



November 21, 2024 Board Packet Table of Contents

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Quality Committee Meeting

Thursday, November 21, 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,,605686207#](#) United States, Riverside

Phone Conference ID: 605 686 207#

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

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. Quality Dashboards

Leslie Plouse, Quality Director
Information Only

RETURN TO OPEN SESSION

1. Closed Session Report
2. Public Report of Decisions

Barry Hoy, Committee Member
Barry Hoy, Committee Member

Quality Committee Meeting
Thursday, November 21, 2024, 1:00 p.m.

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OPEN SESSION AGENDA ITEMS

1. BETA Heart Update

Leslie Plouse, Quality Director
Information Only

ADJOURNMENT

San Bernardino Mountains Community Hospital Quality Committee Meetings

Committee Members	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
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[illegible]

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 Terry Peña, Member, Chief Operating Officer/Chief Nursing Officer Leslie Plouse, Member, Quality Director Jeri Simpson, Community Member</p> <p>Kristi McCasland, Executive Assistant</p> <p>Cheryl Robinson, Board Vice President Barry Smart, Board Treasurer</p>	<p>Quorum present</p>
2.0 Call to Order:	Hoy called the meeting to order at 1:02 p.m.	The meeting was called to order
3.0 Previous Minutes	On a motion made and seconded, the Quality Committee Meeting Minutes of September 26, 2024 were approved as written.	<p>On a motion made and seconded, the Quality Committee Meeting Minutes of September 26, 2024 were approved as written</p> <p>M (Hoy) / S (Hinkley) / C</p>
4.0 Public Comment:	There was no public comment noted at this time.	None
5.0 Adjourn to Closed Session:	<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 Mark Turner, Member, Chief Executive Officer</p>	None

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	Terry Peña, Member, Chief Operating Officer/Chief Nursing Officer Leslie Plouse, Quality Director Jeri Simpson, Community Member Kristi McCasland, Executive Assistant Cheryl Robinson, Board Vice President Barry Smart, Board Treasurer	
6.0 Return to Open Session:	The Committee returned to “Open Session” at approximately 1:03 p.m.	None
6.1 Closed Session Report:	Per Hoy, the following items were reported on during “Closed Session” – Root Cause Analysis.	Information only
7.0 Agenda Items 7.1 Regulatory & Patient Safety Action Plans	<p>Plouse gave an update on the Regulatory & Patient Safety Action Plans:</p> <ol style="list-style-type: none"> 1. SNF CMS Relicensure and Life Safety Survey Follow-Up Items: <ul style="list-style-type: none"> • E022 - No shelter in place policy/procedure: New appendix to EOP developed; in approval queue. • E030 – Contact for other LTC facilities missing from EOP: Added Waterman Canyon Post-Acute and Cedar Mountain Post-Acute to EOP call list; in approval queue. • E035 – No policy/procedure for communicating EOP with residents/family: One page emergency response handout was created and provided to all existing residents; will include handout in new admission packets. No new admissions in May, June or July; 100% compliant in August; no new admissions in September. • K321 – Door to dry storage room in kitchen could not close: COMPLETED. • K324 – 1) Blow-off cap not in place on kitchen hood; 2) Annual kitchen equipment inspections not documented: 	Information only

	<p>COMPLETED.</p> <ul style="list-style-type: none"> • K345 – Missing semi-annual fire and smoke detector inspection document: Documentation was received, but too late. Will require receipt of documentation within one week of inspection going forward. October: N/A • K351 – Boxes stored too close to sprinkler in disaster supply closet: COMPLETED. • K353 – 1) Dusty sprinkler in cafeteria; 2) No documentation of OS&Y valve inspection: COMPLETED. • K355 – Fire extinguisher overcharged: COMPLETED. • K914 – Electrical outlets in SNF not tested annually: COMPLETED. <p>2. Lab TJC Plan of Correction Follow-Up Items:</p> <ul style="list-style-type: none"> • DC.02.03.01 EP1 – Un-crossmatched blood forms not scanned into EMR: EMR for each patient who received un-crossmatched will be reviewed; June & July results: N/A; August results at 100%; September: N/A. • DC.02.03.01 EP2 – Final report did not contain date, time, name of medical director and address: COMPLETED. • EC.02.04.03 EP7 – Outdated PM sticker on equipment: COMPLETED. • EC.02.06.01 EP37 – Food and drinks in fridge in Lab: COMPLETED. • HR.01.04.01 EP9 – Non-waived test training no documented for new CLS and new RT: Training forms developed. G. Santa will monitor HR files of new hires to ensure training documentation is completed within first 30 days of hire; June results: N/A; July results: one new RT, documentation completed; August results: N/A; September results: one new CLS, documentation completed. • IC.02.02.01 EP1 – Glucometer cleaning: COMPLETED. • LD.04.05.09 EP10 – Quality control plan component of all IQCPs not reviewed in past 2 years: COMPLETED. 	
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TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP									
	<ul style="list-style-type: none"> • QSA.02.03.01 EP1 – No policy/procedure for calibration verification of lab instruments: COMPLETED. • QSA.02.08.01 EP1 – No policy/procedure to perform correlations between lab instruments in Chemistry and Hematology: COMPLETED. • QSA.04.04.01 EP3 – QC for blood culture bottles no performed on each lot: COMPLETED. <p>3. FDA Mammography Quality Standards Act (MSQA) and CDPH: Mammography Inspection, September 17, 2024; no items of non-compliance.</p>										
7.2 Regulatory Updates	<p>Plouse reported on the following updates to the regulations:</p> <table> <tr> <th>Effective Date</th><th>Regulatory Body</th><th>Update to Regulations</th></tr> <tr> <td>December 1, 2024</td><td>California Legislature</td><td>Assembly Bill 40 requires hospitals to submit ambulance patient offload time (APOT) reduction protocols to Emergency Medical Services Authority (EMSA) no later than Sept. 1, 2024. Hospitals must report revisions annually.</td></tr> <tr> <td>November 1, 2024</td><td>CMS' CoP</td><td>Weekly electronic reporting of respiratory illness (COVID, RSV, influenza) data: new hospital admissions, staffed bed capacity and occupancy and hospitalization prevalence by illness.</td></tr> </table>	Effective Date	Regulatory Body	Update to Regulations	December 1, 2024	California Legislature	Assembly Bill 40 requires hospitals to submit ambulance patient offload time (APOT) reduction protocols to Emergency Medical Services Authority (EMSA) no later than Sept. 1, 2024. Hospitals must report revisions annually.	November 1, 2024	CMS' CoP	Weekly electronic reporting of respiratory illness (COVID, RSV, influenza) data: new hospital admissions, staffed bed capacity and occupancy and hospitalization prevalence by illness.	
Effective Date	Regulatory Body	Update to Regulations									
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November 1, 2024	CMS' CoP	Weekly electronic reporting of respiratory illness (COVID, RSV, influenza) data: new hospital admissions, staffed bed capacity and occupancy and hospitalization prevalence by illness.									

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION			ACTION/FOLLOW-UP
	January 1, 2025	TJC	Revised Emergency Management chapter for Lab accreditation; reorganized requirements, renumbered standards, reduced number of elements of performance by more than 28%. More accurately aligns with CMS regulations.	
8.0 Final Adjournment:	There being no further business to discuss, the meeting was adjourned at approximately 1:12 p.m.			Meeting adjourned



MOUNTAINS

COMMUNITY HOSPITAL

The Heart of Mountain Healthcare

Marketing Committee Meeting

Thursday, November 21, 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

Join on your computer, mobile app or room device

[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:+1605686207)# United States, Riverside

Phone Conference ID: 605 686 207#

Members: Cheryl Robinson, Committee Chairperson
Mark Turner, Chief Executive Officer
Kim McGuire, Community Development Director
Jim Johnstone, Community Member

Barry Hoy Committee Member
Terry Peña, Chief Operating Officer
Peter Venturini, Ex-Officio Member

PEN SESSION

1:30 p.m.

CALL TO ORDER

Cheryl Robinson, Committee Chairperson

PREVIOUS MINUTES

Cheryl Robinson, 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. Fundraising

Kim McGuire, Community Dev. Director
Information Only

2. Marketing

Kim McGuire, Community Dev. Director
Information Only

ADJOURNMENT

San Bernardino Mountains Community Hospital Marketing Committee Meetings

Attendance Matrix - 2024

[illegible]

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 Barry Hoy, Committee Member Mark Turner, Member, Chief Executive Officer Kim McGuire, Foundation / Community Development 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 Barry Smart, Board Member Gerry Hinkley, Board Member Yvonne Waggener, Chief Financial Officer Ryan Witz, District Hospital Leadership Forum Nathan Davis, District Hospital Leadership Forum Mary Justin Lanyon, Alpine Mountaineer Newspaper</p>	<p>Quorum present</p>
2.0 Call to Order:	Robinson called the meeting to order at 1:30 p.m.	The meeting was called to order
3.0 Previous Minutes:	The minutes of the meeting of the Marketing Committee held on May 23, 2024 were approved as written	<p>The minutes of the meeting of the Marketing Committee held on May 23, 2024, were approved as written.</p> <p>M (Hoy) / S (Simpson) / C</p>
4.0 Public Comment:	There was no public comment noted at this time.	Information only
5.0 Fundraising / Marketing	McGuire updated the committee on Fundraising, Events and Marketing activities.	Information only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>1. <u>Foundation/Fundraising:</u></p> <ul style="list-style-type: none"> • So far, in CY 2024, the Foundation has raised \$600k. • The LeGrand Picnic raised \$400k, which was a 167% increase from prior year. • Gloria Wolen joined the Foundation Executive Committee • Board Handbook with board member expectations • Grants: <ul style="list-style-type: none"> ○ IEHP Leadership Development Grant – up to \$15k ○ Capacity Building Grant – due September 15th ○ Ahmanson Foundation final report • Randall Hallett from Hallett Philanthropy assessed the Foundation’s capacity to raise money, and according to his study, the MCH Foundation should be raising \$1M to \$3M per year. McGuire reviewed their eight recommendations: <ol style="list-style-type: none"> 1. Start the conversation about philanthropic support in a strategic way 2. Ask, don’t tell 3. Build out a team 4. Develop appropriate job descriptions 5. Develop a budget 6. Ongoing education and support for philanthropy team 7. Review and adjust board member responsibilities 8. Multi-year process to review board membership to ensure the highest level of differing connections within the community <p>2. <u>Events:</u></p> <ul style="list-style-type: none"> • Rose Memorial – August 17 – Another beautiful event! • National Night Out Event – MCH set up a booth • Blood Drive – September 6 • Mile High Charity Golf Tournament – September 19 • Rim of the World High School Job Fair – September 26 • Chamber Mixer & Front Entrance Ribbon Cutting – September 27 • A Walk in the Mountains Breast Cancer Walk – October 6 	

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<ul style="list-style-type: none"> Blood Drive – October 18 <p>3. <u>Marketing:</u></p> <ul style="list-style-type: none"> From the Heart Newsletter, Summer Edition HospiTales Employee Newsletter Town Hall Meeting LeGrand Picnic Wrap Up Video Childhood vaccines at the RHC Job Openings Skin screening event; more to come A Walk in the Mountains event 	
6.0 Adjournment:	There being no further business to discuss, the meeting was adjourned at approximately 2:02 p.m.	Meeting adjourned



Finance Committee Meeting
Thursday, November 21, 2024, 2:00 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,,605686207#](#) 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
Jim Johnstone, Community Member

OPEN SESSION

2:00 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. Financial Statements

Yvonne Waggener, Chief Financial Officer
Action Probable

2. Capital Purchases

Yvonne Waggener, Chief Financial Officer
Action Possible

3. 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 Terry Peña, Member, Chief Operating Officer/Chief Nursing Officer Mark Turner, Member, Chief Executive Officer Jerri Simpson, Community Member</p> <p>Kristi McCasland, Executive Assistant</p> <p>Gerry Hinkley, Board Member Cheryl Robinson, Board Vice President Leslie Plouse, Quality Director Kim McGuire, Foundation/Community Development Director Peter Venturini, Foundation President Gary Hicks, G.L. Hicks Financial</p>	<p>Quorum present</p>
2.0 Call to Order:	Smart called the meeting to order at 1:51 p.m.	The meeting was called to order
3.0 Previous Minutes:	On a motion made and seconded, the Finance Committee Meeting Minutes of September 26, 2024 were approved as written.	<p>On a motion made and seconded, the Finance Committee Meeting Minutes of September 26, 2024 were approved as presented.</p> <p>M (Hoy) / S (Simpson) / C</p>
4.0 Public Comment:	There was no public comment noted at this time.	None
<p>5.0 Agenda Items:</p> <p>5.1 Updated Project Sources & Uses of Funds Debt Capacity</p>	G. Hicks presented and reviewed the Project Sources & Uses analysis spreadsheets based on \$10.0M Grant, Capital and Value Engineering (GC&VE) and \$14M GC&VE; as well as the SBMCHD Summary of	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
Analysis/Summary of Financials	<p>Financial Statements and Ratio Analysis as of August 5, 2024. P. Venturini suggested that G. Hicks prepare another financial analysis scenario with \$0 as grant funds. M. Turner noted that we would continue to have G. Hicks prepare additional analyses as we receive new information.</p> <p>After discussion, it was suggested to look into obtaining a line of credit to have available to use for operations purposes if needed; M. Turner will obtain information on a line of credit and will bring it back to the Finance Committee for discussion/approval.</p>	
5.2 Financial Statements	<p>Waggener presented the FY25 Financial Statements as of and for the three (3) months ended September 30, 2024. Comparative statistics and selected financial indicators were reviewed with the committee.</p> <p>Waggener noted that we would have a \$4.8M Intergovernmental Transfer (IGT) due in November 2024.</p>	<p>A motion was made and seconded to recommend to the Board to accept the Financial Statements as of three (3) months ended September 30, 2024.</p> <p>M (Hoy) / S (Turner) / C</p>
5.3 Capital Purchases	Waggener presented and reviewed the FY25 Capital Purchases for the three (3) months ended September 30, 2024.	Information Only
5.4 Investments	Waggener presented and reviewed the LAIF and UBS statements as of September 30, 2024.	Information Only
6.0 Adjournment:	There being no further business to discuss, the meeting was adjourned at approximately 2:36 p.m.	Meeting adjourned



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

DISTRICT BOARD OF DIRECTORS MEETING

Thursday, November 21, 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,,605686207#](#) United States, Riverside

Phone Conference ID: 605 686 207#

Members: Cheryl Robinson, Vice President
Barry Hoy, Secretary
Gerald Hinkley, Director

Barrick Smart, Treasurer
Jeri Simpson, Director

Staff Members: Mark Turner, Chief Executive Officer
Bijan Motamedi, M.D., MEC President
Kim McGuire, Community Development Director

Terry Peña, Chief Operating Officer
Yvonne Waggener, Chief Financial Officer
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 October 24, 2024
2. Approval of Marketing Committee minutes, meeting held August 29, 2024

DISTRICT BOARD OF DIRECTORS MEETING
Thursday, November 21, 2024 2:30 p.m.

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3. Approval of Finance Committee minutes, meeting held October 24, 2024
4. Approval of the attached list of Policies and Procedures that was sent November 12, 2024

AGENDA ITEMS

- | | |
|--|---|
| 1. Election of Board Officers & Committee Assignments | Cheryl Robinson, Vice President
Action Probable |
| 2. 2025 Board of Directors Meeting Calendar DRAFT | Cheryl Robinson, Vice President
Action Probable |
| 3. Board Compensation Policy, CY 2025 | Yvonne Waggener, Chief Financial Officer
Action Probable |
| 4. Cell Tower Sale Option | Mark Turner, Chief Executive Officer
Action Possible |
| 5. Patient Experience Program | Mark Turner, Chief Executive Officer
Action Possible |
| 6. Board Self-Evaluation Results | Mark Turner, Chief Executive Officer
Information Only |
| 7. CEO Report | Mark Turner, Chief Executive Officer |
| a. Mission Moment | Information Only |
| b. Internal Construction Updates | Information Only |
| c. Acute Care Wing/Retrofit/SNF Wing Project Updates | Information Only |
| d. Govenda App | Information Only |
| 8. COO/CNO Report | Terry Peña, Chief Operating Officer
Information only |
| 9. Quality Committee Report
Report of Meeting held November 21, 2024 | Barry Hoy, Chairperson
Information Only |
| 10. Marketing Committee Report
Report of Meeting held November 21, 2024 | Cheryl Robinson, Chairperson
Information Only |
| 11. Finance Committee Report
Report of Meeting held November 21, 2024 | Barry Smart, Chairperson
Information Only |
| a. Financial Statements | Action Probable |
| b. Capital Purchases | Action Possible |
| c. Investments | Action Possible |

DISTRICT BOARD OF DIRECTORS MEETING
Thursday, November 21, 2024 2:30 p.m.

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|--|---------------------------------|
| 12. Board Education | Cheryl Robinson, Vice President |
| a. AHA Rural Health Care Leadership Conference,
February 23-26, 2025, San Antonio, TX | Action Possible |
| 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 § 54954.5)

- | | |
|--|---|
| 1. Closed session pursuant to Cal. Health & Safety § 32155
<u>Hearings</u>
Subject matter: Staff Privileges
Re: Credentialing Recommendations | Bijan Motamedi, M.D., MEC President
Action Probable |
| 2. Closed session pursuant to Cal. Health & Safety § 32155
<u>Medical Executive Committee Report</u>
Subject Matter: Report of Medical Executive Committee
Meeting minutes | Bijan Motamedi, M.D., MEC President
Information only |
| 3. Closed Session Pursuant to Government Code § 54957.6
<u>Conference with Labor Negotiators</u>
District Designated Representatives: Barry Hoy & Barry Smart
Unrepresented Employee: CEO | Barry Hoy & Barry Smart
Action Possible |

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, January 30, 2025 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*	11/1/2024 **	11/21/2024*	DEC	
Board Members																			D A R K	
Kieth Burkart	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	--	--	--		
Cheryl Robinson	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√			
Barry Hoy	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√			
Barrick Smart	JC	√	√	√	JC	√	√	√	A	√	√	√	√	√	√	√	√			
Gerald Hinkley	--	--	--	√	√	√	A	√	√	√	√	√	√	√	√	√	√			
Jeri Simpson	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--			
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.	--	√	--	--	√	--	√	√	--	--	√	√	√	--	√	E	--			
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" Provisions			
	E Excused				A Absent															

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
1.0 Call to Order:	Cheryl Robinson, Board Vice President, called the Board of Directors meeting to order at approximately 2:36 p.m.	The meeting was called to order
2.0 Board Members Present: Members Absent: Recording Secretary Staff Members Present: Guests:	Cheryl Robinson, Vice President Barrick Smart, Board Treasurer Barry Hoy, Board Secretary Gerry Hinkley, Board Director Bijan Motamedi, M.D., MEC Chief of Staff Kristi McCasland, Executive Assistant Mark Turner, Chief Executive Officer Terry Peña, Chief Operating Officer/Chief Nursing Officer Yvonne Waggener, Chief Financial Officer Kim McGuire, Foundation/Community Development Director Jeri Simpson, Community Member Peter Venturini, Foundation President	Quorum present
3.0 President's Comments:	Robinson noted that she was happy to be here today.	None
4.0 Board Member's Reports:	None	None
5.0 Public Comments:	None	None
6.0 Previous Minutes:	On a motion made and seconded, the Minutes from the Special Board of Directors meeting of September 23, 2024 and the Regular Board of Directors meeting on September 26, 2024 were approved as written.	On a motion made and seconded, the Board approved the Minutes from the Special Board of Directors meeting of September 23, 2024 and the Regular Board of Directors meeting on September 26, 2024 were approved as

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
		<p>written.</p> <p>M (Smart) / S (Hoy) / C</p> <p>4 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>
7.0 Consent Agenda:	<p>The following Consent Agenda items were reviewed:</p> <ol style="list-style-type: none"> 1. Approval of the Quality Committee minutes, meeting held September 26, 2024. 2. Approval of Facilities Committee minutes, meeting held July 25, 2024. 3. Approval of the Finance Committee minutes, meeting held September 26, 2024. 4. Approval of the Policies and Procedures (revised list) that was sent on October 14, 2024. 	<p>On a motion made and seconded, the Board approved the Consent Agenda items as presented.</p> <p>M (Hoy) / S (Smart) / C</p> <p>4 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>
<p>8.0 Agenda</p> <p>8.1 Resolution 2025-03: Authorizing Signers for all Accounts at California Bank & Trust</p>	<p>Waggener reported that this resolution is to remove Burkart as a signer on all accounts at California Bank & Trust.</p> <ul style="list-style-type: none"> • RESOLUTION NO. 2025-03 <p>RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT AUTHORIZING SIGNERS FOR ALL ACCOUNTS HELD AT CALIFORNIA BANK & TRUST.</p> <p>See Resolution 2025-03 for entire text.</p>	<p>On a motion made and seconded, the following resolution was accepted as presented:</p> <p>RESOLUTION NO. 2025-03</p> <p>RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT AUTHORIZING SIGNERS FOR ALL ACCOUNTS HELD AT CALIFORNIA BANK & TRUST.</p> <p>M (Hoy) / S (Smart) / C</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
		4 Ayes / 0 Nays / 0 Abstain / 0 Absent
8.2 SBMCHD Notice of Vacancy, Board of Directors	<p>Robinson reported that notice was given to the county elections official (Registrar of Voters) on October 1, 2024 regarding the resignation/retirement of Kieth Burkart. She noted that we have 60 days from the date we were notified of the vacancy (or the effective date of the vacancy) to fill the vacancy by appointment; or call a special election. A Notice of Vacancy was posted (in three or more conspicuous locations within the district) from October 1, 2024 through October 15, 2024. The District received applications from Jeri Simpson, Robert LeMoyne and Corey Blanding.</p> <p>After discussion, it was decided to schedule a Special Board of Directors Meeting to develop the process for appointing someone to fill the open board seat; as well as potentially appointing a Director. A Special Board of Directors Meeting was scheduled for Friday, November 1, 2024 at 1:00 p.m.</p>	Information Only
8.3 Board Assignments	<p>Robinson noted that with Burkart's retirement, we have the following Board/Committee vacancies: Board President; Human Resources Committee Chair; Medical Executive Committee Board Representative; and Foundation Board Representative. After discussion, it was decided that Robinson would assume these roles in the interim, and that the Election of Officers would be conducted in November (per the Board Bylaws).</p>	Information Only
8.4 Community Member for Board Committees	<p>Robinson reported that Jim Johnstone submitted an application to serve on the Board's Committees. She noted that Johnstone and his family have been involved with the hospital for a number of years, and are very involved in the mountains communities.</p>	<p>On a motion made and seconded, the Board approved adding Jim Johnston as a Community Member (voting member) to the Board's Committees.</p> <p>M (Smart) / S (Hinkley) / C</p> <p>4 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
8.5 Foundation President as Ex-Officio Member of the Marketing Committee	Turner recommended the Board consider adding the Foundation President as an ex-officio member (voting member) of the Marketing Committee.	<p>On a motion made and seconded, the Board approved adding the Foundation President as an Ex-Officio Member (voting member) of the Marketing Committee.</p> <p>M (Hoy) / S (Hinkley) / C</p> <p>4 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>
8.6 2024 Board Self-Evaluations: Due by November 15, 2024	Turner reported that the Board Self-Assessment was a regulatory requirement and needed to be completed annually. McCasland will distribute the Board Self-Assessment Form to the Board members, with a return date of November 15. Self-Assessments will be tallied/summarized by the Board Clerk for presentation at the November Board meeting. An action plan will be developed for presentation at the January 2025 Board meeting.	Information Only
8.7 CEO Report a. BETA Heart: 2025 Hospital Wide Action Plan	Turner presented and reviewed the BETA Heart 2025 Hospital Wide Action Plan, noting that we are already doing many of the items outlined in our plan. This plan is due to BETA by the end of the calendar year.	Information Only
b. Community Health Needs Assessment	Turner reported that we received over 200 responses to the Community Health Needs Assessment (CHNA) survey that was sent out earlier this year. The information collected from the CHNA will be used as part of the Board's Strategic Planning session. McCasland will forward a copy of the CHNA to the Board members for their review.	Information Only
c. Strategic & Facilities Master Planning	Turner reported that the Board Retreat has been scheduled for January 17-18, 2025 (Friday-all day; Saturday 1/2 day) at the UCLA Conference Center. The purpose of the retreat is 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 campus. WIPFLI will facilitate the	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	retreat on our behalf.	
d. Mission Moment	Turner reported that he has held a couple of meetings to work on operationalizing the “Mission Moment” initiative. The ad-hoc committee will meet again in the next couple of weeks. Hinkley will be invited to join so he can contribute his experience with “Mission Moments” from his involvement with the Ronald McDonald House.	Information Only
e. Internal Construction Updates	Turner reported that the construction updates were already presented as part of the Facilities Committee meeting (see Facilities Committee minutes).	Information Only
f. Acute Care Wing / Retrofit / SNF Wing Project	<p>Turner reported that they are meeting with JLL weekly regarding the Acute Care Wing / Retrofit / SNF Wing Project. He noted that we received a set of revised drawings/budget numbers, and will be receiving another set of revised drawings/budget numbers in the next several weeks once the architect is done with configuring the new SNF wing from 15 beds to 13 beds. He noted that there was no big net financial impact to the financial feasibility study in reducing the number of SNF beds; however, it saves us money, as we will no longer need to utilize the 2nd floor or install an elevator. Once the plans are finalized, we are expecting to submit the schematic drawings to HCAI by the end of the year.</p> <p>Board members questioned what the existing ED area would be used for once the new ED is built. Turner noted that a portion would be used for Physical Therapy for the SNF residents; and that the remaining areas would be used for revenue producing service lines, e.g. urgent care/rapid care, wound care, infusion therapy, etc.</p>	Information Only
g. Cell Tower Sale Option	Turner reported that the current cell tower lease agreements were forwarded to TowerPoint last month and that we are awaiting their response. Turner will bring it back to the Board for approval if he feels their offer is favorable enough for us to pursue.	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
h. Govenda App	Turner reported that he, McCasland & McGuire attended a demo on the Govenda platform, a web/app based solution to enables us to communicate with the Board on a secure, centralized platform. The Govenda platform includes features such as meeting scheduler; agenda builder; meeting minute's tool; document library; task management; and so much more. Turner noted that he has used the Govenda platform through the BETA Healthcare Board, so he is familiar with some of the features. Board members will be trained on the Govenda app if we choose to move forward.	Information Only
i. Human Resources Update	<p>Y. De La Cruz reported on the following items:</p> <ul style="list-style-type: none"> • <u>New Hires:</u> We have hired 13 new employees recently; mostly per-diem staff. • <u>Web Based Module for HR, Payroll and Timekeeping:</u> She is looking into a web-based module for HR, Payroll and Timekeeping as the MediTech module does not have the capabilities to do everything we need it to. Implementation could take up to 6 months to build it to our needs; but we would be able to run payroll within 3 months after implementation. We will be dropping the MediTech modules. • <u>Holiday Party:</u> The MCH Appreciation Party is scheduled for Saturday, December 14, 2024 at the Resort. A fund will be set up to use to purchase prizes; Turner will send out an email to the Board, Senior Management and Medical Staff Leadership to solicit donations. 	Information Only
8.8 COO/CNO Report	<p>Peña reported on the following items:</p> <ul style="list-style-type: none"> • <u>MediTech:</u> <ul style="list-style-type: none"> ○ The glucometers and RHC labs are now up and running; ○ They are currently working on the interface with the Mindray 	Tabled

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>cardiac monitors;</p> <ul style="list-style-type: none"> ○ A. Rios is working to pull in and validate our archived Centriq data into MediTech; ○ A. Rios is working with the providers to customize their forms to their preferences. <ul style="list-style-type: none"> ● <u>Nextiva Phone Issues:</u> We thought we found a solution in Verizon, but then learned it would not help with the phone tree issues we are experiencing. Another demo has been set up for next week. We are also looking into utilizing Starlink when the internet is down. ● <u>Vocera:</u> Vocera training is scheduled for December 3-5, 2024; go live is scheduled for December 17-19, 2024. ● <u>Emergency Operations Plans:</u> We are working to make improvements to our current Emergency Operations Plan and code responses. ● <u>Journey Mapping Project:</u> We only received a few responses from the journey mapping interviews, and all comments were positive. This project will be discontinued as we did not find anything we could improve on. ● <u>Employee Activities Committee:</u> Our new Employee Activities Committee is comprised of 18 frontline staff who are working on activities for staff to participate in, including a MCH Softball Team; Fall Festival on 11/15/2024 in the Rose Garden; outdoor movie nights, etc. 	
8.9 Quality Committee Report Report of meeting held October 24, 2024	<p>Hoy reported that the Quality Committee Meeting (Open Session) included presentations on the following agenda items (see Quality Committee minutes):</p> <ol style="list-style-type: none"> 1. Regulatory & Patient Safety Action Plans 	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	2. Regulatory Updates	
8.10 Facilities Committee Report Report of meeting held October 24, 2024	Robinson reported that the Facilities Committee meeting included presentations on the following agenda items (see Facilities Committee minutes): 1. Hospital Campus Updates 2. Construction Updates	Information Only
8.11 Finance Committee Report Report of meeting held October 24, 2024	Smart reported that the Finance Committee meeting included presentations on the following agenda items (see Finance Committee minutes): a. Updated Project Sources & Uses of Funds Debt Capacity Analysis/Summary of Financial	Information Only
	b. Financial Statements as of and for the three (3) months ended September 30, 2024.	On a motion made and seconded, the Board approved the Financial Statements as of three (3) months ended September 30, 2024 as presented. M (Smart) / S (Hoy) / C 4 Ayes / 0 Nays / 0 Abstain / 0 Absent
	c. Capital Purchases for the three (3) months ended September 30, 2024.	Information Only
	d. Investments Statements (LAIF & UBS) as of month ended September 30, 2024.	Information Only
8.7 Board Education	Robinson reported on the following upcoming Board education opportunities:	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>a. AHA Rural Health Care Leadership Conference: February 23-26, 2025 in San Antonio, TX.</p> <p>b. HASC Annual Conference, April 23-25, 2025, Indian Wells, CA.</p> <p>Board members will let McCasland know if they are interested in attending these conferences.</p>	
8.8 Discussion Topic Suggestions	A recommendation was made to schedule refresher training for Board Members on the Brown Act and Public Records Act. McCasland will work to schedule this training after the beginning of 2025.	Information Only
9.0 Adjourn to Closed Session:	The Board adjourned to “Closed Session” at approximately 4:12 p.m.	Information Only
10.0 Return to Open Session:	The Board returned to “Open Session” at approximately 4:14 p.m.	Information Only
10.1 Closed Session Report:	<p>Per Robinson, the following items were reported on during “Closed Session”:</p> <ul style="list-style-type: none"> Personnel Issues: Incentive Compensation Determination 	Information Only
11.0 Public Report of Decisions	None	None
12.0 Next Board-Attended Meetings:	<p>The next Special Board of Directors meeting will be on Friday, November 1, 2024 at 1:00 p.m. Meeting to be held in the George M. Medak Conference Room (Suite 202) in the Medical Office Building.</p> <p>The next Regular Board of Directors meeting will be on <u>Thursday, November 21, 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.</p>	Information Only
13.0 Final Adjournment:	There being no further business to discuss, the Board of Directors meeting adjourned at approximately 4:14 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:	Cheryl Robinson, Board Vice President, called the Special Board of Directors meeting to order at approximately 1:00 p.m.	The meeting was called to order
2.0 Board Members Present: Recording Secretary Staff Members Present: Guests:	Cheryl Robinson, Vice President Barrick Smart, Board Treasurer Barry Hoy, Board Secretary Gerry Hinkley, Board Director Kristi McCasland, Executive Assistant Mark Turner, Chief Executive Officer Corey Blanding, Public	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 Agenda: 6.1 Discussion Regarding Appointing a Candidate to fill the Open Board Seat	Robinson reported that the District received applications from Jeri Simpson, Robert LeMoyne and Corey Blanding to fill the open Board seat. After discussion, a motion was made and seconded to appoint Jeri Simpson to serve on the Board of Directors until the next District General Election in 2026.	On a motion made and seconded, the Board approved appointing Jeri Simpson to serve on the Board of Directors until the next District General Election in 2026. M (Hinkley) / S (Smart) / C 4 Ayes / 0 Nays / 0 Abstain / 0 Absent
6.2 Resolution 2025-04: Appointment of Jeri Simpson to Serve on the Board of Directors	RESOLUTION NO. 2025-04 RESOLUTION OF THE BOARD OF DIRECTORS OF SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL	On a motion made and seconded, the following resolution was accepted as presented:

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	<p>DISTRICT APPOINTING JERI SIMPSON TO SERVE ON THE BOARD OF DIRECTORS UNTIL THE NEXT DISTRICT GENERAL ELECTION IN 2026.</p> <p>WHEREAS, a vacancy exists on the Board of Directors of the San Bernardino Mountains Community Hospital District; and</p> <p>WHEREAS, pursuant to Government Code section 1780, the Board of Directors may appoint a director to fill the vacancy until the next District general election in 2026.</p> <p>NOW, THEREFORE, the Board of Directors of the San Bernardino Mountains Community Hospital District does hereby resolve, find, determine, and order as follows:</p> <p><u>Section 1.</u> Pursuant to section 1780 of the Government Code, the Board of Directors of the San Bernardino Mountains Community Hospital District hereby appoints Jeri Simpson to serve as a member of the Board of Directors until the next District general election in 2026.</p> <p><u>Section 2:</u> The Secretary of the San Bernardino Mountains Community Hospital District is hereby directed to deliver forthwith one (1) certified copy of this resolution to the Clerk of the Board of Supervisors of the County of San Bernardino.</p> <p>ADOPTED, SIGNED AND APPROVED this 1st day of November, 2024,</p> <p>Jeri Simpson will be sworn in by McCasland prior to the November 21, 2024 Regular Board of Directors Meeting.</p>	<p>RESOLUTION NO. 2025-04</p> <p>RESOLUTION OF THE BOARD OF DIRECTORS OF SAN BERNARDINO MOUNTAINS COMMUNITY HOSPITAL DISTRICT APPOINTING JERI SIMPSON TO SERVE ON THE BOARD OF DIRECTORS UNTIL THE NEXT DISTRICT GENERAL ELECTION IN 2026.</p> <p>M (Hoy) / S (Hinkley) / C</p> <p>4 Ayes / 0 Nays / 0 Abstain / 0 Absent</p>
6.3 Review/Approval of UKG Web Based Module for HR,	Turner reported that the MediTech module does not have the capabilities to do everything we need it to with regards to HR, payroll	On a motion made and seconded, the Board approved moving

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
Payroll and Timekeeping	and timekeeping. De La Cruz reported that she received proposals from three companies, and that UKG was the one that stood out as being the most robust system, while maintaining a more modern, simplified and enhanced employee experience. UKG has the ability to export files and load them into our GL with Meditech. UKG was also the most customizable system and will have the ability to build all of our current pay policies such as our various pay codes (shift differential, call back, on-call, specific departmental bonuses), which the other two systems were unable to accommodate. She noted that UKG was a system recommended by WIPFLI as the vendor of choice for many of their clients. The annual spend for UKG is \$111,060, however other costs will drop off (e.g. Breezy and JB Dev, which amounts to around \$21,500 in savings).	forward with UKG as our HR, payroll and timekeeping vendor. M (Hoy) / S (Smart) / C 4 Ayes / 0 Nays / 0 Abstain / 0 Absent
6.4 Engaging Custom Learning Systems for Patient Experience Training	Turner reported that we would potentially engage Custom Learning Systems for our Patient Experience Training. He noted that the annual cost is >\$100k which is unbudgeted, however, we would receive a 25% cost report reimbursement, bringing the cost under the \$100k threshold. Turner also reported that IEHP provides financial incentives for implementing initiatives, and in 2025, "Patient Experience" is one of their pay for performance (P4P) projects. IEHP has a preferred patient experience vendor; however, if Custom Learning Systems meets their requirements, we could use them as our vendor. Turner reported that once the criteria for the IEHP Patient Experience P4P project is met, the hospital would receive \$200k in incentive payments, which more than covers costs. More information to come on this item.	Information Only
6.5 2025 Board of Directors Meeting Calendar DRAFT	Board members reviewed a proposed 2025 meeting calendar. This item will be tabled until the November 21, 2024 meeting so that Jeri Simpson can be included in the discussion, and ensure she is available on the proposed dates.	Item Tabled
7.0 Next Board-Attended Meetings:	The next Regular Board of Directors meeting will be on <u>Thursday, November 21, 2024</u> at 1:00 p.m. Meeting to be held in the George M	Information Only

TOPIC	DISCUSSION/CONCLUSION/RECOMMENDATION	ACTION/FOLLOW-UP
	Medak Conference Room (Suite 202) in the Medical Office Building.	
8.0 Final Adjournment:	There being no further business to discuss, the Board of Directors meeting adjourned at approximately 1:39 p.m.	Meeting adjourned

By: _____
Barry Hoy, Secretary of the Board

By: _____
Kristi McCasland, Recording Secretary

Board Approvals: (22 Documents)

I. New Policies / Forms / Attachments: (2)

a. Human Resources (HR) Policies: (1)

[Communication Policy \(Policy\) - HR](#)

b. Information Management (IM) Policies: (1)

[Password Policy \(Policy\) - IM](#)

II. Updated Policies / Forms / Attachments: (6)

a. Human Resources (HR) Policies: (1)

[Peer Support After Adverse Events – “Care for the Caregiver” \(Policy\) - HR](#)

a. Medication Management (MM) Policies: (4)

[Antibiotic Selection Order Set: Respiratory Infections \(Protocol\) - MM](#)

[Antibiotic Selection Order Set: Urinary Tract Infection \(UTI\) \(Protocol\) - MM](#)

[Antibiotic Selection Order Set: Skin and Soft Tissue Infections \(Protocol\) - MM](#)

[Antibiotic Stewardship Program \(Policy\) - IC/MM](#)

b. Nutritional Services Department Policies: (1)

[Food Preferences \(Policy\) - Nutritional Services Department](#)

III. Triennial Renewal Only (no / minor changes): (14)

a. Environment of Care (EC) Policies: (10)

[Physical Layout - SEC-001 \(Policy\) - EC](#)

[Equipment, Medical Equipment Management Plan \(Plan\) - EC](#)

[Hazardous Materials Management Plan \(Plan\) - EC](#)

[Equipment, Electrical Safety-General - ME-019, SFT-003 \(Policy\) - EC](#)

[Equipment, Incidents Involving Clinical Equipment - ME-013 \(Policy\) - EC](#)

[Equipment, Non-Hospital Owned Clinical Equipment - ME-008 \(Policy\) - EC](#)

[Product Recall/ Device Hazards - ME-012, SFT-004 \(Policy\) - EC](#)

[Utilities Inventory - UT-001 \(Policy\) - EC](#)

[Utility Failure Plan - EP-007, UT-016 \(Policy\) - EC / EM](#)

[Preventive Maintenance of Low Pressure Boilers/Daily Checklist - UT-006 \(Policy\) - EC](#)

b. Provision of Care, Treatment & Services (PC) Policies: (1)

[Outpatient Observation Services \(Policy\) - PC](#)

c. Nutritional Services Department Policies: (1)

[Recall Notification Procedure for Nutritional Services Food and Fluids \(Policy\) - Nutritional Services Department](#)

d. Rehabilitation Services Department Policies: (2)

[Rehab Computer Down Time \(Policy\) - Rehabilitation Services Department](#)

[Outpatient Rehabilitation Satisfaction Survey Process \(Policy\) - Rehabilitation Services Department](#)

**San Bernardino Mountains Community Hospital
2025 Election of Officers and Committee Assignments**

**2025 Election of Officers &
Committee Chair / Member**

2024 Assignments

Board of Directors: Monthly Meetings (dark in December)			
	President		
	Vice President	Cheryl Robinson	
	Secretary	Barry Hoy	
	Treasurer	Barry Smart	
	Director	Gerry Hinkley	
		Jeri Simpson	

Finance Committee: Monthly Meetings (dark in December)			
	Chair	Barry Smart	
	Committee Member	Barry Hoy	

Quality Committee: Monthly Meetings (dark in December)			
	Chair	Barry Hoy	
	Committee Member	Gerry Hinkley	

Facilities Committee: Quarterly Meetings (January, April, July, October)			
	Chair	Cheryl Robinson	
	Committee Member	Gerry Hinkley	

Marketing Committee: Quarterly Meetings (February, May, August, November)			
	Chair	Cheryl Robinson	
	Committee Member	Barry Hoy	

Human Resources Committee: Quarterly Meetings (March, June, September)			
	Chair	VACANT with Kieth's Retirement	
	Committee Member	Barry Smart	

Medical Executive Committee: Monthly Meetings			
	Board Member Assigned	VACANT with Kieth's Retirement	

Auxiliary Board: Monthly Meetings			
	Board Member Assigned	Cheryl Robinson	

Foundation Board: Quarterly Meetings			
	Board Member Assigned	Cheryl Robinson	

Board of Directors Meeting Calendar

2025

Board Meeting


MEC

Auxiliary Board

Foundation Board

February 23-26, 2025 - AHA Rural Health Symposium (San Antonio, TX) / CHA Rural Health Care Symposium ???/??/? / April 23-25, 2025 - HASC Annual Conference (Indian Wells, CA)

January							February							March						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4							1							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28		23	24	25	26	27	28	29
Facilities Committee							Marketing Committee							Human Resources Committee						
April							May							June						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5					1	2	3	1	2	3	4	5	6	7
6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
27	28	29	30				25	26	27	28	29	30	31	29	30					
Facilities Committee							Marketing Committee							Human Resources Committee						
July							August							September						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5						1	2		1	2	3	4	5	6
6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
27	28	29	30	31			24	25	26	27	28	29	30	28	29	30				
Facilities Committee							Marketing Committee							Human Resources Committee						
October							November							December						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4							1		1	2	3	4	5	6
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
Facilities Committee							Marketing Committee							DARK						

 MOUNTAINS COMMUNITY HOSPITAL <i>The Heart of Mountain Healthcare</i>	Board Compensation (Policy) _____	LD - Leadership
ORIGINATION DATE: No Date Set	DATE APPROVED: Not Approved Yet	VERSION: 5

PURPOSE: To compensate members of the board of directors pursuant to Cal. Health & Safety Code § 32103.

POLICY: As Cal. Health & Safety Code § 32103 authorizes, each Board member may receive a stipend of \$100 for attending meetings on behalf of the District, up to a maximum of \$600 per calendar month. Qualifying meetings include Board meetings, Board Committee meetings whereby the Board member is a member of such Committee and other Board approved meetings relating to the Hospital.

If the District compensates its Board members for over five (5) meetings in a calendar month (reaching the \$600 maximum), the Board will annually adopt a written policy describing, based on a finding supported by substantial evidence, why over five (5) meetings per month are necessary for effectively operating the District.

Board Compensation Policy for Calendar Year 2025

Due to significant projects including strategic planning and ongoing construction projects, Directors may be compensated for attending up to six (6) meetings per month during Calendar Year 2024. The Board finds that there is substantial evidence that over five (5) meetings per month may be periodically necessary for effectively operating the District.

PROCEDURE:

1. CFO shall track attendance for qualifying meetings.
2. CFO shall submit the number of meetings for each Board member monthly to payroll.
3. CFO shall ensure that the Board members are not being compensated more than the monthly maximum (based on calendar months).
4. Beginning as of January 1, 2023, payments will be subject to standard W2 tax/other withholdings. Board members will not be eligible for benefits.
5. The CFO will maintain substantial evidence as to why over five (5) meetings per month are necessary for effectively operating the District.

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](#)



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!

[SECURE YOUR SPOT >>](#)



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155 North Wacker Drive | Suite 400 | Chicago, IL 60606

www.AHA.org

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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

Q

Search

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 Arespachochaga
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 Strategie...
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 Arespachaga
 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

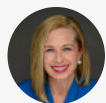
11:30 AM-12:30 PM

[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!



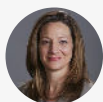
Jamie Orlikoff
President, Orlikoff & Associates, Inc.
National Advisor on Governance and Leadership to the American Hospital Association

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

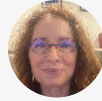
[Share session](#)

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

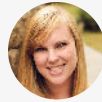
2:30 PM-3:30 PM

[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

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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

