



Dahl Memorial Clinic

Municipality of Skagway
GATEWAY TO THE KLONDIKE

PO Box 537, 350 14th Avenue, Skagway, Alaska, 99840

Phone (907) 983-2255 – Fax (907) 983-2793



31 July 2023

Re: Dahl Memorial Clinic Board Report

Mayor Cremata and Assembly,

The Board requests your review of the following two items:

1) In anticipation of hiring a full time Executive Director, please review the attached spreadsheet showing our research in regards to fair market value salary range for the clinic Executive Director position. Please note the current advertised range for this position is \$110,000 to \$160,000 – a range that centers below the 25th percentile salary level calculated at the bottom of the first page. The following pages include printouts of the 25th, 50th, Average, 75th & 90th percentile salaries with their associated total cost to the MOS (many thanks to Treasurer Rodig for this spreadsheet) and compared to our Interim Executive Director's compensation. The supporting reports from which this data is taken (2022 Biennial NWRPCA Region X Health Center Salary & Benefits Survey Report and the NACHC Health Center Salary & Benefits Report 2021-2022) are available by request from Interim Director Mr. Steiner.

2) We again request clarification as to the process of ratification and enactment of contracts. We bring this to your attention a second time because in regards to the Johanna Clemens Locum contract, the contract ratification process negatively affected the care the clinic was able to provide to the community. Residents of the community suffered and extra burden added to clinic staff due to contractual delays. Due to contractual limitations placed on Mrs. Clemens, additional burden has been added to clinic staff, and in turn the residents of the community could continue to struggle as a result. The Board and clinic staff acknowledge they share blame in this delay, but we highlight the following timeline to request the collaboration and cooperation of the Assembly, Attorney, Manager Ryan and Mayor to avoid this situation happening again.

-May 19th, 2023: letter dated from Mrs Clemens indicating she has taken another position elsewhere (her full-time Provider contract ended May 31st, 2023)

-May 24th, 2023: First Clemens Locum contract was approved by clinic Board after review by legal counsel and Manager Ryan

-May 31st, 2023: The first Clemens Locum contract was sent to legal for review with revisions to correct compensation.



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-June 7th, 2023: Email sent from Lisa Mandeville, VP DMC Board, to Manager Ryan to request the review of the Clemens Locum contract be expedited, as the clinic staff had received no response from the attorney after their multiple attempts to reach him to understand why legal had not approved the draft of the contract. Manager Ryan was able to help clinic staff find the attorney's question; as a result some minor edits were made to the contract.

-June 7th, 2023: Second Clemens Locum contract containing corrected compensation (with total compensation change in contract of less than \$5,000), approved by legal and Manager Ryan; Mrs. Clemens signed this contract, but dated the contract on the Mayor's date line.

-June 15th, 2023: the clinic Board Executive Committee approved the second Clemens contract; Manager Ryan indicated that the new direction for contracts would be for the Mayor or Manager to sign the contracts first and also that the dates of the contracts need to be amended to when they are signed. The third Clemens Locum contract (with the edits requested by Manager Ryan for the 'new direction') was hand delivered to Manager Ryan that evening, which we understand he put the hard copies on the Mayor's desk also that evening.

-June 16th, 2023: Deputy Manager Deach indicated that the Mayor had told Brad he would be able to sign the Clemens Locum contract the following Tuesday (June 20th)

-June 20th, 2023: Mayor Cremata signed Dr. Ehret's Locum Contract (this contract was also approved by clinic Executive Committee June 15th, 2023)

-June 20th, 2023: Mayor Cremata indicated in an email to Lisa Mandeville, Jeremy Simmons, Manager Ryan, the attorney & Orion Hanson: "This is my week off but I came into city hall to sign the contract for doctor [E]hret. It has been passed on to Alanna. I will not sign the Clemens contract until I have a chance to review it in detail with the attorney on Tuesday when I return. I will let you know when it's signed."

-June 26th, 2023: Per Manager Ryan's invitation, Mr. Steiner met with Mayor Cremata to discuss the Clemens Locum contract; the third Clemens Locum contract was changed twice with language initiated by Mayor, both revisions sent back to Mayor and attorney

-June 28th, 2023 the Mayor signed the fifth and final Clemens Locum contract, and Mrs Clemens signature followed later that day. The contract language change initiated by the Mayor reads 'Provider shall be prohibited from training any other clinic Provider, locum, or clinic employee.'

The fifth Clemens Locum contract was not reviewed by the clinic Board before the Mayor's signature and we are uncertain if Manager Ryan reviewed this contract.

The language initiated by the Mayor restricts Mrs. Clemens from transferring information for the care of her patients to other Providers. This language restricts Mrs. Clemens from transferring clinic institutional knowledge, and dispensary knowledge to clinic staff before her last day on



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August 4th, 2023. The clinic's primary full-time provider was unable to work for most of the month of June, which also negatively affects the clinic's revenue stream. These things negatively affect the care the clinic is able to provide the community.

The Dahl Memorial Clinic Board places these items before you and requests collaboration and cooperation from the Assembly, Mayor, Attorney and Manager Ryan for the health and betterment of our community.

Sincerely,
The Dahl Memorial Clinic Board of Directors

Comparison of Executive Director Salaries

Data from: 2022 Biennial Northwest Regional Primary Care Association (NWRPCA) Region X Health Center Salary and Benefits Survey Report

AND National Association of Community Health Centers (NACHC) 2021-2022 Health Centers Salary & Benefits Report

								Revised 6/2/23
Association/ Organization Reporting	Region	Location in Report	25th Percentile	50th Percentile	Average Salary	75th Percentile	90th Percentile	Avg Benefits
NWRPCA - Region X, 2022, 45 Total Health Centers Reporting	Region X - Overall, AK, ID, WA, OR	Table 4: Director, Executive/CEO - Up to \$22M, 21 Positions reporting (Page 15)	\$150,000	\$168,813	\$174,232	\$200,000	\$250,000	\$22,494
		Table 6: Executive Director/CEO - Rural, 22 Positions reporting (Page 26)		\$179,316	\$190,621			\$24,161
		Table 6: ED/ CEO - One to Four Health Center Sites, 19 Positions reporting (Page 26)		\$192,885	\$193,819			\$25,754
	Alaska Only	Table 23: Director, Executive/CEO, 8 Positions reporting. (Page 46)	\$155,000	\$181,000	\$174,320	\$195,832	\$206,270	\$27,975
NACHC: 2021-2022, Total 466 CHC's Responding Nationally		Page VI-2: CEO, Revenue under \$12M, 156 Facilities Reporting	\$139,931	\$163,750	\$167,295	\$190,791	\$210,136	
		Page VI-2: CEO, Rural, 161 Facilities Reporting	\$145,000	\$180,000	\$187,555	\$214,000	\$269,500	
	Region 9, AK, WA, OR & CA, 65 Total CHC's Responding	Page II-2: CEO, Under \$12M, Region 9, 17 Facilities reporting	\$160,000	\$182,276	\$193,152	\$210,000	\$219,968	
		Page IV-2: CEO, Rural, Region 9, 17 Facilities Reporting	\$151,000	\$193,087	\$208,724	\$226,600	\$325,849	
	Alaska Only	Page V-2: State Data, CEO, 5 Facilities reporting	\$151,000	\$160,000	\$164,119	\$193,087	\$199,797	
Averages			\$150,276	\$177,903	\$183,760	\$204,330	\$240,217	\$25,096

MUNICIPALITY OF SKAGWAY																	
CLINIC																	
FY23 BUDGET																	
PAYROLL ESTIMATES																	
Average Salary Estimate for Perm ED Salary																	
COLA: 0.00% RATE: 7.65% 1.30% 22.00% \$ 7.56 annually 2.6%																	
GL ACCT	FT/PT	Employee	Grade	Step	Hours	FY22 Rate	FY23 Rate w/COLA	Gross Wages	FICA/MC	SUI	PERS	Life Ins	Payroll Expense Total	Health Insurance	GRAND TOTAL	Monthly Health Premiums	
200-1060-5170	ft	Interim Executive Director				CONTRACT RATE		326,200.00	24,954.30	503.10	-	-	25,457.40	-	351,657.40	-	F
200-1060-5171	ft	Permanent Executive Director				CONTRACT RATE		183,760.00	14,057.64	503.10	40,427.20	7.56	54,995.50	46,374.75	285,130.25	3,766.63	F
GL ACCT													1060-5140-HC	1060-5145-HC			

MUNICIPALITY OF SKAGWAY																	
CLINIC																	
FY23 BUDGET																	
PAYROLL ESTIMATES																	
75th Percentile Estimate for Perm ED Salary																	
COLA: 0.00% MAX: \$ 503.10																	
RATE: 7.65% 1.30% 22.00% \$ 7.56 annually 2.6%																	
GL ACCT	FT/PT	Employee	Grade	Step	Hours	FY22 Rate	FY23 Rate w/COLA	Gross Wages	FICA/MC	SUI	PERS	Life Ins	Payroll Expense Total	Health Insurance	GRAND TOTAL	Monthly Health Premiums	
200-1060-5170	ft	Interim Executive Director				CONTRACT RATE		326,200.00	24,954.30	503.10	-	-	25,457.40	-	351,657.40	-	F
200-1060-5171	ft	Permanent Executive Director				CONTRACT RATE		204,330.00	15,631.25	503.10	44,952.60	7.56	61,094.51	46,374.75	311,799.25	3,766.63	F
GL ACCT													1060-5140-HC	1060-5145-HC			

MUNICIPALITY OF SKAGWAY																
CLINIC																
FY23 BUDGET																
PAYROLL ESTIMATES																
90th Percentile Estimate for Perm ED Salary																
COLA: 0.00% MAX: \$ 503.10 RATE: 7.65% 1.30% 22.00% \$ 7.56 annually 2.6%																
GL ACCT	FT/PT	Employee	Grade	Step	Hours	FY22 Rate	FY23 Rate w/COLA	Gross Wages	FICA/MC	SUI	PERS	Life Ins	Payroll Expense Total	Health Insurance	GRAND TOTAL	Monthly Health Premiums
200-1060-5170	ft	Interim Executive Director				CONTRACT RATE		326,200.00	24,954.30	503.10	-	-	25,457.40	-	351,657.40	-
200-1060-5171	ft	Permanent Executive Director				CONTRACT RATE		240,217.00	18,376.60	503.10	52,847.74	7.56	71,735.00	46,374.75	358,326.75	3,766.63
GL ACCT													1060-5140-HC	1060-5145-HC		