



Board of Directors Meeting Minutes
December 18, 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; Alena Acklin, Process and Quality Improvement Coordinator; Shawn Cosby, Risk, Compliance, Security Manager; Abigail Finneti, CDI Manager

Others in Attendance:

Call to Order:

Jane O’Keeffe, Chairperson, called the meeting to order in open session at 5:00PM and led the Pledge of Allegiance. Chairperson O’Keeffe made an initial revision to the agenda, appropriately moving the Executive Session from the District to the 501c3 agenda.

Consent Agenda Item Approval:

Greg Larson made the motion to approve the consent agenda item, which included:

- November 20, 2025, meeting minutes

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

Financial Reports: *Kelly Johnston, CFO*
November 2025 LHD Financial Report

- Cash on Hand: 25
- Days in Accounts Receivable (AR): 114
- Contribution Margin: \$(482,097)
- Revenue: \$2,833,250

Kelly provided a financial update, noting that the prior month was challenging due to contractual adjustments related to insurance payer activity. October contractual adjustments were favorable at approximately \$1 million, followed by positive adjustments of approximately \$2 million in November. Commercial payers continue to present challenges and maintain significant leverage in negotiations; Kelly is actively working with payers to address these issues.

A swing-bed case was discussed in which reimbursement was denied due to failure to meet the three-midnight inpatient requirement, as the first night was classified as observation and therefore did not count toward the requirement. Partial reimbursement may be recoverable; however, this remains uncertain. It was noted that payer practices have become more restrictive in recent years, with commercial insurance posing the greatest challenges.



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Despite these issues, revenue remains strong and above budget, while expenses are trending downward. Cash on hand remains steady at approximately 25 days but has not increased due to ongoing contractual adjustments. Accounts payable remains at approximately \$1 million.

Additional updates included shifts in labor costs, with wages increasing and contract labor decreasing. Kelly also noted developments in the DME department and shared that a recent meeting was held with Sean Jessup at MODA to discuss upcoming changes, with additional information to be provided as it becomes available.

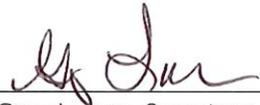
Shannon Theall made a motion to approve the November 2025 financials as presented. Greg Larson seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

Public Comment: N/A

Adjournment:

At 5:46 p.m., Chair Jane O’Keeffe adjourned the Lake Health District meeting. At 5:47 p.m., immediately following adjournment, Chair O’Keeffe called the Lake Health 501(c)(3) meeting to order. The Lake Health 501(c)(3) meeting was recorded in separate minutes.

Respectfully submitted,



Greg Larson, Secretary

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