



October 24, 2024, Board Packet Table of Contents

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Quality Committee Meeting
Thursday, October 24, 2024, 1:00 p.m.
George M. Medak Conference Room, Suite 202
MCH Medical Office Building, 29099 Hospital Road, Lake Arrowhead, CA 92352

Or

Microsoft Teams meeting
[Click here to join the meeting](#)

Meeting ID: 234 601 921 58 / Passcode: MWdfbE

Or call in (audio only): [+1 951-384-1117](tel:+19513841117),605686207# United States, Riverside
Phone Conference ID: 605 686 207#

Members:	Barry Hoy, Committee Chairperson Mark Turner, Chief Executive Officer Leslie Plouse, Quality Director	Gerry Hinkley, Committee Member Terry Peña, COO/CNO Jeri Simpson, Community Member
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OPEN SESSION

1:00 p.m.

CALL TO ORDER

Barry Hoy, Committee Member

PREVIOUS MINUTES

Barry Hoy, Committee Member
Action Probable

PUBLIC COMMENTS

Government Code
Section 54954.3 Sections A & B

The public has the right to address the legislative body on any item of interest to the public.
A time restraint may be implemented at the discretion of the Committee Chairperson.

CLOSED SESSION AGENDA ITEMS

(According to section: (54956.9))

1. Root Cause Analysis	Leslie Plouse, Quality Director Information Only
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RETURN TO OPEN SESSION

1. Closed Session Report	Barry Hoy, Committee Member
2. Public Report of Decisions	Barry Hoy, Committee Member

OPEN SESSION AGENDA ITEMS

- | | |
|---|---|
| 1. Regulatory & Patient Safety Action Plans | Leslie Plouse, Quality Director
Information Only |
| 2. Regulatory Updates | Leslie Plouse, Quality Director
Information Only |

ADJOURNMENT

San Bernardino Mountains Community Hospital Quality Committee Meetings

Attendance Matrix - 2024

Committee Members	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Barry Hoy	√	CANCELLED	√	√	√	√	√	√	√			DARK
Gerry Hinkley	√		√	A	√	√	√	√	√			
Terry Peña	√		√	E	√	√	√	E	E			
Mark Turner	√		√	√	√	√	√	√	√			
Leslie Plouse	√		E	√	E	√	√	√	√			
Jeri Simpson	--		--	√	√	√	√	√	√			
Cheryl Moxley	√		--	--	--	--	--	--	--	--	--	
Julie Atwood	√		√	--	--	--	--	--	--	--	--	
Don Larsen	√		A	A	--	--	--	--	--	--	--	
Comment:												
	√	Present	E	Excused	A	Absent						

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
<p>1.0 Members Present:</p> <p>Absent:</p> <p>Recording Secretary:</p> <p>Guests:</p>	<p>Barry Hoy, Committee Chairperson Gerry Hinkley, Committee Member Mark Turner, Member, Chief Executive Officer Leslie Plouse, Member, Quality Director Jeri Simpson, Community Member</p> <p>Terry Peña, Member, Chief Operating Officer/Chief Nursing Officer</p> <p>Kristi McCasland, Executive Assistant</p> <p>Kieth Burkart, Board President Cheryl Robinson, Board Vice President Barry Smart, Board Treasurer Yvonne Waggener, Chief Financial Officer</p>	<p>Quorum present</p>
<p>2.0 Call to Order:</p>	<p>Hoy called the meeting to order at 1:02 p.m.</p>	<p>The meeting was called to order</p>
<p>3.0 Previous Minutes</p>	<p>On a motion made and seconded, the Quality Committee Meeting Minutes of August 29, 2024 were approved as written.</p>	<p>On a motion made and seconded, the Quality Committee Meeting Minutes of August 29, 2024 were approved as written</p> <p>M (Hinkley) / S (Hoy) / C</p>
<p>4.0 Public Comment:</p>	<p>There was no public comment noted at this time.</p>	<p>None</p>
<p>5.0 Adjourn to Closed Session:</p>	<p>The Quality Committee Adjourned to “Closed Session” at approximately 1:03 p.m.</p> <p><u>CLOSED SESSION ATTENDEES:</u> Barry Hoy, Committee Chairperson Gerry Hinkley, Committee Member</p>	<p>None</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	Mark Turner, Member, Chief Executive Officer Leslie Plouse, Quality Director Jeri Simpson, Community Member Kristi McCasland, Executive Assistant Kieth Burkart, Board President Cheryl Robinson, Board Vice President Barry Smart, Board Treasurer Yvonne Waggener, Chief Financial Officer	
6.0 Return to Open Session:	The Committee returned to “Open Session” at approximately 1:15 p.m.	None
6.1 Closed Session Report:	Per Hoy, the following items were reported on during “Closed Session” – Complaints/Grievances.	Information only
7.0 Agenda Items 7.1 Performance Improvement (PI) Priorities	Plouse gave an update on the hospitals Performance Improvement Priorities for 2024: 1. PI Project #1: Patient Experience, focusing on the Care Transitions question “I understood the purpose of taking medications” <u>Progress Report:</u> <ul style="list-style-type: none"> • Cyracom interpreter certification – MCH will pay certification fee • Clinical Pharmacology software reinstated • ASIBG vendor contracted to develop patient education folders for Med/Surg, Peri-Op, ED <ul style="list-style-type: none"> ○ Medications ○ Disease processes ○ Emergency and RHC contact info ○ Follow up ○ Post-discharge resources • Patient Access staff assisting patients to enroll in Patient Portal – on hold until PA is fully staffed • TJC Speak Up About Your Medications video loop in 	Information only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>lobby/main entrance</p> <ul style="list-style-type: none"> • Ignite the Patient Experience – 10/8 and 10/9. On-site and live stream workshops by Custom Learning Systems <p>2. PI Project #1: BETA Heart Implementation <u>Progress Report:</u></p> <ul style="list-style-type: none"> • Workshop III [Early Resolution domain] (9/5 and 9/6) – six MCH team members attended • Establishing goals and hospital-wide action plan for 2025 • Departments have completed action plans for SCOR-E survey • Leadership rounding • Rapid Event Analysis and Response domain validation planned for December • Care for the Caregiver domain validation planned for December 	
7.2 Patient Experience	<p>Plouse reported on the following Patient Satisfaction Survey Results for Q2 2024:</p> <ul style="list-style-type: none"> • <u>Inpatient:</u> In Q2 2024, there were eight responses, with an 87.5% top box score. • <u>ED:</u> In Q2 2024, there were 103 responses with an 83.74% top box score. • <u>Rural Health Clinic Medical:</u> In Q2 2024, there were 22 responses with a 58.72% top box score. • <u>Rural Health Clinic Dental:</u> In Q2 2024, there were two responses with a 57.14% top box score. 	
7.3 Corporate Compliance	<p>Plouse presented a summary of the Q1 and Q2 2024 Corporate Compliance Committee Reports:</p> <ul style="list-style-type: none"> • Quality and Patient Safety Reports – Patient Experience, Journey Mapping, Readmission Reduction, BETA HEART • Credentialing – 100% approval for initial appointments, 	

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>reappointments, and resignations</p> <ul style="list-style-type: none"> • EMTALA – no concerns • Hotline Activity – 1 in Q1, 1 in Q2. All investigated and resolved. • Information Security – No data breaches • Privacy – 2 HIPAA violations Q1, 2 violations Q2. Investigated, reported to CDPH, resolved. • HIM, Coding Compliance, Revenue Cycle, Charge Audits, Clinic Operations – No issues • HR – Utilizing new Exit Interview template • MERP – No diversions, no harm events • Provider Contracts – No lapses • Business Courtesy Log – All providers well below the limit • OIG/RAC investigations - None • Government Refunds – None 	
8.0 Final Adjournment:	There being no further business to discuss, the meeting was adjourned at approximately 1:31 p.m.	Meeting adjourned



MOUNTAINS
COMMUNITY HOSPITAL
The Heart of Mountain Healthcare

Facilities Committee Meeting
Thursday, October 24, 2024, 1:30 p.m.
George M. Medak Conference Room, Suite 202
MCH Medical Office Building, 29099 Hospital Road, Lake Arrowhead, CA 92352

Or

Microsoft Teams meeting
[Click here to join the meeting](#)
Meeting ID: 234 601 921 58 / Passcode: MWdfbE
Or call in (audio only): [+1 951-384-1117,,605686207#](#) United States, Riverside
Phone Conference ID: 605 686 207#

Members: Cheryl Robinson, Committee Chairperson
Terry Pena, Chief Operating Officer
Mark Turner, Chief Executive Officer

Gerry Hinkley, Committee Member
Tom Madrigal, Facilities Manager
Jeri Simpson, Community Member

OPEN SESSION

1:30 p.m.

CALL TO ORDER

Cheryl Robinson, Committee Chair

PREVIOUS MINUTES

Cheryl Robinson, Committee Chair
Action probable

PUBLIC COMMENT

Government Code
Section 54954.3 Sections A & B

The public has the right to address the legislative body on any item of interest to the public.
A time restraint may be implemented at the discretion of the Committee Chairman.

AGENDA ITEMS

1. Hospital Campus Updates

Tom Madrigal, Facilities Manager /
Mark Turner, Chief Executive Officer
Information Only

2. Construction Projects

Tom Madrigal, Facilities Manager /
Mark Turner, Chief Executive Officer
Information Only

ADJOURNMENT

SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT

San Bernardino Mountains Community Hospital Facilities Committee Meetings

Attendance Matrix - 2024

Committee Members	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Cheryl Robinson	√	M A R K E T I N G	H U M A N R E S O U R C	√	M A R K E T I N G	H U M A N R E S O U R C	√	M A R K E T I N G	H U M A N R E S O U R C		M A R K E T I N G	D A R K
Gerry Hinkley	√			A			√					
Mark Turner	√			√			√					
Terry Peña	√			A			√					
Tom Madrigal	√			√			√					
Don Larsen	√			A			√			--		
Jeri Simpson	--			√			√			√		
Cheryl Moxley	√			--			--			--		
Comment:												
	√	Present		E	Excused		A	Absent				

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
<p>1.0 Members Present:</p> <p>Absent:</p> <p>Recording Secretary:</p> <p>Guests:</p>	<p>Cheryl Robinson – Committee Chairperson Gerry Hinkley, Committee Member Terry Pena – Chief Operating Officer / Chief Nursing Officer Tom Madrigal – Facilities Manager Mark Turner – Chief Executive Officer Jeri Simpson, Community Member</p> <p>Kristi McCasland – Executive Assistant to Administration</p> <p>Keith Burkart – Board President Barry Hoy – Board Trustee Barry Smart – Board Treasurer Yvonne Waggoner – Chief Financial Officer Kim McGuire – Foundation / Community Development Director Steffanie Miller- Executive Assistant to Facilities Leslie Plouse, Quality Director Peter Venturini, Foundation President John McLaughlin, Public</p>	<p>Quorum present</p>
<p>2.0 Call to Order:</p>	<p>Robinson called the meeting to order at 1:42 p.m.</p>	<p>The meeting was called to order.</p>
<p>3.0 Previous Minutes:</p>	<p>On a motion made and seconded, the Facilities Committee Meeting Minutes of April 25, 2024 were approved.</p>	<p>On a motion made and seconded, the Facilities Committee Meeting Minutes of April 25, 2024 were approved as written.</p> <p>M (Hinkley) / S (Turner) / C</p>
<p>4.0 Public Comment:</p>	<p>There was no public comment noted at this time.</p>	<p>None</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
5.0 Agenda Items: 5.1 Hospital Campus		Information Only
5.2 Update: Construction Projects	<p>Madrigal gave an update on the following construction projects:</p> <ul style="list-style-type: none"> • <u>Eligibility Office Project</u>: HCAI was on site 7/24/2025 and granted occupancy to the eligibility offices once the appropriate fire blankets are installed; Facilities is working with an Air Conditioning contractor to get the fire blankets installed. • <u>Pharmacy Project</u>: Progress is being made; the interior walls have begun going up and the hallway fire protection is complete. • <u>Parking Solutions Project</u>: Reached out to our land use attorney for advice on adding additional employee parking to our land use permit; our goal is to get a temporary parking solution in place before winter 2024. • <u>MOB Improvements/Repairs</u>: We are currently out to bid on this project; a job walk has been scheduled for July 30, 2024. Bids are due by August 22, 2024. • <u>Gift Shop Remodel</u>: We received notification from the architect that the gift shop has received approval from HCAI; Facilities will begin the coordination of contractors. Madrigal will put together a timeline of the project completion. • <u>Rural Health Clinic Remodel</u>: The plans were returned to the architect to make minor corrections; we are looking to have the permits within the next 2 weeks. • <u>New Acute Care Wing Project</u>: Weekly calls are being held with the JLL, Gary Hicks and our legal counsel. USDA still has a few things to review and sign off on. A kickoff meeting has been scheduled for one week from today with the design builder (DB), JLL and MCH. 	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	During this meeting we will be digging down into the details such as the design, plan, timeline and costs.	
6.0 Adjournment:	No further business to discuss, the meeting was adjourned at approximately 1:56 p.m.	Meeting adjourned.



Finance Committee Meeting
Thursday, October 24, 2024, 1:45 p.m.
George M. Medak Conference Room, Suite 202
MCH Medical Office Building, 29099 Hospital Road, Lake Arrowhead, CA 92352
Or
Microsoft Teams meeting
[Click here to join the meeting](#)
Meeting ID: 234 601 921 58 / Passcode: MWdfbE
Or call in (audio only): [+1 951-384-1117](tel:+19513841117),[605686207#](tel:+19513841117) United States, Riverside
Phone Conference ID: 605 686 207#

Members:	Barrick Smart, Committee Chairperson Yvonne Waggener, Chief Financial Officer Mark Turner, Chief Executive Officer	Barry Hoy, Committee Member Terry Peña, Chief Operating Officer Jeri Simpson, Community Member
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OPEN SESSION

1:45 p.m.

CALL TO ORDER

Barry Smart, Committee Chairperson

PREVIOUS MINUTES

Barry Smart, Committee Chairperson
Action Probable

PUBLIC COMMENTS

Government Code
Section 54954.3 Sections A & B

The public has the right to address the legislative body on any item of interest to the public.
A time restraint may be implemented at the discretion of the Committee Chairperson.

AGENDA ITEMS

- | | |
|--|---|
| 1. Updated Project Sources & Uses of Funds
Debt Capacity Analysis/Summary of Financials | Gary Hicks, G.L. Hicks Financial
Information Only |
| 2. Financial Statements | Yvonne Waggener, Chief Financial Officer
Action Probable |
| 3. Capital Purchases | Yvonne Waggener, Chief Financial Officer
Action Possible |
| 4. Investments | Yvonne Waggener, Chief Financial Officer
Action Possible |

ADJOURNMENT

San Bernardino Mountains Community Hospital Finance Committee Meetings

Attendance Matrix - 2024

Committee Members	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Barry Smart	√	√	√	√	√	√	√	√	√			D A R K
Barry Hoy	√	√	√	√	√	√	√	√	√			
Yvonne Waggener	√	√	√	√	√	√	√	√	√			
Mark Turner	√	√	√	√	√	√	√	√	√			
Terry Peña	√	√	√	E	√	√	√	E	E			
Jeri Simpson	--	--	--	√	√	√	√	√	√			
Don Larsen	√	A	A	A	--	--	--	--	--	--	--	
Gerry Hinkley	√	√	--	--	--	--	--	--	--	--	--	
Comment:												
	√ Present E Excused A Absent											

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
<p>1.0 Members Present:</p> <p>Absent:</p> <p>Recording Secretary:</p> <p>Guests:</p>	<p>Barrick Smart, Committee Chairperson Barry Hoy, Committee Member Yvonne Waggener, Member, Chief Financial Officer Mark Turner, Member, Chief Executive Officer Jerri Simpson, Community Member</p> <p>Terry Peña, Member, Chief Operating Officer/Chief Nursing Officer</p> <p>Kristi McCasland, Executive Assistant</p> <p>Keith Burkart, Board President Gerry Hinkley, Board Member Cheryl Robinson, Board Vice President Leslie Plouse, Quality Director</p>	<p>Quorum present</p>
<p>2.0 Call to Order:</p>	<p>Smart called the meeting to order at 1:52 p.m.</p>	<p>The meeting was called to order</p>
<p>3.0 Previous Minutes:</p>	<p>On a motion made and seconded, the Finance Committee Meeting Minutes of August 29, 2024 were approved as written.</p>	<p>On a motion made and seconded, the Finance Committee Meeting Minutes of August 29, 2024 were approved as presented.</p> <p>M (Hoy) / S (Simpson) / C</p>
<p>4.0 Public Comment:</p>	<p>There was no public comment noted at this time.</p>	<p>None</p>
<p>5.0 Agenda Items: 5.1 Financial Statements</p>	<p>Waggener presented the FY25 Financial Statements as of and for the two (2) months ended August 31, 2024. Comparative statistics and selected financial indicators were reviewed with the committee.</p>	<p>A motion was made and seconded to recommend to the Board to accept the Financial Statements as of two (2) months ended August 31, 2024.</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
		M (Hoy) / S (Simpson) / C
5.4 Capital Purchases	Waggener presented and reviewed the FY25 Capital Purchases for the two (2) months ended August 31, 2024.	Information Only
5.5 Investments	Waggener presented and reviewed the LAIF and UBS statements as of August 31, 2024.	Information Only
6.0 Adjournment:	There being no further business to discuss, the meeting was adjourned at approximately 2:11 p.m.	Meeting adjourned

Mountains Community Hospital
Key Financial Indicators

	AUDITED								BENCHMARKS	
	06/30/18	06/30/19	06/30/20	06/30/21	06/30/22	06/30/23	06/30/24	09/30/24	FAR WEST CAH	CA CAH
<u>LIQUIDITY</u>										
Days cash on hand - All sources	241	345	524	490	491	454	387	329	124	222
Cash	944,823	625,817	15,242,086	8,242,632	4,168,498	3,476,666	4,050,692	984,798		
Board Designated	14,377,594	21,688,045	20,192,855	29,295,456	35,578,908	37,472,583	33,540,094	32,004,154		
Total	15,322,417	22,313,862	35,434,941	37,538,088	39,747,406	40,949,249	37,590,786	32,988,952		
Days gross revenue in gross AR	57	55	49	62	52	57	60	57		
Days net revenue in net AR	33	43	33	41	37	37	33	32	70	41
Days expense in AP	23	25	29	29	42	22	31	24		
Current ratio	2.3	1.6	2.1	1.8	1.8	1.9	1.7	1.5		
Cash to debt	155%	236%	303%	443%	498%	485%	511%	11089%		
<u>CAPITAL STRUCTURE</u>										
Long-term debt to capitalization	28%	24%	25%	16%	14%	14%	12%	1%		
Debt service coverage ratio	9.77	7.69	6.97	11.00	6.27	5.58	6.26			
<u>PROFITABILITY</u>										
Total margin	26%	19%	17%	29%	14%	11%	10%	-26%		
<u>OTHER</u>										
Paid full time equivalents (FTE's)	177.25	183.31	176.66	185.49	182.08	195.86	200.03	196.40		
BENCHMARK - FAR WEST	The Industry Benchmark is from the Optum 2023 Almanac of Hospital Financial and Operating Indicators. The Benchmark Average is for Critical Access Hospitals in the Far West Region.									
BENCHMARK - CA	The California Benchmark is from the Flex Monitoring Team Data Summary Report #33, CAH Financial indicators Report: Summary of Indicators Medians by State, April 2023.									

Mountains Community Hospital
Comparative Statistics

	Patient Days				Average Daily Census				ER Visits		Surgery	
	Acute	Swing	Hospital	SNF	Acute	Swing	Hospital	SNF	Month	Day	Endo	Surg
Jul-23	41	54	95	589	1.3	1.7	3.1	19.0	874	28	4	7
Aug-23	59	13	72	607	1.9	0.4	2.3	19.6	786	25	7	16
Sep-23	80	38	118	570	2.7	1.3	3.9	19.0	725	24	2	17
Oct-23	60	3	63	599	1.9	0.1	2.0	19.3	739	24	9	12
Nov-23	61	8	69	587	2.0	0.3	2.3	19.6	649	22	3	12
Dec-23	44	-	44	620	1.4	-	1.4	20.0	868	28	5	6
Jan-24	65	31	96	620	2.1	1.0	3.1	20.0	760	25	7	19
Feb-24	62	59	121	563	2.1	2.0	4.2	19.4	615	21	3	15
Mar-24	44	50	94	589	1.4	1.6	3.0	19.0	688	22	2	7
Apr-24	41	4	45	578	1.4	0.1	1.5	19.3	651	22	2	12
May-24	43	39	82	619	1.4	1.3	2.6	20.0	828	27	5	11
Jun-24	46	37	83	584	1.5	1.2	2.8	19.5	814	27	2	12
	646	336	982	7,125	1.77	0.92	2.7	19.5	8,997	24.58	51	146
	Patient Days				Average Daily Census				ER Visits		Surgery	
	Acute	Swing	Hospital	SNF	Acute	Swing	Hospital	SNF	Month	Day	Endo	Surg
Jul-24	69	25	94	567	2.2	0.8	3.0	18.3	924	30	4	17
Aug-24	60	24	84	583	1.9	0.8	2.7	18.8	879	28	1	15
Sep-24	46	30	76	569	1.5	1.0	2.5	19.0	726	24	-	5
	175	79	254	1,719	1.90	0.86	2.8	18.7	2,529	27.49	5	37
Budget Sep-24	58	27	85	590	1.9	0.9	2.8	19.7	768	26	4	15

Mountains Community Hospital
Comparative Statistics

	Lab	Radiology Exams						PT	Rural Health Clinics				
	Tests	X Ray	CT	Mammo	DXA	US	Total	Visits	LA Med	LA Dent	LA Tele	RS Med	Total
Jul-23	6,374	643	241	68	20	111	1,083	690	422	227	214	77	940
Aug-23	6,514	675	277	77	21	127	1,177	838	472	288	233	160	1,153
Sep-23	6,075	648	256	49	25	115	1,093	723	363	192	220	110	885
Oct-23	5,042	588	228	46	13	101	976	827	310	283	236	120	949
Nov-23	4,929	500	198	78	20	84	880	767	382	274	204	134	994
Dec-23	4,940	569	207	89	20	87	972	644	367	203	199	64	833
Jan-24	6,230	651	285	73	14	126	1,149	722	440	225	230	130	1,025
Feb-24	4,770	552	200	66	17	94	929	606	360	213	294	123	990
Mar-24	6,235	625	190	53	20	104	992	740	432	283	268	141	1,124
Apr-24	5,558	506	217	78	10	129	940	729	277	305	268	122	972
May-24	6,315	645	262	63	27	136	1,133	744	424	250	275	147	1,096
Jun-24	5,950	587	193	60	28	130	998	799	431	259	259	140	1,089
	68,932	7,189	2,754	800	235	1,344	12,322	8,829	4,680	3,002	2,900	1,468	12,050
	Lab	Radiology Exams						PT	Rural Health Clinics				
	Tests	X Ray	CT	Mammo	DXA	US	Total	Visits	LA Med	LA Dent	LA Tele	RS Med	Total
Jul-24	6,328	615	254	45	13	115	1,042	817	455	226	169	122	972
Aug-24	6,394	601	291	75	13	133	1,113	762	490	290	223	150	1,153
Sep-24	5,359	491	233	54	17	96	891	692	363	196	212	110	881
	18,081	1,707	778	174	43	344	3,046	2,271	1,308	712	604	382	3,006
Budget Sep-24	5,783	616	244	70	19	108	1,057	768	400	250	240	120	1,010

Fiscal Calendar JULJUN

MOUNTAINS COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSES
SEP 2024

	ACTUAL	BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	FY BUDGET	FY REMAINING
REVENUE								
GROSS PATIENT SERVICE REVENUE	4,603,696	5,497,466	893,771	16,650,977	16,670,398	19,421	66,354,351	49,703,374
DEDUCTIONS FROM REVENUE								
CONTRACTUAL DISCOUNTS	2,764,169	3,355,884	(591,716)	9,976,392	10,175,652	(199,260)	41,387,608	(31,411,216)
BAD DEBT	140,000	83,000	57,000	340,000	251,000	89,000	999,000	(659,000)
CHARITY CARE	15,052	6,000	9,052	20,867	18,000	2,867	72,000	(51,133)
SUPPLEMENTAL REIMBURSEMENT	(2,597)	(12,000)	9,403	(23,126)	(36,000)	12,874	(11,090,875)	11,067,749
TOTAL DEDUCTIONS FROM REVENUE	2,916,624	3,432,884	(516,260)	10,314,133	10,408,652	(94,520)	31,367,733	(21,053,601)
NET PATIENT SERVICE REVENUE	1,687,072	2,064,582	377,510	6,336,844	6,261,746	(75,098)	34,986,618	28,649,774
OTHER OPERATING REVENUE	35,975	41,700	5,725	111,944	125,100	13,156	534,764	422,820
TOTAL REVENUE	1,723,047	2,106,282	383,235	6,448,788	6,386,846	(61,942)	35,521,382	29,072,594
OPERATING EXPENSES								
SALARIES & WAGES	1,626,701	1,677,416	(50,715)	5,150,287	5,115,294	34,993	20,965,903	(15,815,616)
EMPLOYEE BENEFITS	387,483	375,506	11,977	1,141,547	1,128,384	13,163	4,716,721	(3,575,174)
PROFESSIONAL FEES	255,376	233,254	22,122	741,105	673,677	67,428	2,837,108	(2,096,003)
SUPPLIES	249,477	279,705	(30,228)	743,982	793,675	(49,693)	3,548,230	(2,804,248)
PURCHASED SERVICES	82,334	91,776	(9,442)	270,147	290,871	(20,724)	1,087,931	(817,784)
RENT/LEASE	17,841	21,950	(4,109)	58,992	65,850	(6,858)	271,496	(212,504)
REPAIRS & MAINTENANCE	60,831	72,839	(12,008)	192,517	218,621	(26,104)	879,886	(687,369)
UTILITIES	53,335	56,300	(2,965)	174,974	168,900	6,074	644,100	(469,126)
INSURANCE	45,463	46,265	(802)	135,885	138,795	(2,910)	555,680	(419,795)
DEPRECIATION	148,126	212,250	(64,124)	444,016	636,750	(192,735)	2,547,000	(2,102,985)
OTHER OPERATING EXPENSE	125,919	121,906	4,013	371,304	359,909	11,395	1,581,411	(1,210,107)
TOTAL EXPENSES	3,052,887	3,189,167	(136,281)	9,424,755	9,590,726	(165,971)	39,635,466	(30,210,711)
INCOME (LOSS) FROM OPERATIONS	(1,329,839)	(1,082,885)	246,954	(2,975,967)	(3,203,880)	(227,913)	(4,114,084)	(1,138,117)
NON-OPERATING REVENUE (EXPENSE)								
DISTRICT TAX REVENUE	262,500	262,500	0	787,500	787,500	0	3,150,000	2,362,500
INVESTMENT INCOME (LOSS)	140,395	105,000	(35,395)	502,425	315,000	(187,425)	1,262,000	759,575
INTEREST EXPENSE	(5,972)	(5,972)	0	(248,014)	(246,695)	1,319	(286,887)	(38,873)
DONATIONS/GRANTS FOR PROGRAMS	224,582	224,582	0	238,894	224,582	(14,312)	1,122,910	884,016
GAIN (LOSS) ON DISPOSAL OF PROPERTY	0	0	0	0	0	0	0	0
OTHER NON-OPERATING REVENUE	40,537	40,047	(490)	121,566	120,141	(1,425)	483,041	361,475
OTHER NON-OPERATING EXPENSE	(29,107)	(33,485)	(4,378)	(102,832)	(101,030)	1,802	(374,110)	(271,279)
NON-OPERATING REVENUE (EXPENSE)	632,936	592,672	(40,264)	1,299,540	1,099,498	(200,042)	5,356,954	4,057,414
NET INCOME (LOSS)	(696,904)	(490,213)	206,691	(1,676,427)	(2,104,382)	(427,955)	1,242,870	2,919,297

Fiscal Calendar JULJUN

**MOUNTIANS COMMUNITY HOSPITAL
 BALANCE SHEET**

	09/30/24	06/30/24
CURRENT ASSETS:		
CASH & CASH EQUIVALENTS	984,798	4,050,692
RECEIVABLES: PATIENT - NET	3,000,939	3,140,669
RECEIVABLES: OTHER	871,182	821,589
INVENTORY	880,301	856,157
CURRENT PORTION OF LEASES RECEIVABLE	209,828	209,828
RECEIVABLES: INTERCOMPANY	374	0
PREPAID EXPENSES & DEPOSITS	888,238	713,073
	-----	-----
TOTAL CURRENT ASSETS	6,835,659	9,792,007
ASSETS LIMITED AS TO USE - COP INVESTMENTS	0	5,843,644
ASSETS LIMITED AS TO USE - FUNDED DEPRECIATION	32,004,154	33,540,094
CAPITAL ASSETS - NET	20,773,234	20,427,077
OTHER ASSETS	2,382,133	2,382,133
	-----	-----
TOTAL ASSETS	61,995,181	71,984,955
	=====	=====
CURRENT LIABILITIES:		
CURRENT PORTION LONG-TERM DEBT	556,191	1,103,014
ACCOUNTS PAYABLE & ACCRUED EXPENSES	990,114	1,321,061
ACCRUED PAYROLL & RELATED LIABILITIES	1,341,690	1,633,993
ACCRUED INTEREST	0	163,462
ESTIMATED THIRD-PARTY SETTLEMENTS, NET	528,355	490,852
UNEARNED REVENUE	35,463	47,756
PATIENT CREDIT BALANCES	1,063,923	1,005,539
	-----	-----
TOTAL CURRENT LIABILITIES	4,515,736	5,765,677
LONG-TERM PORTION OF DEBT	297,481	7,360,886
DEFERRED INFLOWS - LEASES	2,591,961	2,591,961
	-----	-----
TOTAL LIABILITIES	7,405,177	15,718,524
NET ASSETS	54,590,004	56,266,431
	-----	-----
TOTAL LIABILITIES & NET ASSETS	61,995,181	71,984,955
	=====	=====

SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT - FY25 CAPITAL BUDGET

Project Name/Description	Quantity	Department	Project Type	Budget	Actual as of 9/30/24	Completed	Quarter
Roll Over Projects from FY 24							
Front of House/Med Surg HVAC		Facilities	Construction	25,000	5,685		
Pharmacy Relocation		Facilities	Construction	650,000	139,556		
RHC Lake Arrowhead Remodel/Retrofit		Facilities	Construction	100,000			
Seismic NPC3		Facilities	Construction	100,000	104		
SNF Renovations		Facilities	Construction	150,000			
New Acute Care Wing/ED		Facilities	Construction	5,500,000	115,557		
Chemistry Analyzer Construction		Facilities	Construction	10,000	110		
Gift Shop		Facilities	Construction	70,000	13,800		
Brackets for Telemetry Monitoring Equipment		Facilities	Construction	15,000	18,220		
EMR Archiving System		IT	New	230,000			
Firewall Replacement Project		IT	Replacement	20,000	3,374		
Cisco Catalyst Network Switches & Wireless Controller		IT	Replacement	10,000	8,550		
Hospital Camera System and Card Access		Security	Replacement	225,000	162,319		
Subtotal - Roll Over Projects				7,105,000	467,275		
New Capital							
Meal Tray Delivery Cart		Dietary	Replacement	6,500			Q1
Slit Lamp		Emergency	Replacement	13,000			Q1
Sonosite Ultrasound		Emergency	Replacement	76,000	74,256	X	Q1
Tonometer		Emergency	Replacement	6,000	5,910	X	Q1
Floor Care Equipment (ECH2O Walk Behind Scrubber)		EVS	Additional	13,000			Q1
Floor Care Equipment (I-Mop)		EVS	New	6,500			Q1
Floor Care Equipment (T1B Scrubber for Surgery)		EVS	New	8,000			Q1
CT Heat Pump		Facilities	Replacement	12,000	10,200	X	Q1
Dumb Waiter System Repair		Facilities	Repair	20,000	16,748		Q1
MOB Remodel		Facilities	Replacement	15,000	9,181	X	Q1
Allegra X-30 Centrifuge		Lab	Additional	9,500			Q1
Ultrasound Machine		Rad	Replacement	112,000	111,629	X	Q1
Ultrasound Probe Disinfectant		Rad	Replacement	19,000	18,657	X	Q1
Dental Compressor		RHC Dental	Replacement	9,000			Q1
Blood Gas Analyzer		RT	Replacement	20,000			Q1
Retube Boiler		Facilities	Repair	120,000	58,385		Q1
OB Gurney		Emergency	New	8,000			Q4
AC Split (RHC Running Springs)		Facilities	New	7,000	6,550	X	Q1
Construction Parking		Facilities	Construction	200,000			Q4
Construction for PT (Inpatient)		Facilities	Construction	20,000			Q1
Counters for PT (Outpatient)		Facilities	Replacement	25,000			Q2
Exterior Doors for Med Surg		Facilities	Replacement	18,000			Q2
Fire Suppression System for Server Room		Facilities	New	125,000			Q2
Subfloor Repairs and Flooring (PT & Timeshare)		Facilities	Replacement	100,000			Q2
Hospital Exterior Paint/Sealing for Water Leakage		Facilities	New	45,000			Q1/Q2
LED Lighting (Hospital Hallways)		Facilities	Replacement	20,000			Q1/Q2
LED Lighting (Med Surg Hallway & Nursing Station)		Facilities	Replacement	10,000			Q1/Q2
LED Lighting (Surgery)		Facilities	Replacement	20,000			Q1/Q2
Medical Air Pump		Facilities	Replacement	16,000			Q1
Microbiology Analyzer Construction		Facilities	Construction	10,000			Q4
MOB Automatic Transfer Switches to Generator		Facilities	Construction	30,000			Q3
MOB Exterior (Roof and Fascia)		Facilities	Construction	310,000	15,573		Q2
Nurse Call System		Facilities	Replacement	250,000			Q3
Storage Containers	6	Facilities	Replacement	60,000			Q1
Stripe and Seal Parking Lot		Facilities	Repair	45,000			Q1
Prefabricated Offices (PFS & Foundation)		Facilities	New	TBD			Q4
98 Inch Display Monitor		IT	Replacement	10,000			Q1
Cisco Catalyst Network Switches	5	IT	Replacement	33,000			Q1
Host Server		IT	Replacement	27,000	25,571		Q1
Imprivata G4 Server (Single Sign On)		IT	Replacement	10,000			Q1
Interactive White Board		IT	New	6,000			Q1
Network Fiber Upgrade		IT	Replacement	130,000			Q1
Phlebotomy Carts	2	Lab	New	19,500			Q1
Vitek Microbiology Analyzer		Lab	New	177,000			Q4
Recliners (Patients)	4	Med Surg	New	30,000			Q1
Fluoroscopy C-arm Machine		Rad	Replacement	205,000			Q1/Q2
Med Surg Patient Room Cameras		Security	Replacement	29,000			Q3
Utility Vehicle		Shared	New	20,000			Q2
Tuff Shed		SNF	New	8,000			Q3
Dri-Scope		Surgery	Replacement	17,000			Q2
Mindray N1 Monitors		Surgery	Replacement	23,000			Q2
Subtotal - New Capital				2,529,000	352,660		
Not Budgeted							
Blanket Warmer		Surgery		NA	9,071	X	
Total				9,634,000	829,006		



“Mountains Community Hospital makes possible essential quality medical services to the residents and visitors of the local mountains.”

DISTRICT BOARD OF DIRECTORS MEETING

Thursday, October 24, 2024, 2:30 p.m.

George M. Medak Conference Room, Suite 202

MCH Medical Office Building, 29099 Hospital Road, Lake Arrowhead, CA 92352

Or

Microsoft Teams meeting

[Click here to join the meeting](#)

Meeting ID: 234 601 921 58 / Passcode: MWdfbE

Or call in (audio only): [+1 951-384-1117](tel:+19513841117), [605686207#](tel:+19513841117) United States, Riverside

Phone Conference ID: 605 686 207#

Members:	OPEN POSITION, President	Cheryl Robinson, Vice President
	Barry Hoy, Secretary	Barrick Smart, Treasurer
	Gerald Hinkley, Director	
Staff Members:	Mark Turner, Chief Executive Officer	Terry Peña, Chief Operating Officer
	Bijan Motamedi, M.D., MEC President	Yvonne Waggener, Chief Financial Officer
	Kim McGuire, Community Development Director	Kristi McCasland, Executive Assistant

OPEN SESSION

2:30 p.m.

CALL TO ORDER

Cheryl Robinson, Vice President

PRESIDENTS COMMENTS

Cheryl Robinson, Vice President
 Action Possible

BOARD MEMBER REPORTS

All Board Members

PUBLIC COMMENTS

Government Code
 Section 54954.3 Sections A & B

The public has the right to address the legislative body on any item of interest to the public.
 A time restraint may be implemented at the discretion of the Board President.

PREVIOUS MINUTES approval

Cheryl Robinson, Vice President
 Action probable

CONSENT AGENDA

Cheryl Robinson, Vice President
 Action Probable

(Motion will be made to include all items listed)

1. Approval of Quality Committee minutes, meeting held September 26, 2024
2. Approval of Facilities Committee minutes, meeting held July 25, 2024

DISTRICT BOARD OF DIRECTORS MEETING

Thursday, October 24, 2024 2:30 p.m.

Page 2 of 3

3. Approval of Finance Committee minutes, meeting held September 26, 2024
4. Approval of the attached list of Policies and Procedures that was sent October 14, 2024

AGENDA ITEMS

- | | |
|--|---|
| 1. Resolution 2025-03: Authorizing Signers for all Accounts at California Bank & Trust | Yvonne Waggener, Chief Financial Officer
Action Possible |
| 2. SBMCHD Notice of Vacancy, Board of Directors | Cheryl Robinson, Vice President
Action Possible |
| 3. Board Assignments | Cheryl Robinson, Vice President
Action Possible |
| 4. Community Member for Board Committees | Cheryl Robinson, Vice President
Action Possible |
| 5. Foundation President as Ex-Officio Member of Marketing Committee | Mark Turner, Chief Executive Officer
Action Possible |
| 6. 2024 Board Self-Evaluations: Due by November 15, 2024 | Mark Turner, Chief Executive Officer
Information Only |
| 7. CEO Report | Mark Turner, Chief Executive Officer |
| a. BETA Heart: 2025 Hospital Wide Action Plan | Information Only |
| b. Community Health Needs Assessment | Information Only |
| c. Strategic & Facilities Master Planning | Information Only |
| d. Mission Moment | Information Only |
| e. Internal Construction Updates | Information Only |
| f. Acute Care Wing/Retrofit/SNF Wing Project Updates | Information Only |
| g. Cell Tower Sale Option | Information Only |
| h. Govenda App | Information Only |
| 8. COO/CNO Report | Terry Peña, Chief Operating Officer
Information only |
| 9. Quality Committee Report
Report of Meeting held October 24, 2024 | Barry Hoy, Chairperson
Information Only |
| 10. Facilities Committee Report
Report of Meeting held October 24, 2024 | Cheryl Robinson, Chairperson
Information Only |
| 11. Finance Committee Report
Report of Meeting held October 24, 2024 | Barry Smart, Chairperson
Information Only |
| a. Updated Project Sources & Uses of Funds
Debt Capacity Analysis/Summary of Financials | Information Only |

SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT

DISTRICT BOARD OF DIRECTORS MEETING
Thursday, October 24, 2024 2:30 p.m.

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- | | |
|--|---------------------------------|
| b. Financial Statements | Action Probable |
| c. Capital Purchases | Action Possible |
| d. Investments | Action Possible |
|
 | |
| 12. Board Education | Cheryl Robinson, Vice President |
| a. AHA Rural Health Care Leadership Conference,
February 23-26, 2025, San Antonio, TX | Information Only |
| b. HASC Annual Conference, April 23-25, 2025, Indian Wells, CA | |
|
 | |
| 13. Discussion Topic Suggestions | Cheryl Robinson, Vice President |

ADJOURN TO CLOSED SESSION

CLOSED SESSION AGENDA ITEMS

(Closed session pursuant to Govt. Code Section 54954.5

- | | |
|--|--------------------------------------|
| 1. <u>Personnel Issues</u> | Mark Turner, Chief Executive Officer |
| Subject Matter: Incentive Compensation Determination | Action Possible |
| Closed session under Cal. Gov. Code § 54957 | |

RETURN TO OPEN SESSION

- | | |
|-------------------------------|---------------------------------|
| 1. Closed Session Report | Cheryl Robinson, Vice President |
|
 | |
| 2. Public Report of Decisions | Cheryl Robinson, Vice President |

NEXT BOARD-ATTENDED MEETINGS

Regular Board of Directors Meeting:
Thursday, November 21, 2024 at 1 p.m.
(Days & times are subject to change so please refer to the posted agenda for exact times)

FINAL ADJOURNMENT

San Bernardino Mountains Community Hospital Board of Directors Meetings

Attendance Matrix - 2024

Meeting Dates	1/12/2024**	1/25/2024*	2/22/2024**	2/29/2024*	3/28/2024*	4/15/2024**	4/25/2024*	5/23/2024*	6/7/2024**	6/21/2024**	6/28/2024*	7/25/2024*	8/29/2024*	9/23/2024**	9/26/2024*	10/24/2024*	11/21/2024*	DEC*	
Board Members																			D A R K
Kieth Burkart	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√				
Cheryl Robinson	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√				
Barry Hoy	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√				
Barrick Smart	JC	√	√	√	JC	√	√	√	A	√	√	√	√	√	√				
Gerald Hinkley	--	--	--	√	√	√	A	√	√	√	√	√	√	√	√				
Cheryl Moxley	√	√	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--		
Staff Members																			
Mark Turner	√	√	√	√	√	√	√	√	√	√	√	√	√	--	√				
Terry Peña	√	√	√	√	√	--	E	√	√	√	E	√	E	--	E				
Yvonne Waggener	√	√	√	√	√	√	√	√	√	√	√	√	√	--	√				
Kim McGuire	√	√	--	E	√	--	√	√	√	--	√	√	√	--	E				
Kristi McCasland	√	√	--	√	√	√	√	√	E	√	√	√	√	--	√				
Bijan Motamedi, M.D.	--	√	--	--	√	--	√	√	--	--	√	√	√	--	√				
Yesenia De La Cruz	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--				
Lawrence Walker, M.D.	--	--	--	√	--	--	--	--	--	--	--	--	--	--	--				
Julie Atwood	√	√	--	√	√	--	--	--	--	--	--	--	--	--	--	--	--		
Comments	* Regular Board of Directors Meeting / ** Special Board of Directors Meeting																		
	√	Present		JC	Board Member Attended Remotely Under AB2449 "Just Cause" Provisions									EC	Board Member Attended Remotely Under AB2449 "Emergency Circumstances"				
	E	Excused		A	Absent														

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
1.0 Call to Order:	Kieth Burkart, Board President, called the Board of Directors meeting to order at approximately 5:01 p.m.	The meeting was called to order
2.0 Board Members Present:	Kieth Burkart, Board President Cheryl Robinson, Vice President Barrick Smart, Board Treasurer Barry Hoy, Board Secretary Gerry Hinkley, Board Director	Quorum present
3.0 President’s Comments:	None	None
4.0 Board Member’s Reports:	None	None
5.0 Public Comments:	None	None
6.0 Adjourn to Closed Session:	The Board adjourned to “Closed Session” at approximately 5:02 p.m.	Information only
7.0 Return to Open Session:	The Board returned to “Open Session” at approximately 6:30 p.m.	Information only
8.0 Closed Session Report:	Per Burkart, the following items were discussed during “Closed Executive Session”: <ul style="list-style-type: none"> • CEO Evaluation 	Information only
9.0 Public Report of Decisions	None	None
10.0 Next Board-Attended Meetings:	The next Regular Board of Directors meeting will be on <u>Thursday, September 26, 2024</u> at 1:00 p.m. Meeting to be held in the George M Medak Conference Room (Suite 202) in the Medical Office Building.	Information only
11.0 Final Adjournment:	There being no further business to discuss, the Board of Directors meeting adjourned at approximately 6:30 p.m.	Meeting adjourned

By: _____
Barry Hoy, Secretary of the Board

By: _____
Kristi McCasland, Recording Secretary

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
1.0 Call to Order:	Kieth Burkart, Board President, called the Board of Directors meeting to order at approximately 2:25 p.m.	The meeting was called to order
2.0 Board Members Present: Members Absent: Recording Secretary Staff Members Present: Guests:	<p>Kieth Burkart, Board President Cheryl Robinson, Vice President Barrick Smart, Board Treasurer Barry Hoy, Board Secretary Gerry Hinkley, Board Director</p> <p>Terry Peña, Chief Operating Officer/Chief Nursing Officer Kim McGuire, Foundation/Community Development Director</p> <p>Kristi McCasland, Executive Assistant</p> <p>Mark Turner, Chief Executive Officer Yvonne Waggener, Chief Financial Officer Bijan Motamedi, M.D., MEC Chief of Staff</p> <p>Leslie Plouse, Quality Director Jeri Simpson, Community Member</p>	Quorum present
3.0 President’s Comments:	Burkart thanked the board members/administration for their support over the past 26 years that he served on the Board.	None
4.0 Board Member’s Reports:	Board members thanked Burkart for his 26 years of service/leadership on the Board of Directors.	None
5.0 Public Comments:	None	None
6.0 Previous Minutes:	On a motion made and seconded the Minutes from the Board of Directors meeting of August 29, 2024 were approved as written.	On a motion made and seconded, the Board approved the Minutes from the Board of Directors meeting of August 29, 2024 as written.

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
		<p>M (Robinson) / S (Smart) / C</p> <p>5 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>
<p>7.0 Consent Agenda:</p>	<p>The following Consent Agenda items were reviewed:</p> <ol style="list-style-type: none"> 1. Approval of the Quality Committee minutes, meeting held August 29, 2024. 2. Approval of Human Resources Committee minutes, meeting held June 28, 2024. 3. Approval of the Finance Committee minutes, meeting held August 29, 2024. 4. Approval of the Policies and Procedures (revised list) that was sent on September 23, 2024. 	<p>On a motion made and seconded, the Board approved the Consent Agenda items as presented.</p> <p>M (Robinson) / S (Smart) / C</p> <p>5 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>
<p>8.0 Agenda 8.1 Upcoming Board Vacancy</p>	<p>Burkart noted that he would be retiring, and that his last day as a Board Member would be September 30, 2024. Burkart reviewed the process the District needs to go through to fill an Open Board Seat:</p> <p>The District shall notify the county elections official (Registrar of Voters) of the vacancy no later than 15 days after the effective date of the vacancy (October 1, 2024). An official “Notice of Vacancy” will be posted in three or more conspicuous locations within the District on October 1, 2024; the Notice of Vacancy must be posted for at least 15 days. Once the required posting period is up, a Special Board of Directors meeting may be scheduled to review/vet the applicants (prior to the next Regular Board of Directors Meeting).</p> <p>He noted that the District has 60 days from the effective date of the vacancy to fill the vacancy by appointment, or to call a special election.</p>	<p>Information Only</p>
<p>8.2 CEO Report a. Strategic & Facilities Master Planning</p>	<p>Turner reported that we are working on scheduling a Board retreat to work on the Hospital’s Strategic Plan and Facility Master Plan (FMP), which will help us determine a long-term parking solution for the</p>	<p>Information only</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>campus. The retreat will be scheduled for January 17-18, 2025 (Friday-all day; Saturday 1/2 day) at the UCLA Conference Center. Turner will reach out to WIPFLI to ensure those dates work for their schedule.</p>	
<p>b. Mission Moment</p>	<p>Turner reported that he has received ideas/feedback from managers, and that the committee is still working on how to operationalize it. Turner should have an update/plan to present at the October 2024 Board meeting.</p>	<p>Information only</p>
<p>c. Internal Construction Updates</p>	<p>Turner reported on the following construction projects:</p> <ul style="list-style-type: none"> • <u>Pharmacy Project</u>: This project is moving along; we are hoping the project will be done by the end of the calendar year 2024. • <u>Gift Shop/Inpatient PT</u>: This project is moving along; interior walls are being framed and electrical work is being done. The timeline for the project estimated completion by the end of October 2024, however, realistically it will probably be mid-November as it is dependent on HCAI approvals. 	<p>Information only</p>
<p>d. Acute Care Wing / Retrofit / SNF Wing Project</p>	<p>Turner reported that the Agreement for IOR Services (HCAI testing, inspection, or observation services) was awarded to Gerald Congiardo, Architect. JLL is working to secure the other specialists needed for the project. A MTCAP Workplan Review meeting was held on Monday to discuss the core sample testing needed for the retrofitting portion of the project. Core sample extractions will be taken mid-October through the end of November. The retrofit work is expected to begin in Q2 2025.</p> <p>Turner reported that we have a USDA Pre-Construction Meeting and a Schematic Design Review meeting scheduled for tomorrow morning. The revised schematic drawings will be reviewed; however, we will not have a revised budget estimate until the following week. The team will work to fine tune our needs vs. wants in an effort to keep costs down. It is anticipated we should have a final design/budget by early November.</p>	<p>Information only</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	Board members expressed their desire to potentially convert the existing ED space into an urgent care/rapid care center. Turner noted that this was also the desire of the community, as identified on the recent Community Needs Assessment survey.	
e. Cell Tower Sale Option	Turner reported that TowerPoint signed the NDA agreement and that the current cell tower lease agreements were forwarded to them last week. Turner will work with TowerPoint and bring it back to the Board for approval if he feels their offer is favorable enough for us to pursue.	Information only
f. Community Member to the Board Committees	Turner reported that Robinson had suggested Jim Johnstone as a potential community member to the Board Committees; Robinson has reached out to Jim to see if he is interested. Other suggestions included: Bill Johnson (SkyPark) or Michelle Johnson; Cheryl will reach out to them to see if they are interested.	Information only
8.3 COO/CNO Report	Peña is at a MediTech Conference; report tabled.	Tabled
8.4 Quality Committee Report Report of meeting held September 26, 2024	Hoy reported that the Quality Committee Meeting (Open Session) included presentations on the following agenda items (see committee minutes): 1. Performance Improvement (PI) Priorities 2. Patient Experience 3. Corporate Compliance	Information only
8.5 Human Resources Committee Report Report of meeting held September 26, 2024	Burkart reported that the Human Resource Committee meeting included presentations on the following agenda items (see committee minutes): 1. Turnover (Quarterly Update) 2. Meal Break Periods (Policy & Forms) 3. Employee Appreciation Dinner	Information only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
8.6 Finance Committee Report Report of meeting held September 26, 2024	Smart reported that the Finance Committee meeting included presentations on the following agenda items (see committee minutes): a. Financial Statements as of and for the two (2) months ended August 31, 2024.	On a motion made and seconded, the Board approved the Financial Statements as of two (2) months ended August 31, 2024 as presented. M (Smart) / S (Hoy) / C 5 Ayes / 0 Nays / 0 Abstain / 0 Absent
	b. Capital Purchases for the two (2) months ended August 31, 2024.	Information only
	c. Investments Statements (LAIF & UBS) as of month ended August 31, 2024.	Information only
8.7 Board Education	Burkart reported on the following upcoming Board education opportunities: a. AHA Rural Health Care Leadership Conference: February 23-26, 2025 in San Antonio, TX. b. HASC Annual Conference, April 23-25, 2025, Indian Wells, CA. Burkart also noted that the AHA offers webinars for Board Trustees; he encouraged Board member to sign up for them.	Information only
8.8 Discussion Topic Suggestions	None	Information only
9.0 Adjourn to Closed Session:	The Board adjourned to “Closed Session” at approximately 3:00 p.m.	Information only
10.0 Return to Open Session:	The Board returned to “Open Session” at approximately 4:10 p.m.	Information only
10.1 Closed Session Report:	Per Burkart, the following items were reported on during “Closed Session”: <ul style="list-style-type: none">• Medical Staff Report of September 26, 2024 and Credentialing	Information only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>from the September 24, 2024 Medical Executive Committee meeting.</p> <ul style="list-style-type: none"> • Risk Management Discussion: Proposed Litigation • Executive Session: CEO Evaluation 	
<p>11.0 Public Report of Decisions 11.1 Hearings; Staff Privileges; Credentialing Recommendations</p>	<p>The Board accepted the Medical Staff Report of September 26, 2024, and Credentialing from the September 24, 2024 Medical Executive Committee meeting.</p> <p>Approvals were as follows:</p> <ul style="list-style-type: none"> • <u>New Appointments/Provisional Staff:</u> <ul style="list-style-type: none"> ○ ANIMESH SHAH, MD – Tele-Radiology (SOL Radiology via American Radiologist Network, Inc.) ○ HARESHKUMAR P. SOLANKI, MD – Tele-Radiology (SOL Radiology via American Radiologist Network, Inc.) ○ MARIO A. CEDILLO, MD – Tele-Radiology (SOL Radiology) ○ SKYLER W. GREENE, MD – Tele-Radiology (SOL Radiology) ○ MITESH PATEL, MD – Tele-Radiology (SOL Radiology) • <u>Provisional Extensions:</u> None <ul style="list-style-type: none"> ○ PATRICK D. BROWNING, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ WILLIAM V. GLENN, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ NATHAN C. KAN, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ THOMAS J. KELLY, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ GHOLAMREZA MALEK, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ GREGORY PARANAY, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ JUSTIN C. PHAM, MD – Tele-Radiology (SOL Radiology) ○ JOHN A. VIGILANTE, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) • <u>Advancement from Provisional Staff/Regular Staff:</u> 	<p>On a motion made and seconded, the Medical Staff Report of September 26, 2024, and Credentialing from the September 24, 2024 Medical Executive Committee meeting were accepted as recommended by the MEC.</p> <p>M (Smart) / S (Robinson) / C</p> <p>5 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<ul style="list-style-type: none"> ○ DAVID C. BLOOD, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ FRANK H. CHEN, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ JACK L. CHEN, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ GERALD B. HOLTZ, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ JULIA L. LEE, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ○ BEN LEE, MD – Tele-Radiology (SOL Radiology via Advanced Teleradiology Group) ● <u>Reappointments:</u> <ul style="list-style-type: none"> ○ BIJAN MOTAMEDI, MD – Emergency Medicine & Family Practice ● <u>Staff Status Changes:</u> <ul style="list-style-type: none"> ○ LUDWIG J. CIBELLI, MD – Emergency Medicine & Family Practice ● <u>Revision/Increase of Privileges:</u> None ● <u>Terminations/Resignations:</u> <ul style="list-style-type: none"> ○ LUDWIG J. CIBELLI, Jr, MD – Emergency Medicine & Family Practice ● <u>Revision of Privileges:</u> None ● <u>Leave of Absence Requests:</u> None 	
11.2 Executive Session: CEO Evaluation	Turner’s CEO Evaluation was presented/reviewed; a 3.25% wage increase was awarded.	Information only
12.0 Next Board-Attended Meetings:	The next Regular Board of Directors meeting will be on <u>Thursday, October 24, 2024</u> at 1:00 p.m. Meeting to be held in the George M Medak Conference Room (Suite 202) in the Medical Office Building.	Information only
13.0 Final Adjournment:	There being no further business to discuss, the Board of Directors meeting adjourned at approximately 4:10 p.m.	Meeting adjourned

By: _____
Barry Hoy, Secretary of the Board

By: _____
Kristi McCasland, Recording Secretary

Board Approvals: (2 Documents)

I. New Policies / Forms / Attachments: (1)

- a. Emergency Management (EM) Policies : (1)
[Shelter In Place Appendix to Emergency Operations Plan \(Policy\) - EM](#)

II. Updated Policies / Forms / Attachments: (1)

- a. Emergency Management (EM) Policies: (1)
[Emergency Call Lists - EP-001 \(Policy\) - EM](#)

III. Triennial Renewal Only (no / minor changes): (0)

RESOLUTION NO. 2025-03

**RESOLUTION OF THE BOARD OF DIRECTORS OF SAN
BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT
AUTHORIZING SIGNERS FOR ALL ACCOUNTS HELD AT
CALIFORNIA BANK & TRUST**

WHEREAS, San Bernardino Mountains Community Hospital District hereby designates and authorizes the following individuals as authorized signers on all accounts associated with TIN# 26-2201665 at California Bank and Trust. Account numbers end with 685, 677, 693, 663 and 3325.

Mark Turner, Chief Executive Officer

Terry Pena, Chief Operating Officer

Yvonne Waggener, Chief Financial Officer

ADOPTED, SIGNED AND APPROVED this 24th day of October 2024

Cheryl Robinson
Vice President of the Board of Directors
San Bernardino Mountains Community Hospital District

ATTEST:

Barry Hoy
Secretary of the Board of Directors
San Bernardino Mountains Community Hospital District

CERTIFICATION

I, Barry Hoy, Secretary of the Board of Directors of San Bernardino Mountains Community Hospital District, hereby certify that the foregoing is a full, true and correct copy of the Resolution adopted by the Board of Directors of the District at the Board Meeting held on October 24, 2024, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Secretary of the Board of Directors of San
Bernardino Mountains Community Hospital District

2024 Board of Directors Assignments – Vacancies as of 10/1/2024

Board and Committee Meetings:

- **Board of Directors Meeting** – Monthly (see Board of Directors Meeting Calendar for dates; dark in December).
Board Members:
 - **President**
 - Cheryl Robinson, Vice President
 - Barry Hoy, Secretary
 - Barrick Smart, Treasurer
 - Gerald Hinkley, Director
- **Finance Committee Meeting** – Monthly (see Board of Directors Meeting Calendar for dates; *dark in December*).
Committee Members:
 - Barry Smart, Chair
 - Barry Hoy, Committee Member
 - Don Larsen, MD, Community Member
 - Jeri Simpson, Community Member
- **Quality Committee Meeting** – Monthly (see Board of Directors Meeting Calendar for dates; *dark in December*).
Committee Members:
 - Barry Hoy, Chair
 - Gerald Hinkley, Committee Member
 - Don Larsen, MD, Community Member
 - Jeri Simpson, Community Member
- **Facilities Committee Meeting** – Quarterly (January, April, July and October)
Committee Members:
 - Cheryl Robinson, Chair
 - Gerald Hinkley, Committee Member
 - Don Larsen, MD, Community Member
 - Jeri Simpson, Community Member
- **Marketing Committee Meeting** – Quarterly (February, May, August and November)
Committee Members:
 - Cheryl Robinson, Chair
 - Barry Hoy, Committee Member
 - Don Larsen, MD, Community Member
 - Jeri Simpson, Community Member
- **Human Resources Committee Meeting** – Quarterly (March, June and September; dark in December)
Committee Members:
 - **Chair**
 - Barry Smart, Committee Member
 - Don Larsen, MD, Community Member
 - Jeri Simpson, Community Member

Medical Executive Committee, Auxiliary Board & Foundation Board Meetings:

- **Medical Executive Committee Meeting** – Board Member Assigned: [REDACTED]
- **Auxiliary Board** – Board Member Assigned: Cheryl Robinson
- **Foundation Board** – Board Member Assigned: Cheryl Robinson *and/or* [REDACTED]

San Bernardino Mountains Community Hospital District - 2024 Board Self-Assessment

Please complete and turn in to the Executive Assistant for Administration by Wednesday, November 15, 2024

Section 1 - Planning Oversight		Excellent	Good	Fair	Poor	Unsure	Comments
A.	The board receives and adopts a strategic plan from management and approves modifications to keep it current.						
B.	The administration, medical staff, nursing service and other appropriate departments and advisors participate in our planning process.						
C.	The board regularly reviews progress toward meeting goals in the plan to assess the degree to which the hospital is meeting its mission.						
Section 2 - Quality Oversight		Excellent	Good	Fair	Poor	Unsure	Comments
A.	Our board understands and accepts our responsibility - legal, moral and regulatory - for the actions of all physicians, nurses and other individuals who work in the hospital.						
B.	We appoint physicians to governing body committees and seek physician participation in the governance process to assist us in our patient quality assessment responsibilities.						
C.	We fully understand our responsibilities and relationships with the medical staff, and have effective mechanisms for communicating with them.						
D.	We carefully review recommendations of the medical staff regarding new physicians who wish to practice at our hospital and are familiar with our termination and fair-hearing policies.						
E.	We review and carefully discuss quality reports which provide comparative statistical data about our hospital's clinical services and patient care and set targets to ensure improvement.						
F.	We require, receive on a regular basis and discuss malpractice data reflecting our hospital experience, and the experience of individual physicians who we have appointed to the medical staff.						
G.	We regularly receive and discuss data about our medical staff to assure that future staffing will be adequate regarding ages, numbers, specialties and other demographic characteristics.						
H.	We periodically review and assess the attitudes and opinions of those who work in the hospital to identify our strengths, weaknesses and opportunities for improvement.						
Section 3 - Community Oversight		Excellent	Good	Fair	Poor	Unsure	Comments
A.	The board's policies and criteria for selecting new members of the board are clearly defined and followed to ensure continued leadership and appropriate representation.						
B.	The governing body requires mechanisms to assure that all patients with the same health problems are receiving the same level of care in the hospital.						
C.	The board members are active and effective in representing the community's interest and serve as a communication link between the hospital, government officials and others important to the provision of community health services.						
Section 4 - Financial Oversight		Excellent	Good	Fair	Poor	Unsure	Comments
A.	The board reviews and adopts an annual budget which sets revenue and expense targets and receives and discusses regular reports during the year to determine compliance.						
B.	The board receives and adopts a long-term capital expenditure plan which estimates projected sources, uses, and costs of future funds for buildings and equipment.						
C.	Our board approves specific targets and limits on items such as debt, liquidity, return on investment, profitability, and other financial ratios to provide us with early warning signals of financial performance.						
D.	We receive and review follow-up reports on programs that were previously approved such as joint ventures. To assure that our original projections and expectations are being met.						

San Bernardino Mountains Community Hospital District - 2024 Board Self-Assessment

Please complete and turn in to the Executive Assistant for Administration by Wednesday, November 15, 2024

Section 5 - Management Oversight		Excellent	Good	Fair	Poor	Unsure	Comments
A.	A committee of the board conducts an evaluation of the CEO using specific targets agreed upon in advance with the CEO.						
B.	Our board members clearly understand the differences between the board's policy making-role and the CEO's management role.						
C.	Our board communicates effectively with the CEO regarding goals, expectation, and concerns.						
D.	Our board supports the CEO in providing support to the medical staff with it's responsibility to evaluate and resolve quality of patient care issues.						
E.	Our board periodically surveys CEO contract arrangements at other hospitals to assure our compensation, contract and conditions are reasonable and competitive.						
F.	We periodically review the hospital's top management succession plan to assure ourselves of leadership continuity.						
Section 6 - Board Effectiveness		Excellent	Good	Fair	Poor	Unsure	Comments
A.	The governing board evaluates its own performance, and the individual performance of each board member, to determine appropriateness of continued service on the board.						
B.	We have a written conflict of interest policy that includes guidelines (or the resolution of) any existing or apparent conflict of interest of board members, physicians or administrators conducting transactions with the hospital that could appear to be self-dealing.						
C.	All members of the board understand and fulfill their responsibilities, and each board member has received written descriptions of the boards duties and reporting relationships.						
D.	All members of the board participate in an orientation program and regular program of continuing education.						
E.	The board periodically reviews its own structure to assess its size, committee structure, member tenure, turnover policy, and tenure of officers and committee chairs.						
F.	The frequency and duration of board and committee meetings are adequate to conduct the board's oversight/responsibilities, but do not discourage attendance and participation by misusing valuable trustee time.						
G.	Our chairperson exercises a firm and fair hand with individual board members to assure that all have equal opportunity to participate, time is not monopolized by a few.						
H.	The board members receive the agenda and back-up materials well in advance of meetings, and come prepared.						
Section 7 - Individual Self-Assessment		Excellent	Good	Fair	Poor	Unsure	Comments
A.	<u>Continuing Education:</u> Participation in education opportunities outside the hospital to remain current on changing trends and issues affecting hospital governance.						
B.	<u>Demonstrated Interest:</u> Attendance, preparation and participation at board and committee meetings: assumption of a fair workload with my colleges.						
C.	<u>Interpersonal Relations:</u> Dealings with other board members, management and professional staff.						
D.	<u>Relations with Management:</u> Support for the CEO and recognition of the differences between the board's policy-making role and the CEO's day-to-day operations role.						
E.	<u>Privacy:</u> Maintain privacy issues and information discussed in board and committee meetings.						
F.	<u>Board Recruitment:</u> Identification of community leaders whose skills and knowledge may be useful to the hospital as potential board members.						
G.	<u>Community Representation:</u> Serve as a voice between the community and the hospital to identify and meet the healthcare needs of our geographic area						

San Bernardino Mountains Community Hospital District - 2024 Board Self-Assessment

Please complete and turn in to the Executive Assistant for Administration by Wednesday, November 15, 2024

Section 8 - Mission and Philosophy		Excellent	Good	Fair	Poor	Unsure	Comments
A.	The Board regularly reviews the Mission Statement of the hospital, ensuring that administration has methods in place to communicate and make sure the mission is understood by the staff/employees.						
B.	The board receives reports on a periodic basis that indicate how well the Mission is understood by the Medical Staff, employees and the public that is served by the hospital.						

Verbatim Comments:

Kristi Mccasland

From: American Hospital Association <marketing-noreply@aha.org>
Sent: Monday, September 30, 2024 7:37 AM
To: Kristi Mccasland
Subject: *EXTERNAL* 📣 ANNOUNCING: 2025 AHA Rural Health Care Leadership Conference Registration Now Open

To view this email as a web page, [click here](#)

AGENDA	SPEAKERS	REGISTER
 <p>38TH ANNUAL AHA RURAL HEALTH CARE LEADERSHIP CONFERENCE FEBRUARY 23-26, 2025 SAN ANTONIO, TX JW MARRIOTT SAN ANTONIO HILL COUNTRY</p> <p> American Hospital Association™ Advancing Health in America</p>		

REGISTRATION NOW OPEN

Early Bird Savings Ends December 20, 2024

Join the American Hospital Association for the **AHA Rural Health Care Leadership Conference**, February 23-26, in San Antonio,

The conference will gather more than 1,000 rural health leaders to share strategies and resources to tackle operational, financial and environmental rural health challenges while presenting innovative approaches to transform care delivery and business practices.

Join leaders from rural hospitals and health care systems with a strong presence in rural communities, rural health clinics, associations and community health organizations for two and a half days of education, networking and collaboration. Previous participants have included administrators, trustees, physician executives, nursing administrators, public health officials and community leaders.

SECURE YOUR SPOT >>



LEARN HOW TO ATTEND FOR FREE

Interested in receiving complimentary registration?

The **Hosted Buyer Forum** offers a private showcase for hospital and health system leaders interested in connecting with solution providers addressing key hospital issues. Approved applicants are given complimentary registration to the conference. After the Forum is complete participants are encouraged to join the Associate and Sponsor Reception for beverages, appetizers and networking. [Learn more.](#)



EDUCATIONAL PROGRAMMING FOCUSED ON KEY ISSUES

At the AHA Rural Health Care Leadership Conference, you'll gain actionable strategies to tackle emerging challenges and foster innovation in rural health care. Our educational programming empowers you to:

- **Craft Sustainable Workforce Solutions**
Develop strategies to build a more sustainable and adaptable rural health care workforce.
- **Elevate Quality, Safety and Performance**
Discover innovative approaches to improve care quality, patient safety and operational performance, boosting patient satisfaction while reducing costs.
- **Fortify Emergency and Cybersecurity Preparedness**
Create comprehensive emergency response and cybersecurity plans to protect rural health systems and secure patient data.
- **Innovate with Value-Based Care Models**
Explore cutting-edge value-based care and advanced payment models designed to improve health care efficiency and align with the specific needs of rural communities.
- **Drive Equity in Specialty and Behavioral Health Services**
Address health disparities and improve access to behavioral health, maternal care and specialty services, advancing equity and better outcomes.
- **Foster Population Health and Economic Growth**
Lead collaborative efforts between health care organizations, public health and local communities to drive population health improvements and economic development.
- **Strategize for Organizational Success**
Gain insight into innovative mergers, joint ventures and affiliations to improve organizational effectiveness, financial health and clinical outcomes.
- **Harness Technology and AI for Patient Care**
Learn how to adopt the latest health care technologies and AI to enhance patient care, diagnosis and treatment efficiency.

[AGENDA >>](#)

FEATURED PLENARIES



Charting the Future of Health Care

R. Scott Dingle, *Retired United States Army Lieutenant General; 45th Surgeon General of the United States Army and former Commanding General, United States Army Medical Command*



AHA Washington Update

Travis Robey, *Vice President, Political Affairs, American Hospital Association*
Shannon Wu, PhD, *Senior Associate Director of Payment Policy, American Hospital Association*



Transforming Adversity into Leadership

Liz Murray, Subject of the Emmy-Nominated Lifetime TV movie "*Homeless to Harvard: The Liz Murray Story*," and Author of "*Breaking Night: A Memoir of Forgiveness, Survival, and My Journey from Homeless to Harvard*"

[VIEW SPEAKERS >>](#)

REGISTRATION

Early bird savings end December 20, 2024.

Bring your team! Register four and the fifth attends for free!

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38TH ANNUAL **AHA RURAL HEALTH CARE** | LEADERSHIP CONFERENCE
FEBRUARY 23-26, 2025 | SAN ANTONIO, TX
 JW MARRIOTT SAN ANTONIO HILL COUNTRY

Check back for updates as we continue adding new sessions and speakers to the agenda.

Agenda

Use the Filters button to search by topics and speakers.

All Dates 2/23-2/26	Sunday 2/23	Monday 2/24	Tuesday 2/25	Wednesday 2/26
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[Filters](#)  

February 23, 2025

8:00 AM CT

Registration

8:00 AM-6:00 PM

[Share session](#)

12:30 PM CT

Board Chair and CEO Intensive: Strengthening Governance and Leadership Partnerships

12:30 PM-3:30 PM

[Share session](#)

Research shows high-performing boards drive organizational success. Effective governance relies on a strong board chair and a collaborative chair-CEO partnership. However, many hospital boards face challenges finding members willing to take on the demanding chair role, and current chairs seek guidance in navigating evolving responsibilities.

This intensive, interactive workshop is designed for board chairs and their CEOs. Led by two governance experts, it will offer practical strategies to enhance chair effectiveness and strengthen the chair-CEO partnership. Breakout sessions will provide real-time governance advice, with content tailored to participant needs based on a pre-session survey.

Note: This AHA members-only session is limited to board chairs and CEOs. Registration is \$599 per pair, and CEOs must register both attendees. Lunch will be provided.



Pamela Knecht
President and Chief Executive Officer
ACCORD LIMITED



Jamie Orlikoff
President, Orlikoff & Associates, Inc.
National Advisor on Governance a...

1:30 PM CT

Critical Response: Cybersecurity Tabletop Exercise for Rural Hospital Leaders

1:30 PM-3:30 PM

[Share session](#)

Join John Riggi, senior advisor for cybersecurity and risk at the American Hospital Association, for an interactive workshop to bring rural hospital leaders together to enhance their cybersecurity preparedness. This session features a live tabletop exercise, engaging participants in a real-time response to a cyber-attack scenario. Leaders will navigate the critical first minutes of an attack, focusing on immediate actions, decision-making processes and establishing an incident command center. Drawing on lessons from notable incidents like the Change Healthcare attack, the exercise offers practical insights tailored to the unique challenges faced by rural hospitals.

The workshop aims to enhance understanding of initial response protocols during a cyber-attack, clarify the roles and responsibilities of key leadership in managing cybersecurity incidents and highlight best practices for establishing an incident command center in a rural setting. By participating, rural hospital leaders will gain valuable skills and actionable strategies to strengthen their cybersecurity defenses, better equipping them to safeguard their institutions and communities against future cyber threats.



John Riggi
National Advisor for Cybersecurity and Risk
American Hospital Association

3:30 PM CT

Refreshment Break

3:30 PM-4:00 PM

[Share session](#)

4:00 PM CT

A Practical, Common-Sense Approach to Health Care Workforce Well-being

4:00 PM-5:30 PM

[Share session](#)

Challenging work conditions and job-related stress are key drivers of burnout and poor mental health for health care workers. This workshop will help hospital executives and trustees understand the primary drivers of burnout and explore practical, evidence-based solutions to improve workplace policies and practices. Participants will learn how the work environment influences burnout and affects hospital quality, safety and financial performance. The workshop will focus on reducing burnout through systemic improvements, beyond self-care and resilience, and offer strategies to strengthen well-being and trust between leaders, trustees and front-line teams.



Elisa Arespachoga
Vice President, Clinical Affairs and ...
American Hospital Association



Corey Feist
Chief Executive Officer and Co-foun...
Dr. Lorna Breen Heroes' Foundati...



Co-Designing Innovative Solutions to Ensure Health for All

4:00 PM-5:30 PM

[Share session](#)

Join us for a hands-on workshop on co-designing innovative strategies to ensure equitable health care for all. Participants will collaboratively tackle challenges related to patient care access and workforce diversity in rural hospitals and health systems. Using the AHA's Health Equity Roadmap as a guiding framework, this design thinking session will develop actionable solutions for data collection, culturally responsive care and community collaboration to reduce disparities and improve health outcomes.

The session will also feature a panel discussion exploring the experiences of hospital leaders striving for equitable outcomes. The discussion will highlight the benefits of engaging with AHA's Health Equity Roadmap, address systemic barriers to health equity, and examine the impact of social determinants on health. Attendees can ask questions, share insights and discover practical strategies to promote health equity in their communities. This session aims to empower participants with the knowledge and tools to advocate for a fair and just health care system for all.



Jackie Hunter
Vice President, Health Equity Strate...
Institute for Diversity and Health E...



Julie Kim
Senior Program Manager
Institute for Diversity and Health E...

February 24, 2025

7:00 AM CT

Registration

7:00 AM-5:30 PM

[Share session](#)

Continental Breakfast in the Sponsor Hall

7:00 AM-8:30 AM

[Share session](#)

8:30 AM CT

Plenary Session: Charting the Future of Rural Health Care

8:30 AM-10:00 AM

[Share session](#)

Presentation of the AHA Rural Hospital Leadership Team Award

The award honors the leadership team who has guided their hospital and community through transformational change on the road to health care innovation. The team displayed outstanding leadership and responsiveness to the community's health needs and demonstrated a collaborative community process that has led to measurable outcomes.

Charting the Future of Health Care

R. Scott Dingle, *Retired United States Army Lieutenant General; 45th Surgeon General of the United States Army and former Commanding General, United States Army Medical Command*

As the former Army Surgeon General and Commanding General of U.S. Army Medical Command, R. Scott Dingle has led transformative changes in the Military Health System to prepare for future challenges. In this session, he will draw on his extensive leadership experience to address key challenges in the broader health care system, including workforce shortages, rising costs and access to care. He will also explore how emerging technologies like artificial intelligence and telemedicine can shape the future of health care, highlighting the critical role of collaboration across sectors to improve patient outcomes and revolutionize care delivery.



R. Scott Dingle
Retired United States Army Lieutenant General; 45th Surgeon General of the United States Army
United States Army Medical Command

10:00 AM CT

Refreshment Break

10:00 AM-10:15 AM

[Share session](#)

10:15 AM CT

7 Minutes to Innovation: Strengthening the Rural Health Care Workforce

10:15 AM-11:15 AM

[Share session](#)

In this fast-paced session, rural hospital leaders will present innovative strategies to tackle workforce challenges—in just seven minutes or less. Each speaker will share transformative approaches that have reshaped their organizations, covering everything from recruitment and retention to workforce development initiatives. Discover how these leaders have overcome rural workforce hurdles and found new ways to empower their teams. The session offers quick, impactful case studies with practical insights to help you strengthen staffing and ensure workforce sustainability in your rural health care setting.



Elisa Arespachoga
Vice President, Clinical Affairs and ...
American Hospital Association



Derek Greenwald
Chief Nursing Officer
Syracuse Area Health, Syracuse, ...



Preserving Obstetric Care in Rural Communities

10:15 AM-11:15 AM

[Share session](#)

Rural communities across the country are facing challenges in accessing adequate and timely maternal care. Those communities and health care providers are navigating labor and delivery unit closures and growing shortages of OBGYNs, resources and spaces for safe deliveries. Hospitals are using innovative resources and skills to fill the gaps in rural maternal care. Hear how rural hospitals are investing in increasing access to maternal care in rural communities through telehealth, workforce development and education, and training on timely screening, referral and intervention.



Colleen Durocher
ROAMS Executive Director
Holy Cross Medical Center, Taos, ...



Tammy Hayes
Vice President and Chief Operating ...
Northfield Hospital + Clinics, Nort...



Rural Pathways to Value-Based Care: Leveraging Alternative Payment Models and Clinically ...

10:15 AM-11:15 AM

[Share session](#)

Alternative payment models (APMs) that incentivize quality care and improved outcomes while lowering costs are evolving across Medicare, Medicaid, and commercial payers, yet rural hospitals face barriers such as low patient volumes, limited financial resources and data analysis challenges. This session explores APMs tailored for rural health care, highlighting the growth of Clinically Integrated Networks (CINs) like the Texas Organization of Rural & Community Hospitals CIN, which now includes 32 hospitals, including Critical Access Hospitals and rural health clinics. Insights from the Texas Rural and Community Health Institute will focus on overcoming participation barriers, APM adoption best practices, and the role of CINs in transitioning rural providers to

value-based care models. Attendees will gain practical, actionable strategies to advance value-based care in rural communities, ensuring high-quality care and the sustainability of rural healthcare systems.



Paul Aslin
CIN Executive Director
Texas Organization of Rural & Co...



Reyann Davis
Director, Value-Based Care
Texas A&M Rural and Community ...



Strengthening Rural Health through Board and Philanthropic Alignment

10:15 AM-11:15 AM

[Share session](#)

This session explores how rural hospitals can thrive when hospital, community and foundation boards align toward shared goals. Through real-world examples from a critical access hospital and a larger rural hospital, participants will learn how addressing governance challenges — such as fiduciary duties, trust-building and board member selection — can foster stronger collaboration and community investment in health care.

Attendees will gain practical insights into improving board alignment, navigating governance issues and developing strategies to engage community leaders in supporting the future of rural hospitals. The session also highlights the financial benefits of health care philanthropy and its role in advancing key hospital initiatives.



Mark Gordon
Senior Vice President and Regional ...
Cone Health, Burlington, N.C.



Cindy Reynolds
Principal Consultant
Accordant

11:15 AM CT

Refreshment Break

11:15 AM-11:30 AM

[Share session](#)

11:30 AM CT

Better Together: Rural Based Clinically Integrated Networks

11:30 AM-12:30 PM

[Share session](#)

In a time when independent rural hospitals and clinics are facing increased financial and operational challenges, many rural providers are seeking health care models that preserve their independence while continuing to invest in the delivery of high-quality care in the changing environment. Explore how in North Dakota and Minnesota, rural, independent hospitals and their clinics are joining High Value Networks — clinically integrated networks with shared services — to transform their organizations' future viability and pave a way to reaching the Quadruple Aim and achieving value-based care.



Ben Bucher
Chief Executive Officer, Towner Cou...
Chair, Board of Directors, Rough ...



Clint MacKinney
Chief Medical Officer
Cibolo Health



Fast Track Onboarding for Maximum Board Engagement

11:30 AM-12:30 PM

[Share session](#)

Onboarding new hospital board members can be a lengthy process, but today's health care environment demands that members be prepared to contribute effectively in a much shorter timeframe. Boards must be knowledgeable, agile, and fully engaged to keep

pace with the rapidly changing landscape, and delays in onboarding can impede critical decision-making and strategic initiatives. To address this, organizations need efficient onboarding strategies that accelerate board member readiness and engagement during their first year of service.

In this session, you'll learn how to build a compelling case for the return on investment of an in-depth, fast-track onboarding program in year one. Participants will evaluate their current approach, identify areas for improvement, and explore the essential elements of an accelerated, high-impact onboarding process. By the end, you'll have an actionable plan to enhance your organization's onboarding, shorten the learning curve and increase board member engagement.



Laura Orr
Founder & CEO
Forward Governance Consulting

Thriving Independently: Strategic Pathways for Rural Hospitals

11:30 AM-12:30 PM

[Share session](#)

Rural hospitals are facing many challenges, including encroachment by larger urban and suburban hospitals, declining reimbursement rates, increased operational costs, provider and labor shortages, and shifts in the care delivery model, all of which are impacting a hospital's ability to maintain its independence. There are options available other than selling to a larger hospital system. This session will explore diverse strategies and models that are proving successful across the country for maintaining independence and local control — including joint ventures, collaborations, diversification of services and innovative care models like "hospitals at home."



Dan Hiser
Chief Legal Officer
Bryan Health, Lincoln, Neb.



Hal Katz
Partner
Husch Blackwell



12:30 PM CT

Networking Lunch in the Sponsor Hall

12:30 PM-1:45 PM

[Share session](#)

1:45 PM CT

Plenary Session

1:45 PM-3:00 PM

[Share session](#)

Featuring remarks by Jamie Orlikoff, *President, Orlikoff & Associates, Inc., National Advisor on Governance and Leadership to the American Hospital Association, and health care governance expert.*



Jamie Orlikoff
President, Orlikoff & Associates, Inc.
National Advisor on Governance and Leadership to the American Hospital Association

3:00 PM CT

Refreshment Break in the Sponsor Hall

3:00 PM-3:30 PM

[Share session](#)

3:30 PM CT

Achieving Financial Stability and Care Improvement Through Global Budget Models in Rural ...

3:30 PM-4:30 PM

[Share session](#)

This session offers a comprehensive overview of global budget payment models and their impact on payers, providers and rural communities. Attendees will learn how these models operate and how they can inform decision-making when designing and implementing alternative payment strategies. The session will feature real-world insights from leaders who have successfully adopted these models, highlighting key lessons from the Center for Medicare and Medicaid Innovation demonstration and exploring strategies to ensure long-term sustainability for rural health systems. As alternative payment models continue to drive rural health reform, this session provides essential guidance for advancing similar approaches.



John Bulger
Chief Medical Officer
Geisinger Health Plan, Danville, Pa.



Philip Pandolph
President and Chief Executive Officer
Meadville Medical Center, Meadville...



Caring for Kids in Rural Communities

3:30 PM-4:30 PM

[Share session](#)

While pediatric hospitals are often located in urban areas, they also serve children from rural communities, particularly those with complex medical needs. To better support these children and their families, pediatric hospitals are innovating within their facilities and beyond. This session will highlight how these hospitals are reducing the travel burden for patients, using digital tools, and leveraging local rural healthcare workers to help children thrive, regardless of their location. Attendees will explore challenges in accessing specialty care, innovative strategies to extend pediatric care to rural youth, and opportunities for partnerships between rural health care organizations and pediatric hospitals to improve care for kids.



Cris Daskevich
Chief Executive Officer
CHRISTUS Children's Hospital, Sa...



Andrea Paulson
Medical Director for Greater Minnes...
Gillette Children's Specialty Healt...



Decoding Dashboards: Harnessing Data and Rounding for Informed Decision-Making

3:30 PM-4:30 PM

[Share session](#)

In today's data-driven environment, hospital boards face the challenge of navigating complex dashboards and data to make informed decisions that improve patient care and operational efficiency. This session will equip board members with the knowledge and tools to decode dashboards, interpret key performance metrics and apply this data during hospital rounds. By mastering these tools, boards can drive quality improvements and strategic initiatives within their organizations. Participants will gain insights into best practices for data utilization, understand the essentials of interpreting and applying hospital dashboards and learn how to integrate data analysis into regular hospital rounding practices. The session will also explore methods for enhancing board-level decision-making and oversight, offering practical tips for improving care quality and operational efficiency through informed governance strategies.



Kristin Preihs
Senior Director of Clinical Quality & Funded Partnerships
American Hospital Association

Extending Virtual Specialty Clinical Services to Improve Lives in Rural Settings

3:30 PM-4:30 PM

Share session

Learn how rural hospitals utilize digital health innovations to expand access to specialty care, reduce travel burdens and improve patient outcomes. By exploring a variety of virtual services, including intensive care units, remote consults, and telemedicine solutions, participants will learn how these tools are transforming care delivery in rural settings. The session will highlight real-world collaborations between rural hospitals and larger medical centers, offering insights into the implementation process, operational challenges and outcomes.

Attendees will better understand how to adopt and integrate digital specialty services in their communities. Key takeaways will include practical strategies for overcoming common barriers and lessons learned from established programs to guide future initiatives. Participants will also have the opportunity to explore innovative approaches for improving access to specialized care in rural areas and discuss how these models can be tailored to meet local needs.



James Heilman
Vice President of Strategic Outreach
Oregon Health and Science Unive...



Christopher Strear
Chief Medical Officer
Columbia Memorial Hospital, Asto...

Federal Grassroots Advocacy Through a Collective Voice

3:30 PM-4:30 PM

Share session

Hear from hospital leaders in some of the country's most rural regions who have united to advocate for equitable care delivery in their communities. These health systems have formed a unified effort to advocate for federal legislation to ensure equitable, high-quality care in rural areas. Through a coordinated advocacy and communications strategy, they are raising awareness among the public, key stakeholders, and legislators about the unique challenges rural academic health systems face, including workforce shortages, housing, childcare, payer and regulatory pressures and rising costs. Their legislative plan outlines critical solutions, underscoring that health systems cannot tackle these challenges alone. Participants will explore how this collaborative effort has successfully influenced policymakers, learn about ongoing and future advocacy strategies and gain insights on how to engage lawmakers in addressing the specific challenges rural hospitals face. Additionally, participants will learn how to foster regional partnerships to amplify their collective voice in advancing shared advocacy goals.



Joanne Conroy
Chief Executive Officer and Presiden...
Chair, AHA Board of Trustees



Sunil Eappen
President and Chief Executive Officer
University of Vermont Health Netw...



5:00 PM CT

Networking Reception in the Sponsor Hall

Featured

5:00 PM-6:30 PM

Share session

Join us in the Sponsor Hall to connect, collaborate and engage with your peers over refreshments and hors d'oeuvres. The networking reception provides a unique opportunity to forge new connections and strengthen existing ones. Whether you're looking to share insights, seek advice or explore potential partnerships, the Sponsor Hall is the place to be. Connect with our Sponsors who share your passion for advancing rural health care and exchange ideas that can drive positive change in your community.

February 25, 2025

7:00 AM CT

Registration

7:00 AM-3:00 PM

Share session

Continental Breakfast in the Sponsor Hall

7:00 AM-8:00 AM

[Share session](#)

8:00 AM CT

Designing Population Health in a Critical Access Hospital

8:00 AM-9:00 AM

[Share session](#)

Bingham Memorial Hospital, a part of Bingham Healthcare, is a state-of-the art, non-profit critical access hospital located in Blackfoot, Idaho, and helps support a 150-mile service area of in-network clinic locations. To improve patient outcomes in Bingham's rural setting, a population health program focusing on advanced nurse care models emerged in 2018, spearheaded by Holly Davis, Bingham Memorial Hospital's CNO. Since its inception, Bingham's population health team has expanded to five RNs, a data analyst and several care coordinators. Learn how Bingham built a successful rural population health program that helped strengthen its quality care measures and financial sustainability.



Holly Davis
Chief Nursing Officer
Bingham Memorial Hospital, Blackfoot, Idaho

Interactive Governance Clinic

8:00 AM-9:00 AM

[Share session](#)

Bring your thorniest governance issues to one of the nation's preeminent health care governance experts in this perennial favorite interactive session. You'll gain practical solutions and proactive ideas for improving governance performance. This session will be very interactive and no issue is off the table, so come prepared to talk, to question and be challenged!



Jamie Orlikoff
President, Orlikoff & Associates, Inc.
National Advisor on Governance and Leadership to the American Hospital Association

Navigating Headwinds in Health Equity: Strategies for Progress and Resilience

8:00 AM-9:00 AM

[Share session](#)

Rural hospitals and health systems face significant challenges in advancing health equity and DEI initiatives, particularly as anti-DEI movements gain traction in many states, leading to the rollback of previous progress. This session will explore the obstacles to promoting equity, such as systemic biases, resource constraints, and shifting political dynamics, and highlight the strategies rural hospital and health system leaders use to navigate these headwinds. Attendees will gain insights into innovative approaches, including policy development, community engagement and leveraging data to drive impactful change in their organizations.



Keri Conley
Chief Health Policy Officer
Georgia Hospital Association



Jackie Hunter
Vice President, Health Equity State...
Institute for Diversity and Health E...



Strategies for Transforming the Rural Long-Term Care Ecosystem

8:00 AM-9:00 AM

[Share session](#)

Rural areas face significant challenges in providing long-term care for aging populations, including shortages of nursing home beds, workforce gaps and limited caregiver support. These issues lead to hospital overcrowding and strain health care resources. This

session explores a comprehensive strategy to tackle these challenges, focusing on home-based care innovations, value-based payment models and integrated care systems. Additionally, it will cover aligning post-acute care strategies with payment systems, building population-based post-acute models to complete the care continuum and applying a framework for identifying and engaging key stakeholders in the process.



Jessica Moschella
Senior Vice President High Value Ca...
University of Vermont Health Netw...



Christine Werneke
President and Chief Operating Officer
University of Vermont Health Netw...

9:00 AM CT

Refreshment Break

9:00 AM-9:15 AM

[Share session](#)

10:30 AM CT

Refreshment Break

10:30 AM-10:45 AM

[Share session](#)

10:45 AM CT

Addressing Gaps in Rural Maternity Care: Learning from a Collaborative Model

10:45 AM-11:45 AM

[Share session](#)

This session provides practical insights from a successful rural maternity care network addressing significant maternity service gaps across underserved areas. Participants will learn how to develop and implement effective frameworks to address rural maternity care challenges using collaborative models that bring together hospitals, state agencies, and community leaders. The session will explore strategies for leveraging telehealth and remote services to improve access to perinatal and maternity care, highlighting the importance of building trust and fostering partnerships across diverse organizations. Additionally, participants will understand how these approaches can be adapted to address broader rural health challenges, including workforce development and service delivery. The focus is on equipping attendees with actionable strategies that can be customized for various rural health contexts.



Natalia Hall
Associate Vice President for Women...
Northern Light Health, Brewer, Ma...



Dora Anne Mills
Chief Health Improvement Officer
MaineHealth, Portland, Maine

Defending the Frontlines: Protecting Patient Care from Ransomware Attacks

10:45 AM-11:45 AM

[Share session](#)

Join the AHA's John Riggi, national advisor for cybersecurity and risk, for a panel discussion with hospital leaders as they discuss how their organizations responded when cybercriminals attacked and breached the defenses of their well-prepared hospitals. You will hear firsthand how the high-impact ransomware attacks against their organizations disrupted care delivery operations, ultimately increasing risk for patients and the communities they serve. This session will illuminate the distinct challenges faced by health care institutions in rural settings, offering a pragmatic examination of strategies to identify, counteract and respond to cyber threats.



John Riggi
National Advisor for Cybersecurity and Risk
American Hospital Association

11:15 AM CT

Refreshment Break

11:15 AM-11:30 AM

[Share session](#)

11:45 AM CT

Networking Lunch in the Sponsor Hall with Conversation Starter Tables

11:45 AM-1:00 PM

[Share session](#)

Join a Conversation Starter table for meaningful discussions with other conference attendees. Each table will feature a designated host to guide conversations on critical rural health topics, such as mental health support in rural settings, leadership strategies for rural hospitals and leveraging technology in resource-limited areas. Simply grab your lunch, choose a table with a topic that interests you, and join the conversation to exchange ideas, share experiences and gain practical insights from fellow attendees dedicated to rural health care. This is a great opportunity to connect and collaborate with others addressing similar challenges in rural communities.

1:00 PM CT

Plenary Session: AHA Washington Update

1:00 PM-2:00 PM

[Share session](#)

Join American Hospital Association leaders for a discussion on the latest from Capitol Hill. Learn what policies Congress is considering and what it means for rural community hospitals.



Travis Robey
Vice President, Political Affairs
American Hospital Association



Shannon Wu
Director, Payment Policy
American Hospital Association

2:00 PM CT

Refreshment Break in the Sponsor Hall

2:00 PM-2:30 PM

[Share session](#)

2:30 PM CT

High-Reliability Principles in Behavioral Health: Lessons for Leaders and Trustees

2:30 PM-3:30 PM

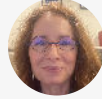
[Share session](#)

As more and more people seek support at our nation's hospitals and health systems for behavioral health concerns, the need for safe, high-quality behavioral health care services has never been greater. We may not always think of behavioral health units, outpatient clinics, or hospitals as the epicenter for patient harm events, but providers and administrators in these care settings are regularly faced with unique challenges in maintaining patient and care team safety that are not as common in other parts of the hospital.

This session will explore how high-reliability organization principles can transform behavioral health care. Whether your hospital is part of a larger system, an independent community hospital, or a critical access hospital, you'll gain practical strategies to enhance safety and quality in your services and actionable steps to engage leadership and trustees in advancing high-reliability practices.



Kelly Barton
President, Behavioral Health
MaineHealth



Karen Simone
Director, Northern New England Pois...
Board Chair, Behavioral Health, M...

How to Impact Public Policy: Becoming an Effective Advocate for Hospitals and Health Systems

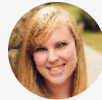
2:30 PM-3:30 PM

[Share session](#)

The American Hospital Association influences the public policy environment for patients, communities and the health care field — and vocal advocates play an important part in moving these policy issues forward. Elected officials look to constituents who live in their district or state as they shape policy or make key decisions. This session will prepare advocates to have impactful interactions with lawmakers. Attendees will gain knowledge and tools to make a difference through telling a compelling story, using facts and emotion to educate others, and forging local connections with elected officials.



Chad Austin
President and Chief Executive Officer
Kansas Hospital Association



Kristin Schwartz
Senior Associate Director of Federal ...
American Hospital Association

Supporting Independent Rural Hospitals Through Networks That Enhance Scale and Strength

2:30 PM-3:30 PM

[Share session](#)

As consolidation pressures grow, many rural hospitals remain committed to their independence. This session will explore how network models can allow these hospitals to collaborate while maintaining local control. Attendees will learn how networks can enhance quality, reduce costs and improve insurance contracting, offering a viable path forward for independent rural hospitals to stay competitive.

The session will feature insights from two successful rural hospital networks, covering key topics like governance, legal considerations in joint insurance negotiations, and participation in value-based care. It will also address the challenges of forming these networks and explore ways to rethink the Federal Rural Health Network Development program to better support independent hospitals. Participants will leave with actionable strategies and a clearer understanding of how networks can help sustain independence while improving operations and financial viability.



Ben Bucher
Chief Executive Officer, Towner Cou...
Chair, Board of Directors, Rough ...



Todd Linden
President
Linden Consulting



3:45 PM CT

Infection Prevention Escape Room – Challenge Your Skills to Reduce the Spread

3:45 PM-4:45 PM

[Share session](#)

Escape Room Session Description Step into the infection prevention-themed escape room, where fun meets education in an immersive, hands-on challenge to sharpen your infection prevention skills. You'll work as a team to solve engaging puzzles while

exploring key strategies to reduce exposure and improve patient safety. Guided by the AHA's Patient Safety Initiative, you'll uncover the vital role each health care worker plays in maintaining safety, practicing effective teamwork and communication, and enhance staff engagement through evidence-based strategies. Leave with new tools, insights and a renewed passion for infection prevention.

Registration is limited to ensure a small, workshop environment that fosters collaboration and hands-on learning.



Marie Cleary-Fishman
Vice President, Clinical Quality
American Hospital Association



Kristin Preihs
Senior Director of Clinical Quality & ...
American Hospital Association

February 26, 2025

7:00 AM CT

Registration

7:00 AM-10:30 AM

[Share session](#)

Networking Breakfast

7:00 AM-8:00 AM

[Share session](#)

8:00 AM CT

From Conflict to Collaboration: A Governance Transformation Story

8:00 AM-9:00 AM

[Share session](#)

Hear how a Critical Access Hospital, once struggling with internal conflicts, ineffective governance and underperformance, transformed into a high-performing organization known for its quality care, financial stability and expanded services. This remarkable improvement was driven by the collaboration between the board chair and CEO, who turned a divided board into a cohesive leadership team, overcoming the challenges of operating in a close-knit community.

This session will explore the leadership skills, tools and strategies — such as board retreats and self-assessments — that made this turnaround possible. Participants will learn how to apply these approaches to strengthen governance, improve decision-making and drive organizational success in their settings.



Karma Bass
Chief Executive Officer, Managing Pr...
Via Healthcare Consulting



Jill Buhler
Chief Governance Officer
Jefferson Healthcare, Port Townse... [>](#)

Rural Palliative Care: Making a Big Difference in Small Communities

8:00 AM-9:00 AM

[Share session](#)

Rural communities often struggle to offer palliative care due to limited expertise, staff shortages, and financial challenges. This session presents a statewide initiative that helps rural stakeholders collaborate to deliver high-quality care to underserved populations. By prioritizing community engagement, clinical training, telehealth consultations, and sustainable funding, the initiative has successfully brought palliative care to multiple rural settings, reducing the need for patient transfers to urban centers.

Attendees will explore the Learning and Action Network model, which promotes peer mentoring and resource sharing, while also examining why palliative care in rural areas is a matter of quality and equity. This session provides actionable strategies for rural

providers, advocates, and healthcare workers to develop sustainable, evidence-based palliative care programs in their communities.



Adrienne Goldberg
Washington Rural Palliative Care I...



Mandy Latchaw
Rural Health Program Manager
Washington State Office of Rural ...



Strategies for Rural Hospital Financial Stability and Sustainability

8:00 AM-9:00 AM

Share session

This session will explore the financial and operational challenges facing rural hospitals, including the latest research on hospital closures, conversions and value-based payment models. Experts will share insights on national trends and resources available to support hospital sustainability. Attendees will gain a deeper understanding of how their institutions compare nationally in terms of financial stability and value-based payment adoption. The session will also equip participants with the knowledge to effectively communicate with governance boards about trends affecting their hospitals and prepare for future opportunities and challenges.



Kristen Dillon
Chief Medical Officer
Federal Office of Rural Health Poli...



Keith Mueller
Director
RUPRI Center for Rural Health Pol...



Questions?

Contact Us

