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## **REGULAR MEETING MINUTES**

### **LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS**

Thursday October 31, 2024, at 3:30 pm  
Modoc Medical Center, Education Conference Room.  
Alturas, California

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

#### **CALL TO ORDER**

**Jim Cavasso, Chair** called the meeting of the Last Frontier Healthcare District (LFHD) Board of Directors (Board) to order at 3:30 pm. The meeting location was the Education Room at the new hospital building, located at 1111 N. Nagle Street, in Alturas, California.

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

#### **2. AGENDA – Additions/Deletions to the Agenda**

**Kevin Kramer** asked that a verbal report from Dr. Edmonds be added as item 4A and apologized that he missed this in the initial agenda for the meeting. **Carol Madison** moved that the agenda be approved as amended, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

#### **3. PUBLIC COMMENT**

#### **4. VERBAL REPORTS**

##### **A.) M. Edmonds – CMO Report to the Board**

- Provider Recruitment is going well. Ryan Ciantar will be joining us in January and with that change Ruth Moeller will transition to doing more Hospitalist work. We also have a current offer out to a PA that would replace Wendy Richardson in Canby and when we get a provider to backfill Wendy in Canby, Wendy would transition to walk-in clinic in Alturas.
- Providers want to be here. Production targets and the work environment are really good. Focus is on quality and not quantity here and that has been well received by providers.
- There is work being done on realignment of care coordinator functions to accommodate more efficiency and to transition more focus to preventive care and quality. This should help also bolster revenue to the organization.
- We have been able to bring on some specialty services that are not very common in rural areas, to include podiatry, gastrointestinal, surgery, and interventional radiology. We are always looking for opportunities to expand this as well.
- Overall the quality of care and level of care we are able to provide here is very good and Dr. Edmonds is pleased with this.

##### **B) K. Kramer – CEO Report to the Board**

###### **Provider Recruitment**

- Dr. Licauco is still talking with us about the Dentist position in Canby and I feel she will likely join our team sometime early next calendar year.

## **SNF Project**

- Interim financing funds are available. We have not used those yet. We have been taking some of our money out of our treasury investments to help fund our portions of the project as needed to continue to provide enough cash for operations.
- Received a technical grant to pay for fees associated with having Anderson Engineering submit a full proposal for a reinjection well project to expand capacity of the school district's system. Still no contractor willing or able to do the well testing work at the high school. I called Ormat Technologies and left a message recently and am hoping to hear back from them on whether or not they can do this work. This is the company that came and presented a program to our local Rotary clubs recently.

## **340B Compliance**

- In reviewing our accumulations that were incorrect we have discovered many of those accumulations were inaccurate. We are now going through a process to identify those overaccumulations and will reverse as many of those accumulations in our software as possible so that our liability to drug manufacturers is much lower and so that we are able to utilize lower our accumulation levels to help correct these mis accumulations that occurred within our hospital 340B program.
- Ambulance Donation
- Still have not reached out to local fire departments.

## **Old SNF/Warnerview Update**

- CDPH has asked us to submit a formal proposal to CMS to keep the old SNF open. Ed and I will work on that over the next couple of weeks and submit it so that we can get formal notice from CMS if they will allow us to keep the old SNF open and retain our rate as a DP/SNF. Will keep you updated as this progresses and as we hear back from them.

## **Clinic Scope of Change**

- Still working on getting things set up to do wound care out of the clinic so that we can file for a scope of change and increase our reimbursement rate from MediCal in the clinic.

## **MRI Services**

- Our mobile MRI service is still not available. We are having conversations with two vendors that are interested in providing service to our area. We anticipate that this may take a few months to get back into place. We are having discussions internally to figure out what our best option may be in regard to MRI services. We have a few different options that we can exercise. The most appealing thing right now is to have a company provide the service and potentially take over management of the logistics if we want to share a unit amongst the five facilities in our region.

## **IV Solution Shortage**

- We are still dealing with a shortage of some IV solutions. This was caused by Hurricane Helene and damage that was done to a Baxter facility in North Carolina that was a major producer of these solutions.
- Meeting weekly to make decisions about whether our available inventory should be utilized for outpatient surgery or not. Have canceled surgery to help conserve our stock for ER and Acute patients that may need these supplies during this busy time of the year.

## **Potential Budget Amendments**

- ER Provider Group has approached me to ask about MMC funding Chantele Sahli's time in the ER completely rather than sharing the cost of her working the ER with the group. This will likely cost around \$80-90k per year but is something we are considering.
- New MRI relationship may translate to a budget amendment as well depending on projected annual cost differences between what was budgeted and what we may expect from these other vendors.
- Pavement Sealing and Striping that would be done in the Spring.

## **Other Items**

- Kevin recommended that the November/December regular meeting be held on December 12. Board members agreed that this date would work. Meeting to be held in the Education Room at 3:30pm.

### **C.) E. Johnson – CNO Report to the Board**

#### **Warnerview**

- Currently at a 3-star CMS rating.
- Census is at 49.
  - We are reviewing a patient now who is a resident of Renown Rehabilitation Hospital and is an Alturas resident.
- We will be scheduling the Warnerview Movie Night in November. It will be on Sunday and Wednesday evenings.
- Resident activities
  - Resident Fall Carnival is today with the residents doing the Trick or Treat for the community.
  - County Drives and new facility drive by.
- CDPH Surveyor was here on four complaints last week.
  - Three self-reports.
  - One community report.

#### **Acute**

- Census is at three today – we have been running a daily census of three patients.
  - Inpatient – Census 2.73
    - ALOS – 2.93
  - Swing – Census 1.63
    - ALOS – 6.13
- Zero Isolation patients on the floor at this time.
- Admissions
  - 28 Acute
  - 8 Swing
- Surgeries
  - 17 Surgeries

#### **ER**

- 476
- Census average of 16 per day with an increase in acuity level.

#### **Ambulance**

- 87 runs for the month.

#### **Pharmacy**

- Mike – Pharmacy Director is retiring in the next 30 days but is staying on Per Diem.
- Vahe, one of the current pharmacists, is being offered the Director position.
- 2,445 Scripts were filled.
- We are starting cycle fill medication at Warnerview starting September 1st.
  - The short hall will be filled on the 1st and the long hall will be filled on 16th.
  - Bubble packing will be the project.

#### **Lab**

- 4567 Test.

#### **Radiology**

- 261 X-Rays performed.
- 64 Ultrasounds performed.
- 128 CT Scans performed.

#### **Wound Care Program**

- We are looking to relocate this program from Outpatient to the Clinic.
- They will be moving into the old LCSW office.
- Currently they are seeing patients in Outpatient Physical Therapy, Acute and Warnerview.
- The goal is when they move into the Clinic setting, this will grow into a visiting nursing service.

### **D.) J. Lin – Finance Director Report to the Board**

#### **Accounting**

- September was a busy month.
- We submitted almost all the items for the cost report - will have a follow up with the Auditors in the next two months.

- We have an Full Time Accounts Payable Tech that started two weeks ago, he has been doing a great job, and he should be able to work on his own with minimal supervision by the end of next month.
- Our controller should be able to start her normal shifts next week.

#### **Floater**

- Our new Office Worker starts on Monday, she had her first day of training with Debbie Rogers yesterday. Debbie was very impressed and said she will be the right fit to replace her while she is on medical leave starting November 8th; The other three office workers have been filling in different departments as needed.

#### **Purchasing**

- Doing great.

### **E.) A. Vucina – CHRO Report to the Board**

#### **Permanent/Travel Staff**

- We currently have 268 total staff.
- We have a total of 16 travelers.

#### **Compliance**

- Performance Evaluations 82% compliant
- TB 87% compliant
- Physicals 88% compliant

#### **Customer Service Training**

- This is scheduled to be done in January with around 60 front facing staff members and then will be done for all other staff later in the year.

### **F.) A. Willoughby – COO Report to the Board**

#### **Elkay**

- The final consolidated archive is up and running and is being utilized by the applicable staff.
- Elkay is working with Cerner on the final step of accessing the archive directly from Cerner without any clicks in between Cerner and the archive itself (currently it takes to a landing page where you click on the link to the archive and then you're in).

#### **Clinics**

- Things are running smoothly in Alturas.
- In Canby, we have Dr. Reitz (Dentist) starting on Monday and his assignment is through early February. This is after the recent departure of Dr. Chen.
- We also have an offer out to Dr. Licauco as Kevin mentioned so hopefully we'll have a more permanent dentist signed on here soon.
- On the medical side of Canby, we're making an offer to Miriam Arana (PA-C) to backfill Wendy as she transitions to Alturas so we'll see how that pans out.
- We also have a PHP site survey coming up that Julie has been preparing for so we're ready on that front.

#### **Revenue Cycle**

- Things are going really well on the Revenue Cycle front.
- I'll send out the final statistics for October as soon as the month closes but our numbers are looking amazing.
- We have received \$3.61 million in payments this month already, which is our highest cash month ever as our previous high was \$3.44 million.
- Last month, we brought in \$1.5 million in payments, which was \$700k short of our historical average. Even if you subtract that \$700k from this month's payments, we're still over \$2.9 million, which is \$700k above our average.
- Our AR >90 has reduced in dollars for the first time after going live with Cerner and the overall AR reduced over \$ 2 million. AR days are down and so are our DNFB days and dollars.
- Everything is looking great now that the big claim hold up issue has been resolved.

### **G.) Board Member Reports**

- **Jim Cavasso** – Thought BBQ for Swinerton went well. Mentioned that we should consider a clinic in Surprise Valley.
- **Carol Madison** – Wants for MMC to consider partnering with TEACH for recuperative care if TEACH

- provided housing piece. Kevin Kramer to do some research on this and follow up.
- **Paul Dolby** – Expressed gratitude for his experience with MMC. Asked about the side entrance to clinic and retail pharmacy being locked and if we have a plan to get that door to be unlocked during business hours.
- **Mike Mason** – Expressed gratitude for service provided to mother-in-law. Mother-in-law complimented the food while here.
- **Rose Boulade** –Attended Finance Committee and BBQ for Swinerton Builders. BBQ turned out good.

## 5. DISCUSSION

### A.) **A. Willoughby – SNF and HA Project Monthly Report**

**Adam Willoughby, COO** advised the Board of the progress for the New SNF and HA and answered the questions the Board had, speaking from the monthly project report provided in the Board Packet.

## **REGULAR SESSION**

**6. 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 –September 26, 2024**

### B.) **T. Ryan - Medical Staff Committee Meeting Minutes –September 25, 2024.**

- **Medical Staff Committee Meeting Minutes –August 28, 2023.**
- **Pathology Report – August 31, 2024**
- **Policy Review – September 2024**

### C.) **E. Johnson – Policy and Procedures**

- **Radiology**
- **Physical Therapy**
- **Dietary – SNF**
- **Activities – SNF**
- **Infection Control – SNF**

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

## 6. CONSIDERATION/ACTION

### A.) **E. Johnson – Departmental Policy Manuals**

- **Skilled Nursing Facility**
- **Skilled Nursing Facility Activities**
- **Skilled Nursing Facility Social Services**
- **Human Resources**

**Ed Johnson, CNO** explained the work that had been done and was in progress on the skilled nursing facility manuals. **Amber Vucina, CHRO** explained work that had been completed for the HR manual as well.

**Paul Dobby** moved to approve the Departmental Policy Manuals as presented, **Rose Boulade** seconded, and the motion carried with all present voting “aye”.

### B.) **J. Lin – September 2024 LFHD Financial Statement (unaudited).**

**J. Lin, Finance Director** presented the *unaudited* Last Frontier Healthcare District Financial Statement for September 2024, from the narratives and financial statements provided in the Board meeting packet.

**Carol Madison** moved to accept the September 2024 LFHD Financial Statement (unaudited) as presented, **Mike Mason** seconded, and the motion carried with all present voting “aye.”

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

The Regular Session of the Last Frontier Healthcare District Board of Directors was adjourned at 5:05 pm.

***EXECUTIVE SESSION***

Executive Session was called to order by **Jim Cavasso, Chair**, at 5:05 pm.

**7. CONSIDERATION / ACTION**

**A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –September 25, 2024– (Per Evidence Code 1157).**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B –August 28, 2024.**

Based upon character, competence, training, experience and judgment, favorable recommendation by peers and credentialing criteria fulfillments, the Medical Executive Committee recommended the following appointments for Last Frontier Healthcare District Board of Directors' acceptance:

- Shannon Davidson, CRNA – Recommend reappointment of Allied Health status/privileges in the Anesthesia category.
- Rebecca Dyson, MD – Recommends reappointment of Telemedicine privileges in the Radiology Category.

**Rose Boulade** moved to close the Executive Session and resume the Regular Session of the LFHD Board of Director’s meeting, **Paul Dolby** seconded, and the motion carried with all voting “aye.”

The Executive Session of the Board of Directors was adjourned at 5:08 pm.

***RESUME REGULAR SESSION***

The Regular Session of the Board of Directors was called back to session by **Jim Cavasso, Chair**, at 5:08 pm.

**8. CONSIDERATION / ACTION**

**A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –September 25, 2024. (Per Evidence Code 1157)**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – August 28, 2024.**

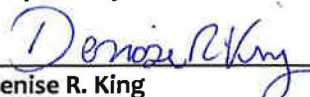
**Mike Mason** moved to approve and accept Minutes, Credentialing, and Privileging items as outlined above, **Paul Dolby** seconded, and the motion carried with all members voting “aye.”

**11.) MOTION TO ADJOURN**

**Carol Madison** moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 5:10 pm, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

The next meeting of the Last Frontier Healthcare District’s Board of Directors will be held on December 12, 2024, at 3:30 pm in the Education Conference Room, Modoc Medical Center in Alturas, California.

Respectfully Submitted:

  
Denise R. King  
Last Frontier Healthcare District Clerk

