

Orcas Island Health Care District
Minutes of June 24th, 2026
Board of Commissioners
Regular Board Meeting

Commissioners Present:

Mark Salierno
Diane Boteler
Chelsie Guilford
Trey Holland
Alison Sanders

Staff:

Chris Chord, Superintendent
Ellen Fraser, Administrative Assistant

I. Call To Order – Regular Board Meeting

President Salierno called the June 24th Regular 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 shared that indigenous art will be brought into the clinic expansion project.

III. Regular Meeting Public Comment

President Salierno welcomed the community members in attendance and shared how the public comment period would be run in accordance with the Health Care District's "Rules for Conduct of Commissioners' Meetings" policy.

Please see attachment for written and transcribed oral public comments.

IV. Consent Agenda

Motion to approve the following consent agenda made by Commissioner Sanders; seconded by Commissioner Guilford. Motion approved 5 - 0.

- a. **Regular Board Meeting Minutes – 05/27/2026**
- b. **AP Voucher Report – 06/02/2026 - \$73,535.57**
- c. **AP Voucher Report – 06/16/2026 - \$15,885.77**

V. Superintendent Report

Superintendent Chord shared financials, highlighting out of ordinary items. He updated the board on our work with the accounting consultant. He also provided updates regarding the communication plan with and progress regarding the infrastructure committee.

Superintendent Chord shared updates from the growth opportunities of the strategic priorities. The Mobile Integrated Health committee met and legal was able to finalize the Inter-local agreement, including the scope of services and two-year pilot budget. He also provided updates on the Community Health Network and the strong engagement from Island Health, Peace Health and San Juan Public

Hospital District #1. Commissioner Holland informed the board that behavioral health has become a prong of the Community Health Network so there will be an additional behavioral health committee.

Superintendent Chord also shared updates regarding clinical care. General surgery has come to the island once/month for consults. The clinic would like added promotion that general surgery is visiting the island once/month for consults and continued messaging for after-hours care.

VI. Old Business

a. Orcas PT Support Contract

Motion to approve contract to support Medicaid patient physical therapy services at Orcas PT made by Commissioner Holland; seconded by Commissioner Sanders. Motion approved 5- 0.

Orcas PT requested support to continue to take Medicaid patients as they lose a significant amount for each Medicaid patient they see. As the Health Care District focusses on supporting direct care, they asked what we would be willing to support. The difference between the Medicaid reimbursement rate and the PT cost, would be an approximate \$10,000 loss based on 2025 data. Superintendent Chord increased ask to \$15,000 so they could potentially take more Medicaid patients.

b. Orcas Community Resource Center Grant Amendment

Motion to approve amendment to OCRC grant to include administrative support made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approved 5 - 0.

Superintendent Chord summarized OCRC medical support that OIHCD provides. The request is that the contract be amended to provide 10% for administrative time.

c. Orcas MIH Inter-local Agreement

Motion to approve MIH Inter-local agreement, including 2026 budget, made by Commissioner Holland; seconded by Commissioner Guilford. Motion approved 5 - 0.

Commissioner Boteler and Commissioner Holland met with OIFR to work through the governance of a joint advisory committee. Commissioner Boteler believes they have addressed board concerns. President Salierno requested clarification of this calendar year budgeted amount. Phase 1 and 2, OIFR would contribute \$25,000, OIHCD \$25,000, AWPFD \$10,000, and \$20,000 from OICF.

VII. New Business

a. Resolution 2026-04: Accept Community Health Network Grant from Peace Health

Motion to approve resolution 2026-04, accepting a Community Health Network Grant from Peace Health, made by Commissioner Sanders; seconded by Commissioner Guilford. Motion approved 5 – 0.

A grant, used for a specific purpose, requires OIHCD to pass a resolution because it is for a specific use. OIHCD will receive \$5,000 immediately, and \$5000 after July 1 to support project management time and costs Community Health Network convenings.

b. Geotech Assessment

Motion to approve contracting for Geotech assessment up to \$25,000, made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approve 5 - 0.

Civil engineering group requested Geotech assessment for clinic schematics. Two companies responded to the request for proposals. Civil engineering contractors would like them to do an additional pit assessment, may not be necessary.

c. Letter of Support – Electric Shuttle Proposal

Motion to approve letter of support for EV Shuttle Proposal made by Commissioner Sanders; seconded by Commissioner Guilford. Motion approved 5 - 0.

This support letter is in support of Bruce Benton, who has been working on island EV projects, to potentially receive DoT dollars to set up electric shuttle for the island. Orcas Island is a potential location only and the support letter does not include operational support.

VIII. Public Comment

See attachment for written and transcribed oral public comments.

IX. Commissioner Comments*:

*Commissioner comments transcribed from recording as accurately as possible.

Commissioner Chelsie Guilford

I'm Commissioner Chelsie Guilford and Dr. Jennifer Simpson-Manske is clearly very loved in our community. This is really hard for me, she was my doctor as well and helped me a lot. We are committed to our community and it's a really tough position to be in as we all stand here. It can be tough in terms of whose job is what and how do we help. We hear you and we're doing what we can to help support you in this. I also want to let you know that I am deeply affected and thank you, Jennifer, for all of your care.

President Mark Salierno

Thank you to the community. Where we started this conversation – the conversations this past month, the petition, the written feedback, the conversation tonight. I want to say thank you to the staff at the clinic. I can't imagine the challenges the last month both in terms of trying to help manage the continuity challenges, some of which were shared tonight and then also having to come to work and be their best selves. Thank you to Dr. Simpson-Manske for your commitment to this community. I did say that we are landlords, I also said in the same sentence that we advocate for the community, and that is true. That is what we have been doing and will continue to be doing. Our recourses are limited given our role and I personally will be joining the meeting tomorrow. I will try to make a public comment summarizing a request for a special board meeting to hear directly from Island Health. Again, I will also remind the community here the statement they listed earlier that they don't comment on personnel matters.

President Salierno responded to public comments/questions with the following:

- He reiterated that Island Health operates the clinic. They make the personnel decisions. We can provide feedback and input but they make the decisions. The idea of creative solutions is one of the pieces of feedback that he wrote down that he will share with them. Martha Kramer provided an example of a creative solution along with others shared.
- President Salierno also commented that as part of our levy conversation last year and the town halls, we shared some of the projections of how the needs of the population won't fit in the

number of exam rooms we have. Under the new contract, Island Health has been bringing more providers and staff and we believe we will be out of space in the next several years. Additionally, the building is almost 40 years old and needs renovation.

Commissioner Boteler

I'm not the best public speaker even though I've been doing this longer than anybody else. I would say, I know a lot of you. As many of you know, I moved to Orcas Island to be a doctor at the clinic a long time ago in 1997. We've all, since that time, for those of you who are long time islanders who have been through a lot of, at times, chaos and changes. I was someone whose patients had to find another doctor when I chose to resign in a very tumultuous time in the clinic and I've also lost my doctor personally. I really appreciate the sense of loss, the emotion, the fear of being abandoned in your health care. I continue to practice medicine and so I completely appreciate that our system is very broken which I think most of us recognize. I think as a health care district, we've done a lot of really good things to bring medicine to the island. I know that as a board, we looked at every possible option we could think of when the University of Washington was our contracted manager at the beginning of the Health Care District. Despite having excellent physicians here, they weren't able to provide a lot of the other services like after hours care and expanded primary care that we really need. That's why we put out the request for proposal. Before we did that we looked at running the clinic ourselves in a number of different ways. We looked at other partners like Peace Health and the federally qualified health care centers like Unity Care and SeaMar, who is now coming into Lopez but at the time wasn't interested. We spent hours and hours looking at how we could get the best care for the island in a long term, financially sustainable way. Island Hospital stepped up as the only respondent to our request for proposal and I think they've been an amazing partner for us. They understand rural health care, they understand being in the islands, the issues with the ferry, the issues with having to fly off if you have a medical problem after hours. Nothings been perfect but I think of the partners we could have, I can't imagine a better partner than Island Hospital at this point.

I hear all the emotion and all the concern. I think this has been very difficult for all the board members. We live in the community and some of us, as Chelsie said, some of us are actually patients of Dr. Simpson-Manske. As a fellow physician, I don't have the answer but I, like Mark said, think that we will continue to advocate. I have to say that as a partner long term, I don't think there's a better partner out there than Island Hospital. People have said they only have a profit motive and I want to remind people, they are a public taxing district in a different county. They're responsible to their tax payers and Board. We pay them appropriately but not exorbitantly, they're not for profit, they're not an Optum or United Health Care and because of the Big Beautiful Bill, we are all staring in the face of dramatic potential losses in health care, particularly with Medicaid and also Medicare. They, as an entity, are really at risk. That doesn't answer everyone's sense of loss but I would point out that we all have to look at the big picture too and realize that we are responsible for providing the best primary care and urgent care that we can get on the island. At this point, I think Island Hospital is the best partner we could have but I think we should continue to advocate for the kind of care that we want.

X. Adjourn

President Salierno thanked Commissioner Boteler for her comments and expressed appreciation of her perspective from decades of service on the Island.

Motion to adjourn the June 24th Regular Board Meeting made by Commissioner Guilford; seconded by Commissioner Sanders. Motion approved 5 - 0. Regular Board Meeting adjourned at 7:00 p.m.

Minutes approved this 22nd day of July, 2026.

Chelsie Guilford

Chelsie Guilford (Jul 29, 2026 10:10:07 PDT)

Attest: Chelsie Guilford, OIHCD Board Secretary

2026_06_24 Regular Board Meeting Minutes

Final Audit Report

2026-07-29

Created:	2026-07-29
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Orcas Island Health Care District

June 24th, 2026

Board of Commissioners

Regular Board Meeting

Public Comment Submissions

Alicia Wigfield, May 29, 2026

Dear Island Hospital Board Members,

I am writing as a concerned Orcas Island resident and mother to express my deep disappointment and concern regarding the loss of Dr. Manske from Island Hospital.

Dr. Manske has been one of the very few providers who truly listened to and cared about my daughter's mental health needs. Because of her compassion, attentiveness, and willingness to take concerns seriously, my daughter was finally able to receive answers and a diagnosis that had previously been dismissed by her pediatric provider. That kind of care is rare and life-changing for families.

I strongly believe Island Hospital has made a tremendous mistake in letting her go. Providers like Dr. Manske are not easily replaced, especially in smaller communities like ours where access to quality healthcare is already limited.

While Dr. Wilson is also an outstanding physician, he simply cannot continue taking on additional patients. This creates a serious gap in care for families who need doctors that truly listen and advocate for their patients. As a mother of two teenage girls who are only comfortable seeing a female physician, this situation is especially heartbreaking and concerning. Families should not have to struggle to find compassionate, accessible healthcare providers for their children.

Dr. Manske cared deeply about her patients and their families, and that was evident in every interaction. Her absence will be felt throughout our community. I urge the Board to carefully consider the impact this decision has had on Orcas Island families and the long-term consequences for patient care and trust within Island Hospital.

Thank you for your time and consideration.

Sincerely,
Alicia Wigfield
Orcas Island Resident

Chris Chord, OIHCD Superintendent (response to Alicia Wigfield)

I am wondering if you'd like these comments included in public comment in some way? I know you mentioned below that you would like your voice to be heard, but I wanted to verify whether it should be your initial email, unless you wanted me to include your follow-up comments as well.

Alicia Wigfield, May 29, 2026

Yes, I would like my voice heard for myself and for my children. Dr. Evan does not care about the older kids. He has said several times to me that HE'S THE ONLY PEDIATRICIAN on the island. What am I going to do about it? He also did not take into consideration that my daughter was asking for mental health help- he ignored her. We switched to Dr. Manske because she cares about her patients and their care. She's found several things that work for my daughter and corrected a huge misdiagnosis from Dr. Evan.

PA UTTER IS A NO GO...

PA Orr is great, but she doesn't really understand ADHD kids.

DR. Wilson is so busy you can't get in with him...

PA Cameron is a NO GO because he's not the female provider my children need..

SO NOW WHAT??? Do we have to go to the mainland for health care?

You've given us no other options.

Patty Anderson Allred, May 29, 2026

Please consider re-instating Dr Manske. She is hands down the best doctor my family has ever had. Very thorough and cares enough to really listen to her patients. I don't know what we will do without her. I have no idea why she has been fired... but can't imagine why this has happened... please enlighten me and all of her disappointed patients here on Orcas Island. Would a petition for re-hire help?

Please share my comments with the board. It's as if all of Dr Manske's patients have been set adrift on a sea of uncertainty with no explanation from Island Health... not a good situation!

Carla Thomas, June 18, 2026

I am writing to express my thoughts on Dr. Simpson Manske as asked for in the Orcasonian on 6/18/26.

I was very sad when I read that Dr.Simpson Manske was no longer at the Orcas Clinic. I have lived on Orcas for 14 years and have "gone thru " 4 doctors at the Clinic. Dr. Manske was my favorite doctor. I have seen Dr. Manske since the beginning of 2023 and she has helped me thru many symptoms/issues, several which I consider fairly serious. She referred me for the appropriate tests and specialists. I was always confident with her help and appreciated her explanations. We have built up a good rapport and I am so sad and cannot understand how the clinic could let such a valuable, caring doctor go. I know this was probably a decision made by Island Hospital but if there is anything the Clinic can do to bring her back I would greatly appreciate it as I'm sure many others would.

Thank You,
Carla Thomas

Joyce Gehl, June 18, 2026

To the Board of Commissioners and Leadership of Island Hospital,

Joyce Gehl, June 18, 2026, cont'd

I am writing as a patient of the Orcas Island Family Health Center to express my profound disappointment and concern regarding the termination of Dr. Simpson-Manske.

I understand that personnel matters are often confidential, and I do not expect the Board to disclose private information. However, as a patient directly affected by this decision, I believe it is important that you hear from those whose care and well-being depend upon the stability and quality of medical services available on Orcas Island.

The clinic has already experienced significant disruption over the past several years. Following the transition from the University of Washington medical system to Island Hospital management, many physicians left the practice. As a patient, I experienced a revolving door of providers and physician assistants and struggled to find consistent, high-quality primary care. The loss of continuity was frustrating and, at times, detrimental to my healthcare experience.

When Dr. Simpson-Manske joined the clinic, that changed.

For approximately the past three years, she has provided me with the best primary care I have received on the island. She is an outstanding physician who listens carefully, takes patient concerns seriously, researches symptoms thoroughly, knows when specialist referral is appropriate, and follows up in a timely and professional manner. In my experience, she exemplifies the qualities patients hope to find in a family physician: competence, diligence, compassion, and commitment.

What concerns me most is not only the loss of an excellent doctor, but the message this sends to patients who have already endured years of instability in local healthcare. Trust is built slowly. Many of us finally felt that we had found a physician who was invested in our long-term health and willing to provide the thoughtful, individualized care that is increasingly difficult to find.

Orcas Island is not a community with abundant healthcare options. When a trusted physician leaves, patients cannot simply choose from dozens of alternatives nearby. For many of us, the practical consequence may be the need to travel by ferry to the mainland in search of adequate care. This creates significant burdens, particularly for older residents, those with chronic health conditions, and anyone for whom travel is difficult or costly.

I have seen numerous expressions of concern from other patients since this announcement became known, which suggests that my experience with Dr. Simpson-Manske is far from unique. While I cannot speak for others, I can state unequivocally that her care has been invaluable to me and that her departure represents a substantial loss to this community.

I respectfully ask the Board and hospital leadership to reconsider this decision if that remains possible, and at a minimum to carefully consider the impact that the loss of another highly regarded physician will have on the patients of Orcas Island.

Thank you for your time and consideration. I hope the voices of patients will be included in whatever discussions and decisions lie ahead.

Respectfully,
Joyce Gehl

Tiana Tompkins, June 18, 2026

Subject: Doctor Manske

If it weren't for Doctor Manske's listening ability and incredible follow-up, I never would have known about my low iron and high cholesterol. I also never would have gotten my needed gynecological exam. You see, when I was under Doctor Orr's care, she didn't want to give me an exam because I'd never been intimate before and had concerns about how I'd handle it. On the other hand, when I switched to Doctor Manske, she was very kind, professional, and gently took me through the whole process. As a woman, those kinds of exams are unfortunately extremely necessary for monitoring our health and if I didn't have Doctor Manske encouraging me and guiding me, it's unlikely that anyone else would have checked on me with that. I have a solid idea about where I am health-wise thanks to her where for years I was brushed off and hurried out, given looks like "ugh, why are you even here? Can't you see I'm busy?" But not with her. She's a great doctor and I feel incredibly safe under her care because I can trust that she'll actually take me seriously and help me, not just brush me off. I even had my mother switch over to her because as she gets older I want her to be under the care of a doctor who actually listens and follows up. I can't trust that the others won't miss something important in their eagerness to get people out the door. Doctor Manske needs to be reinstated, full stop. Letting her go was a big mistake and now lots of islanders are going to go without quality care. We don't mind waiting a bit longer if it means we get a doctor who actually does their job and is good to us. I'd take quality over speed any day of the week.

Don Walters, June 18, 2026

I have already written to Island Health, and now it is your turn, as I understand you will have a meeting soon.

When my family moved to the Island, UW was running the Eastsound clinic. Inexplicably, during a global pandemic, the district decided to replace UW Medicine with Island Health. The first few months of this move were chaotic (at best) and Island Health seemed completely unprepared for this move. It took months for our health records to be input into Island Health's systems. There were no permanent doctors, and various doctors would commute from Anacortes for a couple days a week at a time. This made health care seem impermanent and haphazard. But, eventually, systems were updated and permanent doctor were in place at the Eastsound clinic and things started working more smoothly

So, I was utterly flabbergasted when I learned that Dr. Manske was let go by Island Health, purportedly for taking 'too long' with patients during office visits. She was both my wife's and my doctor, and I never felt like I was granted an abundance of time during an appointment. And of course, Island Health has no replacement in place. Currently, the only people at the Eastsound Clinic accepting new patients, are not medical doctors. There is now only one medical doctor seeing adults at the Eastsound Clinic, and that person is not accepting new patients.

This decision to fire Dr. Manske has only made health care on the island worse for Orcas residents. Please put pressure on Island Health to reinstate Dr. Manske and support Orcas residents with acceptable health care.

(Dr Buxbaum is an awesome pediatrician at the Eastsound clinic, who, if he were ever let go by Island Health, would cause another large outrage by Orcas Residents.)

If Orcas Residents are forced to take their health care off-island due to low quality options on-island, they will probably question what exactly the Health Care district is actually doing and wonder what they can do to effect change.

Candace Pate, June 19, 2026

Subject: Dr Jennifer Manske

I just want to say you are doing a great disservice to the people of Orcas Island by eliminating Dr Manske's position. We deserve good healthcare and need more than one doctor! Dr Manske is my doctor and has helped me tremendously. She is dearly missed! Candace Pate

Kathleen Lunde, June 19, 2026

Subject: Dr Manske

I have been a patient of Dr Manske since she arrived on Orcas and am very distressed that you have fired her. I'm curious what you think the role of a family physician is?

Is it not to listen to the patient, find a course of action and then follow up?

I have never had a doctor listen to me like Dr Manske has.

And she treats the whole being including physical, mental and emotional.

Now there are no doctors on the island taking new patients and you want us to see PA's.

In my experience they have been less than helpful.

I am 70 years old and have lived on Orcas most of my life and do not want to have to go on a search for an off island doctor when we have the best doctor already here.

When you go about the hiring process, do you not interview and discuss the doctor's philosophy about healing or do you just ask how many billable hours they can produce.

Shame on you all for pulling the rug out from all of us who like and appreciate all Dr Manske does for us and with no warning.

Bring her back if she is willing.

Sheila Bolka, June 19, 2026

I will be at the meeting on the 24th and am willing to speak to the committee if it would be beneficial.

I am writing to let you know how disappointed I am that Dr. Manski was let go and it's no longer at the Orcas clinic. I struggled for 46 years with an undiagnosed condition called Lipedema. It is genetic, progressive and has resulted in chronic constant pain and drastic mobility loss. Three years ago, Dr. Manski said to me, "We've never have talked about your Lipedema." I had never heard of it before but the diagnosis answered decades of questions about unexplained symptoms I'd experienced and was struggling with. Dr. Manski supported me through years of conservative therapies and in February the first of my 3 needed Lipedema reduction surgeries. It was two days before my post-op follow up with her for surgery #2, that I was contacted and told she was no longer at the clinic. The devastating news took my breath away. I had to hang up and call back to re-schedule with a care provider, who doesn't even know what Lipedema is. The loss of Dr Manski's depth of knowledge, quality of care and knowledge of my condition and complex medical history can not be matched by any current provider at Orcas Clinic or from my experience elsewhere. To do my post-op appointment with someone who didn't even know what Lipedema is was frustrating, difficult and stressful which did not help facilitate my recovery. Having only one doctor at the clinic currently makes the clinic understaffed and unable to provide a level of care that is reasonable.

Dr. Manski had housing on island and was a member of this small community. That is something that is very difficult to do on and should not have been taken for granted, because it is not easily duplicatable. Her medical skills, knowledge,

Sheila Bolka, June 19, 2026, cont'd

and bedside manner are top tier. Replacing her with someone of the same caliber in my opinion will be impossible. Especially when you consider the inconvenience, expense and unique challenges that exist living on Orcas Island. I strongly encourage the Board of Directors to change their decision and request Dr. Manski return to the clinic. My quality of care and many others on this island need you to make this correction.

Linda J. Bannerman, June 20, 2026

Subject: Please rehire Dr. Manske.

Many here will speak about the exceptional care they have received from Dr Manske so I won't spend time restating all that except to say she has easily been one of the two best doctors I have ever had. We and she certainly deserve better in the way this has been handled. We want her back and I have a suggestion for how that might be accomplished. Acquire the HIPPA approved AI scribe now being introduced into medical practices. My husband and I first became aware of this practice at a recent appointment with his specialist at Virginia Mason. An AI scribe would free Dr. Manske of taking notes during our appointment time and allow her more time to focus on communicating with her patients. As a practitioner of a different sort from Dr. Manske, I am aware that insurance companies may be playing a part in restricting the amount of time each patient can receive. But let's get creative here and find a way we can keep Dr. Manske and craft with her a plan that matches her highly valued view of medical practice. Let's not just capitulate to such pressures.

Angie Reed, June 20, 2026

Subject: Dr. Simpson-Manske

To Chris Chord and the Orcas Island Health Care District Board, I am writing as a patient of Dr. Jennifer Simpson-Manske and as a member of this community to express my profound disappointment, anger, and loss of confidence following her departure from Island Primary Care. Like many others on Orcas Island, I did not simply have a doctor. I had a trusted partner in my health care. Dr. Simpson-Manske practiced what she has described as "slow medicine." In a health care system increasingly built around rushing patients through appointments, she took the time to listen, ask questions, understand context, and treat the whole person. That approach is not a luxury. For many of us, it is the difference between receiving meaningful medical care and feeling dismissed. She saw me as a person, not as a collection of diagnoses, symptoms, or billing codes. When I was overwhelmed, discouraged, or struggling with my health, she met me with patience and compassion. She worked with me to create long-term plans for improving my health instead of offering quick fixes or rushing through appointments. She helped me feel hopeful about my future and confident that I had a teammate in my corner. For the first time in a very long time, I felt that I had a physician I could trust. The loss of that relationship is not something that can simply be replaced by assigning patients to another provider. I want to be clear that I am not simply disappointed. I am angry. I am angry because a physician I trusted has been removed from the community she served so effectively. I am angry because patients have been left to speculate about what happened while being offered little meaningful communication. I am angry because every step of this process has made me feel less heard, less valued, and less respected as a member of the community this district exists to serve. Most of all, I am angry because I do not believe the district understands what has been lost. Patients are not grieving the loss of a position. We are grieving the loss of a relationship, and those relationships cannot simply be reassigned. I understand that staffing changes happen. What has been especially troubling, however, is the way this situation has been handled. The form letters, the limited communication, the request that comments be submitted in advance, and the minimal time allotted for public input have all left me feeling less like a community member being heard and more like a problem being managed. The message I have received throughout this process is that the community's grief, concern, and outrage

Angie Reed, June 20, 2026, cont'd

are inconveniences to be handled rather than voices to be listened to. Orcas Island is a small community. Relationships matter here. Trust matters here. Dr. Simpson-Manske built that trust with her patients over years of dedicated care. She occupies a place in this community that cannot simply be filled by another name on a schedule. I also want to be candid about access and equity. I can leave the island for health care if I absolutely have to. It is difficult, expensive, and disruptive, but I do have the ability to do so. Many members of this community do not have that option. For seniors, people with disabilities, people with limited incomes, people without reliable transportation, and people balancing work and caregiving responsibilities, off-island care is not a realistic alternative. For them, access to a trusted local provider is not optional - it is essential. That reality makes the reduction in meaningful local options even more serious, because it does not affect everyone equally. This is one reason I am so troubled by this decision. It does not simply affect individual patients. It affects the health and stability of the community as a whole. I want to believe that Orcas Island is better than this. I want to believe that we value accessible health care, continuity of care, and the providers who dedicate themselves to serving our community. I want to believe that we do not accept the loss of a trusted physician as inevitable when so many people have convened to share how much she matters to us and what differences she has made. Most importantly, this is not simply about one staffing change. It is about trust. I trusted Dr. Simpson-Manske. I trusted the relationship we built. I trusted that the health care district understood the value of a physician who took the time to know her patients. Today, that trust has been severely damaged. Bring back my doctor. I know that sentence is not polished, diplomatic, or strategic. I just need to say it. Give her back. Give back the physician who listened. Give back the physician who treated patients like people. Give back the physician who invested the time necessary to understand complicated medical histories and complicated lives. Give back the physician who earned the trust and respect of this community. She is not simply a part you can replace. The number of patients speaking out should make it clear that Dr. Simpson-Manske was not interchangeable. She made a meaningful difference in countless lives, including mine. I believe this community has lost something extraordinarily valuable. I believe the district has underestimated the impact of that loss. And I believe the way this situation has been handled has done lasting damage to the trust between the district and the people it exists to serve. This community deserves better. The patients who trusted Dr. Simpson-Manske deserve better. And frankly, so does she. Sincerely, Angie Reed Orcas Island Resident and Patient

Mary Rancourt, June 21, 2026

I am writing you today to let you know my displeasure at my Doctor being discharged from Orcas Family Health.

I am soon to be 76 and I was finally happy to have a doctor who listened and understood my health concerns and who would be with me hopefully for the rest of my life. I know she was well thought of by so many so the idea of her being dismissed from her duties would never have occurred to me.

We were in the process of getting my thyroid function on track and as a Hanford Downwinder I pay attention to this issue.

It took over 20 years seeing practitioners at the clinic for a condition to finally be identified by Dr. Manske. She called in Susan Sandblom for a second opinion and I am now being treated properly for the first time ever.

Possibly there is too much time taken during the intake instead of time spent with Dr. Mansky.

Island Health should give her patients the reason/s why she is no longer practicing at our Orcas clinic. It would possibly help us understand the reason we lost a much needed health practitioner. I would certainly hope it's not just the bottom dollar.

Thank you for reading and listening.

Anji Ringzin, June 21, 2026

Subject: Dr. Simpson Manske

My name is Anji Ringzin, I'm a long-time Orcas resident and a senior.

Over the years I've been a patient of several Orcas doctors, including Dr. Giefer, Dr. Alperin, Dr. Fleming, and now Dr. Simpson-Manske. Each time a physician leaves—or is, as in this case, 'let go'—it creates real stress for patients, especially older adults. We are asked again and again to start over: tell our stories, rebuild trust, adjust to new styles of care, and navigate yet another transition in a system that already feels complicated. Losing Dr. Simpson-Manske is painful for me. I am deeply disappointed, that her employment is ending, and I want that disappointment on the record. I also want to emphasize that for seniors, continuity of care is essential to our health, safety and well-being. Every new doctor means retelling complex histories, rebuilding trust - it's destabilizing and exhausting.

Dr. Simpson Manske has been a careful, compassionate physician and a brilliant diagnostician for me, and my granddaughter, and we really don't want to start over with someone new.

I am asking you, as the board and leadership responsible for healthcare on Orcas, to prioritize stability, and bring back Dr. Simpson-Manske.

Please take seriously the impact these repeated changes have on our health, our trust, and our willingness to seek care. Thank you for the opportunity to speak, and for your work on behalf of this community.

Kathleen Russell, June 21, 2026

Subject: Dr Jennifer Simpson-Manske

I request that the Orcas Health Care Board call a Town Call meeting to discuss Dr. Manske's termination and our current health care.

Martha Kramer, June 21, 2026

Subject: Call for Town Hall - Dr. Manske termination and healthcare expectations

First let me thank you for letting us speak today. Because the District has requested comments prior to the agenda being published, at this time I have no knowledge of the District's desire to take up the issue of Dr. Manske's termination. Therefore, I respectfully request that the District call a special Town Hall meeting to understand this issue and the broader topic of provided health care at our clinic. As you will hear tonight, Dr. Manske's sudden departure has shaken this community and that longer appointments with Dr. Manske resulted in significantly improved healthcare for Orcas residents of all ages. While we do not know the reason for Dr. Manske's termination, the community is fairly united in the belief that it has to do with the length of her appointments versus Island Hospital's profit motivated directives. We, as the community, have demonstrated our very strong support, most recently in 2025 with the passage of a 10-year levy lift that promised in your words "long term stability in clinic operations and expanded primary care services." Terminating Dr. Manske OVERNIGHT, without clear continuity of care does not provide us with either of those stated goals. You, the Board, alone can explore solutions and act on our behalf and so we now ask for a specific time and place to discuss the matter concerning Dr. Manske's termination, overall Orcas healthcare needs and expectations, and possible solutions,

Martha Kramer, June 21, 2026, cont'd

subsidies or whatever else might be possible that could return Dr. Manske to us ideally at Orcas Primary Care and if that is not possible in perhaps another Orcas setting.

Jeffry Steele, June 21, 2026

Subject: Comment related to 6/24 meeting

Transparency is necessary to maintain public trust.

Andrea Reback, June 21, 2026

Subject: Re-instate Dr. Simpson-Manske

Dr. Simpson-Manske is absolutely the best physician I have had in 63 years including time spent in Seattle and Boston. Due to her thoroughness she requested extra testing which discovered cancer. She was working on adjusting my meds to ensure best outcomes. I am devastated by her termination. I know I will be unable to receive this kind of care on island with her loss. Please listen to the pleas of over 400 islanders who depended on her for competent local care. It is inhumane to terminate a beloved physician for spending too much time with her patients. I am the daughter of an internist who saw this trend coming as hospitals and health districts became more concerned with finances over patient well-being. At age 90 he laments what modern healthcare in The US has become. I beg you to please reconsider this decision and show that quality accessible healthcare is a priority.

Susan Mustard, June 21, 2026

Subject: Quality of healthcare on our Island

I ask that I be allowed to speak in the first 15 minutes of allowed public comment. I have been a patient at Orcas Primary Care for many years. While under the care of 2 separate doctors at the clinic, I was misdiagnosed as having heart issues. When I heard there was a new female doctor at the clinic, I made an appointment. Dr. Manske carefully listened to my symptoms and sent me to Island Hospital for a brain scan. After reviewing the results, I was taken by ambulance to UW Neurosurgical. I had a brain tumor the size of a nectarine. I was horrified to hear that Dr. Manske was terminated without any explanation given. She is an exceptional doctor who goes over and above for her patients. She truly CARES. I want Dr. Manske to remain as my provider and ask that the Board intercede with Island Hospital to make this happen. It appears that her firing was about money. What are we paying for if not quality of healthcare? Have we given up any right to ask for any redress of our concerns? Perhaps a town hall meeting is in order?

Jennifer Smith, June 21, 2026

Subject: Island Hospital

P.S. to the Commissioners: As I understand, it is not required for the community/Health District to work with a hospital. There's a contract, yes. But, once the contract is done, don't renew or sign with another one. The finances and the

Jennifer Smith, June 21, 2026, cont'd

standard of care would still work. Commissioners, please ponder it seriously. Use our tax dollars to assist the doctors here who've gone out on their own.

Carol Ann Anderson, June 21, 2026

Subject: Firing of Dr. Simpson-Manski

I am very disappointed that the board is not giving the community enough time to express our concerns about the firing of Dr. Simpson-Manski. So many individuals have been helped by her approach to medicine that I think it behooves the board to reconsider her removal.

I realize that medicine today is profit-driven, but the health and well-being of the patients of this island should take precedence. Dr. Simpson-Manske is the best doctor I have ever had. My latest visit to the clinic resulted in my seeing a nurse practitioner who sent me to a specialist off-island. Yes, that reduces the visit time and increases the profit of the clinic and the referring doctor, but it also increases the stress, pressure, and cost to me as a patient. As a Senior, I believe that I deserve better healthcare treatment, not the runaround.

Please reinstate Dr Simpson-Manske and increase the quality of healthcare on this island. Isn't this your charter and responsibility?

Thank you,

Carol Ann Anderson

Lisa Steckley, June 21, 2026

Subject: Dr Simpson-Manski

It's very disappointing that Dr.Manski has been let go. To say the least. The fact is that Island health has not paid her anywhere near the amount of hours that she's actually worked.. and as a result, we're back to being understaffed at the clinic making it more difficult to get any appointments and everyone having to rush even more than before. I understand the economics. The fact is the regular profit model does not work in a community with a regular population of approximately 6000 people of which almost half our senior citizens or low income.. we Appreciate having a functional clinic here.

We need to work together to find an economic model that works for all of us. We need Dr. Manski.

Let's find a way to bring her back.

Stephen Kretzmann, June 21, 2026

Subject: Dr. Simpson-Manske

Let's find a way to bring her back. I'd like to add my voice to the many demanding reinstatement of Dr. Simpson-Manske. The fact that she took time with me in several appointments recently allowed us to reveal and understand several underlying issues for me. In particular, Dr. S-M's instincts got me a blood test that revealed leukemia, which I am now a year later successfully fighting. I quite literally may owe her my life. Please, please place people over profits and prioritize our community's care!

Michaela Fleming, June 21, 2026

Subject: Please Reinstate Dr. Jennifer Manske, MD

I write to you to implore you to restore Dr. Jennifer Manske, MD's employment at the Orcas Island Health Clinic. Dr. Manske treats my entire family including myself, my husband, our two sons, and both their partners. I am speaking for all of us as I write this letter. In our experience, she is one of the best physicians we have had the opportunity to work with. Her breadth of experience and dedication to taking the needed time to sort out complicated health situations has greatly benefited our family. Dr. Manske repeatedly goes the extra mile to deliver positive health outcomes. It is a travesty that Island Health prioritizes the speed of healthcare delivery over quality health care. In addition to the amount of time that she may take in the consultation room with patients, I imagine that another facet of this seemingly short-sighted decision to fire Dr. Manske is the financial implications of her willingness to refer patients for specialized assessments (e.g. labs, imaging, etc.). If this is the case, a strong argument can be made that it is good and efficient medicine to be able to identify additional data points that are necessary to make an accurate diagnosis. All too often doctors decide to allow the patient to wait an extraordinary amount of time and have far too many office visits before getting assessments that will pinpoint what is troubling them. Of course, this might save the administration money in the very short run, but it does so at the cost of the patients' unnecessarily prolonged suffering and it increases the long-term healthcare utilization that drives up costs. Another reason to reinstate Dr. Manske is that she is the only female Island Health physician on Orcas Island. There are so many patients, including myself and all the women in my family, who strongly prefer a female PCP. Without Dr. Manske, there are no other options. Thank you for your kind consideration in this decision. I hope that you will be able to revisit a decision that clearly has more negative impact than might have been anticipated.

Warmly,
Michaela Fleming, MFT

Julie Gates, June 21, 2026

Subject: Compromised health care on orcas island

To allot twenty minutes to each patient regardless of their condition is comparable to paying \$20 to each worker regardless of their skill set..... this is not about health care, it is about profit and is unacceptable for orcas.

Jeffrey Otis, June 21, 2026

Subject: Dr. Manske

Dr. Manske was my physician, I value her skills as a doctor and for the time she takes to really listen to my concerns. She needs to be reinstated to the medical center right away!

Vicki Leimback, June 21, 2026

Subject: Dr. Manske abrupt removal

I met with a PA last week due to results of a tests Dr. Manske ordered for me. The report indicated I need to see a specialist, so I was given an appointment with a PA. They told me that the hospital has already hired a woman Dr., who is arriving in August...? I too find this all very unacceptable. And I wonder if the health board finds drive-through medical care acceptable for themselves? It takes time to build relationships especially with choosing a doctor that you feel listens to you and you can trust. Dr. Manske is that Dr for me. She listens. She cares. She helped me through many medical issues over the past few years.. I find it very disturbing that she was removed. I have been to most of the other doctors or PAs at Orcas medical center--and . While they are all very nice you really need to find the person that listens and cares for you rather than feeling like you're just on a squirrel cage. I hope that you will do the right thing for this community and rehire Dr. Manske.

Bea vonTobel, June 21, 2026

Subject: Manske

For both my wife and myself, the level of care extended by Dr. Manske has been the most comprehensive and caring of any physician we have experienced. I will let my wife comment on the care she has received, but for myself, undergoing infusion for TKF/basal cell and squamous skin cancer and ongoing dermatological treatments which have accompanied hypertension treatment have presented her with a multitude of decisions for treatment(s).

Dr. Manske has researched, offered and changed over time what she offered, as well as getting me enrolled in Cost Plus drugs, offering a medical loading permit for ongoing treatments, and answering that she doesn't get enough sleep. Our conversations highlight the frustration of having to carry a stopwatch, warning her that she has exceeded the time administration feels she spends on solving medical problems. By solving these problems, she is saving money, as well as our individual health futures. Isn't that a fundamental goal of medicine?

Please re-evaluate your decision to dismiss this problem-solver and advocate for patient care! There is already a groundswell of support for her approach to medical delivery, so obviously the ongoing campaign for her to be reinstated has touched a large segment of the population. I think I would hate to be the person who replaces her.

Gregory Kramer, June 21, 2026

Subject: Dr. Manske and Orcas Primary Care Clinic

From a patient's standpoint, we had a doctor who was doing a fabulous job on healthcare delivery. Dr. Manske has been working respectfully with me, with my many other care providers as I have been dealing with two cancers, both missed by my earlier providers at this very clinic, and the collateral damage the comes with iatrogenic issues. Her care and follow up are remarkable.

I can't help but ask did Island Hospital not know what good care Dr. Manske was providing?
By what metrics did they make the decision to terminate her position?

I don't pretend to understand your job on the Board and the position you're in vis a vis the hospital's business model, which is itself driven by a host of factors such as pressures from the insurance industry. But since you're here to help

Gregory Kramer, June 21, 2026, cont'd

members of the Orcas community's fill their need for quality healthcare, it might be time to consider who could have filled this position better than Dr. Manske.

Perhaps you, the Board, feel that there is nothing you can do about Manske's firing, if her financial productivity is not in alignment with Island Hospital's revenue goals. I can understand that you might think, "This is the way it is." Does it have to be this way? Really?

Good care is good business. I don't complain when Manske is a little behinds schedule because I know I'm going to get an exceptional level of care—exceptional because it is adequate to my needs—never excessive, but fully adequate. She's willing to not only do research as needed, but to coordinate with my other providers to a modest but important extent.

What is the data on whether the quota approach actually costs less money in the long run? Anecdotally, many of Manske's patients share my experience of prior missed diagnoses and maybe even mis-diagnoses, both of which lead to late detection of cancer (in my case) and other serious diseases. This is a costly affair. Consider the high cost of care after diseases have progressed further than necessary. And with good patient relations based on actual need, the data tells us that malpractice suits are significantly reduced.

Samuel Shem is close friend. He's most famous for writing the book "House of God", which humanized medicine by calling out how it has been dehumanized. A more recent book of his, "Man's Fourth Best Hospital", Steve (Samual Shem is a pen name) took on the problem that doctors are compelled to spend so much time in front of computers, filling out forms that are demanding by the insurance system, that they have lost relational contact with their patients. The deep human cost of this dynamic is well known. Must we follow suit here on Orcas Island? Can we do better?

Perhaps this points to a possible solution.

I appreciate that Orcas is a difficult community to serve and that over the twenty years I've lived here, the Orcas clinic's relations with doctors and other care providers have been tenuous. Maybe Orcas is a good community in which to try new things. A scribe to help Manske meet documentation needs while maintaining a faster schedule? A care team where simpler cases are served by PA's? What else?

Firing Dr. Manske was clearly a mistake. But mistakes can be fixed. I'd guess this whole thing could cost Island Hospital a lot more money if care becomes degraded by unwise productivity metrics. I personally hope this does not happen. We're a good community and hope to work with your Board and IH to find a solution to this problem.

Thank you.

Dr. Gregory Kramer

Victoria Smith, June 22, 2026

Subject: Dr. Jennifer Manske

Please consider the following, which is my public comment regarding the dismissal by Island Health of Dr. Jennifer Manske as my primary physician in Orcas Island:

ISLAND HEALTH FACES A CRITICAL FORK IN THE ROAD IN THE CASE OF DR. JENNIFER MANSKE. I, Victoria Grageda-Smith, hereby attest that Dr. Jennifer Manske is the best doctor I've ever had in all my life in the United States of America. Why? Because she's the only doctor who made adequate time to truly listen to me and my health concerns, taking necessary

Victoria Smith, June 22, 2026, cont'd

notes in the process, including doing due diligence research to provide me with the most accurate, best treatment and medication program possible—which I pay Island Health for.

It appears I'm not alone stating this. Given the hundreds of other patient testimonials saying the same in support of pleading with Island Health to reinstate Dr. Manske, it would behoove Island Health to heed the petition of its largest stakeholders, its patients, to reinstate the good doctor. For is it not Island Health's mission, as it is that of all healthcare givers, to heed the Hippocratic Oath "to do no harm"—least of all, to the very people it is sworn to take care of: its patients?

In the case of Dr. Manske, Island Health thus faces a critical fork in the road which will define its institutional reputation forever: Will it choose to put (maximum) profit over people or put people over (maximum) profit (while balancing such moral value-principle with sustainable needs)?

As a patient of Island Health and Dr. Manske, I do not expect Island Health to operate on a deficit. In any capitalist system, such as we have in the US, we allow all businesses the right to earn some profit through their operations to enable them to be sustainable. Yet, how much profit? That depends on the nature of the business.

If the business concerns taking care of the health of human beings, then I believe most human beings would agree, as would the principles of medical ethics, that it is NOT morally right for an entity that is in the business of providing health care to operate on a maxim of maximum profit in all cases and at all cost—even at the cost of the very care it professes to provide its patients.

Surely, Island Health is not saying that unless it gets rid of Dr. Manske it will go bankrupt? For, if so, then Island Health admits to having much greater problems than Dr. Manske. It admits that its problem is its lack of managerial and operational competence. Surely it is not THAT incompetent?

Conversely—meaning if Island Health does NOT admit to risking bankruptcy if it retains Dr. Manske—and yet is determined to dismiss Dr. Manske nonetheless and despite the pleadings of hundreds of its patients not to fire Dr. Manske, then it admits to prioritizing (maximum) profit over its patients' welfare. If so, then it absolutely has no business being in the business of healthcare.

What kind of institution are you, then, Island Health? A profiteer masquerading as a healthcare provider, or a healthcare provider who truly puts the welfare of its patients above mere extra profit?

Choose the latter, Island Health—and restore my and hundreds of your other patients' trust in you as our healthcare provider! Choose to heed your patients by reinstating Dr. Manske—who, I repeat, is the best doctor I've ever had out of all the doctors I've had during my entire life in the United States of America!

Sincerely,
Victoria Grageda-Smith

Susan Stahl, June 22, 2026

Subject: Help us reinstate Dr. Jennifer Simpson-Manske

This doctor's care and thoughtful approach should set the standard, not be punished by termination. It's horrible and outrageous that she was fired. Please help us get her back!

Michael Hayworth, June 22, 2026

Subject: Jennifer Simpson-Manske

Please reinstate Jennifer Simpson-Manske.

She is the best Dr. of General Medicine that I have had in my almost 51 years on Orcas Island.

She has been especially key in my care and maintenance as I enter advanced age. She is thorough, professional, knowledgeable and caring. She does take the time it takes to do a good job and I really appreciate that even if it means she's running behind and I have to wait. She is SO worth waiting for. Please don't take my doctor away!

Joel Stewart, June 22, 2026

Subject: Dr. Manske reinstatement

Dr. Simpson-Manske has been my primary care physician for over 3 years. I have great respect for her professionalism, medical knowledge, empathy and the care that she has provided. Dr. Manske has always provided expert advice, referrals and recommendations. to me. I respectfully request that she be re-instated and allowed to continue with the level of care that she provides. Dr. Manske is a beacon of light in the increasing demise and failure of the U.S. medical care industrial complex, and should be considered a role model for providing the care that we need.

Joshua Logan, June 22, 2026

Subject: Dr. Manske letter.

To whom it may concern, my name is Joshua Logan, I am a retired combat vet. Dr Manske has provided excellent care for me through a very tumultuous time in my life and helped/guided my recover. I have never been better. My entire well being has vastly improved. I have a hard time talking and being honest with doctors and Dr Manske is the first one I've been able to do this with. She is by far the best doctor I've had in my entire life. Thank you for your time on this matter and I hope you enjoy your day. Joshua Logan

Lisa Heisinger, June 22, 2026

Subject: Reinstatement of Dr. Simpson-Manske

I ask that Dr Simpson-Manske be reinstated as my doctor and medical provider . In signing the petition, I described her as practicing deep medicine, as she took the time necessary to explore my multifaceted needs for medical care.. I have never received this level of focus and dedication from any other doctor. What I have experienced from other providers at our clinic, and who are now my only option for care, is offers to prescribe antibiotics before test results have even arrived. I don't feel that that's responsible medicine, and I wish to see Dr Manske, who cares enough to practice safe, considered and thorough medicine. This takes both time and a willingness to go deep. I value her care immensely, and see how much good she can do for all of her patients here on the island. Her termination is a deep mistake by Island Hospital's apparent focus on profit, rather than. prioritizing, patient health. (as they profess to do.) At the end of Island Hospital's form letter informing me of her dismissal, they profess dedication to providing the highest medical care to their patients. Their decision to terminate Dr. Manske illustrates the opposite, and their words ringing deeply hollow. I

Lisa Heisinger, June 22, 2026, cont'd

urge Island Hospital to reinstate Dr. Manske to show that they stand behind their commitment to delivering the highest patient care possible.

Anne K. Kreger, June 22, 2026

Subject: Re-instate Dr. Simpson-Manske

Dear Board Members and Island Hospital Administrators: As I sit here today, I am faced with trying to find a provider to prescribe refills on critical medications before I run out. This would have been so easily accomplished if my PCP, Dr. Simpson-Manske, was still employed at the Orcas Clinic. In a very limited field, I must choose whom I can trust to help me now. The remaining choices of who can help me at the clinic are extremely limited. Unfortunately, that is compounded with previous bad experiences that I have had with more than one of the choices available to me. It is stressful to determine whom I can trust that might help me and knowing that I will have to explain complex diagnoses to whoever is available in order to obtain my medications. None of this is conducive to my health and well being. Dr. Simpson-Manske has been an excellent physician for me. Her level of care has vastly improved my entire health. My outlook on life has greatly improved under her care. I am devastated that she is no longer available to care for me. In the present chaotic world conditions, the last thing I need is to lose my competent, kind, and helpful physician. Please reinstate Dr. Simpson-Manske at Island Primary Care - Orcas. Sincerely, Anne K. Kreger Kris Kreger

Carl Davis, June 22, 2026

Subject: Public Comment re: Reinstatement of Dr. Simpson Manske

Dear Commissioners-- our Orcas Island community wants to be heard-- please insist that Island Hospital re-instate Dr. Manske. This has been a deplorable experience for so many of us-- our tax monies are not being well spent, when the best doctor MANY OF US HAVE EVER HAD suddenly gets fired, with no warning, reason, or recourse offered-- and to replace this talented, compassionate doctor with inexperienced PA's is not acceptable. For the sake of our community, please press Island Hospital to reverse the removal of Dr. Manske, and allow her to be reinstated. Carl Davis

Maria Poblet, June 22, 2026

Subject: Quality Healthcare on Orcas Island

Hello, I was a patient of Dr. Simpson-Manske, and am writing to express my concern about her termination and the way it's impacting me personally and our broader community. She provided high-quality care, which I value very much, as I know you do, too! I went to her because dozens of people recommended her as someone who could parse complex issues and resolve them, and take a partnership approach rather than a transactional one. Dr. Simpson-Manske caught a problem with my medications that no other provider had been able to. While the specialist in Mt Vernon, in his 7 minutes available every 6-9 months, just kept upping my dose of the medication I was on, Dr. Manske found that I was getting bad diagnostic results because of an interaction with a supplement I had been prescribed, and was able to both reduce my medication amount and help me manage my chronic illness. I stopped having to go off-island for infrequent and ineffective specialist appointments, stopped having to call in sick from work to manage symptoms, and relied on her for management of my complex health needs. For the first time since I got diagnosed, I felt better, and I felt hopeful about being able to live a normal life. I felt like I was in a true partnership with a medical provider who understood the

Maria Poblet, June 22, 2026, cont'd

trajectory and elements of what I have going on, because she took the time to read my whole chart, noticed and tracked patterns, and leveraged her expertise not just to treat symptoms but to partner with me as a person. It's the best healthcare I've ever had. I am writing to urge you to use your power to support community demands to defend our access to high-quality healthcare. Dr. Manske's approach was effective. Extremely short medical visits have become standard in the US profit-driven healthcare system, and she didn't do that, which was a huge benefit to our community. I urge you to do what is in your power to: Reinstate Dr. Simpson-Manske, providing continuity of care to her patients. Manage future staff transitions to avoid gaps in healthcare access. Prioritize the high-quality healthcare practices that Dr. Simpson-Manske was known for among her patients, including: Ensure providers track patient health outcomes proactively and over the long term. Ensure proactive scheduling of follow-up appointments. Ensure high-quality, competent care for our whole community, regardless of gender, race, or age. Ensure time and space for patients who need longer, more frequent appointments to manage complex and chronic care. Thank you for your work on behalf of our community, María Poblet

Darcey Miller, June 22, 2026

Subject: Dr. Simpson-Manske

I would like to speak in favor of reinstating Dr. Simpson-Manske at the Island Primary Care Orcas office. Dr. Simpson-Manske has provided excellent care to me for three years, helping me navigate various complex issues that previous doctors did not. She often checked in on me through the portal, following up about issues that we had not yet resolved. I feel strongly that she cares about my health and well-being, and has always acted in my best interest. I know of many other people on Orcas Island for whom she provided outstanding care, including good friends and my husband. I strongly urge the board to bring Dr. Simpson-Manske back, as acquiring such wonderful care in our rural setting is a challenge, and we were so lucky to have her. Thank you.

Mary Poletti, June 22, 2026

Subject: Meeting Request to Speak

I would like to briefly speak briefly about the recent dismissal of a doctor from the Orcas Island Medical Clinic and its relationship to the current structure of medicine as practiced within the financial restrictions and reality of the Island Hospital system, further to patient education and preparation for a doctor's visit, if the fund-raising capacity of the Orcas Community for the Medical Clinic needs to be reestablished through the Community Foundation, and if "slow Medicine" isn't really developing into Concierge Medicine which is expanding rapidly all over the country. For those who can afford it, of course. With appreciation, Mary Poletti

Carolyn Diepstraten, June 24, 2026

Subject: Dr. Jennifer Simpson-Manske

Bring back Dr. Jennifer Simpson-Manske to Island Primary Care. She was an excellent care provider and after my appointment with the PA now overseeing my health, I realize how excellent she was. Please find a way to bring her back.

Orcas Island Health Care District

June 24th, 2026

Board of Commissioners

Regular Board Meeting

Oral Public Comments*

Dr. Jennifer Simpson-Manske

Before I begin I'd like to share something personal that affects how I show up in certain situations. I studder. It shows up in groups and on the phone but one on one is much better. That's why most of you have never noticed but stress definitely brings it out. It probably impacted my work more than I am willing to admit and makes phone calls really hard. Which is why many of you have had face to face visits for results. I'm telling you this now because it helps me to speak more fluidly. Forgive me if my cadence gets awkward or I become stuck on a word.

To my patients: Thank you so much for coming in to see me. Thank you for sitting across from me in face to face visits. This is where I am most comfortable. It has been a true honor to be trusted with your health care.

To the community: I am still amazed I ended up here. I had never been to this area before. When I took this job, I didn't know there were islands here. I came for the challenge for what it would mean to practice in a place that was smaller and more remote than I had ever imagined. And, you were overwhelmingly welcome. You let me in, you let me learn about you, you let me slow down and take the time in a real, unhurried way. You are right. Time is the most valuable tool a doctor can offer a patient.

To my team at the clinic: I want you to know that I saw you. I valued our different approaches, our different strengths, and our willingness to work together. Every member of our office staff contributed in a meaningful way every day to patient care. Some of you wore multiple hats, all of you stepped up, and you did it while we were understaffed for most of the past year. This is not a small thing – training new staff, covering gaps, doing more than one job at a time takes a toll and makes it harder to problem solve. This island has an amazing way of asking people to grow in the roles they weren't previously trained for and then help them learn how to do it well and that was remarkable.

I want to be honest with you about something else. I was working on the concerns that Island Hospital had identified one year ago. Including patient wait times, timely results, length of visits, and my relationships with the medical assistants. I took those challenges very seriously and improved. So, if there were additional concerns, I would have worked on those as well. I feel a sense of failure in that I was not able to identify those concerns myself and prevent this outcome. I am so sorry for this. Self change is difficult but it is far more possible when people are willing to collaborate and problem solve together. A team stretched too thin doesn't have space for this important work.

To the board: Thank you for letting me be here tonight. I am open to conversation. I want you to know that I would welcome the opportunity again to work for Island Health because what I care about the most is that patients here have equal access to care regardless of whether they're insured, uninsured, Medicare, or paying out of pocket. Equal access to health care matters on this island and I want to be a part of making that possible. The best way currently is working through Island Health. I would ask that we think together about the visit structure. 40 minutes should be standard care for preventive care and chronic care. Time is how we get it right. I would also like to integrate home visits with palliative care into regular working hours, not after hours or on my day off. These types of ideas of solutions would make care better for everyone.

I cannot fully express what this past month has meant to me. The people who stepped forward, who reached out, who helped me through what comes next. You didn't have to do that but you did. And that is why this community is amazing. It has been an honor to serve you and I hope to continue.

*Oral comments transcribed from recording as accurately as possible.

George Merrill

I came here tonight probably with a little bit of a misunderstanding of what was going to happen. I was hoping we would hear a little bit more as far as why we're all here tonight. I wanted to know details about the situation and to have the entity that caused this problem wait to make a statement until tomorrow instead of now is upsetting. It's very upsetting and we all know what's going on, especially because of corporate medical care and what's going on with that, and how this human being isn't necessarily the most important part. Remember the bottom line of corporate health care and I think this is a time when, if somebody has their nose to the wind, they know something's cooking, and I just want to know more. I want to know more about why this has happened and what can be done to rectify it because it wasn't right.

Victoria Smith

Thank you for your time to listen to me. My name is Victoria Smith. I am an American citizen who originated from East Asia and in that part of the world where I come from where medical practice has preceded western civilization's medical practice by thousands of years, we believe in treating the whole person, not just the body. And to a large extent, a big part of that means just listening to the patient. And that is why Dr. Jennifer Manske is the best doctor I've ever had in the whole United States. Wherever I've lived, my husband and I have lived, all over the U.S. I can definitely tell you she is the best doctor. Why? Because she listened to me. She made adequate time to listen to my health concerns and, at the same time, taking adequate, necessary notes to be able to give me the most accurate and the best medication and treatment plan possible.

Now, under that patient bill of rights there's a general rule, the rule against, or the protection of the patients against abuse. Meaning, which includes, against neglect. Now, I'm supposed to have my yearly medical check-up with Dr. Manske, and I was shocked to find out the Island Health just terminated her without even informing me, or giving a reason for it. Now I would argue that this is abuse. Now that is a violation of the doctor contract. It is a violation of the social contract theory that all of you commissioners who hired Island Health to provide health care to us. It's a violation of the social contract theory to respect the patient's rights to have a say on to whether or not her doctor is to be dismissed or not. And I argue that she does not deserved to be dismissed. We all our here to present our pleading with you to please to help us right this unjust situation. You have violated our right not to be abused by our health care provider and they abused us by just single handedly, arrogantly, just unilaterally terminating my patient services towards me. You owe me that.

Betsy Louton

I too had an appointment for an annual with Dr. Manske. I got a notice that asked are you coming in for your appointment. Nothing was said that I would not be seeing Dr. Manske. Nothing. I understand the clinic is very taxed. I know the Hospital District works very hard for us is also taxed with this situation. I want to speak to the process. It was wrong. It was so wrong in so many ways. I received a letter that said how much they value Dr. Manske. If they valued Dr. Manske, why did they terminate her? And why did they not give any reasons for this? The fact that Island Hospital believes they can act in this way towards this community is very very serious. I can't tell you how happy I have been with the clinic since Dr. Manske came. I am getting older, I had a great doctor in Seattle, she moved to New Zealand and Dr. Manske moved here, and it was heaven for me. It is hard for me to continue to go off island for my medical care. We had the best possible situation here and we have lost it. And we have lost it in a way that is just terribly wrong.

William Gincig

This is just a quick comment. Just about everything everybody said is correct. And if you notice here, very few people here are spring chickens, we're all older. A lot of people may have to break in a new doctor, to recite all of our problems,

all over again. I went through that when Dr. Shinstrom was let go and then we had 4, 5 or 6 doctors, one right after another either quit or fired, and we finally got somebody who everybody appreciates. If we were at the Fire Hall, you'd probably see 100 – 200 more people. So, you guys have to consider, I know you're going for the bottom line and I'm sure this is a reason she was fired is she spent too much time with a patient. Well that's ridiculous. What's more important is everybody's health and if you don't take care of us there's going to be a revolt against Island Hospital.

Martha Kramer

My husband is going to speak for me as I am not too good on my feet. First Martha wanted me to say neither her or I have spoken with Dr. Manske, we don't know her personally. Because the district has requested comments before us knowing what the meetings are, or what's going to happen, we want to request that the district call a special town hall meeting to understand this issue and the broader topic of providing health care at our clinic. As you will hear tonight, Dr. Manske's sudden departure has shaken this community and that longer appointments with Dr. Manske resulted in significantly improved health care for Orcas residents of all ages. While we do not know the reasons for Dr. Manske's termination, the community is fairly united and agree that it has to do with the length of her appointments vs. Island Hospital's profit. We, as the community, have demonstrated our very strong support, most recently in 2025, with the passing of the 10 year levy that promised, in your words, long term stability in clinic operations and expanded primary care services. Terminating Dr. Manske overnight without clear continuity of care does not provide us with either of those stated goals. You, the board, alone, can explore solutions to act on our behalf and so now we ask for a specific time and place to discuss the matter concerning Dr. Manske's termination. Overall, Orcas health care needs, expectations, and possible solutions – subsidies or whatever else might be possible that could return Dr. Manske to us, ideally, at Orcas Primary Care, and if that's not possible, perhaps another Orcas setting.

Gregory Kramer

I am personal friends with Samuel Shim who wrote House of God. It changed medicine, it humanized medicine. It's the source of all medical tv shows you see where doctors, nurses, staff are human beings. A subsequent book called Man's 4th Best Hospital focusses on how the relationship with doctors and patients have been truncated because doctors are spending all their time facing a computer and filling out forms. And, my understanding is that this is also the case for Dr. Manske, I have not spoken with her personally. If duration of meetings is a problem, why not, and I know there is pressure from the insurance companies, and I know there are economics that are way beyond me, maybe in this place, in this community we can get creative. Maybe she can have a scribe that isn't paid as much as a physician to sit there and take notes, or maybe there's some other way of structuring group care teams and so on. There's got to be other approaches other than just bowing to the pressure of the insurance companies.

Martha Kramer

Procedurally I don't know where to go from here and I think everybody wants to know, I mean, you're going to hear a lot more stories but we are asking you as the board to intervene on our behalf with Island Hospital and I have been told that that may not be something you want to do or is possible to do. We've had Dr. Manske apologize for not managing her time sufficiently and saying she does want to come back and I want to know what happens. I know you can't comment but what do we do to get the board to intervene.

User 1 (online)

This is dovetailing with what Martha was asking. Are we just yelling into the void or do you guys have the ability to influence Dr. Manske coming back?

Maria Poblet

My name is Maria Poblet. I'm one of the hundreds of people who had a complex medical issue what went nowhere for a really long time and then I ran into this lady from New Mexico who read my whole chart and sometimes I had to wait for her and everybody told me it's worth the wait and it was and I feel better and it's the best health care I've had in my whole life. I'm part of Orcas Rising organizing committee and we're a community action network on the island. I'm a long time community organizer, not on health issues but I'm learning as all of us are. We all really value community health. That's what all of us in this room have in common. 450 people signed the petition about this. They could have been doing other things. This is a complex problem, there is no easy solution but everybody is trying to do something.

Institutions in our county are less accountable than they have ever been and Island Hospital is serving our community. It's hard to find people to come to serve our community. I know it's a hard job to be on this board. I know it's a hard job to serve rural communities and people are working really hard. There's a lot of really good people with really good values inside systems that are not set up to serve us. They are inside systems that are shaped by a profit motive and they are trying to do the best they can. Right now we are at a crossroads. Institutions are made up of people and people make decisions about what power they have – how to use the power they have in the interest of their own values. We can continue doing business as usual, separation of an at-will employee with no notice, putting letters in a file and waiting for the community outrage to go away, that's standard operating procedure in U.S. health care. Or we could use the power we have to do something different. This is a small community with a lot of resources. This is a huge amount of community engagement. This is a skilled doctor who doesn't want to start a private practice that costs \$5000 to become a member of and then \$200/visit. That's what people do when they leave the clinic and then I never see them again. Orcas Rising wanted to be clear about what we think we need. We want to reinstate Dr. Jennifer Simpson-Manske. We want Island Hospital to consider the community perspective on this, which is not the administrative perspective. This is the perspective of every day people which is what health care is supposed be about. The second, is to manage future transitions to avoid gaps in health care. All of us are going to see a medical assistant or a PA for the next while and you have to take 30 minutes to let them know why you're there, and they're trying to do 7 jobs because the clinic is understaffed. That's hard for everybody. We want to prioritize the high quality public health care practices that Dr. Simpson-Manske was known for including tracking the patient outcomes, proactively knowing what was happening over the long term, scheduling follow-up appointments proactively and not waiting for the patient remember, or for it to take 3 months and then it's a crisis. High quality, competent care for the whole community regardless of gender, race, age or economic class. We have the power to defend the values we share. Each of us can contribute to this, it's not an easy answer. It's not a button that we press, it's not a quick fix but, we have power to fix this and I know that all of you are here and having this meeting about something you can't control because you care. I know the people here from Island Hospital, who haven't shown their faces yet, have heard our invitation to come to the island and to talk to us. It's a short ferry ride. This is a community that really values health care and that's a huge opportunity and I want to invite us all to be solutioners.

Susan Mustard

I'm having a bit of a "now, wait a minute" moment in that I believe there were probably 50-60 people here a while ago. Having sat through a meeting where a lot of us couldn't hear what was being said, that's a hard thing to do for this long and look how many people are still here. Unfortunately, you guys are facing a big, huge issue on Orcas Island. And you are our only recourse, we have no other way to be heard. And we're hoping that perhaps you will see clear to let us have a town hall meeting where we can more fully, those many many people who went home because they had to go eat or take care of their kids or what not, that we could all be able to say what we need to say. I will just tell you that several

Susan Mustard, cont'd

doctors at the medical clinic told me I had heart problems for several years. And then, I heard about a new woman doctor at the medical clinic and I went to see Dr. Manske and she said, why don't we get a brain scan. Unlike the doctors who said I heart problems I went to get a brain scan and then I was ambulated to UW surgical/neuro surgical unit where I had brain surgery to remove a tumor the size of a nectarine. Dr. Manske saved my life.

Rebecca Cohen

Hi, my name is Rebecca Cohen, I miss Dr. Manske. Island Health made a frankly, dangerous move by dismissing, with no warning, a physician with a full patient roster. Why is this dangerous? A great number of Dr. Manske's patients are medically complicated and/or medically fragile. Follow-up appointments were yanked out from under vulnerable patients with no plan for continuity of care. No plan for continuity of care. Patients have been shunted to physician's assistants, some of whom are either uncomfortable or unlicensed to prescribe particular medications. Those patients have been referred to off-island specialists. Do you know how long it takes to get into a specialist? 2 months? 4 months? 6 months? 9 months? If a PA can't prescribe something to help somebody who has to wait 4 months to get into a specialist, what's going to happen to that person? This medical malpractice carried out by hospital administration, Island Hospital must reinstate Dr. Manske immediately. As a patient of hers, I was willing to trade time in the waiting room for time in the exam room with a knowledgeable doctor who listens, sees the big picture, cares, and has helped me improve my health drastically. Post script, Island Health's board meeting is tomorrow, June 25th at 9:30 a.m. Zoom attendance is possible, public comments are accepted, you must notify the board president before the meeting is called to order. Please see the Island Hospital website for all the information you need.

Ruth Walter

Most everybody knows me. Jennifer Simpson-Manske is one of two totally competent doctors I've had. The other one retired and went away but I was willing to go a great distance, and time and money in order to be in front of a doctor who listened, who heard what I had to say, who gave thoughtful, intelligent answers, if he didn't know the answer he went and got it, the same with Jennifer Manske. She's brilliant. If she doesn't know, she gets the answer, she finds the answer and she's insightful and intuitive, and she cares. What a crazy thing. The clinic won't have my business if she opens a business and I think that might be true for many of us. I don't really care how I get to pay for it, I want her as my doctor. Noone else at the clinic is worthy to be my doctor, they have done things I know to be wrong, have horrible manners, or pushing drugs that weren't needed. I will tell those stories if you want to hear them but there's no one there right who is fit to be my doctor and I am pretty critical about it. I can read medical stuff and understand what's going on. I can read my diagnosis in my chart and understand what that means. If I don't know, I know how to look it up and find information from multiple sources, I'm not just an internet geek. So, she's a brilliant doctor, why you would have her go, that's crazy.

Dan Borman

First of all I want to say that it's very hard for me to stand here. I'm upset. Although I was a very high functioning individual in the past, the spike protein has * me over. I don't mind saying those words that way. I went to Dr. Wilson, and without a test, he declared that I had diabetes and then he slammed the door. And then he called the pharmacy and ordered gabapentin for me and the pharmacy said to me, "why aren't you picking up your drugs? I said, "nobody told me there was any drugs". It turned out gabapentin was exactly the wrong thing to give me and could have killed me. Dr. Wilson needs to go, not Dr. Manske.

Dan Borman, cont'd

The other issue is, and I'll paraphrase, that as the board, the very first statement on your website, says that you want to be accountable and transparent but you're not. Be a board regardless of whether you're a landlord but nobody represents us here, you need to step up and speak for us. Please. Reconsider. Take that statement off your website or change your behavior to what it says.

It's hard for me to stand up here when I know I'm compromised. There's brain fog, there's dizziness, there's pain in my feet and my hands, it just goes on and on and on and on. If I don't have a competent doctor like Dr. Manske to listen to me then I'm going to get * from other doctors that just want to spend 15 minutes and get brownie points at the end of the day.

Marlia Dunsmore

I was going to try to get you guys off the hot seat because it seems to me that this is Island Hospitals problem. Isn't our primary care under them? They must have a board who should not be allowing this kind of stuff. I've had Jennifer Simpson-Manske and she listened and care and somebody told me how they had seen her and she called them on Sunday afternoon to tell them what might help them. I don't know who can get the board at Island Health to do something about this but like I said, it would get you guys off the hot seat because I don't know if you've got any power to do anything about this.

Carol Ann Anderson

My name is Carol Ann Anderson and I've lived here about 6 years. I've listened to a lot of different things here and I think I understand the relationship between this board and Island Hospital. I understand that, although you're the landlords, you also have the contract with Island Health, is that correct? Okay, so you are responsible for hiring them, correct? So you are on the hot seat because you are the managers for that contract. You have the power to work with them to get this problem solved. I have already written a computer comment but I want to make sure that you understand that this is a real big problem. The stats that you provided earlier in the 2025-2026 where everything was going great and you had a good reputation for how the clinic was working, I'm certain that those included the results of Dr. Simpson-Manske because she is one of the reasons why the clinic got a good report. We, every time we see her, receive a survey as far as how the clinic worked, I'm sure a number of us fill those out saying she's great, I don't care how long it takes, she listens, she's great. You're not going to get that any more. I've had three appointments in the last month without Dr. Manske, I've seen the PAs and in that time I now have two referrals to off island doctors. Have you tried to get a ferry reservation off/on island this summer? Can you get one? I'm still trying to get off the island to get to my referral. That's a problem. I have 20 different prescriptions that I take and Dr. Manske was able to work with those and my PA has already told me she can't prescribe a number of them. I can't get off the island, I have no way to get those prescriptions. When I told that to my PA she said that's what happens when you live on an island.

I have a friend who told me that her grandson has strep. They called the clinic and the clinic said they cannot take him because they don't have strep tests. He's working in a restaurant here, he can't get off island for a strep test. This is a public health problem.

This is something that you folks need to go to Island Health and fix it. The lady who is the new doctor, who is living two doors down from me, was hired and moved in before Jennifer Simpson-Manske was ever fired. She's been here and is ready to go to work before the doctor was even fired. I run an organization of over 100 people, you don't treat people like that. That's an unacceptable practice. It's your job with the contract, you have a mechanism by which to fix this, do it.

Rebecca Cohen

A quick reminder – Island Hospital’s board meets tomorrow morning at 9:30. The information is on their website, get it tonight, be ready, they’re taking comments. See you there.

Carol Ann Anderson

Who manages the contract with Island Health? You need to read the terms and conditions.

Dan Borman

I just want to say that none of us are born with a voice. Every time we move forward with our voice and advocate for ourselves from the time we’re about 2 years old, we’re making a choice. We either choose not to do it, or to do it. You need to make a strong choice by 4 of you, for 400 community members at the minimum. You need to amplify your voice by 100 times.

Victoria Smith

I offer this perspective to you, like I said earlier, you’re not just landlords, and thank you, Mr. President, you confirmed you’re not just landlords, you advocate for the community. This is not just an employer/employee relationship. Nor is it just a bilateral contractual issue. Are you not called the Island Health District Commissioners? Island health care, health care are the most important words there. So, the concern you must have for advocating for us is our health care. But, we understand as civilized citizens that you all work within an organization, in the structure of laws, in the structure of the capitalist system, which puts profit over people. So, I’m going to speak your language and say, this is not just a bilateral contract between you and Island Health because you do this because of your social contract responsibility to the community. You’ve talked about stakeholders throughout your meeting but never once did you talk about your largest stakeholder, which are we, the patients. We are your largest stakeholders. Therefore, you should listen to us more than Island Health.

We have a trilateral contractual relationship, you, Island Health and us. And we are your largest stakeholder. By the same token, Island Health does not have a simple at-will employer/employee relationship with Dr. Manske. Why? Because, health care is not a commodity, it is not just a commercial good. It involves the human condition. It involves human beings. Therefore, it is not just something where you dismiss an employee without any cause because that relationship involves another third party to that contract which is again we, the patient, the largest stakeholder in that contractual relationship. Therefore I would argue that we should have a say on whether Island Health dismisses our doctor.

Martha Kramer

We pay Island Hospital, \$1.3 million dollars, what do we get for that? Can we pay them more and keep Dr. Manske? Can we take money out of part of the budget and move it over to cover?

Anonymous comment

It seems to me that it shows us Island Hospital’s attitude towards Orcas and it’s patients when they send a newbie and one experienced person and she leaves half way through the meeting when all these comments are made. I’d like to point out to all of you, the irony, the basic irony, of the “care courageously” motto that they put on everything. Do they care at all? Let alone courageously.

Dave Zoeller

This is obviously a big issue for many of you. You sat through a meeting here, there was all this other stuff going on so that you could continue to talk toward the end. I think the issue is pretty clear that this is meaningful for many, for all of you. However, you might not have paid attention to many of the other things that have been going on between the first and second ability for you to speak. I want to have a little appreciation for the board for dealing with everything from EV chargers to contracts with fire department and other entities to try and improve health care. They are advocates and I hope that they will advocate for our opinions but there are many things that they do to try and improve health care on Orcas. Your issue being one but I appreciate the efforts the Superintendent and the current Commissioners do to continue that work. I can attest that it's not so much fun sometimes. Thank you.

Martha Kramer

I would also ask, why are we expanding our facilities if we don't have the staff?

County Council, District 2, Justin Paulsen

I wasn't going to speak but listening to all of this, this was incredible input. I'd like to compliment the board on following Robert's Rules of Order without adhering to Robert's Rules of Order to allow everyone to have the chance to have their voices heard. Some of us have gone over 3 minutes, some of us had 3 minutes twice and maybe even 3 times. I expect we'll hear about the Island Health board meeting at least one more time before this is over. This is an acute issue, Dr. Simpson-Manske. This issue with her employment and the kind of care she provides is an acute issue. This is a very small issue in the overall discussion which is health care priorities and how insurance governs the care that we receive. I would like to compliment the board on the community health network. It sounded very mundane as we were doing all this work but part of that community health network and the support the Orcas Health Care District has provided for that is to identify gaps in care and cover folks. There's a whole group of people who can't see Dr. Manske because they have no coverage. They have no access. They have zero ability to meet their needs. Those are the folks who are really suffering. All of us are suffering from Dr. Manske's care but there's a whole group of the population that's suffering more. I applaud your work for pushing it forward. I have all the expectation that you guys are going to take these voices and amplify them. I hope this conversation leads to a bigger discussion that we have an insurance and health care problem in our country and it is permeating to Orcas Island so there's a bigger issue facing us.
