



Board of Directors Meeting Minutes  
June 19, 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:**

Landon Dybdal, CEO; Kyle Byers, COO; TeddiAnne Damuth, Interim CNO; Stacey Van Nes, Clinics Manager; Teresa Decker, Pharmacy Director; Kim Wright, HR Director; Tyson Lane, EMS Director; Shawn Cosby, Risk & Compliance Manager; Kelly Johnston, Interim CFO – via zoom; Jason Johnson, Senior Financial Consultant – via zoom

Others in Attendance: Darryl Anderson, Engineer

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:**

Jerald Steward made the motion to approve the consent agenda items, which included:

- The May 22, 2025, meeting minutes
- July 2025 check signing calendar

Don Liddycoat seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

**Financial Reports:**

*May 2025 LHD Financial Report*

- Cash on Hand: 19 days
- Days in Accounts Receivable (AR): 110
- Days in Accounts Payable (AP): 20
- Contribution Margin: 345,766 for May. YTD Actual: (1,381,396)

Kelly outlined ongoing efforts to improve revenue cycle performance, including:

- Highlighting the impact of year-end adjustments and the lack of additional reserves.
- The decrease in cash collections is attributed to new team members, lag in collections and credentialing, and bad billing from previous years.
- Discussions about the rectification of coding backlogs and the impact of lower volumes in swing bed units and clinics.
- The financials show a net patient revenue of \$4.1 million, with actual collections closer to \$2.9 million, leading to a disparity in accrual accounting versus cash flow.

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



#### FY26 Budget – Approval and Financial Projections

- Jason explains the conservative approach taken in the financial projections, predicting a 1% growth rate for the end of June 2026.
- Liabilities are projected at \$11.6 million in current liabilities and \$28 million in long-term debt, with a fund balance of \$1.6 million.
- The P&L summary projects total revenue of \$57.6 million, total expenses of \$38.9 million, and a contribution margin of \$5,087.

Jerald Steward made a motion to accept the FY26 Budget. Don Liddycoat 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:*

1. **Privileging**
  - a. Cory Briscoe, CRNA – Independent Allied Health Professional, Anesthesia; Diana Bucher, QMHA – Independent Allied Health Professional, Mental Health; Traci Clautice-Engle, MD – Consulting Medical Staff, Radiology; Cielo Gonzalez, QMHA – Independent Allied Health Professional, Mental Health; Sonny Goodnature, QMHP – Independent Allied Health Professional, Mental Health; Sharon Guthrie, QMHA – Independent Allied Health Professional, Mental Health; Maja Lee, FNP – Allied Health Professional, Family Practice
2. **Resignation** – Joseph Houkal, MD – Consulting Medical Staff, Radiology

Dr. Graham reported on privileging requests reviewed and accepted by the Medical Staff, including new team members and a resignation from consulting radiology staff.

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:

May 2025 QI Scores:

- o Clinic: 83.5%
- o Acute & Emergency Department: 79%
- o Total Quality Score (LHD): 87.7%

Jerald Steward made a motion to approve the Quality Measures. Don Liddycoat seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

#### Security Department Policies:

Shawn Cosby presented five policies for the board to review and approve. The policies included: Authorized Use of Force – Citizens Arrest, Lake Health District Security Cameras, Private Security Services, Security Officer Uniforms, and Security Staff Handling of Contraband and Weapons



Don Liddycoat made a motion to approve the policies as presented. Jerald Steward seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

**Manager Report:** *Presenter: Tyson Lane, EMS Director*

Tyson provides an update on the EMS department, including staffing levels, recent runs, operation prom night, and upcoming training exercises.

1. Current Staffing
  - a. 1 Paramedic/Director
  - b. 2 full-time Paramedics/1 PRN Paramedic
  - c. 2 Fulltime EMT Intermediates/1 Advanced
  - d. 2PRN EMT Intermediates
  - e. 2 full-time EMTs/2 PRN EMTs

2. Call Volume for 2025 = 250 YTD

Tyson then presented an education request for current Advanced EMT, Rachel Bonine, for her Paramedic certification. Tyson recommended approval based on her dedication and performance.

Jerald Steward made a motion to approve the education request. Don Liddycoat seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

**Geothermal Discussion:** *Presenter: Darryl Anderson*

- Darryl Anderson discussed the geothermal supply issues and the options for addressing them, including repairs to the existing well and exploring new sources.
- The board considers the feasibility of drilling a new well and the potential for additional revenue from partnerships with local businesses.
- The discussion includes the costs and benefits of different options, with a focus on finding a long-term solution to meet the hospital's needs.
- The board acknowledges the complexity of the issue and the need for further investigation and planning to move forward.

**CEO Report:** *Presenter: Landon Dybdal, CEO*

**Recruitment Update:**

We are close to meeting our primary care provider staffing goals.

- Maja Lee, NP, will begin on July 7.
- Another NP will begin in August as a locum provider for six months, with plans to transition into a permanent role.
- We are actively recruiting one additional physician for the clinic.

Two upcoming onsite interviews are scheduled:



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- Dr. Potterjones – Interviewing Monday, June 30. She currently resides in Battle Mountain, NV.
- Dr. Kane – Interviewing Monday, July 14. She previously owned a private practice in Cocoa Beach, FL, which she sold a few years ago. She has been working locum assignments since and has family in Oregon. Both candidates are strong prospects.

We are now shifting recruitment focus toward OB/GYN and/or Family Practice with OB (FPOB). While a full-time OB is costly, we believe we could sustainably support one OB physician and two FPOBs to provide comprehensive specialty and OB care.

We are also actively pursuing surgical recruitment:

- There is a more immediate need for general surgery. A full-time position is not required; ideal coverage would be 2–3 weeks per month.
- Initial efforts are underway for orthopedic surgery, with a goal of securing a provider within the next 1–2 years.
- Additionally, we are seeking to hire an LCSW to support behavioral health services.

*Clinical Operations & Technology:*

Sustaining revenue and improving physician workflows remain key priorities.

- Providers have begun implementing ambient listening (AI technology) to assist with documentation during patient visits.
  - Dr. Graham piloted the technology last week.
  - This week, it was expanded to all interested providers.
- Cerner "train-the-trainer" program is progressing well.
  - Abby has taken a leadership role, advancing both clinical and informatics integration.
  - While ambient listening is designed more for outpatient/clinic use, it is performing adequately in ER settings and is now being expanded to the hospital side.

*Clinic Move & Space Planning:*

June was a strong month in terms of volume, and the team is to be commended for their exceptional execution of the clinic relocation.

- The majority of the move was completed over 2½ weeks and involved a significant effort to transition approximately 40 staff.
- Dr. Graham and Lesa were relocated from their former offices.
- The new clinic layout includes centralized provider registration and was strategically planned to accommodate future growth – including space for two additional NPs and one physician.
- Thanks to thoughtful planning, this move was designed to support long-term needs and should not require reconfiguration in the near future.

Public Comment: N/A

**Adjournment:**

At 6:24PM, Jane O’Keeffe called for an executive session per ORS 192.660(2) and adjourned the open session. The executive session began at 6:353PM and was adjourned at 7:13PM.



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Respectfully submitted,

  
Board Secretary/Chairperson

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