



REGULAR MEETING MINUTES

LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS

Thursday, June 26, 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; Edward Johnson, CNO; Adam Willoughby, COO; Amber Vucina, CHRO; Jin Lin, Finance Director; Denise King, LFHD Clerk

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, located at 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

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

3. PUBLIC COMMENT

On behalf of Ann Marie Jones, Carol Madison advised the Board of Ann Marie Jones submitting a letter with comments to the hospital dating back to 1991.

4. VERBAL REPORTS

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

SNF Project

- Negotiations with Swinerton going well. Feel we will be able to find some middle ground with them and hopefully be able to move forward and have the USDA also approve of the middle ground to avoid a formal claim and potential arbitration and/or court time down the road.
- USDA draft bond/take out financing documents are still in review.
- Heard plumbing has not been able to kill the geothermal well to facilitate further testing of the well at the high school. They are going to attempt to pump cold water down the well for 24 hours to see if that does the trick. If it doesn't the next steps and options will become more expensive. I will keep you posted on next steps if the well is not able to be killed.
- No word back from CMS on being able to keep old SNF open.
- New SNF Facility tours-would like to schedule a day for you guys to see the building.

340B Compliance

- We are past our deadline for submission of any other claims from drug manufacturers pertaining to the issue of noncompliance discovered with the 340B program. Total payout to drug manufacturers was \$13,566.0

MRI Services

- Heritage's unit now has the appropriate insignia on it and will undergo an inspection on July 2. That inspection will be conducted by the California Department of Housing and Community Development. Heritage is also working on getting county fire marshals to sign off on the mobile unit and fill out the appropriate form for that sign off. After that is done, the five facilities participating in this service will

- have to submit applications to CDPH to license the new unit and then we will be able to launch the service again.
- Draft Agreement for purchase and sharing of an MRI unit has been approved by all the other facilities, except two that still have to present it to their boards.

Other Items

- DHCS QIP did not go well last calendar year. Alicia and I have finalized our data gathering and reported on the two metrics that we participate in for this program and we did not meet performance targets on either metric. We may be eligible for a small amount of funding but this was an opportunity that we missed this year, costing us around \$1 million in additional funding. Alicia has already began training of staff members and providers to help ensure that we do not miss this funding opportunity next year.
- Workers Compensation Insurance Change
 - I have been looking at changing our workers compensation coverage from full coverage to a deductible-based plan. The plan we are looking at would have a per claim deductible of \$100k. If we had a major injury we would have to pay up to \$100k for that claim. Based on our past experience with injuries we could stand to save a lot of money with this....probably over \$100k per year. This is something that Mayers Memorial Hospital has done and it has saved them substantial amounts of money as well.
 - If this is something we want to do we would have to sign a deductible agreement with our workers compensation carrier. I would need to call a special meeting to do that probably next week for that approval.

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

Warnerview

- 4-star CMS rating
- Census 47
- Admissions 4
- Discharges 1
- With the anticipation of moving to the new facility, we have started to work with the residents on smoking cessation. We started using nicotine patches on the two residents that were smokers. It seems to be going well so far.
- We had a complaint visit from CDPH a couple weeks ago and we received two deficiencies from one complaint.
 - F 563 Right to Receive/Deny Visitors
 - F 909 Resident Bed

Acute

- Census 3 today – we have been running a daily census of 3 patients.
- Inpatient – Census 1.65
 - ALOS – 3.00
- Swing – Census 1.48
 - ALOS – 4.60
- One Isolation patients on the floor at this time.
- Admissions
 - 17 Acute
 - 10 Swing
- Surgeries
 - 30 Surgeries

ER

- 481 patients seen this month
- Census Average is 15 per day

Ambulance

- 77 Runs for the month

Pharmacy

- 3,309 Scripts filled.
- We are revamping the retail pharmacy area since Rite Aid is closing. The plan is to add two retail clerks and one pharmacist.
- We will be adding another register and two workstations. The workstation should be here by July 16th.

Physical Therapy

- 551 Sessions
- We have added 2 Physical Therapist and PTA travelers to the department. We should see an increase in the number of sessions.

Lab

- 4543 Test ran

Radiology

- 297 X-rays
- 83 Ultrasounds
- 150 CT scans

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 would be used if we need to do a procedure that cannot be 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, so 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 here sometime in July.

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

Accounting

- We finished the budget, thank you Kevin for finalizing the budget.
- We just received the FY25 Audit CAM (120 items totaled so far, they always add more later), and we are busy working on the items due by 7/7.
- I am very excited that we just hired a controller, her name is Larrisa Williams, from Susanville, who has a lot of accounting experience, and her first day starts 7/7.

Purchasing

- Purchasing doesn't have any new substantial changes; they are currently in preparation for inventory counts next week and will finalize their portion of the new SNF staff and stock after inventory is completed.

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

Permanent/Travel Staff

- We currently have 286 total staff
- We have a total of 19 travelers, both Acute and SNF.

Compliance

- Performance Evaluations 86% compliant
- TB 95% compliant
- Physicals 98% compliant

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

Revenue Cycle

- The month-end statistics for May looked really good. Some highlights included bringing in about \$2.5 million in payments, realizing a \$500k reduction in AR, which brought our overall AR to its lowest point since Cerner go-live of \$9.8 million, and last but not least our AR days were 66.54, which is also the lowest since Cerner implementation.
- We are wrapping up the charge master updates that came out of the third-party charge master review so our charges will be more dialed in and our clean claim rate should increase as well. In addition, we will be implementing a 1% increase to the charge master as of 7/1/25 that is all ready to go.

Clinics

- The mobile mammography event was held on June 11th and it was a huge success. I was only out there for just a little bit and I heard from multiple patients how grateful they were that we were putting on this event as it saved them from having to travel out of the area.

New SNF and HA

- We officially have Staff & Stock from HCAI as of June 9th, which is the huge milestone the entire team has been tracking towards and this means we can now stock the building and can get into the building to work on workflows/procedures in the new spaces. The next big HCAI milestone will be Construction Final (CF) and that will be granted after the signage package has been installed. The installation for the signage package is scheduled for the week of August 4th so we may get CF the week of August 11th. The tentative move date is currently September 9th.
- We just had our fifth round of transition planning meetings that actually concluded yesterday evening. With us having Staff & Stock, we were able to really get to the nitty gritty with workflows of all the departments that will operate out of the new spaces. The transition planning is going really well overall and the team is very well prepared for the transition.
- Our Marketing Coordinator, Rylee Pedotti, is working on the coordination of multiple events including: a VIP/Ribbon Cutting event tentatively scheduled for August 29th (late morning), a Staff & Family Night tentatively scheduled for the evening of September 2nd, and a Public Tour event on September 3rd. We are also planning on doing a video tour once the facility is fully furnished, similar to the video tour we did for the new facility.
- We had punch listing walks of both the interior and exterior of both the new spaces over the past couple of weeks and Swinerton is working to correct the items that were identified. We will have a punch list validation walk in the next couple of weeks or so to sign off on the corrected punch list items. Once that has been completed, we should be close to the point where we will issue the letter of construction completion to Swinerton, which is what concludes their contract.

F.) Board Member Reports

- **Carol Madison** – Nothing to report.
- **Paul Dolby** – Nothing to report.
- **Mike Mason** – Nothing to report.
- **Rose Boulade** – Nothing to report.
- **Keith Weber** – Attended the Quality Council Meeting.

5. DISCUSSION

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 – May 29, 2025

B.) T. Ryan - Medical Staff Committee Meeting Minutes – May 28, 2025

- **Medical Staff Committee Meeting Minutes – April 30, 2025**
- **Committee Reports**
- **ER Committee Meeting Minutes – May 13, 2025**
- **OP Infusion Committee Meeting Minutes – May 13, 2025**
- **Surgery Committee Meeting Minutes – May 13, 2025**

C.) E. Johnson – Policy and Procedures

OP Infusion

- o 6170.25 Airborne Isolation Room Daily Air Exchange Monitoring
- o 6170.25 Insulin Verification And Administration
- o 6170.25 Intake and Output
- o 6710.25 Blood Glucose Testing Using The Nova Statstrip Glucose Meter
- **Skilled Nursing Facility**
- o 6580.25 Elder Abuse (Revisited)
- **Emergency Department**
- o 7010.25 Abdominal Pain Standard Of Care
- o 7010.25 Acute Stats Asthmaticus Standard Of Care
- **Laboratory**
- o 7500.25 C. Auris Yeast Screening With Reflex To ID And Susceptibility
- o 7500.25 Pre-Employment Drug Screen
- **Radiology-MRI**
- o 7660.25 MRI Contrast and Patients In Renal Failure New P&P

- o 7660.25 MRI Contrast and Pregnant Patient
 - o 7660.25 MRI of The Ankle and Hindfoot
- Pharmacy-Hospital
 - o 7710.25 Vancomycin Per Protocol Policy and Procedure
- Physical Therapy
 - o 7770.25 Rehabilitation Services for Skilled Nursing
- Dietary-SNF
 - o 8340.25 Diet Manual SNF
 - o 8340.25 Food Brought in from Outside Sources
 - o 8340.25 Personnel-General
- Facilities/EOC
 - o 8460.25 Infection Control
- Infection Control-SNF
 - o 8753.25 SNF Policy For EHP Final
- Pharmacy Retail
 - o 9550.25 Quality Assurance
- Infection Control-Acute
 - o 8753-A Infection Control Plan Prevention, Education, And Training

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

6. CONSIDERATION/ACTION

A.) E. Johnson – Departmental Manuals

Ed Johnson, CNO presented the Departmental Manuals and answered any questions the Board may have had.

Paul Dolby moved to approve the **Departmental Manuals**, **Keith Weber** seconded, and the motion carried with all voting “aye.”

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

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

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

C.) D. King – Tax Appeal Refund

Denise King, District Clerk, advised the Board of a Tax Appeal that was received after the filing due date. It was decided that the Board would approve the appeal and revisit the due date of the Tax Appeals stated in our policy.

Mike Mason moved to accept the Tax Appeal Refund presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

D.) K. Kramer – Strategic Plan

Kevin Kramer, CEO, presented the 2025-2026 Strategic Plan and answered any questions the Board had.

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

E.) K. Kramer – FYE 25.26 Budget

Kevin Kramer, CEO, presented the FYE 2025-2026 Budget and answered any questions the Board had.

Rose Boulade moved to accept the FYE 25.26 Budget 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, **Mike Mason** seconded, and the motion carried with all voting "aye."

The Regular Session of the Last Frontier Healthcare District Board of Directors was adjourned at 4:32 pm.

EXECUTIVE SESSION

Executive Session was called to order by **Carol Madison, Chair**, at 4:32 pm.

7. CONSIDERATION / ACTION

A.) **T. Ryan – Medical Executive Committee Minutes & Credentialing Items – May 29, 2025– (Per Evidence Code 1157).**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – April 30, 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:

- **Heather Caldwell, PA** – Recommending appointment of Allied Health status/privileges in the Family Practice category.
- **Ruth Moeller, FNP** – Recommending reappointment of Allied Health status/privileges in the Family Practice and Hospitalist category.

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

Mike Mason moved to close the Executive Session and resume the Regular Session of the LFHD Board of Director's meeting, **Keith Weber** seconded, and the motion carried with all voting "aye."

The Executive Session of the Board of Directors was adjourned at 4:39 pm.

RESUME REGULAR SESSION

The Regular Session of the Board of Directors was called back to session by **Carol Madison, Chair**, at 4:39 pm.

8. CONSIDERATION / ACTION

A.) **T. Ryan – Medical Executive Committee Minutes & Credentialing Items – May 29, 2025 (Per Evidence Code 1157)**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B –April 30, 2025**

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

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

Paul Dolby moved to approve and accept Labor Negotiations as outlined above, **Rose Boulade** seconded, **Mike Mason** Abstained, and the motion carried with all other members voting "aye."

11.) MOTION TO ADJOURN

Rose Boulade moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 4:40 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 July 31, 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

