,681.43)	(5.29)
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PATIENT SERVICES TOTAL	22,485,929.03	21,629,615.30	22,737,577.89	(1,107,962.59)	(4.88)
<b>DEDUCTIONS</b>					
CHARITY	234,926.16	134,252.51	137,114.53	(2,862.02)	(2.09)
CONTRACTUAL ADJUSTMENTS	7,126,911.13	5,836,025.12	5,849,209.44	(13,184.32)	(.23)
ADMINISTRATIVE ADJUSTMENTS	76,734.65	194,492.08	198,570.26	(4,078.18)	(2.06)
BAD DEBT	710,690.92	248,668.07	283,757.74	(35,089.67)	(12.37)
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DEDUCTIONS TOTAL	8,149,262.86	6,413,437.78	6,468,651.97	(55,214.19)	(.86)
<b>COST RECOVERIES</b>					
GRANTS	586,865.01	503,493.94	488,247.03	15,246.91	3.12
PPP GRANT	.00	.00	.00	.00	.00
IN-KIND CONTRIBUTIONS	662,301.56	499,951.56	399,951.56	100,000.00	25.00
OTHER REVENUE	138,253.03	138,086.10	138,406.10	(320.00)	(.24)
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COST RECOVERIES TOTAL	1,387,419.60	1,141,531.60	1,026,604.69	114,926.91	11.19
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TOTAL REVENUES	15,724,085.77	16,357,709.12	17,295,530.61	(937,821.49)	(5.43)
<b>EXPENSES</b>					
WAGES	6,448,046.58	6,351,731.09	6,484,353.20	(132,622.11)	(2.05)
TAXES & BENEFITS	2,528,400.57	2,888,992.53	3,404,370.68	(515,378.15)	(15.14)
PROFESSIONAL SERVICES	2,336,951.19	2,812,329.62	3,012,329.62	(200,000.00)	(6.64)
SUPPLIES	2,173,531.64	2,274,897.16	2,330,978.47	(56,081.31)	(2.41)
MINOR EQUIPMENT	51,944.87	24,520.24	25,255.15	(734.91)	(2.91)
REPAIRS & MAINTENANCE	183,613.96	169,939.49	175,037.34	(5,097.85)	(2.92)
RENTS & LEASES	177,833.14	144,907.83	149,254.78	(4,346.95)	(2.92)
UTILITIES	590,103.45	566,193.48	581,475.06	(15,281.58)	(2.63)
TRAVEL & TRAINING	105,451.04	91,271.45	94,009.13	(2,737.68)	(2.92)
INSURANCES	230,273.56	245,085.50	244,376.81	708.69	.28
RECRUIT & RELOCATE	7,610.13	4,466.26	4,600.26	(134.00)	(2.92)
DEPRECIATION	621,304.23	576,795.93	580,104.66	(3,308.73)	(.58)
OTHER EXPENSES	241,053.25	200,649.15	209,385.45	(8,736.30)	(4.18)
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TOTAL EXPENSES	15,696,117.61	16,351,779.73	17,295,530.61	(943,750.88)	(5.46)
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OPERATING INCOME	27,968.16	5,929.39	.00	5,929.39	.00
NET INCOME	27,968.16	5,929.39	.00	5,929.39	.00
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**Cordova Community Medical Center Statistics**

Days per Month	31	28	31	30	31	30	31	31	30	31	30	31	Cumulative Monthly	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Average
<b>Hosp Acute+SWB Avg. Census</b>			29											
FY 2021	1.3	3.2	2.2	1.7	2.2	1.6	2.1	2.4	3.3	5.6	4.3	1.4		2.6
FY 2022	1.6	3.3	2.8	2.1	1.5	1.9	3.5	3.5	3.9	0.5	1.0	2.1		2.3
FY 2023	2.5	1.3	2.3	3.6	2.0	0.5	1.1	0.5	2.3	2.7	2.9	2.9		2.1
FY 2024	1.4	1.4	1.4	0.6	1.9	1.3	1.7	2.4	2.7	1.6	0.0	0.0		1.4
<b>Acute Admits</b>														
FY 2021	2	6	4	1	8	7	4	4	4	3	1	2	46	3.8
FY 2022	6	1	2	3	5	7	8	4	3	4	3	5	51	4.3
FY 2023	1	3	6	2	5	4	5	4	2	2	3	4	41	3.4
FY 2024	4	4	2	1	5	8	3	4	12	7			50	5.0
<b>Acute Patient Days</b>														
FY 2021	4	13	8	2	17	11	9	14	15	18	13	2	126	10.5
FY 2022	15	11	7	10	8	10	21	9	12	7	5	14	129	10.8
FY 2023	3	9	16	15	15	11	18	4	12	4	9	10	126	10.5
FY 2024	12	14	10	1	18	29	15	15	31	13			158	15.8
<b>SWB Admits</b>														
FY 2021	2	2	0	1	1	0	2	2	4	3	1	0	18	1.5
FY 2022	1	3	0	1	2	2	3	2	4	2	2	1	23	1.9
FY 2023	2	1	3	2	1	1	1	0	3	2	3	1	20	1.7
FY 2024	2	2	1	0	4	1	2	1	3	1			17	1.7
<b>SWB Patient Days</b>														
FY 2021	37	77	60	49	50	36	55	60	85	155	117	40	821	68.4
FY 2022	34	81	79	54	37	48	89	101	104	7	24	52	710	59.2
FY 2023	73	28	55	94	48	5	15	13	57	80	79	81	628	52.3
FY 2024	30	25	34	16	42	11	39	58	50	38			343	34.3
<b>CCMC LTC Admits</b>														
FY 2021	0	0	0	0	0	0	2	0	0	0	1	1	4	0.3
FY 2022	0	0	0	0	0	1	0	0	0	0	0	0	1	0.1
FY 2023	0	0	0	1	1	0	1	2	0	1	0	0	6	0.5
FY 2024	1	0	0	0	0	0	0	0	0	1			2	0.2
<b>CCMC LTC Resident Days</b>														
FY 2020	310	289	310	293	296	300	301	310	300	309	277	310	3,605	300.4
FY 2021	300	300	298	300	310	299	298	310	300	310	298	309	3,632	302.7
FY 2022	310	280	310	300	310	299	310	310	300	310	290	310	3,639	303.3
FY 2023	310	280	310	309	296	270	257	268	252	271	270	279	3,372	281.0
FY 2024	309	290	290	270	262	240	248	248	240	254			2,651	265.1
<b>CCMC LTC Avg. Census</b>														
FY 2021	10	10	10	10	10	10	10	10	10	10	10	10		9.9
FY 2022	10	10	10	10	10	10	10	10	10	10	10	10		10.0
FY 2023	10	10	10	10	10	9	8	9	8	9	9	9		9.2
FY 2024	10	10	9	9	9	8	8	8	8	8				8.7
<b>ER Visits</b>														
FY 2021	38	42	35	44	77	61	74	78	67	34	32	40	622	51.8
FY 2022	38	38	42	50	75	85	76	97	64	63	38	46	712	59.3
FY 2023	62	39	67	39	56	84	109	100	69	40	48	45	758	63.2
FY 2024	58	44	37	39	51	97	80	78	79	55			618	61.8
<b>PT Procedures</b>														
FY 2021	327	494	646	372	352	444	471	337	413	602	493	310	5,261	438.4
FY 2022	275	459	551	394	307	352	396	384	360	201	274	442	4,395	366.3
FY 2023	364	322	458	405	345	209	304	325	479	550	436	343	4,540	378.3
FY 2024	302	213	291	289	341	252	256	321	402	270			2,937	293.7
<b>OT Procedures</b>														
FY 2021	25	223	183	49	36	115	174	118	161	350	309	120	1,863	155.3
FY 2022	122	190	251	134	120	229	243	200	197	53	87	164	1,990	165.8
FY 2023	94	51	152	115	75	94	70	106	167	163	144	104	1,335	111.3
FY 2024	121	56	79	86	133	85	122	82	131	92			987	98.7
<b>Lab Tests</b>														
FY 2021	885	1,010	1,004	805	682	637	1,261	1,115	853	605	614	549	10,020	835.0
FY 2022	825	576	671	902	958	699	610	822	594	585	499	553	8,294	691.2
FY 2023	545	546	575	578	801	655	766	649	512	501	478	539	7,145	595.4
FY 2024	513	526	503	778	814	628	703	637	667	593			6,362	636.2
<b>X-Ray Procedures</b>														
FY 2021	48	50	49	64	64	70	79	86	88	68	53	72	791	65.9
FY 2022	82	63	64	94	60	82	69	93	51	72	58	61	849	70.8
FY 2023	72	45	63	49	50	88	97	107	83	71	61	67	853	71.1
FY 2024	76	54	88	54	75	54	82	64	60	62			669	66.9
<b>CT Procedures</b>														
FY 2021	24	27	26	20	27	32	28	38	25	16	12	22	297	24.8
FY 2022	21	21	36	25	29	42	31	26	16	30	15	28	320	26.7
FY 2023	30	18	22	18	16	36	39	34	26	4	23	24	290	24.2
FY 2024	38	27	2	16	19	29	31	32	29	17			240	24.0
<b>CCMC Clinic Visits</b>														
FY 2021	125	134	161	157	188	224	265	277	296	452	303	275	2,857	238.1
FY 2022	288	196	199	237	260	241	221	212	304	359	219	182	2,918	243.2
FY 2023	221	158	151	176	214	188	230	289	242	371	216	193	2,649	220.8
FY 2024	205	188	196	188	241	202	250	209	235	298			2,212	221.2
<b>Behavioral Hlth Visits</b>														
FY 2021	85	62	65	74	90	96	60	97	50	35	63	76	853	71.1
FY 2022	84	74	83	79	82	67	74	99	126	125	108	94	1,095	91.3
FY 2023	150	68	86	98	122	86	94	97	94	106	136	118	1,255	104.6
FY 2024	167	128	117	118	79	51	17	75	68	96			916	91.6



## CCMC 2025 Budget Assumptions

- Utilization – CCMC inpatient, swing and outpatient rehab services have grown, and we are continuing efforts to increase swing utilization. On the outpatient side we are working to encourage preventative care and chronic disease management. Because we are a geographically isolated hospital, increasing volumes is a challenge as we do not have a region to draw patients in from. Therefore, are not budgeting for increased utilization and expect volumes to stay consistent with historic data.
- Revenue – Will be driven off statistical projections from the first 9 months of 2024 with consideration of impact from the changes in charge master and in our rates. In 2023 we made significant adjustments to our rates and chargemaster and we held rates steady in 2024 without any price increase. Unfortunately, both inflation and supply chain did not hold steady in 2024. The continued large inflationary adjustments have influenced our decision to do a 6% increase in our charge master and increase our daily bed rates.
- Contractual Allowances – Payer mix is not expected to change in 2025 so the contractual allowances should parallel historical with the exception of the Medicare settlements or mid-year rate adjustments. Our projections are based on the cost report as filed with Medicare as we do not have final Medicare rates at this time. The 2025 allowance is based off budgeted utilization and known reimbursement from Medicaid due to our small hospital contract. 2023 was a Medicaid rebasing year. At this time we do not have Medicaid rates. We expect the change in Medicaid rates to have a positive impact on our contractual allowance, however because we do not have this data yet, it is not included in our budget projection.
- Charity and Bad Debts – Charity will be budgeted based on historic projections
- Cost Recoveries – The larger grants run July through June so we know what the amounts will be for half the year. As we watch for these opportunities CCMC will be aggressive in seeking funding particularly for capital improvements. Our in-kind contributions come from USAC for internet usage.
- Expenses
  - Salaries –Inflation and post pandemic salary expectations have continued to drive costs up. We continue the same wage philosophy approved by the board utilizing the Alaska Hospital and Healthcare Association Wage survey with consideration for employee years of service and merit. Some staff will receive minimal increases while others will get something more depending on the wage survey as our objective is to be within 10% of average for each job classification. Wages and benefits have been budgeted for unfilled positions with some allowance recognizing that vacancies will last part of the year. With consideration of the vacancies, adjustment to the expense will be in traveler

professional fees as well. Overtime wages expected with staff shortages have been budgeted.

- Taxes and Benefits – Payroll taxes are budgeted off the salary expense. Health & Life are based off current utilization and projected changes in cost. Some cushion is added for vacant positions that when filled will want health insurance coverage. We are working with the city to evaluate our health insurance costs. For 2025, our premiums are increasing 35% from last year.
  - Travelers – We will continue to need travelers especially in professional positions for physicians and nursing.
  - Professional Services – We will continue to need professional services in Information Technology, Administration, Laboratory, Medical Records, Radiology, and probably a few others. Some of these fees are by contract and some are derived at time of service. Historical data was used to project needs for the budget.
  - Insurance – A majority of our insurance costs are known through most of 2025 as the renewals have recently been completed. This cost is up again this year in many areas by 10% or more. Per discussion with several insurance brokers, the cost of premiums is not expected to decrease.
  - Depreciation – Is based off our depreciation schedule for capital already purchased and will be adjusted for any anticipated capital equipment to be purchased in 2025. There are some known large capital purchases that include moving the generator out of the room that contains the air handlers and electric switch gear.
  - Other Expenses – the rest of the expense budget will be prepared utilizing historical data as well as known needs for the coming year.
- Cash needs from the City – based on the conversations at the recent joint City Council-CCMC Authority Board Meeting, below are our estimates of needs for cash infusion from the City in 2025.
    - \$200,000 has been requested in the City budget for an appropriation to CCMC for deferred maintenance and capital expenses.



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P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

PRACTITIONER CREDENTIALING

November 21, 2024

Kelsey Hayden, Chair  
CCMC Authority Board  
ccmcboardseate@cdvcmc.com  
Cordova Community Medical Center  
Cordova, AK 99574

RE: Zaing (John) Lu, MD

Dear Chairperson and Hospital Authority Board,

Cordova Community Medical Center has reviewed credentialing application for Delegated Privileges to our hospital. In accordance with our medical staff bylaws, the credentialing committee has reviewed the application including practitioner licenses, Primary Group Approval Board Approval, CCMC recommends Zaing (John) Lu, MD for privileges at Cordova Community Medical Center.

Sincerely,

Signed by:

*Paul Gloe*

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Paul B. Gloe III, MD  
Chief of Staff

11 November 2024 | 2:34 PM AKST

Date

DocuSigned by:

*Hannah Sanders*

A9259C1E5177486...

Hannah Sanders, MD  
Chief Executive Officer

11 November 2024 | 2:55 PM AKST

Date



# Memorandum

To: CCMC Authority Board of Directors

Subject: Approval of Telemedicine Privileges for Dr. Zaing (John) Lu

Date: 11/21/2024

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**Suggested Motion:** "I move that the CCMC Authority Board of Directors approve the delineation of radiology telemedicine privileges for Zaing (John) Lu as presented."

# December 2024

This is a blank and printable December Calendar. Downloaded from [WinCalendar.com](http://WinCalendar.com)

December 2024						
◀ Nov 2024						Jan 2025 ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

More Calendars: [Jan 2025](#), [Feb 2025](#), [2021](#)