



Board of Directors Meeting Minutes  
March 27, 2025, 5:00PM Lake District Hospital  
Lake Health District

Board Attendance: Jane O’Keeffe, Chair; John Shine, Treasurer; Greg Larson, Member; Don Liddycoat, Member; not in attendance: Jerald Steward

LHD Managers in Attendance:

Landon Dybdal, CEO; Tory Coe, CNO; Kyle Byers, Radiology Director; Stacey Van Nes, Clinics Manager; Teresa Decker, Pharmacy Director; Judy Clarke, Public Health Director; Alan Caldwell, Interim HR Director; Tyson Lane, EMS Director; Alena Acklin, Process & Quality Improvement Coordinator; Shawn Cosby, Risk & Compliance Manager; 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 5:00PM and led the Pledge of Allegiance.

Consent Agenda Item Approval:

John Shine made the motion to approve the consent agenda items, which included:

- The February 27, 2025, meeting minutes
- April 2025 check signing calendar

Greg Larson seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

Financial Reports:

*February 2025 LHD Financial Report*

Kelly Johnston reported that we received an additional \$940K in reimbursed payments. While this is a positive development, the February financials remain underwhelming, with collections falling below both January actuals and March projections.

Key financial indicators are as follows:

- Cash on hand: 20 days
- Days in Accounts Receivable (AR): 125
- Days in Accounts Payable (AP): 25
- Vendor Payments: All vendors, except one, are current within 45 days
- Cerner/Oracle: Paid in full and now actively responding to tickets, which is aiding the Revenue Cycle department
- Total Accounts Payable: Reduced to \$1.3M
- February Contribution Margin: (388,731) and YTD Contribution Margin: (81,337)



Board of Directors Meeting Minutes  
March 27, 2025, 5:00PM Lake District Hospital  
Lake Health District

We are continuing efforts to evaluate departmental efficiency and effectiveness, with the goal of optimizing processes and procedures across the organization.

Greg Larson made a motion to approve the February 2025 financials as presented. John Shine seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

*Designate Budget Committee*

The Budget Committee membership will remain largely unchanged, with the following updates to reflect current roles:

- Dr. Hussey, the 2024 Chief of Staff, will be removed and replaced by Dr. Gallager, the 2025 Chief of Staff.
- The LHD Board Chair position will be updated to Jane O’Keeffe.
- Donald Liddycoat will be moved to a general member position to accurately represent the current board composition.

Donald Liddycoat made a motion to approve the Budget Committee as presented. Greg Larson seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

**Medical Staff Report/Privileging:**

**Privileging:**

Kevin Heaton, DO – Courtesy Orthopedic Surgeon; Amy Theall, PMHNP – Allied Health Professional  
Psychiatric Mental Health

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

**Quality Measures:**

Alena Acklin noted that quality scores are subject to change as electronic reporting updates are implemented in Cerner.

**February 2025 QI Scores:**

- Clinic: 86.1%
- Acute & Emergency Department: 96%
- Total Quality Score (LHD): 95.5%

Greg Larson made a motion to approve the Quality Measures. Donald Liddycoat seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

**Manager Report:**



Board of Directors Meeting Minutes  
March 27, 2025, 5:00PM Lake District Hospital  
Lake Health District

Stacey Van Nes, Clinics Manager, reported that our newest physician, Dr. Rogers, has rapidly built a patient panel of 762, with expectations of reaching 1,000 soon. Dr. Rogers has expressed a strong interest in pediatrics, and referrals in this area are encouraged.

Current Patient Panels:

- Dr. Rogers: 762 (targeting 1,000)
- Erin Steward, PA-C: 715 (capacity for additional patients)
- Dr. Gallagher: 439
- Dr. Hussey: 759
- Roseanne Fitzgerald, FNP and Rachel Noland, FNP (locum): See walk-in patients only

Clinic Visit Volumes (Lake Health Clinic- RHC):

- January 2025: 984 visits
- February 2025: 759 visits

Recruitment Efforts: Active recruitment continues for Primary Care Providers, recognizing that primary care serves as a critical revenue driver across multiple departments, including the Specialty Clinic, Laboratory, Radiology, and Rehabilitation.

CEO Report:

*Recruitment and Operational Updates*

Landon Dybdal provided the following updates regarding provider recruitment:

- Dr. Heaman, a Professor at the University of Oregon, has a virtual interview scheduled for Tuesday at 5:30 PM.
- Maja Lee, FNP, completed an onsite interview last week. An offer is forthcoming. She currently resides in Eureka, NV, and brings five years of experience.
- A PA-C from Montana participated in a virtual panel interview yesterday and is scheduled for an onsite interview on April 15th.
- A FNP from Colorado completed a virtual interview today and is expected onsite for an interview on April 18th.
- A local NP interviewed last week for a Primary Care position. She has successfully completed her education and is awaiting licensure.

*Residency Program Outreach*

Dr. Graham and Landon will travel to Klamath Falls on April 8th to visit Cascades East Family Medicine, the nearest CAH (Critical Access Hospital) rural residency program. With nine residents annually and geographic proximity, the goal is to build a strong, ongoing partnership with the program and its residents.





Board of Directors Meeting Minutes  
March 27, 2025, 5:00PM Lake District Hospital  
Lake Health District

*Clinic Merger*

The merger of Warner Mountain Medical (WMM) with Lake Health Clinic is scheduled to take place in April. This initiative aims to enhance access and continuity of care within the community.

- Dr. Graham and Lesa Cahill, current WMM providers, will bring their 2,000-patient panel with them to the merged practice.
- A public press release is anticipated within the next week or two.

*Leadership Update*

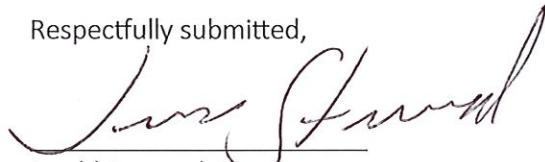
Kyle Byers has accepted the position of Chief Operating Officer (COO). He will begin his role on Monday as part of the Executive Leadership Team.

Public Comment: N/A

*Adjournment:*

At 6:13PM, Jane O'Keeffe called for an executive session per ORS 192.660(2) and adjourned the open session. The executive session began at 6:24PM and was adjourned at 7:57PM.

Respectfully submitted,

  
Jerald Steward, Secretary

This institution is an equal opportunity provider and employer. If you wish to file a Civil rights program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, found online at [http://www.ascr.usda.gov/complaint\\_filing\\_cust.html](http://www.ascr.usda.gov/complaint_filing_cust.html), or at any USDA office, or call (866)632-9992 to request the form. You may also write a letter containing all the information requested on the form. Send your completed complaint form or letter to us by mail at U.S. Department of Agriculture, Director, Office of Adjudication, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, by fax (202)690-7442 or email at [program.intake@usda.gov](mailto:program.intake@usda.gov)