



REGULAR MEETING MINUTES

LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS

Thursday May 29, 2025, at 3:30 pm
City Council Chambers; Alturas City Hall; Alturas, California

Directors present: Carol Madison, Rose Boulade, Mike Mason, Paul Dolby, Keith Weber

Directors absent:

Staff in attendance: Kevin Kramer, CEO; Matt Edmonds, CMO; Edward Johnson, CNO; Adam Willoughby, COO; Amber Vucina, CHRO; Jin Lin, Finance Director; Denise King, LFHD Clerk; Julie Carrillo, Canby Clinic Manager

Staff absent:

CALL TO ORDER

Carol Madison, Chair, called the meeting of the Last Frontier Healthcare District (LFHD) Board of Directors (Board) to order at 3:30 p.m. The meeting was held at the City Council Chambers, 200 W North St, in Alturas, California.

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

2. AGENDA – Additions/Deletions to the Agenda

Paul Dolby moved that the agenda be approved as presented **Mike Mason** seconded, and the motion carried with all present voting “aye.”

3. PUBLIC COMMENT

Kristin Easley with Modoc Crisis Center voiced her concerns to the Board and asked for suggestions on how to encourage more nurses to become SART certified.

4. VERBAL REPORTS

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

- **Opioid Policy**
 - We are extremely pleased with the long-term results of having instituted our opioid prescribing policy, as well as the prescription of other controlled substances. I recently received data from CDPH on opioid overdose deaths, hospitalizations, and ED visits in the North State. We were all very gratified to note that Modoc had one of the very lowest rates for all the statistics. We are not the only medical facility in the county, but we account for the majority of prescribing, and credit should be directed to all the providers whose hard work made this policy a success and made our county a much safer place to live and work.
- **Provider Recruitment**
 - This proceeds apace, a lengthy process, but a good problem to have. We plan to replace a full-time physician at the Canby Clinic, and a part-time physician to work at the Alturas Clinic and take over the CMO role. Miriam Arana is building her panel in Canby, as is Ryan Ciantar at the Alturas clinic.
- **Chronic Disease Management**
 - We are working to establish a chronic disease management program at Modoc Medical Center. This will focus on complex chronic diseases such as congestive heart failure, chronic obstructive pulmonary disease, and type 2 diabetes. It will involve gathering population data, assisting providers with treatment plans, and likely a chronic disease clinic, also to be run out of the Alturas facility. This is an initiative that should have huge benefits for the community at large and assist our providers in managing the most complex patients.

- **Expanding Specialty Access**
- We are always looking to expand specialty access. We currently have an initiative in the works to bring cardiology to Alturas. As with any significant expansion, this will take time, but we are in preliminary discussions to establish a cardiology clinic and a stress echo program. The ultimate goal will be better disease management locally and improved diagnostic testing in order to keep our patients closer to home to receive this vital care.

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

SNF Project

- All potential change orders submitted by Swinerton that are still outstanding were rejected for timeliness. We have set up a phone call with Swinerton executives to figure out the next steps and to enter into negotiations over those items.
- USDA draft bond/take-out financing documents are still in review.
- Heard Plumbing is supposed to be prepping the well for wireline testing before June 11 so that the rest of the testing work on the geothermal well at the high school can be completed.
- No word back from CMS on being able to keep the old SNF open. I keep getting pushed back when I follow up on this each week.

340B Compliance

- Total outlay to date on claims regarding this issue has been around \$13,500.
- We have one claim that we are working through with a manufacturer right now but that will likely be the last claim that we process on this issue.
- This is the last month for manufacturers to submit claims related to this compliance issue

MRI Services

- We are still waiting for the mobile MRI unit to receive an insignia from the State of California so that we can take next steps with licensing for that unit and get the service up and running again. I really am hopeful that this may take another month or so and am hoping we can launch these services again in July or so.
- Draft Agreement for purchase and sharing of an MRI unit is in your packets for review today.

Quality Program Revamp

- This is still in process. The leadership team has decided to take a project approach to quality. We have identified the following projects we are going to engage in as teams:
 - Clinic Partnership QIP Metrics
 - Equity Project for the Hospital
 - SNF specific project (to be determined by SNF leadership team)
 - Individual indicators as identified during last two surveys in SNF and Hospital.
- Next step will be to assign leadership team members to these projects and start working on planning, implementing changed plans, monitoring, and modifying plans based on indicator performance.

Other Items

- DHCS QIP is being worked on currently. It does not look like we will receive any money for clinical depression screening. We may be eligible for some money based on performance with tobacco screening but will not know that for another week.
- Federal Medicaid cuts are still a large concern and is the most discussed legislative matter on every call I am on with the various associations we belong to.
- ERC Funding-COVID-19
 - Likely that this claim will not be paid due to some federal action that has been taken to nullify any claims made after December 31, 2024

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

Warnerview

- Currently at a 4-star CMS rating.
- Census is at 48.
- Admissions are at 4.
- Zero Discharges.
- With the anticipation of moving to the new facility, we have started to work with the residents on smoking cessation. We will have a smoke-free facility when we move. Currently, we have one resident who smokes, one resident who vapes, and one resident who chews.
- All the Plans of Corrections from the licensing surveys have been submitted to CDPH.

Acute

- Census is at 3 today – we have been running a daily census of 3 patients.
- Inpatient – Census 2.13
- ALOS – 3.20
- Swing – Census 0.93
- ALOS – 7.00
- One Isolation patient on the floor at this time.
- Admissions
 - 20 Acute
 - 4 Swing
- Surgeries
 - 23 Surgeries

ER

- 482 patients this month.
- Census Avg 16 per day with an increase acuity level.

Ambulance

- 75 Runs for the month.

Pharmacy

- 2,969 Scripts filled for the month.
- We are revamping the Retail Pharmacy area due to the fact that Rite Aid is closing, and another pharmacy company has agreed to purchase the building.
- We will be adding another register and two additional workstations.

Physical Therapy

- 756 Sessions this month.
- Working through the staffing shortage with only 3 Physical Therapists. We have a PTA coming in June also with two Physical Therapists. This should help with the shortage of staff.

Lab

- 4631 Test ran this month.

Radiology

- 157 X-rays performed.
- 94 Ultrasounds performed.
- 138 CT scans performed.

Wound Care Nurse Program

- Our Wound Care Program is operating out of the Clinic. The wound care room in the clinic has been set up by Dr. Hagge.
- The infusion area in the Hospital Addition will be used if we need to do a procedure that cannot billed out of the clinic.
- Our Wound Care Nurse has remained out on Maternity Leave. We have been looking for a traveler with experience with no luck yet. Hopefully she comes back in July.

Infusion

- Waiting for the new facility to be completed before we increase our marketing campaign for infusions, wound care and swing bed admissions.
- The Omni cell for the hospital additions should be hear sometime in July.

C.) J. Lin – Finance Director Report to the Board

Accounting

- Still working on budget – everyone is doing a great job.
- Still looking for a Controller.

Office Workers

- Floaters have been fully trained and are working a lot.

Purchasing

- Purchasing is staying busy with receiving items for the New SNF and preparing for the year-end inventory count.

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

Permanent/Travel Staff

- We currently have 276 total staff – 14 student Nurse Assistants to be added in a couple of weeks.

- We have a total of 20 travelers, both Acute and SNF.

Compliance

- Performance Evaluations 89% compliant
- TB 96% compliant
- Physicals 97% compliant

Healthcare Minimum Wage

- June 1, 2025, all staff will realize a 3.5% wage increase.
 - This is to get us to \$25/hr. minimum wage by 2033 as mandated by SB 525.

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

Revenue Cycle

- April was one of our best revenue cycle months ever with a ton of highlights. We brought in \$2.98 million in payments (monthly benchmark is \$2.22 million), reduced our overall AR down to \$10.27 million (which is the lowest our AR has been in Cerner since it has built up), which was a reduction of \$1.19 million from the month prior, our AR days dropped down to 68.18 (which is the lowest our AR days have been and is the first time that we are in the 60's), and our AR > 90 reduced by about \$500k.
- On the charge master review project with Corro Health, we just got back the recommendations on updates, additions, deletions, etc. and are now working through the implementation of those. Most of them are pertaining to our pharmacy charges where we need the HCPCS A9270 with a GY modifier and revenue code 637 for Medicare or where Medicaid doesn't accept the national codes and we instead need to use the Medicaid-specific codes like Z7610. All in all, our charge master was in good shape already based upon these results. They did provide some recommendations that should improve charge capture and revenue in general.
- Right at the end of April, we submitted the first batch of bad debt accounts to collections in the amount of \$419k and we are set to send another \$215k to collections tomorrow so this process is flowing.

Clinics

- Mobile Mammography event coming up on June 11th at the main campus that our Clinic Managers, Jon Crnkovic and Julie Carrillo have coordinated.
- In Canby, we lost one of our RDA's so we're backfilling that position along with our Scheduler.
- We are going to fly for another Enhanced Care Coordinator to meet the demand.
- Julie and Maintenance are gearing up for some renovations in the second building in Canby and we're clearing out some old stuff from the third building that will serve as storage.
- Maintenance is going to be pushing to complete work on the well in Canby by the end of June as we have been on ISOT's well up to this point.

New SNF and HA

- The updated date for Staff & Stock (S & S) with HCAI is June 5th but that is the best case scenario so we'll see how it plays out as that is dependent on the HCAI FLSO (Fire Life Safety Officer) visit that is going to span from June 2nd to June 5th. This would put Construction Final (CF) in mid-June. Punch listing was scheduled for Thursday and Friday of last week, but that has been pushed back to June 12th as the buildings weren't ready for punch listing.
- We had our fourth round of transition planning meetings last week. We ended up having to cut our department walkthroughs short and will not be able to get back into the new SNF/HA until we receive S & S from HCAI. Our tentative move date into the new SNF has been Tuesday July 15th but we are going to push that back to the end of August due to the timeframes for S&S/CF pushing back.
- Our interior furniture package delivery is scheduled for the week of June 9th. The outdoor furniture package is set to arrive next week, possibly the week after. We were able to finalize the signage package as well so that is now in production. The OFOI (Owner Furnished Owner Installed) equipment is scheduled to arrive the week of June 16th.

G.) Board Member Reports

- **Carol Madison** – Attended the Senior Award Banquet – it was nice to see Alicia there, representing the Hospital, giving scholarships out.
- **Paul Dolby** – Nothing to report.
- **Mike Mason** – Nothing to report.
- **Rose Boulade** – Nothing to report.
- **Keith Weber** – Nothing to report.

5. DISCUSSION

Julie Carrillo, Canby Clinic Manager, gave an update on the ECM Program in Canby. Advised the Board that they hired their first ECM Care Coordinator on February 1st; they now have 26 patients enrolled in the program, 17 have been outreached, 9 are pending, and 9 have declined. Also advised that we are still running off the original grant. Looking at getting the 2nd building in Canby converted into an ECM Office. The 2nd ECM position should be flown this week, and we hope to have the program up and running in Alturas Clinic in the next 6 months.

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 – April 24, 2025**

B.) **K. Kramer - Adoption of LFHD Board of Directors Special Meeting Minutes – May 20, 2025,**

C.) **T. Ryan - Medical Staff Committee Meeting Minutes – April 30, 2025**

- **Medical Staff Committee Meeting Minutes – March 26, 2025**
- **Pathology Report – January 19, 2025 and February 27, 2025**

Keith Weber 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 Manuals**

Ed Johnson, CNO presented the Accounting Policy and Procedure Manual. **Jin Lin, Finance Director** answered any questions they Board may have had.

Mike Mason moved to approve the **Departmental Manuals**, **Rose Boulade** seconded, and the motion carried with all voting “aye.”

B.) **J. Lin – April 2025 LFHD Financial Statement (unaudited)**

Jin Lin, Finance Director, presented the April 2025 LFHD Financial Statement provided in the Board meeting packet and answered the questions the Board had.

Paul Dolby moved to accept the April 2025 LFHD Financial Statement as presented, **Keith Weber** seconded, and the motion carried with all present voting “aye.”

C.) **K. Kramer – Draft MRI Agreement**

Kevin Kramer, CEO presented the Draft MRI Agreement to the Board while also giving them an update on the status and answered any questions they may have had.

Mike Mason moved to accept the Draft MRI Agreement as presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

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

The Regular Session of the Last Frontier Healthcare District Board of Directors was adjourned at 4:38 pm.

EXECUTIVE SESSION

Executive Session was called to order by **Carol Madison, Chair**, at 4:40 pm.

7. CONSIDERATION / ACTION

A.) **T. Ryan – Medical Executive Committee Minutes & Credentialing Items –April 30, 2025– (Per Evidence Code 1157).**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – March 26, 2025.**

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:

- **Ryan Ciantar, FNP** – Recommending appointment of Allied Health status/privileges in the Family Practice category.
- **Alex Ferber, PA** – Recommending reappointment of Allied Health status/privileges in the Hospitalist category.
- **Tikoos Blankenberg, MD** – Recommending reappointment of Consulting privileges in the Pathology category.
- **Allen Morris, MD** – Recommending reappointment of Consulting privileges in the Pathology category.
- **Sean Pitman, MD** – Recommending reappointment of Consulting privileges in the Pathology category.
- **Landin Hagge, DO** – Recommending reappointment of Limited Active privileges in the Family Medicine and Hospitalist category.
- **Joseph Esherick, MD** – Recommending reappointment of Limited Active privileges in the Emergency Medicine category.
- **Jay Lai, MD** – Recommending reappointment of Limited Active privileges in the Emergency Medicine category.

B.) K. Kramer – Labor Negotiations (Per Evidence Code 54957.6)

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 5:06 pm.

RESUME REGULAR SESSION

The Regular Session of the Board of Directors was called back to session by **Carol Madison, Chair**, at 5:06 pm.

8. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items – April 30, 2025

(Per Evidence Code 1157)

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B –March 26, 2025**

B.) K. Kramer – Labor Negotiations (Per Evidence Code 54957.6)

Rose Boulade moved to approve and accept Minutes, Credentialing, and Privileging items as outlined above as well as the Labor Negotiations, **Paul Dolby** seconded, and the motion carried with all members voting "aye."

11.) MOTION TO ADJOURN

Rose Boulade moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 5:06 pm, **Keith Weber** 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 June 26, 2025 at 3:30 pm in the Alturas City Council Chambers, City Hall in Alturas, California.

Respectfully Submitted:


Denise R. King
 Last Frontier Healthcare District Clerk



6/29/25