REGULAR MEETING MINUTES
LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS
Thursday, July 30, 2026, at 3:30 pm
City Council Chambers; Alturas City Hall; Alturas, California

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

Carol Madison 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

Provider Recruitment

- Tanya Villers, FNP, signed an offer letter to join the Alturas Clinic.
- Recruitment efforts are continuing for two physicians to serve the Canby and Alturas clinics.
- An orthopedic surgeon completed a site visit last Friday and expressed interest in working at our facility.
    - The surgeon would divide his time among Seneca Healthcare District, an Indian health clinic in Susanville, Plumas District Hospital, and Modoc Medical Center.
    - This collaborative arrangement was coordinated by Brady Haynes of Seneca Healthcare District.
- Surgeons are scheduled to begin performing procedures in mid-September.
- The cardiologists are completing the credentialing application process and are expected to begin providing services in September.

Security Incident

- MoxFive has completed its review of our data files and compiled a list of potentially impacted community members.
- The list is currently being reviewed by legal counsel.
- Following legal review, we will meet with counsel to:
    - Begin the required notification process for affected community members.
    - Provide updated notices to the appropriate regulatory agencies.

Cost-Based Ambulance Services

- A telephone conference was held with NorCal EMS's attorney regarding the development of a policy containing the language needed to support the cost-based ambulance services exemption.

- NorCal EMS appears agreeable to drafting the proposed policy.
- NorCal EMS will consult with the California Emergency Medical Services Authority to ensure the policy is acceptable and address any potential concerns.
- We may also request that the County adopt a resolution providing NorCal EMS with this direction.
    - Keeping the County's recommendation on file may help demonstrate compliance with Medicare's exemption criteria.

Geothermal Grant

- The School District continues to review the proposed site host agreement.
- The School District's attorneys participated in this week's Technical Advisory Committee meeting.
    - They will assist in reviewing the well-work bid documents to ensure they do not create issues with the Division of the State Architect, which oversees construction projects on California school grounds.
- Well testing and inspection have been separated into an individual task within the project schedule.
    - This will allow us to attempt to complete the work before winter.
    - The results will help determine whether AL-1 can be established as a reinjection well.

Other Items

- A draft methodology has been developed for the wage analysis.
    - The goal is to have a proposal ready to present to the union in August.
    - Following an agreement with the union, a board item will be prepared summarizing the proposed wage changes and their anticipated financial impact.
- The organization received notice from the IRS that it will be auditing the Certificates of Participation issued to the USDA to finance the new hospital project.
    - We are working with bond counsel and gathering the documentation requested by the IRS to begin the audit process.
- Stacy Sphar, Tom Sandage, and I have scheduled a meeting to discuss changes to Medi-Cal eligibility requirements.
    - The discussion will focus on how we can help eligible patients retain their benefits while navigating enhanced work requirements and redeterminations every six months.
    - Many healthcare facilities may need to hire staff to assist patients with gathering documentation and completing the redetermination and work-requirement processes.
    - These efforts would support local social services agencies while helping community members maintain their healthcare benefits.
- Seneca Healthcare District is taking the lead on applying for Rural Health Transformation funding for the shared MRI unit.
    - Due to the limited application timeframe, this will likely be the only project submitted for funding this year.

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

Skilled Nursing Facility (SNF)

- The Skilled Nursing Facility continues to maintain a five-star CMS rating, reflecting strong performance in the areas evaluated by the Centers for Medicare & Medicaid Services.
- Four resident falls were reported during June.
- An ad hoc committee has been formed to conduct a detailed review of each fall, identify contributing factors, and determine whether additional interventions are needed.
    - Preliminary reviews suggest that some falls may be related to an increase in resident behaviors.
    - The committee will continue monitoring fall trends and evaluating opportunities to strengthen resident safety and fall-prevention practices.

Warnerview

- Warnerview's current census is 18 residents.

III. Mountain View

- Mountain View's current census is 47 residents.
- During the reporting period:
    - Four residents were admitted.
    - Four residents were discharged.
    - Admissions and discharges resulted in no net change to the census.
- The combined Warnerview and Mountain View census is currently 65 residents.

- The goal is to reach a combined census of 70 residents by the end of August, requiring a net increase of five residents.

Acute Care and Swing-Bed Services

- Acute inpatient services reported:
  - Average daily census: 2.03 patients
  - Average length of stay: 2.77 days
  - Total admissions: 22 patients
- Swing-bed services reported:
  - Average daily census: 1.80 patients
  - Average length of stay: 4.50 days
  - Total admissions: 12 patients
- Combined acute and swing-bed admissions totaled 34 patients during June.
- A total of 21 surgeries were performed during the month.

Emergency Department

- The Emergency Department treated 514 patients during June.
- The average daily patient volume was 17.1 patients, consistent with the total monthly volume.
- Emergency Department activity continues to represent a significant portion of the facility's monthly patient services.

Ambulance Services

- Ambulance services completed 77 runs during June.
- This represents an average of approximately 2.6 ambulance runs per day.

Pharmacy

- Adil, the Retail Pharmacy Manager, continues to adjust well to his new role.
- A second retail pharmacist is expected to arrive toward the end of August, providing additional support for retail pharmacy operations.
- The pharmacy filled 5,661 prescriptions during June.
  - This represents an average of approximately 189 prescriptions filled per day.

Physical Therapy

- Physical Therapy completed 840 patient sessions during June.
  - This represents an average of 28 sessions per day.
- Recruitment remains ongoing for permanent Physical Therapist and Physical Therapist Assistant positions.
- Filling these positions remains important for maintaining consistent therapy coverage and supporting patient access to rehabilitation services.

Laboratory

- The laboratory completed 5,594 tests during June.
  - This represents an average of approximately 186 tests per day.
- Laboratory testing continues to support inpatient, outpatient, and emergency services throughout the facility.

Wound Care and Infusion Services

- Wound care services have been relocated to the infusion area.
- Combining wound care and infusion services within the same area is intended to support operational coordination and provide a more centralized location for patients receiving these services.

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

Accounting

- The Accounting team continues to focus on the transition to ADP while also preparing the necessary documentation and supporting materials for the upcoming audit.

Purchasing

- Purchasing is changing shredding service providers to reduce ongoing operating expenses.
  - Current monthly cost: $2,400
  - New monthly cost: $1,700
  - Monthly savings: $700
  - Projected annual savings: $8,400
- This change will reduce shredding expenses by approximately 29% annually.

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

Permanent/Travel Staff

- We currently have total staff

- We have a total of travelers, both Acute and SNF.
- New hires started in July.

Compliance

- Performance Evaluations % compliant
- TB % compliant
- Physicals % compliant

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

Revenue Cycle

- June was another strong financial month, closing with more than $3 million in collections at $3.03 million.
- Gross revenue totaled $5.6 million, representing the highest monthly revenue in the organization's history.
- Average Daily Revenue (ADR) reached $179,400, which was also an organizational record.
- July is projected to be another month exceeding $3 million in collections.
    - Collections totaled approximately $2.9 million as of the close of business yesterday.
    - Month-end collections are projected to exceed $3 million.
    - July revenue has already reached approximately $5.4 million.
    - ADR currently stands at $182,000, exceeding $180,000 for the first time and setting another organizational record.
- As a follow-up to the previous meeting's discussion regarding the large account write-off, the R1 contract was reviewed.
    - The contract includes language that limits R1's responsibility for indemnifying the organization for lost payments.
    - Discussions with R1 leadership are continuing to determine whether any additional resolution or recovery may be available.

Clinics

Clinic Expansion Project

- NM&R provided two revised floor plan options for the Clinic Expansion Project. Both options are currently under review.
- The first option would locate the MRI within and directly connected to the hospital.
    - This option would fall under OSHPD I jurisdiction.
    - It may provide a more efficient connection to hospital operations and the existing Radiology Department.
    - However, it would likely involve greater construction costs and more extensive administrative and regulatory requirements.
- The second option would place the MRI within the clinic expansion, with a connection to the hospital's Radiology Department.
    - This option would fall under OSHPD III jurisdiction.
    - It is expected to be less expensive and involve fewer administrative requirements.
    - However, it may not provide the same level of operational efficiency as locating the MRI within the hospital.
- Leadership is reviewing the two options and weighing construction costs, regulatory requirements, workflow, and long-term operational efficiency.

Canby Clinic

- Work continues on the Canby Clinic remodeling project.
- The contractor's anticipated completion date was the end of July; however, the project may not be fully completed within that timeframe.
- Haley Kielbas, the locum provider serving the Canby Clinic, has extended her assignment.
    - Her extension provides additional continuity of care for the clinic.
    - She has received positive feedback from staff and the community.
- Dr. Carlo's current assignment runs through October. It has not yet been determined whether he will extend his assignment beyond that date.

Maintenance

- The Maintenance team continues to address issues with the Canby Clinic's air-conditioning system.
    - Due to the current high temperatures, restoring and maintaining reliable cooling remains a high operational priority.

- The team is also assisting with the installation of the new Omnicell medication-dispensing systems.
    - The installations require a significant amount of staff coordination and technical support.

Information Technology

- The IT team is nearing completion of the Beazley Managed Extended Detection and Response (MXDR) implementation.
    - This service was approved by the Board several meetings ago.
    - It provides continuous cybersecurity monitoring 24 hours a day, seven days a week, 365 days a year.
    - The service is designed to detect potential network threats and security incidents in real time, allowing for a faster response to future cybersecurity concerns.
- Frontier has discontinued its traditional copper telephone lines.
    - The IT team is completing the necessary conversion to replacement services.
    - The transition is expected to require a relatively limited amount of work.

Marketing

- Marketing is managing several ongoing initiatives, including the conversion of the organization's website to an ADA-compliant platform.
    - The project is expected to take several months to complete.
    - The updated platform will improve website accessibility for users with disabilities and strengthen compliance with accessibility standards.
- Marketing will also update the website to make the organization's Mission and Vision Statements more visible.
    - A dedicated website section will be created to better communicate the organization's purpose, priorities, and long-term direction to patients, employees, and community members.

F.) Board Member Reports

- **Carol Madison** – Reported that her mother recently received care in the Emergency Department and shared positive feedback, noting that the staff provided exceptional care and service.
- **Paul Dolby** – Absent.
- **Mike Mason** – Nothing to report.
- **Rose Boulade** – Attended the Finance Committee Meeting and the Joint Conference Meeting.
- **Keith Weber** – Nothing to report.

5. DISSCUSSION

A.) D. King – FY 25.26 Lodging Expenses

Denise King, District Clerk, provided an update regarding the District's lodging expenses. She reported that eight lodging entries totaling $25,283 were recorded for FY 2025–26, while four entries totaling $11,878.60 have been recorded to date for FY 2026–27. The combined expenses across both fiscal years total $37,161.60. These costs primarily supported temporary housing for locum providers, provider recruitment and candidate site visits, and other hospital-related lodging needs. She also explained that one $6,400 lodging invoice covered 64 nights spanning both fiscal years and was divided accordingly, with $400 allocated to FY 2025–26 and $6,000 allocated to FY 2026–27. The reported totals include applicable lodging charges, cleaning fees, pet fees, occupancy taxes, and discounts. The FY 2026–27 lodging register will continue to be updated as additional expenses are received.

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 25, 2026,

B.) T. Ryan - Medical Staff Committee Meeting Minutes – June 24, 2026

- **Pathology Report – 3/28/2026**
  3/29/2026
  4/30/2026
  5/1/2026

C.) E. Johnson – Policy and Procedures

Carol Madison moved that the Consent Agenda be approved, **Mike Mason** 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.

Keith Weber moved to approve the **Departmental Manuals,** _____ seconded, and the motion carried with all voting "aye."

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

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

Mike Mason moved to accept the June 2026 LFHD Financial Statement as presented, **Keith Weber** seconded, and the motion carried with all present voting "aye."

C.) K. Kramer – Updated FYE 26.27 Budget and Capital Budget

Kevin Kramer, CEO presented the Updated 26.27 Budget and Capital Budget to the Board and answered any questions they may have had. The Board reviewed the updated FY 2026–27 Operating and Capital Budgets. The revisions and current financial projections were discussed.

Carol Madison moved to approve the **Updated FYE 26.27 Budget and Capital Budget** as presented, **Mike Mason** seconded, and the motion carried with all voting "aye."

D.) K. Kramer – Certification of Assessment 26-27

Kevin Kramer, CEO, presented the **Certification of Assessment** and answered any questions the Board had. Kevin explained this one of the two items that the County needs Board approval for to collect funds for our LFHD Tax Roll.

Keith Weber moved to accept the Certification of Assessment as presented, _____seconded, and the motion carried with all present voting "aye."

E.) K. Kramer – #26-02 Resolution for Tax Collection 2026-2027

Kevin Kramer, CEO, presented #26-02 Resolution for Tax Collection 2026-2027 to the Board and answered any questions they had on the resolution.

Mike Mason moved to approve #26-02 Resolution for Tax Collection 2026-2027 and **Keith Weber** seconded.

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

Carol Madison	**X**
Mike Mason	**X**
Paul Dolby	**Absent**
Keith Weber	**X**
Rose Boulade	**X**

The motion to approve #26-02 Resolution for Tax Collection 2026-2027 as presented carried with all present voting "aye" as shown in the roll call vote above.

Carol Madison 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 4:24 pm.

EXECUTIVE SESSION

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

7. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items – June 24, 2026 – *(Per Evidence Code 1157).*

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – May 27, 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:

- **Clinton McBride, MD** – Recommends reappointment of Limited Active privileges in the Emergency Medicine category.

The Executive Session of the Board of Directors was adjourned at 4:28 pm.

RESUME REGULAR SESSION

The Regular Session of the Board of Directors was called back to session by **Rose Boulade, Chair,** at 4:28 pm.

8. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –June 24, 2026 – (Per Evidence Code 1157).

- **Medical Executive Committee Minutes & Credentialing Items OPPE 2019B – May 27, 2026.**

Mike Mason 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

Carol Madison moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at **4:29 pm, Keith Weber** 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 August 27, 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

7/30/26
Date