



**Petersburg Borough**  
**Petersburg Medical Center**

12 South Nordic Drive  
Petersburg, AK 99833

**Meeting Minutes**  
**Hospital Board**  
**Regular Meeting**



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Thursday, May 28, 2026

5:30 PM

Assembly Chambers

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**1. Call to Order/Roll Call**

A. Call to Order

Board President Cook called the meeting to order at 5:30PM.

B. Roll Call

PRESENT

Board President Jerod Cook  
Board Secretary Marlene Cushing  
Board Member Joe Stratman  
Board Member Jim Roberts  
Board Member Joni Johnson

ABSENT

Board Vice President Cindi Lagoudakis  
Board Member Heather Conn

**2. Approval of the Agenda**

A. Approval of the May 28, 2026, Hospital Board Agenda

Motion made by Board Member Johnson to approve the May 28, 2026, Hospital Board Meeting Agenda, Seconded by Board Secretary Cushing. Voting Yea: Board President Cook, Board Secretary Cushing, Board Member Stratman, Board Member Roberts, and Board Member Johnson.

**3. Approval of Board Minutes**

A. Approval of the April 30, 2026, Hospital Board Minutes

Motion made by Board Member Stratman to approve the April 30, 2026, Hospital Board Meeting Minutes, Seconded by Board Member Johnson. Voting Yea: Board President Cook, Board Secretary Cushing, Board Member Stratman, Board Member Roberts, and Board Member Johnson.

#### **4. Visitor Comments**

none.

#### **5. Board Member Comments**

Board Member Johnson commented on the positive and well-deserved recognition given to Gavin O'Neil for the great work he has been doing in Youth Programs.

#### **6. Committee Reports**

##### **A. Resource Committee**

Board Member Roberts reported that the committee met Monday, May 25, 2026, to review and discuss PMC finances and resources. The committee reviewed some billing discrepancies that will be addressed by next meeting with clearer understanding of what looks to be a possible overcharge. The committee was also given a detailed verbal review of our RHTP proposal requests response by Katie Bryson that revealed our two most expensive proposals not being accepted at this time. Finances are looking good overall.

##### **B. Foundation**

Board Secretary Cushing reported the Petersburg Medical Center Foundation annual meeting was held May 6. Accounting and administrative reports were received. The paddle battle will be held August 8th and will again include paddling or biking followed by a picnic at Sandy Beach. It is the main fundraiser for PMCF scholarships. Applications for the high school scholarships were reviewed and recipients decided.

##### **C. LTC Quality Committee**

Board Member Johnson reported that the Long Term Care Quality Committee met on May 20th, 2026. The meeting included discussion on quality improvement initiatives, workflow updates, and implementation progress for new systems and training. Stephanie Romine was on site and shared that a visitor from a regional organization had recently visited and discussed partnerships and outreach efforts, particularly related to voluntary care and outpatient services. The group also discussed how organizational goals and quality projects are aligning closely with Centers for Medicare & Medicaid Services (CMS) priorities and reporting requirements. It was noted that many of the reporting processes are already in place, making alignment with CMS-supported initiatives a relatively smooth transition. Discussion also included the role of CMS-funded support organizations in assisting with quality improvement and survey readiness.

The committee briefly reviewed meeting logistics and minutes before transitioning into operational updates. Jennifer Bryner is working on policies that will allow PMC to better serve individuals in need of long-term care services while remaining in regulatory compliance. The draft policy is ready for internal review. An update was also provided regarding the new call light and device system installation. The devices and associated call lights have been fully installed, and Helen has been reviewing

training materials in preparation for scheduling staff training sessions with nursing personnel.

Board Secretary Cushing commented that she spoke with someone with a spouse in a facility elsewhere and learned that the spouse was experiencing a reluctance to leave the facility because their loved one had fallen so many times in that facility already. Cushing expanded on this as an example of how great of care PMC gives because things like that don't happen here due to the care and diligence given by employees, and the safeguards put in place.

#### D. Critical Access Hospital Quality Committee

Board Member Johnson reported the Critical Access Hospital Quality Committee met on May 20th, 2026. The committee reviewed ongoing action items and project updates. Challenges continue with the receipt of temperature-sensitive medications and laboratory supplies, particularly when delayed shipments result in disposal of products and operational disruptions for staff. The committee also discussed continued progress on quality improvement initiatives. During Stephanie's visit to Petersburg, a Mountain Pacific advisor met with Petersburg Medical Center in support of PMC's partnership with the Midwest Quality Innovation Network. The initiative will primarily focus on Home Health and the Outpatient Clinic, while also including Long-Term Care and the Critical Access Hospital. The advisor's role is to provide resources and support departments in developing, implementing, and achieving quality improvement goals related to patient care and service delivery.

## 7. Reports

#### A. Case Management/Swing Bed Management

Jolyn Duddles submitted a written report.

J. Bryner commented on submitted report and mentioned that Jolyn has been doing a wonderful job and is looking at metrics to follow and report out on in the next round of board reporting for Case Management and Swing Bed Management.

#### B. Chief of Staff

Dr. Selina Burt submitted a written report.

#### C. Clinic

Kelly Zweifel submitted a written report.

K. Zweifel, clinic manager, commented on her submitted report to highlight some changes in the department. She highlighted that the clinic now has a part-time in clinic nurse case manager that works with OB, and high-risk pediatrics. The case manager is also helping with lactation services. The clinic reports on hypertension quality and diabetes results as well as shows tracking of clinic availability. Kelly noted that one thing the clinic is focusing on is preventing no-shows. A major new development that is exciting is the direct primary insurance option. The clinic is hoping to have this live in June as they are just waiting on a few more details to ensure everything flows well through the EMR and business office. This model will feature direct primary care for preventative care, annual, and sick care for a monthly fee. CEO, P. Hofstetter, clarified

that PMC is able to offer this model under Senate Bill 45 and the rules of what can be offered and covered are legally defined by this Bill and not PMC.

D. Community Wellness

Julie Walker submitted a written report.

Julie Walker reported that the new Tai Chi class has started with about 15 new participants. This is in addition to the intermediate class which has 12-15 people regularly attending. The 3-year tobacco prevention and control grant is coming to an end June 30th. We did just receive the RFP for next year and plan to apply for it again. The call for art proposals for the WERC building has extended the deadline for proposals to June 30th as decided by the community subcommittee. The timeline remains the same for installation and completion, which is October 31st, with the funds spent completely by December 31st for compliance with the grant.

E. Youth Programs

Katie Holmlund submitted a written report.

Katie Holmlund provided several updates regarding the KinderSkog youth programs and scholarship initiatives. She reported that the low-barrier scholarship fund, designed to increase family access to enrollment opportunities and reduce financial barriers, has been highly successful. To date, nearly \$10,000 in scholarships has been awarded, with assistance capped at \$1,000 per family. In addition, PMC Financial Aid, which provides a higher level of support, has awarded nearly \$8,000, demonstrating a clear community need for these programs.

Katie also shared that the rates for the youth programs and KinderSkog remain significantly lower than comparable programs throughout the state, reflecting PMC's commitment to ensuring children have access to outdoor experiences and experiential learning opportunities. She expressed appreciation for the strong community support received, noting that of the nearly \$30,000 raised, the majority has come from individual donations. Katie thanked both community members and local businesses for their continued investment in supporting local youth.

Additionally, Katie reminded the Board that summer enrollment is now open. Approximately 1,300 hours of youth programming are planned for children ages 4 through 18, including a wide variety of summer camp and experiential learning opportunities.

F. Dietary

Jennifer Wood submitted a written report.

Jennifer Wood commented on her submitted report and introduced herself as the interim food service director. She reported that the staff change has been seamless and the department continues to put out meals to both residents and the employee meal program which continues to grow in popularity. Jennifer commented that staff are working hard and are helping to fill shifts when needed. She reported that she is working with quality department in planning for fresher, and less processed foods.

G. New Facility

Justin Wetzel with Arcadis submitted a written report.

H. Quality

Stephanie Romine submitted a written report.

Stephanie highlighted a few things in her report regarding the Workplace Satisfaction Survey done in April. Compared to 2024, in 2026 we increased overall satisfaction for employees from 84% to 91%, which is really incredible. This is well above the national averages. Stephanie noted that PMC has either stayed the same or increased satisfaction in all areas that were surveyed, since 2024. Significant progress has been made in a couple areas and PMC is dedicated to continuing to work on areas that have less satisfaction and to translate feedback into meaningful improvements. The overall feedback was extremely positive.

I. Infection Prevention

Rachel Kandoll submitted a written report.

J. Executive Summary

CEO, Phil Hofstetter, submitted a written report.

Katie Bryson submitted grants report.

The CEO, Phil Hofstetter, reported ongoing engagement with state and federal legislators visiting Petersburg during the legislative season. Appreciation was expressed for the strong collaboration and communication with the Borough Assembly and Mayor Lynn, particularly in coordinating meetings and facility tours with visiting officials. Former Senator Click Bishop toured both the current and new facilities, with discussions focused heavily on infrastructure needs, aging facilities, and capital support. Senator Lisa Murkowski also came to visit for a facility tour, recognizing her role in helping secure appropriations funding for PMC projects, specifically the WERC building. Additional conversations were held with Representative Mary Peltola regarding capital priorities and healthcare support. Continued support from Alaska's legislative delegation was acknowledged and appreciated.

Discussions with legislators emphasized the challenges associated with maintaining aging healthcare infrastructure and the importance of continued capital investment. Facility tours highlighted both existing operational needs and future development projects.

PMC continues efforts to expand specialty healthcare services locally. Discussions are underway with orthopedic and cardiology specialists regarding future contracted specialty clinics, including orthopedic care and cardiac ultrasound/echocardiography services. There is strong interest in developing these services to meet identified community healthcare needs. Existing specialty clinic rotations, including scope clinics, continue to operate successfully on a recurring schedule.

Progress continues on the development of a Direct Primary Care program. Hofstetter acknowledged the complexity of implementing the program, including coordination with vendors and technical processes, but expressed enthusiasm about moving the initiative forward.

Recognition was given to Jennifer Wood for stepping into a leadership role within dietary and food services and providing strong departmental support and organization. Staff within the department were commended for their continued excellent work and teamwork.

PMC leadership has been involved with the local school district regarding changes to employee insurance coverage and payer networks. Efforts are underway to ensure PMC remains in-network as the community's primary healthcare provider and that reimbursement contracts remain equitable. Hofstetter emphasized the importance of maintaining access to care for school employees and managing payer negotiations carefully.

The organization recently underwent additional regulatory survey activity, including follow-up review related to prior survey processes. Hofstetter reported positive feedback from surveyors regarding the quality of care provided in long-term care and across the organization. Staff were commended for their professionalism, dedication, and the strong culture of care throughout long-term care, hospital services, primary care, home health, and childcare services. The organization continues to demonstrate a strong commitment to patient care and community service.

#### K. Financial

Jason McCormick submitted a written report.

The CFO reported continued growth in patient volumes as the organization transitions from winter into the spring and summer months. Primary care clinic visits increased, supported in part by specialty services including GI and colonoscopy clinics. Year-to-date clinic visits are up 4.2% compared to the prior year. Radiology and laboratory services remain steady, with laboratory volumes benefiting from the recent health fair. Rehabilitation services have expanded with a fully staffed therapy team, increasing service availability. Home health volumes remain strong and are up approximately 20% year-to-date compared to the previous year. Emergency department visits are also beginning to trend upward seasonally as summer activity increases.

Long-term care resident days have been slightly lower over the past several months; however, leadership noted this is not currently a concern due to the ongoing rebasing period, which may positively impact future reimbursement rates. Swing bed utilization and inpatient services remain stable.

Financial performance continues to remain strong. Gross revenues for the month exceeded budget, and year-to-date revenues are approximately \$1.5 million above the prior year. Total operating revenues also exceeded budget expectations. Leadership noted continued positive effects from improvements in Medicare reimbursement estimates and revenue cycle recovery efforts resulting from the transition to in-house business office operations.

Bad debt levels remain favorable as older accounts continue to be collected successfully. 340B revenues remain positive overall, although recent federal changes to the program have resulted in approximately a 20% reduction in expected revenue compared to prior levels.

Expenses remain slightly above budget, primarily related to utilities, repairs and maintenance for the aging facility, employee benefits, and contract labor costs. J. McCormick emphasized the importance of employee engagement, recruitment, and retention efforts in addressing workforce challenges.

Overall operating performance remains positive, with continued strong cash reserves, improved accounts receivable performance, and stable financial indicators. Days cash on hand, accounts receivable metrics, and accounts payable performance were all reported as favorable and indicative of stable operations.

The finance team is currently finalizing the FY budget for upcoming board review. Additional work is underway related to year-end audit preparation, policy and procedure updates, and strengthening internal controls to address prior audit recommendations.

#### Grant Activity and Rural Health Transformation Program (RHTP) Updates – Katie Bryson

An update was provided on PMC’s Rural Health Transformation Program grant applications. PMC submitted seven proposals through the program. Two large capital-related proposals, including facility design and critical medical equipment projects, were not advanced during the current funding cycle but may be resubmitted in smaller components during future rounds. One planning project focused on maternal and early childhood health is expected to receive funding and would support expansion of lactation consulting services and assessment of additional supports for pregnant and parenting families. Four additional projects advanced to the next competitive phase as implementation projects, including: Telehealth expansion, Behavioral health services, Shared medical office collaboration with critical access hospital partners, and Home and community-based services expansion. These projects will require submission of a second-round application and will compete for additional funding consideration. K. Bryson noted that Alaska has moved quickly in implementing the Rural Health Transformation Program compared to many other states and expressed appreciation for the organization’s preparedness and strong grant development efforts.

## 8. Old Business

### A. PMC Housing Update

Human Resources, Cindy Newman, updated that we are at 20 apartments and will be getting an additional apartment July 1st. It was also noted that the materials department will be getting a van to use, which has been much needed.

## 9. New Business

none.

## 10. Next Meeting

A. Currently scheduled for June 25, 2026, at 5:30pm.

## 11. Executive Session

- A. By motion the Board will enter into Executive Session to consider medical staff appointments and/or reappointments and discuss any legal and financial concerns.

Motion made by Board Secretary Cushing to enter into Executive Session to consider medical staff appointments and/or reappointments and discuss any legal and financial concerns. Seconded by Board Member Roberts. Voting Yea: Board President Cook, Board Secretary Cushing, Board Member Stratman, Board Member Roberts, and Board Member Johnson.

Motion made by Board Secretary Cushing to come out of Executive Session, Seconded by Board Member Johnson. Voting Yea: Board President Cook, Board Secretary Cushing, Board Member Stratman, Board Member Roberts, and Board Member Johnson.

Motion made by Board Secretary Cushing to appoint Jerrell Ingalls, MD Radiology, John Dorhman, MD Radiology, and Joshua White, MD Locum Tenen, Seconded by Board Member Stratman. Voting Yea: Board President Cook, Board Secretary Cushing, Board Member Stratman, Board Member Roberts, and Board Member Johnson.

## **12. Adjournment**

Motion to adjourn made by Board Secretary Cushing, Seconded by Board Member Johnson. Voting Yea: Board President Cook, Board Secretary Cushing, Board Member Stratman, Board Member Roberts, and Board Member Johnson.

Meeting adjourned at 7:15PM.