



Board of Directors Meeting Minutes  
April 24, 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, COO; Stacey Van Nes, Clinics Manager; Teresa Decker, Pharmacy Director; Alan Caldwell, Interim HR Director; Kim Wright, HR Director; Tyson Lane, EMS Director; Shawn Cosby, Risk & Compliance Manager; Kelly Johnston, Interim CFO

**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:**

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

- The March 27, 2025, meeting minutes
- May 2025 check signing calendar

John Shine seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

**Financial Reports:**

*March 2025 LHD Financial Report*

**Cost Report Updates**

- Kelly met with the cost report team; extensive activity is underway.
- Cost-to-Charge Ratio: Currently at \$0.53 on the dollar.
- Space Utilization:
  - 17,000 sq. ft. of currently unutilized space.
  - Evaluating strategic service relocations to maximize payment potential.
- Service Areas for Growth:
  - Opportunities identified in RHC (Rural Health Clinic), inpatient, and outpatient services.
- Regulatory Filings:
  - Interim rate review filed with Noridian (Medicare contractor).
  - Awaiting change of pay letter.
  - Amending last year’s cost report for potential gains.
- Time Studies:
  - Collaborating with EVS (Environmental Services) team—this will positively impact reimbursement.
- Building Assessment:
  - Walked through facilities with Plant/Maintenance team for measurements.
  - Working on strategic space reallocation plans.
- Exploring department-level strategies for maximizing revenue for each department.



Board of Directors Meeting Minutes  
April 24, 2025, 5:00PM Lake District Hospital  
Lake Health District

Cerner Optimization Project

- Project launched today.
- Met with Oracle to review optimization proposals.
- Stakeholder survey and bi-weekly committee meetings planned.
- Expected to improve efficiency for providers and revenue cycle team with positive financial impact.

Key Financial Indicators

- Cash on Hand: 24 days
- Days in Accounts Receivable (AR): 140 (Goal: 50)
  - No traction yet, but strong potential for improvement in Revenue Cycle.
- Days in Accounts Payable (AP): 30
- Vendor Payments: All current except one vendor (within 30 days).
- Contract Negotiations: Quentin and Kelly are working to renegotiate vendor contracts.
- Operating Performance:
  - Operations covered expenses without tax dollars this month.
  - Contribution margin: \$76K in March; now approaching breakeven for the fiscal year.

Governance/Structural Changes

- Recently confirmed: LHD is a dual entity – both a Special District and 501(c)(3).
- Preparing to restructure board meetings and financial reporting accordingly.

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

**Medical Staff Report/Privileging:**

*Privileging – presented by Dr. Graham, CMO:*

Lauren Strumbas, MD – Consulting Medical Staff Radiology; Samuel Smith, PA-C – Allied Health Professional Orthopedic Surgery; Katie Elliott, CRNA – Independent Allied Health Professional Anesthesia; Brandon Madsen, CRNA – Independent Allied Health Professional Anesthesia; Taylor Brown, MD – Consulting Medical Staff Radiology

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

**Quality Measures:**

March 2025 QI Scores:

- Clinic: 82.8%
- Acute & Emergency Department: 89%
- Total Quality Score (LHD): 86.1%





Board of Directors Meeting Minutes  
April 24, 2025, 5:00PM Lake District Hospital  
Lake Health District

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:**

*Presenter: Shawn Cosby, Risk/Compliance Manager*

**Program Overview**

- Introduced the Enterprise Risk Management (ERM) Program and accompanying Steering Committee Charter.
- Emphasized that all district operations fall under risk management.
- Goal: Use probability and statistics to identify risks and develop mitigation strategies.

**Steering Committee Details**

- Proposed committee size: 13 members
  - Includes 1 board member
  - Executive Assistant will serve as Committee Secretary
- The committee will function as a sub-committee of the Board.
- John Shine volunteered as Chairperson for the first year.

**Program Template and Support**

- ERM template provided by Yellowstone Insurance Exchange (YIE).
- The district is currently working with YIE as CMCI (consultant) but are not yet members.
- If accepted into YIE, they will assist in formalizing and supporting the ERM process.

**Board Feedback**

- Greg Larson expressed concerns:
  - Cautioned that such committees often start strong but lose momentum over time.
  - Stressed the importance of action and accountability, not just “checking the boxes”.

Jerald Steward made a motion to approve the Risk Management Program and Risk Management Steering Committee. Donald Liddycoat seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

**CEO Report:**

Landon Dybdal, CEO, reported that he shared an article with the board regarding Interim CFO Kelly Johnston. He highlighted two key accomplishments mentioned in the article: 1) resolving Revenue Cycle issues, and 2) advancing Provider Recruitment. Both areas are part of Kelly's ongoing work with LHD to promote long-term stability and sustainability.

**Provider Recruitment Updates:**

- Maja Lee, FNP, has been hired for a full-time clinic provider position, with a start date of July 7, 2025.
- An offer has been extended to a PA from Montana who is considering relocating to Oregon. She is a full-spectrum provider (excluding OB) and has indicated that LHD is one of her top three choices.
- Mark Reed, NP, has been hired on a per diem basis for ER/hospital coverage, with potential for full-time. He is currently finishing his commitments at his current position.



Board of Directors Meeting Minutes  
April 24, 2025, 5:00PM Lake District Hospital  
Lake Health District

- There is ongoing communication with a Family Practice OB (FPOB) candidate, with a call scheduled soon.
- Recruitment efforts will not continue with the Minnesota physician, who declined the opportunity after LHD chose not to accommodate his request for first-class travel.
- Mid-level providers have proven to be more accessible to recruit than physicians. With recent hires, LHD is nearing appropriate staffing levels for mid-levels.
- The orthopedic surgeon who previously visited the site is unlikely to join, as he is currently pursuing a position with the VA. However, there is a growing opportunity to strengthen our relationship with Dr. Heaton, with the potential for him to perform surgeries at LHD in the future.
- Dr. Heaman, a physician from Eugene, has withdrawn his candidacy, choosing to remain in his current role at the University of Oregon.

*Update on Visit to Cascades East Residency Program – April 8*

On April 8, Dr. Graham and Landon visited the Rural Residency Program in Klamath Falls. The visit was productive, with four residents expressing interest in moonlighting at LHD—three in their third year and one in their second. The second-year resident had previously visited Lakeview, skied at Warner Canyon, and expressed strong enthusiasm for the area.

- They also met with Dr. Sylvia Blomstrand from Sky Lakes Family Practice, who is interested in moonlighting and has one week off per month. Additionally, Dr. Brown, an OB full-spectrum physician, expressed interest in a moonlighting schedule similar to Dr. Smith's. Dr. Larma, a third-year resident graduating in July, is interested in providing ER coverage and may be available for regular shifts after graduation.
- Dr. Graham and Landon considered the visit highly valuable and plan to make it an annual event. They noted the importance of initiating contact with residents late in their first year or early in their second year, as many begin signing stipends with hospitals 12–18 months before graduation. The Frontier Residency Program begins in the third year.
- There are multiple opportunities for tuition reimbursement, both federally and at the state level, though additional research is needed to determine if these options can be combined. LHD also has an education endowment fund through the Oregon Community Foundation, available to physicians who commit to a three-year term.

*CEO Reflection*

Landon shared that he recently marked his one-year anniversary with LHD. Over the past year, several significant changes have taken place, starting on day one. These include restructuring the Medical Staff and its governance, terminating QBSS and overhauling the Revenue Cycle Department. LHD also spun off Behavioral Health, changed its health insurance provider—an essential step that helped prevent potential layoffs—and most recently merged Warner Mountain Medical Clinic with Lake Health Clinic.

- Despite the challenges of financial turnaround, there has been strong organizational buy-in. Staff have adapted well, and the team has come together to support a more unified and effective





Board of Directors Meeting Minutes  
April 24, 2025, 5:00PM Lake District Hospital  
Lake Health District

workplace. Landon noted a noticeable cultural shift, with morale improving, increased trust, and a broader embrace of the organization's vision—fueled by ongoing transparency and collaboration.

**Public Comment:** N/A

**Adjournment:**

At 6:19PM, Jane O'Keeffe called for an executive session per ORS 192.660(2) and adjourned the open session. The executive session began at 6:29PM and was adjourned at 7:26PM.

Respectfully submitted,

Jerald Steward, Secretary

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