



Board of Directors Meeting Minutes  
September 12, 2024, 5:00PM Lake District Hospital  
Lake Health District

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**Board Attendance:** Jane O’Keeffe, Chair; John Shine, Treasurer, Jerald Steward, Secretary, Don Liddycoat, Member

**LHD Managers in Attendance:**

Tory Coe, CNO; Kyle Byers, Radiology Director; Alena Acklin, Process and Quality Improvement Coordinator; Heidi Martinez, Behavioral Health Director; Quentin Wilson, EVS, Supply Chain, DME Director; Tyson Lane, EMS Director, Stacey Van Ness, Clinics Manager; Teresa Decker, Pharmacy Director Tara Geil, Dietary Manager; Judy Clarke, Public Health Director

**Others in Attendance:** See attached sign in sheet. Zoom attendees: Dennis Wilson, Bev Schulman, Abby Finetti, Trish, Gary Aguiar

Jane O’Keeffe, Chairperson, called the meeting to order in open session at 5:00 pm and led the Pledge of Allegiance.

**Consent Agenda Item Approval:**

Jerald Steward made the motion to approve the consent agenda items (which included the August 8, 2024, Board meeting minutes, the October 2024 check signing calendar). John Shine seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

**Board Meeting date changes:**

Jane O’Keeffe proposed moving the regular monthly board meetings to the fourth Thursday of each month at 5PM for the purpose of presenting more recent financial statements each month. Jerald Steward made the motion to move the regular monthly board meeting to the fourth Thursday of each month. Don Liddycoat seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

**Financial Reports:**

*July 2024 LHD Financial Report*

Kelly Johnson, Interim CFO, reported on the upcoming audit and financial updates. An in-person, on-site audit is scheduled to begin the week of September 30th. Kelly provided a detailed review of the July financial statements, highlighting several areas for improvement. She also noted the need to address accounts payable (A/P) through administrative write-offs and acknowledged increased expenses, which contributed to a total negative contribution margin of (\$990,258.16). Kelly outlined a turnaround strategy, explaining that the finance team will continue to clean up the organization’s finances. She also announced that major changes are forthcoming for the Revenue Cycle Department.



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*Financial Forecasting Report*

The finance team, including Interim CFO Kelly Johnston, Bev Shulman, and Dennis Wilson, reviewed the details of the FYE25 Supplemental Budget and presented key highlights. The budget process involved meeting with all department managers and reviewing every position in the organization to better understand each role. They analyzed volume trends over the past 3–4 years, noting that most trends are down, which led to adopting a conservative approach to forecasting for the upcoming fiscal year. Additionally, the team conducted a thorough review of contract labor and services. If the recommended changes are implemented, the organization is on track for a positive bottom line by the end of FYE25.

*Goose Lakes Medical Services July Financial Report:*

Kelly Johnson reported a loss of \$3,209.27 for Lakeview Gardens, primarily due to utilities and IT expenses. Landon followed with an update, noting that the Alturas Clinic is under contract for an amount exceeding the listed price.

**Quality Measures:**

Alena Acklin, Process and Quality Improvement Coordinator, reported that patient satisfaction scores in July included nine positive comments from patients prior to discharge.

**Medical Staff Report/Privileging:**

Medical Staff report: N/A

**Nursing Report:**

Tory Coe, Chief Nursing Officer (CNO), shared a positive community mention about Lake District Hospital. A letter to the editor of the *Lake County Examiner* praised a patient's recent experience at the hospital. Tory then provided an update on contract labor and excess hours in nursing. She explained that some of the additional hours are due to employees being on medical leave or out for personal reasons, while others result from cross-training staff in different areas, such as the ER, OB, infusion, and case management. However, there is a plan in place to significantly reduce contract labor once internal cross-training is complete. Finally, Tory reported that she received a new RN application earlier in the day and has recently hired an Assistant Chief Nursing Officer.

**Director/Manager Reports:**

Kyle Byers, Director of Radiology, reported on upcoming inspections and department updates. The department is scheduled for its annual State and FDA inspection, beginning on October 10th, and the Radiology team is preparing diligently for these inspections. Kyle also reported that the department is cross-training staff, with one employee set to take the bone density test at the end of October, and another preparing to obtain their MRI certification soon. Regarding department volume, Kyle noted that August activity was similar to July, with an overall increase in x-ray, MRI, and ultrasound services. He anticipates these trends will level out as the year progresses. Lastly, Kyle informed the board that the x-ray machines will reach their end-of-life status as designated by the manufacturer at the end of the month, which may pose challenges in obtaining replacement parts and other support.





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**CEO Report:**

Landon Dybdal, CEO, reported on upcoming changes to the surgery department. These changes are expected to include a partial shutdown and limited services over the next 90 days. By mid-December, the surgery department is projected to close, with the goal of reopening in about a year after a much-needed restructuring. Landon shared that the surgery department lost over \$1 million last year, excluding overhead costs. A detailed analysis will be conducted to identify the causes of these losses. He emphasized that there will be no layoffs for surgical staff during this period, as employees will be reassigned during the restructuring. Additionally, Landon will be working to renegotiate contracts with surgeons, which, if successful, could allow the surgery department to remain operational. Throughout the restructuring, scopes, C-sections, minor surgeries, and CRNA services will still be available on-site. Addressing the board and the community, Landon acknowledged that he was hired to make difficult decisions, which he had hoped to avoid within his first six months at LHD, but circumstances necessitated action. He reaffirmed his commitment to addressing the organization's major financial challenges and stated that making tough decisions now will ensure the long-term sustainability of the organization, emphasizing that the team is working through these challenges together. Landon also reported that he is actively recruiting Primary Care Providers for the community, with an on-site interview scheduled for Monday. Additionally, he mentioned that he sent a contract to another physician, who is likely to start next summer if a deal is reached. Lastly, Landon announced that local chiropractor Dr. Ager will begin working in the clinic on Monday.

**Public Comment:**

A community member inquired about the status of relocating Public Health and Behavioral Health services to the former Gardens Buildings and sought clarification on whether Long-Term Care (LTC) would return to Lakeview. Landon explained that the first step is to advocate with state and federal legislators to address cost-based reimbursements. Once that is resolved, plans to bring LTC back to the hospital will likely involve remodeling the West Wing and adding an expansion. Although the process will be lengthy, both the board and Landon remain committed to restoring LTC services to the community.

Another community member shared her positive experience with the care she received in the ER a few weeks ago. She praised the professionalism of the Lake Health District team and mentioned that the providers at the facility she was transferred to were impressed with the level of care she received locally.

Lastly, a question was raised regarding the return of Home Health and Hospice (HH&H) services. Landon explained that the previously proposed Visiting Nursing Services (VNS) plan was not financially sustainable, as it would cost the district approximately \$160K per year. They are now exploring a community paramedicine program as a potential means of delivering HH&H services.

**Adjournment:**

At 6:35 PM, Jane O'Keeffe called for an executive session per ORS 192.660(2) and adjourned the open session. The executive session began at 6:45 PM and was adjourned at 7:38 PM. The public session was reopened at 7:39 PM.

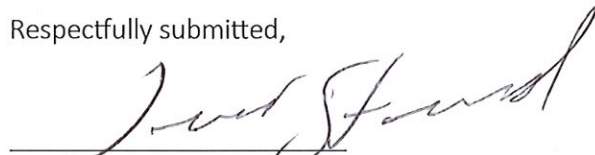


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John Shine made a motion to authorize Landon Dybdal, CEO, following a discussion with legal counsel, to list the 103 N G St. building for sale. Don Liddycoat seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

Greg Larson made a motion to authorize Landon Dybdal, CEO, to dispose of the food share building as deemed appropriate, for the best fit for the organization. John Shine seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

Respectfully submitted,

  
Jerald Steward, Secretary

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