



Board of Directors Meeting Minutes
October 23, 2025, 5:30PM Lake District Hospital
Lake Health District

Board Attendance: Jane O’Keeffe, Chair; John Shine, Treasurer; Greg Larson, Secretary; Kelsie Bostwick, Member; Shannon Theall, Member

LHD Managers in Attendance:

Landon Dybdal, CEO; Kyle Byers, COO; Dr. Scott Graham, CMO; TeddiAnne Damuth, Interim CNO; Dala Pardue, Clinics Director; Stacey Van Nes, Clinics Manager; Kim Wright, HR Director; Tyson Lane, EMS Director; Judy Clarke, Public Health Director; Robert Sebring, Diagnostic Imaging Director; Quentin Wilson, Supply Chain Director

Others in Attendance:

Jane O’Keeffe, Chairperson, called the meeting to order in open session at 5:30PM and led the Pledge of Allegiance.

Consent Agenda Item Approval:

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

- September 25, 2025, meeting minutes
- November 2025 check signing calendar

Kelsie Bostwick seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

Financial Reports: *Kelly Johnston, CFO*

September 2025 LHD Financial Report

- Cash on Hand: dipped down just over 20 days – goal: 90-120 days
- Days in Accounts Receivable (AR): 100 – goal 55 days
- Contribution Margin: \$43,001 in September. YTD Actual: (347,880)
- Revenue: 4,740,362

Kelly reported she has a cost report call tomorrow which will help with payback. Auditors will be onsite next week. She noted that there are several important items to address at tomorrow’s Strategic Planning meeting. Regarding Waste, Fraud & Abuse auditing through Noridian, all prior-year cost reports are eligible for review, which were poorly prepared in our favor. A reduction in the current year’s rate is expected due to the withholding fee. Additionally, government funds have been delayed.

Revenue Cycle updates: Gina is doing awesome in her position in Revenue Cycle. Two strong candidates for the Revenue Cycle Director position have been identified and will be interviewed soon; both have successfully passed the internal screening process.

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



Medical Staff Report: Dr. Scott Graham, CMO

Dr. Graham presented each provider requesting privileges to the Board. Each applicant's category and privileging requests were reviewed. Following discussion, the group reached consensus to approve all privilege requests and to extend Dr. Bard Rogers for a second year of provisional privileges due to his extended absence during the first year. Dr. Dwight Smith was granted privileges excluding Obstetrics, as he does not perform C-sections.

1. Privileging Requests

- a. Leonardo Campos, MD – Consulting Radiology
- b. Blake Hansen, MD – Consulting Radiology
- c. Shelby Payne, MD – Consulting Radiology
- d. Dwight Smith, MD – Courtesy Family Medicine/Emergency Department
- e. Bard Rogers, MD – Family Medicine

2. Resignation

- a. Steven Weldon, MD – Consulting Radiology

Shannon Theall made a motion to approve 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: Alena Acklin, Process & Control Quality Improvement Coordinator

Alena was unable to attend, so no new updates were provided.

Manager Report: Quentin Wilson, Supply Chain Director

Quentin reported that the primary performance measure for the Supply Chain team continues to be accuracy. In August, the team's inventory count was within \$16 of the recorded total, and in September, within \$8 – across 108,000 inventory items. Year-to-date, the department remains \$19,000 under budget. Quality Measure 1, which tracks the time required to process purchase orders and submit them to Accounts Payable, currently averages three days for non-PO orders, with a 91% completion rate. Quentin emphasized that effective communication with vendors is key to maintaining this performance. The department plans to identify and implement an additional performance measure within the next one to two months. The hospital's Group Purchasing Organization (GPO) is Vizient, which aggregates purchasing power among healthcare facilities to reduce costs. Vanderbilt's enhanced tier within Vizient provides deeper savings opportunities and improved access to pricing tools.

Geothermal Well:

An update was provided regarding the potential for Lake District Hospital (LHD) to assume the USDA loan for the Barry Geothermal Well. The project proforma is nearly complete, and additional information has recently been received from the Town. The annual lease payment to the USDA is \$124,842, with an average of \$15,541.58 remitted to landowners, for an estimated total annual cost of \$186,499.02. Additional estimated expenses include \$25,000 for annual insurance and \$15,000 for repairs and maintenance.



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Further considerations include obtaining a debt waiver, submitting documentation to the USDA, and presenting the proposal to the representative. The USDA requires a feasibility study and has indicated an interest rate of 3.5%. Once all preliminary requirements are met, the USDA would issue the loan. Kelly and Landon will schedule a meeting with Stan Foster to discuss the matter in detail. No vote was taken at this time, as additional information and steps are required.

CEO Report: Landon Dybdal, CEO

Recruitment update:

- **General Surgery:** The search for a General Surgeon continues. Dr. Blake declined our offer due to extensive travel requirements but indicated potential interest in revisiting the opportunity should he relocate to the West Coast. Dr. Anoushfar remains interested, though LHD is now his secondary option, as travel remains a consideration. A new candidate, Dr. Nuttleman, will visit onsite in November. He previously completed a six-month locum assignment in Burns and has held permanent positions in Texas and the Midwest.
- **Orthopedics:** Dr. Anderson, who completed an onsite visit in February, recently reinitiated discussions after a position with the VA in Sacramento did not materialize. We have adjusted our need from three weeks to two weeks of surgical coverage. Discussions are also ongoing with Dr. Heaton, who recently received an offer for increased orthopedic coverage. We anticipate improved orthopedic coverage in the near future.
- **Primary Care Providers:** A virtual interview was held last week with Dr. Fleischer, currently located in Florida, and another virtual interview was held on Tuesday with a very strong candidate, Dr. Jason Foster, from Kansas.
- **OB/GYN Recruitment:** Dr. Graham and I visited the residency program in Klamath Falls earlier this week. We identified one OB resident who appears to be a strong long-term candidate (approximately two years from completion), and another potential candidate from the Casper Residency, also about two years from completion. OB recruitment remains challenging, and we are currently seeking a locum provider to begin in February.

Clinic Update:

The clinic saw over 100 patients today and more than 500 patients this week. Dr. Rogers has returned to patient care, and Dr. Graham, Lesa, Jaci, and Maja are all contributing significantly to patient volumes.

Strategic Planning Session:

The Strategic Planning Session will be held tomorrow, with Tony flying in that morning. An all-day discussion is planned.

Public Comment: N/A

Adjournment:

At 6:31PM, Chair Jane O'Keeffe adjourned the open session and convened an executive session pursuant to ORS 192.660(2). The executive session began at 6:41PM and was adjourned at 7:16PM.



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Respectfully submitted,


Greg Larson, Secretary

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