# COMMUNITY REPORT





Pictured (I-r) Cathy Waddell BSN, RN-BC, Ronald Jenkins, M.D., Jonathan Swallow CST, RCIS, and Ava Grantham CST, RCIS



Jon Ness, CEO, Kootenai Health

## 2022 IN REVIEW

The year 2022 was an important year for Kootenai Health. After navigating the many challenges brought on by the pandemic, we were able to shift our focus to proactive strategies that will help our organization continue to grow and serve our region.

Our financial reports did not show the positive results we consistently experienced the 12 years prior. However, we have begun to see positive returns on our efforts to recover from the impacts of COVID-19, which were due mostly to excessive contract "traveler" employee expenses. In spite of this, our board of trustees once again voted to not use its taxing authority. We were also pleased to once again receive the Standard and Poor's "A" rating for outstanding financial stewardship.

There are many highlights from 2022 that we are very proud of. Our transition to the comprehensive Epic electronic health record platform allows providers and patients better access to health care information, prescriptions, lab results, appointments, and more.

The year 2022 also marked continued work on our state-of-the-art heart center expansion. The expansion includes a 41,000 square foot, three-story addition to the existing building with space designated for pre- and post-procedural patient care, diagnostic support, two new Heart Center procedure rooms, and space for future growth. Together they will allow us to care for more than 4,500 patients each year. Thanks to generous support from our donors, this expansion will provide additional resources that are critical to caring for our rapidly growing region.



Our continued commitment to quality and safety was validated through some important honors in 2022. The Centers for Medicare and Medicaid Services (CMS) honored Kootenai Health with a Five-Star Overall Hospital Quality Star Rating, making Kootenai Health the only hospital to earn this rating in the Inland Northwest. Five-Star Overall Rating is something every hospital in the country works toward, and few achieve.

In addition, Kootenai Health received the highest standard from Leapfrog Hospital Safety Grade, the gold standard in the measure of patient safety. Leapfrog uses more than 30 national performance measures from CMS, hospital surveys, and other supplemental data sources. Kootenai Health is proud to add the Leapfrog Hospital Safety Grade A to our CMS Five Star designation, along with the many honors our organization, caregivers, and teams receive year over year.

This commitment to quality and safety is part of our culture at Kootenai Health and drives our compassion for all members of the community we serve. The ever-increasing need to care for those suffering from substance abuse led us to form a detox unit as part of our behavioral health services. This is the only unit of its kind in northern Idaho, and offers adult patients 24-hour, medically monitored detox, with physician oversight.

There are many more highlights that cannot be captured in this letter alone, but are shared throughout the following pages of this community report. It has been an honor to serve alongside this team as we work together in our shared commitment to care for you and your loved ones.

Wishing you good health, Jon Ness, CEO

#### Heart Center Expansion

In September 2021, Kootenai Health broke ground to expand the Kootenai Health Heart Center, main operating rooms and Kootenai outpatient surgery. The expansion includes a 41,000 square-foot, three-story addition to the existing building. The second floor of the expansion will house the pre- and post-procedural patient care space, diagnostic support space

and two new Heart Center procedure rooms— including nine new patient rooms, a second cardiac catheterization lab, a second electrophysiology lab for heart rhythm disorders and the addition of two new operating rooms, for a total of 13.

The expansion will allow Kootenai Health to serve an ever-growing patient population while providing top-of-the-line care with the latest cardiovascular equipment.

"As community health care needs grow across the region, Kootenai Health needs to keep pace in our surgical and heart center capacity," said Jeremy Evans, chief operating officer of Kootenai Health.

It will also enable Kootenai to offer more complex, higher acuity services and quicker access to its operating rooms. All of this is key to also completing the work that is underway for Kootenai Health to seek official designation as a Level II Trauma Center. Currently, Kootenai Health is designated as a Level III Trauma Center by the American College of Surgeons. This designation means the hospital has demonstrated its ability to provide prompt assessment, resuscitation, surgery, intensive care and stabilization of injured patients and emergency

operations. Expanding the Heart Center will enable Kootenai to offer more complex, higher acuity services and quicker access to its operating rooms. In doing so, Kootenai will take the first of many strategic steps to position the hospital as a national leader in cardiovascular care.



Ronald Jenkins, M.D., Kootenai Health Interventional Cardiologist with heart patient, George Bache.

#### Epic Electronic Health Record Implementation

In March 2022, Kootenai Health upgraded its electronic health record (EHR) system to Epic. This transition was made to help create a seamless, safer and more consistent health care system for all patients in our community.

Epic is the preferred EHR system used by more than 250 health care organizations nationwide, including most health care organizations within 40 miles of Kootenai Health. This means health care organizations can efficiently share information – making transfers and referrals safer and easier. This was a massive undertaking that elevated almost every aspect of Kootenai, including more consistent patient care protocols, consolidated billing and faster test results reporting.

By moving to one platform, patients and providers have access to all information in one place. This single repository and interactive patient communication tool prevents errors and enables patients to access their health care information, prescriptions, appointments and more with a single login.

One of the most beneficial features of Kootenai Health's new EHR is its intuitive online patient portal called MyChart. The platform includes many convenient features that were not available in past systems. Within the platform, patients will be able to securely message their care team with routine questions, view upcoming appointments, review discharge instructions, immediately view lab and radiology results, pay their bill and request prescription refills with a touch of a button.

#### Terence Neff, M.D., Honored with Visionary Leadership Award

The boards of Kootenai Health and the Kootenai Health Foundation jointly honored long-time community pediatrician Terence Neff, M.D., with the Visionary Leadership Award for his service to the Foundation and community.

"Dr. Neff has been a respected leader on the hospital medical staff for many years," Jon Ness, Kootenai Health CEO, said. "He has also represented his patients and our region well at the state level through his service on numerous boards and state-wide committees. It is a pleasure to recognize his contributions by honoring him with the Visionary Leadership Award."

The Visionary Leadership Award recognizes those whose insightful leadership and innovative thinking have significantly improved Kootenai Health and health care in our community. Recipients of the award helped to lay the foundation for today's advancements and their dedication continues to encourage and inspire the community.



Terence Neff, M.D. and wife Debbie at the Kootenai Health Foundation donor reception where he was honored with the Visionary Leadership Award.

A board-certified pediatrician, Neff started Coeur d'Alene Pediatrics in 1985 and grew it to be the largest pediatric practice in Idaho. He served as Chief of Medical Staff at Kootenai Health from 2001 - 2003 and went on to serve on the Kootenai Health Foundation board from 2007 - 2013. He also served on the Kootenai Health board of directors from 2008 - 2021 and was board chairman from 2018 - 2021, Dr. Neff has held leadership and advisory positions with more than 20 local and state-wide organizations working to improve health and health care for children and adults.

#### Kootenai Health has achieved a Center for Comprehensive Multiple Sclerosis (MS) Care designation—the only recognized center in Idaho

Kootenai Clinic Neurology's commitment and advanced approach to treating patients with multiple sclerosis (MS) has earned it the designation of being a Center for Comprehensive MS Care

through the National Multiple Sclerosis Society's Partners in MS Care Program. The National MS Society is at the forefront of cutting-edge MS research— driving change through advocacy, facilitating professional education, collaborating with MS organizations around the world, and providing services designed to help people with MS and their families thrive.

This recognition is a direct result of the efforts of Multiple Sclerosis Clinic Director Nina Bozinov, M.D., M.S., and her experienced team. Together they have consistently demonstrated the wealth of knowledge and attention to detail needed to treat people living with MS. "This is the highest designation for an MS center, and it emphasizes the collaborative team approach to MS care," Dr. Bozinov said. "It has truly been a team effort to build our MS center, and

> we continue to strive to make improvements in our patient care every day."

Kootenai Clinic Neurology is the only recognized Center for Comprehensive MS Care in Idaho and the only one located between Billings, Montana, and Seattle, Washington. The center's presence is even more vital, as there is a higher incidence of MS patients in the Inland Northwest.



Kootenai Clinic Neurology

#### Board Transitions to a 501(c)(3)

In December of 2022, the Kootenai Health Board of trustees voted to transition Kootenai Health from a hospital district structure to a 501(c)(3) not-for-profit model of operations. The decision came after months of evaluation and discussion.

"I am pleased with the outcome of today's vote," said Kootenai Health board of trustees' chair, Katie Brodie. "This board has engaged in a thorough evaluation of the benefits and challenges of converting to a 501(c)(3). We were well prepared to make this decision. This new structure will give Kootenai Health the advantages of a modern, contemporary organizational structure, reduce government and eliminate any possibility of taxing our community." In the 2022 legislative session, the Idaho Senate and House of Representatives approved Idaho House Bill 603, which provides district hospitals the opportunity to transition to a non-prof-

(front row, I-r): Kaysha Padilla, CMA; Nina Bozinov, M.D., MS;

Autumn Ramsrud, PharmD, CSP, MSCS; Cindy Smith, PharmD, CSP;

(back row, I-r): Kaeli Newbold, R.N., BSN, MSCS; Katie Gwin, R.N., BSN,

it 501(c)(3) model. This option has been available to county hospitals since 1986. The law took effect on July 1, 2022. The transition to a 501(c)(3) will be done in two parts. The first was done at the May 2023 board

meeting when the new 501(c)(3) was established. All hospital operations will officially be transferred at years end, December 31, 2023.



Kootenai Health Board of trustees (I-r) Jon Ness, CEO; Katie Brodie; Teri Farr; and Robert Colvin during the December 2022 board meeting (not pictured: Dave Bobbitt; Cindy Clark, RN; Thomas deTar, M.D.; Liz Godbehere, RN; Steve Matheson; and Robert McFarland, M.D.).

#### Forensic Nurse Program

Kootenai Health's Sexual Assault Nurse Examiner (SANE) program is made up of a dedicated team of nurses with extensive specialized training in forensic examinations for sexual assault and domestic violence victims. The program plays a critical role in providing better outcomes to survivors of assault.

"The first encounters are so important as they can have a profound effect on the healing process," said Megan Lorincz, Kootenai Health Forensic Nursing Program Manager. "Studies have proven that SANE nurse collections yield 80% more evidence than an untrained nurse or doctor, but beyond that survivors cared for by SANEs more often report feeling supported, in-control, believed, safe and informed."

The reality is, while these programs are important, and even vital, not every hospital has one. Lack of funding often prevents nurses and providers from receiving the needed training to maintain these programs. Recognizing the growing need for these services all throughout northern Idaho, Lorincz and her team applied for a grant through the U.S. Justice Department's Office of Violence Against Women (OVW), to enhance care for victims of sexual assault, domestic violence, dating violence, and stalking.

In September of 2022, OVW awarded Kootenai Health enough funds to help train nurses and providers in medical-forensic care all throughout the Idaho Panhandle for at least the next three years. A generous estate gift to the Kootenai Health Foundation helped supplement these funds. Training will include comprehensive adult, adolescent, and pediatric sexual assault examiner training, followed by handson clinical skills training. Ongoing education will consist of crime specific training, such as domestic violence, strangulation, human trafficking, stalking, and more.



This grant will also provide funding to Safe Passage's Child Advocacy Center to help pay for a medical provider to perform follow-up examinations and exams outside the evidence collection window, a service Lorincz said is desperately needed. Lorincz and her team hope to increase collaboration to better serve this population of victims, not only to help connect them with resources, but to identify gaps and barriers in the system making it easier for survivors to find and access services.

#### Adult Recovery Unit Offers Detox Services

People with chronic alcohol or opioid use disorder don't just have a difficult time ending their addiction. The first few days can be dangerous as their body adjusts to life without the substance it has come to depend on.



Through the detox services at Kootenai Health's Adult Recovery Unit, patients with alcohol or opioid use disorder can receive medically monitored assistance in a hospital setting while they abstain from alcohol or drug use.

The only unit of its kind in northern Idaho, Kootenai Health's Adult Recovery Unit, offers 24-hour, medically monitored detox, with physician oversight. Patients receive case management and therapeutic support during their stay. Detox Services are often an essential part of recovery and an important first step on the journey toward sober living and overall better physical and mental health.

#### Kootenai Urgent Care Rebrand

With life's busy schedules sometimes it's hard to see your PCP as quickly as you would like. If your situation needs quick attention, but isn't so serious that you need to go to the hospital emergency department, a trip to the urgent care might be just what the doctor ordered.

Urgent cares specialize in minor emergencies like ear infections, sprains and strains, cuts, and sore throats. They provide quick care without the expense of a trip to the emergency department.

In March 2022, when Kootenai Health implemented its new electronic health record system, Epic, it created an even closer tie between the hospital and Kootenai Urgent Care. With the change to the same electronic health record, Kootenai Urgent Care patients will notice another change.

"Patients receiving care at any Kootenai Health facility, including Kootenai Urgent Care, will now receive



one bill that includes the care they have received at any Kootenai Health facility for the month," said Shelley Woodward, Kootenai Health's executive director of revenue cycle operations. "This means patients have fewer separate bills to review and manage." With this deeper integration, Kootenai Urgent Care has also adopted Kootenai Health's blue and green "spark" logo.

"Our team has been eager to have a logo and colors that look more like Kootenai Health," said Shelley Janke, executive director of Kootenai Clinic's primary care division.

"Our team has been eager to have a logo and colors that look more like Kootenai Health," said Shelley Janke, executive director of Kootenai Clinic's primary care division. "With everyone moving to the Epic electronic health record and closer alignment with Kootenai Clinic, the timing was finally right to make the change."

#### Kootenai Health Awards



#### CMS Five Star Overall Hospital Quality Star Rating

in spite of the significant challenges presented by the pandemic.

In 2022, Kootenai Health achieved a Five-Star Overall Hospital Quality Rating from the Centers for Medicare and Medicaid Services (CMS). Kootenai Health was the only hospital to earn a Five Star Overall Rating in the Inland Northwest.



#### Hospital Safety "Grade A"

The "Hospital Safety Grade" scores hospitals on how safe they keep their patients from errors, injuries, accidents, and infections.

#### GALLUP'



**Gallup Exceptional Workplace Award** For the fifth time, Kootenai Health was recognized as one of the most engaged workplace cultures in the world with the 2022 Gallup Exceptional Workplace Award (GEWA). Gallup's survey results showed that Kootenai Health was successful in continuing to engage and develop its people,



#### Healthy Work Environment Award

Kootenai Health was recognized by the Sigma Theta Tau International Honor Society of Nursing (Sigma) as the clinical honoree for the 2022 Healthy Work Environment Award. Only two organizations are recognized annually for this award; one clinical setting and one academic setting. "The importance of receiving this award cannot be overstated," said Roxanne Gadberry, Kootenai Health's nursing education manager. "This is one of the most prestigious awards in nursing!"



#### Joy in Medicine

In late 2021, Kootenai Health was honored with the American Medical Association (AMA) 2021 Joy in Medicine™ Health System Recognition Program. The AMA distinction recognizes health systems that demonstrated commitment to preserving the wellbeing of health care team members by engaging in proven efforts to combat work-related stress and burnout. The award is another validation of the hospital's work and commitment to its employees and community.

## FINANCIAL STEWARDSHIP

#### 2022 and 2021 Statement of Operations (in \$millions)

	2022	2021
Total Revenues Earned	\$845	\$812
Operating Expenses		122
Employee Wages & Benefits	\$445	\$421
Supplies & Other Expenses	\$383	\$333
Capital Costs	\$ 38	\$ 28
Subtotal Operating Expenses	\$866	\$782
Total Operating Income	\$-21	\$ 30

Key Indicators	2022	2021
Inpatient Discharges	16,533	16,073
Inpatient Days	88,652	92,641
Physician Visits	370,842	368,186
Emergency Department Visits	59,275	60,368
Babies Born	2,116	2,087

#### Finance

Most district hospitals such as Kootenai Health receive financial support from local taxes. Because of its careful financial planning and management, Kootenai has not levied taxes since 1995. Its transition to a non-profit, 501(c)(3) will guarantee that Kootenai Health will not assess taxes in the future.

#### Standard & Poor's 'A' Rating

Standard & Poor's Ratings Services gave Kootenai Health an 'A' rating based on an evaluation of Kootenai's business plan, credit, and cash on hand. The rating is a strong positive assessment of Kootenai Health.

#### 2022 and 2021 Balance Sheet (in \$millions)\*

	2022	2021
Cash and Marketable Securities	\$225	\$417
Property and Equipment	\$327	\$282
Other Assets	\$265	\$172
Total Assets	\$817	\$871
Long Term Obligations	\$196	\$150
Other Liabilities	\$ 97	\$144
Net Assets	\$524	\$577
Total Liabilities and Net Assets	\$817	\$871

Financial information for 2022 includes Clearwater Valley Health and St. Mary's Health, which were purchased by Kootenai Health on April 1, 2020.

#### **COMMUNITY BENEFIT - \$251 MILLION**

Community benefit activities are programs and services hospitals provide to help improve health and increase access to health care in their communities. During 2022, Kootenai Health provided approximately \$251 million in qualified community benefits to people in our region.\*

#### This amount includes the following:

#### **\$10.4 MILLION**

#### Free and Discounted Care

Kootenai Health wrote off **\$718,000** worth of charges for patients who could not pay for their care. Another **\$9.7 million** was written off as part of a discount program that reduces charges for uninsured patients by 25 percent.

#### \$23.6 MILLION

#### Uncompensated Care (Bad Debt)

**\$23.6 million** worth of charges to patients who were unwilling to pay the "patient responsibility" of their health care bills were also written off.

#### \$195.7 MILLION

#### Government Insurance Programs

Many people don't know that programs like Medicare, Medicaid and state or county insurance programs do not pay the full cost for the care their participants receive. In 2022, Kootenai Health absorbed **\$195.7 million in costs that were not reimbursed by these payors.** That included **\$168 million for Medicare** patients and **\$9.5 million for state and county patients.** 

#### **\$21.4 MILLION**

#### Donations, Free Services, & Programs

Each year Kootenai Health makes substantial financial and in-kind donations that benefit our community. This includes donations to groups such as the Suicide Prevention Action Network and The Community Cancer Fund. It also includes the expense of providing free and low-cost health screenings and support groups for patients. In-kind donations also include expenses and staff time related to providing training opportunities for physicians, nurses and other health care workers. Together, these donations, free services and programs are improving how people are cared for in our community.

\*Calculations based on Kootenai Health's 2022 community benefit report filed with the Idaho Hospital Association.

#### **CONTINUED GROWTH IN SERVICES**

With Kootenai Health's growth in services, total revenue has been steadily increasing over the past five years from \$551M in 2018 to \$845M in 2022.



## The Power of Philanthropy



The generosity of donors to the Kootenai Health Foundation truly makes a difference. Donor support ensures our community hospital acquires advanced technology; provides the best programs and care; and attracts prominent and caring staff to our rapidly-growing region. We excel in providing an exceptional and compassionate patient experience that otherwise wouldn't be possible without the generosity of philanthropic giving.

In 2022, **donors gave \$3.8 million to the Foundation**, enabling us to continue supporting quality health care for the people in our region. The Kootenai Health Foundation allocated more than \$3 million to the hospital over the last year to support the following initiatives and programs:

#### 2022 Foundation Support to Kootenai Health

Heart Center Expansion	\$ 1,500,000
<ul> <li>Equipment – Kenevo microscope, CARTO 3 Mapping System, TVs for Sandpoint Cancer Center, pediatric cart for Emergency Department</li> </ul>	\$ 1,290,000
Support for geriatrics, addiction recovery and forensic nursing staff positions	\$ 199,000
Health Care Heroes Fund – lactation pods for new moms on staff, remembrance day, motivational speaker, labor pool incentives	\$ 155,000
Support programs - Family Fund, Injury Prevention, and Cancer Patient Support	\$ 141,000
Capital improvements – remodel Critical Care break rooms, blinds in Walden House	\$ 80,000
Employee scholarships and trainings	\$ 28,000
Total	\$ 3,393,000

#### Heart Center Expansion

Kootenai Health is the largest community-based hospital in the Inland Northwest and we are proud that our cardiac surgery program ranks among the top 10 percent in the nation.

As part of our strategy to ensure the highest quality care and services, the Kootenai Health Foundation has been seeking philanthropic support to expand our cardiac services and facilities. Our specialized heart center has seen a significant uptick in the patient population over its 18 years, and the current space is at maximum capacity. The expansion will help us treat more than 4,500 people — doubling our previous capacity while improving much-needed access to critical cardiac services, reducing patient wait times and accommodating rising needs in the future. We are grateful to those who have provided support for this important initiative. In 2022, donors provided \$1.5M in funding toward the expansion.



the best advice, the best support and a delivery system that makes that possible...that takes support from everyone at all levels. This major Heart Center expansion is critical to support our communities' growing needs."

- Charlie Nipp, Parkwood Business Properties owner and heart patient

#### Health Care Heroes - Supporting our Staff

While the immediate challenges posed during the first few years of the COVID-19 pandemic have eased, we recognize that our staff are Health Care Heroes every day. Our Health Care Heroes Fund offers donors the opportunity to support them. In 2022, donations to this fund provided support to help fulfill the needs of Kootenai Health staff. These included purchasing and installing lactation pods for staff who are nursing, a pediatric cart for the emergency department, a motivational speaker focused on health care provider well-being and other staff initiatives.

#### Volunteers - Making a Difference Every Day

We have more than 300 volunteers who give the gift of their time each year. There are a variety of ways they provide support ranging from helping within the hospital, knitting and crafting items to help patients with dementia and other neurological challenges, and volunteering at events or in the Kootenai Health Gift Shop. We thank each of you for your contributions!

#### Forensic Nursing Program - Helping to Heal

Thanks to funding from a federal grant and the generosity of an estate gift, Kootenai Health was able to launch a new Sexual Assault Nurse Examiner (SANE) training program in 2022. The SANE training program will help train nurses at Kootenai Health, and across the region, to better care for pediatric and adult victims of sexual assault. It is one of only five forensic examination courses available west of the Mississippi. The mission of the SANE program is to not only help nurses feel comfortable performing these exams, but help victims begin their journey to healing.

#### Festival of Trees - Together Again

2022 marked the return to an in-person Festival of Trees event and the 34th annual event was met with much delight and excitement. After holding the event virtually for two years, it was a joy for the Kootenai Health Foundation to see donors and friends enjoy the event filled with 18 festively-themed tree displays adorned with holiday décor, swag and accoutrements. The 2022 event proceeds totaled \$373,981. Funds raised through the Festival of Trees support the growing health care needs of community members throughout northern Idaho, western Montana and surrounding communities. The philanthropic focus for 2022 was Kootenai Health's Heart Center expansion.









#### In Gratitude

The generosity of our supporters ensures that our community hospital continues to provide the best care possible to our patients. Philanthropic support helps us acquire cutting-edge health care technology, attract talented staff, and enhance our personalized and compassionate care. Kootenai Health excels in providing an exceptional patient experience, but that would not be possible without the generosity of philanthropic support. We remain always grateful to you for choosing to be partners in our work!

#### **KOOTENAI HEALTH** AWARDS AND RECOGNITIONS



Kootenai Health received the Five-Star Overall Hospital Quality Star Rating from the Centers for Medicare and Medicaid Services.



MERICAN COLLEGE OF SURGEONS Verified Trauma Center

Kootenai Health is dual certified as a Level II Trauma Center through the Idaho Time Sensitive Emergency System and a Level III Trauma Center through the American College of Surgeons.



Kootenai Health received an "A" Hospital Safety Grade from Leapfrog.



This American Medical Association distinction recognizes Kootenai for preserving the well-being of employees by combating workrelated stress and burnout.



Kootenai Health earned the Sigma Theta Tau International Honor Society of Nursing (Sigma) 2022 Healthy Work Environment Award.



Kootenai Health received an "A" rating for outstanding financial stewardship.



GALLUP EXCEPTIONAL WORKPLACE AWARD

The Gallup Exceptional Workplace Award recognizes companies for their extraordinary ability to create an engaged workplace culture.



Magnet means nursing excellence, earned by only 7% of hospitals nationwide.



The GO2 Foundation for Lung Cancer has recognized Kootenai Health as having the highest quality of care with a patient-centric approach for patients with cancer.



The American College of Surgeons named Kootenai Health as an Accredited Breast Center.



Kootenai Health's Level III NICU can care for babies born as early as 28 weeks, and those as small as two pounds.

#### NTATION Kootenai Health's Neurodiagnostics lab is accredited by ABRET. Services also include an Epilepsy Monitoring Unit. ABRET



of Surgeons. Kootenai has held this designation since 1990.



Kootenai Health is accreditated in health care simulation. This teaching program improves patient care and clinical performance through the use of simulation.

This accreditation is the "gold

standard" for cancer programs.

Issued by the American College

#### **OUR MISSION**

We improve health one patient at a time in a friendly and professional culture committed to superior quality and safety.

### **OUR VISION**

#### Kootenai Health 2030

One connected team, boldly transforming the health care experience, to become a premier medical destination.

#### **KOOTENAI HEALTH BOARD OF TRUSTEES**

Katie Brodie, Chair Robert Colvin, Vice-Chair Teri Farr, Secretary/Treasurer Dave Bobbitt, Trustee Cindy Clark, RN, Trustee Thomas deTar, MD, Trustee Liz Godbehere, RN, Trustee Steve Matheson, Trustee Robert McFarland, MD, Trustee



## KootenaiHealth

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