Kalkaska Memoriai Health Center Full Authority Board of Trustees MeetingJanuary	24,	, 7	2	0	2
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Tow	Township Representatives:						
	George "Bud" Banker, Bear Lake	$\boxtimes$	Michael Cox, Oliver	$\boxtimes$	Eric Hendricks, Orange	$\boxtimes$	Diana Needham, Kalkaska Village
	Gregory Bradley, Clearwater	$\boxtimes$	Paul Erickson, Boardman		Ray Hoffman, Coldsprings	$\boxtimes$	Tracy Nichol, Blue Lake (6:12 PM)
$\boxtimes$	Nelson "Jerry" Cannon, Garfield		Springfield Township-Vacant		Karl Klimek, Excelsior		John Rogers, Rapid River
	Kalkaska Township - Vacant						
Men	nbers At Large Members:						
	Robert "Bob" Barr	$\boxtimes$	Dale De Korne	$\boxtimes$	Kim Stephens	$\boxtimes$	Bruce Zenner
$\boxtimes$	Noreen Broering	$\boxtimes$	Melanie Pauch	$\boxtimes$	Valerie Thornburg		
Staff	<b>f</b> .						
	Kim Babcock	$\boxtimes$	Daniel Conklin		Andrew Raymond	$\boxtimes$	Chandra Whiting
$\boxtimes$	Jeremy Cannon	$\boxtimes$	Jeremy Holmes, DO	$\boxtimes$	Kevin Rogols	$\boxtimes$	Laura Zingg
	Heather Soenksen	$\boxtimes$	Amber Phillips				
Com	Community:						
	Stuart McKinnon						

TOPIC	SUMMARY	ACTION ASSIGNMENT
Call to Order	Mr. Bruce Zenner called the meeting to order at 6:00 PM in Classroom(s) A & B at the Health Center.	
Conflict of Interest Roll Call	A roll call for Conflict of Interest was taken as follows: George "Bud" Banker, no; Nelson "Jerry" Cannon, no; Michael Cox, no; Gregory Bradley, no; Paul Erickson, no; Eric Hendricks, no; Diana Needham, no; Valerie Thornburg, no; Melanie Pauch, no; Noreen Broering, no; Dale De Korne, no; Kim Stephens, no; Bruce Zenner, no.	
Consent Agenda	The Consent Agenda was reviewed.	

	Motion was made and duly supported to approve the Consent Agenda as presented. All "AYE." Motion carried.	
Public Comment Regarding Agenda Topics	No public comment at this time.	
Moments of Excellence Recent Patient Outcome	Mr. Jeremy Cannon shared a recent story of a successful patient outcome from the combined efforts of the KMHC EMS and Emergency Department.  A 51-year-old individual had been experiencing chest pain for approximately a week when his wife called 911. Kalkaska EMS responded to the call for a patient having a heart attack. The patient became unresponsive just blocks from arriving at KMHC Emergency Department.  Upon arrival at the hospital the patient was put on a Lucas device to perform mechanical CPR in the emergency department. The team at the KMHC Emergency Department performed a series of life saving measures on the patient for close to an hour and a half and was able to save the patient.  The patient was then transferred to Munson for further care and has since been discharged and has been able to return home. On his return trip home, the patient made a stop at the KMHC Emergency Department to thank the staff.  Mr. Cannon also introduced Ms. Phillips to the Board. Ms. Phillips is the new Long-Term Care administrator at KMHC. Her role will have a focus on	
	operations as well as growth in Long-Term Care.	
Open KMHC Public Budget Hearing and Annual Meeting	Motion was made and duly supported at 6:10 PM to open the Public Budget Hearing and Annual Meeting. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 13 "AYES." 0 "NAYS". Motion Carried.	
Election of Officers  Board Chair	Mr. Zenner asked for nominations for the position of Board Chair. At that time Mr. Cannon nominated Mr. Zenner and it was supported by Ms. Needham.	-

	Motion was made and duly supported to approve the nomination of Board Chair, Mr. Zenner, for the term of January 2023-January 2024. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, Abstain. 12 "AYES." 1 "Abstain". 0 "NAYS". Motion Carried.	
Vice Chair	Mr. Zenner asked for nominations for the position of Board Vice Chair. At that time Ms. Thornburg nominated Mr. Cannon and it was supported by Ms. Needham.  No other Nominations were made.  Motion was made and duly supported to approve the nomination of Board Vice Chair, Mr. Cannon, for the term of January 2023-January 2024. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, Abstain; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Tracy Nichol, yes; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 13 "AYES." 1 "Abstain". 0 "NAYS". Motion Carried.	
Treasurer	Mr. Zenner asked for nominations for the position of Treasurer. At that time Mr. Cannon nominated Ms. Thornburg and it was supported by Mr. Cox.  No other Nominations were made.  Motion was made and duly supported to approve the nomination of Board Treasurer, Ms. Thornburg, for the term of January 2023-January 2024. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Tracy Nichol, yes; Diana Needham, yes; Valerie Thornburg, Abstain; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 13 "AYES." 1 "Abstain". 0 "NAYS". Motion Carried.	

Secretary	Mr. Zenner asked for nominations for the position of Secretary. At that time Mr. Cox nominated Ms. Nichol and it was supported by Mr. Hendricks.  No other Nominations were made.  Motion was made and duly supported to approve the nomination	
>	of Board Secretary, Ms. Nichol, for the term of January 2023-January 2024. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Tracy Nichol, Abstain; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 13 "AYES." 1 "Abstain". 0 "NAYS". Motion Carried.	
Renewal of Members at Large	8 1	
Valerie Thornburg     Kim Stephens	Members at Large, Ms. Thornburg and Ms. Stephens, terms were expiring in 2023. Mr. Zenner asked the Board for consideration in reappointing of Ms. Stephens and Ms. Thornburg to the KMHC Board of Trustees. The Board discussed reappointment for a three-year term expiring in 2026.	
	Motion was made by Ms. Nichol and duly supported by Ms. Needham to appoint Ms. Thornburg and Ms. Stephens to a 3-year Member at Large term expiring in 2026. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric	
	Hendricks, yes; Tracy Nichol, yes; Diana Needham, yes; Valerie Thornburg, Abstain; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 13 "AYES." 1 "Abstain". 0 "NAYS". Motion Carried.	
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Committee Appointments- Discussion and Appointment by Board Chair	The following recommendations were made by the Board Chair, Mr. Zenner, for committee appointments:	
<ul> <li>Audit and Compliance Committee</li> <li>Executive/Finance Committee</li> <li>Joint Conference and Ethics</li> </ul>	Audit and Compliance Committee will consist of the following members:  • Ms. Valerie Thornburg (Chair)	
Committee	Mr. Bruce Zenner	
Medical Advisory Committee	Mr. Michael Cox	
<ul><li>Nominating Committee</li><li>Safety and Quality Committee</li></ul>	Mr. Dale De Korne     Mr. Karl Klimek	

- Strategic Planning Committee
- **Building Ad-Hoc Committee**

Executive/Finance Committee will consist of the following members:

- Mr. Bruce Zenner (Co-chair)
- Ms. Valerie Thornburg (Co-chair)
- Mr. Nelson "Jerry" Cannon
- Ms. Tracy Nichol
- Mr. George "Bud" Banker
- Ms. Diana Needham
- Mr. Eric Hendricks

Joint Conference and Ethics Committee will consist of the following members:

- Mr. Bruce Zenner
- Mr. Robert "Bob" Barr

Medical Advisory Committee:

· Per the request of the medical staff, the full medical staff will fulfill the role of the Medical Advisory Committee.

Nominating Committee will consist of the following members:

- Mr. Nelson "Jerry" Cannon
- Ms. Valerie Thornburg
- Mr. George "Bud" Banker
- Mr. Eric Hendricks
- Ms. Kim Stephens

Safety and Quality Committee will consist of the following members:

- Ms. Melanie Pauch
- Ms. Kim Stephens
- Mr. Paul Erickson
- Ms. Tracy Nichol
- Ms. Noreen Broering

Strategic Planning Committee will consist of the following members:

- Mr. Bruce Zenner
- Mr. Nelson "Jerry" Cannon
- Mr. George "Bud" Banker
- Ms. Tracy Nichol
- Mr. Robert "Bob" Barr

Building Ad-Hoc Committee (through the completion of the ED/Acute Care Pavilion) will consist of the following members:

· Mr. Raymond Hoffman

	Mr. Gregory Bradley	
	Mr. Zenner also noted the recommendation of the addition of Dr. Holmes and Dr. Sailor to the Strategic Planning Committee as non-voting representation from the medical staff. This recommendation was not noted on the handout provided to the board members at the meeting.	
	Motion was made and duly supported to approve the committee appointments as recommended. A roll call vote was taken as follows:  George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Tracy Nichol, yes; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 14"AYES." 0 "NAYS". Motion Carried.	
Presentation of Proposed Fiscal Year 2025 Budget	Mr. Andrew Raymond addressed the board regarding the proposed fiscal year 2025 budget which was included in the board packet for review.  Mr. Raymond clarified that as an Act 47 hospital, two different types of millage:	
	a capital millage and an operating millage are available to KMHC.  The capital millage is the millage that was voted on in 2017 and can only be used on capital projects and infrastructure.	
	The operating millage can be used for operating expenses. The current operating millage is the lowest operating levy amount permitted for an Act 47 hospital at 1/100 mil. KMHC can go up to 4/10 mil annually for the operating millage without having to go out to vote. The minimal amount of 1/100 mil allows the hospital to retain the levy in case it is needed in the future. The operating millage generates approximately \$8,800 per year and costs a property owner less than a dollar on average on their tax bill.	
	Mr. Raymond informed the board that the budget that is presented is a balanced budget which is required by Act 47. The budget is always presented two years in advance to give the respective townships prior notice.	
Public Comment(s) Re: Proposed Fiscal Year 2025 Budget	No public comments were made at this time.	
Resolution Regarding Operational Millage Request from the Townships		

	A resolution (attached to the original minutes) was made and duly supported for approval of 1/100 of a mil tax subsidy to be applied to the fiscal year 07/01/2024 through 06/30/25, collected 03/31/25. A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Tracy Nichol, yes; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 14"AYES." 0 "NAYS". Motion Carried.	
Schedule of Calendar Year 2023 Board Meetings	A copy of the proposed calendar year 2023 Board Meeting dates was included in the Board Meeting packet for review.  Motion was made and duly supported to approve the meeting schedule for calendar year 2023 as presented. All "AYE." Motion	
Close the KMHC Public Budget Hearing and Annual Meeting	Motion was made and duly supported to close the Public Budget Hearing and Annual Meeting at 6:38 PM. All "AYE." Motion carried.	
Board Chair Report Munson Healthcare Update	<ul> <li>Mr. Zenner reported on the following:</li> <li>Munson Healthcare has put the new Family Birth &amp; Children's Center project on hold and plans to revisit the project in June of 2023.</li> <li>Munson continues to experience challenges with staffing and the work they are doing on their finances.</li> </ul>	
Committee Reports Strategic Planning Committee Meeting 01-19-23 Munson Healthcare Relationship Discussion	Mr. Rogols provided the Board with an update from the recent meeting of the Strategic Planning Committee and with background on the affiliation agreements between KMHC and Munson Healthcare.	

	KMHC has been an affiliate of Munson since 1976 and maintains two types of affiliation agreements with Munson. The first is the required critical access network agreement that KMHC must have with a tertiary hospital to meet CMS conditions of participation requirements as a critical access hospital. The second agreement is the "Affiliation and Management Services Agreement." The current affiliation agreement was executed in 2017 and is scheduled to expire in 2023. Last summer, Munson provided KMHC with a notice of non-renewal indicating their desire to renegotiate the provision of services and associated fees. KMHC is currently in the process of renegotiating the affiliation agreement with Munson Healthcare.	
	Mr. Rogols then reviewed documents included in the board packet pertaining to the affiliation agreement with the board members.	
	Mr. Rogols informed the Board that the Strategic Planning Committee will be heavily involved in the process of renegotiating the affiliation agreement over the next several months.	-
	Discussion ensued among the board regarding the topic of system participation.	
Update on Projects at KMHC	Mr. Rogols also provided the following project updates for KMHC:	
	The Acute Care Pavilion project is going very well and is currently under budget.	
	<ul> <li>KMHC is working with a third-party company, Power Wellness, on an assessment of the possibility of expanding rehab services to the Kaliseum. This company runs multi-generational centers across the country. Power Wellness surveyed 300 people in the community. KMHC has received good results back thus far and is working on the refinement of a business plan to be able to present to the full Board in April 2023.</li> </ul>	
	<ul> <li>KMHC is working with the county on the potential use of Opioid settlement funds.</li> </ul>	,
	KMHC Leadership is re-starting (post COVID) attendance at Township Board Meetings on a quarterly basis.	
	The Certificate of Need (CON) has been filed with the state for the	

fixed MRI and KMHC is awaiting a response.

KMHC will utilizing the Building Ad-Hoc Committee to assist launching a new campus planning process.      KMHC recently purchased additional property on the corner Lake Rd and Birch Street that is intended to become part of to campus plan.      Community Mental Health has been using the old administrate building while looking at options for a more permanent location KMHC has been working with architect, Rick Skendzel, on does possible plans to lease property to Community Mental Health building in the future.  Audit and Compliance Committee Meeting 01-24-23 Professional Services Agreement Compensation Review  Kalkaska Medical Associates (KMA) Contracts  Kalkaska Medical Associates (KMA) Family Medicine and Dr. Cole within fair market value. The compensation plans were also supporte Audit and Compliance Committee as being within fair market value.	of Island the new  ation tion. developing th to build a
Committee Meeting 01-24-23 Professional Services Agreement Compensation Review  Kalkaska Medical Associates (KMA) Contracts  Dr. Andrew Cole-Physical Medicine  Mr. Rogols provided an overview of the two physician employment as that were discussed in the Audit and Compliance Committee meeting  Kalkaska Medical Associates (KMA) Contracts  The Andrew Cole, Physical Medicine  Ms. Jill Coverdill, Compliance Officer for KMHC affirmed that the professional Services  Mr. Rogols provided an overview of the two physician employment as that were discussed in the Audit and Compliance Committee meeting  Kalkaska Medical Associates (KMA) Contracts  The Andrew Cole, Physical Medicine  Ms. Jill Coverdill, Compliance Officer for KMHC affirmed that the professional services and the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee meeting that were discussed in the Audit and Compliance Committee that were discussed in the Audit and Compliance Committee that were discussed in the Audit and Compliance Committee that were discussed in the Audit and Compliance Committee that were discussed in the Audit and Compliance Committee that were discusse	agreements KMHC Compliance Officer will lead the
The Board was informed that due to the complexity of the Kalkaska Massociates (KMA) employment agreements, and the unique nature of family medicine physicians also providing coverage for acute inpatier long term care, and emergency department back-up, the Compliance recommends, and the Audit and Compliance Committee supports the completion of an annual internal audit of KMA family medicine service reported back to the Compliance Committee.  Motion was made and duly supported to approve the professional services agreements as presented. All "AYE." Moderative.	family medicine audit and will report findings to the Compliance Committee annually.  poposed e, fall ted by the  Medical of KMHC ent care, e Officer ne ces,
CEO Report Final Draft Table of Contents for Board of Trustees Manual  Mr. Rogols referenced the draft table of contents for the Board of Tru Manual that was included in the Board Packet for review. Board mer	

were asked if there were any additional changes or additions for the manual being requested at this time.	Table of Contents Presented at the January Meeting.
KMHC Leadership plans to distribute the completed Board of Trustee Manual at the February Board Meeting and to start to schedule orientation sessions for Board Members, starting in March	Ms. Whiting will add a tab for legal opinions to the Board of Trustees Manual
A recommendation was made to add a section in the future for legal opinions that have been obtained by the Board.	KMHC Leadership will begin to schedule orientation for Board members starting on March of 2023.
Ms. Zingg provided the Board background information regarding the recent KMHC Fitness Challenges. Starting in the fall of 2021, a survey and prioritization process began to identify the top health and wellness concerns for KMHC and the community. In April of 2022, the KMHC Board of Trustees voted to support obesity as the single most important health improvement focus area over the next 3-5 years.	
In Fiscal Year 2023 the mission critical goal was established of "Lead by example through the achievement of evidence-based improvement in the health of KMHC employees."	
Mr. Conklin then explained to the board how the Spring 2022 and Fall 2022 Challenges were completed with KMHC employees as well as shared results, key learnings and what the team planned to do different in future challenges.	
The KMHC team is currently working on developing the Spring 2023 Challenge and working on bringing in an outside entity to pilot the next challenge along with the KMHC staff.	
The Board Chair, Mr. Zenner, has requested that this topic be moved to the February Board Meeting Agenda.	Ms. Whiting will add this topic to the February Board Meeting Agenda
Dr. Holmes reported on the following:	
Hospital admissions had been dropping and are starting to pick back up	
<ul> <li>Munson recently held a provider symposium after not being held in a few years due to COVID. The symposium had a good turnout, including 6 providers from KMHC, and had very good lectures.</li> </ul>	>
	being requested at this time.  KMHC Leadership plans to distribute the completed Board of Trustee Manual at the February Board Meeting and to start to schedule orientation sessions for Board Members starting in March.  A recommendation was made to add a section in the future for legal opinions that have been obtained by the Board.  Ms. Zingg provided the Board background information regarding the recent KMHC Fitness Challenges. Starting in the fall of 2021, a survey and prioritization process began to identify the top health and wellness concerns for KMHC and the community. In April of 2022, the KMHC Board of Trustees voted to support obesity as the single most important health improvement focus area over the next 3-5 years.  In Fiscal Year 2023 the mission critical goal was established of "Lead by example through the achievement of evidence-based improvement in the health of KMHC employees."  Mr. Conklin then explained to the board how the Spring 2022 and Fall 2022 Challenges were completed with KMHC employees as well as shared results, key learnings and what the team planned to do different in future challenges.  The KMHC team is currently working on developing the Spring 2023 Challenge and working on bringing in an outside entity to pilot the next challenge along with the KMHC staff.  The Board Chair, Mr. Zenner, has requested that this topic be moved to the February Board Meeting Agenda.  Dr. Holmes reported on the following:  • Hospital admissions had been dropping and are starting to pick back up  • Munson recently held a provider symposium after not being held in a few years due to COVID. The symposium had a good turnout,

### Go Into Closed Session

Motion was made and duly supported to go into Closed Session at 7:59 PM for the following reason(s): The Michigan Open Meetings Act – Act 267 of 1976-15.268(h) – To consider material exempt from discussion or disclosure by state or federal statute. Public Health Code – Act 368 of 1978 – 333.21515. Confidentiality of records, data and knowledge. The records, data and knowledge collected for or by individuals or committees assigned a review function described in the article (333) are confidential and shall be used only for the purposes provided in this article, shall not be public records, and shall not be available for court subpoena. It was also requested that Dr. Holmes, Mr. Rogols, and Ms. Whiting from the administrative staff remain during the closed session.

A roll call vote was taken as follows: George "Bud" Banker, yes; Nelson "Jerry" Cannon, yes; Michael Cox, yes; Gregory Bradley, yes; Paul Erickson, yes; Eric Hendricks, yes; Tracy Nichol, yes; Diana Needham, yes; Valerie Thornburg, yes; Melanie Pauch, yes; Noreen Broering, yes; Dale De Korne, yes; Kim Stephens, yes; Bruce Zenner, yes. 14"AYES." 0 "NAYS". Motion Carried.

## Come out of Closed Session

Motion was made and duly supported to come out of closed session at 8:02 PM.

Cradentialing Discussion		
Credentialing Discussion	Upon the recommendation from the KMHC Medical Staff, the Board of Trustees reviewed the credentialing application(s) for new appointments to the Medical Staff and facility addition/changes/privilege additions as outlined on the attached document related to staff category and appointment cycle, as well as privileges.  Relevant information was discussed during the closed session.  Motion was made and duly supported that the Board of Trustees approve the credentialing files/privileges as outlined on the attached document for appointment to the appropriate staff category and for the appointment time period. All "AYE." Motion carried.  Motion was made and duly supported to approve the consent agenda from the closed session which included the closed session meeting minutes from December 06, 2022. All "AYE". Motion carried.	
Open Dialogue from Members	A Board Member commented that this was a good session.	
Public Comment	No public in attendance at this time.	
Upcoming Events/Conferences	Next Full Authority Board of Trustees Meeting on February 28, 2023.	
Adjournment	Upon proper motion the meeting was adjourned at 8:03 PM.	

Respectfully submitted,

Chandra S. Whiting

**Board Recording Secretary** 

# Credentialing Agenda For KMHC December 29, 2022, Credentials Committee January 19, 2023, Medical Staff Meeting January 24, 2023, Board of Trustees Meeting

## New Appointments:

- Allied Health Professional Staff Anesthesiology January 25, 2023
  - September 30, 2023
    - o Christy Baginski, CRNA
    - Tyler Clack, CRNA
    - Heather Montgomery-Kanitz, CRNA
    - Taylor Smith, CRNA
- Allied Health Professional Staff Psychology January 25, 2023 March 30, 2023
  - Evan Parks, PsyD

# Facility Addition/Changes/Privilege Additions:

- Consulting Staff Anesthesiology January 25, 2023 September 30, 2023
  - Patrick Darga, MD
- Consulting Staff Orthopaedics January 25, 2023 September 30, 2023
  - Matthew Dubiel, MD
  - o Peter McAndrews III, DO
- Allied Health Professional Orthopaedics January 25, 2023 September 30, 2023
  - Angela Pailthorpe, PA-C
  - Grant Price, PA-C
  - o Brandon Ryan, NP
- Consulting Staff Emergency Medicine January 25, 2023 September 30, 2023
  - o Rebecca Hess, MD
- Allied Health Professional Anesthesiology January 25, 2023 September 30, 2023
  - o Jennifer Simons, CRNA