



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

**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 (*virtual attendance*)

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

**Call to Order:** John Shine, Treasurer, called the meeting to order in open session at 5:30 PM.

**Consent Agenda Item Approval:**

Shannon Theall made the motion to approve the consent agenda item, which included:

- March 18, 2026, meeting minutes

Greg Larson seconded the motion. The motion was presented, all members present voted, and the motion passed unanimously.

**Financial Reports:** Kelly Johnston, Interim CFO

*March 2026 LHD Financial Report*

Kelly reported a positive operating margin for March, with year-to-date revenue of \$29.1M against expenses of \$28.9M through March 2026. March collections reached a record \$3.8M, and first-pass claim denials are down to 1.9%. The chargemaster update project is underway on a 12-week timeline, with no pricing changes since 2020. The state bed tax payment is expected in May. Cost management, supply chain review, and shift restructuring continue across departments. Days cash on hand and AR trends were reviewed alongside the balance sheet.

Kelsie Bostwick made a motion to approve the March 2026 financials as presented. Greg Larson seconded the motion. The motion was presented, all members present voted, and the motion was passed unanimously.

**Geothermal Update:** Landon Dybdal, CEO

Landon presented a revised geothermal sales agreement granting the Town of Lakeview the right of first refusal if the hospital opts out, replacing the prior right held by the school. The change reinforces the town’s geothermal footprint commitment and is currently under legal review, with the sales agreement preceding refinancing steps. The board agreed the change is minor and fair, and discussed the path to finalization. Mayor Mark O’Brien addressed the board, pledging partnership on legislative grant initiatives, citing Coos Bay’s successful town–hospital collaboration as a model and noting Senator Wyden’s advocacy for rural health as a positive funding route. The Mayor and CEO discussed water infrastructure as a critical limiter on healthcare recruitment and economic growth, with an estimated \$52M needed for



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water system upgrades. The Inflation Reduction Act was identified as a potential funding source given its rural economic focus.

**Clinically Integrated Network Presentation: *Cibolo Health***

Representatives from Cibolo Health presented the Oregon High Value Network, a clinically integrated network model designed to empower rural hospitals through scale, provider-led governance, and shared infrastructure to improve payer negotiations and value-based care participation. The network is a nonprofit, member-governed asset and currently serves over \$900,000 in net patient revenue across 368 licensed beds and approximately 60,000 patient days. The model balances independence with shared risk. CMS' mandate of 5,000 attributed lives by 2030 was discussed, with ideal risk mitigation requiring closer to 100,000 lives — scale that most rural hospitals lack individually. Shared services include contracting expertise, education, webinars, and coaching. Network governance prioritizes frontline provider input, with each member holding clinical and business integration representation.

**Public Comment:**

N/A

**Adjournment:**

At 6:23PM, Treasurer John Shine adjourned the Lake Health District meeting. Immediately following adjournment, Treasurer Shine 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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