



REGULAR MEETING MINUTES

LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS

Thursday, July 31, 2025, at 3:30 pm
City Council Chambers; Alturas City Hall; Alturas, California

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

CALL TO ORDER

Rose Boulade, Vice 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 **Keith Weber** seconded, and the motion carried with all present voting “aye.”

3. PUBLIC COMMENT

There was no public comment.

4. VERBAL REPORTS

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

SNF Project

- Negotiations with Swinerton still ongoing. Our legal counsel is now involved after receiving a letter from them today.
- USDA has completed their review of close out documents for the USDA loan. Current plan is for that to close in October 2025.
- Heard plumbing has not been able to try to kill the geothermal well to facilitate further testing of the well at the high school. This has been delayed since last month.
- No word back from CMS on being able to keep old SNF open.

MRI Services

- Licensing application has been submitted for the unit from Heritage imaging. Awaiting processing of that application and then we can commence MRI services here again.

Federal Budget Cuts

- We are in the process of assessing what impact this will have to us. At the summary level, conservative projections are that our Medicaid reimbursement from the federal government on our supplemental reimbursement programs will likely decline by around 30% and will be implemented over the next three years.
- Once we have better projections for our organization based on specific cuts made to each supplemental reimbursement program, we will begin to develop a plan for how we intend to manage expenses, grow, or structurally change so that we remain financially viable after the cuts are fully implemented.

- In the meantime we have asked Managers to run as efficiently as possible, share ideas on how to cut operational expenses, continue to emphasize patient experience and customer service, and to not fill any positions that are not needed and to place new positions on hold

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

Warnerview

- 5-star CMS rating.
- Census is currently at 50.
- Admissions – three.
- Discharges – four.
- We had one fall with major injury – Fx. Hip – Resident was going to the bathroom without assistance and fell in the bathroom. The resident is back at Warnerview.
- We are scheduled to take 16 residents to the Modoc County Fair on Friday, August 22nd, and scheduled to tour the new SNF on August 25th. This will be our mock patient move to see how the residents respond to the new facility, so we know what to expect on moving day. We will also be having lunch over at the hospital for them before returning to Warnerview.
- We are waiting until we move to the new SNF before we submit our application to become a CNA Clinical Testing Site. We currently have to go to Redding for our CNA students to test. This would keep everything under our roof. And others would be able to come here for testing.

Acute

- Census 6 today – we have been running a daily census of 4 patients.
 - Inpatient – Census 1.57
 - ALOS – 3.36
 - Swing – Census 2.90
 - ALOS – 10.88
- Admissions
 - 14 Acute
 - 8 Swing
- Surgeries
 - 30 Surgeries

ER

- 460 patients
- Census Average 15 per day.

Ambulance

- 75 Runs for the month
- Looking at becoming an American Heart Association Training Center. Currently we are under Sierra Medical Services Alliance (SEMSA). We believe we have all the instructors and offer enough classes to become a training center.

Pharmacy

- 3,248 Scripts filled.
- We have redone the retail pharmacy area with adding 2 additional workstations. We added a full-time pharmacy technician. We are about to offer a position as a full-time pharmacist for Retail and Hospital pharmacy. This will allow us to retail pharmacy coverage on weekends.

Physical Therapy

- 817 Sessions
- We are still looking to find PT that would like to be part of our MMC team. We are heavy with travelers in this department.

Lab

- 4816 Test

Radiology

- 266 X-rays
- 82 Ultrasounds
- 150 CT scans
- The MRI machine was here last week for the inspection, and it passed.

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 billed out of the clinic.
- Our Wound Care Nurse has remained out on leave. We have been looking for a traveler with experience with not luck yet.

Infusion

- Waiting for the new facility to be completed before we increase our marketing campaign for infusions, wound care and swing bed admissions.
- The Omnicell machine has arrived.
- The infusion chair looks great and is comfortable.

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

Accounting

- We started monitoring the new Fiscal Year budget and plan to send out the P&L monthly report to the managers by the middle of every month.
- We are still working on the Audit Items due by 9/2. As of today, we have 27 items left, out of 111.

Purchasing

- Purchasing does not have any new substantial changes; they have finished the New SNF stocks now.

Floater

- We are looking for two new extra floaters. We interviewed three applicants so far, and we will schedule two more.

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

Permanent/Travel Staff

- We currently have 276 total staff
- We have a total of 21 travelers, both Acute and SNF.

Compliance

- Performance Evaluations 81% compliant
- TB 94% compliant
- Physicals 96% compliant

Recruiter Hired

- Handling all applications and prior to job offer-related tasks
- Will be connecting with colleges to get MMC in front of new graduates at career fairs as well as updating our online presence on Indeed.com, LinkedIn and other job source resources.
- Will be prioritizing recruiting for our heavily used traveler positions: PT, Radiology, and RNs. In addition, she will be taking over the provider recruitment in the near future as well.

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

Revenue Cycle

- Things are going well on the revenue cycle front, with another strong month in June. We had over \$2.35 million in payments, our AR was still in the \$9 million range and our AR days were still in the 60's. With today being the last day of the month, we'll see what July's month end numbers look like tomorrow morning. So far, we're at \$2.5 million in payments with our AR around \$9.5 million and AR days around 63. Krishna and the team are doing a stellar job.
- I have finished implementing all of the recommended changes to our chargemaster that came out of the third-party chargemaster analysis so our chargemaster is as accurate as it can be right now, which is reassuring.

Clinics

- Alturas clinic is rolling along nicely. In Canby, we've had some turnover so we're backfilling some positions and are running shorthanded. Our manager, Julie Carrillo, has been stepping in to pick up some of that slack in the meantime so big kudos to her.

New SNF and HA

- We have the signage package installation set to begin this coming Monday 8/4. It should be completed by Friday 8/8. This is the final piece that needed to be in place in order for the HCAI FLSO, Greg Paul, and local Fire Marshal, Eric Hunter, to do their sign off. We need Greg Paul to sign off so that HCAI ACO, Masoud Abolhassani, can grant us Construction Final (CF). Masoud is scheduled for his CF inspection on Monday 8/11. We also need Eric Hunter to sign off so that Kevin can submit our applications for the new SNF and HA to CDPH. Based upon these timeframes, we have pushed back

the move date of 9/9 since CDPH has up to 3 months to process our licensing applications and the earliest we can submit the applications is Monday 8/11.

- The transition planning is going really well and we have our ducks in a row on that front so we will be ready to move once CDPH approves our licensing applications. Rylee is still working on all of the events we have planned (VIP/Ribbon Cutting, Staff & Family Night, and Public Tour event) although the dates are shifting.

Maintenance

- Marty and his crew deserve major credit as they are in the middle of multiple important projects. They're working on installing 8 card readers in the new SNF and HA, which Berg was going to charge us \$106k for if they were to perform the work, and with Marty doing it, the total cost is going to be less than \$15k. They're also installing 9 security cameras that we pulled out of Berg's scope, which will, again, save us a lot of money. He and his team are also running some wiring for the repeaters for the cordless phones at the nurse stations. They are assembling and placing the outdoor furniture as well. The list keeps going on but Marty and his team deserve some major credit for taking on these projects and saving MMC a substantial amount of money.

IT

- IT has a lot of work going on for the new SNF and HA as well. They are currently working on the configuration of all the TV's, which is a bigger lift than one may think. They're getting computers and phones put in place. There is network infrastructure now in place in the new SNF/HA now that Apex has completed a bulk of the work in their scope. We have a big testing event scheduled for this Monday 8/4 for the nurse call system, Wander Guard system, phones, and overhead paging. The training on those systems will be on Wednesday 8/6.

F.) Board Member Reports

- **Carol Madison** – Absent
- **Paul Dolby** – Toured the New SNF and it is a beautiful building.
- **Mike Mason** – Agreed with Paul that the New SNF is a beautiful building and something to be proud of.
- **Rose Boulade** – Attended the Finance Meeting and Joint Conference. Ask Dr. Edmonds what is new and what he has going on with his departments. Dr. Edmonds shared;
 - Dr. Burkholder taking over as Chief Medical Officer at the end of the year. This is an unexpected but totally welcome development.
 - We are working with a Cardiology group in Reno to establish a presence here in Alturas. Initial plans are to host a Cardiology clinic at MMC, and perform cardiac testing with stress echo to identify and treat advanced cardiac issues.
 - Provider recruitment proceeds apace, and we have strong candidates for a new FNP at MMC. We are also recruiting a new physician to take over Canby for me at the end of the year. Dr. Richert plans to transition to the new SNF to be primary attending for all the patients that are long term patients; this is a huge responsibility, and another welcome development in helping ensure the ongoing high-quality care our patients deserve.
 - Chronic disease management is an exciting new development, as well. Working through the Modoc Clinic, Dr. Burkholder has volunteered to lead the effort to identify and assist in the treatment of complex illnesses which affect our community. This initiative has tremendous potential to improve the overall health and wellness of our community
- **Keith Weber** – Nothing to report.

5. DISCUSSION

There were no discussion items on the agenda.

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 – June 26, 2025

B.) T. Ryan - Medical Staff Committee Meeting Minutes – July 31, 2025

- **Medical Staff Committee Meeting Minutes – May 28, 2025**
- **Committee Reports**
 - **Infection Control Committee Minutes – May 29, 2025**
 - **OP Infusion Committee Meeting Minutes – June 10, 2025**

- Surgery Committee Meeting Minutes – June 10, 2025
- Pathology Report – May 1, 2025
- New Business
 - Cerner Order Dates – Barbare Howe, RDN
 - Nominations for Chief of Staff and Vice Chief of Staff

C.) E. Johnson – Policy and Procedures

DIETARY-SNF

- 8340.25 Accident/Incident Report
- 8340.25 Cleaning Instructions: Cloths, Pads, Mops, Buckets
- 8340.25 Cleaning Instructions: Ice Machines and Equipment
- 8340.25 Cleaning Instructions: Coffee Machines and Urns
- 8340.25 Cleaning Instructions: Counter Space
- 8340.25 Cleaning Instructions: Cutting Boards
- 8340.25 Cleaning Instructions: Floors, Tables, and Chairs
- 8340.25 Cleaning Instructions: Food Carts
- 8340.25 Cleaning Instructions: Freezers
- 8340.25 Cleaning Instructions: Hood and Filters
- 8340.25 Cleaning Instructions: Microwave Ovens
- 8340.25 Cleaning Instructions: Range/Griddles
- 8340.25 Cleaning Instructions: Refrigerators
- 8340.25 Cleaning Instructions: Toasters
- 8340.25 Dishware and Glassware Safety
- 8340.25 Equipment Malfunctions and Repairs
- 8340.25 Equipment Safety
- 8340.25 Floor Safety
- 8340.25 Four-Day Disaster/Emergency Plan for Water
- 8340.25 Knife Safety
- 8340.25 Receiving and Storage
- 8340.25 Cleaning Instructions: Ovens
- 8340.25 Cleaning Instructions: Steam Tables.

PHYSICAL THERAPY

- 7770.25 Rehabilitation Services for Skilled Nursing
- 7770.25 Scope of Practice and Plan for the Provision of Care
- 7770.25 Billing Procedures

PURCHASING

- 8400.25 General Store Inventory
- 8400.25 Non-Stock Purchase Orders
- 8400.25 Storeroom Temperature

NURSING - MED/SURG

- 6170.25 Nurse Staffing Guidelines
- 6170.25 Pedialyte Storage After Opening

EMERGENCY DEPARTMENT

- 7010.25 Medications Requiring Double Verification
- 7010.25 Ventilator Use in the Emergency Department

LABORATORY

- 7500.25 Critical Values Reporting
- 7500.25 Hardy Diagnostics NG-Test CARBA 5

FACILITIES/EOC

- 8460.25 Charging Electric Wheelchairs
- 8460.25 Fire Alarm Pull Station Test
- 8460.25 Fire Door Inspections
- 8460.25 Fire Extinguisher Inspection Sheet
- 8460.25 Fire Safety Fire Alarm System
- 8460.25 Fire Safety Management Plan
- 8460.25 Grounds Safety
- 8460.25 Kitchen Hood Fire Extinguishing System

PHARMACY HOSPITAL

- 7710.25 Pharmacy Records Retention Guidelines

- 7710.25 MMC Antimicrobial Stewardship Program Policy and Procedures

INFORMATION TECHNOLOGY

- 8480.25 Acceptable Computer Usage

RADIOLOGY-MRI

- 7660.25 Screening for MRI Procedure
- 7660.25 MRA Body
- 7660.25 MRA Cervicocerebral
- 7660.25 MRI of the Abdomen (excluding the liver)
- 7660.25 MRI of the Adult Spine
- 7660.25 MRI of the Brain
- 7660.25 MRI of the Elbow
- 7660.25 MRI of the Fingers and Toes
- 7660.25 MRI of the Hip and Pelvis for Musculoskeletal Disorders
- 7660.25 MRI of the Knee
- 7660.25 MRI of the Liver
- 7660.25 MRI of the Pediatric Spine
- 7660.25 MRI of the Shoulder
- 7660.25 MRI of the Soft Tissue Components of the Pelvis
- 7660.25 MRI of the Wrist
- 7660.25 MRI Patient Instructions
- 7660.25 MRI Patient and Personnel Screening
- 7660.25 MRI Safety Guidelines
- 7660.25 Response to a Respiratory or Cardiac Arrest in the Magnet Room
- 7660.25 Screening Orbital X-Rays Prior to MRI

Keith Weber moved that the Consent Agenda be approved as presented, Paul Dolby 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 had on the manuals and review processes.

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

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

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

Mike Mason moved to accept the June 2025 LFHD Financial Statement as presented, Paul Dolby seconded, and the motion carried with all present voting “aye.”

C.) D. King – #25-04 Resolution Requesting Collection of Charges on Tax Roll LFHD FY 25.26

Denise King, District Clerk, presented #25-04 Resolution to the Board and answered any questions they had on the resolution.

Paul Dolby moved to approve #25-04 Resolution Requesting Collection of Charges on Tax Roll LFHD FY 25.26, and Keith Weber seconded.

Rose Boulade, Vice Chair, called for a roll call vote:

- | | |
|-----------------|--------|
| • Carol Madison | Absent |
| • Paul Dolby | Aye |
| • Mike Mason | Aye |
| • Rose Boulade | Aye |
| • Keith Weber | Aye |

The motion to approve #25-04 Resolution Requesting Collection of Charges on Tax Roll LFHD FY 25.26 as presented carried with all present voting “aye” as shown in the roll call vote above.

D.) K. Kramer – Certification of Assessment

Kevin Kramer, CEO, presented the Certification of Assessment and answered any questions the Board had.

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

E.) K. Kramer – Kathleen Chesney Contract

Kevin Kramer, CEO, presented Kathleen Chesney, PA Contract and answered any questions the Board had.

Keith Weber moved to accept the Kathleen Chesney Contract as presented, **Mike Mason** seconded, and the motion carried with all present voting “aye.”

F.) K. Kramer – Lianne Burkholder Contract Amendment

Kevin Kramer, CEO, presented Lianne Burkholder Contract Amendment and answered any questions the Board had.

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

G.) K. Kramer – Updated Tax Appeal Policy

Kevin Kramer, CEO, presented the Update Tax Appeal Policy and answered any questions the Board had.

Keith Weber moved to accept the **Updated Tax Appeal Policy** as presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

H.) K. Kramer – Swinerton Change Order 11

Kevin Kramer, CEO, presented the Swinerton Change Order 11 and answered any questions the Board had.

Mike Mason moved to accept the **Swinerton Change Order 11** as presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

Keith Weber 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 4:22 pm.

EXECUTIVE SESSION

Executive Session was called to order by **Rose Boulade, Vice Chair**, at 4:24 pm.

7. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items – June 25, 2025– (Per Evidence Code 1157).

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – May 28, 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:

- **Temoor Anwar, MD** – Recommending appointment of Telemedicine privileges in the Radiology category.

The Executive Session of the Board of Directors was adjourned at 4:35 pm.

RESUME REGULAR SESSION

The Regular Session of the Board of Directors was called back to session by **Rose Boulade, Vice Chair**, at 4:35 pm.

8. CONSIDERATION / ACTION

**A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items – June 25, 2025
(Per Evidence Code 1157)**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – May 28, 2025**

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

11.) MOTION TO ADJOURN

Keith Weber moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 4:37 pm, **Mike Mason** 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 August 28, 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



7/31/2025