



REGULAR MEETING MINUTES LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS

Thursday, September 25, 2025, at 3:30 pm
City Council Chambers; Alturas City Hall; Alturas, California

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

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

Rose Boulade moved that the agenda be approved with the deletion of item 4C. 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

Federal Budget Cuts

- Based on the projections we have made, which are just a general estimate, by 2032 the federal budget cuts will amount to about \$6.6 million per year.
- We will realize an increase over the next couple of years in federal funding based on the timing of the existing programs and when they pay out. In FYE 2027 we anticipate that our total federal funding will be around \$18.8 million, growing from our current funding of \$12.8 million in the year.
- Much of this increase over the next couple of years is related to the directed payment program, which was approved by the federal government prior to the federal cuts being made, which means it is grandfathered in at this point.
- In essence, by 2033, we will end up with about the same level of funding that we had in FYE 2025.
- Obviously this is still concerning because our expenses will continue to climb year over year due to inflation and mandatory wage increases related to healthcare minimum wage requirements in California.
- Our payroll expense is estimated to increase by around \$8 million between now and 2032, as an example of what we will experience in additional expense over the coming years.
- Still working on the strategies that we will employ to try to navigate these cuts. Those strategies will likely include additional benefit and reimbursement generated from expanding SNF services and occupying the new building, focusing on MediCal enrollment and instituting better processes for connecting lower income patients to health insurance resources if they are eligible, staffing analysis and ensuring we are staffed at the right levels, service expansion in primary care if financially feasible, and targeted service reductions if absolutely necessary.

New SNF Update

- Swinerton Negotiations are hopefully winding down. We will discuss these in detail in executive session today.
- Trying to get all documentation ready so it can be submitted to the USDA ASAP. They are saying to close at the end of November they need everything by October 17. We are pushing with Swinerton to achieve that deadline.
- Am talking with our financial advisor on the interim financing to see if those notes can be extended a couple of months as a backfall plan at this point. Those notes currently mature December 2, 2025, so if we are not able to close with the USDA in November we will need an extension or other funding to pay those notes off.

MRI Services

- Still waiting for the Central Applications Branch to forward our information to the Chico District Office. Once that occurs we should be cleared to continue these services.

Hospital Addition and IV Infusion Department Update

- Licensing applications are still in with the Central Applications Branch with CDPH. All application fees have been paid, we are just waiting for them to transfer those applications to the Chico District Office so we can have necessary site visits with CDPH and hopefully become licensed for additional services.

Provider Recruitment

- Still anticipate a new FNP starting on January 8, 2026 to back fill Dr. Richert in the Alturas Clinic.
- We are still looking for a MD to replace Dr. Edmonds in Canby.

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

Warnerview

- 5-star CMS rating
- Census 50
- Admissions 1
- Discharges 1
- We took 8 residents to the Balloon Fest on Saturday morning, and breakfast was donated to the staff and residents.
- We had our Assistant Director of Nursing for SNF start last month and we will have a DON start on November 3rd. Having RN leadership in the SNF is a wonderful addition.
- We completed general orientation for the new SNF & HA today and will start with departmental orientation over the next couple of weeks.
- We have transition planning meetings scheduled for September 30th and October 1st with Eric Schnebly.

Acute

- Census 4 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 have adding an additional surgery day to the surgeons in the next couple of months.

ER

- 487 patients
- Census Avg 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 rate 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

Purchasing

Floater

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

Permanent/Travel Staff

- We currently have 291 total staff
- We have a total of 21 travelers, both Acute and SNF.

Compliance

- Performance Evaluations 75% compliant
- TB 92% compliant
- Physicals 97% compliant

General Orientation

- General orientation for all staff to Mountain View has been completed as of today.

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

Revenue Cycle

- We ended at \$2.52 million in payments, 59.27 AR days, and overall AR was \$9.5 million. September is looking great as well – we are at 56 AR days and \$9.2 million in overall AR, so we'll see how the dust settles after the month closes.
- Last time I reported on the HCAI Fair Billing submission that was due by 9/6, and I was able to get everything submitted in time, so we'll see how that shakes out.

Clinics

- The ECM program is building up nicely, and we are up to 39 clients. Julie is looking to expand that to the Alturas Clinic within the next month or two. We are also getting closer to the end of the dental AR cleanup project, which will allow us to send out patient statements for balances left to patient responsibility on the dental side. About 90% of our dental business is Medi-Cal, and those patients don't receive statements, so this isn't a huge financial impact, but we're trying to do everything we can financially to combat the governmental budget cuts.
- In both clinics, we are now starting to collect co-pays up front at the time of service. This is the standard for the rest of the healthcare industry, and quite often we have the co-pay amounts left over after insurance processes that end up in collections, so this will help on multiple fronts.
- Jon and Julie are actively working to graduate the modified PHP QIP program so that we can receive supplemental reimbursement on additional quality measures.

Maintenance

- Maintenance is still working through multiple projects. They have just completed the drywall patching and painting to repair the damage that was caused when the temporary fire extinguisher signs were removed. They are going to be relocating a fire alarm strobe in the main entry vestibule of the Mountain View lobby to make room for the Mission and Vision statement signs.

IT

- IT has finished the overhead paging system configuration, and the final training just occurred on that yesterday, along with the wander management.

New SNF and HA

- I have been conducting the General Orientation tours since Tuesday, and that has been going really well. I feel like our staff are really engaged and have a good understanding of the information I'm presenting during those tours, as part of this component is the Fire Life Safety content.
- We have the final round of transition planning meetings next week on Tuesday and Wednesday. The next time that Eric will be on-site after this series of meetings will be for the actual physical move. We are tentatively shooting for Tuesday, November 11th, for that physical move.

F.) Board Member Reports

- **Carol Madison** – Nothing to report.
- **Paul Dolby** – Nothing to report.
- **Mike Mason** – Nothing to report.
- **Rose Boulade** – Attended the Finance Committee and toured the Mountain View Facility, really enjoyed that.
- **Keith Weber** – Nothing to report.

5. DISCUSSION

A.) K. Kramer – Real Property Transaction

Kevin Kramer, CEO explained to the Board that he added an Executive Session Item to discuss the Real Property Transaction.

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 – August 28, 2025

B.) T. Ryan - Medical Staff Committee Meeting Minutes – August 27, 2025

- Medical Staff Committee Meeting Minutes – July 30, 2025
- Committee Reports
 - EOC Committee Minutes – 5/6/2025
 - ER Committee Minutes – 7/31/2025
 - Infection Control Minutes – 7/24/2025
 - OP Infusion Committee Minutes – 8/12/2025
 - Surgery Committee Minutes – 8/12/2025
- Pathology Report – 7/6/2025

C.) E. Johnson – Policy and Procedures

BUSINESS OFFICE

8350.25 Payment Plan

8350.25 Chain of Command

OPERATING ROOM/SURGERY

7420.25 Surgical Procedures-major, minors and surgical assists

INFECTION CONTROL-ACUTE

8753-A.25 Guidelines for Isolation Precautions

8753-A.25 Needlestick or Body Fluid Exposures

FACILITIES/EOC

8460.25 List of Chemicals not to be mixed

8460.25 Compressed Gas and Oxygen use

8460.25 Disposal of Bio-hazardous Waste
8460.25 Liquid Oxygen
8460.25 Types of Fires

DIETARY-SNF

8340.25 Adjusting Weights for Amputees
8340.25 Determining Body Mass Index
8340.25 Measurements for those who cannot be weighed
8340.25 Safety Water Temperatures
8340.25 Safety in Food Preparation
8340.25 Tracking Weight Changes

RADIOLOGY

7660.25 Breastfeeding After the Administration of Gadolinium Intravenous

EMERGENCY DEPARTMENT

7010.25 Refusal of Blood/Blood Component Transfusion

NURSING/MED SURG

6170.25 Age-Related Documentation Pediatric Patient Policy and Procedure
6170.25 Bed Bath Policy and Procedure
6170.25 Blood Pressure Monitoring Policy and Procedure

PHARMACY/HOSPITAL

7710.25 Rapid Sequence Intubation Tray

Mike Mason 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 had on the manuals and review processes.

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

B.) K. Kramer – August 2025 LFHD Financial Statement (unaudited)

Kevin Kramer, CEO, presented the August 2025 LFHD Financial Statement provided in the Board meeting packet and answered the questions the Board had.

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

C.) K. Kramer – Warnerview Equipment Budget

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

Mike Mason moved to accept the **Warnerview Equipment Budget** as presented, **Rose Boulade** seconded, and the motion carried with all present voting “aye.”

E.) K. Kramer – Warnerview Operating Budget Amendment

Kevin Kramer, CEO, presented the **Warnerview Operating Budget Amendment** provided in the packet and answered any questions the Board had.

Rose Boulade moved to accept the **Warnerview Operating Budget Amendment** 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 4:13 pm.

EXECUTIVE SESSION

Executive Session was called to order by **Carol Madison, Chair**, at 4:15 pm.

7. CONSIDERATION / ACTION

A.) **T. Ryan – Medical Executive Committee Minutes & Credentialing Items –August 27, 2025– (Per Evidence Code 1157).**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – July 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:
- **Paul Mueller, LCSW** – Recommending appointment of Allied Health privileges in the Behavioral Health category.

The Executive Session of the Board of Directors was adjourned at 4:22 pm.

RESUME REGULAR SESSION

The Regular Session of the Board of Directors was called back to session by **Carol Madison, Chair**, at 4:23 pm.

8. CONSIDERATION / ACTION

A.) **T. Ryan – Medical Executive Committee Minutes & Credentialing Items – August 27, 2025 (Per Evidence Code 1157)**

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

Rose Boulade moved to approve and accept Minutes, Credentialing, and Privileging items as outlined above, **Keith Weber** 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 4:23 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 October 30, 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

9/25/2025