

Orcas Island Health Care District
Minutes of August 31st, 2026
Board of Commissioners
Special Board Meeting

Commissioners Present:

Mark Salierno
Diane Boteler – joined at 7:20 p.m.
Chelsie Guilford
Trey Holland
Alison Sanders

Staff:

Chris Chord, Superintendent
Ellen Fraser, Administrative Assistant

I. Call To Order – Special Board Meeting

President Salierno called the August 31st Special Board Meeting to order at 5:00 p.m. with a quorum of commissioners present.

II. Land Acknowledgement & Mission Minute

Superintendent Chord read the land acknowledgement, and President Salierno shared a mission minute about a community member who was able to get a same day clinic appointment and prescription filled for their child. They were very appreciative of the clinic staff. Superintendent Chord thanked all who came to the Town Hall.

III. Special Meeting Public Comment

Oral Comments – transcribed from meeting recording as accurately as possible

- Elizabeth Pence invited the board to the Orcas Healthcare Advocates town hall meeting on September 20th at Orcas Fire Hall.
- Bill Bangs shared a mission moment that he made an appointment today (Monday) for a Thursday appointment, so it turns out you guys are very responsive and I'm very happy with the service that is provided.

However, I have analyzed the expansion of the clinic and I have conclude, after a personal discussion with your consultant, that there is an awful lot of conjecture involved in the size of the expansion and that you could save quite a bit of money if you don't have quite so many exam rooms. For example, I think you need 12, you think you need 19. I've noticed that it appears, rather than looking seriously at the requirements, that you have doubled down and looked for additional sources of revenue. I'm not sure that's the best thing for you guys to do. I think you should be better stewards of our money and I think you should rethink the size of the expansion and cut back significantly.

President Salierno thanked Mr. Bangs for his comments and stated that there will be another Town Hall to engage the community as the plan iterates and takes shape in the months and years ahead.

IV. Island Health Quarterly Presentation

Aaimee Johnson, Clinic Manager, presented the Island Health Primary Care – Orcas Quarterly report highlighting the clinic visits through July of 2026 and staffing updates. She shared that the staff morale is down with community feedback and social media banter. She stated that the clinic does have appointment availability. There are times a patient may require a higher level of care and those visits are referred where they can receive the care needed. Patty Codd, Director of Clinic Operations, reiterated the strength of the clinic team and shared the progress on the Quality Measure Goals – diabetes hemoglobin A1C, mammography and colonoscopy. The clinic has been very successful from pulling clinic charting reports and following up with patients due for specific tests. Patty Codd shared that their patient experience goal is at 93.26% out of a 96.5% goal and Colin Walker, Chief of Ambulatory Services, clarified that the Press Ganey patient experience goals are compared to “like” organizations which can skew the percentiles.

V. Consent Agenda

Motion to approve the following consent agenda made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approved 4 - 0.

- a. **Regular Board Meeting Minutes – 07/22,2026**
- b. **AP Voucher Report – 07/28/2026 - \$678,324.76**
- c. **AP Voucher Report – 08/11/2026 - \$69,762.56**
- d. **AP Voucher Report – 08/25/2026 - \$36,747.19**

VI. Superintendent Report

Superintendent Chord provided an update on the July financials highlighting the out-of-range items. He then provided a bullet-point report with the agenda and the following points were discussed:

- **b. Infrastructure, ii.** – President Salierno recommended that the District need to be tight on the amount of expansion; that either the expansion be smaller or more money is raised.
- **e. Clinical care** – The Board discussed how to support clinic morale during a challenging time. Superintendent Chord reached out to legal and the District is unable contribute funds unless the service contract is amended. Superintendent Chord will highlight the work of the clinic in an upcoming semi-annual Island Sounder article.

July 2026 Financial Report

2026 Strategic Priority Areas:

Enablers –

- a. **Communications**
 - i. OIHCD Newsletter launched 07/13. Second issue sent in August about strategic planning.
 - ii. Social Media posts are happening roughly 1x a week. Working to repost other health related posts from other organizations.
- b. **Infrastructure**
 - i. Clinic Expansion Town Hall was well attended – overall requests to understand the budget and total cost more definitively

- ii. DLR will finalize design development documents and then we will seek a Pre-construction contract with a General Contractor to help get an initial estimate for the clinic project cost as designed, and any alternatives based on budget
 - iii. Town Hall postponed until Late October/Early November to allow for time to complete pre-construction contract
 - iv. Met with Debt Financing Legal Counsel to discuss next steps
 - v. Evaluated other Debt Financing contract proposals and recommend continuing to work with PFM
 - vi. Working with Katie Newman on non-public financing options, grant opportunities and legislative asks
 - vii. Met with Maintenance worker and are beginning list of projects
- c. **Finance & Operations Sustainability**
- i. Ellen and Accountant have the finances in a good place
 - ii. Working on separating Trillium's ACH and district benefits costs into correct budget line items

Growth Opportunities -

- d. **Care for Elders and People with Disabilities**
- i. Katie Raebel is helping with home health shortage area designation – created a list of packet items we need to collect to submit to the state
 - ii. Mobile Integrated Health is reviewing care coordination platforms, and finalizing job descriptions for the RN and EMT roles
 - iii. Caregiver Collaborative continues to meet monthly, with the next four months of education topics planned
 - iv. Trillium & Chris met with Vashon Village to discuss village to village network structure, and with San Juan Mullis Center to discuss their caregiver directory
- e. **Clinical Care**
- i. General Surgery has begun to come to visit the island 1x a month for consults, which they would like more promotion around
 - ii. Front Desk staff members have returned from various leaves, and a new 0.6 FTE back-up role has been hired.
 - iii. Two RNs have been hired at the clinic, and one MA; Still one MA opening
- f. **Health Collaboration**
- i. Community Health Network Steering Committee is working on long-term funding for the project, including seeking North Sound ACH funding, AWPFD funding and other avenues
 - ii. Request to each hospital district to contribute to the collaborative, with a match from AWPFD.
 - iii. September 17th semi-annual convening on Lopez
- g. **Operations Committee**
- i. Discussed clinic access data and availability of same-day/next-day appointments
 - ii. Discussed staff challenges from community social media commentary
- h. **After hours/EMS Committee**
- i. Discussed increase in Fire Hall walk-ins and collaboration with clinic

- ii. Reviewed MIH program development

VII. New Business

a. Resolution 2026-05: Reimbursement Resolution

Motion to approve Resolution 2026-05: Reimbursement made by Commissioner Holland; seconded by Commissioner Guilford. Motion approved 5 - 0.

Resolution allows reimbursement through debt financing of projects that have already been funded by the district.

b. PFM Debt Financing Consulting

Motion to approve PFM Debt Financing Support made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approved 5 - 0.

Addendum of current contract.

c. High Point Healthcare Real Estate - Grants/Legislative Request Supports

Motion to approve High Point Healthcare Real Estate Grants/Legislative Request Support made by Commissioner Holland; seconded by Commissioner Boteler. Motion approved 5 - 0.

Two add-ons to first contract – to support grants & legislative requests and to support a philanthropic campaign. Philanthropic campaign portion didn't hold value but the rest did. A lobbyist would likely be needed to support High Point.

d. Island Primary Care – Orcas Professional Development Support

Motion to approve Island Primary Care - Orcas Professional Development Support for clinic staff made by Commissioner Holland; seconded by Commissioner Guilford. Motion approved 5 - 0.

Island Health is on a budget freeze for travel and conferences. To maintain certification, the Clinic Manager is required to have continuing education credits. Commissioner Boteler asked if Island Health typically provides funding for professional development. Superintendent Chord responded that they normally do, but budget constraints required a temporary freeze on travel and professional development.

e. Community Health Network – Hospital District Matching Support

Motion to approve Orcas Health Care District contribution to Community Health Network support made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approved 5 - 0.

f. Pre-Construction Contracting

Motion to approve Finance/Facilities planning committees have authority to contract for pre-construction made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approved 5 - 0.

VIII. 2027 Draft Budget First Review

Superintendent Chord introduced the first pass of the 2027 budget providing a line by line overview. The Board discussed the budget format and provided line item comments and recommendations.

IX. Public Comment

Oral Comments – transcribed from meeting recording as accurately as possible

- **Dale Ely** – appreciates the amount of time and commitment. As he indicated previously when he was here, he still has a conflict of what was presented to tax payers that the levy lid lift was going to raise the \$13,200 amount. Or, \$5.8 million, \$5.8 million, and \$1.6 million or whatever that was. We actually do need, from the calculation per the levy lid income, as I mentioned when I was here before, you're actually going to generate another \$2 million that you did not tell the tax payers. That's still a conflict, obviously. Part of that \$5.8 million for expansion, \$4 million is what was proposed in the meeting at the Fire Hall. \$4 million for facilities expansion, \$500,000 for housing, and \$1.3 million for reserve funds. I made that discussion and realized there was no comment. I didn't expect a comment but it was done, fait accompli, go away, Dale. But, then I come back and what was projected to be a \$4 million dollar expansion, and then at the presentation we're now up to \$6.5 million and then \$7.5 million. Where does it end? Are you looking at the control of or the expedient use of What you told the tax payers and then how big do you want it? When you go out the public and say, "What do you want?", I want this and I want this, it's like a kid going out to a candy store. I'd like to have a green door, I'd like to have a high powered Chevy, I want to have t-bone steaks and whatever. *President Salierno interrupted to let Mr. Ely know he is at 3 minutes.*
- **Aimee Johnson** – wanted to say thank you for all your considerations. She appreciates the community's feedback. They are there to be in a partnership with everybody and that's how we should move forward, and good constructive conversation. Thank you commissioners for what you do.
- **Bob Thomas** – asked a question regarding a payoff of debt next year. Is it possible to expand on what that debt is? Superintendent Chord responded that it is the bond for the clinic roof and hvac.
- **Victoria Smith** – First of all, we appreciate all of what the commissioners and Health Care Superintendent are doing for us, however, there is much room for improvement for you guys. Especially with regard to your ability to listen to your community. We suggest that you balance your budget priorities because if you look at the wording of the 2025 levy, there is no mention at all about physical expansion of the clinic. There is mention of upgrading costs and capital costs. Now that was interpreted by many of us to mean maintaining a high quality of accessible health care of the current clinic. Interviews with some clinic staff reveal that they would very much appreciate an upgrade in their medical equipment instead of a physical expansion. And, for your information, the community would much rather have an increase in hiring of competent medical doctors instead of the clinic expansion. If you can't even satisfy your basic duty to provide high quality, accessible health care at the current clinic footprint, how can you satisfy that even if you expand the clinic? We understand that providing temporary housing for staff could give us better staff but, going on, moving forward, you know, you're only as good as the particular staff member, medical staff member, interface with a patient. You hired a communications consultant you're paying thousands of dollars for, and yet your clinic staff are very much lacking in proper communication abilities with their patients. You say you're very busy this summer. Could it be because you haven't provided

adequate number of qualified medical staff? Regarding the frustrations shared here about social media, well, has it ever occurred to you that you are your own enemy? Because you have failed to be responsive, to make yourselves accountable to your community, to listen to them and respond respectfully. Last time you told me to email you, I emailed you, none of you have given me the courtesy of a reply. Alison mentioned, “well how can we reply to 400 people?” Well, that’s not my problem, it’s your problem. How do you respond to the community who emails you? You have to find a way to respond to them respectfully. Your indifference, your silence, contributes to your image of not being accountable to the community. I’ll give you a specific instance, and Chris, this is about you. *President Salierno interrupted to let Ms. Smith know she is at 3 minutes.*

X. Adjourn

President Salierno adjourned the August 31st Special Board Meeting at 7:17 pm.

Minutes approved this 23rd day of September, 2026.

Chelsie Guilford

Chelsie Guilford (Sep 24, 2026 12:55:02 PDT)

Attest: Chelsie Guilford, OIHCD Board Secretary