



**CCMC HOSPITAL SERVICES BOARD OF DIRECTORS  
AGENDA  
APRIL 29, 2026, SPECIAL MEETING  
12:00PM HYBRID IN-PERSON**

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

**Board of Directors**

Kelsey Hayden exp. 3/29  
Liz Senear exp. 3/27  
Ann Linville exp. 3/28  
Diane Ujioka exp. 3/27  
Shelly Kocan exp. 3/28

**CEO**

**Hannah Sanders, M.D.**

**CFO**

**Denna Stavig**

**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. CONFLICT OF INTEREST**

**C. APPROVAL OF AGENDA**

**D. APPROVAL OF MINUTES**

1. March 26, 2026, Meeting Minutes

Pgs 1-3

**E. REPORTS OF OFFICERS OR ADVISORS**

1. April 2026 CEO Report
2. April 2026 CFO Report
3. Q1 Medical Director Report
4. Q1 Director of Nursing Report
5. Q1 Quality Report
6. Q1 Director of Support Services Report
7. Q1 Behavioral Health and Dietary Report

Pgs 4-5

Pgs 6-9

Pg 10

Pgs 11-12

Pgs 13-14

Pg 15

Pg 16

**F. DISCUSSION ITEMS**

**G. ACTION ITEMS**

1. Board Officer Elections
2. Memo for Credentialing
  - i. Joshua White, MD
  - ii. Rebecca Roberts, MD
  - iii. Rocky Saenz, DO
3. Memo for Approval of Carpet
4. Memo for Approval of Generator Design

Pg 17

Pg 18

Pg 19

Pg 20

Pg 21

Pg 22

**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 MEMBER COMMENTS**

**K. EXECUTIVE SESSION**

1. Memo for Executive Session on Generator Design

Pg 23

**L. ADJOURNMENT**

**This Board of Directors meeting will be held via ZOOM:**

<https://us02web.zoom.us/j/4675701050?pwd=TXEvSFVHOHhIl1JvOGNua1RUUjdQUT09&omn=87257285186#success>

Meeting ID: 467 570 1050; Passcode: 379187

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)**

**CORDOVA COMMUNITY MEDICAL CENTER  
HOSPITAL SERVICES BOARD OF DIRECTORS MEETING MINUTES**

**Date:** March 26, 2026

**Time:** 12:00

**Location:** CCMC Conference Room/Zoom Meeting Room

**1. Call to Order**

The meeting was called to order at 12:07

**2. Roll Call**

Board Members Present:

- Liz Senear
- Ann Linville
- Diane Ujioka
- Shelly Kocan

Board Members Absent:

- Kelsey Hayden

Staff Present:

- Hannah Sanders, CEO
- Denna Stavig, CFO

A quorum was established.

**3. Communications, Visitors, and Petitions**

None.

**4. Conflict of Interest Disclosures**

None reported.

**5. Approval of Agenda**

**Motion:** Liz Senear moved to approve the agenda.

**Second:** Diane Ujioka

**Vote:** Motion carried unanimously.

## 6. Approval of Minutes

**Motion:** Liz Senear moved to approve the prior meeting minutes.

**Second:** Diane Ujioka

**Vote:** Motion carried unanimously.

## 7. CEO Report

Hannah Sanders provided a summary of her written report included in the meeting packet. Key points included:

- Continued high patient volume and increased workload for staff, with staff stepping up to cover additional shifts.
- A recent site visit with an electrical engineer to assess the generator replacement project.
- The project scope is significantly larger than initially anticipated due to the need to bring the facility up to current electrical and fire codes.
- Electrical infrastructure will require major updates, including separating wiring into four required critical branches.
- The project is complex and may require a special meeting prior to the next scheduled meeting to approve design and scope.
- Cost estimates are still being developed, though early projections suggest the project may be completed for less than \$2 million.
- Additional required upgrades include fire suppression system improvements and potential air handler updates, with cost-saving strategies under consideration.

Board discussion followed regarding project scope, costs, and prioritization of facility improvements.

## 8. Financial Report

Denna Stavig presented the January and February financial reports:

- Financial reporting is now back on schedule following implementation of new accounting software.
- The organization remains operating at a net loss year-to-date, though February showed improvement.
- March activity has been strong, with expectations of further financial improvement.
- Clarification was provided regarding report formatting, including column headings (actual vs. budget), with updates to be made for future reports.
- The new accounting system is functioning well for general ledger purposes, though some departments are still adjusting.

Board discussion included clarification questions regarding report formatting and trends.

## 9. Discussion Items

None.

## **10. Action Items**

### **Approval of Provider Privileges**

**Motion:** Liz Senear moved that the CCMC Hospital Authority Board approve privileges for Brian (CMD).

**Second:** Diane Ujioka

### **Roll Call Vote:**

- Liz Senear- Yes
- Ann Linville- Yes
- Diane Ujioka- Yes
- Shelly Kocan- Yes

**Result:** Motion carried unanimously.

## **11. Audience Participation**

None.

## **12. Board Member Comments**

- Discussion regarding promotion of upcoming mobile mammography services coordinated with Providence; CEO confirmed CCMC will assist in sharing information.
- General acknowledgment of ongoing high workload and operational demands.
- Brief discussion regarding community infrastructure projects (including boardwalk improvements) and potential relevance to accessibility.

## **13. Next Meeting**

The next regular meeting was rescheduled from April 30 to **April 29** to accommodate board availability.

## **14. Adjournment**

**Motion:** Diane Ujioka moved to adjourn the meeting.

**Second:** Liz Senear

**Vote:** Motion carried unanimously.

The meeting was adjourned at 12:19.

## **April 2026**

### **CEO Report**

Hospital volumes remain strong, with inpatient (swing bed) volumes holding. Overall, the hospital remains busy, reflecting the continued reliance of our community on local access to care. We also continue to focus on recruitment and retention efforts, particularly in nursing. Workforce sustainability will always be a top priority. We are actively working to grow our nursing workforce while supporting and retaining our current team members.

### **CCMC Employee Appreciation Week**

Today marks the start of CCMC Appreciation Week. As a small facility, it is challenging to recognize each specialty-specific celebration throughout the year (e.g., Lab Week, Pharmacy Day, PT Day, Doctor's Day). To ensure all staff are meaningfully recognized, we have consolidated our efforts into a single, inclusive celebration dedicated to appreciating all CCMC employees. This provides an opportunity to recognize the incredible contributions of our entire team in a unified and impactful way.

### **Facility Projects Update**

#### Generator Replacement

The generator replacement project has evolved into a significantly more substantial undertaking than anticipated. As planning has progressed, we learned the project will require broader infrastructure upgrades to bring the facility into compliance with current building and life safety codes.

Given the complexity and regulatory requirements, moving forward with a formal design contract is a critical next step. This will allow us to fully define scope, costs, and compliance requirements, and position the project for successful execution.

CCMC has made multiple efforts over several years to advance this project, including issuing Requests for Proposals (RFPs) in 2018, 2022, and 2023, as well as conducting direct outreach to engineers and architects to support design, development, and overall project planning. We have also previously solicited bids for the full project scope.

Despite these efforts, we were unable to secure engagement until recently. We now have a responsive firm, and it is essential that we capitalize on this opportunity by proceeding with the design phase.

A bulk of this work will be funded through the 2026 Congressional Directed Spending appropriation that Senator Murkowski secured on our behalf. The Congressional Appropriations portal is expected to open in May, with additional guidance anticipated at that time regarding access to the congressional appropriation that CCMC obtained. Advancing the design work for

the generator project will be critical to ensuring CCMC is well-positioned to complete this project within funding requirements.

### Upstairs flooring

We are working to replace carpeting in the entry hallway and office space near the retail pharmacy. The existing carpet is approximately 40 years old and has become stained and worn over time, making replacement necessary to maintain a clean, safe, and welcoming environment for patients, visitors, and staff.

### Pharmacy Expansion Project

Work continues on the pharmacy expansion project design. The complete project includes addition of hazardous medication handling capabilities, and automated medication dispensing for nursing staff. It will include compliant storage and preparation areas enabling us to increase infusion services offered at our facility.

We are seeking for the pharmacy expansion from the rural health transformation program. We continue to monitor developments related to the State of Alaska's Rural Health Transformation Program. We submitted several letters of intent (one of them being the pharmacy expansion project) and are waiting to see if we will be invited to apply for funds. We are preparing projects and responses in preparation for application guidance and an invitation to become available.

### **Advocacy and External Engagement**

In April, I attended the American Hospital Association (AHA) Annual Meeting in Washington, D.C. During this visit, I met with members of Alaska's federal delegation. Our Senators expressed strong support for rural hospitals and specifically for CCMC's initiatives, including our RHTP-related projects. These conversations were encouraging and reinforce the importance of continued advocacy at the federal level.

### **Legislative Update**

Legislation has been introduced regarding mandated nurse staffing ratios. While the intent of such legislation is to support patient safety, the proposed requirements would have very challenging consequences for small, rural hospitals like CCMC. We will continue to monitor this legislation closely and advocate for solutions that recognize the unique realities of rural healthcare delivery.

CORDOVA COMMUNITY MEDICAL CENTER  
OPERATING/INCOME STATEMENT  
03/31/2026

23/Apr/2026 1:39:29 PM

	Actual	Budget	Variance	Percent Variance	FY2026 Actual	FY2026 Budget	Variance	Percent Variance
	*****SINGLE MONTH*****				*****YEAR TO DATE*****			
<b>REVENUE</b>								
ACUTE REVENUE	\$358,683.44	\$215,390.08	\$143,293.36	67%	\$644,515.62	\$546,315.87	\$98,199.75	18%
SWING BED REVENUE	\$660,697.83	\$397,514.99	\$263,182.84	66%	\$861,969.11	\$1,176,445.26	(\$314,476.15)	-27%
LONG TERM CARE REVENUE	\$174,256.16	\$416,639.36	(\$242,383.20)	-58%	\$949,018.14	\$1,209,630.40	(\$260,612.26)	-22%
CLINIC REVENUE	\$83,862.94	\$80,073.38	\$3,789.56	5%	\$229,348.38	\$282,760.41	(\$53,412.03)	-19%
ANCILLARY DEPARTMENT REVENUE	\$418,647.52	\$289,371.47	\$129,276.05	45%	\$1,080,558.71	\$929,740.93	\$150,817.78	16%
EMERGENCY DEPARTMENT REVENUE	\$460,310.25	\$302,900.32	\$157,409.93	52%	\$1,253,933.26	\$984,227.30	\$269,705.96	27%
BEHAVIORAL HEALTH REVENUE	\$30,303.00	\$27,234.39	\$3,068.61	11%	\$104,593.00	\$70,451.02	\$34,141.98	48%
RETAIL PHARMACY REVENUE	\$210,647.04	\$217,029.33	(\$6,382.29)	-3%	\$584,318.27	\$614,508.98	(\$30,190.71)	-5%
<b>REVENUE</b>	<b>\$2,397,408.18</b>	<b>\$1,946,153.32</b>	<b>\$451,254.86</b>	<b>23%</b>	<b>\$5,708,254.49</b>	<b>\$5,814,080.17</b>	<b>(\$105,825.68)</b>	<b>-2%</b>
<b>DEDUCTIONS</b>								
CHARITY	(\$7,077.65)	(\$4,192.91)	(\$2,884.74)	69%	(\$34,842.17)	(\$30,201.06)	(\$4,641.11)	15%
CONTRACTUAL ADJUSTMENTS	(\$645,994.33)	(\$891,940.60)	\$245,946.27	-28%	(\$1,211,655.25)	(\$2,016,512.80)	\$804,857.55	-40%
ADMINISTRATIVE ADJUSTMENTS	(\$18,172.53)	(\$18,494.70)	\$322.17	-2%	(\$51,778.35)	(\$34,567.12)	(\$17,211.23)	50%
BAD DEBT	(\$336,952.28)	(\$22,046.42)	(\$314,905.86)	1428%	(\$449,209.61)	(\$78,172.95)	(\$371,036.66)	475%
<b>DEDUCTIONS TOTAL</b>	<b>(\$1,008,196.79)</b>	<b>(\$936,674.63)</b>	<b>(\$71,522.16)</b>	<b>8%</b>	<b>(\$1,747,485.38)</b>	<b>(\$2,159,453.93)</b>	<b>\$411,968.55</b>	<b>-19%</b>
<b>COST RECOVERIES</b>								
GRANTS	\$69,266.55	\$753.90	\$68,512.65	91	\$124,475.26	\$117,453.29	\$7,021.97	0
IN KIND CONTRIBUTIONS	\$16,685.63	\$16,682.63	\$3.00	0%	\$50,056.89	\$50,267.89	(\$211.00)	0%
OTHER REVENUE	\$17,324.33	\$1,979.50	\$15,344.83	775%	\$47,529.61	\$20,081.37	\$27,448.24	137%
<b>COST RECOVERIES TOTAL</b>	<b>\$103,276.51</b>	<b>\$19,416.03</b>	<b>\$83,860.48</b>	<b>432%</b>	<b>\$222,061.76</b>	<b>\$187,802.55</b>	<b>\$34,259.21</b>	<b>18%</b>
<b>TOTAL REVENUES</b>	<b>\$1,492,487.90</b>	<b>\$1,028,894.72</b>	<b>\$463,593.18</b>	<b>45%</b>	<b>\$4,182,830.87</b>	<b>\$3,842,428.79</b>	<b>\$340,402.08</b>	<b>9%</b>
<b>EXPENSES</b>								
WAGES	\$594,237.35	\$618,266.83	(\$24,029.48)	-4%	\$1,655,595.98	\$1,780,154.78	(\$124,558.80)	-7%
TAXES & BENEFITS	\$282,442.67	\$280,793.93	\$1,648.74	1%	\$951,772.12	\$815,971.26	\$135,800.86	17%
PROFESSIONAL SERVICES	\$250,761.79	\$277,839.13	(\$27,077.34)	-10%	\$820,873.42	\$796,591.35	\$24,282.07	3%
SUPPLIES	\$223,288.94	\$234,844.92	(\$11,555.98)	-5%	\$621,629.13	\$659,475.73	(\$37,846.60)	-6%
MINOR EQUIPMENT	\$2,212.17	\$4,193.56	(\$1,981.39)	-47%	\$5,838.27	\$25,580.28	(\$19,742.01)	-77%
REPAIRS & MAINTENANCE	\$996.51	\$4,816.95	(\$3,820.44)	-79%	\$32,341.17	\$18,113.46	\$14,227.71	79%
RENTS AND LEASES	\$16,789.31	\$12,798.13	\$3,991.18	31%	\$42,622.89	\$39,633.64	\$2,989.25	8%
UTILITIES	\$58,868.80	\$48,700.75	\$10,168.05	21%	\$165,214.70	\$152,504.12	\$12,710.58	8%
TRAVEL & TRAINING	\$11,521.95	\$7,821.78	\$3,700.17	47%	\$44,174.79	\$23,427.79	\$20,747.00	89%
INSURANCE	\$41,807.44	\$22,014.56	\$19,792.88	90%	\$87,583.67	\$66,043.63	\$21,540.04	33%
RECRUITMENT AND RELOCATION	\$1,478.66	\$729.24	\$749.42	103%	\$1,878.31	\$2,532.75	(\$654.44)	-26%
DEPRECIATION	\$47,084.30	\$47,084.30	\$0.00	0%	\$142,536.20	\$142,536.20	\$0.00	0%
OTHER EXPENSES	\$23,414.07	\$11,231.67	\$12,182.40	108%	\$50,973.99	\$41,386.18	\$9,587.81	23%
<b>TOTAL EXPENSES</b>	<b>\$1,554,903.96</b>	<b>\$1,571,135.75</b>	<b>(\$16,231.79)</b>	<b>-1%</b>	<b>\$4,623,034.64</b>	<b>\$4,563,951.17</b>	<b>\$59,083.47</b>	<b>1%</b>
<b>NET INCOME</b>	<b>(\$62,416.06)</b>	<b>(\$542,241.03)</b>	<b>\$479,824.97</b>	<b>-88%</b>	<b>(\$440,203.77)</b>	<b>(\$721,522.38)</b>	<b>\$281,318.61</b>	<b>-39%</b>

	<b>MAR 2026</b>	<b>MAR 2025</b>	<b>NET CHANGE</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
CASH & CASH EQUIVALENTS	\$2,339,489.91	\$1,656,584.03	\$682,905.88
NET ACCOUNTS RECEIVABLE	\$2,884,211.41	\$2,151,339.90	\$732,871.51
THIRD PARTY RECEIVABLE	(\$1,934.66)	\$728,230.34	(\$730,165.00)
CLEARING ACCOUNTS	\$144,242.29	\$95,677.80	\$48,564.49
PREPAID EXPENSES	\$134,962.76	\$139,154.27	(\$4,191.51)
INVENTORY	\$578,745.80	\$496,492.62	\$82,253.18
<b>CURRENT ASSETS</b>	<b>\$6,079,717.51</b>	<b>\$5,267,478.96</b>	<b>\$812,238.55</b>
<b>PROPERTY PLANT &amp; EQUIPMENT</b>			
LAND	\$122,010.00	\$122,010.00	\$0.00
BUILDINGS	\$8,666,889.19	\$8,666,889.19	\$0.00
EQUIPMENT	\$10,204,448.55	\$10,142,184.17	\$62,264.38
CONSTRUCTION IN PROGRESS	\$7,186.00	\$5,101.00	\$2,085.00
<b>SUBTOTAL PP&amp;E</b>	<b>\$19,000,533.74</b>	<b>\$18,936,184.36</b>	<b>\$64,349.38</b>
LESS ACCUMULATED DEPRECIATION	(\$15,953,578.54)	(\$15,389,272.02)	(\$564,306.52)
<b>TOTAL PROPERTY PLANT &amp; EQUIPMENT</b>	<b>\$3,046,955.20</b>	<b>\$3,546,912.34</b>	<b>(\$499,957.14)</b>
<b>OTHER ASSETS</b>			
GOODWILL PHARMACY	\$150,000.00	\$150,000.00	\$0.00
AMORTIZATION GOODWILL	(\$123,750.00)	(\$108,750.00)	(\$15,000.00)
GOODWILL PHARMACY	\$26,250.00	\$41,250.00	(\$15,000.00)
PERS DEFERRED OUTFLOW	\$792,989.85	\$792,989.85	\$0.00
OTHER ASSETS	\$819,239.85	\$834,239.85	(\$15,000.00)
<b>TOTAL ASSETS</b>	<b>\$9,945,912.56</b>	<b>\$9,648,631.15</b>	<b>\$297,281.41</b>

**LIABILITIES**

**CURRENT LIABILITIES**

ACCOUNTS PAYABLE	\$635,643.34	\$578,835.37	\$56,807.97
PAYROLL AND RELATED LIABILITIES	\$1,161,920.53	\$930,685.35	\$231,235.18
OTHER CURRENT PAYABLES	\$0.00	\$0.00	\$0.00
INTEREST AND OTHER PAYABLES	\$570.53	\$1,283.44	(\$712.91)
LONG TERM DEBT CITY	\$5,466,458.55	\$5,466,458.55	\$0.00
OTHER CURRENT LONG TERM DEBT	\$264,337.38	\$348,089.17	(\$83,751.79)
<b>TOTAL CURRENT LIABILITIES</b>	<b>\$7,528,930.33</b>	<b>\$7,325,351.88</b>	<b>\$203,578.45</b>

**LONG TERM LIABILITIES**

2015 NET PENSION LIABILITY	\$8,778,433.00	\$8,778,433.00	\$0.00
<b>TOTAL LONG TERM LIABILITIES</b>	<b>\$8,778,433.00</b>	<b>\$8,778,433.00</b>	<b>\$0.00</b>

**DEFERRED INFLOWS OF RESOURCES**

PENSION DEFERRED INFLOW	(\$3,607,683.00)	(\$3,607,683.00)	\$0.00
DEFERRED INFLOWS OF RESOURCES	(\$3,607,683.00)	(\$3,607,683.00)	\$0.00

<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$12,699,680.33</b>	<b>\$12,496,101.88</b>	<b>\$203,578.45</b>
UNRESTRICTED FUND BALANCE	(\$2,710,351.78)	(\$2,254,175.34)	(\$456,176.44)
TEMPORARY RESTRICTED FUND BALANCE	\$20,090.50	\$18,513.60	\$1,576.90
NET POSITION (EQUITY)	(\$2,690,261.28)	(\$2,235,661.74)	(\$454,599.54)
NET INCOME	(\$63,506.49)	(\$611,808.99)	\$548,302.50
<b>LIABILITY AND FUND BALANCE</b>	<b>\$9,945,912.56</b>	<b>\$9,648,631.15</b>	<b>\$297,281.41</b>

**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 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	0.9	0.7		1.5	
FY 2025	0.7	2.2	2.5	1.4	0.5	2.8	4.7	2.7	3.1	2.7	0.8	0.2		2.0	
FY 2026	0.4	1.7	3.8											2.0	
<b>Acute Admits</b>															
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	4	4	58	4.8	
FY 2025	2	4	3	2	1	6	9	5	8	4	4	2	50	4.2	
FY 2026	4	7	14											8.3	
<b>Acute Patient Days</b>															
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	10	21	189	15.8	
FY 2025	7	13	23	7	2	43	33	25	29	17	21	6	226	18.8	
FY 2026	9	32	42											27.7	
<b>SWB Admits</b>															
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	2	0	19	1.6	
FY 2025	1	2	2	1	0	4	3	2	3	3	0	0	21	1.8	
FY 2026	1	1	5											2.3	
<b>SWB Patient Days</b>															
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	18	2	363	30.3	
FY 2025	15	48	53	36	12	41	112	60	64	66	4	0	511	42.6	
FY 2026	4	15	76											31.7	
<b>CCMC LTC Admits</b>															
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	0	0	2	0.2	
FY 2025	0	1	0	0	0	0	1	0	1	0	0	1	4	0.3	
FY 2026	0	0	1											0.3	
<b>CCMC LTC Resident Days</b>															
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	270	279	3,200	266.7	
FY 2025	273	250	279	270	279	270	283	257	252	248	240	258	3,159	263.3	
FY 2026	250	213	249											237.3	
<b>CCMC LTC Avg. Census</b>															
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	9	9		8.7	
FY 2025	9	9	9	9	9	9	9	8	8	8	8	9		8.7	
FY 2026	8	8	8											7.9	
<b>ER Visits</b>															
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	42	55	715	59.6	
FY 2025	44	50	59	43	76	94	99	106	70	52	47	66	806	67.2	
FY 2026	51	61	56											56.0	
<b>PT Procedures</b>															
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	266	277	3,480	290.0	
FY 2025	341	388	306	341	294	317	356	301	267	316	175	225	3,627	302.3	
FY 2026	232	218	202											217.3	
<b>OT Procedures</b>															
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	107	115	1,209	100.8	
FY 2025	87	89	96	147	89	246	173	136	135	152	0	11	1,361	113.4	
FY 2026	40	45	147											77.3	
<b>Lab Tests</b>															
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	576	502	7,440	620.0	
FY 2025	542	447	627	787	672	872	746	603	735	579	449	577	7,636	636.3	
FY 2026	573	462	709											581.3	
<b>X-Ray Procedures</b>															
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	58	44	771	64.3	
FY 2025	79	61	62	51	67	100	83	77	86	88	56	62	872	72.7	
FY 2026	53	85	96											78.0	
<b>CT Procedures</b>															
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	17	27	284	23.7	
FY 2025	23	20	32	20	28	45	48	56	36	32	29	28	397	33.1	
FY 2026	35	37	24											32.0	
<b>CCMC Clinic Visits</b>															
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	205	163	2,580	215.0	
FY 2025	201	175	196	181	220	219	207	186	235	262	201	174	2,457	204.8	
FY 2026	164	149	161											158.0	
<b>Behavioral Hlth Visits</b>															
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	53	75	68	96	99	108	1,159	96.6	
FY 2025	108	86	82	107	87	87	118	104	99	99	104	92	1,173	97.8	

## Cordova Community Medical Center Medical Director Report

1<sup>st</sup> Quarter 2026

Quarterly chart reviews are performed for all deaths and transfers. Random chart reviews are also performed for all physicians. This includes care in the emergency department, inpatient, observation, swing bed and long-term care. Fourth quarter chart reviews are complete, and there were no significant issues in care, no trends and no unusual occurrences that needed to be addressed. Our physicians continue to provide excellent care across a very broad spectrum of illnesses and injuries.

Our long-term care census is currently at eight residents. Our census was higher but is now back down due to deaths. Even though some resident stays have been short, the staff have provided excellent end-of-life care when it is appropriate. We have received more referrals recently, which makes me confident that our census will be back up to nine and hopefully ten. Our swing bed program continues to provide a great service to those people needing more rehab before returning home or as a transition to long term care.

Our group of physicians providing care in the emergency department has expanded recently with the addition of Dr. Hurlow, and another physician will be joining the group in June. We are continuing recruitment efforts for a full-time physician.

Influenza season is winding down, but we are still seeing a few sporadic cases. Cordova will have an influx of people soon to work in the various parts of the fishing industry. There is often an increase in respiratory illnesses during this transition to summer. Please be mindful and practice good hygiene skills if you are ill.

I hope for a healthy, active summer for everyone in the Cordova community and for a successful fishing season for all of those involved.

Respectfully,

Curtis M. Bejes, M.D.

CCMC Medical Director.



P: (907) 424-8000 | F: (907) 424-8116  
P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

Director of Nursing Report

1<sup>st</sup> Quarter, 2026

4/20/2026

### **Leadership**

CCMC continues to focus on quality of care and improving staff satisfaction and retention within each department. The end of the 1<sup>st</sup> quarter was quite a bit busier than the beginning. Kari Collins has accepted the position as LTC DON and we are happy to have her continued support and leadership. There was a CMS/State survey in early March. Although we had several tags we are working to address, the surveyors also stated that our staff provide excellent care to our residents and that they were impressed.

### **Staffing**

Permanent staffing remains consistent with 4 full-time permanent nurses; 2 in the ER and 2 in LTC. We have maintained 2 local as-needed ER nurses, 3 local as-needed Float nurses for the swing and acute patients, and 5 full-time travel nurses (3 ER/Float, 2 LTC). We are actively bringing in travel nurses to assist in coverage for swing and acute patients, which means that each shift in float will be fully staffed with nurses by the end of April. We have also recruited Casey Smyke, a local Cordova RN that currently lives in WA. She will be orienting next month and available to pick up shifts on an as-needed basis to help cover gaps in the schedule for nurses on PTO. We are continuing to seek permanent full-time ER, Float, and LTC nurses. Our Certified Nursing Assistants (CNA) are all permanent staff, and all 4 of our current full-time Unit Clerks are licensed CNAs as well.

With summer on the horizon, CCMC nursing staff are preparing for a busy and rewarding season. CNAs have been helping cover some additional shifts on the inpatient floor, to provide extra support to our team when things get unexpectedly busy. Our hospital case manager, Olivia Carroll, has been busy assisting our hospitalized patients with insurance and social needs, as well as coordinating referrals from outside facilities. We have seen an uptick in referrals for both swing and LTC and will continue to work with outside hospitals.

### **Education Plan**

We will be hosting a TNCC course in early May with the help of a TNCC instructor who has worked with us before. Many of the CCMC nurses will be participating in this certification, including some PRN nurses and travelers.

We continue to encourage and assist employees with education goals as often as possible. Our hope is to foster an atmosphere of growth and encourage learning among current staff, so that we can continue to offer excellent and safe patient care in all departments.

### **Census**

We currently have 8 Long Term Care residents. There were a total of 8 swing bed patients during the 1st quarter, for a combined total of 97 swing bed days. There were 160 ER patient encounters.

Please don't hesitate to reach out with any questions.

Olivia Moreno

CNO

# Cordova Community MEDICAL CENTER

Board of Directors

Quarterly Quality Report

April 2026

CCMC continues to prioritize continuous quality improvement through staff education, process improvement projects, regular facility surveillance and chart reviews. The quality improvement committee meets quarterly. The last quarterly meeting was held in January of 2026.

Recent quality related events:

- Initial Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) data on the swing bed patient experience is very positive. Quarter 1 was a busy time for swing bed patients- and overall they reported having a high quality stay and would recommend CCMC to family and friends.
- We had our state LTC survey in mid March. Prior to discussing findings, surveyors expressed they observed our LTC residents receiving good care, and relayed residents reported being happy with their care here. Dr Sanders to provide additional information on the survey.
- Please look forward to one or two short educational presentations about the basics of hospital quality work and an opportunity for further discussion, questions and board member feedback in 2026 board meetings.
- Our interdisciplinary team meets weekly to discuss all swing bed and awaiting LTC care patients. This team includes DON, RN, physician on-call, PT, OT, pharmacist, case manager and Director of Operations. We focus on current and future care needs, as well discharge planning.

Noelle Camarena

Director of Operations

CCMC Authority Board of Director's Quarterly Report  
April 23, 2026  
Director of Support Services  
Tamara Russin

### **Clinic**

Cherylynn Osmun has moved from her position as Patient Accounts Specialist to Clinic Manager. She continues to oversee all front desk positions at CCMC. She has experience in clinical offices along with her experience in registration and the healthcare revenue cycle.

There are no upcoming specialist clinics scheduled for May. Unfortunately Dr. Horner, dermatologist, was unable to come to Cordova this year. Dermatology is very popular and appreciated in Cordova and we continue to reach out to dermatologists who might consider having a clinic day in Cordova.

The busier summer season is approaching with a larger population in Cordova. The Clinic remains fully staffed with Family Nurse Practitioners augmented by the ER Provider for a few hours each day.

### **Human Resources**

I have stepped into the role of Director of Support Services. I am catching up on all aspects of the job and starting to get my feet under me. I will transition to remote work in May (from Palmer) with onsite visits periodically or as permanent new staff is hired and getting settled in Cordova.

**Staffing:** All hospital departments are fully staffed for the summer season, mostly with travelers but supported by PRN local and locally connected nurses. CCMC housing is full as a result.

Kari Collins has moved into the permanent LTC DON role. The Leadership Team is now fully staffed with permanent employees.

**Recruitment:** There are two clerical positions open and needed by June: Unit Clerk and Rehab Receptionist. These positions do not require healthcare experience and are great entry-level positions for Cordovans looking for office-type work.

Physical Therapist: Andrew is leaving CCMC in May to pursue service in the Peace Corps. We have a PT traveler in place through November but are actively looking for a permanent replacement.

There are several other, ongoing openings posted on the CCMC website. Please encourage anyone interested in work at CCMC to look there or contact me directly.

## **April 2026 Board Report (1/1/2026-3/31/2026)**

Sound Alternatives

Barb Jewell-Director of Community Services

### Behavioral Health

Sound Alternatives provided 355 services to 46 clients in this past quarter; a 17% increase in services. The increase was most likely due to fewer holiday closures, fewer staff vacations and consistent staffing. We did have a clinician transition: Carly Heidenreich's contract ended and Yoli Garibay joined us in February. They had a week's overlap which allowed for a very smooth handoff and no gap in services. Staff provided 11 emergency crisis intervention services to 3 clients.

Routine outreach activities included continued engagement with the school through Lunch Bunch, informational boards and brochures, and routine contact with service organizations and faith-based groups.

### Dietary & Senior Services

We have noticed a significant drop in services this quarter compared to last year's 3<sup>rd</sup> quarter, although numbers started to increase in March as people returned to town. Some of this decrease is due to older Cordovans who were heavy users of the senior services passing away, but we are also checking to make sure that the data is being entered and accounted for correctly. Dietary staff provided a total of 4551 meals this quarter, roughly 200 less than last quarter. We also had fewer LTC and swing residents. We provided 1401 meals for Long Term Care, 790 meals through the Congregate meal program and 1470 Home delivered meals, 370 meals for staff, 326 meals for Acute Care Patients and 194 meals for swing bed patients.

In addition to meals, we provided 483 rides this past quarter. We also provided 33 Homemaker services. These services include picking up groceries or medications.

We are focusing on getting the word out about senior services to make sure that the people who are eligible are informed of the services.



# Memorandum

To: CCMC Authority Board of Directors

Subject: Credentialing

Date: 4/23/2026

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**Suggested Motion:**

I move to approve the privileges of Joshua White, MD, Rebecca Roberts, MD, and Rocky Sanchez, DO.



P: (907) 424-8000 | F: (907) 424-8116  
P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

PRACTITIONER CREDENTIALING

April 13, 2026

Ann Linville, Chair  
CCMC Authority Board  
ccmcbordseata@cdvcmc.com  
Cordova Community Medical Center  
Cordova, AK 99574

RE: Joshua White, MD

Dear Chairperson and Hospital Authority Board,

Cordova Community Medical Center has reviewed credentialing application for privileges to our hospital. In accordance with our medical staff bylaws, the credentialing committee has reviewed the application including practitioner licenses, and professional references. We recommend Joshua White, MD to be approved for Privileges at Cordova Community Medical Center.

Sincerely,

Signed by:  
  
DC3EB6881E474A0...  
Benjamin Head, MD  
Chief of Staff

14 April 2026 | 10:51 AM AKDT

Date

Signed by:  
  
A9259C1E5177486...  
Hannah Sanders, MD  
Chief Executive Officer

14 April 2026 | 11:32 AM AKDT

Date



P: (907) 424-8000 | F: (907) 424-8116  
P.O. Box 160 | 602 Chase Ave., Cordova, AK 99574-0160

PRACTITIONER CREDENTIALING

April 14, 2026

Ann Linville, Chair  
CCMC Authority Board  
ccmcbordseata@cdvcmc.com  
Cordova Community Medical Center  
Cordova, AK 99574

RE: Rebecca Roberts, MD

Dear Chairperson and Hospital Authority Board,

Cordova Community Medical Center has reviewed credentialing application for privileges to our hospital. In accordance with our medical staff bylaws, the credentialing committee has reviewed the application including practitioner licenses, and professional references. We recommend Rebecca Roberts, MD to be approved for Delegated Privileges at Cordova Community Medical Center.

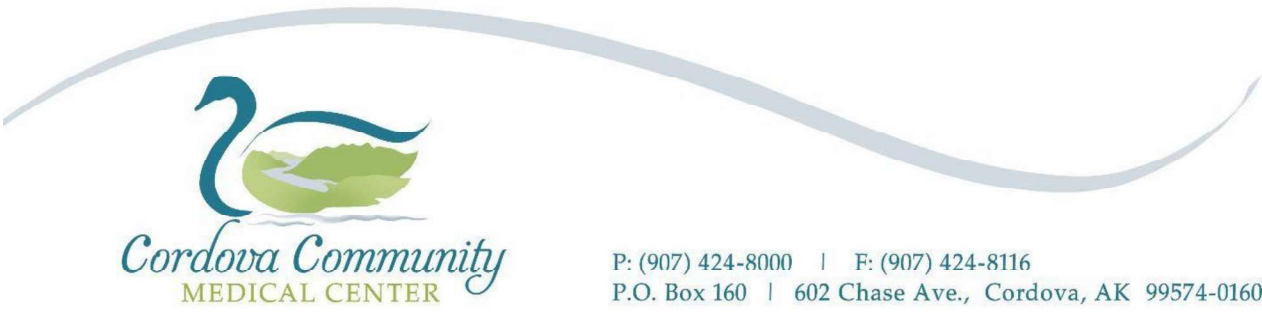
Sincerely,

Signed by:  
  
DC3EB6881E474A0...  
Benjamin Head, MD  
Chief of Staff

Date 14 April 2026 | 11:08 AM AKDT

Signed by:  
  
A9259C1E5177486...  
Hannah Sanders, MD  
Chief Executive Officer

Date 15 April 2026 | 4:59 AM AKDT



PRACTITIONER CREDENTIALING

April 23, 2026

Ann Linville, Chair  
 CCMC Authority Board  
 ccmboardseata@cdvcmc.com  
 Cordova Community Medical Center  
 Cordova, AK 99574

RE: Rocky Saenz, DO

Dear Chairperson and Hospital Authority Board,

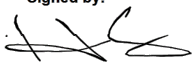
Cordova Community Medical Center has reviewed credentialing application for privileges to our hospital. In accordance with our medical staff bylaws, the credentialing committee has reviewed the application including practitioner licenses, and professional references. We recommend Rocky Saenz, DO to be approved for Delegated Privileges at Cordova Community Medical Center in the specialty of Radiology.

Sincerely,

Signed by:  
  
 089C14CDC8EE4B7...  
 Benjamin Head, MD  
 Chief of Staff

23 April 2026 | 1:30 PM PDT

Date

Signed by:  
  
 A9259C1E5177486...  
 Hannah Sanders, MD  
 Chief Executive Officer

23 April 2026 | 1:21 PM AKDT

Date

~ Healthy People Create a Healthy Community~



# Memorandum

To: CCMC Authority Board of Directors

Subject: Carpet replacement

Date: 4/23/2026

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**Background:**

The carpeting in the entry hallway and office space near the retail pharmacy is approximately 40 years old and has become stained and worn despite ongoing maintenance. In addition to impacting appearance, the condition of the carpet presents infection control concerns, as aging and damaged flooring can be more difficult to effectively clean and maintain to healthcare standards. Replacement is needed to support a clean, safe, and welcoming environment for patients, visitors, and staff.

**Motion:**

Move to approve the carpeting replacement project for the entry hallway and office space near the retail pharmacy, with a total project budget not to exceed \$35,000, and to authorize the CEO to proceed with procurement and completion of the project.



# Memorandum

To: CCMC Authority Board of Directors

Subject: Generator Replacement Project – Design Contract Authorization

Date: 4/23/2026

---

## **Generator Replacement Project – Design Contract Authorization**

### **Recommendation:**

Approve authorization for the CEO to negotiate and execute a design contract with SD Construction and its Design Partners for the generator replacement project.

### **Background:**

SD Construction and its trusted Design Partners have proposed to provide comprehensive services for the project, including project management, architectural design, electrical design, mechanical design, and structural design, as outlined in the project scope. Advancing this design contract is a critical step to define project scope, ensure code compliance, and position CCMC for funding opportunities.

### **Suggested motion:**

I move to authorize the CEO to negotiate terms and execute a design agreement with SD Construction and its Design Partners for the generator replacement project.



# Memorandum

To: CCMC Authority Board of Directors

Subject: Executive Session - Discussion Generator Contract negotiations

Date: 4/23/2026

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**Suggested Motion:** I move to enter Executive Session to discuss matters related to the generator replacement project, including contract negotiations and project planning, in accordance with applicable confidentiality provisions.

# MAY 2026

SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5 Cinco de Mayo	6	7	8	9
10 Mother's Day	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25 Memorial Day	26	27	28	29	30
31						