



Board of Directors Meeting Minutes
January 23, 2025, 5:00PM Lake District Hospital
Lake Health District

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

LHD Managers in Attendance:

Dr. Scott Graham, CMO; Tory Coe, CNO; Kyle Byers, Radiology Director; Quentin Wilson, EVS, Supply Chain, DME Director; Stacey Van Ness, Clinics Manager; Teresa Decker, Pharmacy Director; Judy Clarke, Public Health Director; Alan Caldwell, Interim HR Director; Alena Acklin, Process and Quality Improvement Coordinator; Kelly Johnston, Interim CFO – via Zoom

Others in Attendance: See attached sign in sheet.

Jane O’Keeffe, Chairperson, called the meeting to order in open session at 5:15PM and led the Pledge of Allegiance.

Consent Agenda Item Approval:

Don Liddycoat made the motion to approve the consent agenda items, which included:

- The December 19, 2024, meeting minutes,
- February 2025 check signing calendar,
- Adding Landon Dybdal, CEO, as the primary VISA account holder for VISA account(s) and removing Charles Tveit,
- Adding Landon Dybdal, CEO, as the Primary Authorized Individual to Charles Schwab account(s) and removing Charles Tveit).

Jerald Steward seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

Financial Reports:

December 2024 LHD Financial Report

Kelly Johnston provided an update on LHD’s financial performance, highlighting significant challenges and key metrics for December:

- Financial Challenges: December was financially turbulent due to a severe mid-month cash crunch caused by:
 - The transition from an offshore, outsourced Revenue Cycle Team in November.
 - A \$1.7M delay in Medicare claim payments, resulting in a 14–21-day lag.
 - Cerner system issues that further delayed reimbursements.
- Cash Flow & Key Metrics:
 - Days Cash on Hand: Dropped to 7 mid-month but recovered to 24 by month-end.



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- Days in Accounts Receivable (AR): 140 (more than double the target).
- Days in Accounts Payable (AP): 29.
- Financial Performance:
 - Net revenue: \$2,063,701
 - Expenses: \$3,331,595
 - Contribution margin for December: -\$1,426,554
 - YTD contribution margin remains positive at \$39,836
- Lakeview Gardens, LLC (July–December 2024): Reported a net loss of -\$4,339 due to expenses.
- Compliance Updates:
 - Amending the cost report.
 - Preparing community benefit filings, including a review and re-submission of the past four years of reports to OHA, with a deadline of January 31, 2025.

Medical Staff Report/Privileging:

Privileging:

C. Scott Graham, DO – original appointment/renewal; Lesa Cahill, FNP – original appointment/renewal; Roseanne Fitzgerald, FNP – allied health reappointment; Anna Dolezal, MD – one year provisional complete – extend 2nd year

Don Liddycoat made a motion to grant privileges to the providers listed above. Jerald Steward seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

Quality Measures:

Alena Acklin provided an update on recent performance metrics, highlighting significant improvements in December:

- Overall Performance: December recorded the highest quality scores of the year for 2024.
- Clinic Performance: Scores continued to improve, reflecting ongoing progress.
- Hospital Performance: Achieved the best scores of the year, reaching 92.2%.
- HCAPS Scores: Primarily in the green, with a few areas in yellow, helping to identify opportunities for further improvement.

Alena presented the Quality Assessment and Performance Improvement (QAPI) Plan, which serves as the hospital's roadmap for tracking key quality measures, primarily aligned with CMS requirements.

- CMS Updates: CMS finalized its 2025 rules in May 2024.



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- QAPI Approach: The initial focus is on identifying areas for improvement, with progress expected to reflect in scores by the end of 2025.
- Upcoming Reports:
 - February 2025: Final 2024 QAPI scores, identified areas for improvement, and year-end performance.
 - May 2025: Comparative data will be available.
 - June 2025: Full quality scores will be compiled and presented.

Don Liddycoat made a motion to approve the 2025 QAPI Plan. Greg Larson seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

Manager Report:

Samantha Barnes, Revenue Cycle Director, provided an update on revenue cycle improvements and key initiatives:

- Process Improvements: Significant progress has been made in streamlining operations and turning practices around.
- Financial Tracking:
 - Monthly goals are set based on average daily collections.
 - Any January shortages will roll over into February.
 - \$3M in revenue tracked for January, with projections exceeding \$3M in February.
 - 2024 monthly average: \$3.265M.
- Billing & Community Engagement: Addressing billing challenges within the community by revising self-pay policies and improving uninsured patient practices.
- Staffing Update: The Revenue Cycle department is now fully staffed with five team members in-house, with plans to add a sixth when possible.
- Vendor Oversight:
 - Holding vendors accountable through firm discussions.
 - Maintaining regular communication with Wipfli and HCCS to ensure progress after inheriting operational challenges from the previous offshore vendor.

CEO Report:

Landon Dybdal provided updates on provider recruitment, service expansions, and upcoming initiatives:



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Provider Updates:

- Dr. Rogers (Clinic Provider):
 - Has been with LHD for over a month and is adjusting to workflow and Cerner system.
 - Receiving positive patient feedback.
- Dr. Tucker (OB/GYN):
 - Started earlier this month and is providing two weeks of service per month under a one-year contract.
 - The search continues for a full-time OB provider.
- Nurse Practitioner Recruitment:
 - Interviewed NP candidate with two years of NP experience and extensive RN experience.
 - Demonstrates the ability to handle complex cases.
 - Offer to be sent tomorrow.
- Ongoing Provider Recruitment:
 - Actively searching for additional providers, including a general surgeon.
 - Strong lead on a 1099 contractor available 5–14 days per month.
 - Recruitment efforts have slowed during winter but are expected to ramp up in spring.

Service Expansion – Pain Management:

- Exploring radiofrequency ablation (RFA) for chronic pain management at LHD.
- Kyle Byers (Director of Radiology) provided insights:
 - CORA began RFA treatments 3–4 months ago.
 - A traveling provider who currently services Lakeview could see patients locally.
 - Discussed logistics with Will Wheir (CORA) regarding scheduling and injections.
 - RFA machine cost: Estimated \$50K–\$60K, with full reimbursement expected within 2–3 months post-launch.
- Landon's Experience: Previously implemented an RFA program in 2021 as CEO in Sheridan, MT.

Public Comment: N/A



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Adjournment:

At 6:22PM, Jane O'Keeffe called for an executive session per ORS 192.660(2) and adjourned the open session. The executive session began at 6:32PM and was adjourned at 6:55PM.

Respectfully submitted,


Jerald Steward, Secretary

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