



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

LHD Managers in Attendance:

Landon Dybdal, CEO; Debbie Callins, CNO; Dala Pardue, Clinics Director; Kim Wright, HR Director; Tyson Lane, EMS Director; Alena Acklin, Process and Quality Improvement Coordinator; Shawn Cosby, Risk, Compliance, Security Manager; Teresa Decker, Chief Pharmacy Officer; Kelly Johnston, Interim CFO

Others in Attendance: Mayor Mark O’Brien, City of Lakeview; Cibolo Health representatives (Oregon High Value Network presentation)

Consent Agenda Item Approval:

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

- March 18, 2026, meeting minutes
- May 2026 check signing calendar

Shannon Theall seconded the motion. The motion was presented, all members voted, and the motion passed unanimously.

Financial Reports: Kelly Johnston, Interim CFO

March 2026 LHD Financial Report

- Total Revenue (March): \$3,452,046
- Total Revenue (YTD, Jul – Mar 2026): \$29,156,169
- Operating Expenses (March): \$3,366,564
- Operating Expenses (YTD): \$28,988,084
- Days Cash on Hand: Approximately 20 days
- Accounts Receivable: Approximately 140 days
- March Cash Collections: Record \$3.8 million

Kelly reported a positive operating margin for March. Despite depreciation and non-operating losses, core operations are in the black, showing financial progress. The state bed tax payment is expected in May, which will further improve financials. Revenue cycle improvements continue, with the chargemaster overhaul launched on a 12-week timeline to update pricing (no changes since 2020) and enable payer contract renegotiations. Cost management and ROI focus across departments aims to improve efficiency amid rising salaries, with initiatives including shift restructuring, supply chain review, and enhanced reporting for department leaders. Marketing efforts are underway to reduce patient leakage by promoting the swing bed program, specialty visits, and new providers. The budget committee was approved to meet in May for budget review, with final board approval planned for June; committee membership continues from the prior year.



Kelsie Bostwick made a motion to approve the March 2026 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*

Privileging Requests: N/A

Dr. Stanton Smith, general surgeon, is scheduled to start in mid-May, with onboarding and a community meet-and-greet planned. Referrals have already been initiated. Provider recruitment continues to progress, with an internal medicine interview scheduled and pharmacy leadership transitions underway. The new COO, Scott Dayley, is starting soon; the pharmacy director is scaling back hours with locum coverage planned, and a local candidate for pharmacy director is under consideration. Hiring continues to advance for internal medicine, family practice, OB/GYN, and pharmacy director positions, with locum coverage planned as needed.

Nursing Report: *Debbie Callins, CNO*

Nursing is focused on recruitment and retention, with planning underway for a new graduate residency program and a recruitment marketing campaign to promote rural health nursing benefits and broaden the applicant pool. Emphasis was placed on developing supportive frameworks that attract and retain nurses. Patient transport via the new hospital van is enabling swing bed transfers from neighboring facilities; the first transfer from Klamath Falls was successful, with two to three transfers weekly anticipated. The case management team continues proactive outreach for swing bed patient retention and recovery.

Quality Performance Overview:

Alena Acklin, Process & Quality Improvement Coordinator

Alena reviewed the April 2026 HCAHPS dashboard reflecting Q1 2026 patient experience metrics. Survey response rate is 27%, above the Critical Access Hospital average of 22%, providing meaningful feedback.

Q1 2026 Domain Highlights (vs. Q1 2025):

- Overall Hospital Rating: 94% (+34 pts) — above state and national benchmarks
- Care Coordination: 90% (+19 pts) — above state and national benchmarks
- Hospital Cleanliness: 94% (+14 pts) — above benchmarks
- Hospital Quietness: 66% (+8 pts) — above state, at national
- Discharge Information: 87% (+5 pts) — below benchmarks
- Doctor Communication: 81% (+6 pts) — below benchmarks
- Nurse Communication: 65% (-12 pts) — below benchmarks; identified as a key driver
- Staff Responsiveness: 66% (-7 pts) — above state, below national; identified as a key driver
- Communication About Medications: 56% (-3 pts) — below benchmarks
- Recommend Hospital: 64% (-9 pts) — below benchmarks; target metric for improvement

Nurse communication and staff responsiveness were identified as the key drivers for improving “Recommend Hospital” scores. Planned strategies to raise patient satisfaction include bedside shift



reports, hourly rounding, and patient communication improvements. Overall hospital ratings remain strong, with positive comments on cleanliness, food quality, and the care experience. Quality improvement efforts in chronic disease management continue, particularly diabetes control, where the clinic has increased engagement from 75% to 96% over four years, adding 734 visits and generating approximately \$200,000 in revenue. Continuous monitoring and benchmarking against state and national data guide ongoing quality efforts; small sample sizes are acknowledged but used to identify improvement areas and track progress.

Manager Report – Diagnostic Imaging Department: *Robert Sebring, Radiology Director*

The department operates six imaging modalities with a team of seven technologists, including multi-skilled staff covering X-ray, CT, MRI, ultrasound, mammography, and bone density. This multimodality skill set is rare and critical for rural hospital operations. The MRI is a 1.5 Tesla wide-bore unit, supporting patient comfort and expanding service capacity. Imaging volumes are trending back to pre-COVID levels, with CT and MRI usage increasing; mammography volumes are recovering after the COVID shutdown, and active efforts to increase cancer screening awareness and self-referrals are underway. Equipment upgrades are planned, supported by a \$500,000 Collins McDonald grant, with a pending \$500,000 Murdoch Foundation grant decision expected next week. A planned X-ray room renovation and new machine purchase is estimated at approximately \$580,000, with approximately six weeks of downtime anticipated using portable equipment during renovation. The grants will help address multiple aging pieces of equipment reaching end of life within the next two to three years. Some advanced imaging (prostate and pelvic MRI) is not currently feasible due to the cost and equipment requirements of higher-Tesla machines (\$3–6M). Recruitment and retention are supported by team culture, multi-year staff tenure, and the community environment.

CEO Report: *Landon Dybdal, CEO*

Landon provided an update covering the geothermal sales agreement (currently under legal review, preceding refinancing steps) and ongoing partnership work with the Town of Lakeview on legislative grant opportunities, drawing on the Coos Bay town–hospital model. Water infrastructure remains a critical limiter on healthcare recruitment, with an estimated \$52M needed for water system upgrades; the Inflation Reduction Act was identified as a potential funding source. Refinancing is in process. Sustaining revenue growth to fund upcoming capital investments in radiology and infrastructure remains a leadership priority. Marketing and HR will promote scholarship fund availability to employees to support recruitment marketing efforts.

Public Comment: N/A

Adjournment:

At 7:28 PM, Treasurer John Shine adjourned the open session of the 501(c)(3) Board and convened an executive session pursuant to ORS 192.660(2)(i) to address personnel, medical staff, and real estate matters. The executive session began at 7:38 PM and adjourned at 8:05 PM.



Board of Directors Meeting Minutes
April 23, 2026, 5:30PM Lake District Hospital
Lake Health 501c3

Respectfully submitted,

Greg Larson, Secretary

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