



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

**Thursday, March 26, 2026, 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; Jin Lin, Finance Director; Denise King, LFHD Clerk**  
Staff absent:

### **CALL TO ORDER**

**Rose Boulade, 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. **Mike Mason 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**

##### **Provider Recruitment**

- Ongoing recruitment for key permanent provider positions:
  - Two physicians (Canby Clinic and Alturas Clinic)
  - Replacement for Wendy
  - FNP/PA for Canby Clinic
  - FNP/PA for Skilled Nursing Facility
- Emergency Department staffing:
  - Current locum provider Tom Mitchell has expressed interest in a permanent position
  - Discussions underway with his agency to facilitate transition

##### **Security Incident**

- Incident response remains ongoing
- Legal activity:
  - Some affected patients have retained legal counsel and initiated litigation
- Review process:
  - Approved manual review of all accessed files by threat actor
  - Estimated timeline: approximately 3 months
  - Outcome will determine the total number of impacted individuals
- Legal/Insurance:
  - Insurance carrier has assigned defense counsel to manage claims and communications
- Financial impact:
  - Estimated organizational out-of-pocket expense: \$50,000
  - Remaining costs covered by insurance

- Evaluating potential long-term impact on insurance premiums

#### **Cost-Based Ambulance Services**

- Pursuing Medicare approval to bill EMS services as cost-based
- Legal counsel engaged with experience in similar successful efforts
- Collaboration with Surprise Valley Healthcare District on shared initiative

#### **ERHC Grant with USDA**

- Opportunity to submit receipts for partial reimbursement of equipment purchases
- Plan to pursue partial disbursement to generate interest income
- Remaining funds to support the upcoming generator purchase and installation later this summer

#### **Other Items**

- Energy / Solar Exploration
  - Initial exploration of solar array installation for campus
  - Current electricity costs approximately \$30,000 per month
    - Evaluating:
    - Total project cost
    - Potential return on investment (ROI)
    - Availability of applicable tax credits
- SVHCD / IGT Communication Efforts
  - Coordinating with the County on development of an article regarding SVHCD and IGT funding efforts
  - Article pending completion and submission for publication

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

#### **Warnerview**

- Maintained a 4-star CMS rating, reflecting continued quality of care
- Current census: 16
- No discharges during the reporting period
- Preparations underway for a resident's 100th birthday celebration in April
  - Planning committee established to coordinate the event.

#### **Mountain View**

- Census 44
- Admission 3
- Discharges 1 (one to death)

#### **Acute**

- Inpatient Unit
  - Average daily census: 3.18
  - Average Length of Stay (ALOS): 3.30 days
- Swing Bed Program
  - Average daily census: 3.50
  - ALOS: 7.00 days
- Admissions
  - Acute: 27
  - Swing: 14
- Surgical Volume
  - Total procedures: 25

#### **ER**

- Total patient visits: 444
- Average daily census: 15.8
- Emergency Department nurse job description has been finalized
  - Scheduled for presentation at the April staff meeting
  - Will subsequently be presented to the Union for review
  - Informal discussions ongoing; staff feedback continues to be gathered

#### **Ambulance**

- Total of 78 runs for the month.
  - An increase of 5 runs from last month.

#### **Pharmacy**

- Total prescriptions filled: 3,942 (slight decrease from prior month)
- Staffing update:
  - Retail Pharmacist Darryl Moore resigned

- Ryan Yang appointed as Interim Pharmacy Manager
- Recruitment efforts ongoing
  - Recent candidate completed a site visit; offer anticipated

#### **Physical Therapy**

- Total patient sessions: 409 (decrease from prior month)
- Current staffing supplemented by two Physical Therapist Assistants (PTAs)
- Continued recruitment efforts for a licensed Physical Therapist

#### **Lab**

- Total tests performed: 4,991 (increase from prior month)
- Implementation of new Cepheid diagnostic platform in progress
- Expanded testing capabilities will include:
  - Gonorrhoeae and Chlamydia
  - Bacterial Vaginosis, Yeast, and Trichomoniasis
  - Strep A, COVID-19, Influenza A & B, RSV (PCR testing)
  - MRSA detection

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

- Program is now operational and performing well
- Strategic efforts underway to increase external referrals and service volume
- Ongoing evaluation of billing processes for nursing-based wound care services

#### **Infusion**

- Blood drive held on March 18
  - Surpassed collection goal by 7 units
  - Donations collected:
    - 15 whole blood units
    - 6 Power Red units
    - 1 red cell/plasma donation
  - Total: 29 units collected (potential to impact up to 43 lives)
- Future blood drives will transition to the bloodmobile
  - This will preserve infusion unit capacity for patient care services

#### **Other Items**

- Good Catch Award
  - The Good Catch Award recognizes employees who take proactive steps to prevent potential harm before it happens. It is given to individuals or teams who identify a safety concern, speak up, and take action to intervene—ultimately stopping an issue from impacting a patient, visitor, or staff member. The award highlights the importance of everyday awareness and reinforces a culture where safety, accountability, and prevention are valued and celebrated across all roles in the organization.

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

#### **Accounting**

- Controller position:
  - Jennifer continues to provide part-time support for the position.
- W-2 Corrections:
  - W-2C forms received for 178 employees requiring corrections
  - Organization offered a \$75 stipend to employees who had already filed taxes (with proof of filing)

#### **Purchasing**

- Department operations remain stable
- No concerns or issues reported at this time

#### **Floater**

### **E.) A. Vucina – CHRO Report to the Board**

#### **Permanent/Travel Staff**

- We currently have 320 total staff
- We have a total of 21 travelers, both Acute and SNF.
- 7 new hires started in February, and 20 hires are pending.

#### **Compliance**

- Performance Evaluations 87% compliant

- TB 90% complaint
- Physicals 95% compliant

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

**Revenue Cycle**

- February Performance
  - Total revenue: \$5.29M
  - Cash collections: \$2.18M
  - Highest Average Daily Revenue (ADR): \$165,964
- March Performance (to date)
  - Cash collections: \$2.55M
  - AR decreasing
  - ADR approaching \$167,000
  - DNFB significantly reduced
  - Organization remains in recovery mode
- Billing / Reimbursement Updates
  - CMS issue largely resolved
  - Remaining 38 claims (~\$250K)
  - Reimbursement not at risk; minor delays only
- Accounts Receivable Risk
  - \$500K tied to Sheriff's Office
  - Delays due to budget constraints
  - New Financial Manager in place

**Clinics**

- Program Achievement
  - Graduated from the modified PHP QIP program
  - Returned to the full reimbursement program
- Performance Highlights
  - Breast cancer screening: 77 / 92 target
  - Multiple measures near top thresholds
- Operational Improvements
  - Ongoing process refinement and workflow improvements
- Telehealth Expansion
  - Exploring same-day telehealth clinic (Canby)
  - Vendor: OneRoom Health (\$555K)
  - Additional vendor comparisons in progress

**Maintenance**

- Highway 299 & Nagle Intersection Project
  - Exploring streetlight installation options
  - Alternative: place a light on hospital property
  - Coordination with the City is ongoing

**F.) Board Member Reports**

- **Carol Madison** – Would like us to look into why Blue Shield doesn't have us listed as an in-network provider.
- **Paul Dolby** – Nothing to report.
- **Mike Mason** – Curious if the Quality Council will be moved because of Spring Break – Denise will follow up with Alicia and let Mike know.
- **Rose Boulade** – Attended the Finance Meeting.
- **Keith Weber** – Attended the Finance 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 – February 19, 2026**

**B.) T. Ryan - Medical Staff Committee Meeting Minutes – February 25, 2026**

- Medical Staff Committee Meeting Minutes – January 28, 2026
- OP Infusion Committee Meeting Minutes
- Surgery Committee Meeting Minutes
- Pathology Report

C.) E. Johnson – Policy and Procedures

SURGERY/OPERATING ROOM

- 7420.25 Operating Room Attire
- 7420.25 Scheduling of Surgery
- 7420.26 Category I Surgical Outpatient Care
- 7420.26 Category II Surgical Outpatient Care

SNF

- 6850.26 Medication Storage and Handling

ADMINISTRATION/CAH

- 8610.26 Policy and Procedures
- 8610.26 Policy Formatting
- 8610.26 CAH-483.623 Physical Plant and Environment-Life Safety from Fire
- 8610.26 CAH-485.635 Provision of Services
- 8610.26 Acting Administrator
- 8610.26 Contract Administration
- 8610.26 Policy and Procedure Review Process

FACILITIES/EOC

- 8460.26 Equipment Management Inventory
- 8460.26 Electric Beds and Equipment
- 8460.26 Electric Safety Equipment Condition
- 8460.26 Electrical Safety: Preventing Overload
- 8460.26 Equipment Condition
- 8460.26 Extension Cords
- 8460.26 Inventory and Inspection of New Equipment
- 8460.26 Medical and Hazardous Waste Handling and Disposal
- 8460.26 Medical Equipment Management Plan
- 8460.26 Personal Electrical Equipment
- 8460.26 Preventive Maintenance
- 8460.26 Removal of Biohazardous Waste
- 8460.26 Sprinkler Drop Test
- 8460.26 Use of Electrical Equipment in Oxygen Enriched Environment
- 8460.26 Biohazardous Waste Transportation Maintenance
- 8460.26 Electrical Equipment Safety
- 8460.26 Electrical Safety Distribution System

Keith Weber moved that the Consent Agenda be approved, Paul Dolby seconded, and the motion carried with all present voting “aye.”

7. CONSIDERATION/ACTION

A.) E. Johnson – Departmental Manuals

Ed Johnson, CNO, presented the Departmental Manuals to the Board, providing an overview of the manuals and the associated review processes while addressing questions from Board members. He also introduced the department managers in attendance. Dr. Burkholder, who was present, gave a brief introduction and summarized the key updates and changes made to the manuals.

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

B.) J. Lin – February 2026 LFHD Financial Statement (unaudited)

**J. Lin, Finance Director**, presented the February 2026 LFHD Financial Statement provided in the Board meeting packet and answered the questions the Board had.

**Paul Dolby** moved to accept the February 2026 LFHD Financial Statement as presented, **Carol Madison** seconded, and the motion carried with all present voting “aye.”

**B.) K. Kramer – Budget Amendment for Clinic Expansion Drawings**

**Kevin Kramer, CEO**, presented the **Budget Amendment for Clinic Expansion Construction Drawings** to the Board, outlining the proposed engagement of Nichols, Melburg, and Rossetto (NMR) to develop the plans. He reviewed the estimated cost of approximately \$365,000 and the request to amend the budget by \$400,000 to cover the work, noting that completing the drawings would help accelerate the project timeline and allow for earlier bid solicitation and informed decision-making. He then addressed questions from the Board.

**Carol Madison** moved to accept the **Budget Amendment for Clinic Expansion Drawings** as presented, **Keith Weber** seconded, and the motion carried with all present voting “aye.”

**C.) K. Kramer - Dr. Richert Professional Services Agreement 2026-2027**

**Kevin Kramer, CEO** presented the **Dr. Richert Professional Services Agreement 2026-2027** provided to the Board and answered any questions the Board had.

**Keith Weber** moved to accept **Dr. Richert Professional Services Agreement 2026-2027** as presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

**Mike Mason** moved to close the Regular Session of the Board of Directors, **Carol Madison** seconded, and the motion carried with all voting “aye.”

The Regular Session of the Last Frontier Healthcare District Board of Directors was adjourned at 4:36 pm.

### ***EXECUTIVE SESSION***

Executive Session was called to order by **Rose Boulade, Chair**, at 4:36 pm.

#### **7. CONSIDERATION / ACTION**

**A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –February 25, 2026 – (Per Evidence Code 1157).**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – January 28, 2026.** 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:
- **Kristine Tagwerker, CRNA** – Recommends appointment of Allied Health status/privileges in the Anesthesia category.

The Executive Session of the Board of Directors was adjourned at 4:46 pm.

### ***RESUME REGULAR SESSION***

The Regular Session of the Board of Directors was called back to session by **Rose Boulade, Chair**, at 4:50 pm.

#### **8. CONSIDERATION / ACTION**

**A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –February 25, 2026 – (Per Evidence Code 1157).**

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – January 28, 2026.**

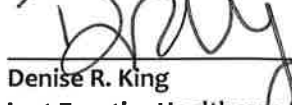
**Carol Madison** moved to approve and accept Minutes, Credentialing, and Privileging items as outlined above, **Mike Mason** seconded, and the motion carried with all members voting “aye.”

#### **11.) MOTION TO ADJOURN**

**Carol Madison** moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 4:51 pm, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

The next meeting of the Last Frontier Healthcare District Board of Directors will be held on April 30, 2026, 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



3/26/26