



REGULAR MEETING MINUTES
LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS

Thursday January 25, 2024, at 1:00 pm
City Hall Chambers, 200 W North St.
Alturas, California

Directors present: **Edouard (Jim) Cavasso, Carol Madison, Rose Boulade, Mike Mason**
Directors absent: **Paul Dolby**
Staff in attendance: **Kevin Kramer, CEO; Edward Johnson, CNO; Amber Vucina, CHRO; Patrick Fields, CFO; Adam Willoughby, COO; Denise King, LFHD Clerk.**
Staff absent:

CALL TO ORDER

Jim Cavasso, Chair called the meeting of the Last Frontier Healthcare District (LFHD) Board of Directors (Board) to order at 1:00 pm. The meeting location was City Hall, at 200 W. North Street in Alturas, California.

1. PLEDGE OF ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA

2. AGENDA – Additions/Deletions to the Agenda

Carol Madison moved that the agenda be approved as presented, **Rose Boulade** seconded, and the motion carried with all present voting “aye.”

3. PUBLIC COMMENT

Pat Cantrall attended the meeting to express her gratitude and appreciation towards Modoc Medical Center and wanted to thank us for keeping her alive and well.

4. DISCUSSION

A.) K. Kramer – New Finance Committee Member

Kevin Kramer, CEO advised the Board of Directors that Mike Colbert has resigned from the Finance Committee and we are in need of a new community member. If anyone has any potentials, please send them to Kevin or Patrick.

REGULAR SESSION

5. CONSENT AGENDA - Items under the Consent Agenda heading do not require discussion before a vote. If discussion is needed, that item needs to be moved to the Consideration/Action part of the Agenda where discussion is allowed.

A.) D. King - Adoption of LFHD Board of Directors Regular Meeting Minutes – December 7, 2023

B.) E. Johnson – Policy and Procedures

- **Section 504 Grievance Policy**

Rose Boulade moved that the Consent Agenda be approved as presented, **Mike Mason** seconded, and the motion carried with all present voting “aye.”

6. CONSIDERATION/ACTION

A.) E. Johnson – Departmental Policy Manuals

- Hospital Pharmacy – Michael Gracza, Pharm.D, Director of Pharmacy Services
- Sterile Compounding - Michael Gracza, Pharm.D, Director of Pharmacy Services
- Pharmacy Long Term Care - Michael Gracza, Pharm.D, Director of Pharmacy Services
- Retail Pharmacy - Michael Gracza, Pharm.D, Director of Pharmacy Services
- Accounting and Business Office – Patrick Fields, CFO
- Critical Access Hospital/Administration– Kevin Kramer, CEO
- Purchasing – Lance Chrysler, Purchasing Manager
- Emergency Management – Jeremy Wills, Hospital Disaster Preparedness Coordinator

Ed Johnson, CNO introduced the Board of Directors to each manager and each manager introduced themselves as well as answered any questions the Board may have had regarding their manuals.

Carol Madison moved to approve the Departmental Policy Manuals as presented, Mike Mason seconded, and the motion carried with all present voting “aye”.

B.) P. Fields – December 2023 LFHD Financial Statement (unaudited).

Patrick Fields, CFO presented the *unaudited* Last Frontier Healthcare District Financial Statement for December 2023, from the narratives and financial statements provided in the Board meeting packet.

Mike Mason moved to approve the December 2023 LFHD Financial Statement (unaudited) as presented, Rose Boulade seconded, and the motion carried with all present voting “aye.”

B.) K. Kramer – New SNF and Hospital Addition-Design-Build Spending Authority Resolution #24-01

Rose Boulade moved to approve Resolution #24-01 – New SNF and Hospital Addition-Design-Build Spending Authority, and Carol Madison seconded. Jim Cavasso, Chair, called for a roll call vote:

- | | |
|-------------------------|-------------|
| • Edouard (Jim) Cavasso | Aye |
| • Carol Madison | Aye |
| • Paul Dolby | Not Present |
| • Mike Mason | Aye |
| • Rose Boulade | Aye |

The motion to approve Resolution #24-01 – New SNF and Hospital Addition-Design-Build Spending Authority as presented carried with all present voting “aye” as shown in the roll call vote above.

C.) K. Kramer – Approval of Amendment #5 to the Design Build Agreement

Kevin Kramer, CEO presented to the Board the language of Amendment #5, in case it does change, it can be adopted and have it signed off.

Carol Madison moved to approve Amendment #5 to the Design Build Agreement as amended with the language changes Mike Mason presented, Rose Boulade seconded, and the motion carried with all present voting “aye”.

E.) K. Kramer – Approval of Geothermal Change Order on the New SNF and Hospital Addition Project

Kevin Kramer, CEO presented to the Board the approval of the Geothermal Change Order on the New SNF and Hospital Addition Project, and answered any questions the Board may have had.

Rose Boulade moved to approve Geothermal Change Order on the New SNF and Hospital Addition Project, Mike Mason seconded, and the motion carried with all present voting “aye”.

F.) P. Fields – Hiring for Self-Pay Accounts and Partnering with Social Services

Patrick Fields, CFO presented to the Board that they are looking at shifting duties to an office worker to do the call cycle as done previously with HRG before going to bad debt. Also advised the Board that he met with the Patient Financial Services and she is only handing out approximately three MediCal packets a month. We will not be partnering with Social Services.

Carol Madison moved to approve **Hiring for Self-Pay Accounts and Partnering with Social Services, Rose Boulade** seconded, and the motion carried with all present voting "aye".

G.) A. Vucina – CNA Wage Increase Modification

Amber Vucina, CHRO presented to the Board that after reviewing other pay classes, moving the CNA's up to the proposed \$21.00/\$22.00 per hour would put them above an RDA and Paramedic. Met with the Union and they agree fifty cents is the appropriate amount to raise the CNA wage rate at this time.

Carol Madison moved to approve **CNA Wage Increase Modification, Rose Boulade** seconded, and the motion carried with all present voting "aye".

7. VERBAL REPORTS

A.) K. Kramer – CEO Report to the Board

Provider Recruitment

- Still looking for a permanent dentist. In the meantime, are continuing to utilize locums providers for this service.
- Have received some interest in the combined hospitalist/clinic schedule internally. Interviews still need to be conducted. We are going to engage a recruiter to help us find another clinic provider as well to accommodate better access at the clinic and back fill some of the lost clinic time when our provider transitions to the new hospitalist/clinic schedule as well.
- Have a local FNP that is now providing walk-in clinic services one day per week.

SNF Project

- Overall, the project is still overbudget by around \$4 million. We are in the process of analyzing some construction-related cost information since the GMP was issued and are working on what we feel would be a fair change order for those unanticipated market changes.
- I have asked the USDA to waive the interim financing requirement to save us some money on the project and provided them with the cost overrun information. We will see if they approve that. I am not very confident that they will.
- Anderson Engineering has asked the department of conservation if the well at the high school can be converted into a reinjection well. I have not talked with him but think that he probably feels this is the most cost-effective solution to gaining capacity within the current geothermal system. I will keep you all posted as this develops.
- The first fiscal year of outlay reports has been submitted to the USDA and is currently under review. Will get these caught up as soon as USDA verifies that our outlay report is formatted correctly and can be submitted the way we submitted for the first fiscal year of expenses.
- Working with NMR and Swinerton to see if a structural package can be segregated out of our project and approved by HCAI separately. Swinerton needs to start steel fabrication and steel framing packages in mid- February so that they can meet the schedule to get the building enclosed by next November. NMR is trying to figure out a good path forward on this critical pathway with HCAI and getting plans approved in time to accommodate that steel fabrication in February.

Other Items

- Healthcare Minimum Wage analysis still in process. The governor has talked about maybe delaying the implementation of this.
- 340B audit results were reviewed today on a phone call. There are a lot of things we need to correct. I will share the report with the Board at our next meeting as we just received it today. We will have an action plan put together by next Board meeting that can be presented as well.
- NHSC recertification for the Alturas Clinic has been completed, so we are still eligible for Loan Repayment through the NHSC for the clinic.
- USDA compliance review was conducted and we passed.
- Major effort being put into Revenue Cycle and trying to get claims billed out so that cash flow can return to normal levels. Cerner implementation has been extremely challenging on this front.

B.) M. Edmonds – CMO Report to the Board

Getting on Board with State and National Guidelines

- This has been one of the biggest changes to Modoc Medical Center in the last several years. Fortunately, we are now in accordance with state and federal guidelines for the prescription of controlled substances, and the consensus among the providers is overwhelmingly positive. This will

go a long way towards provider retention, improving the health of our patients, and keeping us in compliance with regulations.

Doctor of the Day

- Also very successful, has allowed us to solve a number of issues in a controlled fashion which were previously somewhat left up to chance. In conjunction with the clinic call schedule we instituted, this is helping us take much better care of our patients on a day-to-day basis.

Same Day Clinic

- Numbers are increasing, as people in town realized this valuable service is now available at Modoc Medical Center. We have added a new provider into the same-day clinic, and although this provider is only part-time, we are hoping to expand that role in the near future.

Inpatient – Dr. Burkholder

- Has done a tremendous job of fashioning an inpatient hospitalist program for us. We are extremely fortunate to have her services, and she has succeeded beyond all expectations in revamping the inpatient medicine here at Modoc Medical Center.

Cerner

- Continues to be challenging, as all EMR changes are. However, providers are adapting to the new electronic medical record, and ultimately this new architecture will pay great dividends for primary care, and interoperability between the clinics, the nursing home, inpatient, and the emergency department.

B.) E. Johnson – CNO Report to the Board

Warnerview

- Currently at a 3-star CMS rating.
- Census is currently at 47.
- Resident activities
 - o Super Bowl Party
 - o Valentine Day Tea
- We are still working our way through the Cerner Implementation, it is rocky, but we are managing.

Acute

- Census is at five today – we have been running a daily census of four to five patients.
- No active Respiratory Isolation on the floor at this time.

ER

- Census is at an average of 15 per day.
- We had a couple of pediatric emergencies last weekend that took a toll on the staff, but all is going well as of now. Kevin had offered the staff time to speak with a Counselor if needed.

Lab

- One of our International Lab CLS will be here sometime in January or early February.

Pharmacy

- We are searching for a Retail Pharmacist.

Physical Therapy

- We are looking for a permanent PT Director, and PT. We do have a traveler PTA and PT Director starting in February.
- That would bring them up to full capacity in the PT department.

B.) P. Fields – CFO Report to the Board

Accounting

- Received a draft of the audit yesterday with a list of additional items for subsequent events being requested. Those items were sent to the Auditors yesterday.
- Cerner/Multiview/R1 conversion issues are being worked through as it impacts accounting, for the most part I feel we are getting closer.

Medical Records

- Working through Cerner/R1 conversion and the new workflow processes.

Revenue Cycle

- All efforts have been centered on the Cerner conversion and to making corrections to charges and trying to get registration staff to adapt to the new workflows and accuracy.
- Working on changes in the workload shift to staff to allow for more free time.
- It's still all hands-on deck to get claims flowing out the door, AR worked down and cash flowing in the door.

Purchasing

- Has implemented their Cerner conversion and seems to be doing well.

Floater

- Currently have one full-time office worker, three extra office workers, with demands for more them all the time.
- Will be hiring more extras to fill as departments have staffing shortages.

D.) A. Willoughby – COO Report to the Board

Cerner

- We just got done with the onsite Health Check a couple weeks ago for Lab, SNF, our Providers, and Registration/Scheduling, which was super beneficial and went really well.
- Last onsite visit from the Cerner staff to provide workflow support and guidance, with the exception of Radiology, which will have their Health Check in February or March.
- Cerner, in conjunction with Ellkay, just finished converting and importing the final patient population and now our HIM department is working to merge all of the patients that had been created as new in Cerner prior to this final patient import.
- We do have a couple of “Phase X” projects with Cerner, which are planned post implementation projects, that are starting to kick off - This includes the reference lab interface with Shasta Pathology, syndromic surveillance, electronic lab result reporting, and possibly CareAware connect, which entails some enhanced clinical functionality.

Ellkay – Archival Solution

- Finishing up the Ellkay archive and are pretty close to rolling out the final consolidated archive within the next few months.
- They have set up the individual archives, with each individual archive representing one of our legacy EMR systems. They will then consolidate all of those individual archives into one all-inclusive archive, which is the end goal.
- This will allow for seamless viewing of a patient’s entire history with us as an organization.

Canby

- I’m currently the full-time manager until we can get through some of the backlogs we have in Cerner so our Clinic Services Director is currently managing just our Alturas Clinic.
- Once we get back to the regular day to day, we’ll revisit our current Clinic management structure to gauge whether or not one Clinic Services Director can effectively and realistically manage both clinics without an onsite supervisor in both clinics.
- IT did complete the phone upgrade in Canby that I was reporting on last Board meeting.
- Setting up a schedule for our Dietician, Barbara Howe, to see patients a half day per week in each Clinic to start.

SNF

- Currently working on merging the equipment list for the Hospital Addition with the format that Anchor Planning (SNF equipment planning outfit) utilizes as they have volunteered to include the procurement of the Hospital Addition in with the procurement of the SNF equipment at no additional cost.
- The number that came back from Anchor Planning for the SNF equipment list was \$286k, which is quite the relief as that is a relatively low number.
- The budget for equipment is over \$2mil so we have some breathing room there, even when you add the Hospital Addition equipment cost to that number, which would still have us below \$500k total.

Maintenance

- Busy with a bunch of projects and have been busy in Canby lately as we’ve been battling with a dysfunctional heating system and a dental exam room x-ray unit.

Marketing

- Our Marketing Coordinator, Brandi Polley, resigned as of last Friday after tendering her two-week notice.
- Currently flying that job position and have had some applicants.
- I’m planning to schedule interviews for next week and will look to fill that position shortly thereafter.
- She did a great job as our Marketing Coordinator so her departure will be felt.

- We have half the year planned out with events, both major and minor, and have had a couple minor employee give back events already this calendar year.
- We provided bags of popcorn for employees as a little pick me up a few Fridays ago and also a nice compliment and snack for each employee for National Compliment Day.
- Plenty of fun stuff coming down the pike this year for our staff including another dunking event.

C.) A. Vucina – CHRO Report to the Board

Permanent/Travel Staff

- 250 total staff
- 25 travel staff (excluding SNF registry)
- N/A contracted staff – this is located in Admin.

Compliance

- Performance Evaluations 86% compliant
- TB 93% compliant
- Physicals 97% compliant

Union Updates

- Will be meeting regularly with Union until structure of how CA Healthcare Minimum Wage will be implemented is decided. Need to bring minimum wage up to \$18/hr. effective June 1, 2024.
- Update to Article 19-Attendance is being reviewed by Union.

F.) Board Member Reports

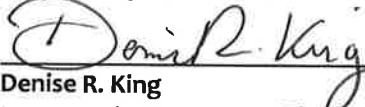
- **Jim Cavasso** – Nothing to report.
- **Carol Madison** – Working on childcare – onsite for employees won't have to be licensed. Will be reaching out to Amber to discuss.
- **Paul Dolby** – Not Present.
- **Mike Mason** – Had a question on the plan for the current SNF once the new one is built. Kevin advised he is looking at staff housing. We will be keeping the building.
- **Rose Boulade** – Nothing to report.

Mike Mason moved to close the Regular Session of the Board of Directors, **Rose Boulade** seconded, and the motion carried with all voting “aye.”

The Regular Session of the Last Frontier Healthcare District Board of Directors was adjourned at 2:46 pm.

The next meeting of the Last Frontier Healthcare District’s Board of Directors will be held on February 29, 2024, at 1:00 pm in the Alturas City Council Chambers at City Hall in Alturas, California.

Respectfully Submitted:



Denise R. King
Last Frontier Healthcare District Clerk

