



**CCMC HOSPITAL SERVICES BOARD AGENDA  
February 27, 2025 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. January 23, 2025, Meeting Minutes Pgs 1-4
- F. REPORTS OF OFFICERS OR ADVISORS**
  - 1. Board Chair Report
  - 2. CEO Report Pgs 5-6
  - 3. Director of Finance Report Pgs 7-13
- G. DISCUSSION ITEMS**
- H. ACTION ITEMS**
  - 1. Delineation of Privileges for Dr. Edward Chen Pgs 14-15
  - 2. Delineation of Privileges for Dr. Jeremiah Stringam Pgs 16-17
- 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**
- L. ADJOURNMENT**

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

\*Executive Session: Subjects that may be considered in executive session are: 1) Matters, immediate knowledge of which would clearly have an adverse effect upon the finances of the public entity; 2) Subjects that tend to prejudice the reputation and character of any person, provided that the person may request a public discussion; 3) Matters which by law, municipal charter, or ordinance are required to be confidential; 4) Matters involving consideration of governmental records that by law are not subject to public disclosure; 5) Direction to an attorney or labor negotiator regarding the handling of specific legal matters or labor negotiations.

**Minutes**  
**CCMC Hospital Services Board Quarterly Meeting**  
**January 23, 2024 at 12:00pm**

**CALL TO ORDER AND ROLL CALL –**

**Kelsey Hayden** called the Board Meeting to order at 12:12pm.

Board members present: **Kelsey Hayden, Diane Ujioka, Liz Senear, Shelly Kocan**(late entry at 12:26pm), and **Ann Linville**.

**Quorum was established. 5 members present.**

CCMC staff present: Dr. Hannah Sanders, CEO; Denna Stavig, Director of Finance; Tamara Russin, Director of Ancillary Services; Olivia Moreno, Director of Nursing; Barb Jewell, Director of Behavioral Health; Bre Lohse, Temporary RN Supervisor; and Abby Bourgeois.

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

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

**B. BOARD DEVELOPMENT**

**1. Addressing PERS Unfunded Liability in Hospital Sale or Restructuring –**

Dr. Sanders states that there has been a lot of conversation about the PERS unfunded liability, what that means, and what that looks like. In response, Dr. Sanders has compiled her best understanding of it, and it is in the packet. Dr. Sanders states that ultimately liability sits with the city, and there is no precedent that she has found that said liability could be transferred to a different entity. The city will have to make those monthly payments until the liability is funded. Liz Senear asks how that amount of unfunded liability went up by nearly 2.2 billion dollars. Dr. Sanders answers that these actuarial numbers are really challenging to track. Barb Jewell adds that it could have to do with how people are entered into the system, how their health is, if they expected more people to die, and countless other factors that can drastically change estimations. Kelsey Hayden asks if this information was shared with the NVE Tribal Health Board. Dr. Sanders states that this business doesn't necessarily pertain to them, however she is prepared to share what she knows in the meeting with them on February 4<sup>th</sup> should they be interested or concerned about the issue.

**C. CONFLICT OF INTEREST** ~ None

## **D. APPROVAL OF AGENDA**

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

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

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

## **E. APPROVAL OF MINUTES**

### **1. December 19, 2024, Meeting Minutes**

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

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

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

## **F. REPORTS OF OFFICERS and ADVISORS**

**1. CEO Report** – Dr. Sanders exclaims Happy New Year everybody! First meeting of 2025! This year is going to be a very busy year for us. Sanders states that the community health needs assessment is due this year, which we do every three years. Sanders states that we have had a lot of transitions and changes in leadership and really appreciates Bre and Olivia for stepping up and taking on leadership roles. Sanders states that we are working hard to recruit people who want to live in Cordova and that we have had some interest, which is exciting. Diane Ujioka asks when Paul Gloe’s last day is, to which Dr. Sanders reports his last day having been Thanksgiving. Liz Senear asks if there is any chance of their return, to which Sanders answers she is unsure.

**2. Director of Finance Report** – Dr. Sanders states that the Director of Finance, Denna Stavig, is currently on vacation. Sanders states that we only have financials for November currently finished because end of year financials take more time, however she is available to answer any questions. Dr. Sanders feels that with the many highs and lows we have faced throughout 2024 we closed out the year strongly.

**3. Medical Director Report** – The Quarterly report from Dr. Bejes is in the packet. Dr. Bejes is the medical director of CCMC as well as the Ilanka Community Health Center, which Dr. Sanders states has been great in terms of increasing collaboration between the two entities. Sanders states that she is happy to answer any questions related to his report. Ann Linville asks how many long-term care residents we normally have that are from out of town. Dr. Sanders states that we will take anybody from anywhere in the state, but we always have a swing bed open for patients who live in Cordova and require long-term care. Sanders states that right now more than half of CCMC’s long-term care residents are from out of town. Sanders states that since she’s been in Cordova, they have never turned anyone away. Kelsey Hayden asks if qualifying is the hard part, to which Sanders answers yes because need must be well established and

although insurances claim to cover long-term care, they often don't cover long-term care as an inpatient. Dr. Sanders adds that this fact is very upsetting to people who have spent many years paying into these systems and upsetting to us because we want to help people. Dr. Sanders states that she has not yet found a long-term care facility that accepts long-term care insurance either because it's used more for assisted type living.

**4. Quality Quarterly Report** – Dr. Sanders states that the Director of Operations, Noelle Camarena, is currently on PTO. Sanders states she or Olivia Moreno, Director of Nursing, can answer any questions.

**5. Director of Nursing Report** – Olivia Moreno states that her report is in the packet. Moreno states that we do have a resident in our swing bed right now and a couple of potentials on the horizon as well. Moreno states that we have interviewed and are planning to hire two more E.R. nurses who are planning to move to Cordova and start work in March or April. Moreno states that we had someone come in from the state's infection control board to go through our sterilization process and it was very helpful. Kelsey Hayden asks if we garnered enough interest to run the CNA class, to which Moreno answers yes. Bre Lohse adds that we had aimed to start classes in January, but when they changed the start date to March, they gained four extra class members and so it was worth moving the dates. Hayden asks how long the course is, to which Lohse answers 8 or 9 weeks.

**6. Ancillary Services Quarterly Report** – Tamara Russin, Director of Ancillary Services, reports that she has a couple of updates. Russin states that Dr. Horner changed her date to March 19<sup>th</sup> and is filling up very quickly, so if anyone you know may be interested in dermatology, she advises them to call soon. Russin states that we were also able to fill a full-time physical therapist position who will be coming mid-February. Russin reports that this PT has a track record of staying somewhere for at least a couple of years, so we are hopeful that will be the case here. Russin reports that occupational therapist, Erin Brennan Flores and PTA, Melanie Flores, are planning to leave around the middle of May this year, and we are still on the hunt for recruiting a new occupational therapist.

**7. Sound Alternatives Quarterly Report** – Barb Jewell states that her report is in the packet, she has nothing more to add, and she is open to answering any questions.

## **G. DISCUSSION ITEMS**

**1. Follow up on Pet Euthanasia Program** – Shelly Kocan states that community member TJ Holley reached out to her about whether pet euthanasia services could be administered in the community. Kocan states that Holley is willing to help in any way she can and that she has contacts in other communities that may prove helpful. Kocan received these concerns and is bringing them to the board for further analysis and information. Dr. Sanders states that this project is something we would love to be able to support and that we are trying, but we have not yet approached the next hurdles of training people and ordering the proper medications. Sanders states that we have applied for liability insurance, but nobody has quoted us. Sanders states that she has reached out to our broker several times, and she is continuing to try as well, but this service is not something we can perform without liability coverage. Kocan asks if that

means someone is not likely to insure us for it, to which Sanders answers she is unsure. To be clear, Sanders states they haven't declined any applications, but there doesn't seem to be any movement in the matter currently. Further lengthy discussion regarding pet euthanasia logistics in Cordova.

## **H. ACTION ITEMS**

### **1. Delineation of Services for Dr. Nancy Cooper**

**M/Ujioka S/Linville** "I move that the CCMC Authority Board of Directors approve the delineation of telemedicine privileges for Nancy Cooper, MD as presented."

#### **Voice Vote on Motion**

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

**5 yeas, 0 nay; Motion passed.**

## **I. AUDIENCE PARTICIPATION ~ None**

## **J. BOARD MEMBERS' COMMENTS**

**Senear** ~ That was great to see the financial report. It was really inspiring to see that despite healthcare costs going up, we came out positively for the year.

**Hayden** ~ We are meeting with NVE on February 4<sup>th</sup> at noon and we have some information in the board development section for moving forward. Elections are coming up, so if you want to declare for CCMC board, you need to do it soon. I think Shelly is up and Annie is up.

**Ujioka** ~ I appreciate Oliva and Bre both for stepping up and helping things run smoothly. It will be interesting at the joint meeting, and I am curious how things will play out. I appreciate the financial victory and minutes as well.

**Kocan** ~ I am happy to declare and continue. Apologies for showing up halfway through the quarterly meeting.

**Linville** ~ I'll declare. I wanted to give props to Abby. Having missed a couple meetings, the minutes were very thorough and helpful and that was appreciated.

## **K. EXECUTIVE SESSION ~ None**

## **L. ADJOURNMENT**

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

**Hearing no objection, Kelsey Hayden** declared the meeting adjourned at 12:46pm.

## February 2025 CEO Board Report

**Financial Overview** As we close out 2024, we are seeing a significant negative impact on our preliminary financials due to a very large insurance contractual adjustment. This adjustment has created a substantial financial loss on paper; however, we anticipate the Medicare cost report in June will help offset these losses. We expect our annual financials to remain consistent with previous years, maintaining our historically thin margin.

One of our ongoing financial challenges remains our lack of negotiating power with insurance companies. CCMC has not been successful in securing more favorable contracts with payors. This reality continues to strain our revenue cycle, making it difficult to optimize reimbursement rates and ensure long-term financial sustainability.

Additionally, as a medium-sized healthcare organization, our employee healthcare benefits are significantly expensive. To address this challenge, we are exploring opportunities to increase our economy of scale through strategic partnerships with other community-owned hospitals. Similar to utility partnerships, we are working with these hospitals to collaborate on cost-saving initiatives. To start off this initiative we are supporting the pursuit of a grant to help develop a governance structure for a hospital network in Alaska. The goal is to improve our collective bargaining power and operational efficiencies.

**Staffing Updates** Staffing remains a key priority for CCMC as we continue our efforts to recruit and retain high-quality healthcare professionals. We are pleased to report that two full-time nurses are relocating to Cordova, which will help bolster our clinical capacity. Additionally, we recently welcomed Andrew Simmonds, a new physical therapist, who has also moved to town.

Our physician recruitment efforts continue as we work to attract more providers who are willing to live in the community. Having physicians based in Cordova remains a long-term goal.

**Long-Term Care Recertification Survey** In January we underwent our LTC recertification survey, which identified minor issues on the life safety survey, including sprinkler clearance and signage requirements. The health survey highlighted administrative concerns related to documentation of checking our CNA abuse registry, and record-keeping for employee health. Importantly, there were no issues identified with our patient care or infection control processes for LTC. We are very proud of our staff for their hard work and dedication, which contributed to a successful survey outcome.

**Advocacy and Legislative Efforts** In February, I attended the AHHA CEO Legislative Fly-In to advocate for issues critical to CCMC and community hospitals across the state. Key topics we are encouraging legislators to support include:

- Fully funding Medicaid to ensure stable reimbursement for hospitals.
- Creating a mechanism for community hospitals to access funding for capital improvements.
- Supporting the Nurse Licensure Compact to help address staffing shortages and improve workforce mobility.

**Strategic Initiatives** CCMC remains committed to strengthening our operational and financial position while continuing to provide high-quality care to our community. Our current focus areas include:

- Addressing the financial impact of insurance contractual adjustments and advocating for improved reimbursement structures.
- Exploring partnerships with other community-owned hospitals to enhance efficiency and reduce costs through shared services.
- Actively recruiting additional full-time providers to live and work in Cordova.

While future funding remains a concern, we are actively working to increase volumes, contain costs, and position ourselves for success. We prioritize hiring locally to support our hospital and community, but for specific skill sets or licensing requirements that we have not been successful in filling locally, we rely on remote employees. Our goal remains to keep as many jobs onsite as possible while ensuring operational needs are met.

We appreciate our staff's dedication and our community's support as we navigate these challenges and opportunities together.

CORDOVA COMMUNITY MEDICAL CENTER  
 OPERATING/INCOME STATEMENT  
 FOR THE 12 MONTHS ENDING 12/31/24

02/06/25 09:52 AM

	S I N G L E M O N T H				Y E A R T O D A T E			
	ACTUAL	BUDGET	\$ VARIANCE	% VAR	ACTUAL	BUDGET	\$ VARIANCE	% VAR
<b>REVENUE</b>								
ACUTE	162,228	130,604	31,624	24	1,794,930	1,567,253	227,677	14
SWING BED	32,931	256,562	(223,630)	(87)	3,107,367	3,078,747	28,620	0
LONG TERM CARE	461,725	475,412	(13,687)	(2)	5,347,979	5,704,949	(356,969)	(6)
CLINIC	66,884	111,475	(44,591)	(40)	1,229,410	1,337,706	(108,296)	(8)
ANCILLARY DEPTS	248,882	299,550	(50,668)	(16)	3,303,460	3,594,607	(291,147)	(8)
EMERGENCY DEPART	180,518	422,279	(241,761)	(57)	3,889,688	5,067,352	(1,177,663)	(23)
BEHAVIORAL HEALT	26,938	24,974	1,963	7	262,782	299,692	(36,909)	(12)
RETAIL PHARMACY	179,939	131,666	48,272	36	2,118,747	1,580,000	538,746	34
<b>PATIENT SERVIC</b>	<b>1,360,048</b>	<b>1,852,525</b>	<b>(492,477)</b>	<b>(26)</b>	<b>21,054,367</b>	<b>22,230,309</b>	<b>(1,175,942)</b>	<b>(5)</b>
<b>DEDUCTIONS</b>								
CHARITY	25,127	21,138	(3,988)	(18)	132,343	253,664	121,320	47
CONTRACTUAL ADJU	642,865	564,598	(78,267)	(13)	6,047,944	5,485,646	(562,297)	(10)
ADMINISTRATIVE A	5,081	8,566	3,485	40	170,854	100,000	(70,854)	(70)
BAD DEBT	(89,894)	259,141	349,035	134	(54,751)	849,171	903,922	106
<b>DEDUCTIONS TOT</b>	<b>583,179</b>	<b>853,444</b>	<b>270,265</b>	<b>31</b>	<b>6,296,391</b>	<b>6,688,482</b>	<b>392,091</b>	<b>5</b>
<b>COST RECOVERIES</b>								
GRANTS	1,686	0	1,686	0	655,857	529,480	126,377	23
IN-KIND CONTRIBU	16,662	16,662	0	0	499,951	499,951	0	0
OTHER REVENUE	12,444	12,704	(260)	(2)	143,004	152,451	(9,447)	(6)
<b>COST RECOVERIE</b>	<b>30,793</b>	<b>29,366</b>	<b>1,426</b>	<b>4</b>	<b>1,298,813</b>	<b>1,181,883</b>	<b>116,930</b>	<b>9</b>
<b>TOTAL REVENUES</b>	<b>807,661</b>	<b>1,028,448</b>	<b>(220,786)</b>	<b>(21)</b>	<b>16,056,789</b>	<b>16,723,710</b>	<b>(666,921)</b>	<b>(3)</b>
<b>EXPENSES</b>								
WAGES	658,102	594,232	(63,870)	(10)	6,461,925	7,133,084	671,159	9
TAXES & BENEFITS	276,297	251,411	(24,886)	(9)	2,893,102	3,016,934	123,832	4
PROFESSIONAL SER	230,939	199,838	(31,100)	(15)	2,750,535	2,387,062	(363,473)	(15)
SUPPLIES	230,588	178,802	(51,785)	(28)	2,456,830	2,145,637	(311,192)	(14)
MINOR EQUIPMENT	19,052	4,002	(15,050)	(376)	43,468	48,025	4,556	9
REPAIRS & MAINT	9,400	15,000	5,599	37	188,043	180,004	(8,038)	(4)
RENTS & LEASES	11,053	12,603	1,549	12	146,070	151,237	5,166	3
UTILITIES	55,488	51,940	(3,548)	(6)	578,252	623,283	45,031	7
TRAVEL & TRAININ	8,211	6,553	(1,657)	(25)	85,554	78,645	(6,908)	(8)
INSURANCES	19,837	21,101	1,264	5	272,697	253,221	(19,476)	(7)
RECRUIT & RELOCA	221	805	583	72	4,278	9,661	5,382	55
DEPRECIATION	50,098	41,542	(8,556)	(20)	576,852	499,408	(77,444)	(15)
OTHER EXPENSES	37,711	16,458	(21,252)	(129)	209,196	197,505	(11,691)	(5)
<b>TOTAL EXPENSES</b>	<b>1,607,005</b>	<b>1,394,293</b>	<b>(212,712)</b>	<b>(15)</b>	<b>16,666,807</b>	<b>16,723,710</b>	<b>56,903</b>	<b>0</b>
<b>OPERATING INCO</b>	<b>(799,343)</b>	<b>(365,845)</b>	<b>(433,498)</b>	<b>(118)</b>	<b>(610,017)</b>	<b>0</b>	<b>(610,017)</b>	<b>(0)</b>
<b>NET INCOME</b>	<b>(799,343)</b>	<b>(365,845)</b>	<b>(433,498)</b>	<b>(118)</b>	<b>(610,017)</b>	<b>0</b>	<b>(610,017)</b>	<b>(0)</b>



02/06/25 09:52 AM

CORDOVA COMMUNITY MEDICAL CENTER  
 BALANCE SHEET  
 FOR THE MONTH ENDING: 12/31/24

	Current Year	Prior Year	Net Change
ASSETS			
CURRENT ASSETS			
CASH	2,288,670	1,777,783	510,887
NET ACCOUNT RECEIVABLE	1,705,408	2,976,489	(1,271,080)
THIRD PARTY RECEIVABLE	(101,399)	(736,427)	635,028
CLEARING ACCOUNTS	95,648		95,648
PREPAID EXPENSES	215,542	211,265	4,277
INVENTORY	485,952	454,500	31,452
	-----	-----	-----
TOTAL CURRENT ASSETS	4,689,824	4,683,610	6,213
PROPERTY PLANT & EQUIPMENT			
LAND	122,010	122,010	
BUILDINGS	8,666,889	8,666,889	
EQUIPMENT	10,142,184	9,634,126	508,057
CONSTRUCTION IN PROGRESS	5,101	43,710	(38,609)
	-----	-----	-----
SUBTOTAL PP&E	18,936,184	18,466,736	469,448
LESS ACCUMULATED DEPRECIATION	(15,242,890)	(14,681,037)	(561,852)
	-----	-----	-----
TOTAL PROPERTY & EQUIPMENT	3,693,293	3,785,698	(92,404)
OTHER ASSETS			
GOODWILL - PHARMACY	150,000	150,000	
GOODWILL - PHARMACY	(105,000)	(90,000)	(15,000)
PERS DEFERRED OUTFLOW	949,242	949,242	
TOTAL OTHER ASSETS	994,242	1,009,242	(15,000)
	-----	-----	-----
TOTAL ASSETS	9,377,360	9,478,551	(101,190)
	=====	=====	=====

02/06/25 09:52 AM

CORDOVA COMMUNITY MEDICAL CENTER  
 BALANCE SHEET  
 FOR THE MONTH ENDING: 12/31/24

	Current Year	Prior Year	Net Change
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE	414,224	368,079	46,145
PAYROLL & RELATED LIABILITIES	765,136	663,382	101,754
INTEREST & OTHER PAYABLES	669	7,711	(7,041)
LONG TERM DEBT - CITY	5,466,458	5,466,458	
OTHER CURRENT LONG TERM DEBT	366,531	(1,437)	367,969
	-----	-----	-----
TOTAL CURRENT LIABILITIES	7,013,020	6,504,193	508,826
LONG TERM LIABILITIES			
NET PENSION LIABILITY	8,625,106	8,625,106	
TOTAL LONG TERM LIABILITIES	8,625,106	8,625,106	
DEFERRED INFLOWS OF RESOURCES			
PENSION DEFERRED INFLOW	(3,759,735)	(3,759,735)	
TOTAL DEFERRED INFLOWS	(3,759,735)	(3,759,735)	
TOTAL LIABILITIES	11,878,391	11,369,564	508,826
NET POSITION (EQUITY)			
UNRESTRICTED FUND BALANCE	(1,909,527)	(1,909,527)	
TEMPORARY RESTRICTED FUND BALANCE	18,513	18,513	
CURRENT YEAR NET INCOME	(610,017)		(610,017)
	-----	-----	-----
TOTAL NET POSITION	(2,501,030)	(1,891,013)	(610,017)
TOTAL LIABILITIES & NET POSITION	9,377,360	9,478,551	(101,190)
	=====	=====	=====

CORDOVA COMMUNITY MEDICAL CENTER  
 OPERATING/INCOME STATEMENT  
 FOR THE 1 MONTH ENDING: 01/31/25

02/19/25 02:48 PM

	----- S I N G L E M O N T H -----				----- Y E A R T O D A T E -----			
	ACTUAL	BUDGET	\$ VARIANCE	% VAR	ACTUAL	BUDGET	\$ VARIANCE	% VAR
<b>REVENUE</b>								
ACUTE	185,448	136,277	49,170	36	185,448	136,277	49,170	36
SWING BED	152,469	291,499	(139,029)	(47)	152,469	291,499	(139,029)	(47)
LONG TERM CARE	457,541	526,165	(68,624)	(13)	457,541	526,165	(68,624)	(13)
CLINIC	113,704	117,978	(4,274)	(3)	113,704	117,978	(4,274)	(3)
ANCILLARY DEPTS	388,170	276,010	112,160	40	388,170	276,010	112,160	40
EMERGENCY DEPART	413,669	401,163	12,506	3	413,669	401,163	12,506	3
BEHAVIORAL HEALT	27,381	35,725	(8,344)	(23)	27,381	35,725	(8,344)	(23)
RETAIL PHARMACY	230,698	180,525	50,172	27	230,698	180,525	50,172	27
-----								
PATIENT SERVIC	1,969,084	1,965,346	3,737	0	1,969,084	1,965,346	3,737	0
<b>DEDUCTIONS</b>								
CHARITY	4,076	8,636	4,559	52	4,076	8,636	4,559	52
CONTRACTUAL ADJU	613,925	622,658	8,733	1	613,925	622,658	8,733	1
ADMINISTRATIVE A	10,753	9,848	(905)	(9)	10,753	9,848	(905)	(9)
BAD DEBT	128,837	20,415	(108,422)	(531)	128,837	20,415	(108,422)	(531)
-----								
DEDUCTIONS TOT	757,592	661,558	(96,034)	(14)	757,592	661,558	(96,034)	(14)
<b>COST RECOVERIES</b>								
GRANTS	1,527	0	1,527	0	1,527	0	1,527	0
IN-KIND CONTRIBU	16,902	16,662	240	1	16,902	16,662	240	1
OTHER REVENUE	13,117	8,598	4,518	52	13,117	8,598	4,518	52
-----								
COST RECOVERIE	31,547	25,260	6,286	24	31,547	25,260	6,286	24
-----								
TOTAL REVENUES	1,243,038	1,329,048	(86,010)	(6)	1,243,038	1,329,048	(86,010)	(6)
<b>EXPENSES</b>								
WAGES	550,190	592,400	42,209	7	550,190	592,400	42,209	7
TAXES & BENEFITS	237,182	370,303	133,120	35	237,182	370,303	133,120	35
PROFESSIONAL SER	254,818	185,823	(68,995)	(37)	254,818	185,823	(68,995)	(37)
SUPPLIES	230,230	157,187	(73,042)	(46)	230,230	157,187	(73,042)	(46)
MINOR EQUIPMENT	329	2,867	2,537	88	329	2,867	2,537	88
REPAIRS & MAINT	5,914	13,373	7,458	55	5,914	13,373	7,458	55
RENTS & LEASES	12,664	11,905	(759)	(6)	12,664	11,905	(759)	(6)
UTILITIES	50,958	59,311	8,353	14	50,958	59,311	8,353	14
TRAVEL & TRAININ	2,986	5,428	2,441	44	2,986	5,428	2,441	44
INSURANCES	24,467	20,574	(3,892)	(18)	24,467	20,574	(3,892)	(18)
RECRUIT & RELOCA	634	53	(581)	(1091)	634	53	(581)	(1091)
DEPRECIATION	50,098	50,098	(0)	(0)	50,098	50,098	(0)	(0)
OTHER EXPENSES	11,509	22,660	11,150	49	11,509	22,660	11,150	49
-----								
TOTAL EXPENSES	1,431,986	1,491,987	60,001	4	1,431,986	1,491,987	60,001	4
-----								
OPERATING INCO	(188,948)	(162,939)	(26,009)	(15)	(188,948)	(162,939)	(26,009)	(15)
NET INCOME	(188,948)	(162,939)	(26,009)	(15)	(188,948)	(162,939)	(26,009)	(15)
=====								

02/19/25 02:48 PM

CORDOVA COMMUNITY MEDICAL CENTER  
 BALANCE SHEET  
 FOR THE MONTH ENDING: 01/31/25

	Current Year	Prior Year	Net Change
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
CASH	2,071,672	2,516,918	(445,245)
NET ACCOUNT RECEIVABLE	1,985,654	2,338,822	(353,167)
THIRD PARTY RECEIVABLE	(101,399)	(736,427)	635,028
CLEARING ACCOUNTS	84,462	(233)	84,696
PREPAID EXPENSES	189,079	184,229	4,850
INVENTORY	489,768	440,198	49,569
	-----	-----	-----
TOTAL CURRENT ASSETS	4,719,239	4,743,508	(24,268)
<b>PROPERTY PLANT &amp; EQUIPMENT</b>			
LAND	122,010	122,010	
BUILDINGS	8,666,889	8,666,889	
EQUIPMENT	10,142,184	9,678,306	463,877
CONSTRUCTION IN PROGRESS	5,101	650	4,451
	-----	-----	-----
SUBTOTAL PP&E	18,936,184	18,467,855	468,328
LESS ACCUMULATED DEPRECIATION	(15,291,739)	(14,722,361)	(569,378)
	-----	-----	-----
TOTAL PROPERTY & EQUIPMENT	3,644,444	3,745,494	(101,049)
<b>OTHER ASSETS</b>			
GOODWILL - PHARMACY	150,000	150,000	
GOODWILL - PHARMACY	(106,250)	(91,250)	(15,000)
PERS DEFERRED OUTFLOW	949,242	949,242	
TOTAL OTHER ASSETS	992,992	1,007,992	(15,000)
	-----	-----	-----
TOTAL ASSETS	9,356,676	9,496,995	(140,318)
	=====	=====	=====

02/19/25 02:48 PM

CORDOVA COMMUNITY MEDICAL CENTER  
 BALANCE SHEET  
 FOR THE MONTH ENDING: 01/31/25

	Current Year	Prior Year	Net Change
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE	531,905	421,183	110,721
PAYROLL & RELATED LIABILITIES	815,720	710,216	105,503
INTEREST & OTHER PAYABLES	669	7,711	(7,041)
LONG TERM DEBT - CITY	5,466,458	5,466,458	
OTHER CURRENT LONG TERM DEBT	366,531	(1,437)	367,969
	-----	-----	-----
TOTAL CURRENT LIABILITIES	7,181,285	6,604,132	577,152
LONG TERM LIABILITIES			
NET PENSION LIABILITY	8,625,106	8,625,106	
TOTAL LONG TERM LIABILITIES	8,625,106	8,625,106	
DEFERRED INFLOWS OF RESOURCES			
PENSION DEFERRED INFLOW	(3,759,735)	(3,759,735)	
TOTAL DEFERRED INFLOWS	(3,759,735)	(3,759,735)	
TOTAL LIABILITIES	12,046,656	11,469,503	577,152
NET POSITION (EQUITY)			
UNRESTRICTED FUND BALANCE	(2,519,544)	(1,909,527)	(610,017)
TEMPORARY RESTRICTED FUND BALANCE	18,513	18,513	
CURRENT YEAR NET INCOME	(188,948)	(81,494)	(107,453)
	-----	-----	-----
TOTAL NET POSITION	(2,689,979)	(1,972,508)	(717,471)
TOTAL LIABILITIES & NET POSITION	9,356,676	9,496,995	(140,318)
	=====	=====	=====

**Cordova Community Medical Center Statistics**

Days per Month	31	28	31	30	31	30	31	31	30	31	30	31	Cumulative Monthly Total	Monthly Average
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
<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														#DIV/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												2	2.0
<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												7	7.0
<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												1	1.0
<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												15	15.0
<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												0	0.0
<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												273	273.0
<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													9.0
<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												44	44.0
<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												341	341.0
<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												87	87.0
<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												542	542.0
<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												79	79.0
<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												23	23.0
<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												201	201.0
<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



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

PRACTITIONER CREDENTIALING

February 27, 2025

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

RE: Edward Chen, MD

Dear Chairperson and Hospital Authority Board,

Cordova Community Medical Center has reviewed your credentialing application for privileges to our hospital. In accordance with our medical staff bylaws, the credentialing committee has reviewed the application including practitioner licenses, NPDB and professional references. We recommend Dr Edward Chen for privileges at Cordova Community Medical Center.

Sincerely,

Signed by:  
  
3F32FD33EDE34BD...  
Chief of Staff

20 February 2025 | 8:03 AM AKST  
Date

DocuSigned by:  
  
A9259C1E5177486...  
Chief Executive Officer

20 February 2025 | 5:59 PM AKST  
Date



# Memorandum

To: CCMC Authority Board of Directors

Subject: Approval of Privileges for Edward Chen, MD

Date: 2/27/2025

---

**Suggested Motion:** "I move that the CCMC Authority Board of Directors approve the Delineation of Privileges for Edward Chen, MD as presented."





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

PRACTITIONER CREDENTIALING

2/27/2025

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

RE: Radiologist Jeremiah Stringam, MD

Dear Chairperson and Hospital Authority Board,

Cordova Community Medical Center has reviewed then delegated 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 Alaska Regional Hospital Approval. We recommend Dr Jeremiah Stringam for privileges at Cordova Community Medical Center.

Sincerely,

Signed by:  
  
3F32FD33EDE34BD...

Chief of Staff

18 February 2025 | 7:49 AM AKST

Date

DocuSigned by:  
  
A9259C1E5177486...  
Chief Executive Officer

19 February 2025 | 8:37 AM AKST

Date



# Memorandum

To: CCMC Authority Board of Directors

Subject: Approval of Telemedicine Privileges Jeremiah Stringam, MD

Date: 2/27/2025

---

**Suggested Motion:** "I move that the CCMC Authority Board of Directors approve the delineation of radiology telemedicine privileges Jeremiah Stringam, MD as presented."

# March 2025

This is a blank and printable March Calendar. Courtesy of [WinCalendar.com](http://WinCalendar.com)

◀ Feb 2025		March 2025					Apr 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 from WinCalendar: [Apr 2025](#), [May 2025](#), [Jun 2025](#)