



## **REGULAR MEETING MINUTES LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS**

Thursday, August 28, 2025, at 3:30 pm  
City Council Chambers; Alturas City Hall; Alturas, California

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

**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**

**Keith Weber** moved that the agenda be approved as presented **Paul Dolby** 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**

##### **MRI Services**

- Should be firing up soon. Application fees were processed this week and will be sent to CDPH. Once they receive those, we should be able to start the service back up.

##### **Hospital Addition and IV Infusion Department Update**

- Licensing applications have been submitted for the added beds in the hospital and the IV infusion department. Fees have been processed for these applications as well and will be mailed this week. After those are paid we anticipate coordinating with licensing for a site visit at some point in the future.
- In the meantime, we will try to orient our staff on just those two units so that we can perhaps occupy those ahead of the November 11 date for the New SNF and start recognizing some of the depreciation expense in our cost report this fiscal year to help with reimbursement.

##### **Provider Recruitment**

- Sent a draft employment agreement to Virginia Baker who will graduate in September from her FNP school. We are hopeful she will join our team of providers at the Alturas Clinic. With her onboarding Dr. Richert will transition to being a SNF provider.
- We are still looking for a MD to replace Dr. Edmonds in Canby.

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

##### **Warnerview**

- We are currently at a 5-star CMS rating.
- Census is currently at 50.
- Admissions are currently at five.
- Discharges are currently at two.

- We took 13 residents to the Modoc County Fair on Friday, August 22nd. They enjoyed the outing.
- We took 26 residents on a tour of the new SNF on Monday, August 25, 2025. The look on their faces was priceless. We used this as our mock patient move. We were able to move all 26 residents to the new facility and back to Warnerview within 2.5 hours. We are sure that we will be able to move all the residents within 4 hours. Since we did not have as many residents as we originally thought, we had hamburgers and hot dogs at the doctor's house for the staff and residents afterwards.
- We had our Assistant Director of Nursing start yesterday. We interviewed a DON last week and are scheduling her for a site visit for the second week of September.
- We can keep Warnerview open for a total of 34 residents. Our license would read 84 patients with two different addresses for SNF

#### **Acute**

- Census is currently at two today – we have been running a daily census of 4 patients.
  - Inpatient – Census 1.71
    - ALOS – 3.53
  - Swing – Census 5.29
    - ALOS – 13.67
- Admissions
  - 15 Acute
  - 12 Swing
- Surgeries
  - 19 Surgeries
  - You should see the number of surgeries increasing because we are adding surgery days to the surgeons in the next couple of months.

#### **ER**

- **487 patients this month.**
- **Census Average is 15.7 per day.**

#### **Ambulance**

- 106 runs for the month, an increase of 31 runs this month.

#### **Pharmacy**

- 3,441 Scripts filled, an increase of 193 scripts from last month.
- We have a new inpatient pharmacist that just started with Eric and a new retail pharmacist that just started Ryan. When they are up and running, we will expand the retail pharmacy hours to include Saturday and Sunday. We will open for 8 hours on Saturday and 4 hours on Sunday to start. If the weekend business warrants more hours, we will address as the need arises.

#### **Physical Therapy**

- 1232 Sessions, an increase of 415 sessions from last month.
- We had a Physical Therapist Interview that we will be making an offer to.
- We have performed a review of PT and found out that we were the lowest. We are in the process of correcting that now. This should bring some candidates our way.

#### **Lab**

- 5241 Test, an increase of 425 test from last month.

#### **Radiology**

- 330 X-rays, an increase of 64 x-rays from last month.
- 156 Ultrasounds, an increase of 74 ultrasounds from last month.
- 196 CT scans, an increase of 46 CT scans from last month.
- The MRI machine has passed all the surveys and should be here soon. CDPH is asking for another \$4,000 for us to apply for a license for the mobile unit. The unit is currently at Mayers in Fall River.

#### **Wound Care Nurse Program**

- We have a wound care traveler scheduled to be here on September 1st. This should help Dr. Hagge tremendously and increase the wound care volume.

#### **Infusion**

- Waiting for the new facility to be completed before we increase our marketing campaign for infusions, wound care and swing bed admissions. Once we know when CDPH would come to survey the addition, we will increase the marketing campaign.

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

**Accounting**

- We have created a new department called Infusion Therapy to catch all its expenses and revenues.
- We are busy with the annual Audit and Medi-Cal desk review audit. We are wrapping up the annual audit items, which are going very well.
- The Medicare cost report Cam is available right now, so we are also starting to work on it

**Purchasing**

- Very busy replenishing supplies for the old SNF.

**Floaters**

- We hired two new extra floaters, one is in training, and the other is waiting for Amber to send the offer letter.

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

**Permanent/Travel Staff**

- We currently have 289 total staff
- We have a total of 21 travelers, both Acute and SNF.

**Compliance**

- Performance Evaluations 81% compliant
- TB 91% compliant
- Physicals 96% compliant

**Recruitment for Warnerview**

- Approximately 50 employees are anticipated to be hired to fill Warnerview staffing needs.
- All jobs for Warnerview have been publicized on the MMC website and outside sources.

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

**Revenue Cycle**

- As usual, rev cycle is going really well with July being another great month for us. We had just under \$2.6 million in payments, AR was reduced by about a quarter million dollars to \$9.7 million, and our AR days were right at 62. August is looking really strong as well so far with our payments already over the \$2.22 million monthly benchmark at \$2.36 million, AR is at \$9.19 million, and AR days are at 57.46. The metric we were concerned with in the beginning of Cerner was AR > 90 and that is sitting at \$3.1 million per Cerner's reporting which is good but is really about \$2.7 million when subtracting the SNF AR that is not really aged over 90. The month technically closes on Sunday at midnight so I will send out the month end statistics on Monday.
- Cerner did notify us that we are not going to be transitioning over to their new revenue cycle platform, RevElate. Apparently, we will remain on CPA (Cerner Patient Accounting).
- I am working on the Fair Billing submission to HCAI, which entails revision of our Fair Pricing and Bad Debt Write Off policies along with a multitude of notices as well. The deadline for that submission is 9/6.

**Clinics**

- We are working on an AR cleanup project in Canby on the dental side of things so that we can get patient statements flowing. We are also doing a 3% charge master increase on the dental side as we have not done an increase for a couple of years for dental outside of the Medi-Cal visit rate. Julie has backfilled a majority of the positions that she was needing and has been able to hire a Dental Coordinator, which we really needed.

**Maintenance**

- The Maintenance crew are plugging through the projects I outlined last month and deserve some major praise. Their list is getting longer now that CMS is allowing us to keep Warnerview open.

**IT**

- IT is still doing some work on the overhead paging system to help Swinerton get over the finish line with that sign off. There were some issues with the overhead paging system in the new SNF due to the way it was installed and configured in the new facility but we're working through it. Andy is also working on the IP TV's in the new SNF so they can work with the pillow speaker remotes and the Dish network system.

**New SNF and HA**

- The signage package was successfully installed the week of 8/4, which meant that we were able to get the final sign off by HCAI FLSO, Greg Paul, and local Fire Marshal, Eric Hunter, on 8/8. That then allowed

us to submit our applications to CDPH. We then received Construction Final (CF) from HCAI on Monday 8/11 so everything is done with HCAI with the exception of the Final Cost Letters for the HA and increment 3 of the new SNF which will be completed once negotiations with Swinerton have concluded.

- On the transition planning front, we are now readjusting to the fact that we are keeping Warnerview open. We are shooting for early November for the move to the new SNF, currently Tuesday November 11th. Our next series of transition planning meetings will be in September and may be virtual.
- NM&R has a professional photographer onsite today doing some professional photography of the new SNF and HA. We will share those with everyone once we receive them.

#### **Maintenance**

#### **IT**

#### **F.) Board Member Reports**

- **Carol Madison** – Color Run happening on September 13<sup>th</sup> – curious about possibly a sponsorship from MMC. Kevin advised her to talk with Rylee Pedotti.
- **Paul Dolby** – **Nothing to Report.**
- **Mike Mason** – **Absent**
- **Rose Boulade** – **Absent.**
- **Keith Weber** – **Back to work – School started.**

### **5. DISCUSSION**

#### **A.) A. Doss – Quality/Risk Management Report to the Board**

**Alicia Doss, QA/Risk Management Manager**, presented to the board the report included in the packet and answered any questions they may have had.

#### **B.) K. Kramer – Mountain View and Warnerview Transition Update**

**Kevin Kramer, CEO** provided the following update to the Board and answered any questions they may have had.

- CMS approved Warnerview staying open and remaining licensed as a Composite DP/SNF.
  - Our intent is to license 50 beds at the New SNF and 34 Beds at Warnerview. Warnerview will consist of 22 private rooms and 12 semi-private rooms.
  - We have put together a staffing plan and need to refine that plan to account for how quickly we will admit residents on the waiting list.
  - Ed, is finding out how many residents want to move to the New SNF, this will also help us determine how to initially staff and who to bring on immediately vs. as our census scales up.
  - Rylee Pedotti issued a press release on this today.
- Our tentative goal for moving into the New SNF is now November 11. This should allow us the time we will need to get some staff onboard and get equipment ordered to accommodate Warnerview remaining open.
- Had a phone call with licensing this week and they feel they can accommodate these dates from their end. We will only have to have a state licensing visit for the SNF, since we already operate a DP/SNF and have been survey for CMS guidelines.
- USDA loan will close in November now. All pay applications have to be processed and we are just barely getting May's pay application approved by the USDA for payment next week. We must use all USDA funds within 60 days of project completion which was a couple of weeks ago, so we are trying to get things finalized and paid as soon as possible right now to maximize our funding opportunities with the USDA on this project.
- Negotiations with Swinerton are ongoing. Written offer was sent to them two weeks ago. We expect a counter from them in the near future. We are hopeful we can come to an agreement soon.
- Rylee Pedotti will start organizing some of the public events in the coming weeks. We will likely do an open house for the public in September or October. Our VIP/Ribbon cutting event will be closer to when we move. We will also have a staff night at some point for staff to show the building to their family members and enjoy a night together prior to moving into the building.
- Heard was not able to kill the geothermal well at the High School. Will likely wait to hear on funding of the grant application we submitted and try to drill another injection well down the road.

**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 – July 31, 2025**

B.) **T. Ryan - Medical Staff Committee Meeting Minutes – July 30, 2025**

- Medical Staff Committee Meeting Minutes – June 25, 2025
- Committee Reports
  - Infection Control Committee Minutes – July 8, 2025
  - OP Infusion Committee Meeting Minutes – July 8, 2025
- Pathology Report – June 8, 2025

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

**DIETARY-SNF**

- 8340.25 Equipment Safety
- 8340.25 Emergency Eye Wash
- 8340.25 Equipment Malfunction
- 8340.25 Four-Day Disaster Meal Plan
- 8340.25 Lifting Techniques
- 8340.25 Obtaining Accurate Heights
- 8240.25 Safety Guidelines

**NURSING/MED SURG**

- 6170.25 Foley Catheter Insertions: Site Care and Removal

**EMERGENCY DEPARTMENT**

- 7010.25 Neptune Policy and Procedure

**FACILITIES/EOC**

- 8460.25 Areas Containing Asbestos
- 8460.25 Equipment Management Program
- 8460.25 Safety Policy

**INFECTION CONTROL-SNF**

- 8753-SNF-A.25 Vaccination of Residents

**INFECTION CONTROL-ACUTE**

- 8753-A.25 Admission of Patient with Communicable Disease

**PHARMACY-HOSPITAL**

- 7710.25 Cat Scan Crash Kit
- 7710.25 Medication Errors
- 7710.25 Repacking Records

**PHYSICAL THERAPY**

- 7770.25 Patient Treatment
- 7770.25 Documentation Guidelines
- 7770.25 Mountain View PT Orientation
- 7770.25 Rehabilitation Services for Skilled Nursing Policy

**BUSINESS OFFICE**

- 8350.25 Bad Debt Write Off
- 8350.25 Fair Pricing Policy

**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.

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

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

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



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

**C.) K. Kramer – Dirt Disposal**

**Kevin Kramer, CEO**, presented the memo provided to the Board and answered any questions the Board had.

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

**E.) E. Johnson – Acute Ventilator**

**Ed Johnson, CNO**, presented the memo and information provided in the packet and answered any questions the Board had.

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

**Paul Dolby** 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 4:09 pm.

**EXECUTIVE SESSION**

Executive Session was called to order by **Carol Madison, Chair**, at 4:10 pm.

**7. CONSIDERATION / ACTION**

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

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – June 25, 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:

- **Kathleen Chesney, PA** – Recommending appointment of Allied Health privileges in the Emergency Medicine category.
- **Ahresh Saha, DO** – Recommending appointment of Consulting privileges in the Pathology category.
- **George Jenfu Wang, MD** – Recommending appointment of Consulting privileges in the Pathology category.
- **Raymond Mandel, PhD** – Recommending appointment of Limited Active privileges in the Psychology category.
- **Carmen Stellar, MD** – Recommending appointment of Limited Active privileges in the Emergency Medicine category.
- **Scott Bleazard, MD** – Recommending appointment of Telemedicine privileges in the Radiology category.
- **Michael Maloney, MD** – Recommending appointment of Telemedicine privileges in the Radiology category.

The Executive Session of the Board of Directors was adjourned at 4:12 pm.

**RESUME REGULAR SESSION**

The Regular Session of the Board of Directors was called back to session by **Carol Madison, Chair**, at 4:12 pm.

**8. CONSIDERATION / ACTION**

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

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B –June 25, 2025**

**Keith Weber** 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**

**Keith Weber** moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 4:12 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 September 25, 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



Date

8/28/2025